

## Performance Quarterly Report – Quarter 2 2019-2020

## Appendix 1

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
<b>GREEN</b>	On track, no substantial issues or risks which require action from the Council's Programme Board
<b>AMBER</b>	Some issues or risks which require action from the Council's Programme Board to keep the project on track
<b>RED</b>	Project in jeopardy – serious issues or risks needing urgent action
<b>NOT KNOWN</b>	The status cannot be calculated

## Quarter 2 2019-2020 Service Actions and Corporate Projects

<b>Priority 1</b>	<b>Clean and green</b> 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.						
<b>1.1</b>	<b>Work with our communities to enhance our parks, playgrounds, green spaces and countryside, for all to enjoy.</b>						
	<b>Service Actions</b>	<b>Latest note</b>					
	Prepare 'Love Parks' masterplans for Whitaker and Victoria Parks.	<p>The 'Love Parks' project is aimed at increasing use of the Borough's parks to improve the mental and physical health and wellbeing of residents of all ages, and to be a community asset and focus and enhance belonging.</p> <p>Following discussions with the Portfolio Holder it has been agreed to focus initially on Edgeside Park in Waterfoot and Victoria Park in Haslingden. The project will build on the model used to improve Stubbylee Park, beginning with the development of a masterplan for each park.</p> <p>Edgeside has been chosen as the first park to focus on, as parts of the park have become overgrown and in need of improvement and there are very active local community groups, including Edgeside and District Community Partnership, which can be a focus for local engagement. Quotes have been received for the development of a masterplan for Edgeside Park including the following elements:</p> <ul style="list-style-type: none"> <li>• Initial meeting to scope out the project</li> <li>• Consultation / meetings with key groups</li> <li>• Public consultation and engagement</li> <li>• Summary of consultation</li> <li>• Draft masterplan</li> <li>• Consultation on masterplan</li> <li>• Final masterplan including visual plan and estimate of costs including breakdown for each project / element</li> <li>• Appraisal of funding options</li> </ul> <p>A contractor will be appointed shortly to begin work on developing the masterplan for Edgeside Park. Once the masterplan has been developed a steering group will be put together to oversee the implementation of the masterplan.</p>					
		<b>Corporate Project - 1</b>	<table border="1" style="width: 100%;"> <tr> <td data-bbox="1182 1254 1435 1326"><b>RAG Status</b></td> <td data-bbox="1435 1254 2204 1326"><b>Responsible Officer – Alison Wilkins</b></td> </tr> <tr> <td data-bbox="1182 1326 1435 1398" style="background-color: #92d050;"></td> <td data-bbox="1435 1326 2204 1398"></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Alison Wilkins</b>		
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<b>1.2</b>	<b>Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more targeted enforcement.</b>		
	Pilot and implement the Corporate Enforcement Strategy.	<p>Pilot project continuing and to be reviewed by Cabinet in November 2019 for a decision regarding extending the project. This will consider continuing with our current providers to further evaluate the impact, and also the enforcement of recently introduced PSPO's targeting irresponsible dog owners. 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 can 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>	
	<b>Corporate Project – 2</b>	<b>RAG Status</b>	<b>Responsible Officer – Phil Morton</b>
<b>1.3</b>	<b>Work with our partners to improve the quality and cleanliness of the roads in the Borough.</b>		
	Work with civic pride friend's groups and members of the community to encourage residents to get involved in keeping Rossendale clean and tidy.	<p>The Council has worked with the various Community Groups in Rossendale to co-ordinate the ordering of bedding plants for 2020. This will ensure that the attractive planting schemes throughout Rossendale will remain next year, and will assist the Groups in their 'In Bloom' entries.</p> <p>Winter and spring bulbs have been ordered for the Community to plant in locations throughout the Borough. The Council has issued litter picking kits to the voluntary sector, which includes litter picking sticks, gloves and bags. This has been widely publicised on the Council's social media and encourages and supports the work carried out by volunteers and community groups.</p>	

		<p>£80,000 has been secured by Rising Bridge Residents Association, in partnership with Rossendale Borough Council and Proffitts, for the refurbishment of Rising Bridge Play Area. Bids for funding were successful from Lancashire Environment Fund, New ground, Central Government Pocket Parks Fund, Tesco, Winfield's and Awards for All. Designs for the Play Area have been finalised and work is due to begin in January 2020.</p> <p>Further Play Area refurbishment Projects currently in progress includes Edenfield with Edenfield Residents, Weir with Weir Civic Pride and Staghill with Staghills Resident's Association. Funding bids have been submitted for these play areas and work will commence later in 2020.</p>		
			<p><b>Responsible Officer – David McChesney</b></p>	
	<p>Develop and deliver a clean air strategy.</p>	<p>Draft strategy complete for presentation to Cabinet November 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>We are hosting a Discovery Session on 5th November to look at the benefits of electric and ultra-low emission vehicles, not only to the environment but to the economy and have invited representatives from local businesses as well as officers and councillors to attend.</p>		
		<p><b>Corporate Project – 3</b></p>	<p><b>RAG STATUS</b></p>	<p><b>Responsible Officer – Phil Morton</b></p>

<b>1.4</b>	<b>Reduce waste collected and increase recycling rates in the Borough.</b>						
	Develop a waste recycling improvement strategy.	<p>The Recycling Waste Management Strategy was drafted in Q1 and due to other Operational commitments no further work has been undertaken. The drafted strategy is due to be shown to the Portfolio Holder for Operations and further work will be undertaken in Q3.</p> <p>As RBC is part of the Lancashire Waste Partnership we are currently awaiting the response of the Waste Disposal Authority, LCC, 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. This will have implications on elements of the strategy.</p> <p>Throughout Q2 RBC continued with localised recycling campaigns through its social media sites and, in conjunction with LCC, has participated in a Countywide recycling campaign focused on plastics, tubs and containers.</p> <p>Following on from the targeted work on contamination in Q1, the team has continued with this through Quarter 2 with positive results as the team have only needed to reject 253 containers. We have also liaised with Irwell Street Metal over the levels of contamination in our paper and cardboard and have received no negative reports. Additional further work has been undertaken to relocate the tipping location of glass, cans and plastics which will allow increased monitoring of this material. The estimated percentage of household waste which has been sent for recycling for this Quarter is 23.53% which is a significant increase from Q1, which has been confirmed on Waste Data Flow as 20.74%.</p>					
		<b>Corporate Project – 4</b>	<table border="1"> <tr> <td data-bbox="1182 844 1435 919"><b>RAG Status</b></td> <td data-bbox="1435 844 2206 919"><b>Responsible Officer – Keith Jenkins</b></td> </tr> <tr> <td data-bbox="1182 919 1435 995"></td> <td data-bbox="1435 919 2206 995"></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Keith Jenkins</b>		
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<b>1.5</b>	<b>Work with partners on ensuring Rossendale is robustly prepared for civil and environmental disasters.</b>						
	Maintain Civil Emergency Plans and Business Continuity Plans to ensure robust arrangements are in place in the event of an incident.	<p>During Quarter 2 we did not hold an Emergency Planning Team (EPT) meeting due to holidays and other commitments. The next meeting is scheduled for the 5th November 2019.</p> <ul style="list-style-type: none"> <li>• Civil Emergency Plan – The document was updated as agreed at the last EPT meeting, the amended plans will be distributed to all members of the EPT at the next meeting.</li> <li>• Winter Plan – The Operations Manager brought the updated Winter Plan 2019/20 for the Operations department to the JCC meeting for consideration by the group, the plan is used by Operations in the event of diverse weather conditions and is updated annually. The changes were explained and Rawtenstall market would continue to operate</li> </ul>					

		<p>under the Winter Plan even though it is being managed by a third party. After discussion the document was agreed by the group.</p> <ul style="list-style-type: none"><li>• Chief Executive – The Chief Executive left the council in September. His role is being shared by the senior members of the group until the new Chief Executive takes up his role in January 2020.</li><li>• LRF Multi-Agency Contact List – The LRF multi-agency contact list, which is held centrally on Resilience Direct, and used by all the agencies to contact the relevant people within an organisation in the event of an incident has been updated following the Chief Executives departure.</li></ul>	
			<b>Responsible Officer – Steve Tomlinson</b>

<b>Priority 2</b>	<p><b>A connected, growing and successful Rossendale</b>  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>	
<b>2.1</b>	<p><b>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.</b></p>	
	<b>Service Action</b>	<b>Latest note</b>
	<p>Develop an in-cab technology waste/recycling collection infrastructure.</p>	<p>Waste and recycling collections are amongst the most visible services that 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 any related problems. Missed bins do, after all, remain the source of frustration and irritation to many residents. We do not always have the necessary information available to rapidly resolve issues as we currently use paper-based reports meaning there is a lack of connectivity between the collection crews out in the field; the management team in the back office; and the public who are looking for instant answers to their queries and complaints.</p> <p>During Q2, as part of the Council's Digital Transformation drive the Operations Team have continued the process to integrate in-cab technology into their fleet of waste and recycling vehicles. Following on from purchasing 3 tablets to test its own in-house system, extensive trials have been undertaken on the following service areas including garden waste, bulky collections, bin deliveries and fly tipping. This has highlighted several new features to be developed including an automated closing down system that will provide greater capacity with the admin teams throughout the Council.</p> <p>A briefing note for the Council's Management Team has been drafted and it is intended to go live during Q4 for all teams, which will tie in with changes in working practices and will maximise the efficiency of the workforce. This in turn will create further capacity that could be exploited if the Council progresses with targeting commercial waste customers.</p>
	<p>Implement the Digital Transformation Strategy.</p>	<p>All of the new interactive gym equipment has been deployed and the RLT network and internet has been increased to improve the customer and staff experience. The new digital on-course booking facility has gone live. In addition, further facilities in Office 365 are being explored for RLT and this will provide enhanced functionality for all RLT users.</p> <p>The new Windows 10 deployment for RLT is on schedule, all new devices have been ordered for RLT and the technical build has been completed.</p> <p>The transfer of all the Revenues and Benefits applications from Capita to Rossendale progresses very well, the new software</p>
		<p><b>Responsible Officer – Keith Jenkins</b></p>

		<p>vendor is developing software fixes to address any issues or bugs. Rossendale has carried out over 1500 user acceptance tests around the system and processes. It is anticipated all the systems will go live in Q3 2019/20; this will generate a saving of over £200,000 per year.</p> <p>The deployment of Citizen Access has been delayed due to issues with two interfaces that are required to connect to I@W Document Management System. This enables the integration of both files and data. Rossendale are the first organisation to deploy a full integration including external third party printing. The anticipated deployment will be Q3 2019/20.</p>				
	<b>Corporate Project- 5</b>	<table border="1"> <tr> <td><b>RAG Status</b></td> <td><b>Responsible officer – Andrew Buckle</b></td> </tr> <tr> <td></td> <td></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible officer – Andrew Buckle</b>		
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<b>2.2</b>	<b>Establish thriving town centres of Rawtenstall, Bacup and Haslingden.</b>					
	<p>Deliver the Spinning Point Project.</p>	<p>Continued progress has been made with the internal fit-out works to the new Rawtenstall Bus Station. Decorations of the steel frame have been completed along with elements of the 2nd fix M&amp;E installations, wall tiling within toilets and installation of the Driver Mess kitchen. Final finishing items such as the installation of the resin flooring, completion of the information pod, seating, bins and information screens have all been programmed for completion by 21st October, to allow commissioning of the facility to be undertaken.</p> <p>External works adjacent to the TIF have progressed with footpaths completed and the interchange apron requiring its final finish and line markings. Works to the public realm have also progressed with James Street and Bacup Road footpaths adjacent to the Old Town Hall now complete, and works along Kay Street well advanced. Installation of traffic lights at the junction of Lord Street and Bacup Road are still to be completed along with works to the Kay Street car park and North Street.</p>				
	<b>Corporate project - 6</b>	<table border="1"> <tr> <td><b>RAG Status</b></td> <td><b>Responsible Officer – Cath Burns</b></td> </tr> <tr> <td></td> <td></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Cath Burns</b>		
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	<p>Deliver the Future High Street bid for Bacup.</p>	<p>The Bacup 2040 Vision and Masterplan has been presented to Full Council for their comments in this quarter. Authority has now been given to begin statutory consultation on the document that will set out the Councils strategic aims for the town centre. This will involve an article on the Councils website, letter to all residential addresses in the Bacup wards, business surveys, landlord surveys, consultation with market traders, stakeholder workshops, awareness stalls in the town centre and school engagement. Council has also authorised the establishment of the Bacup 2040 board to act as a steering group for the project. This is made up of Bacup ward councillors and stakeholders that are active in the centre.</p>				



		<p>The Future High Streets fund bid has been successful at stage one and we have been invited to submit a detailed business case to support our stage 2 application in April 2020. This is still a highly competitive process and stage 2 funding is not guaranteed. To support this process, we have issued invitations to tender for four supporting consultants that will join Economic Development as part of the project team. We have also been able to add a number of additional days to the Communities Team who will be managing community groups as part of the process.</p> <p>The High Street Heritage Action Zone bid has also been successful at stage one. Detailed work is now taking place in order to present a more detailed application for December 2019. If successful, the project will start in April 2020 and will see 29 properties upgraded as well as a cultural programme.</p>	
Develop the Haslingden 2040 Vision and bid for NHLF.		<p>A decision on the Heritage Fund application is due in late November 2019. The decision will influence a Full Council report scheduled for December 2019 that will set out the next steps for this project. During the interim period, whilst the decision is pending, further discussions are taking place with the Haslingden partnership and community groups. A successful street fair managed by the Communities Team has been held. This event demonstrated that large-scale public events have the potential to draw large numbers back into the town centre. All other detail is as per quarter one. (See Q1 Performance Management Report).</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 undertaken by the Economic Development Team. 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><b>Responsible Officer – Guy Darragh</b></p>

<b>2.3</b>	<b>Promote and increase inward investment in Rossendale attracting growth sector business.</b>	
	Secure 27 hectares of employment land within the emerging local plan.	<p>The Hearing sessions to examine the Emerging Local Plan commenced on September 24<sup>th</sup> 2019 and finished on Thursday 10th October, with a Note to the Council to follow, advising on further work to be undertaken and submitted to the Inspectors, prior to receiving their Final Report. This is a process of scrutiny chaired for Rossendale’s Local Plan by two Independent Planning Inspectors 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 include 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>
		<b>Responsible Officer – Anne Stora</b>
	Bring forward Futures Park for development.	<p>Barnfield Construction have commenced on site with a full clearance and site levelling taken place.</p> <p>The building footprint has been amended slightly to step in at the rear to avoid cutting into sloped ground, therefore avoiding the need for additional retaining walls. The gross internal area remains unchanged.</p> <p>A number of design and progress meetings have taken place to ensure the current plans meet with Orthoplastics requirements. DAY PM has produced a Risk Register for the scheme with items being discussed, reviewed and actioned accordingly.</p> <p>Orthoplastics have agreed that any variations to the original current scope of works will be paid for directly and not impact on the Councils budget for the works.</p> <p>Barnfield Construction are currently reporting a one-week delay, due to the change in footprint, but believe this time can be pulled back. Works are on course to complete in June 2020.</p> <p>The piling rig is due on site w/c 07.10.19 with piling to commence the following week.</p>

		<p>Outstanding Planning Conditions are being reviewed and addressed by DAY Architectural and a Building Regulations application has been submitted by Barnfield Construction.</p> <p>Two valuations have been submitted thus far by Barnfield Construction.</p>		
		<p><b>Corporate Project - 7</b></p>	<p><b>RAG Status</b></p>	<p><b>Responsible Officer – Cath Burns</b></p>
	<p>Bring forward the Rossendale Valley Growth Corridor to provide the strategic infrastructure, including:</p> <ul style="list-style-type: none"> <li>• Enhance funding for M65/A56 and Rawtenstall Gyratory.</li> <li>• Rawtenstall Rail link.</li> </ul>	<p>Rossendale Borough Council (RBC) is collaborating with Lancashire County Council (LCC) to develop and implement an improvement scheme for the Rawtenstall gyratory. The viability of the growth ambitions set out in RBC’s Local Plan has a dependency upon improved road traffic capacity at this and other junctions on Rossendale’s principal road network. The Rawtenstall gyratory is acknowledged by the county council to be the key junction on the highway network in Rossendale.</p> <p>Whilst the Highway Capacity Study undertaken by Mott Macdonald on behalf of RBC suggests that the first five years of Local Plan growth can be accommodated on the existing highway network, it makes clear that existing traffic combined with the additional expected increase accruing from the Local Plan growth will have significant implications for the operation of the gyratory later in the plan period.</p> <p>An outline proposal has been scoped by LCC, which builds on the highway capacity study work and this shows a suitable programme of improvements that can be delivered. The programme of improvements has been devised in such a way that it can be phased over time to accommodate the planned level of growth.</p> <p>A key consideration has been to avoid relocation of the Fire Station and to minimise impacts both to the operation of the Lancashire Fire and Rescue Service (LFRS) and to the staff based at this facility, given the very substantial costs involved in relocation, the added uncertainty and complexity of such a move, the inevitable consequential delay in delivery, and fundamentally, the reluctance of the LFRS to consider this as an option for it. RBC and LCC officers are engaged in discussions with the LFRS to explain the implications for the LFRS of a prospective programme of improvements, including the benefits of providing additional capacity and improved operation of this junction, which can be developed without the need to relocate the LFRS.</p>		
		<p><b>Corporate Project - 8</b></p>	<p><b>RAG Status</b></p>	<p><b>Responsible Officer – Cath Burns</b></p>

<b>2.4</b>	<b>Create a strong indigenous business base, supporting new and existing businesses.</b>	
	Implement individual estate rent reviews.	<p>In Quarter 2 the planned recruitment to fill the post of a new Property Services Officer was successful and the post was filled from mid-September. The new recruit joins the Trainee Property Services Officer.</p> <p>The immediate priority for the new team was to respond to the ongoing Purchase Lease Rental applications, ensuring that all applications have been responded to in a timely manner and follow agreed procedure and guidelines. This involves research into each application background and documentation, site visits where necessary and correspondence with each applicant. The team are working to streamline the process and are assessing each step to recommend areas to improve. In the short space of time that the team have been working on the applications they have progressed a number through to completion stage and have managed to process and complete any new PLR applications that have come in during this quarter.</p> <p>The team are beginning to analyse all RBC garage and industrial sites to document each plot/unit and to ensure that records are up to date and correct. This research will form part of a lease analysis schedule to track revenue, stock and rent renewals. Once the initial research into the current situation is complete, they will revisit the existing tenancy agreements to establish an agreed RBC template. The team will undertake reviews on all sites with recommendations to maximise potential, they will also look into possible sites where additional plots can be opened up to increase revenue lines and will obtain market valuations where necessary.</p> <p>The team have investigated the current advertising process for available land to enhance the existing portfolio and will look to launch a more structured local online listing in Quarter Three. This will be a first step into a wider advertising remit.</p>
		<b>Responsible Officer - Lucie Greenwood</b>
<b>2.5</b>	<b>Develop our visitor economy, Adrenaline Valley brand and cultural offer.</b>	
	Deliver the Whitaker HLF Project.	<p>We are pleased to report that the National Lottery Heritage Funding grant that we were awaiting the outcome of in the previous quarter was awarded in July. This scheme will transform the visitor experience of the Whitaker Museum and Art Gallery, extending the visitor facilities, showcasing local heritage and creating a vibrant cultural hub for the local community through increased opportunities for engagement and participation.</p> <p>We are currently in the pre-build stages of the project and a project manager was recruited to lead the delivery of the redevelopment scheme in September. Work is now under way with architects and service contractors to prepare for the tendering of the capital works contract which we expect to commence on site in March 2020.</p> <p>The build works will see the barn and stables buildings sympathetically restored and brought into public use as a new eatery,</p>

		<p>event and exhibition space and include storage facilities to ensure that the heritage collections of the Rossendale Valley are preserved for the enjoyment and inspiration of future generations. Redispays of existing galleries within the museum building and the upgrade of the presentation and interpretation of much loved exhibits will also ensure that the museum and gallery offer can respond to the needs and expectations of contemporary audiences.</p> <p>The project will be recruiting two key personnel to the project - a Community Development and Volunteer Co-ordinator who will lead on public engagement and support development of new volunteer and work placement opportunities, and a Heritage Activity Co-ordinator who will lead on formal and informal learning opportunities helping to engage the public with the heritage collection and embedding the Whitaker firmly within the local community.</p>						
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<b>2.6</b>	<b>Bridge the MTFS £1m funding gap using an increased commercial, efficient and effective approach to Council services.</b>							
	<p>Deliver the MTFS and sustainability of the Council.</p>	<p>Monitoring for Q2 (19/20) continue to show an improving forecast under-spend position for the rest of the year. Two vacancies in a senior level and a forecast reduction in Housing Benefit costs have helped the improved performance. However, as budgeted the Council is still reliant on its Transitional Reserves for 19/20, albeit at a reduced level.</p> <p>Work has commenced on updating the MTFS (February 2019). The planned presentation to October Cabinet was postponed and will now be presented to Members November.</p> <p>The greatest MTFS risk to 20/21 and onwards, 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. The risk being: 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? However, the planned new national scheme for 20/21 has been postponed along with the Fair Funding review. Therefore, it is assumed that Rossendale will form part of a pooling scheme similar to the 18/19 scheme. This will ensure security and retention of £1.0m of business rates gains for at least one more year.</p>						
		<b>Responsible Officer – Phil Seddon</b>						

2.7	<b>Work with partners and community organisations to deliver excellent and innovative customer services.</b>	
	<p>Review and improve the revenues, benefits and customer services delivered by the Capita Contract</p>	<p>During quarter 2 work has been ongoing to transfer and update IT systems for the delivery of the new Capita contract. This work has included the following:</p> <p>Transfer of all the existing Revenues/Benefits applications to a new highly secure (Tier 3 Standard) Data Centre built in a virtual environment. A secondary data centre has been set up for disaster recovery purposes. Implementation of brand new applications.</p> <p>All revenues and benefits documents have been transferred to an electronic document imaging system to facilitate easy access and provide the new foundation for a digital platform.</p> <p>A brand new reporting application SAP has been installed. The system allows for bespoke reporting on revenues and benefits data.</p> <p>All data has been transferred over in preparation of the 'Go Live' date. The final data cut will occur the week prior to go live.</p> <p>All of the systems and information have been tested by Capita staff who have performed all user acceptance testing of all the systems and the various interfaces. For example, to facilitate off-site production of notices from the billing system and customer letters form document imaging and the indexing of incoming documents to the appropriate properties, accounts and benefit claims.</p> <p>Training days and resources have been arranged for the introduction of a new revenues/benefits system which will allow for direct access to account and claim information for customers in order to facilitate self- service of routine enquiries. The Citizens Access product will also facilitate paperless billing for customers who choose to opt in.</p>
		<b>Responsible Officer – Andrew Buckle</b>

3	<b>Priority 3 - A Proud, Healthy and Vibrant Rossendale</b> Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.	
3.1	<b>Celebrating the successes of our residents, businesses and the Council's work through publicity, raising awareness of the great things they do.</b>	
	<b>Service Actions</b>	<b>Latest note</b>
	Celebrate the success of our residents, businesses and the council's work through publicity raising awareness of the great things we do.	Highlights this quarter include: <ul style="list-style-type: none"> <li>- Stubblee Park winning 'Much Loved' status and being named in the top 15 best parks in the North West by Fields in Trust</li> <li>- Four videos showcased the themes of the economic development strategy showcasing the positive developments in tourism, our town centres and business growth.</li> <li>- Launch of the community volunteer's awards</li> <li>- Launch of our new support litter picking scheme</li> <li>- Latest section of the Valley of Stone opens</li> <li>- New factory brings 100 jobs</li> <li>- Bacup's Future High Street fund success</li> <li>- Invest in Rossendale business event</li> </ul>
		<b>Responsible Officer – Ben Greenwood</b>

3.2	<b>Build strong, resilient communities, creating neighbourhoods where people feel proud and safe to live.</b>	
	Provide support to the community and voluntary sector by informing, engaging and empowering them to be at the heart of Rossendale's neighbourhoods	<p>In July the Communities Team delivered a member briefing session 'Spotlight on the Voluntary sector', to highlight the economic contribution of the voluntary sector as well as looking at how the Council supports the sector and the services it delivers in Rossendale. Information was obtained from 9 of the larger voluntary organisations in the Valley, who between them employ 87 paid staff, have an annual turnover of £2 million and 810 volunteer hours per week, which equates to £345,000 per annum based on the living wage. One of the larger voluntary groups included is Citizens Advice who celebrated their 80th anniversary in August. Rossendale Council has supported Citizens Advice for many years and continues to provide grant funding to support the valuable work they do.</p> <p>Additional funding for the community and voluntary sector was provided by the Community Partnerships over the summer through commissioning projects to address priorities in each area. In Bacup, Rawtenstall and Whitworth additional activities for young people were funded, with additional funding also for CCTV and Friends of the Library in Whitworth. In Haslingden new community notice boards have been provided together with funding for community newsletters.</p> <p>CLAHRC (Collaboration for leadership in Applied Health Research and Care) project, focussed on Worsley ward in Haslingden, held a well-attended workshop in June to present an animation produced by resident advisors from the project that looked at local issues around access to transport. The animation was developed following local consultation and was presented to transport providers and health organisations at the workshop.</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>In September nominations were invited for the Council's Community Awards. The new awards scheme aims to recognise and celebrate the hard work of volunteers, groups, events and projects across the valley, which have made a real difference to their communities. Nominations were invited under the following categories:</p> <ul style="list-style-type: none"> <li>• Community Partnership Community Group of the Year: one each for Whitworth, Bacup, Rawtenstall, Haslingden</li> <li>• Community Event of the Year</li> <li>• Young Volunteer of the Year</li> <li>• Volunteer of the Year</li> <li>• Outstanding Community Contribution to Valley Life – group or individual</li> <li>• Rossendale Leisure Trust – Sports Coach of the Year, Sports Club of the Year and Under 18 Sports Volunteer of the Year.</li> </ul> <p>Over 120 nominations have been received for the awards which will take place in November.</p>
		<b>Responsible Officer – Alison Wilkins</b>



		<p>A number of events were supported during the quarter including Northern Grip, the mountain bike festival in Stubblelee Park and Lee Quarry, Rossendale 60s Festival and Waterfoot Wakes. Haslingden Street Fair was a great success in September and the Council also supported the children’s Earthquest event in Stubblelee Park, part of the Pennine Prospects Walk and Ride Festival. Stubblelee Hall held a Heritage Open Day in September as part of the HLF funded Heritage Resilience project with Valley heritage, and Stubblelee Park was awarded Much Loved Status in the 2019 Fields in Trust Best Park awards.</p> <p>Arrangements were made for the HARRI bus (Health Advice Recovery Resilience Information) to visit Rawtenstall Market in September. The bus is a health and wellbeing engagement vehicle from Lancashire Care NHS Foundation Trust, which provides advice and information. It will be in Haslingden on 29 October 2019.</p>	
			<p><b>Responsible Officer – Alison Wilkins</b></p>
<p><b>3.3</b></p>	<p><b>Work with partners to help residents improve their health and wellbeing</b></p>		
	<p>Manage, co-ordinate and support community projects to improve health and wellbeing of residents.</p>	<p>Following the issue of ‘holiday hunger’ being raised at Overview and Scrutiny, the Communities Team put together a pilot project over the school summer holidays. Working with 6 schools and community and voluntary groups in Rossendale, different models of provision were piloted. The project provided vital support for many families who would otherwise have struggled to provide food and activities for their children over the school holidays. The project directly supported 50 families and over 100 children, with additional funding support provided to other holiday provision.</p> <p>The Communities Team supported traders in Haslingden and the local community to organise a very successful Street Fair in September. The organising group is now being supported to become a constituted group and to put on other events and activities in Haslingden.</p> <p>The Council is part of the Together an Active Future Steering Group in Rossendale. The Sport England funded project across Pennine Lancashire is looking at the reasons for physical inactivity and ways to help people to become more active. A detailed Pathfinder Submission was developed during the quarter and submitted to Sport England in September. In Rossendale the project will focus on 2 workstreams: Reaching People and Outdoor Space / Experience First. Delivery will begin once the submission is signed off by Sport England in November.</p> <p>The Council also contributed towards the Pennine Lancashire Childhood Obesity Trailblazer bid. In June the project, Healthy Place Healthy Future, was selected as one of 5 Trailblazer programmes nationally funded by the Dept. of Health and Social Care. The project includes looking at planning policy around takeaways, improving access to affordable, healthy food and training for elected members.</p>	
			<p><b>Responsible Officer – Alison Wilkins</b></p>

3.4	<b>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.</b>	
	<p>Review success of preventing homelessness in the first year of the Homelessness Reduction Act and benchmark with other Local Authorities.</p>	<p>This task was able to start in earnest after the Ministry of Housing and Local Government published the final quarter of the 2018/19 live homelessness tables on 12th September 2019.</p> <p>A report has been drafted using the data and benchmarking to with other local authorities, nationally, regionally and sub-regionally.</p> <p>The final data shows the number of households prevented or relived of homelessness increased 39% in Rossendale to 301 in 2018/19 from the previous year, compared to a 54% decrease in England, a% 56 decreased in the North West and a 23% decrease in Lancashire, therefore going opposite to the trend in a very positive way.</p> <p>The 301 prevention and relied cases which ended with accommodation secured in Rossendale was 78% of the total, which was much higher than the 51% for both England and the North West, as well as the 62% for Lancashire. The number of households prevented or relieved from homelessness increased from 5.5 to 9.9 between 2017/18 and 2018/19, were as nationally this figure fell from 9.1 to 4.2.</p> <p>The number of Statutory Duty acceptances fell by 90.5% from 2017/18 and 2018/19 compared to a 47.8% decrease in England as a whole, whilst Temporary Accommodation snapshots remain stable in Rossendale typically between 0 and 3 households at any one time, compared to a small national increase.</p> <p>The results will be written up into a report with case studies and published in the next quarter.</p>
		<b>Responsible Officer: Stephen Broughton</b>

	<p>Review the success of enabling disabled people to remain in their own homes under the new Disables Facilities Grant Policy.</p>	<p>Within the first year of the policy there were performance increases for the number of jobs completed and spend on DFGs of just under 60%.</p> <p>The new flexibilities in the policy have worked well, saving staff time and helping provide an improved service but there were a couple of cases which provided food for thought regarding extra discretionary powers we may wish to introduce through a policy to assist DFG customers. These are as follows:</p> <p>1) A Displacement Grant – this will apply instances were for some or all of the adaptation work the household needs to relocate. Such instances are very rare, however if the policy covers them it will make it easier to facilitate the most intrusive extension jobs. It is proposed that here will be a limit set per job and per night of accommodation.</p> <p>2) Due to inflation and increasingly complex jobs the discretionary limit of £60,000 may not always be sufficient, and these will halt or stall the grant work. Whilst exceeding the value would be extremely rare, and only likely to occur once in several years, a change in the policy to allow the Council to have the discretion to carry out such work up to the value of £100,000 would improve efficiency and customer service when such an instance arises. It is proposed that the relevant Director would be required to sign off grant work after formal consultation with the Portfolio Holder.</p> <p>From October 2018 to September 2019 under the new policy, the number of jobs completed increased from 79 to 126 compared to the previous year, and the value of the work increased from £562 to 888k.</p>
<p><b>3.5</b></p>	<p><b>Meet the housing needs of the Borough by increasing the delivery of affordable homes and reducing the number of empty dwelling across the Borough.</b></p>	
	<p>Prepare an evidence base and housing strategy to determine priorities and actions needed to improve the housing offer.</p>	<p>The preparation of the evidence base has continued in this quarter. Part of the evidence base includes data from the first year of the Councils performance under the Homelessness Reduction Act 2017 which was implemented in 2018/19. The Council has increased Prevention and Relief of Homelessness for 2018/19 by 39% compared to the year before, and 81% compared to a rolling 3 years before the Act was implemented. The Council’s performance in prevention and relieving homelessness compared very well to a reduction nationally in preventions and reliefs in the last 2 two years 54%, and compared to the 3 year rolling average before the Act the figure also fell 54% nationally, 56% regionally, and buy 23% in Lancashire. This part of the review is very positive and reflects well on the Housing Options team, however will only be able to continue if staffing levels are maintained in the medium term.</p> <p>Disabled Facilities Grant (DFG) performance is also covered in the evidence base, and since the introduction of the new DFG</p>

		<p>policy on 1st October 2018 there has been an increase of 58% in jobs complete compared to the previous year. The increased performance was helped by the new policy, but also relies on refers from Lancashire County Council’s Occupational Therapist and the very hard work of the Housing Renewal team in Rossendale who enable, facilitate and commission the grant work.</p> <p>The evidence base preparation continues, and the Housing Strategy will be consulted on and adopted in 2020.</p>		
		<p><b>Corporate Project – 10</b></p>	<p><b>RAG Status</b></p>	<p><b>Responsible Officer – Mick Coogan</b></p>
	<p>Temporary accommodation project to increase the provision of suitable placement under options within the Borough.</p>	<p>Members approved that the project could start in earnest the Full Council meeting on 25th September 2019.</p> <p>The next stage of the project is identifying suitable properties to acquire, with post responsible being vacant, advertising for a replacement Private Sector Housing Officer started in September with interviews pencilled in for 10th October 2019.</p> <p>Is has been agreed that the acquisition of each property will be ratified by a separate business case and Scheme of Delegation, and the properties will be chosen according to the following criteria:</p> <ul style="list-style-type: none"> <li>•The properties must be Class C3 residential dwellings</li> <li>•Must be empty/unoccupied for a period of 6 months, or currently empty and expected to be long term empty without intervention from the Council</li> <li>•The owner (or agent acting on behalf of the owner, or the executor etc.) must be willing to act reasonably with the Council to transfer the property</li> <li>•The properties will be 2 or 3 bedroom houses with at least one 3-bedroom property, ideally two, and be freehold or with a nominal ground rent.</li> <li>•The properties will be reasonably close to facilities, services and bus routes in one of Rossendale’s main settlement areas.</li> <li>•The locations of the properties will be consulted on with the relevant Portfolio Holder, Director and any other officers they deem appropriate.</li> </ul>		

		Once properties have been identified, assistance will be needed external to Strategic Housing to project manage the acquisition and refurbishment of the properties to a suitable standard.		
				<b>Responsible Officer – Mick Coogan</b>
<b>3.6</b>	<b>Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities.</b>			
	Delivery of the Rossendale Futures Employability project and production of forward strategy.	<p>The Rossendale Works project was established to help people who are long term unemployed to access work placements to gain vital work place experience. A second linked project began in May 2019 called Rossendale Futures that aims to help residents who need greater support in order to progress their employment journey. The project also helps local employers in their growth aspirations as the failure to recruit quality staff is often a barrier to achieving growth.</p> <p>The partners for this project are RBC, Active Lancs &amp; DWP, with funding roughly a third RBC and two-thirds DWP. Monthly review meetings take place involving all of the partners to discuss any issues and performance.</p> <p>The projects have exceeded all expectations with almost daily success stories. Key to the success of the project is the links that the Economic Development team have with local employers. We have seen a number of new businesses joining the project and offering quality placement opportunities that are leading to full time employment. The engagement sessions are proving popular with new previously unconnected residents taking part in activities run by the Rossendale Futures project. A series of press releases celebrating individual success stories have been published in this quarter and these will continue in quarter 3.</p> <p>A review is taking place into the development of the project from May 2020 onwards and discussions are taking place with funding bodies and the partners.</p>		
				<b>Responsible Officer – Guy Darragh</b>

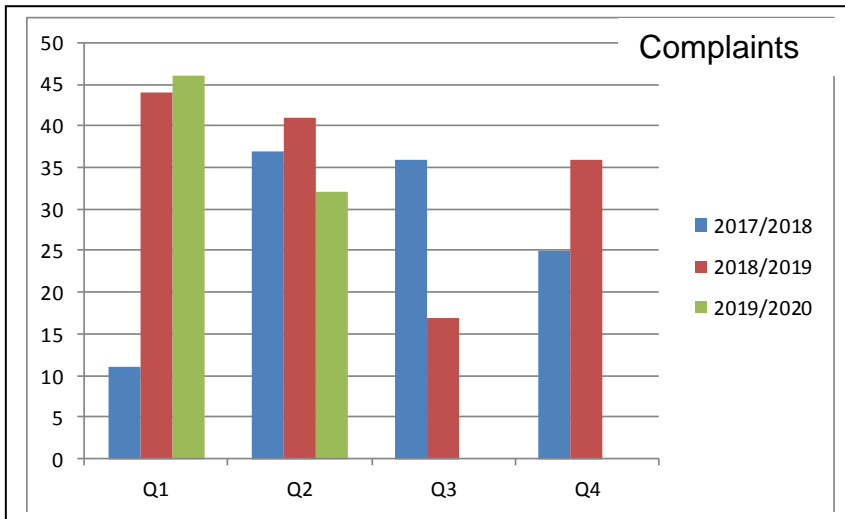
Priority	Corporate Performance Indicators	Target	Quarter 1	RAG Status	Quarter 2	RAG Status
			2019-20			
<b>Priority 1</b>						
<b>1</b>	Inspections of play area sites and play equipment – 2 per month	100%	100%	GREEN	100%	GREEN
<b>2</b>	Number of reported near miss/accidents in playgrounds/play equipment	Less than 5	0	GREEN	0	GREEN
<b>3</b>	Percentage Household waste sent for Reuse, Recycling or Composting – calendar year %	30% per quarter	31.20%	GREEN	33.13%	GREEN
<b>4</b>	To bring in line with the Lancashire average the residual household waste per household – kilogrammes (lower is better)	149.93kg LCC actual Q1	139.8	GREEN	130.68	GREEN
<b>5</b>	Recycling – subscribers to the garden waste collection service	5000	6731	GREEN	6926	GREEN
<b>6</b>	Annual test of Civil Emergency Plan and Business Continuity Plans – 100% compliance	100%	100%	GREEN	100%	GREEN
<b>Priority 2</b>						
<b>1</b>	Average speed of answering telephone to customers – within 6 minutes	6 minutes	3.5 minutes	GREEN	2.3 mins	GREEN
<b>2</b>	Average waiting time for customers in OSS – within 12 minutes	12 minutes	15.7 minutes	AMBER	5.3 mins	GREEN
<b>3</b>	Reduce the number of customer visits to OSS by 10% each quarter (baseline April 2016 – 8095 customers)	10% per quarter		GREEN	3929	GREEN
<b>4</b>	% of Council Tax collected	96.7% annual 28.9% quarter	28.6%	AMBER	56.0%	AMBER
<b>5</b>	Percentage of non-domestic rates collected	98.6% annual 28% quarter	28.7%	GREEN	58.3%	AMBER
<b>6</b>	Accuracy of processing housing benefit and council tax claims	95% annual 94% quarter	98%	GREEN	94.7%	GREEN
<b>7</b>	% of recoverable overpayments recovered (Housing Benefit) that are recovered during period – target increased from 50% to 95%	95%	51.3%	RED	68.77%	RED
<b>8</b>	Housing Benefits overpayments recovered as % of the total amount of Housing Benefit Verification overpayment debt outstanding – increase from 6.25% per quarter	8.5%	7%	AMBER	8.77%	GREEN

Priority	Corporate Performance Indicators	Target	Quarter 1	RAG Status	Quarter 2	RAG Status
			<b>2019-20</b>			
<b>9</b>	Time taken to process Housing Benefit new claims	21 days	15.5 days	GREEN	14.1 days	GREEN
<b>10</b>	Time taken to process Council Tax Benefit new claims	18 days	14.5 days	GREEN	10.1 days	GREEN
<b>11</b>	Time taken to process Housing Benefit Change in circumstances	6.5 days	6.4 days	GREEN	6.0 days	GREEN
<b>12</b>	Time taken to process Council Tax Benefit Change in circumstances	6.5 days	5.4 days	GREEN	5.0 days	GREEN
<b>13</b>	Less than 5% of new Housing Benefit claims outstanding over 50 days	Less than 5 %	0%	GREEN	4%	GREEN
<b>Priority 3</b>						
<b>1</b>	Increase the number of engagements on Council's Social Media account – baseline 6200 (not previously monitored)	5% per quarter	16073	GREEN	20055	GREEN
<b>2</b>	Increase the number of likes and followers on social media channels – baseline 8832 (not previously monitored)	5% per quarter	9347	GREEN	10137	GREEN
<b>3</b>	Maintain number of licensed hackney carriages.	Below 200	181	GREEN	149	GREEN
<b>4</b>	Maintain number of licensed hackney carriage drivers	Below 600	526	GREEN	447	GREEN
<b>5</b>	Number of licensed premises inspected - annually monitored. 75 premises	22 per annum	11	AMBER	5	AMBER
<b>6</b>	Number of Disabled Facilities Grant completed per annum	90	29 (quarterly)	GREEN	34	GREEN
<b>7</b>	Reduce the number of Statutory Homeless Households per annum (to be reported quarter 4)	Less than 10	-	-	1	AMBER
<b>8</b>	Increase the number of homelessness preventions and relief per annum (to be reported quarter 4)	125	106	AMBER	210	GREEN
<b>9</b>	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	-	-	497	GREEN
<b>10</b>	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)	174	-	-	179	GREEN
<b>11</b>	Increase the supply of Affordable Housing Units in the Borough per annum (to be reported quarter 4)	25 per annum	-	-	-	-

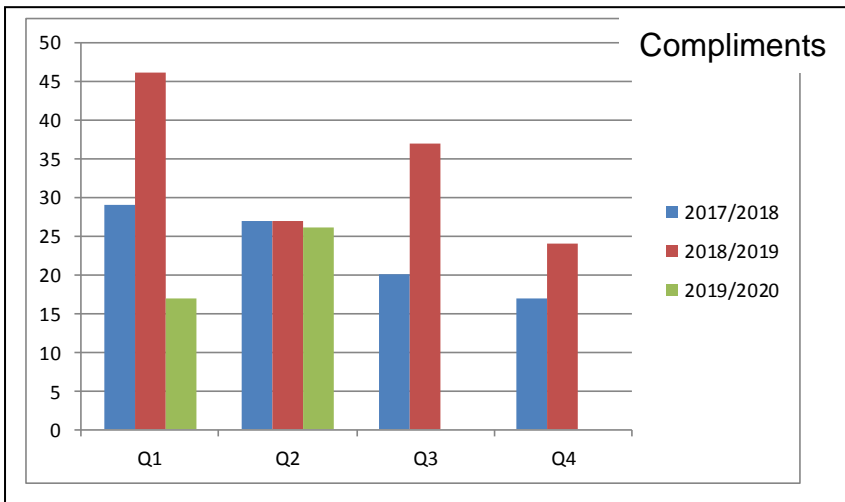
Priority	Corporate Performance Indicators	Target	Quarter 1	RAG Status	Quarter 2	RAG Status
			2019-20			
<b>0</b>						
	<b>Finance</b>					
<b>1</b>	Payment of undisputed invoices within 30 days	90%	81.6%	AMBER	78.6%	AMBER
	<b>Legal</b>					
<b>2</b>	Freedom of Information (FOI) request average response time	20 days	6.7	GREEN	5.7	GREEN
<b>3</b>	Formal complaint average response time	10 days	8.15	GREEN	12.5	AMBER
<b>4</b>	GDPR subject access requests (notifiable reported breaches)	30 days	0	GREEN	0	GREEN
	<b>Planning</b>					
<b>5</b>	Percentage of 'Major' planning applications determined within 13 weeks	100%	100%	GREEN	100%	GREEN
<b>6</b>	Percentage of 'Minor' planning applications determined within 8 weeks	100%	97%	GREEN	97%	GREEN
<b>7</b>	Total number of 'Other' planning applications	100%	100%	GREEN	100%	GREEN
<b>8</b>	Net Additional Homes Provided per annual, quarter 2	247	-	-	-	-
	<b>People and Policy</b>					
<b>9</b>	Reduce staff turnover in line with National Average—annually monitored quarter 4	15%	-	-	-	-
<b>10</b>	% Performance Development Reviews (PDRs) completed—annually monitored quarter 2	100%	-	-	-	-
<b>11</b>	Reduce number of days lost due to sickness per FTE per annum (cumulative).	8 days	2.06	GREEN	4.85	GREEN
<b>12</b>	Number of RIDDOR reportable accidents and incidents	Less than 5	One	GREEN	One	GREEN
<b>13</b>	% 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	32
Q3	36	17	-
Q4	25	36	-



Compliment Trends	2017/2018	2018/2019	2019/2020
Q1	29	46	17
Q2	27	27	26
Q3	20	37	-
Q4	17	24	-

Ombudsman Enquiries	2017/2018	2018/2019	2019/2020
Q1	1	4	0
Q2	0	2	1
Q3	3	1	-
Q4	1	2	-

During Q2 there has been one Ombudsman enquiry received which is currently being investigated and awaiting a decision.

\*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
<b>GREEN</b>	The likelihood and impact of the risk is low
<b>AMBER</b>	The likelihood and impact of the risk is medium
<b>RED</b>	The likelihood and impact of the risk is high

**Corporate Risks**

Risk 1	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Sustainability of the Medium Term Financial Strategy</b>	2	C	C2	AMBER	Phil Seddon	No change
<p><b>Description</b></p> <p>The Council’s latest Medium Term Financial Strategy (MTFS) update published February 2019 indicates an underlying funding gap of c £700k per annum.</p> <p>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><b>Risk Consequence</b></p> <p>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.</p> <p>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.</p> <p>The Council is currently restricted to a maximum 3% annual increase in Council Tax in order to avoid triggering a referendum</p>					
Risk 2	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Major disaster affecting the delivery of Council services</b>	1	C	C1	AMBER	Clare Law	No change
<p><b>Description</b></p> <p>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><b>Risk Consequence</b></p> <p>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	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Incident resulting in death or serious injury or HSE investigation</b>	1	D	D1	AMBER	Clare Law	No change
<b>Description</b> 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.	<b>Risk Consequence</b> 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	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Sustainability of the County Council budget</b>	2	B	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.	<b>Risk Consequence</b> 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	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Non delivery of Spinning Point</b>	2	D	D2	AMBER	Cath Burns	No change
<b>Description</b> Spinning Point is a Corporate Strategy project. Phase 1 comprises a bus station and 2/4 retail units. Phase 2 will provide a mixed view development.	<b>Risk Consequence</b> 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.					
Risk 6	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Non-delivery of the Borough’s economic development strategy</b>	2	C	C2	RED	Cath Burns	No change
<b>Description</b> The Council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic growth elements of its Corporate Strategy.	<b>Risk Consequence</b> 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.					

Risk 7	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Non-delivery of the Local Plan</b>	3	D	D3	AMBER	Mike Atherton	No change
<p><b>Description</b></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><b>Risk Consequence</b></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	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Changes to government policy on the delivery of the Council's services</b>	3	C	C3	AMBER	Cath Burns	No Change
<b>Description</b> 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	<b>Risk Consequence</b> The risk that the Council fails to react and be prepared for any changes being proposed or implemented by central government.					
Risk 9	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Sustainable Workforce</b>	3	D	D3	AMBER	Clare Law	No change
<b>Description</b> There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.	<b>Risk Consequence</b> 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. Currently there are significant challenges due to the loss of senior professional officers in finance.					

Risk 10	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Insufficient data and cyber security</b>	1	C	C1	AMBER	Andrew Buckle	No change
<p><b>Description</b> 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><b>Risk Consequence</b> 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	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Poor communications and public relations</b>	2	D	D2	AMBER	Clare Law	No change
<p><b>Description</b> Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide Council services.</p>	<p><b>Risk Consequence</b> 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>					