


Quarter 2017/18 - Actions


Priority 1: Clean and green

Our priority is to keep Rossendale clean, for all Rossendale's residents and visitors and to take available opportunities to recycle, use energy from renewable sources, more efficiently.


Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more enforcement

Service Actions	How monitored	Status	Latest note
<p>Develop and implement an action plan to increase enforcement on fly-tipping, litter and dog fouling throughout the Borough.</p>	<p>Monitor the complaints regarding fly-tipping, litter and dog fouling incidents.</p> <p>Target To clear fly tipping from land within 10 working days in line with Council service standards.</p>		<p>The following complaints have been received:</p> <ul style="list-style-type: none"> • Litter - 18 • Dog fouling – 287 • Fly tipping to investigate - 44 • Fly tipping to remove – 233 <p>The fly tipping to remove request took on average 33 days to be dealt with.</p> <div style="text-align: right; border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto;"> Lead Officer – Sam Plum </div>


Deliver a waste and recycling awareness and engagement campaign to support us in keeping our streets clean and reducing litter

<p>Develop and implement a waste and recycling awareness and engagement campaign with local Community groups to increase awareness of recycling and support the reduction in litter on the streets of Rossendale.</p>	<p>Work with our Communications and Engagement team to raise awareness of waste and recycling issues via a dedicated Facebook page.</p> <p>Target To hit 500 likes in Q3 and to increase by 10% quarterly for year 1 (until October 2018).</p>		<p>The Environmental Services face book page was launched in October 2017. At the end of quarter 3 the page had 709 likes. The posts published during the quarter were reached by 92,659 people and they engaged 13,221 times.</p> <p>Work on the Facebook page will continue through 2018 with the team exploring different methods of posting to maximise the reach of the target audience.</p> <div style="text-align: right; border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto;"> Lead Officer – Sam Plum </div>
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Reduce waste costs and increase recycling in the Borough

<p>Implementation of charged green waste service</p>	<p>Project implementation plan has been created and is being actioned. The success of the new service will be measured by the number of paying customers we capture. The aim is to have 2,200 customers by September 2018.</p> <p>Target To generate £87,500 in 2018/19</p>		<p>The service is due to commence in March 2018. Applications for the new service will begin to arrive once the first promotional push begins in December 2018.</p> <p>The garden waste subscription service commences on 6th march 2018, as of 31st December 2017 we had approximately 1600 subscribers following the initial promotion of this service via Social Media sites and the waste collection calendar. This has generated an income of £56,000.</p>
			<p>Lead Officer – Sam Plum</p>

Continue to work proactively with our partners to improve the quality of the roads in the Borough

<p>Continue to work with the Highway Authority, Lancashire County Council (LCC) on cleansing issues.</p>	<p>Sweep and cleanse dual carriageways on behalf of LCC, plus arrange and administer weed spraying of channels on LCC's behalf.</p> <p>Target To increase the planned maintenance on LCC sites by 30% including:</p> <ul style="list-style-type: none"> • Minimum number of amenity grass cuts • Minimum number of flail cuts • Weed control to be a planned blanket activity. 		<p>To commence Spring 2018.</p>
			<p>Lead Officer – Sam Plum</p>

Work with our communities to celebrate our environment, promote pride in our area and enhance our parks, playgrounds and open spaces

<p>Strengthen and, where practicable, extend the relationship with Civic Pride and other key partners, task forces and 'friends of' organisations.</p>	<p>Continue to work closely with Civic Pride and other partners.</p> <p>Target To strengthen the partnership with Civic Pride and other partners during 2018.</p>		<p>Work with Civic Pride is strengthening throughout the Borough and will continue to develop over this year with more partnership work with the Parks department. During Qu 3 work to improve the community open space at Mullards in Waterfoot with Stacksteads Countryside Group and Proffitts continued with a project completion date of March 2018.</p>
			<p>Lead Officer – Sam Plum</p>

Work with partners on ensuring Rossendale is robustly prepared for another flooding incident

Continue to review Civil Emergency Plans and Business Continuity Plans to support robust arrangements in place in the event of an incident.

Continue to prepare for another flooding incident and review lessons learned from incidents and update plans accordingly.

Target
To hold quarterly meetings with Emergency Planning Team throughout the year.



The quarterly meeting was held on 14th December 2017 where the Civil Emergency Plan, Flood Plan and the Get Ready for Winter Plan updates were discussed and agreed. A Cross border working partnership with Bury Council around flooding issues has been established.

Lead Officer – Steve Tomlinson

Promote our green spaces and countryside for all to enjoy

Maintain and improve standards in our parks, playgrounds and open spaces in the Borough via in-house teams, assisted by ‘Friends of’ groups and other parties, such as Civic Pride.

Information provided by corporate support, members, residents, businesses and other stakeholders, will be used to help inform maintenance regimes.

Target
To respond to service requests within 3 working days and implement into our maintenance regimes with 28 days during 2017/18.



Service requests during 2017 have been analysed by the team which has shown an increase of 30% from 2016. This rise is down to the council setting up a corporate support section which logs all requests. In the past if the service requests were dealt with on the phone they were not logged. The system now is more accurate and gives a better picture of areas to target for a proactive maintenance regime compared to a reactive one.


In this quarter we have a backlog of service requests which we are working to resolve and should be in a better position for the next quarter.

Lead Officer – Sam Plum


Priority 2: A connected, growing and successful Rossendale

Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.

Make it easier for customers to interact with the Council online when it suits them, by making more of our services digital


Service Action	Key Performance Indicator/Target	Status	Latest note
Developing pro-active IVR messages for telephony (PPCI-DSS) and development of RBC website phase 2.	Implementation of online forms in Service Areas. Target To increase the usage of the Website by 10%		A website review of the new RBC site has been conducted to assess the usage patterns of the online forms. All PDF application forms have been targeted with a move to making them Digital and available online where possible. <div style="text-align: right; border: 1px solid black; padding: 2px;">Lead Officer – Andrew Buckle</div>

Continue to work with partners and other agencies on better transport links in Rossendale and with our neighbours


To help deliver the best public transport for Rossendale by ensuring the taxi and private hire industry is fit for purpose and available by residents and visitors at the right time and in the right place	Monitor through number of licences issued. Target Reduction in numbers of licensed hackney carriage vehicles by 1400 by April 2018. Reduction of drivers by 1680 by September 2018.		The new knowledge and conditions test has been running since June 2017 and is now being taken by all new and renewal drivers. The test consists of three sections in part one, basic maths and English' conditions and bylaws and geographical knowledge of the Rossendale area. Part two of the test which is completed at a later date, is a two hour training session covering safeguarding, CSE and disability awareness. This is then followed by a short multiple choice test. Since June a total of 640 new applicants and 160 renewal drivers have taken part one of the test. The figures show that all of the renewal applications received 56 of these were from drivers working in Rossendale. Of these none have failed to achieve the required standard. Of those based and work outside Rossendale 85% failed to achieve the required standards and consequently have had their application to renew refused. Between 1 st January 2018 and 31 st December 2018 a total of 2128
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			<p>hackney carriage drivers licences are due for renewal and this will see a substantial impact on the number of drivers who will remain licensed.</p> <p>Quarter 3 showed a reduction of 1165 licensed hackney carriage drivers and 3254 drivers.</p>	Lead Officer – Phil Morton
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Make sure we get the best outcomes for Rossendale by working with public sector and other partners to make sure every pound gets the best results

<p>Overview of all budget reduction and income growth projects to deliver the Medium Term Financial Strategy (MTFS).</p>	<p>Monitor the Council’s annual net expenditure is no greater than its annual resources.</p> <p>Target Bridge the £1m per annum revenue funding gap.</p>		<p>During the quarter Members were updated as to the state of Council’s MTFS. This included reference to reserves being set aside to bridge the gap over the immediate term.</p> <p>The February 2018 budget/MTFS Papers (para 5.11) identify a number of areas for further consideration.</p>	Lead Officer – Phil Seddon
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Make the most of our location bordering Greater Manchester and West Yorkshire but also being committed to being part of a strong confident Lancashire County

<p>Contributing to the LCA work with neighbouring councils and committees.</p>	<p>Participate in regular M66 transport group to take place to examine transport improvements involving LCC, GM and West Yorkshire.</p> <p>Target 3 M66 stakeholder group meetings per financial year.</p>		<p>We are actively engaging with neighbouring authorities and agencies to ensure that Rossendale’s strategic infrastructure interests are developed.</p>	Lead Officer – Guy Darragh
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Working with public transport providers to deliver the best public transport for Rossendale

<p>Working with public transport providers.</p>	<p>Projects supporting this Corporate Action will be monitored through Project Plans, timetables and budgets, and progress will be monitored via the Councils Programme Management Board.</p> <p>Target Hold 3 meetings with Rosso bus per financial year</p>		<p>Whilst work continues to proceed with the new bus interchange, Members took the decision to dispose of Rosso (Dec 2017). The disposal was completed mid-January 2018.</p>	Lead Officer – Phil Seddon
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Identify development sites to enable inclusive and sustainable growth (overnight visitor accommodation, housing, businesses, jobs and tourist destinations)

<p>Provide a comprehensive support service to existing and new businesses in order to help stimulate economic development in Rossendale.</p> <p>Produce an Economic Development Strategy and NNDR policy.</p>	<p>Support new and existing businesses and monitor businesses accessing advice through Economic Development, Inward Investment enquiries and the number of Business Networking Events facilitated</p> <p>Target Set up an enquiry recording system; number of enquiries received 60 per year; 1 event or specific mailouts achieved 2017/18</p>		<p>The Economic Development Strategy produced in draft and discussed with Cabinet Members. We are working to develop new business support and employability projects. We are seeking to produce an effective inward investment and growth sector package to secure business expansion and jobs in Rossendale.</p> <p>The enquiries system has been set up; 42 enquiries have been received and 1 rural funding specific mailout has been undertaken.</p> <p style="text-align: right;">Lead Officer – Guy Darragh</p>
<p>Develop key employment and residential sites.</p>	<p>Proportion of new employment and residential sites prioritised and progressed.</p> <p>Target Hold 4 development site meetings.</p>		<p>Residential and employment sites have been identified in the draft local plan. We are actively working with landowners and developers to see implementation and development.</p> <p style="text-align: right;">Lead Officer – Guy Darragh</p>
<p>Utilise existing assets to increase revenue.</p>	<p>Work on a range of project including Futures Park Masterplan and Green Book, Secure site investment into Ski Rossendale and Invest in Rossendale web page</p> <p>Target 1x Masterplan tender issued for Futures Park; 1 x Greenbook commissioned Futures Park; 1 x Secure external funding for Ski Rossendale.</p>		<p>We have appointed a masterplan for the development of the site that will be suitable to the needs of the leisure industry. Once this has been agreed a green book economic assessment will be made to establish the business case for development.</p> <p style="text-align: right;">Lead Officer – Guy Darragh</p>


Develop plans to ensure we have strong town centres and communities

<p>Work undertaken by Planning and Economic Development around the built environment in Rossendale is complemented by the work undertaken by the Community and Partnership Manager.</p>	<p>We are delivering a range of projects including:</p> <ul style="list-style-type: none"> • Rawtenstall town centre regeneration (including Spinning Point, car parking, market, ELR), • Bacup town centre regeneration (including THI, market, traders), 		<p>Whitaker HLF Bid, we have secured funding for the initial development phase. The project has started up with a project manager appointed. Full RIBA designs will follow as well as necessary implementation plans.</p> <p>Haslingden Task Force agreed the scope of the external funding bid established, application pending.</p>
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	<ul style="list-style-type: none"> • Haslingden town centre regeneration (including external funding bid, market, task force, traders) • The Whitaker HLF development stage Project and 2nd round bid. • Complete the Local Plan. <p>Target 1 x Rawtenstall Market Tender Report to be approved by Council; 1 x Consultation for Bacup Public Realm; 1 x Haslingden External funding bid submitted; 1 x Whitaker HLF Appointment of Project Manager; 1 x local plan events held throughout the Borough.</p>		<p>Bacup THI is concluding phase 2 of the shop refurbishment programme, phase 3 is planned to follow on. The Public Realm has been agreed by the THI Board and the recent information saw 113 residents and businesses attend.</p> <p>Spinning Point has started on site and plans for the full development are finalised.</p> <p>Market report approved by Council, Public Realm event and mail out achieved in Q3.</p>
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Lead Officer – Guy Darragh

Invest in our staff to champion our more commercial and digital approach

Develop and deliver a more commercial and digital approach.	<p>Explore opportunities available such as Office 365 and Learning Pool, an online learning platform.</p> <p>Target Deliver digital training to all staff.</p>		<p>Work has commenced on the new Digital Training and Development Application called the Learning Pool. The application will provide a variety of training development courses delivered from a digital platform, both RBC staff and Members will be able to access training from any location using any type of device. This represents a major step forward in our move to a Digital by Default aim.</p>
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Lead Officer – Andrew Buckle

Continue to celebrate and grow our sport, leisure and culture offer through Rossendale Leisure Trust, Whitaker Museum, Community Leisure Association Whitworth and other organisations

Continue to celebrate and grow our sport, leisure and culture offer	<p>Hold and attend key meetings with RLT.</p> <p>Target Hold 4 meetings with RLT throughout the year.</p>		<p>Promoting Rossendale meetings have been re-established and we are looking to bring forward key projects. The sub group action plans which are held every quarter are under development. We plan to hold an annual stakeholder forum in the New Year. To date during 2017-18 3 meetings have been held with RLT.</p>
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Lead Officer – Guy Darragh

Develop new relationships in the community, and strengthen existing ones

Work to develop new relationships in the community, and strengthen existing ones.

This action is delivered through projects such as Living Well Living Better and Neighbourhood Forums as well as through the delivery of strategies which impact on the health and well-being of our residents such as our work with the Community Health Partnership.

Target
Develop at least 5 new community projects.



Work ongoing to develop neighbourhood forums, and other community partnerships and initiatives, particularly through the Living Well Living Better project.
Work ongoing to develop neighbourhood forums, and other community partnerships and initiatives particularly through the Living Well Living Better project. New projects with the community include working with Rawtenstall market traders on Christmas Lights Switch on event and Haslingden Civic Pride to clean up areas of Haslingden.

New post of Community Projects and Partnership Officer started in November to increase capacity in Communities Team.

Lead Officer – Alison Wilkins

Focus on tourism, particularly around our adrenaline offer, bringing people, business and attractions to Rossendale

Develop and deliver Rossendale's tourism offer.

Hold quarterly Promoting Rossendale Board meetings.

Target
Hold two Promoting Rossendale Board meetings 2017/18.



Building on the work of Promoting Rossendale we are actively engaging with key leisure and tourism section providers to bring forward development on site.



To date during 2017-18 one Promoting Rossendale Meeting has been held.

Lead Officer – Guy Darragh


Priority 3 - A Proud, Healthy and Vibrant Rossendale

Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.



Celebrating Rossendale, the success of our residents, business and the Council's work through publicity and awards, raising awareness of the great things they do





Service Actions	Key Performance Indicator/Target	Status	Latest note
<p>Support the delivery of a cultural framework for Rossendale and deliver co-ordinated support for key strategic leisure and cultural events.</p>	<p>Secure funding for development of an arts framework and festival in Rossendale</p> <p>Co-ordinate the Events and Culture Group (sub group of Promoting Rossendale Board)</p> <p>Deliver Strategic Events Grants</p> <p>Target Strategic Events Grants to support the Events held in Rossendale.</p>		<p>Working with Horse and Bamboo on a funding bids to Arts Council England for development of an arts framework and arts festival.</p> <p>Events and Culture Group met in April 2017 to co-ordinate and support key strategic events and develop a timetable of events and met in September 2017, terms of reference agreed sub group of Promoting Rossendale Board.</p> <p>Strategic events grants given to support Bacup Easter Festival, Rawtenstall 40s weekend and Apna On Paper Festival, Rawtenstall Annual Fair, Rossendale 60s Festival, Northern Grip Festival.</p> <div data-bbox="1776 786 2197 850" style="border: 1px solid black; padding: 2px; text-align: right;"> <p>Lead Officer – Alison Wilkins</p> </div>
<p>Continue to promote and celebrate Rossendale's success stories.</p>	<p>Promote opportunities to maximise promotion and celebration Rossendale's success stories in media and social media.</p> <p>Target Increase the number of likes on Rossendale Council page by 10%;increase the reach of Rossendale Council Facebook page by 5%; increase the number of engagements on Rossendale Council page by 5%;increase the number of unique visitors to Rossendale Council news page; increase the number of followers and engagements on Twitter.</p>		<p>We have concentrated on creating videos as they get more traction. Our last three videos have been viewed by more than 6000 times in total.</p> <p>Our Social Media channels continue to do well. Our Facebook and Twitter page has had a combined reach of more than 1 million people in the last year.</p> <p>Our website has had nearly 50,000 sights.</p> <div data-bbox="1756 1337 2197 1401" style="border: 1px solid black; padding: 2px; text-align: right;"> <p>Lead Officer – Ben Greenwood</p> </div>

Work with local schools to support career pathways and make sure that our children and young people flourish


<p>Work with Inspira to co-ordinate better leads with quality CIEAG for Rossendale Schools in line with LEP.</p>	<p>To provide support for local high schools and linkages to local employers, colleges and universities.</p> <p>Target To meet actions agreed with Inspira including:</p> <ul style="list-style-type: none"> • Work with linking high Schools to local University and colleges. • Complete mock interviews at high schools. • Week long assemblies and speeches at the high school • Site visit and introduction to construction industry • Linking schools to local employers, finding apprentices and arranging school visits. • Arrange CIEAG meeting. 		<p>CIEAG meeting on 12th March 2018 arranged with 11 partners invited.</p> <p>Rossendale Works Employability and Skills fair has been organised for 10th July 2018 with all 7 high Schools invited, with STEM inspired workshop and over 50 local employers.</p> <p>Project Officer appointed as Enterprise Advisor for Haslingden High School.</p> <p>School visit arranged for 1st March 2018 to visit Council offices.</p>
<p>Lead Officer – Guy Darragh</p>			

Building strong, resilient communities with volunteers and active citizens, creating neighbourhoods where people feel proud and safe to live


<p>Maintain play area equipment to a high standard and ensure regular inspection of play area sites.</p>	<p>Undertake play area inspections as per audit schedule.</p> <p>Target To inspect each of the councils play areas twice a month throughout 2017/18.</p>		<p>All play areas have been inspected twice monthly by the councils full time playground inspector and any areas of repair have been documented and repaired during this period.</p>
<p>Lead Officer – Sam Plum</p>			
<p>Develop and support mechanisms to strengthen engagement with Rossendale's communities and build capacity.</p>	<p>Refresh and refocus the neighbourhood forums and community grants programme.</p> <p>Target Increase attendance at Neighbourhood Forum meetings by 10%. Baseline 2016/7 = 184. Award at least 30 Neighbourhood Forum grants per year.</p>		<p>All 4 Neighbourhood Forums met in October. Agenda items included Real Directory and Care Navigation. Total attendance at 4 Neighbourhood Forum meetings = 73 people.</p> <p>11 Neighbourhood Forum grants awarded.</p>
<p>Lead Officer – Alison Wilkins</p>			

<p>Work with partners to deliver community projects to support proud, healthy and vibrant communities.</p>	<p>Support community events.</p> <p>Target Increase number of Strategic Events by 10%</p>		<p>Christmas markets and light switch on events supported in Haslingden, Rawtenstall and Bacup. Community projects underway with partners including Waterfoot centre, Stubbylee Park, upgrading CCTV, Haslingden Task Force Projects, White Ribbon Campaign.</p>	<p>Lead Officer – Alison Wilkins</p>
<p>Work to prevent homelessness, loneliness and domestic abuse</p>				
<p>Providing a robust, high quality and statutorily compliant homelessness service including advice and prevention.</p>	<p>Increase the number of preventions and reliefs compared to 2016/17.</p> <p>Target The cumulative target for Q3 is 105.</p>		<p>Increase the number of preventions and reliefs compared to 2016/17. The target for Q3 is 105 so 122 is significantly above target due to positive prevention work by the Housing Options Team.</p>	<p>Lead Officer – Mick Coogan</p>
	<p>Decrease the number of Statutory Homelessness Acceptances compared to 2016/17.</p> <p>Target The cumulative target for Q3 is 26 or below</p>		<p>2017/18 Statutory Homelessness Acceptance target figure is 36 with a lower figure being better, and the cumulative Q3 figure is 27. Above target by one for Q3, but not a level that is concerning.</p> <p>The new measures for the Homelessness Reduction Act 2017, implemented 3rd April 2018, are expected to see reductions for this measure.</p>	<p>Lead Officer – Mick Coogan</p>
<p>Ensure a legacy from the pilot Living Well, Living Better Project by supporting resilient communities through preventing crisis, intervening early to reduce risk and establishing good neighbour awards and volunteers</p>				
<p>Complete the delivery of the Living Well Living better project ensuring a lasting legacy for the Borough.</p>	<p>Finalise and evaluate the delivery of the Living Well Living better project.</p> <p>Target At least 5 legacy projects from Living Well, Living Better project.</p>		<p>Projects including Good Neighbour Networks, grants, volunteering continue to be delivered. There has been an extension of the funding of the project agreed until to March 2018.</p> <p>Twelve days of Christmas Acts of Kindness campaign delivered in December.</p> <p>Work ongoing to support development of Time Credits in Rossendale.</p>	<p>Lead Officer – Alison Wilkins</p>

Work with partners to improve the health and wellbeing of our residents, particularly through sport, leisure and our well parks and open spaces




<p>Develop and support multi agency health and wellbeing partnerships to co-ordinate and integrate service delivery.</p>	<p>Co-ordinate the Rossendale Health and Wellbeing Partnership.</p> <p>Target Development of an action plan through Health and Wellbeing Partnership – Bi Monthly meetings</p>		<p>Rossendale Health and Wellbeing partnership met in October and December, with task and finish group meeting in November. Priorities agreed – being more active, isolation and loneliness (including mental health, smoking. Plus overarching themes of transport and communication. Rossendale Strategic Health Partnership established to engage with GPs and strategic health organisations.</p> <p style="text-align: right;">Lead Officer – Alison Wilkins</p>
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Protect the most vulnerable in our communities

<p>Delivery of statutory and discretionary Disabled Facilities Grants (DFG)</p>	<p>Ensure the grant allocated in for DFGs from the Better Care Fund is spent proportionate to the years allocation or more. The spend committed budget recorded on a continuous basis and reported every quarter.</p> <p>Target 75% with a higher figure being better. Target Q3 – 75% Actual OQ – 68.5%</p>		<p>Year to date 68.5% (Q3) spent or committed, which is below the 75% target. For Q2 the figure was 50.7% above the 50% target. Grants range from £1,000 to £30,000 and there were a higher proportion of more expensive jobs in the first 6 months of the year. The spend does not necessarily reflect the number of jobs or the work carried out by the team. A policy review of DFG grant-making to use extended powers under the Regulatory Reform (Housing Assistance) order 2002 with a view to offering discretionary DFGs in order to spend more of the grant money awarded. A higher figure helps to reduce the under-spend in previous years.</p> <p style="text-align: right;">Lead Officer – Mick Coogan</p>
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Develop and promote vibrant town centres, including markets, where businesses invest and people visit

<p>Develop and promote vibrant town centres.</p>	<p>To support the delivery vibrant town centres and markets in Bacup (inc THI, market, traders) Haslingden and Futures Park Masterplan and Green Book.</p> <p>Target 2 x Consultations with Rawtenstall Market</p>		<p>We are developing masterplans for Bacup, Rawtenstall and Haslingden that will build on the main Economic Development projects that are underway. This will draw in the wider community as well as business/market traders.</p> <p>1 x Rawtenstall Market Event held 6 x completed shop fronts Bacup THI</p>
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	Traders Delivery Phase 2 of Bacup THI Shop fronts project of 6 shops 1 x Haslingden external funding bid submitted		1 x Haslingden bid submitted in November	Lead Officer – Guy Darragh
Reduce the number of empty dwellings across the Borough				
Bring Empty Properties back into use.	Reduce the number of long term empty dwellings empty for over 2 years and charged a premium by 2% per year – baseline figure 197 for October 2016. Target Target for October 2017 is 193, the figure is Line 14 from the Ctax Base figure returned yearly every October. A lower figure is better. Target for 2017 0 CTB October is 197 or below.		For long term empty dwellings over 2 years the October 2017 actual figure is 185 - 8 below the target which is positive, representing an actual 6% reduction.	Lead Officer – Mick Coogan
	Reduce the number of long term empty dwellings empty for over 6 months and counted for New Homes Bonus purposes by 2% per year – baseline figure 554 October 2016. Target For October 2017 is 542, the figure is Line 18 from the Ctax Base figure returned yearly every October. Lower figure is better. Target for 2017 CTB October is 554 or below.		For long term empty dwellings empty over 6 months the October 2017 actual figure is 498, then below the target which is positive, representing an actual 10% reduction.	Lead Officer – Mick Coogan
Increase the standard and availability of affordable housing making sure our residents have decent housing they can afford and enjoy living in				
Assist in the delivery of affordable housing	Increase the supply of Affordable Housing Units in the Borough. 2017/18 Target 25 gross additional units with a cumulative target of 19 for Q3 Target Q3 – 19 current know total 7%		Currently monitored annually, however processes are being put in place to obtain quarterly data. The data is due to be provided by Private Registered Providers, and delivery is likely to be back loaded to the later part of the year.	Lead Officer – Mick Coogan

Work closely with residents, communities and the police to maintain low crime levels and reduce anti-Social behaviour

Ensure effective multi agency working with the Police and other partners to address crime and anti-social behaviour.

Maintenance of low crime and antisocial behaviour levels, through installation of updated CCTV across the Borough, effective use of community protection notices and warnings in association with Police.

Target

To support partner services to reduce anti-social behaviour, eg through implementation of new CCTV across the Borough, Community Protection Warning notice and attend monthly partnership meetings.



Attended monthly Rossendale multi agency Anti-Social Behaviour Risk Assessment (ASBRAC) to address high risk anti-social behaviour cases.







CCTV project group developing specification for new CCTV across the Borough.








7 Community protection warning notices issued to address anti-social behaviour.










White Ribbon Campaign supported and Rossendale part of successful bid to make Lancashire the UK's first White Ribbon County, with event held in October.











Lead Officer – Alison Wilkins




Corporate Performance Indicators 2017- 2018






Corporate Performance Indicators 2017/18	Rag Status	Latest Comments	Quarter 3 2016-2017	Quarter 2 2017-2018	Quarter 3 2017-2018
Customer Services – Andrew Buckle					
100% target speed of answering telephone to customers within 20 seconds		New customer contact systems implemented in March 2017	100%	100%	100%
Average waiting time – less 10 minutes		Average waiting time for a callers 7 minutes	100%	100%	100%
Financial Services – Phil Seddon					
Average rate of investment return on surplus funds managed internally NB.The trend is then upwards from 0.40% in Q2 to 0.41% in Q3 BUT the target has risen from 0.40% to 0.65% due to the increase in base rates in early November.		End of Q3 performance is below target due to two factors- 364 day deposit interest dropped from 1% to 85% and on call and 1-month notice interest rates have still not caught up with the bank base rate level. When base rates rose to 0.5% in early Nov the target of base + 0.15% rose to 0.65%.	Not available	0.40%	0.41%
Percentage of undisputed invoices paid within 30 days		Officers are working on a report to exclude disputed invoices from these figures	Not available	90.76%	95.70%
Operations – Sam Plum					
100% percentage of urgent defects put right within 24 hours of play area safety inspection of RBC managed facilities		Our play area facilities are checked on a fortnightly basis, unless an urgent issue is raised with us, in which case we inspect immediately.	100%	100%	100%
100% removal of fly-tips within 10 days (excluding non-working days)		There is not a dedicated resource to deal with fly tipping so this outcome is affected by demand for the service.	64%	28%	24%

Corporate Performance Indicators 2017/18	Rag Status	Latest Comments	Quarter 3	Quarter 2	Quarter 3
			2016-17	2017-18	2017-18
Percentage of the total tonnage of household waste which has been recycled – Calendar year % Target = 23.5% per quarter.		Increase on previous quarter is mainly caused by the effect of less tonnage collected as garden waste, which pro-rata increases the percentage of dry recycling collected.	24.26%	23.09%	25.07%
To bring in line with Lancashire average the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion – Calendar Year %		Seasonal variation to collected organic waste, has impacted on the tonnages collected during the winter period which results in a smaller out turn.	6.24%	14.68%	6.82%
To bring in line the with Lancashire average the residual household waste per household – Kilogrammes		The performance in Q3 is considerably less than the previous year which is a positive in relation to bring the tonnages collected towards the Lancashire wide average.	131.00	120.77	123.00
Environmental Health – Sam Plum					
% of programmed food interventions achieved in quarter – annual target 90%			90%	56%	90%
% of programmed food interventions against annual target – annual target 100%			75%	25%	51%
Democratic Services – Carolyn Sharples					
Freedom of Information (FOI) request average response time (target within 20 working days)		The average response times are below the target deadline.	8.18	9.49	7.03
Formal complaint average response time (target within 10 working days)		The average response time has continued to improve in Q3.	16.09	7.95	6.24

	RAG Status	Latest Comments	Quarter 3	Quarter 2	Quarter 3
			2016-17	2017-18	2017-18
Licensing – Phil Morton					
Reduction in number of licensed hackney carriages		Target to reduce numbers of licensed hackney carriages to 1400 by April 2018	Not available	1740	1165
Reduction in number of licensed hackney carriage drivers		Target to reduce numbers of drivers to 1680 by September 2018	Not available	3429	3254
Number of licensed premises visited and inspected		Increased visits to licensed premises targeting highest risk businesses to ensure compliance	Not available	29	19
Number of licensed premises found to be low or very low risk		Identify those businesses who are consistently compliant and publicise as good examples of well-run licensed premises	Not available	8	3
Planning – Nicola Hopkins					
Percentage of 'Major' planning applications determined within 13 weeks			65%	67%	100%
Percentage of 'Minor' planning applications determined within 8 weeks			80%	90%	96%
Total number of 'Other' planning applications			80%	80%	97%
Net Additional Homes Provided		Below target but an increase on last year.	-	-	-
Number of affordable homes delivered (gross)	N/A	Above 25 target.	Not available	Not available	Not available
Revenues and Benefits – Andrew Buckle					
% of Council Tax collected			84.52%	56.20%	84.03%

	RAG Status	Latest Comments	Quarter 3	Quarter 2	Quarter 3
			2016-17	2017-18	2017-18
Percentage of non-domestic rates collected			87.02%	57.60%	82.46%
Accuracy of processing housing benefit and council tax claims			93%	94.7%	93.33%
Percentage of recoverable overpayments recovered (HB) that are recovered during period			60%	57.2%	54.52%
HB overpayments recovered as % of the total amount of HBV overpayment debt outstanding			6.25%	9.7%	8.11%
Time taken to process housing benefit new claims – target 21 days			18.9 days	18.6 days	18.4days
Time taken to process Council Tax Benefit new claims – target 22 days			20.3days	18.3 days	19.7days
Time taken to process Housing Benefit Charge in circumstance – target 6.5 days			5.32 days	4.85 days	6.77days
Time taken to process Council tax benefit change in circumstances – target 6.5 days			5 days	5.5 days	6.1 days
Less than 5% of new Housing Benefit claims outstanding over 50 days			0%	0%	0%
Housing – Michael Coogan					
Increase the number of preventions and reliefs compared to 2016/17		The target for Q3 is 105 so Q3 was significantly above target due to positive prevention work by the Housing Options Team.	103	76	122

	RAG Status	Latest Comments	Quarter 3	Quarter 2	Quarter 3
			2016-17	2017-18	2017-18
Ensure the grant allocated for DFG's from the Better Care Fund is spent proportionate to the years allocation or more		Year to date 68.5% (Q3) spent or committed, which is below the 75% target. For Q2 the figure was 50.7% above the 50% target. Grants range from £1,000 to £30,000, and there were a higher proportion of more expensive jobs in the first 6 months of the year. The spend does not necessarily reflect the number of jobs or the work carried out by the team. A policy review of DFG grant-making to use extended powers under the Regulatory Reform (Housing Assistance) Order 2002 with a view to offering discretionary DFGs in order to spend more of the grant money awarded. A higher figure helps to reduce the under-spend in previous years.	73.60%	50.7%	68.50%
Decrease the number of Statutory Homelessness Acceptances compared to 2016/17.		2017/18 Statutory Homelessness Acceptance target figure is 36 with a lower figure being better, and the cumulative Q3 target is 27. Above target by one for Q3, but not a level that is concerning. The new measures for the Homelessness Reduction Act 2017, implemented 3rd April 2018, are expected to see reductions for this measure.	26	17	28
Reduce the number of long term empty dwellings empty for 2 years and charged a premium of 2% per year.		Baseline figure is 197 – October 2016. The target for October 2017 is 193; the figure is Line 14 from the Council Tax Base figure returned yearly every October. For long term empty dwellings over 2 years the October 2017 actual figure is 185, 8 below the target which is positive, representing an actual 6% reduction.	197	185	185

	RAG Status	Latest Comments	Quarter 3	Quarter 2	Quarter 3
			2016-17	2017-18	2017-18
Reduce the number of long term empty dwellings empty for over 6 months and counted for New Homes bonus purposes by 2% a year.		The target for October 2017 is 542; the figure is Line 18 from the Ctax Base figure returned yearly every October. Lower figure is better. For long term empty dwellings empty over 6 months the October 2017 actual figure is 498, ten below the target with is positive, representing an actual 10% reduction.	554	498	498
Increase the supply of Affordable Housing units in the borough.		The target is 25 additional units per year, a cumulative figure is used. The target for Q3 is 19 and the delivery is currently blow target. The target reflects the current local plan target, however due to site completion dates the delivery figure can vary significantly from year to tear.	37	7	7
People and Policy – Clare Law					
To reduce staff turnover to bring in line with National Average – annually monitored.	Annual	The staff turnover for 2016-17 was 17.75%.	Monitored Annually	Monitored Annually	Monitored Annually
100% Performance Development Reviews (PDRs) completed – annually monitored.	Annual	The PDRs are normally completed in May-June, it is proposed that they are going to be completed November-January prior to budget setting.	Monitored Annually	Monitored Annually	Monitored Annually
Reduce number of days lost per FTE per annum to 8 days (cumulative).		Sickness is being managed through the Council's Absence Management Policy.	7.81 Per FTE	4.85 per FTE	7.96 per FTE
Zero RIDDOR reportable accidents and incidents		Quarter 1 - 10 incidents/accidents reported none were serious and none were RIDDOR reportable. Quarter 2 - 12 incidents/accidents reported, none were serious and none were RIDDOR reportable.	Nil	Nil	Nil
5% random drugs and alcohol tests undertaken monthly in line with Council policy.		Full consultation and education training been completed with all staff, random testing commenced in November 2017.	Not monitored	Not monitored	Monitored

Corporate Projects (Programme Board)

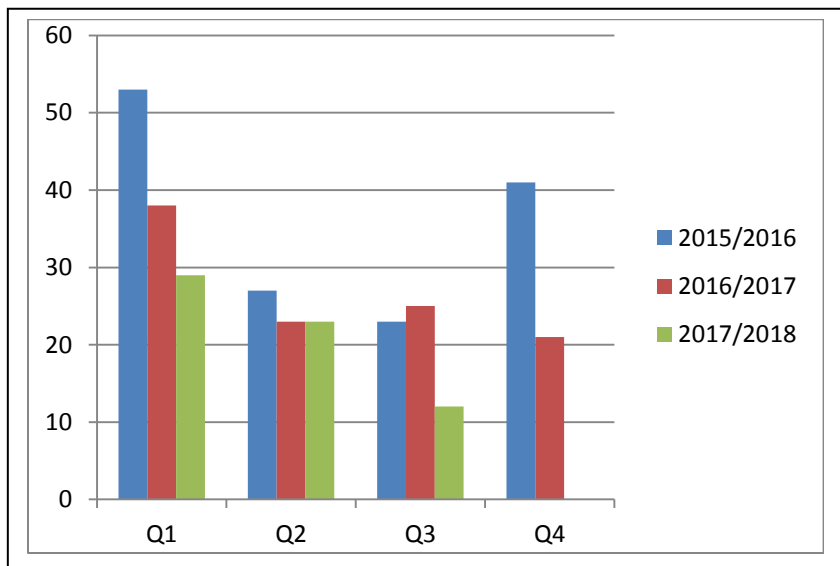
	Project Description	Project Lead	Project Sponsor
1	Provision of Revenues, Benefits and Customer Services post September 2019	Phil Seddon	Stuart Sugarman
2	Empty Homes Recovery Programme	Phil Seddon	Stuart Sugarman
3	Overview of all budget reduction projects to deliver MTFS	Phil Seddon	Stuart Sugarman
4	To develop and implement Learning Pool, to support e-learning and provide a platform for the Council's intranet	Clare Law	Stuart Sugarman
5	To implement Corporate Strategy and develop a robust performance management reporting process	Clare Law	Stuart Sugarman
6	Installation of updated CCTV across the Borough	Alison Wilkins	Sam Plum
7	Remodel of temporary accommodation and support services	Mick Coogan	Sam Plum
8	Implement the Syrian Families Programme	Heather Mullins	Sam Plum
9	Preparation of Homelessness Strategy (2018-21)	Mick Coogan	Sam Plum
10	Service review (Housing Options - in preparation for Homelessness Reduction Act 2018)	Mick Coogan	Sam Plum
11	Policy review of DFG grant-making to use extended powers under the Regulatory Reform Order (2002) Housing Renewal	Mick Coogan	Sam Plum
12	Empty buildings at risk looking at uses that will benefit the community and bring attention to the area – focus on key long term at risk and empty buildings	Heather Mullins	Sam Plum

	Project Description	Project Lead	Project Sponsor
13	RBC Website development phase 2	Joanne Hargreaves	Sam Plum
14	Introduction of a committee management system	Clare Birtwistle	Sam Plum
15	Review of fees and charges	Phil Morton	Sam Plum
16	Implementation of charged garden waste service	Sam Plum	Sam Plum
17	Review of fees and charges and opportunities for income generation (e.g.trade waste, grounds maintenance, bereavement services)	Sam Plum	Sam Plum
18	Efficiencies in waste collection services including digital options, report to DoC/CExec	Sam Plum	Sam Plum
19	Relocation of parks depots to facilitate Whitaker developments	Sam Plum	Sam Plum
20	Asset Acquisition	Hugh Taylor	Cath Burns
21	Develop renewable energy generation opportunities	Hugh Taylor	Cath Burns
22	Produce an ED Strategy	Guy Darragh	Cath Burns
23	Deliver Rawtenstall town centre regeneration (inc Spinning Point, car parking, Market,ELR)	Nicola Hopkins	Cath Burns
24	Develop and deliver Bacup Town Centre regeneration (inc THI, market traders)	Guy Darragh	Cath Burns
25	Develop and deliver Haslingden town centre regeneration (inc TH bid, market, task force, traders)	Guy Darragh	Cath Burns

	Project Description	Project Lead	Project Sponsor
	Delivery of Whitaker HLF development stage Project and 2 nd round bid	Guy Darragh	Cath Burns
	Futures Masterplan and Green Book	Guy Darragh	Cath Burns
	Secure sustainable future for Ski Rossendale	Guy Darragh	Cath Burns
	Consideration of the introduction of a Community Infrastructure Levy for the Borough	Nicola Hopkins	Cath Burns
	Complete Local Plan	Nicola Hopkins	Cath Burns
	To undertake an internal communications review and implement recommendations as part of Communications Strategy	Ben Greenwood	Clare Law
	To review and embed a revised Equalities Strategy	Summer Johnston	Clare Law
	To implement the Corporate Strategy and develop a robust performance management reporting process	Summer Johnston	Clare Law

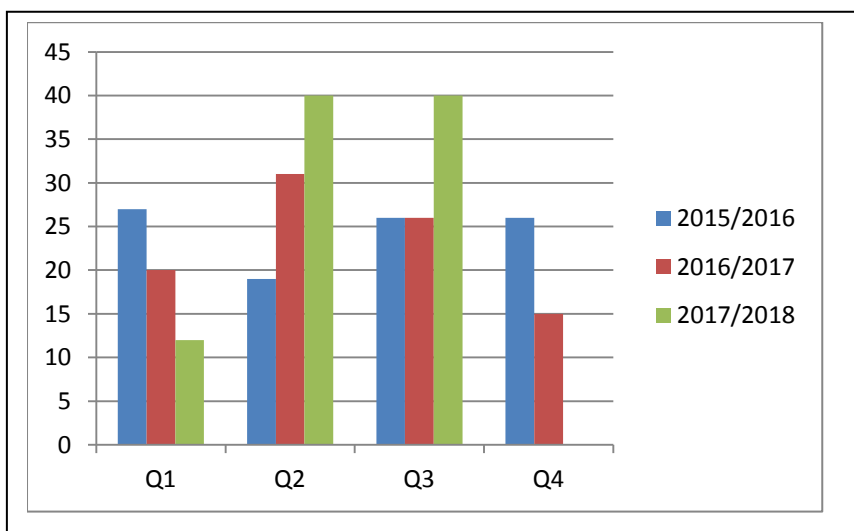
Compliments and Complaints

Compliments and Complaints



Compliment Trends	2015/2016	2016/2017	2017/2018
Q1	53	38	29
Q2	27	23	23
Q3	23	25	12
Q4	41	21	










Complaint Trends	2015/2016	2016/2017	2017/2018
Q1	27	20	12
Q2	19	31	40
Q3	26	26	40
Q4	26	15	



















Ombudsman Enquiries	2015/2016	2016/2017	2017/2018
Q1	1	0	1
Q2	0	2	0
Q3	2	1	3
Q4	0	1	




During Q3 3 enquiries were received and closed as follows: Benefits & Tax "Closed after initial enquiries - no further action," Benefits & Tax "Closed after initial enquiries - out of jurisdiction," Corporate & Other Services "Closed after initial enquiries - out of jurisdiction." 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 Risk Register

Corporate Risk Register				
Corporate Internal Risks				
	Risk Title	Responsible Officer	Latest Note	Status
Business Continuity	Failure to ensure Business Continuity Management./ Emergency Planning	Clare Law		
Finance	Loss of financial income and potential income due to reduction in recycling rates	Sam Plum		
Finance	Non-payment of Benefit claims, Creditors and Staff together with robust income collection.	Phil Seddon		
Finance	Council does not align expenditure with future resources beyond 2017/18.	Phil Seddon	The updated MTFS was published in February 2017 as part of annual budget setting. The Scout Moor decision published July 2017 now adds a further annual funding of £600k.	
Finance	Rossendale Improvement Action Plan	Phil Seddon	Regular reporting to Members and scrutiny (including that of internal audit) ensures focus and continual improvement.	
Finance	Provision of Revenues, Benefits and Customer Services post September 2019.	Phil Seddon	Arrangement already in place and PID completed. Currently exploring alternative procurement routes	
IT	Failure of Data Centre Hosting and compromises to the security of information	Andrew Buckle		
IT	Failure to ensure secure electronic transmission of documents / information.	Andrew Buckle		
IT	Cyber Security	Andrew Buckle		

Corporate External Risks				
	Risk Title	Responsible Officer	Latest Note	Status
Communication	Failure to communicate appropriately with Rossendale's diverse communities, members, media, customers, residents, partners and stakeholders.	Ben Greenwood	Robust plans are in place and further strategies are being developed to reduce the likelihood of this of this happening.	
Litigation	Failure to meet statutory responsibilities in community safety	Alison Wilkins	Continue to work closely with the Police and other partners to address crime and anti-social behaviour	
Litigation	Failure to undertake statutory training could lead to potential litigation claims.	Clare Law		
Litigation	Failure to ensure corporate business continuity and staff capacity for Planning Service Area	Nicola Hopkins	Updated Business Continuity Plan in place- keep under review	
Litigation	Domestic nuisance	Sam Plum		
Litigation	Food Control	Sam Plum		
Litigation	Communicable disease control.	Sam Plum		
Litigation	Occupational health and safety enforcement	Sam Plum		
Litigation	Contaminated land	Sam Plum		

	Risk Title	Responsible Officer	Latest Note	Status
Litigation	Local Air Quality management	Sam Plum		
Litigation	Noise Control.	Sam Plum		
Litigation	Planning applications	Sam Plum		
Litigation	Private rented sector Housing Standards	Sam Plum	Medium risk: as well as service requests from tenants the loopholes in legislation means that unregulated rented property we are not aware of about are being occupied. They are 'hidden', leading to fraud issues and loss of income to council. A fire or death in private rented accommodation could lead to negative publicity for the Council. Illegal evictions are included in this area. Highly emotive which involve EH officers having to gather evidence of a breach of a criminal offence	
Litigation	Houses in Multiple Occupation and HMO licensing	Sam Plum	We need to examine our current internal processes as an authority as we need to be more pro-active corporately about finding these properties. New legislation means that potentially more properties in Rossendale will need to be licensed.	
Resources	Failure to have robust emergency and business continuity plans in place.	Steve Tomlinson		
Statutory	Failure to comply with duties and responsibilities around homelessness	Michael Coogan	RBC has a series of statutory duties around homelessness and must achieve statutory compliance – levels of homelessness and the affordability of accommodation are sensitive to government policy changes and narrowing benefit criteria: increased demand for support is likely to exceed the current capacity of the Housing Options Team. The introduction of the Homelessness Reduction Act will broaden the cohort of people able to access the service and the involvement will be longer-term.	

	Risk Title	Responsible Officer	Latest Note	Status
Statutory	Failure to prepare for the introduction of the Homelessness Reduction Act by 1st April 2018	Mick Coogan	The Homelessness Reduction Act will mean an increased workload for the HOT as more customers will receive increased help regardless of priority, with new extended prevention and relief duties. The New Burdens funding is limited to £11/12k per year, whilst the number of cases is expected to increase by 26 to 51% when compared to trailblazers and Wales. HOT officers will spend more time assisting the majority of clients as reporting burdens to the DCLG will increase significantly. New IT systems to better manage workflows are being looked into along with preparatory training for staff, and an action plan is being prepared. Personalised Housing Plans will be drafted prior to the introduction of the act to enable these to be practiced, referrals pathways will be established or reinforced, and the housing options for clients will be increased by more engagement with PRS landlords.	
Statutory	Failure to meet Temporary Accommodation duty under Part VII of the Housing Act 1996 without significantly increased B&B costs	Mick Coogan	Supported Temporary Accommodation has been significantly reduced with Supporting People funding stopping in March 2017, and LCC only funding services for young people with reduced age criteria. In addition to this there is the loss of 13 out of 19 units at Mount Pleasant for single people, and the impending loss of Elizabeth St in Burnley for Families. RBC is in the early stages of securing its own Temporary Accommodation in the form of dispersed housing. The amount towards B&B that can be claimed back via housing benefit has significantly decreased, and this will be impacted further with Universal Credit.	
Statutory	Failure to follow statutory responsibilities, regards safeguarding, prevent, health and safety legislation, employment legislation and the equality duty.	Steve Tomlinson	We investigate accidents/incidents that involve RBC staff. We keep records of all accidents /incidents and report any RIDDOR incidents to the HSE. We also undertake All Risk Assessments (RA) and Safe Systems of Work (SSOW) for Operations. We are undertaking departmental and service areas using the Audit schedule produced in 2016.	
Income	Inflexibility of assets which results in lower expected returns	Hugh Taylor	Assets are in the ownership of RBC	