

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 3 2019-2020 Service Actions and Corporate Projects**

<b>Priority 1</b>	<p><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.</p>						
<b>1.1</b>	<p><b>Work with our communities to enhance our parks, playgrounds, green spaces and countryside, for all to enjoy.</b></p>						
	<b>Service Actions</b>	<b>Latest note</b>					
<b>1.1-1</b>	<p>Prepare ‘Love Parks’ masterplans for Whitaker and Victoria Parks.</p>	<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. Initially the focus will be on Edgeside Park in Waterfoot and Victoria Park in Haslingden. The project will build on the model used to improve Stubblelee Park, beginning with the development of a masterplan for each park. 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 will be a focus for local engagement. Newground won the contract to develop the masterplan, including undertaking public engagement and consultation.</p> <p>A steering group has been established which met in December with Newground to scope out the project. A further meeting is scheduled for late January to plan the consultation which will take place during February including linking in with half term activities in the park which are being organised by Rossendale Leisure Trust. A bid was submitted in December to the Pocket Parks fund to support the masterplan and develop a pump track in the park, something that young people have identified they would like in initial consultation. We will hear in February if the bid was successful. Further funding opportunities for the park will be pursued once the masterplan has been agreed.</p>					
		<p><b>Corporate Project - 1</b></p>	<table border="1"> <tr> <td data-bbox="1182 1268 1433 1348"><b>RAG Status</b></td> <td data-bbox="1433 1268 2154 1348"><b>Responsible Officer – Alison Wilkins</b></td> </tr> <tr> <td data-bbox="1182 1348 1433 1420"></td> <td data-bbox="1433 1348 2154 1420"></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Alison Wilkins</b>		
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1.2	<b>Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more targeted enforcement.</b>			
1.2-1	Pilot and implement the Corporate Enforcement Strategy.	<p>The Pilot project initially ran for a period of 12 months and has subsequently been extended to allow further consideration of the effectiveness of recently introduced PSPO's and focused on street enforcement. On target to achieve desired outcomes of reducing the amount of litter and dog fouling in our parks and open spaces. Recent press coverage of the service has received favourable response from members of the public and further joint work with Rossendale Pride is planned.</p> <p>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. Continued press coverage ensures that the message is reinforced.</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>

1.3	<b>Work with our partners to improve the quality and cleanliness of the roads in the Borough.</b>	
1.3-1	<p>Work and civic pride friend's groups and members of the community to encourage residents to get involved in keeping Rossendale clean and tidy.</p>	<p>The Council and Civic Pride Officers will meet in early January 2020 to discuss potential projects for the year, and to look at how we work together to build on the good work already completed.</p> <p>We have finalised new sweeper schedules for both the road and the footpaths across Rossendale which will provide structure to our cleansing, as well as much needed information on frequencies of sweeping and when each area of the valley will be swept. These schedules will be shared with Community Groups so that work can be co-ordinated to maximise the effects. The Council's sweepers have also commenced a programme of cleansing around traffic islands twice a year; an area of work that has been prioritised.</p> <p>Civic Pride Rawtenstall will be entering either the 'Our Neighbourhood' or 'Britain in Bloom' Awards in Summer 2020, both of which require a substantial amount of work by both the Group and the Council. We will work closely with Civic Pride to ensure the required work is completed in time for judging. This includes street sweeping, cleansing road signs, graffiti removal, gardening projects and litter bin location and emptying. The Green Spaces and Street Scene Team has also pledged to assist the Borough's other Community Groups in their endeavours, and support any competitions entered.</p> <p>Officers have recently met with the newly formed 'Friends of Haslingden Cemetery', which has over 50 members. The group will be carrying out minor maintenance tasks within the Cemetery to compliment and build on the Council's work. We will provide basic tools, storage and materials and aim to build a positive and productive working relationship with the group. Future potential projects include obtaining funding to renovate the chapel, a Memorial Garden, and restoration of Historical features such as the sun dial.</p>
		<b>Responsible Officer – David McChesney</b>

<p><b>1.3-2</b></p>	<p>Develop and deliver a clean air strategy.</p>	<p>A draft Clean Air Strategy was presented to Cabinet to allow consultation in November 2019. The strategy has been developed in response to growing concern about air quality both locally and nationally.</p> <p>A period of consultation will run until 17th January 2020 and comments will be reviewed and considered.</p> <p>It is proposed that the main focus of the strategy will be 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. We recognise that improvements in air quality will benefit the health and economy of Rossendale and support the Council’s corporate priorities.</p> <p>We hosted a Discovery Session on 5th November 2019 to look at the benefits of electric and ultra-low emission vehicles, to the environment and the economy. The event was well attended by officers, members and representatives from local businesses.</p> <p>Following a joint bid with 5 other Local Authorities to the Office for Low Emission Vehicles a grant of £630k was awarded to allow the installation of electric vehicles charge points in the borough, and the contract to fit these will be awarded in January 2020.</p>		
		<p><b>Corporate Project – 3</b></p>	<p><b>RAG STATUS</b></p>	<p><b>Responsible Officer – Phil Morton</b></p>

**1.4 Reduce waste collected and increase recycling rates in the Borough.**

**1.4-1** Develop a waste recycling improvement strategy.

The Recycling Waste Management Strategy has been drafted and further work will be undertaken in Q4. Throughout Q3 the Council continued with localised recycling campaigns through its social media sites and in conjunction with LCC has participated with a Countywide recycling campaign focused on plastics, tubs and containers.

Officers have continued with targeted bin contamination work through quarter 3 and continued to take appropriate enforcement to include stickers on the bins and letters to the residents. In total we have removed 29 bins this quarter from residents who continually contaminate their bins.

Contaminated	Glass, cans and plastics	Organic waste	Paper and cardboard
1 <sup>st</sup> warning	645	5	152
2 <sup>nd</sup> warning	228	-	62
Bin removed	18	-	11

Within this quarter we had one refuse wagon load of paper/cardboard rejected due to contamination which shows the importance of getting the correct message to the residents and crews.

Additional further work has been undertaken to develop a Waste Transfer Station at Henrietta Street to relocate the tipping of glass, cans and plastics which will allow increased monitoring of this material.

Finally in this Quarter we have submitted a funding bid for £20k to LCC to support environmental education, the funding will be used primarily to appoint a temporary Education Officer to focus dealing with contamination to include educational visits to schools.

<b>Corporate Project – 4</b>	<b>RAG Status</b>	<b>Responsible Officer – Keith Jenkins</b>

1.5	<b>Work with partners on ensuring Rossendale is robustly prepared for civil and environmental disasters.</b>	
1.5-1	<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 3 an Emergency Planning meeting was held on the 5<sup>th</sup> November, where it was agreed Marl Pits would be used as a relocation site for Futures Park staff in the event of a civil emergency. A plan of porta-cabins has been produced and the IT circuit has been ordered. It was also agreed to use the current fire procedure in the event of a bomb evacuation.</p> <p><b>Civil Emergency Plan</b> – The Civil Emergency Plan was to be updated following staff changes and a hard copy distributed to each member of the team.</p> <p><b>Members Briefing</b> – Officers of the Emergency Planning Team provided an overview of the flooding plan, winter plan and update on the Civil Emergency Plan to the members on the 19th November 2019.</p> <p><b>Operation Merlin Roadshow</b> – A Merlin Roadshow (a ‘Merlin’ is a chemical incident in Lancashire) was held in the council chamber at Futures Park on the 6th December 2019, the overall aim of the Merlin roadshows is to increase knowledge of the Operation Merlin arrangements for Lancashire, as well as enhancing relationships between local responders at Tactical and Operational level. The event was well attended with multi agency officers including Police, Fire Service, NWAS, Environmental Agency, Lancashire County Council and Rossendale Borough Council.</p>
		<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>					
<b>2.1-1</b>	Develop an in-cab technology waste/recycling collection infrastructure.	<p>As part of the Council’s Digital Transformation drive in quarter 3 the Operations Team have continued to develop an integrated in-cab technology system for the fleet of waste and recycling vehicles. Officers from the Operations Team attended the Overview and Scrutiny Committee in December 2019 and provided a presentation on the in-cab technology project, which included a demonstration of the technology involved. It is proposed the in-cab technology will be fully implemented in the fleet of waste and recycling vehicles in quarter 4.</p>					
		<b>Responsible Officer – Keith Jenkins</b>					
<b>2.1-2</b>	Implement the Digital Transformation Strategy.	<p>Rossendale are currently working with the DWP to allow automated access between the Council and the DWP for Benefits and other key services. The Revenues and Benefits billing is currently being tested, this will remove the requirement to perform any local printing for Revenues and Benefits including year-end billing.</p> <p>Work on the Citizen Access range of digital products for Revenues and Benefits has commenced; the back end infrastructure has been set up along with all the integration. The configuration for Citizen Access Revenues will commence in April 2020.</p>					
		<b>Corporate Project- 5</b>	<table border="1"> <tr> <td data-bbox="1182 1273 1453 1337"><b>RAG Status</b></td> <td data-bbox="1453 1273 2170 1337"><b>Responsible officer – Andrew Buckle</b></td> </tr> <tr> <td data-bbox="1182 1337 1453 1390"></td> <td data-bbox="1453 1337 2170 1390"></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>						
<b>2.2-1</b>	Deliver the Spinning Point Project.	<p>The Transport Interchange Facility building has now been completed and Transdev took occupancy during the third week in November 2019 under a management agreement and a soft launch was completed on 24<sup>th</sup> November 2019.</p> <p>Barnfield are continuing to operate on site completing the surfacing works to the public car parks on North Street and along Bacup Road. Barnfield have been addressing snags/defects associated with the Transport Interchange Facility and associated external works and will continue to do so during the next 12 months. The 12 months' defect period associated with the Old Town Hall has now elapsed and a final inspection has been convened with Together Housing to confirm all matters have been addressed by Barnfield.</p>					
		<b>Corporate project - 6</b>	<table border="1"> <tr> <td data-bbox="1155 576 1453 655"><b>RAG Status</b></td> <td data-bbox="1453 576 2170 655"><b>Responsible Officer – Cath Burns</b></td> </tr> <tr> <td data-bbox="1155 655 1453 708"></td> <td data-bbox="1453 655 2170 708"></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Cath Burns</b>		
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<b>2.2-2</b>	Deliver the Future High Street bid for Bacup.	<p>The Future High Street Fund grant application is currently nearing the end of the draft business case stage. To date the Bacup 2040 Partnership Board has been established, with 6 sub-groups operating and focussing on specific themes which include Enterprise, People, Place, Vibrancy, the Market and the Fountain. The Partnership Board comprises of representatives of community groups and organisations active within the Town Centre.</p> <p>Over 8,000 letters were delivered to households in each of the three wards of Bacup; Irwell, Greensclough and Stacksteads. An online consultation was open for 6 weeks and received over 500 responses. The online consultation focussed on ensuring that the Vision and Masterplan encapsulated the views and aspirations of the community which were developed at the Visioning Exercise meeting held in Q4 2018/2019. There have been a number of school consultation sessions delivered by the Communities Team visiting local primary schools in Bacup, the local high school and also workshops with young people permanently excluded from mainstream education. The team also went on a Seeing is Believing visit to Urmston and Altrincham The ED team have also held a number of community consultation sessions on the Market. A Bacup 2040 Vision website is currently being developed. The Economic Development Team is working towards the draft Business Case due for submission in 15<sup>th</sup> March 2020.</p>					
		<b>Responsible Officer – Guy Darragh</b>					

2.2-3	Develop the Haslingden 2040 Vision and bid for NHLF.	<p>The National Lottery Heritage Fund bid was shaped by the emerging Haslingden 2040 Vision and Masterplan and vice-versa through extensive public consultation undertaken by the Economic Development Team. The emerging Haslingden 2040 Vision and Masterplan is a community and business led Vision to meet our Economic Development Strategies Number One Priority – Town Centres.</p> <p>The Vision is a long term document to support the evolution and transformation of Haslingden into a sustainable and thriving town for residents, businesses and visitors through the years to 2040 and beyond. Heritage Lottery funding of £112,500 was secured in December 2019 and match funded by the Council. This grant funding is for the stage 1 development phase of the project. The stage 1 bid will be developed over the next 12 – 18 months before submissions. A project officer has been appointed and following the project initiation meeting in December 2019 with the Heritage Lottery Fund work has begun on the consultation framework for the emerging Haslingden 2040 Vision and Masterplan.</p>	Responsible Officer – Guy Darragh
2.3	<b>Promote and increase inward investment in Rossendale attracting growth sector business.</b>		
2.3-1	Secure 27 hectares of employment land within the emerging local plan.	<p>Following submission of the Local Plan for examination in March 2019, the Hearings took place in September and October 2019. The Inspectors requested a number of actions and the Examination is paused whilst the Council undertakes this additional work, including employment need and supply, employment and mixed-use site allocations. As a result of the additional required actions the adoption of the Local Plan will be delayed, and the Council in December 2019 approved a revised Local Development Scheme which estimates adoption will be December 2020.</p>	Responsible Officer – Anne Stora

<p><b>2.3-2</b></p>	<p>Bring forward Futures Park for development.</p>	<p>Works are progressing well on site with the structural frame complete, roof support and cladding complete and wall cladding underway. The feature pit has been fully excavated with the structural slab in situ and supporting walls being formed using concrete poured into shuttering.</p> <p>Weekly design team meetings and monthly project team meetings ensure all parties' requirements are met during the works. A change register has been established to track any amendments requested by the end user, Orthoplastics, which help keep track of time and cost impact to the project. There have been no time or cost increases to the Council as all issues have been addressed in a timely manner with costs variations agreed directly between Barnfield and Orthoplastics.</p> <p>The installation of the pit moved within Barnfield's programme of works; however the project team have been assured the pit will be ready for the specialist plant equipment when delivered at the end of February 2020. Barnfield are advising there is a one week delay to the project, due to weather and ground condition issues, with works due to complete early July 2020.</p> <p>Five valuations have been submitted thus far by Barnfield with a revised cash flow forecast confirming the project is within budget.</p>		
		<p><b>Corporate Project - 7</b></p>	<p><b>RAG Status</b></p>	<p><b>Responsible Officer – Cath Burns</b></p>
<p><b>2.3=3</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 Gyrotory.</li> <li>• Rawtenstall Rail link.</li> </ul>		<p>The Council is collaborating with the County Council to develop and implement an improvement scheme for the Rawtenstall gyratory, which is acknowledged by the County Council to be the key junction on the highway network in Rossendale. The viability of the growth ambitions set out in Council's Local Plan has a dependency upon improved road traffic capacity at this and other junctions on Rossendale's principal road network. The County Council has scoped an outline proposal building on the highway capacity study work. This shows a suitable programme of improvements that can be delivered, with consideration to avoid relocation of the Fire Station and to minimise impacts both to the operation of the Lancashire Fire and Rescue Service and to the staff based at this facility.</p>		
		<p><b>Corporate Project - 8</b></p>	<p><b>RAG Status</b></p>	<p><b>Responsible Officer – Cath Burns</b></p>

2.4	<b>Create a strong indigenous business base, supporting new and existing businesses.</b>	
2.4-1	Implement individual estate rent reviews.	<p>As per the intention noted in Quarter 2, the team have worked through the existing Purchase Lease Rental application process to streamline the procedure. This work has been undertaken with two intentions. The first is to ensure that the guidance provided to members of the public is clear and understandable. The second is to ensure that there is a clear and structured process for team members.</p> <p>The result is a new guidance sheet which will be added to the Council’s website and the introduction of structured letter templates to update the applicant at each stage. Internally the guidance document has been updated and is accompanied by clear check lists and decision reports to ensure that each stage follows procedure and that any decisions have a full reasoning.</p> <p>In line with the above the Garage Site application process has also been analysed. A new guidance sheet has been established for members of the public and an updated internal procedure will shortly be circulated. In addition, a deposit scheme will be introduced to work toward reducing the number of sites returned in bad repair etc. All garage sites currently in the Council’s ownership have been visited with supporting site inspection forms completed and each site now has a mapped plan detailing clear layouts and availability. The team are moving forward with recommendations to increase revenue lines across all sites where possible.</p> <p>The lease analysis schedule has been established and the team continue to work through the existing assets. The garage licence review will be completed shortly with the industrial unit leases to follow.</p>
		<b>Responsible Officer - Lucie Greenwood</b>

2.5	<b>Develop our visitor economy, Adrenaline Valley brand and cultural offer.</b>					
2.5-1	Deliver the Whitaker HLF Project.	<p>The main contractor invitation to tender was issued on 13 December 2019. A contractor information day was held in conjunction with the architects and met with a number of the contractors. Feedback has been incredibly positive regarding the scheme and there appears to be a real appetite from local companies in particular to be involved. The deadline for tender returns was 31 December at 12 noon.</p> <p>Alongside the capital elements of the project, we have been developing the museum interpretation strategy. A session was held at the museum with specialist Henry McGhie to discuss setting the strategy within a sustainability framework. An ethical and sustainable approach to the scheme is a key factor for the Whitaker Team. The interpretation delivery will be led by the Whitaker team, harnessing local skills and expertise to ensure that the scheme feels embedded in the local community.</p>				
		<b>Corporate Project - 9</b>	<table border="1"> <tr> <td data-bbox="1182 596 1453 671"><b>RAG Status</b></td> <td data-bbox="1453 596 2170 727" rowspan="2"><b>Responsible Officer – Charlotte Steels</b></td> </tr> <tr> <td data-bbox="1182 671 1453 727"></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Charlotte Steels</b>	
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2.6	<b>Bridge the MTFS £1m funding gap using an increased commercial, efficient and effective approach to Council services.</b>					
2.6-1	Deliver the MTFS and sustainability of the Council.	<p>An updated MTFS was presented to Cabinet on 27th November 2019. The key changes being:</p> <ul style="list-style-type: none"> <li>— c.£800k of savings for pension revaluation and therefore annual revenue costs allowing for the de-risking of future NNDR retention included in previous MTFS's at £1.0m pa and now reduced to £200k pa.</li> <li>— Council Tax increase now reduced to a maximum 2% (previously 3%)</li> <li>— a one-year deferral of the new 75% NNDR retention scheme as a result of the Government Spending Review.</li> </ul> <p>The MTFS included a number of future savings and income opportunities which have the potential to reduce the future year's funding gap to less than £100k. The MTFS therefore continues to be a challenge for the council in ensuring its medium to longer term financial sustainability and its requirement to approve annually, a balanced budget.</p>				
		<b>Responsible Officer – Phil Seddon</b>				

2.7	<b>Work with partners and community organisations to deliver excellent and innovative customer services.</b>	
2.7-1	Review and improve the revenues, benefits and customer services delivered by the Capita Contract	<p>The new Capita contract has been signed with effect from 1st December 2019.</p> <p>The contract includes around 180 amendments to the service specification which will feed into improved customer service and partnership working. These include changes to day-to-day services around performance monitoring and service improvement arrangements, upgrades to partnership working for example with other stakeholders such as Citizen’s Advice and large scale service transformation projects.</p> <p>The IT infrastructure associated with the new contract will enable a much-enhanced digital offer to customers. From Q1 2020 work will begin on the rollout of citizen’s access platforms. These include self-service portals for landlords, revenues and benefits customers. Customers will be able to access data relating their council tax accounts and benefits claims online as well as accessing an upgraded range of online forms to allow for out of hours and self-service.</p> <p>The contract includes a commitment from Capita to a programme of service transformation in the One Stop Shop which will complement the increased on-line offer available through customer portals. It is anticipated that this work will continue through the 2020/21 year.</p> <p>The new contract also includes a commitment to review the Council’s council tax support scheme to accommodate the changing customer base and new circumstances resulting from central governments’ wider welfare reform programme. This will be a long term project which should balance maintaining appropriate support for low-income customers, reducing the resources required for council tax support administration and simplifying the support scheme itself against the backdrop of a reduced benefits caseload as Universal Credit is rolled out.</p>
		<b>Responsible Officer – Andrew Buckle</b>

<b>3</b>	<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.	
<b>3.1</b>	<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>
3.1-1	Celebrate the success of our residents, businesses and the council’s work through publicity raising awareness of the great things we do.	<p>In quarter 3 the latest news on the Bacup and Haslingden bids was promoted along with the exciting visions and masterplans which will really transform both towns if we can unlock the funding. Other great news stories included the extension of the We Love Parks initiative, which has been shown that when the Council, the community and other organisations work together, we can all deliver brilliant improvements.</p> <p>We also highlighted the work the Housing Team has done to reduce homelessness in the borough and the positive use of the disabled facilities grant which has transformed the lives of some of our most vulnerable residents.</p> <p>Other success we celebrated:</p> <ul style="list-style-type: none"> <li>• The Future Works programme through a case study of a resident who now has a job after a series of rejections following engagement with the project</li> <li>• The opening of Rawtenstall bus station</li> <li>• The Community Volunteers Awards. The awards were a huge success and were covered by local media as well as getting a brilliant reception on social media.</li> </ul> <p>Our highlights video of 2019, which was seen by thousands of people, showcased the most positive news over the last year. Our channels have also supported blogs by Civic Pride, which showcased the work they do to a wider audience.</p>
	<b>Responsible Officer – Ben Greenwood</b>	

3.2	<b>Build strong, resilient communities, creating neighbourhoods where people feel proud and safe to live.</b>	
3.2-1	Provide support to the community and voluntary sector by informing, engaging and empowering them to be at the heart of Rossendale's neighbourhoods	<p>The Council's first Community Awards were held in November at the Riverside in Whitworth, attended by over 100 members from local community and voluntary organisations. The awards celebrated individuals and groups who go the extra mile to support others and help make their neighbourhood a better place to live. With entertainment from Rossendale Ukulele Band and St Anne's Community Choir and table decorations from local community group Flowers and Friendship, it was a really positive and uplifting event.</p> <ul style="list-style-type: none"> <li>— Over 120 nominations were received for the awards which included the following categories:</li> <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>The winners included Whitworth University of the 3<sup>rd</sup> Age, Community First Responders, Bacup Natural History Society, Haslingden Civic Pride, Bacup Now, Rossendale Talking Newspaper Association, Haslingden Girls and Ladies FC, Barbara Horne, Thomas Wise, Graham Wright and Isobel McEwan.</p> <p>The Communities Team has provided support in setting up to new and developing community groups including the newly formed Friends of Haslingden Cemetery and Haslingden's Happening events group. Support has included advice on setting up, forming a committee, agreeing a constitution and funding opportunities. In addition, 10 Community Partnership grants were awarded to local organisations during the quarter.</p>
		<b>Responsible Officer – Alison Wilkins</b>



<p>3.2-2</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>Haslingden, Rawtenstall, Bacup and Whitworth Community Partnerships all held meetings in October 2019. The police attended each meeting to update on local crime figures and issues, information was provided on grants awarded and local projects, events and activities were discussed. There was also a presentation on the newly launched Lancashire Volunteer Partnership at the Bacup meeting and an update of the work of the Council's Public Protection Unit at the Rawtenstall meeting.</p> <p>The Communities Team supported and organised Christmas lights switch on events throughout the borough, including the Rawtenstall event, which saw 1000 people take part in the lantern parade along Bank St, led by Rossendale Drum Majorettes and the Deputy Mayor and Mayoress. Churches Together hired an authentic yurt for the day, located on the Town Square, and led the lights switch on with help from Water Band and local children and young people. Funding was provided for the Bacup Now community group who organised the Christmas Festival event in the town.</p> <p>The team also led the community engagement for the Bacup 2040 Vision, holding sessions with children and young people in primary schools across Bacup and consulting with shoppers on Bacup market.</p> <p>The Communities Team supported the Overview and Scrutiny Task and Finish group looking at suicide prevention and development of the Rossendale Suicide Drug Related Deaths Logic Model Action Plan. The action plan is focussed on raising awareness of suicide risks and prevention, improving mental health and wellness, and ensuring communities and providers are more skilled to identify individuals at risk of suicide and respond. Ongoing partnership work in this area with LCC Public Health and NHS will be co-ordinated through the Communities Team.</p>
		<p><b>Responsible Officer – Alison Wilkins</b></p>

<b>3.3</b>	<b>Work with partners to help residents improve their health and wellbeing</b>	
3.3-1	<p>Manage, co-ordinate and support community projects to improve health and wellbeing of residents.</p>	<p>A Health and Wellbeing Update report was produced for Cabinet in November 2019, detailing the health structures, partnerships and priorities in Rossendale and across East Lancashire and the role of district councils in contributing to the health and wellbeing of local people. It also detailed specific health and wellbeing projects in which the council is a delivery partner. These include the Healthy Place, Healthy Future project across East Lancashire which aims to address childhood obesity through looking at planning policy around takeaways, improving access to affordable, healthy food and training for elected members. In Rossendale the focus is particularly on the role of planning in addressing the issue of childhood obesity.</p> <p>Following a successful visit to Rawtenstall market in September 2019, arrangements were made for the HARRI bus (Health Advice Recovery Resilience Information) to visit Haslingden town centre in October 2019 and Bacup in December 2019. The bus is a health and wellbeing engagement vehicle from Lancashire Care NHS Foundation Trust, which provides advice and information.</p> <p>Upgrading of the Council’s public space CCTV was completed during the quarter. 19 new cameras are in place in the town centres of Bacup, Haslingden and Rawtenstall, all networked and linked to the main East Lancashire CCTV hub in Blackburn. The cameras can be monitored 24 hours a day from the hub and they provide much better quality footage which can be easily accessed by the police. CCTV is useful in reassuring the public and businesses and invaluable to the police enabling them to gather evidence, and where real time monitoring is available to track vehicles and pedestrians associated with crime.</p>
		<b>Responsible Officer – Alison Wilkins</b>

3.3-1	Lead, develop and support multi agency partnerships to ensure effective joint working and services meet the needs of residents	<p>The Communities Team continues to co-ordinate the Ribble Valley, Hyndburn and Rossendale Children’s Partnership Board. The Partnership held a workshop at Haslingden Community Link on ‘Reducing preventable baby deaths in East Lancashire’. The well attended workshop came up with many ideas for sharing information and ensuring that key messages are conveyed to new parents. Further workshop meetings are planned. The Council also contributed to LCC’s consultation on Shaping the Future of Early Help and the LCC workshop on Delivering Better Collaboration with District Councils.</p> <p>The Communities Team co-ordinates the Rossendale Health and Wellbeing Partnership, which meets quarterly. Recent agenda items have included ‘Let’s talk cancer’ campaign, Affordable Warmth, Together an Active Future Activity pilot and suicide prevention. The Council is a member of the GP led Primary Care Network (Community) which was established last summer. In December the Communities Team gave a presentation at the PCN on the role of district councils in health. By being actively involved in local health partnerships, the Council is able to influence and support health priorities locally.</p> <p>The Communities Team is also a member of the East Lancs Health Leads group which was set up to strengthen democratic and senior management involvement in the developing primary care networks. It also works to ensure co-ordination across Pennine Lancashire e.g. around using Disabled Facility Grant funding to support Home Improvement Agencies.</p> <p>The Council attends a number of community safety partnerships and is a member of the Pennine Lancashire Community Safety Steering group which has worked together to produce the Pennine Lancashire Community Safety Plan which was approved by Cabinet in July. A detailed action plan is currently being developed.</p>
		<b>Responsible Officer – Alison Wilkins</b>

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>	
3.4-1	Review success of preventing homelessness in the first year of the Homelessness Reduction Act and benchmark with other Local Authorities.	<p>When benchmarked on preventions and reliefs, and statutory homelessness, Rossendale has performed much better under the first year of the Act when compared to previous years, than national, regional and sub-regional averages. Temporary Accommodation use has remained around the same level compared to small increases nationally.</p> <p>The Council is coping with the rigours of the Act significantly better than the majority of other Local Authorities, and this is mainly due to the Housing Options team preparing and adapting well to the new legislation. The Housing Options team having a prevention focus before the Act also helped them hit the ground running. An increase in contacts of 39% compared to before the Act has been a challenge, which looks even better when compared to national and regional averages which demonstrate that successful preventions and reliefs have fallen away by half over the same time period. The reduction in statutory homeless households was expected, however not to the extent that was achieved of over 90%, outperforming national and regional data with 48% and 50% drops respectively. The team are in a good position to perform well under the additional pressures providing current staffing levels are maintained.</p> <p>This service action is now complete, and a new prevention of homelessness related action will be looked art for the 2020/21 year.</p>
		<b>Responsible Officer: Mick Coogan</b>

3.4-2	Review the success of enabling disabled people to remain in their own homes under the new Disabled Facilities Grant Policy.	<p>Following the development of the Disabled Facilities Grant Policy and adoption on 1<sup>st</sup> October 2018, the review of the implementation of the policy has highlighted that the number of disabled facilities grants completed have significantly increased to 60% over the twelve month period 1st October 2018 to 30th September 2019.</p> <p>The review of the new policy has demonstrated that the introduction of flexibilities, mainly the removal of the means test for jobs under £7,000 and increase in the maximum grant amount has made the process more efficient and increased the outcomes, supporting people to remain safe in their own homes.</p> <p>There was only one applicant required to make a contribution to their grant work in the first year of the 2018 policy, compared to 8 customers, in just 6 months before the policy was implemented having to contribute financially.</p> <p>Following the review of the policy a revised policy was adopted on 27<sup>th</sup> November 2019 with a new displacement grant and the maximum discretionary grant limit increased to £100,000 in exceptional circumstances. This service action is now complete, and a new DFG related action will be looked at for the 2020/21 year.</p>
		Responsible Officer – Mick Coogan

3.5	<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>						
3.5-1	Prepare an evidence base and housing strategy to determine priorities and actions needed to improve the housing offer.	<p>The Project Initiation Document was completed on 4th December 2019 for Programme Board consideration.</p> <p>The Evidence Base continues to be developed work and expected to be completed by the end of February 2020, it is proposed the draft strategy will be formulated by May 2020 with stakeholder and public consultation to be carried out in May and June 2020. The strategy is expected to go to Overview and Scrutiny in July 2020, and then adopted at Cabinet and published in September 2020.</p> <p>There are limitless data sources that can inform the evidence base, and as well as Strategic Housing's own data and publically available open data, other supporting service data within the Council will be requested from Planning and the PPU. The priorities of the strategy will be formulated with regard to the evidence and the expertise of senior officers, and the document will underpin the Council's housing growth and regeneration priorities. The resources for this project remain very limited for the holistic piece of work that is required.</p>					
		<b>Corporate Project – 10</b>	<table border="1"> <tr> <td data-bbox="1182 767 1435 842"><b>RAG Status</b></td> <td data-bbox="1435 767 2170 842"><b>Responsible Officer – Mick Coogan</b></td> </tr> <tr> <td data-bbox="1182 842 1435 895"></td> <td data-bbox="1435 842 2170 895"></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Mick Coogan</b>		
<b>RAG Status</b>	<b>Responsible Officer – Mick Coogan</b>						
3.5-2	Temporary accommodation project to increase the provision of suitable placement under options within the Borough.	<p>The Council committed to the project in September 2019. A Private Sector Housing Officer commenced employment on 4<sup>th</sup> November 2019 and during quarter 3 completed extensive work to identify potential properties within the Borough. This exercise included contacting owners through housing general casework and it was concluded that there was a shortage of potential properties due to owners not wishing to sell or properties being the wrong type outside the scope of the brief. The properties needed are two/three bedroom at or below the median house price for the Borough.</p> <p>It is proposed in January 2020 a mail out to all private owned dwellings vacant over 2 years would be undertaken.</p>					
		<b>Responsible Officer – Mick Coogan</b>					

3.6	<b>Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities.</b>	
3.6-1	<p>Delivery of the Rossendale Futures Employability project and production of forward strategy.</p>	<p>The Rossendale Works project remains a well-established to help people who are long term unemployed to access work placements to gain vital work place experience and now works in parallel to the Rossendale Futures project. 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. The partners for this project are RBC, Active Lancs and DWP, with funding a third RBC and two-thirds DWP.</p> <p>Since September 2019 to December 2019, 46 people have been referred to Rossendale Futures and Rossendale Works employment programmes. The Rossendale Futures programme offers 20 weeks of activity to develop employability skills and breaking barriers. In Quarter 3, 27 participants enrolled onto the Rossendale Works project and a further 18 enrolled onto the Rossendale Futures project. Those who enrolled on the Rossendale Futures, 17 are still engaged with the project.</p> <p>A referral pathway to New Enterprise Allowance through East Lancashire Groundwork has been developed in October 2019 and further strong partnerships have developed with Calico and More Positive Together New Ground. A Community drop-in hub has been established at Trinity Church in Bacup in the first week in December, with the following partners collaborating to provide entry to employment support: Change, Grow and Live, Emerging Futures, Together Housing, Citizens Advice. On Saturday 18<sup>th</sup> December 2019 (market day) in December, staff engaged with the community and local traders with a particular aim of outreach to engage with harder to reach participants</p>
		<p><b>Responsible Officer – Guy Darragh</b></p>

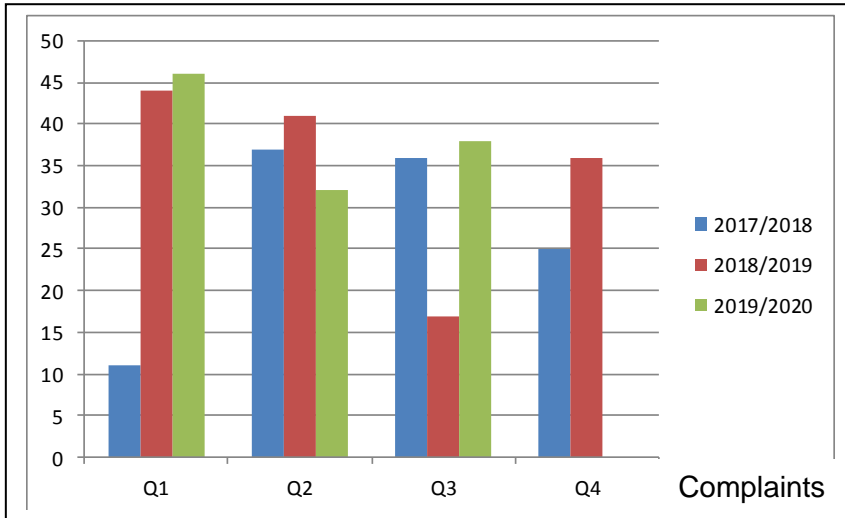
Priority	Corporate Performance Indicators	Target	Q2	RAG Status	Q3	RAG Status
<b>Priority 1</b>						
<b>1</b>	Inspections of play area sites and play equipment – 2 per month	100%	100%	GREEN	100%	GREEN
<b>2</b>	Number of reported near miss/accidents in playgrounds/play equipment	Less than 5	0	GREEN	0	GREEN
<b>3</b>	Percentage Household waste sent for Reuse, Recycling or Composting – calendar year %	30% per quarter	33.13%	GREEN	30.35% (Estimate figure awaiting data from LCC)	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	130.68	GREEN	145.46% (Estimate figure awaiting data from LCC)	GREEN
<b>5</b>	Recycling – subscribers to the garden waste collection service	6714	6926	GREEN	7150 (as at 30.11.19)	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	2.3 mins	GREEN	1.8 mins	GREEN
<b>2</b>	Average waiting time for customers in OSS – within 12 minutes	12 minutes	5.3 mins	GREEN	6.5 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	3929	GREEN	3927	GREEN
<b>4</b>	% of Council Tax collected	96.7% annual 28.9% quarter	56.0%	AMBER	83.3%	AMBER
<b>5</b>	Percentage of non-domestic rates collected	98.6% annual 28% quarter	58.3%	AMBER	82.7%	AMBER
<b>6</b>	Accuracy of processing housing benefit and council tax claims	95% annual 94% quarter	94.7%	GREEN	96%	GREEN
<b>7</b>	% of recoverable overpayments recovered (Housing Benefit) that are recovered during period – target increased from 50% to 95%	95%	68.77%	RED	86.4%	AMBER
<b>8</b>	Housing Benefits overpayments recovered as % of the total amount of	8.5%	8.77%	GREEN	7.64%	AMBER



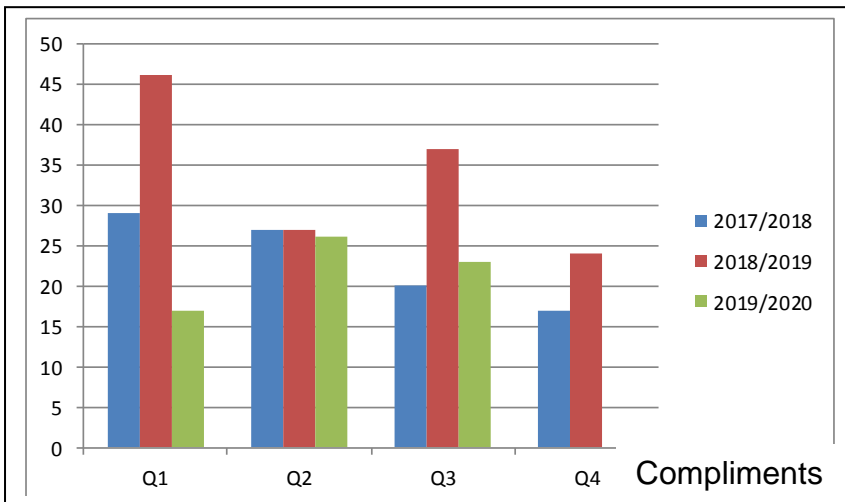
Priority	Corporate Performance Indicators	Target	Q2	RAG Status	Q3	RAG Status
	Housing Benefit Verification overpayment debt outstanding – increase from 6.25% per quarter					
9	Time taken to process Housing Benefit new claims	21 days	14.1 days	GREEN	16 days	GREEN
10	Time taken to process Council Tax Benefit new claims	18 days	10.1 days	GREEN	13.1 days	GREEN
11	Time taken to process Housing Benefit Change in circumstances	6.5 days	6.0 days	GREEN	6.1 days	GREEN
12	Time taken to process Council Tax Benefit Change in circumstances	6.5 days	5.0 days	GREEN	5.2 days	GREEN
13	Less than 5% of new Housing Benefit claims outstanding over 50 days	Less than 5 %	4%	GREEN	0%	GREEN
<b>Priority 3</b>						
1	Increase the number of engagements on Council’s Social Media account – baseline 6200 (not previously monitored)	5% per quarter	20055	GREEN	34043	GREEN
2	Increase the number of likes and followers on social media channels – baseline 8832 (not previously monitored)	5% per quarter	10137	GREEN	11241	GREEN
3	Maintain number of licensed hackney carriages.	Below 200	149	GREEN	160	GREEN
4	Maintain number of licensed hackney carriage drivers	Below 600	447	GREEN	395	GREEN
5	Number of licensed premises inspected - annually monitored. 75 premises	22 per annum	5	AMBER	5	GREEN
6	Number of Disabled Facilities Grant completed per annum (cumulative figure)	90	34	GREEN	-	-
7	Reduce the number of Statutory Homeless Households per annum (to be reported quarter 4)	Less than 10	1	GREEN	2	GREEN
8	Increase the number of homelessness preventions and relief per annum (to be reported quarter 4)	125	210	GREEN	308	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	497	AMBER	-	-
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)	174	179	AMBER	-	-

Priority	Corporate Performance Indicators	Target	Q2	RAG Status	Q3	RAG Status
11	Increase the supply of Affordable Housing Units in the Borough per annum (to be reported quarter 4)	25 per annum	-	-	-	-
0						
	<b>Finance</b>					
1	Payment of undisputed invoices within 30 days	90%	78.6%	AMBER	86.2%	GREEN
	<b>Legal</b>					
2	Freedom of Information (FOI) request average response time	20 days	5.7	GREEN	5.5	GREEN
3	Formal complaint average response time	10 days	12.5	AMBER	6.3	GREEN
4	GDPR subject access requests (notifiable reported breaches)	30 days	0	GREEN	0	GREEN
	<b>Planning</b>					
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%	97%	GREEN	97%	GREEN
7	Total number of 'Other' planning applications	100%	100%	GREEN	100%	GREEN
8	Net Additional Homes Provided per annual, quarter 2	247	-	-	-	-
	<b>People and Policy</b>					
9	Reduce staff turnover in line with National Average—annually monitored quarter 4	15%	-	-	-	-
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	4.85	GREEN	7.73	GREEN
12	Number of RIDDOR reportable accidents and incidents	Less than 5	One	GREEN	None	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	32
Q3	36	17	38
Q4	25	36	-



Compliment Trends	2017/2018	2018/2019	2019/2020
Q1	29	46	17
Q2	27	27	26
Q3	20	37	23
Q4	17	24	-

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

During Q3 there have been three Ombudsman enquiries received (one preliminary enquiry and two investigations). The preliminary enquiry is awaiting notification of closure or investigation, one of the investigations has been closed (not upheld) and the other investigation is awaiting a decision. The preliminary enquiry received in Q1 and the Investigation received in Q2 have been closed during Q3 (not upheld).

\*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>	C	2	C2	AMBER	Phil Seddon	An updated MTFS was presented to Cabinet on November 2019. The key changes being: - c.£800k of savings for pension revaluation allowing the de-risking of future NNDR retention - C Tax increase now reduced to a max'm 2% and a one year deferral of the new 75% NNDR retention scheme as a result of the Governments Spending Review.
<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>	C	1	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>	D	1	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>	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.	<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>	D	2	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>	C	2	C2	AMBER	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.					

<b>Risk 7</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Risk Status</b>	<b>Responsible Officer</b>	<b>Update</b>
<b>Non-delivery of the Local Plan</b>	D	3	D3	<b>AMBER</b>	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. 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>	C	3	C3	AMBER	Neil Shaw	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>	D	3	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 challenged due to the loss if senior professional officers in finance.					

Risk 10	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Insufficient data and cyber security</b>	C	1	C1	AMBER	Andrew Buckle	
<p><b>Description</b></p> <p>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></p> <p>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>				<p>Additional Email Cyber protection successfully implemented in December 2019. The new service has been deployed across all our areas: Rossendale, Rossendale Leisure Trust and Capita. Additional Email Cyber protection successfully implemented in December 2019. The new service has been deployed across all our areas: Rossendale, Rossendale Leisure Trust and Capita.</p>	

Risk 11	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
<b>Poor communications and public relations</b>	D	2	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>					

