

Performance Quarterly Report – Quarter 1 2019-2020

Rossendale Borough Council has three priority themes which represent the main aims of the Council. Against each of these priorities we have set out a range of actions, measures and targets for achievement. This report will tell you how well we are doing in delivering our priorities by; demonstrating the progress we are achieving in completing the actions and targets in our Corporate Strategy, together with providing key performance management information about the Council's performance, in the following sections:

- **Actions and Projects**
- **Performance Indicators**
- **Complaints and Complaints**
- **Compliments and Complaints**
- **Corporate Risks**

Data Quality


Rossendale Council is committed to improving services for local people; we recognise that strong performance management and robust data quality processes are an important part of helping us achieve this. Data Quality is about making sure that the data and information we use to compile this report is accurate, reliable and is provided in a timely manner. The council has introduced a Performance Management Framework and Data Quality Strategy (currently being refreshed) to ensure that all performance information continues to be collected and used efficiently and effectively to drive improvements in our services.

Performance Indicators

Each year the Council sets targets for achievement against a range of performance indicators and uses a RAG rating status to monitor the targets.

Performance RAG (Red, Amber, Green) rating status indicators	
Indicator	Status
GREEN	On track, no substantial issues or risks which require action from the Council's Programme Board
AMBER	Some issues or risks which require action from the Council's Programme Board to keep the project on track
RED	Project in jeopardy – serious issues or risks needing urgent action
NOT KNOWN	The status cannot be calculated

Quarter 1 2019-2020 Service Actions and Corporate Projects

Priority 1	Clean and green Our priority is to keep Rossendale clean, for all Rossendale’s residents and visitors and to take available opportunities to recycle, use energy from renewable sources, more efficiently.			
1.1	Work with our communities to enhance our parks, playgrounds, green spaces and countryside, for all to enjoy.			
	Service Actions	Latest note		
	Prepare ‘Love Parks’ masterplans for Whitaker and Victoria Parks.	<p>The ‘Love Parks’ project will have the aim of increasing use of the parks to improve the mental and physical wellbeing of local people of all ages and be a community asset, and focus and enhance belonging.</p> <p>Initial focus will be on Victoria Park in Haslingden and Whitaker Park in Rawtenstall; both large parks accessible by many local residents. The project will build on the model used to improve Stubblelee Park beginning with the development of a Masterplan for each park. The consultation and Masterplan will focus on more than the physical aspects of the parks, and would also include events, activity sessions etc.</p> <p>The project will link into and maximise benefits for the parks from other current projects and initiatives which impact on the parks including:</p> <ul style="list-style-type: none"> - Updated RBC Play Strategy - HLF funded developments at The Whitaker - Together an Active Future <p>Health statistics show that Rossendale has high levels of people with obesity and inactivity. Projects such as Together an Active Future and Healthy Place Healthy Future aim to address these issues. A project focussed on increasing use of the parks through the development of facilities, events and activities, and promotion, will link in with these and other initiatives and enable the maximisation of benefits and efficient use of resources.</p> <p>The project will include improvements to the physical infrastructure where appropriate, events, activities, promotion, awareness raising. Support and development of Friends of Parks Groups will be a key component.</p>		
		Corporate Project - 1	RAG Status 	Responsible Officer – Alison Wilkins

1.2	Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more targeted enforcement.						
	Pilot and implement the Corporate Enforcement Strategy.	<p>Pilot project continuing and to be reviewed in October for a decision regarding extending the project. On target to achieve desired outcomes of reducing the amount of litter and dog fouling in our parks and open spaces. In common with all local authorities, Rossendale suffers from the effects of Environmental Crime including littering, dog fouling, fly tipping and other waste issues. Litter includes such items as cigarette butts, chewing gum and food packaging which when deposited inappropriately can cause harm to the environment and be hazardous to wildlife</p> <p>Rossendale is committed to providing a “clean and green” borough and this includes reducing the incidents of environmental crime by carrying out awareness raising campaigns and making the best use of the legislation available to enforce against those who continue to commit offences, including the use of fixed penalty notices.</p> <p>The Council has adopted the use of fixed penalty notices covering a range of offences, which offer an individual the opportunity to discharge any liability to conviction for the offence to which it relates. When individuals choose not to discharge their liability through payment of a fixed penalty, then prosecution can be taken through the courts.</p> <p>The formation of the Public Protection Unit has focused the Council’s approach to dealing with a range of issues affecting the environment and is now using a range of proactive approaches in tackling environmental crime.</p>					
		Corporate Project – 2	<table border="1"> <tr> <td data-bbox="1182 847 1435 927">RAG Status</td> <td data-bbox="1435 847 2208 927">Responsible Officer – Phil Morton</td> </tr> <tr> <td data-bbox="1182 927 1435 997"></td> <td data-bbox="1435 927 2208 997"></td> </tr> </table>	RAG Status	Responsible Officer – Phil Morton		
RAG Status	Responsible Officer – Phil Morton						

1.3

Work with our partners to improve the quality and cleanliness of the roads in the Borough.

Work and civic pride friend’s groups and members of the community to encourage residents to get involved in keeping Rossendale clean and tidy.

The Operations Team has worked with the Civic Pride group, providing them with a number of flowers and plants for Quarter1, which have been used to provide floral displays in and around the borough. This initiative brought together all the Civic Pride groups and has seen the provision of not just annual bedding, but also a number of perennial plants that can be built upon in future years to reduce the ongoing costs of flower provision throughout the borough.

Additionally, the Civic Pride groups have assisted within parks and cemeteries, with work such as Himalayan Balsam removal seeing positive publicity gained via various social media outlets.

The Operations Team are also developing plans to promote the availability of clean up packs for a new initiative for volunteer community litter pickers, this will be progressed further in Quarter 2. Additionally, the Operations Team attended and supported a number of organised community clean up events as part of the Keep Britain Tidy annual spring clean weeks in Quarter1.

Five new litterbins have been sited within the borough this quarter to aid with the work of the Council’s Public Protection Unit in managing littering within the borough.

The small road sweepers used within the borough are due to be replaced, so trials of replacement machines have taken place, with a tendering exercise being undertaken to see the introduction of slightly larger capacity sweepers that will help improve the cleansing within the borough, not just with more reliable machinery, but also more efficient and effective vehicles, that also meet the latest European emission standards.

Responsible Officer – David McChesney

	<p>Develop and deliver a clean air strategy.</p>	<p>Draft strategy complete for presentation to Cabinet Nov 2019 . The strategy has been developed in response to growing concern about air quality both locally and nationally.</p> <p>The main focus of the strategy is around a number of commitments covering planning, transport, climate change and energy management, health and education, commercial and domestic sources and communications. The strategy will outline how we intend to meet these commitments and includes further work around renewable sources of energy, electric vehicles and tackling problems with domestic heating sources. Air quality is a cross cutting issue which has implications for a number of areas including health, the environment and transport. This Local Air Quality Strategy sets out the case for action and outlines the measures that will be taken over the next ten years within Rossendale in order to improve air quality and reduce population exposure to the pollutants recognised as being the most harmful to human health.</p> <p>In addition, we all have a duty to act on climate change and by having a strong policy to cut emissions, this also has associated health, wellbeing and economic benefits. Evidence shows that air pollution is the top environmental risk to human health in the UK, and the fourth greatest threat to public health after cancer, heart disease and obesity. We recognise that improvements in air quality will benefit the health and economy of Rossendale and this is reflected within the Council’s corporate priorities.</p>		
		<p>Corporate Project – 3</p>	<p>RAG STATUS</p> <div style="background-color: #92d050; height: 20px; width: 100%;"></div>	<p>Responsible Officer – Phil Morton</p>

1.4	Reduce waste collected and increase recycling rates in the Borough.						
	Develop a waste recycling improvement strategy.	<p>A Recycling Waste Management Strategy was drafted early this year and as Rossendale Borough Council is part of the Lancashire Waste Partnership we are currently awaiting the response of the Waste Disposal Authority, Lancashire County Council, to the central government waste strategy 'Our Waste, Our Resources: A Strategy For England' as they specify where the waste and recycling should be taken, plus what items can be recycled.</p> <p>Rossendale Borough Council are still continuing with localised recycling campaigns through its social media sites and working with Lancashire County Council to deliver a County wide recycling campaign which will be focused on plastics, tubs and containers to increase the numbers that are recycled rather than sent to landfill. To supplement this the Council has installed banners on its new waste/recycling vehicles with the first messages going live in September 2019.</p> <p>Rossendale Borough Council has continued in Quarter 1, tackling recycling contamination, with some 3,000 households receiving communication from the Council on the incorrect type of material placed in the recycling bin for stage 1 and also some 300 properties being taken to the second stage of the process for continued contamination. The 3rd stage of the process involved the removal of the recycling service for those householders that failed to take heed of the previous 2 stages. In quarter 1 there have been no properties falling into this category. Of those properties, some 400 have received a further letter regarding their continued contamination of the recycling bin.</p>					
		Corporate Project – 4	<table border="1"> <tr> <td data-bbox="1182 885 1435 963">RAG Status</td> <td data-bbox="1435 885 2208 963">Responsible Officer – Keith Jenkins</td> </tr> <tr> <td data-bbox="1182 963 1435 1040"></td> <td data-bbox="1435 963 2208 1040"></td> </tr> </table>	RAG Status	Responsible Officer – Keith Jenkins		
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1.5	Work with partners on ensuring Rossendale is robustly prepared for civil and environmental disasters.	
	<p>Maintain Civil Emergency Plans and Business Continuity Plans to ensure robust arrangements are in place in the event of an incident.</p>	<p>During quarter one there was an Emergency Planning meeting on the 18th June, where we held a desk top exercise on the council's procedure around a bomb evacuation, other items discussed were:</p> <p>Civil Emergency Plan - We agreed the changes to the document which included staff details due to members of the EPT leaving the council, procedures changing, contact details out of date.</p> <p>Out of Hours Phone - it was agreed that Capita would take over the control of the out of hours' phone and a process was now in place to hand over the responsibility.</p> <p>Operation Merlin Roadshow - The Lancashire Resilience Forum (LRF) Hazardous Substances Group own the Co-ordinated Response Plan for Hazardous Substances Incidents Plan commonly known as Operation Merlin. A member of the team attended the pilot roadshow held in Ormskirk which was organised to make all agencies within Lancashire aware of the benefits of working together under the Merlin banner. At the event organisations were asked if they would like to hold a roadshow and Rossendale Borough Council have provisionally booked one in early December 2019</p> <p>One member of the team attended the Major Incident Training held by the Lancashire Resilience Forum (LRF) at the Police headquarters in Hutton.</p>
		<p>Responsible Officer – Steve Tomlinson</p>

Priority 2	<p>A connected, growing and successful Rossendale Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.</p>	
2.1	<p>To work with staff to champion our more commercial and digital approach to make it easier for customers to interact with the Council online when it suits them, by making more of our services digital.</p>	
	Service Action	Latest note
	<p>Develop an in-cab technology waste/recycling collection infrastructure.</p>	<p>Waste and recycling collections are among the most visible services any council delivers and residents need to interact with the council around waste, both to gather information about the collections themselves, and to complain about related problems. Missed bins do, after all, remain a source of frustration and irritation to many residents. We don't have the necessary information to hand to rapidly resolve issues as paper-based reports are currently used as there is a lack of connectivity between the collection crews out in the field, the management team in the back office, and the public looking for fast answers to their queries and complaints</p> <p>As part of the Council's Digital Transformation drive the Operations Team has started the process to integrate in-cab technology into their fleet of waste and recycling vehicles which will further enhance the customer experience and feedback by being able to respond increasingly quicker and accurately to customer complaints and providing feedback from the crew directly to the residents. With a mobile in-cab waste management approach in place, the council's back office and call centre teams would be able to see almost instantly the reasons why a particular bin was missed and immediately alert the householder concerned, with the likely result that the collection could be quickly rescheduled.</p> <p>In quarter 1 the Council developed its own in-house system and has purchased 3 tablets to trial it on a range of services (garden waste, bulky collections, bin deliveries and fly tipping). This trial was successful and further development on the system will be undertaken in quarter 2.</p>
		<p>Responsible Officer – Keith Jenkins</p>

	<p>Implement the Digital Transformation Strategy.</p>	<p>Following on from an OJEU tender exercise contracts were awarded for the Revenues and Benefits service. Lot 1 – The provision of the service was awarded to Capita. Lot 2 – The IT for the service was awarded to Northgate Information Solutions. Lot 3- The Out of Hours service was awarded to Capita. In Quarter 1 the project commenced with an anticipated Go Live date scheduled in Quarter 3. Work has been underway to transfer the old Capita Revenues and Benefits applications into RBC. To support the digital agenda, the new IT solution will include the introduction of new applications across Revenues and Benefits. This means our customers will get great services 24/7 and the Council will get automated alerts, no re-keying and extra time to help those in need. Available for Revenues, Benefits and Landlords, Citizen Access can cut phone calls and walk-ins by up to 50%. This will help get more people online and support digital transformation. By improving business processes with the self-serve facilities we will reduce processing times and will result in cashable savings of £200,000 per year.</p> <p>In Quarter 1 the Council has supported RLT with the implementation of their new interactive gym equipment. The network capacity for all RLT sites has been increased improving speed and performance. The size of the internet connection for RLT has also been increased improving the speed and allowing for additional bandwidth for the new equipment to work. The number of wireless points has been increased in the RLT buildings. Finally, new faster thin client desktops to support the new software have been ordered and work has commenced on implementing these in Quarter 2 and the Council will be rolling out windows 10 for all RLT users.</p> <p>Progress has been made and continues around cyber security and additional penetration testing is being completed. The Council’s firewalls are being upgraded and RBC are now looking to adopt NCSC minimum cyber security standards. This is a new minimum set of cyber security standards that government expects departments to adhere to and exceed wherever possible.</p>	
		<p>Corporate Project- 5</p>	<p>RAG Status</p> <div style="background-color: #92d050; height: 20px; width: 100%;"></div>

2.2	Establish thriving town centres of Rawtenstall, Bacup and Haslingden.						
	<p>Deliver the Spinning Point Project.</p>	<p>Significant progress has been made in the “above ground” works to house the new Rawtenstall Bus Station. Unfortunately, Electricity North West Limited are to undertake some unplanned work in Lord Street which will take place during September. This in effect will delay the public realm work at Lord Street and the opening of the new bus station. The Council and Lambert Smith Hampton, our appointed commercial letting agents, are in advanced discussions with two end users for the bus station.</p> <p>Given the decline in the retail market, Spinning Point Phase 2 is to be redesigned to create two retail units, a high end spa with residential/offices above in the block adjacent to James Street Car Park. The block adjacent to Kay Street will be developed as a later phase but in the meantime provide some car parking within an improved public realm setting.</p>					
		<p>Corporate project - 6</p>	<table border="1"> <tr> <td data-bbox="1182 585 1453 667">RAG Status</td> <td data-bbox="1453 585 2208 667">Responsible Officer – Cath Burns</td> </tr> <tr> <td data-bbox="1182 667 1453 745"></td> <td data-bbox="1453 667 2208 745"></td> </tr> </table>	RAG Status	Responsible Officer – Cath Burns		
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	<p>Deliver the Future High Street bid for Bacup.</p>	<p>During the first Quarter the Economic Development team worked collectively on an Expression of Interest to the Future High Street Fund, a £675 million fund specifically allocated by the Government in order to transform and revive High Streets throughout the country. The Expression of Interest stage was going to be highly competitive and the ED team attended a conference in Manchester attended by a number of Government delegates who gave a comprehensive overview of the Future High Streets Fund.</p> <p>The funding application saw the development of the Bacup 2040 Vision – a period of intense consultation with the local residents, business and stakeholder community ensured that the Bacup 2040 Vision is a community led document and a document that would see Bacup transformed into a thriving and bustling town with a sustainable future. Alongside the 2040 Vision, a town centre masterplan was also developed which was devised to retain and protect as much of the heritage and historic fabric of Bacup as possible whilst allowing for modern interventions such as an enterprise along with incubator hubs for new businesses.</p> <p>The Expression of Interest was submitted. Details indicated that over 300 Expressions of Interest were submitted. We are awaiting the outcome for our Expression of Interest in this quarter.</p>
	<p style="text-align: right;">Responsible Officer – Guy Darragh</p>	

	<p>Develop the Haslingden 2040 Vision and bid for NHLF.</p>	<p>During Quarter 1 Economic Development submitted a bid to the National Lottery Heritage Fund for a town centre restoration scheme in Haslingden. The scheme focuses on building repairs and restoring architectural features of eligible buildings. There is a public realm theme which includes enhancing footpaths and creating public spaces to socialise and hold events and there will also be a diverse range of community engagement activities and training opportunities for the local residential and business community.</p> <p>We expect a decision for the first stage of the bid in November 2019. If successful, a project officer will be recruited and the development phase will begin in December 2019 and run to February 2021. If the development phase submission is successful, the project will begin delivery in May 2021 until May 2026.</p> <p>The bid was shaped by the 2040 Vision and vice versa through the extensive public consultation the team in Economic Development undertook. The 2040 Vision is a community and business led Vision which will be delivered throughout the years. The Heritage Fund bid, if successful, will be the first step in the Vision and we will continue to actively seek funding to continue the delivery of the 2040 Vision.</p> <p>This Heritage Fund bid and 2040 Vision are examples of the proactive work that the team are undertaking in order to meet our Economic Development Strategies Number One Priority – Town Centres. The Vision is a long term document to see the evolution and transformation of Haslingden into a sustainable and thriving town for residents, businesses and visitors through the years to 2040 and beyond.</p>
		<p>Responsible Officer – Guy Darragh</p>

2.3	Promote and increase inward investment in Rossendale attracting growth sector business.				
	Secure 27 hectares of employment land within the emerging local plan.	<p>The Emerging Local Plan has been submitted to the Planning Inspectorate for Examination, which will begin on September 24th for 3 weeks. This is a process of scrutiny chaired by an Independent Planning Inspector and will allow the Inspector to reach a conclusion as to whether the Local Plan is sound and legally compliant. The plan makes provision for the required 27 hectares of employment land and distributes the supply of employment land to different sites across the borough, depending on land availability, the economic needs of the different parts of the borough and site specific issues such as vehicular access. If the Inspector finds the Plan to be sound, the Plan will come back to the Council for a vote as to whether the Councillors wish to adopt the Plan. However, the Planning Inspector may also recommend that there needs to be alterations to the Plan, in order for it to be declared sound. These alterations are known as main modifications and can apply to any relevant planning issue, including the requirement for employment land provision. These modifications could either be a reduction in the amount of employment needed or an increase. They could also be the deletion of specific sites from the Plan and the inclusion of others. If any main modifications are required, they could be subject to further consultation before the plan is declared sound and put back to Members for a decision on whether to adopt the Plan.</p>			
		Responsible Officer – Anne Sturah			
	Bring forward Futures Park for development.	<p>With the masterplan in place for Futures Park Employment and Leisure Village, the Council have progressed the development of a circa 50,000 sq. ft. bespoke industrial unit for Plot 5 for a local business to serve as its Head Office of a fast growing advanced manufacturing sector. Progress during quarter 1 included:</p> <ul style="list-style-type: none"> — A signed letter of intent from the end user to underwrite the Council’s costs. — Site enabling works. — Full planning permission granted in April 2019. — A signed Head of Terms for an Agreement to Lease. 			
		Corporate Project - 7	<table border="1"> <thead> <tr> <th data-bbox="1182 1184 1453 1273">RAG Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="1182 1273 1453 1364" style="background-color: #92d050;"></td> </tr> </tbody> </table>	RAG Status	
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		Responsible Officer – Cath Burns			

	<p>Bring forward the Rossendale Valley Growth Corridor to provide the strategic infrastructure, including:</p> <ul style="list-style-type: none"> • Enhance funding for M65/A56 and Rawtenstall Gyratory. • Rawtenstall Rail link. 	<p>The Council has a local plan and economic development strategy that aims to bring forward 3,180 residential units and 27ha of new employment land. This is necessary to ensure the continued growth and prosperity of the borough by providing sufficient homes and jobs.</p> <p>To support the planned developments and investments it will be necessary to upgrade strategic infrastructure such as the rail link to Manchester.</p> <p>We have been working on the long-term aspiration to deliver a commuter connection, in 2018 following a competitive tender process we appointed CEBR consultants to deliver an early strategic case for investment report into the link. The report showed that such a link would be viable with 14,000 residents leaving the borough each day to access employment. Five potential delivery options were identified. This was presented to other partners and MPs as well as to Full Council in December 2018, the policy objective of securing a rail link that maintains the heritage railway has been formally adopted.</p> <p>Since then the Valley City Link steering group has been formed that brings together the key partners, which is leading on the delivery of the project. The project has been recognised as a pipeline intervention by Transport for the North 2027+. The key objective of securing a strategic outline business case has been pursued in 2019/20 q1 with meetings and discussions ongoing. TFN will be carrying out an options assessment of 2027+ pipeline projects in late 2020.</p>		
		<p>CORPORATE PROJECT - 8</p>	<p>RAG Status</p> <div style="background-color: #92d050; height: 20px; width: 100%;"></div>	<p>Responsible Officer – Cath Burns</p>

2.4	Create a strong indigenous business base, supporting new and existing businesses.	
	Implement individual estate rent reviews.	<p>Property Services covers a wide variety of functions within the Council. It manages a wide variety of sites such as industrial estates, garages and land tenancies. The team has been restructuring in Q1 2019/20 with the team being affiliated within the Economic Development and Property Services Team. This reflects the close working relationship between development projects such as Spinning Point and Futures Park and tenancy agreements.</p> <p>In quarter 1 2019/20 the Property Services team has started the recruitment of two vacant posts. This involved the production of job descriptions, personal specification, advertisement and recruitment. The two new posts are Property Services Officer (starting quarter 2) and Trainee Property Services Officer (starting quarter 1).</p> <p>The priority for the new team is to process Purchase Lease Rental applications, deal with tenancy renewals and new applications, rent reviews, license applications, encroachment enforcement and ensure contractual compliance with agreements.</p> <p>Later in 2019/20 Property Services will be modernising the land holding database, converting paper records to an online system and reviewing the advertising process for available land and property.</p> <p>Property Services will become a commercially driven team, maximising rental lease income from assets as well as obtaining the highest possible yield for disposable assets.</p>
		Responsible Officer - Lucie Greenwood

2.5	Develop our visitor economy, Adrenaline Valley brand and cultural offer.						
	<p>Deliver the Whitaker HLF Project.</p>	<p>The Whitaker saw extensive external development work during the first quarter. The aim of the extension work is to enhance the incredible cultural offering that the Whitaker provides to the residents of Rossendale and beyond and to also provide a long term sustainable future for the venue too. Home to an incredible collection of artefacts, art works and figurines, the museum and art gallery make the Whitaker a thriving arts and culture venue. Increasing the size of the museum and restaurant will enable to Whitaker to improve their museum offer and also increase their visitor numbers and capacity to hold events and activities which are already delivered and well attended but will be enhanced by the increase in space within the venue.</p> <p>Renovations to barns and stables will see significant buildings of heritage and character sympathetically restored using sensitive materials in keeping with the framework as set out by the National Lottery Heritage Fund.</p> <p>Extensive consultation activities were held to engage with the diverse range of individuals and groups who access the Whitaker to dine, visit the museum or look at the art exhibitions. A diverse audience development plan has been developed to ensure that all demographics are engaged with the project and they will continue to be a part of the projects future.</p> <p>In this quarter we are currently awaiting the outcome of the stage 2 National Lottery Heritage Fund application.</p>					
		<p>CORPORATE PROJECT - 9</p>	<table border="1"> <tr> <td data-bbox="1182 976 1456 1066">RAG Status</td> <td data-bbox="1456 976 2206 1066">Responsible Officer – Guy Darragh</td> </tr> <tr> <td data-bbox="1182 1066 1456 1136"></td> <td data-bbox="1456 1066 2206 1136"></td> </tr> </table>	RAG Status	Responsible Officer – Guy Darragh		
RAG Status	Responsible Officer – Guy Darragh						

2.6	Bridge the MTFS £1m funding gap using an increased commercial, efficient and effective approach to Council services.	
	<p>Deliver the MTFS and sustainability of the Council.</p>	<p>The 18/19 yearend out-turn reported to Members showed a favourable budget variance of £348k. Financial monitoring for Q1 (19/20) is forecasting a favourable variance of £114k. Both these reports therefore result in less reliance on the Transitional reserve and bode well for the future and balancing the Medium Term Financial Strategy (MTFS). A number of the 18/19 forecast gains were incorporated into 19/20 budgets and therefore the MTFS .</p> <p>Work now commences on updating the MTFS (February 2019) to be presented to Members for the mid-year update (October 2019). The last updated MTFS did include a number of challenges: grant allocations, digital transformation, Spinning Point Phase 2 investment returns. These will be reviewed in the coming months in light of known changes.</p> <p>The greatest MTFS risk remains the current annual Business Rates gains of £1m per annum as a result of the scheduled introduction of the new national scheme for the 75% local retention of Business Rates, effectively will the new national arrangements take away the gains the Council has made over the past 5 years as a result of new increased tariff arrangements?</p>
		<p>Responsible Officer – Phil Seddon</p>

2.7	Work with partners and community organisations to deliver excellent and innovative customer services.	
	<p>Review and improve the revenues, benefits and customer services delivered by the Capita Contract</p>	<p>Discretionary Housing Payments (DHP) – A review of the claim procedure and administration is underway in conjunction with HOT team. Changes in application forms, customer guidance and internal decision making arrangements are being prepared for formal adoption in Q2. A fully digital application form will be available from Q4. The new procedures allow for better targeting DHP funding towards prevention of homelessness.</p> <p>NNDR retail relief – Funding for retail relief was announced in the 2018 autumn statement. The policy for awards of relief was passed in Q4 2018/19. Actual calculations of the awards and rebilling required installation of new a NNDR software patch. Award of rate relief in the sum of £290k were made to qualifying customers.</p> <p>Text message/email/voicemail to council tax customers. In partnership with Capita new software has been installed to upgrade the previous text messaging service. 3 types of electronic contact with multiple messaging is now issued (from 13th May) to warn customers of missing payments. Electronic messages are intended to pre-empt and hopefully replace a proportion of formal reminder notices by providing a ‘nudge’ in advance of the issue of a legal notice. The arrangements allow for earlier identification of issues, improvement in cash flow and a reduction in cases starting sown the path of formal legal recovery as a first step.</p>
		<p>Responsible Officer – Ian Walker</p>

3	Priority 3 - A Proud, Healthy and Vibrant Rossendale Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.	
3.1	Celebrating the successes of our residents, businesses and the Council’s work through publicity, raising awareness of the great things they do.	
	Service Actions	Latest note
	Celebrate the success of our residents, businesses and the council’s work through publicity raising awareness of the great things we do.	<p>We continue to deliver a steady stream of positive news stories about the Council and the borough.</p> <p>Over the last two months, we have delivered positive PR on our own channels and in the local media linked to the Council’s three corporate priorities, such as,</p> <ul style="list-style-type: none"> — Bold vision for Haslingden — Council welcomes Haslingden bid progress — Council welcomes £81,000 fine for builder — THI successfully brought to an end — Rawtenstall Market change success — Hundreds expected at Employability Fair — Stubblee Park official opening — Whitaker’s lottery windfall — Rossendale to benefit from government funding — Council bans weed killer <p>We have also supported the promotion of the residents’ survey including use of Facebook advertisement.</p> <p>RLT continue to showcase positive stories of great front line service delivery through social media. The team have also worked on building our social media channels and have increased reach and the number of people engaging with our content.</p>
		Responsible Officer – Ben Greenwood

3.2	Build strong, resilient communities, creating neighbourhoods where people feel proud and safe to live.	
	<p>Provide support to the community and voluntary sector by informing, engaging and empowering them to be at the heart of Rossendale's neighbourhoods.</p>	<p>Community Partnerships awarded 17 small grants to local community groups in June, totalling £5418. Examples of grants awarded include: plants and equipment for Haslingden Civic Pride, camping equipment for Duke of Edinburgh Award students through Friends of All Saints, funding for a defibrillator on Bacup Road in Rawtenstall through Community Public Access Defibrillators for Rossendale, equipment for Bacup Park Bowling Club and support for Whitworth Youth summer holiday programme.</p> <p>Communities Team continue to provide advice and support to local community and voluntary groups including support with writing and developing funding applications. In June a useful briefing note on small grants was produced which included: Summary, Top Tips, where to go for further support and some Sources of funding. This was presented to the four Community Partnerships in June. Support was also provided for the production of the Growing Good Stories booklet to promote the work of Stubblelee Greenhouses and East Lancs Recovery College. The team also supports the continued development of the AB&D Centre in Bacup as a community hub which hosted a Lancashire Adult Learning Taster session in April.</p> <p>Communities Team officer and the Armed Forces Member Champion attended the Lancashire Armed Forces Covenant Day event in Preston in June, and are looking at how the covenant can be taken forward in Rossendale and we can reinvigorate support for armed forces communities in Rossendale.</p>
		<p>Responsible Officer – Alison Wilkins</p>

<p>Build community resilience through increasing community participation in local activities and decision making and enabling residents to influence and contribute to service delivery.</p>	<p>All 4 Community Partnerships held successful meetings in June, helping them to be at the heart of Rossendale’s neighbourhoods. 100 people attended the four meetings with agenda items including Bacup 2040 vision, Spinning Point and developments in Rawtenstall town centre, holiday hunger project, updates on Haslingden Street Fair and Women of Whitworth event, consultation on Whitworth Play area and Whitworth Men in Sheds. The Police also attended all four meetings and gave updates on local crime figures and answered questions and residents’ concerns. Although some crime figures have gone up in Rossendale recently as elsewhere, Rossendale remains a low crime area compared with the rest of Lancashire and nationally.</p> <p>The first Haslingden newsletter and activity sheet was produced and distributed in May, throughout Haslingden</p> <p>Community Partnership and the CLARHC project (Collaboration for Leadership in Advanced Research in Health and Care). This includes information on events and weekly activities in Haslingden. Bacup, Whitworth and Rawtenstall Community Partnerships commissioned local groups including the White Horse Project and Whitworth Youth to deliver much needed activities for young people over the summer holidays.</p> <p>Support was provided for various events, including grants to Bacup Easter Festival in April and launch of The Hill, home of Ski Rossendale in June.</p> <p>A new group, including traders and RBC officers is working hard planning Haslingden Street Fair. The group has secured grant funding of £3000 for the event which takes place in September on Deardengate.</p>	
		<p>Responsible Officer – Alison Wilkins</p>

3.3	Work with partners to help residents improve their health and wellbeing	
	<p>Deliver 4 strand community action plan 19/20.</p>	<p>The health of residents is championed through Rossendale Health and Wellbeing Partnership, which has a wide membership from across the statutory and voluntary sectors, and goes from strength to strength, and the developing Primary Care Networks Community of which the Council is a key partner. The GP lead Primary Care Networks will agree local health priorities and the Health and Wellbeing Partnership is developing its role as a consultation and engagement arm of the PCNS. Through active participation in these partnerships Rossendale Council is able to influence and support health priorities locally.</p> <p>The Communities Team also attends the new East Lancashire health leads group, formed to ensure the smooth introduction of work between local authorities and primary care networks.</p> <p>The Communities Team co-chairs monthly ASBRAC (anti-social behaviour risk assessment conference) working with colleagues in the Police, Together Housing and Public Protection Unit to address anti-social behaviour.</p> <p>We are an active member of the Pennine Lancashire Community Safety Partnership. The recently approved Pennine Lancashire Community Safety Plan was developed collaboratively with partners in Burnley and Blackburn with Darwen and includes the following priorities:</p> <ol style="list-style-type: none"> 1. Maintain low crime and anti-social behaviour levels 2. Keeping young people and adults with vulnerabilities safe 3. Tackling the causes of crime through preventing and early intervention 4. Targeting repeat offenders and those causing the greatest harm 5. Keep our roads safe

	<p>Manage, co-ordinate and support community projects to improve health and wellbeing of residents.</p>	<p>Grant funding of £80,000 was secured from Virador and Lancashire Environment Fund for the new play area at Moorlands Park in Bacup. This is part of the ongoing Stubblelee Masterplan work which has transformed Moorlands / Stubblelee Park over the last couple of years. A new Love Parks project is being developed which will use the same model to improve Victoria Park in Haslingden and Whitaker Park in Rawtenstall.</p> <p>The Communities Team supported the Holiday Hunger O&S Task and Finish Group and established a community steering group to take the project forward over the summer holidays. CLAHRC, a joint health initiative in Haslingden with LCC and Lancaster University, completed a consultation and launched the transport animation, working with resident advisors in Worsley Ward. This will be used to lobby for better transport in the town.</p> <p>The Communities Team is part of the steering group for Together an Active Future, a sport England pilot across Pennine Lancashire looking at the reasons for physical inactivity and ideas for helping people to become more active. Plans are being developed for submission to Sport England in September with the project focussed on 3 areas: Reaching People, Outdoor Space and Experience First. Funding for Rossendale for this work is around £330k initially with the possibility of more for roll out of successful ideas.</p> <p>The Communities Team also contributed to successful Pennine Lancashire wide Childhood Obesity Trailblazer bid. Support was provided for A Great British Spring Clean in Bacup in April, working with residents and Bacup Pride to clean up Thorn St / Gladstone St area of the town.</p>
		<p>Responsible Officer – Alison Wilkins</p>

3.4	Protect our more vulnerable residents by working to prevent and relieve homelessness, and providing adaptations to assist people to live independently in their own homes.	
	<p>Review success of preventing homelessness in the first year of the Homelessness Reduction Act and benchmark with other Local Authorities.</p>	<p>The Homelessness Reduction Act 2017 was the biggest change to homelessness legislation since the Housing Act 1996 which it amends significantly and was implemented on 3rd April 2018. The new act extended the definition of threatened with homelessness from 28 to 56 days, and introduced a new relief duty which lasts 56 days when someone is actually homeless, before a main duty decision is made. The act also introduced several other new duties. Additional information is needed from each customer which is reported to the Ministry of Housing and Local Government each quarter, which significantly increases the time taken to carry out each homelessness assessment, and there has been a significant increase of customers since the act.</p> <p>This service action focuses on the prevention and relief of persons who are threatened with homelessness or are already homeless, respectively looking, and the Council’s performance in the first year of the new act, and benchmarking with other local authorities. Homelessness is prevented when the Council takes positive action to allow someone to remain in their own home, or find new accommodation which is expected to last at least 6 months. Relieving homelessness is the same; however, this only involves finding new accommodation.</p> <p>The national data has only been published up to December 2018, and was last made available on 24th May 2019, and the review will commence in earnest once the first full years set of data is available. The Council managed to prevent relief homelessness for 310 households in 2018/19, with almost 80% of households who were threatened with homelessness being prevented, compared to 58% nationally based on the first 3 quarters of 2018/19 national data.</p>

	<p>Review the success of enabling disabled people to remain in their own homes under the new Disabled Facilities Grant Policy.</p>	<p>A Disabled Facilities Grant (DFG) is money from the Council to adapt the home of a person with a disability and to enable them to continue to live there.</p> <p>DFGs make it easier to get into and out of the dwelling, provide safe access to gardens, ensure the safety of occupants, provide or improve access to bedrooms, kitchens, toilets, washbasins and baths (and/or shower) facilities – for example, by installing a stair lift, providing a downstairs bathroom or replacing a bath with a level access shower. DFGs can also improve or provide heating systems in the home which is suitable to the needs of the disabled person, or adapting heating or lighting controls to make them easier to use.</p> <p>DFGs can prevent hospital admission, the need for domiciliary and residential care, and also allow people to be discharged from hospitals into a suitable environment, therefore providing considerable prevention savings to health and social care budgets. DFGs contribute significantly to improving the quality of life and health and wellbeing of recipients.</p> <p>From October 2018 Rossendale Borough Council is introducing new measures available through the DFG. The new measures include; help with repairs or improvements to allow hospital discharge, maintenance of adaptation related equipment, and in some circumstances assistance with professional fees.</p> <p>The review in this service action covers the first year of the policy October 2018 to September 2019 so it hasnot started in earnest yet; however, this work will start in October 2019. Signs look positive 104 DFGs completed in 2018/19 was an increase of 39% from 2017/18, and 28 complete April to June for quarter 1 2019/20.</p>
		<p>Responsible Officer – Mick Coogan</p>

3.5	Meet the housing needs of the Borough by increasing the delivery of affordable homes and reducing the number of empty dwelling across the Borough.						
	<p>Prepare an evidence base and housing strategy to determine priorities and actions needed to improve the housing offer.</p>	<p>The formulation of a Housing Strategy was requested late in quarter 1 2019/20. To inform the strategy a review will be carried out to cover the whole of the housing functions that the Council delivers. The areas will cover: Housing Advice, Homelessness Assistance, the Allocation of Social Housing, Housing Related Support, Disabled Facilities Grants and adaptations, Affordable Housing Delivery, Housing Standards and Private Sector Enforcement, Empty Dwellings and Housing Market Renewal, as well as Housing Growth and the housing market metrics.</p> <p>The review will help shape the strategy, as well as looking at changes in national legislation and policy, the regional and local context, taking account of future challenges and opportunities. The strategy will link with other key documents such as the Prevention of Homelessness Strategy, the Corporate Strategy and the Emerging Local Plan. The strategy will set priorities for the next five years designed to take a holistic approach to improving the housing offer in Rossendale to meet the needs of its residents. Key actions will be manifested in an action plan, which will show clear links achieving the priorities of the Housing Strategy and Rossendale Borough Council's Corporate Strategy. The action plan will be monitored on a regular basis to ensure the strategy is a live document after its adoption and up to the formulation of the next Housing Strategy document at a future date.</p>					
		CORPORATE PROJECT – 10	<table border="1"> <tr> <td data-bbox="1182 742 1435 821">RAG Status</td> <td data-bbox="1435 742 2206 821">Responsible Officer – Mick Coogan</td> </tr> <tr> <td data-bbox="1182 821 1435 909"></td> <td data-bbox="1435 821 2206 909"></td> </tr> </table>	RAG Status	Responsible Officer – Mick Coogan		
RAG Status	Responsible Officer – Mick Coogan						

	<p>Temporary accommodation project to increase the provision of suitable placement under options within the Borough.</p>	<p>If a household is eligible for assistance due to being homeless under Part VII of the Housing Act 1996 as amended by the Homelessness Act 2002, the Localism Act 2011 and the Homelessness Reduction Act 2017, and has nowhere to stay, the Council would have a duty to provide them with temporary accommodation if they are considered to be vulnerable due to being considered in 'priority need'. Any household with a member under the age of 18 is automatically in priority need.</p> <p>There is currently no temporary supported accommodation suitable for families in the borough of Rossendale, or even East Lancashire. This project seeks to provide 3 houses as dispersed affordable temporary accommodation for the use of temporary accommodation within the borough. To do this 3 empty dwellings will be acquired, renovated and brought back into use. The project will utilise commuted sums that are paid to the Council in lieu of affordable housing provision on site under Section 106 of the Town and Country Planning Act 1990.</p> <p>A business case and preparation work on proposals has been completed, as well as approval from the Council's Management Team in June. It is intended the use of the properties will mitigate potential projected increases in Temporary Accommodation costs due to increased demand continuing, as well as minimising out of borough placements for families. The next stage is a report to Full Council seeking approval to commence the project on 25/09/2019.</p>
		<p>Responsible Officer – Mick Coogan</p>

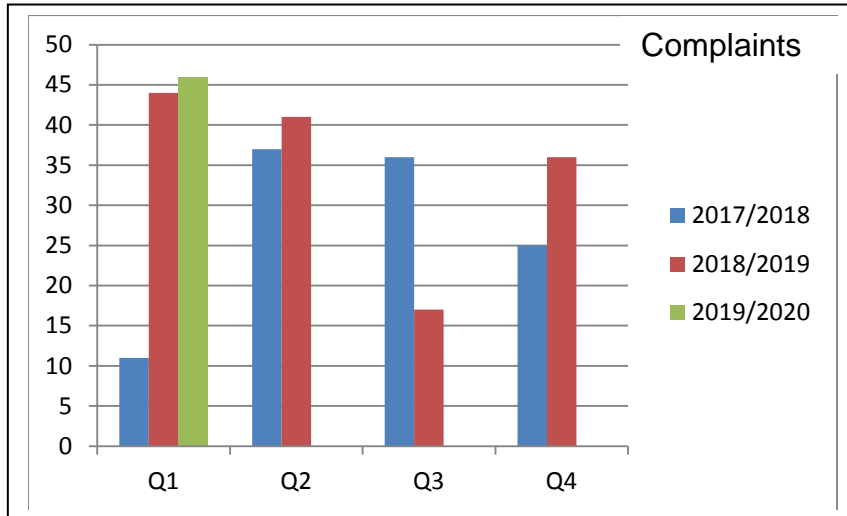
3.6	Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities.	
	<p>Delivery of the Rossendale Futures Employability project and production of forward strategy.</p>	<p>Rossendale Works project is a project established to help people who are long term unemployed to access work placements to gain vital work place experience. The partners for this project are RBC, Active Lancs & DWP. To date 40 Rossendale unemployed residents found work in the last 18 months. It is due to this huge success of the Rossendale Works project that the project developed a separate tranche called Rossendale Futures.</p> <p>In this quarter we successfully secured DWP funding to continue the delivery of the Rossendale works programme and also start the delivery of the Rossendale Futures programme.</p> <p>Rossendale Futures also focusses on provided activities to engage with individuals but also other support and mentoring to entrenched generational worklessness and to improve the local labour supply for businesses within the Rossendale Valley. The Employability Officer, who manages both projects, holds weekly appointments at JCP Rawtenstall to evaluate candidates for suitability onto the Rossendale Works, Rossendale Futures or other specialist DWP employability programme.</p> <p>The candidate on the Rossendale Futures programme would be supported through to then be able to access the Rossendale Works programme and the possibility of a placement with the opportunity of a permanent job at the end of the placement as well as health and safety, insurance, working conditions, CRB (if applicable), equal opportunities, induction training and supervision.</p> <p>The Employability Officer regularly checks the performance of the work placement candidates throughout the process and holds regular liaison meetings with both the individual and the business.</p>
		<p>Responsible Officer – Guy Darragh</p>

Priority	Corporate Performance Indicators	Target	Quarter 4	RAG Status	Quarter 1	RAG Status
			2018-19		2019-20	
Priority 1						
1	Inspections of play area sites and play equipment – 2 per month	100%	100%	GREEN	100%	GREEN
2	Number of reported near miss/accidents in playgrounds/play equipment	Less than 5	0	GREEN	0	GREEN
3	Percentage of the total tonnage of household waste which has been recycled – calendar year %	30% per quarter	28.66	RED	22.28%	RED
4	To bring in line with the Lancashire average the residual household waste per household – kilogrammes (lower is better)	149.93kg LCC actual Q1	130.29	GREEN	139.8	GREEN
5	Recycling – subscribers to the garden waste collection service	5000	5348	GREEN	6731	GREEN
6	Annual test of Civil Emergency Plan and Business Continuity Plans – 100% compliance	100%	100%	GREEN	100%	GREEN
Priority 2						
1	Average speed of answering telephone to customers – within 6 minutes	6 minutes	2.4 minutes	GREEN	3.5 minutes	GREEN
2	Average waiting time for customers in OSS – within 12 minutes	12 minutes	6 minutes	GREEN	15.7 minutes	AMBER
3	Reduce the number of customer visits to OSS by 10% each quarter (baseline April 2016 – 8095 customers)	10% per quarter	4045	GREEN		GREEN
4	% of Council Tax collected	96.7% annual 28.9% quarter	96.67%	GREEN	28.6%	AMBER
5	Percentage of non-domestic rates collected	98.6% annual 28% quarter	98.47%	GREEN	28.7%	GREEN
6	Accuracy of processing housing benefit and council tax claims	95% annual 94% quarter	98.01%	GREEN	98%	GREEN
7	% of recoverable overpayments recovered (Housing Benefit) that are recovered during period – target increased from 50% to 95%	95%	67.24%	GREEN	51.3%	RED
8	Housing Benefits overpayments recovered as % of the total amount of Housing Benefit Verification overpayment debt outstanding – increase from 6.25% per quarter	8.5%	9.38%	GREEN	7%	AMBER
9	Time taken to process Housing Benefit new claims	21 days	18.1 days	GREEN	15.5 days	GREEN

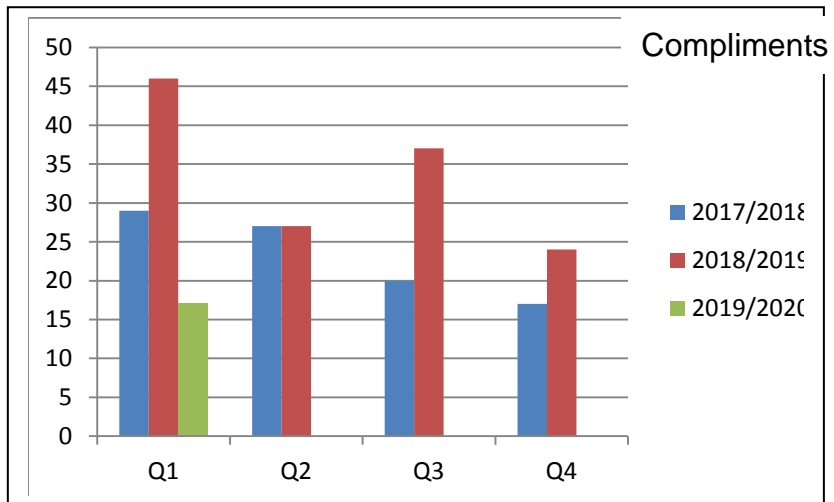
Priority	Corporate Performance Indicators	Target	Quarter 4	RAG Status	Quarter 1	RAG Status
			2018-19		2019-20	
10	Time taken to process Council Tax Benefit new claims	18 days	24 days	AMBER	14.5 days	GREEN
11	Time taken to process Housing Benefit Change in circumstances	6.5 days	3.61 days	GREEN	6.4 days	GREEN
12	Time taken to process Council Tax Benefit Change in circumstances	6.5 days	6.2 days	GREEN	5.4 days	GREEN
13	Less than 5% of new Housing Benefit claims outstanding over 50 days	Less than 5 %	2%	GREEN	0%	GREEN
Priority 3						
1	Increase the number of engagements on Council's Social Media account – baseline 6200 (not previously monitored)	5% per quarter	11663	GREEN	16073	GREEN
2	Increase the number of likes and followers on social media channels – baseline 8832 (not previously monitored)	5% per quarter	9319	GREEN	9347	GREEN
3	Maintain number of licensed hackney carriages.	Below 200	195	GREEN	181	GREEN
4	Maintain number of licensed hackney carriage drivers	Below 600	699	GREEN	526	GREEN
5	Number of licensed premises inspected - annually monitored. 75 premises	22 per annum	12	AMBER	11	AMBER
6	Number of Disabled Facilities Grant completed per annum	90	103 (annual)	GREEN	28 (quarterly)	GREEN
7	Reduce the number of Statutory Homeless Households per annum (to be reported quarter 4)	Less than 10	4	GREEN	-	-
8	Increase the number of homelessness preventions and relief per annum (to be reported quarter 4)	140	310	GREEN	-	-
9	Reduce the number of long term empty dwelling, empty for over 6 months and counted for New Homes bonus purpose –2% reduction per annum (to be reported quarter 2)	488	474	GREEN	-	-
10	Reduce the number of long term empty dwellings, empty for 2 years plus and charged a premium by 2% per year (to be reported quarter 4)	181	178	GREEN	-	-
11	Increase the supply of Affordable Housing Units in the Borough per annum (to be reported quarter 4)	25 per annum	20	GREEN	-	-
CORP						

Priority	Corporate Performance Indicators	Target	Quarter 4	RAG Status	Quarter 1	RAG Status
			2018-19		2019-20	
	Finance					
1	Payment of undisputed invoices within 30 days	90%	84.4%	AMBER	81.6%	AMBER
	Legal					
2	Freedom of Information (FOI) request average response time	20 days	4.9	GREEN	6.7	GREEN
3	Formal complaint average response time	10 days	6.96	GREEN	8.15	GREEN
4	GDPR subject access requests (notifiable reported breaches)	30 days	0	GREEN	0	GREEN
	Planning					
5	Percentage of 'Major' planning applications determined within 13 weeks	100%	100%	GREEN	100%	GREEN
6	Percentage of 'Minor' planning applications determined within 8 weeks	100%	91%	GREEN	97%	GREEN
7	Total number of 'Other' planning applications	100%	95%	GREEN	100%	GREEN
8	Net Additional Homes Provided per annual, quarter 2	247	-	-	-	-
	People and Policy					
9	Reduce staff turnover in line with National Average—annually monitored quarter 4	15%	14.37%	GREEN	-	-
10	% Performance Development Reviews (PDRs) completed—annually monitored quarter 2	100%	-	-	-	-
11	Reduce number of days lost due to sickness per FTE per annum (cumulative).	8 days	10.62	AMBER	2.06	GREEN
12	Number of RIDDOR reportable accidents and incidents	Less than 5	zero	GREEN	One	GREEN
13	% random drugs and alcohol tests undertaken monthly in line with Council policy.	5%	5%	GREEN	5%	GREEN

Compliments and Complaints



Complaint Trends	2017/2018	2018/2019	2019/2020
Q1	11	44	46
Q2	37	41	
Q3	36	17	
Q4	25	36	



Compliment Trends	2016/2017	2017/2018	2018/2019
Q1	29	46	17
Q2	27	27	
Q3	20	37	
Q4	17	24	

Ombudsman Enquiries	2016/2017	2017/2018	2018/2019
Q1	1	4	0
Q2	0	2	
Q3	3	1	
Q4	1	2	

During quarter 1 there has been no ombudsman queries received.

*Please note that the Council is not notified of all enquiries/decisions by the Ombudsman. The above takes into account only those enquiries that the Council was notified of at that particular time.

Corporate Risks

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the Council considers and reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks – this information is then regularly monitored and reviewed.

We profile our risks using a standard matrix (shown below) which is based on our making two judgments about each potential risk faced by the Council.

The Council's Risk Matrix

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
	Impact					

Likelihood

How likely is it that the risk may occur (rated A-F, A being the most likely)

Impact

How serious might the consequences of the impact be (rated 1-5, 1 being the highest consequence).

Therefore a risk rated A1 is the highest risk rating and a risk of F5 is the lowest risk rating.

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
GREEN	The likelihood and impact of the risk is low
AMBER	The likelihood and impact of the risk is medium
RED	The likelihood and impact of the risk is high

Corporate Risks

Risk 1	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Sustainability of the Medium Term Financial Strategy	C	2	C2	AMBER	Phil Seddon	No change
<p>Description The Council’s latest Medium Term Financial Strategy (MTFS) update published February 2019 indicates an underlying funding gap of c £700k per annum. The Council must take appropriate action in order to balance its annual expenditure in future years against its available annual income and other revenue resources.</p>	<p>Risk Consequence The Council has a legal obligation to publish an annual balanced budget; that it is to say its budget expenditure must equal its available income and any available reserves. Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore additional income must be identified or annual costs reduced in future years. The Council is currently restricted to a maximum 3% annual increase in Council Tax in order to avoid triggering a referendum</p>					
Risk 2	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Major disaster affecting the delivery of Council services	C	1	C1	AMBER	Clare Law	No change
<p>Description The Council has statutory duties under the Civil Contingencies Act (2004) and to carry out Emergency Planning and Business Continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the Borough</p>	<p>Risk Consequence Failure to have robust contingency plans in place could result in the failure to deliver Council services, such as, the collection of residential and trade waste, burial services and payment of supplier and benefits.</p>					

Risk 3	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Incident resulting in death or serious injury or HSE investigation	D	1	D1	AMBER	Clare Law	No change
Description Under the Health and Safety at Work Act 1974, the Council has a duty of care towards the health, safety and wellbeing of its employees.	Risk Consequence Failure to have robust health and safety processes and procedures in place could result in sanctions from the Health and Safety potentially impacting on the council services.					
Risk 4	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Sustainability of the County Council budget	B	2	B2	RED	Phil Seddon	No change
Like all local authorities, Lancashire County Council has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.	Risk Consequence If the County Council cannot maintain a balanced budget it will impact on services across the County, including Rossendale. This could have an impact on our residents. There is also a risk of cost shunting to District Councils. Ultimately, if the County Council cannot balance its budget there is a risk that it will become unsustainable. Evidence from other counties suggests this would trigger Government intervention and the possibly restructuring of local government in the area.					

Risk 5	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Non delivery of Spinning Point	D	2	D2	AMBER	Cath Burns	No change
<p>Description Spinning Point is a Corporate Strategy project. Phase 1 comprises a bus station and 2/4 retail units. Phase 2 will provide a spa plus, a residential offer and 7 retail/food and beverage units.</p>	<p>Risk Consequence The delivery of the project supports the MTFS by providing a revenue stream and business rates income. Failure to deliver the project could result in a clawback of up to £1.9m if delivery targets are not met and the associated economic/social benefits may not be realised.</p>					
Risk 6	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Non-delivery of the Borough's economic development strategy	C	2	C2	RED	Cath Burns	No change
<p>Description The Council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic growth elements of its Corporate Strategy.</p>	<p>Risk Consequence The investment based revenue generation schemes identified within the economic development strategy will underpin the MTFS. In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.</p>					

Risk 7	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Non-delivery of the Local Plan	D	3	D3	AMBER	Mike Atherton	No change
<p>Description</p> <p>The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law it is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004.</p> <p>The Local Plan is due to be adopted in late 2019 or 2020. There is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be seriously delayed or that the process will be taken out of the Council's hands and that the Government will intervene.</p>	<p>Risk Consequence</p> <p>Risk of the Local Plan not being delivered is extremely low. The risk of the plan being delayed is moderate.</p> <p>The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, as well as from the development industry.</p> <p>There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this increases the longer it takes to adopt the plan.</p> <p>The main risk of delay comes from changes to Government policy and the calculations of housing need which are still evolving nationally. This will have a significant impact on how much housing land Rossendale has to allocate and where development will be located. This carries a reputational and environmental risk as well as a political risk for our elected members.</p>					

Risk 8	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Changes to government policy on the delivery of the Council's services	C	3	C3	AMBER	Stuart Sugarman	No Change
Description Like all local authorities Rossendale Council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses	Risk Consequence The risk that the Council fails to react and be prepared for any changes being proposed or implemented by central government.					
Risk 9	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Sustainable Workforce	D	3	D3	AMBER	Clare Law	No change
Description There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.	Risk Consequence Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.					

Risk 10	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Insufficient data and cyber security	C	1	C1	AMBER	Andrew Buckle	No change
<p>Description Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.</p>	<p>Risk Consequence Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).</p>					
Risk 11	Impact	Likelihood	Overall Risk	Risk Status	Responsible Officer	Update
Poor communications and public relations	D	2	D2	AMBER	Clare Law	No change
<p>Description Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide Council services.</p>	<p>Risk Consequence Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating.</p> <p>Could lead to a major loss of reputation for the Council on a local, regional and national level. A loss of reputation can damage staff morale, destroy trust between the Council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.</p>					

