



Quarter 4 - 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	Target	Status	Latest note
Develop and implement an action plan to increase enforcement on fly-tipping, litter and dog fouling throughout the Borough.	Monitor the complaints regarding fly-tipping, litter and dog fouling incidents.	To clear fly tipping from land within 10 working days in line with Council service standards.		The following complaints have been received: <ul style="list-style-type: none"> • Litter – 25 – Average 15 working days until closed • Dog fouling – 90 – Average 11 working days until closed. • Fly tipping to investigate – 93 – Average 15 working days until closed. • Fly tipping to remove – 244 – Average 18 working days until closed <div style="text-align: right; border: 1px solid black; padding: 2px;">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


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.	Work with our Communications and Engagement team to raise awareness of waste and recycling issues via a dedicated Facebook page.	To hit 500 likes in Q3 and to increase by 10% quarterly for year 1 (until October 2018).		At the end of Quarter 4 the Environmental Services face book page had 1076 likes. This is an increase of 51% from Quarter 3 <div style="text-align: right; border: 1px solid black; padding: 2px;">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>To generate £87,500 in 2018/19</p>		<p>At the end of Q4 we have 4435 subscribers to the service which has generated an income of £155K for the Council.</p>
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Lead Officer – Sam Plum

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>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>The service level agreements are underway and planned maintenance is on target.</p>
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Lead Officer – Sam Plum

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

Strengthen and, where practicable, extend the relationship with Civic Pride and other key partners, task forces and 'friends of' organisations.

Continue to work closely with Civic Pride and other partners.

To strengthen the partnership with Civic Pride and other partners during 2018.



During March 2018 a blitz of outstanding Fly tipping was undertaken in partnership with Civic Pride and a caseload of 120 jobs was reduced to 27 jobs.

Lead Officer – Sam Plum

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.

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



The quarterly meeting was held on 12th March 2018. A desktop exercise was carried out on water leaks in the building. A presentation was delivered on Out of Hours Guide for Housing & Homelessness by Michael Coogan and further actions discussed and agreed.

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 and businesses and other stakeholders, will be used to help inform maintenance regimes.

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




All service requests are now analysed by the parks supervisors and because there is more accurate information to work from, the work is organised more efficiently. The system does not have a completion date function at present so it is not able to give a quantitative figure on the target of implementing the maintenance within 28 days. The system is being overhauled due to the GDPR rules so this function will be picked up at and added to allow us to collect this information in the future.

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	How Monitored	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.	To increase the usage of the website by 10%.		The Council website now has over 55 on-line transactions forms, which supports and facilitates the Council's digital by default strategy.

Lead Officer – Andrew Buckle
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.	Reduction in numbers of licensed hackney carriage vehicles by 1400 in April 2018. Reduction of drivers by 1680 in September 2018.		The knowledge and Conditions test along with the “Trust 2 Ride” driver training package is being seen as an example of good practice throughout the industry and joint working with Personnel Checks who have developed the programme is receiving praise. Development is continuing to ensure that the content is relevant and effective. The work to reduce the number of hackney carriages is continuing and the target to reduce the figures to 1400 has already been passed.
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Lead Officer – Phil Morton

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

Overview of all budget reduction and income growth projects to deliver the Medium Term Financial Strategy (MTFS).

Monitor the Council's annual net expenditure is no greater than its annual resources.

Bridge the £1m per annum revenue funding gap.



The budget for 18/19 was approved by Members including a 2% increase in Council Tax. There remains however a c£1m per annum deficit between available resources and budget spend.

Lead Officer – Phil Seddon

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

Contributing to the LCA work with neighbouring councils and committees.

Participate in regular M66 transport group to take place to examine transport improvements involving LCC, GM and West Yorkshire.

3 x M66 stakeholder group meetings per financial year




The Q4 meeting took place on 24th March involving partners and stakeholders. There were a number of general actions from the last meeting in March to be taken up by different parties. These include (there are more-most about keeping updated):


- Transdev-look at ticketing arrangements re issuing joint Rosso/Transdev tickets
- Guy to respond to TfN Central Corridor consultation
- Adrian to keep group and especially Dave Colbert at LCC involved in Gyrotory Study for Rawtenstall
- RBC to respond to Junc 18 of M60 consultation when happens this summer
- RBC to respond to Local Transport Plan 4 consultation later this summer


Lead Officer – Adrian Smith


Working with public transport providers to deliver the best public transport for Rossendale

Working with public transport providers.	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.	Hold 3 meetings with Rosso bus per financial year		The disposal of Rosso was completed 12/01/18. Part of the consideration was a £3m investment in new vehicles which is expected to commence in the first quarter of 18/19 as will the start of construction on the new bus interchange. 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)

Provide a comprehensive support service to existing and new businesses in order to help stimulate economic development in Rossendale. Produce an Economic Development Strategy and NNDR policy.	Support new and existing businesses and monitor businesses accessing advice through Economic Development, Inward Investment enquiries and the number of Business Networking Events facilitated	Set up an enquiry recording system; number of enquiries received 60 per year; 1 event or specific mail outs achieved 2017/18		The proposed NNDR business expansion and inward investment policy has now been approved by Members at full Council. The application process and meetings are in the process of being set up over the coming months. The ED team has assisted with 63 business support enquiries in the 2017/18 year. The Invest In Rossendale brand has now been established with a twitter account and logo. The official launch event is planned for September 2018. Lead Officer – Guy Darragh
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Develop key employment and residential sites.	Proportion of new employment and residential sites prioritised and progressed.	Hold 4 development site meetings.		Residential and employment sites have been identified and included in the draft local plan. We are actively working with landowners and developers to see implementation and development. The 4 developers meetings have been achieved within the 2017/18 year. Lead Officer – Guy Darragh
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Utilise existing assets to increase revenue.	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	1 Masterplan tender issued and green book commissioned for Futures Park. 1 Secure external funding for Ski Rossendale.		The masterplan for Futures Park has been produced and is under consideration of the project group. The Green book assessment will follow in 2018/19. External funding has been secured to ensure development at the Ski Rossendale site. Lead Officer – Guy Darragh
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Develop plans to ensure we have strong town centres and communities

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.

- We are delivering a range of projects including:
- Rawtenstall town center regeneration (including Spinning Point, car parking, market, ELR),
 - Bacup town center regeneration (including THI, market, traders),
 - Haslingden town center regeneration (including external funding bid, market, task force, traders)
 - The Whitaker HLF development stage Project and 2nd round bid.
 - Complete the Local Plan.

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 Whittaker HLF Appointment of Project Manager.
 1 x local plan events held throughout the Borough.



Whitaker HLF Bid, we have secured funding for the initial development phase, £100,000 from May 2017 until April 2019. The project is progressing with monthly project board meetings. Full RIBA designs will follow as well as necessary implementation plan.

Haslingden Task Force we have submitted a £2.7 million bid for the town centre with a decision expected in late May 2018, if successful the project would last for 5 years.

Bacup THI has concluded phase 2 and 3 of the refurbishment programme. The Public realm has been agreed by the THI Board and the ITT is now advertised. The project is a 5 year project that concludes in February 2019 and will have delivered £2million of improvements as well as matched private sector funding.

Spinning Point is progressing with the first phase and planning permission obtained. The project will be delivered in phases and is expected to invest around £5.4million.

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.

Explore opportunities available such as Office 365 and Learning Pool, an online learning platform.


Deliver digital training to all staff.



Work on the development of the Learning Pool continues. All RBC network users can now access the application via a single sign on facility. Work has commenced developing a new General Data Protection Regulation (GDPR) module. This course will be rolled out to all RBC staff as part of the Information Management approach being implemented.


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	Hold and attend key meetings.	Hold 4 meetings with RLT throughout the year.		4 RLT meetings have been held this year and we continue to promote the sport and cultural offer through the work of Promoting Rossendale.
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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.	Develop at least 5 new community projects.		<p>Cabinet agreed in March to the refreshing of the four Neighbourhood Forums and relaunching as Community Partnerships.</p> <p>Work has begun to develop key priorities and actions for the Community Partnerships and additional funding has been made available through the legacy from the Living Well Living Better project (LWLB).</p> <p>Neighbourhood networks developed through LWLB will be incorporated into the Community Partnerships.</p>
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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.	Hold 2 Promoting Rossendale Board meetings 2017/18.		The annual stakeholder forum has been arranged for April 2018. The boroughs food and drink guide has been produced and is being published. Other actions are in the process of being developed.
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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	Target	Status	Latest note
Support the delivery of a cultural framework for Rossendale and deliver co-ordinated support for key strategic leisure and cultural events.	Secure funding for development of an arts framework and festival in Rossendale Co-ordinate the Events and Culture Group (sub group of Promoting Rossendale Board) Deliver Strategic Events Grants	Strategic Events Grants to support the Events held in Rossendale.		Support for events continues through the Promoting Rossendale Board and the Events and Culture sub group. Financial support was provided for the Coconutters Easter event in Bacup and a timetable of key events developed. The bid to the Arts Council was unsuccessful and is being revised to be resubmitted shortly. Support for royal wedding street parties and World War 1 centenary commemorations has been agreed and the Communities Team are working with local organisations to develop and implement plans.
Continue to promote and celebrate Rossendale's success stories.	Promote opportunities to maximise promotion and celebration Rossendale's success stories in media and social media.	Increase the number of likes on Rossendale Council page by 10%; increase the reach of Rossendale Council Facebook page by 5%; increase the		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. 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. Our website has had nearly 50,000 sights. In this quarter, we have released more videos including one showcasing the work of our enforcement officer which was


Lead Officer – Alison Wilkins





		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		viewed more than 10,000 times and had dozens of engagements. We also released a series of films celebrating the work at Stubblee. Our social media channels continue to grow albeit the growth in followers and engagement has not been as strong as the last two quarters. Big stories we have promoted this quarter include congratulating Tom Hamer for winning gold, potential new investment for Haslingden and several good court cases.	Lead Officer – Ben Greenwood
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Work with local schools to support career pathways and make sure that our children and young people flourish


Work with Inspira to co-ordinate better leads with quality CIEAG for Rossendale Schools in line with LEP	To provide support for local high schools and linkages to local employer, colleges and universities	To meet actions agreed with Inspira		CEIAG meeting went ahead in March. The 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. Project Officer appointed as Enterprise Advisor for Haslingden High School.	Lead Officer – Guy Darragh
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Building strong, resilient communities with volunteers and active citizens, creating neighbourhoods where people feel proud and safe to live


Maintain play area equipment to a high standard and ensure regular inspection of play area sites.	Undertake play area inspections as per audit schedule.	To inspect each of the councils play areas twice a month through 2017/18		A further member of staff has undergone the RoSPA Play Safely Operational Course in February 2018. The upkeep and inspections have been maintained throughout this quarter.	Lead Officer – Sam Plum
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Develop and support mechanisms to strengthen engagement with Rossendale's communities and build capacity.	Refresh and refocus the neighbourhood forums and community grants programme.	Increase attendance at Neighbourhood Forum meetings by 10%. Baseline 2016/17 =184. Award at least 30 Neighbourhood Forum grants per year.		All 4 Neighbourhood Forums met in February, continuing to address local issues and providing a networking opportunity for local groups. Total attendance at the meetings = 86. 24 Neighbourhood Forum grants up to £500 were awarded. In addition 12 Community Fund grants up to £750.00 were awarded in March to support community groups and activities in Rossendale. Lead Officer – Alison Wilkins
Work with partners to deliver community projects to support proud, healthy and vibrant communities.	Support community events.	Increase number of Strategic Events by 10%		New community projects underway include Haslingden Environmental Projects Plan working with Proffitts CIC, Haslingden Civic Pride and other Haslingden groups. Communities Team is working to support WW1 Centenary commemorations and a Rethinking Parks funding bid has been submitted. Lead Officer – Alison Wilkins
Work to prevent homelessness, loneliness and domestic abuse				
Providing a robust, high quality and statutorily compliant homelessness service including advice and prevention.	Increase the number of preventions and reliefs compared to 2016/17. Decrease the number of Statutory Homelessness acceptances compared to 2016/17.	The cumulative target for Q3 is 105 The cumulative target for Q3 is 26 or below	 	There was a significant increase in quarter 4 with 95 preventions and reliefs smashing the target of 140 for the year with 216. The Q4 increase is partly due to a concerted effort to ensure all cases which could be closed off in 2017/18 were before the new act and software, on top of a strong focus on positive prevention work embracing the aims of the new act. There will be a decrease in quarter 1 of 2018/19 compared to quarter 4. There was a slight increase in quarter 4 with 14, leaving the annual figure 6 over target at 42. The increase was partly due to a concerted effort to ensure all cases which could be closed off in 2017/18 were before the new act and software. A decrease is expected in the first quarter of 2018/19. Lead Officer – Mick Coogan


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>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>At least 5 legacy projects from Living Well, Living Better Project</p>		<p>An extension to the LWLB project to 30 June has been agreed and the project is focussing on the final evaluation, legacy projects and a project celebration event on 20 June. In January the final round of 18 LWLB grants up to £1000 were awarded. Work continues to develop the Spice Time Credits scheme in Rossendale and a well-attended event was held for interested groups in March.</p> <p style="text-align: right;">Lead Officer – Alison Wilkins</p>
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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>Development of an action plan through Health & Wellbeing Partnership – Bi Monthly meetings</p>		<p>Rossendale Health and Wellbeing Partnership held meetings in January and March to further develop priorities and co-ordinate activity. Links with the GPs continues to develop through the Strategic Health Partnership. A multi-agency O&S Task and Finish Group met in March to look at excess winter deaths and an action plan is being developed.</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 year's allocation or more. The spend committed budget recorded on a continuous basis and reported every quarter.</p>	<p>75% with a higher figure being better. Target Q3 – 75% Actual OQ – 68.5</p>		<p>The total DFG spend increased slightly by around £7k although the allocation increased. The 2018/19 allocation is not yet known, however a policy review has started by looking at best practice in order to increase discretionary spend to make the best use of the funding allocated. Any funding not spent is carried over for future 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>2 x Consultation with Rawtenstall Market Traders. Delivery Phase 2 of Bacup THI Shop fronts project of 6 shops. Submit Haslingden external funding bid x 1</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>2 x Rawtenstall Market Event held 10 x completed shop fronts Bacup THI 1 x Haslingden bid submitted in November</p> <div data-bbox="1756 453 2213 517" style="border: 1px solid black; padding: 2px; text-align: right;"> <p>Lead Officer – Guy Darragh</p> </div>
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Reduce the number of empty dwellings across the Borough







<p>Bring Empty Properties back into use.</p>	<p>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.</p> <p>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.</p>	<p>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.</p> <p>For October 2017 is 542, the figure is Line 18 from the Ctax Base figure returned yearly every October. Lower figure is</p>	 	<p>The next milestone is in October 2018 so the measure remains on target until further updates.</p> <p>The next milestone is in October 2018 so the measure remains on target until further updates.</p>
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		better. Target for 2017 CTB October is 554 or below.		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	Q3 – 19 current know total 7%		Only 7 properties delivered against the target in the Local Plan of 25. Meeting with Registered Providers have taken place to encourage delivery, and the emerging Local Plan will seek to increase delivery via planning obligations. 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.	To support partner services to reduce anti-social behaviour, e.g. through implementation of new CCTV across the Borough, Community Protection Warning notice and attend monthly partnership meetings.		Council officers continue to attend and support a number of community safety partnership meetings including strategic and tactical, hate crime, Prevent and domestic abuse. Council officers also co-ordinate a Rossendale domestic homicide review panel. Funding of £10,000 has been secured from the Police and Crime Commissioner to support a Check 25 project through Licensing and mediation to resolve neighbour disputes. Lead Officer – Alison Wilkins









Corporate Performance Indicators	Rag Status	Latest Comments	Target	Quarter 4	Quarter 3	Quarter 4
				2016-2017	2017-2018	2017-2018
Customer Services – Andrew Buckle						
Speed of answering telephone to customers		New customer contact systems implemented in March 2017	100% answer within 20 seconds	100%	100%	100%
Waiting time for telephone call from customer to be answered		New customer contact systems implemented in March 2017	Average answer in less than 10 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).		Interest rates on the bank accounts have risen slightly in Q4, but not by the same amount as the bank base rate rose in November 2017.	The target of base rate + 0.15% = 0.65%	Not available	0.41%	0.47%
Payment of undisputed invoices		Officers are working on a report to exclude disputed invoices from these figures	90% paid within 30 days	Not monitored	95.70%	96.43%
Operations – Sam Plum						
Repair of urgent defects 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. We have also trained up another member of staff to give more resources to the service	100% within 24 hours	100%	100%	100%

Removal of fly-tips		Increase on previous quarter due to a co-ordinated response to clear backlog of reported fly-tipping.	100% removal of fly-tips within 10 days (excluding non-working days)	Not available	24%	53%
Percentage of the total tonnage of household waste which has been recycled		Increase on previous quarter again is caused by the effect of less tonnage collected as garden waste, which pro-rata increases the percentage of dry recycling collected.	23.5% per quarter	27.26%	24.26%	27.80%
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 %		Figures down as last quarter due to variation to collected organic waste. The figures will rise next quarter when the garden waste is collected.	Lancashire average to be confirmed	3.55%	25.07%	1.40%
To bring in line the with Lancashire average the residual household waste per household – Kilogrammes		The performance this quarter has stayed the same as Q3 which shows we are reaching a consistent level.	Lancashire average to be confirmed	134 kgs	123 kgs	124kgs
Environmental Health – Sam Plum						
% of programmed food interventions achieved in quarter			Annual target 90% of planned inspections	100%	90%	99%
% of programmed food interventions against annual target			Annual target 100% (cumulative)	98%	51%	99%











Democratic Services – Carolyn Sharples						
Freedom of Information (FOI) request average response time		The average response times continue to be below the target deadline.	Within 20 working days	9.8	7.03	9.62
Formal complaint average response time		The average response target has not been met this quarter. The majority of those missing the target were in relation to complaints received by the Operations Team.	Within 10 working days	11.56	6.24	14.03
Licensing – Phil Morton						
Reduction in number of licensed hackney carriages		Target to reduce numbers of licensed hackney carriages to 1400 by April 2018	1400 by April 2018	Not available	1165	669
Reduction in number of licensed hackney carriage drivers		Target to reduce numbers of drivers to 1680 by September 2018	1680 by September 2018	Not available	3254	2749
Number of licensed premises visited and inspected		Increased visits to licensed premises targeting highest risk businesses to ensure compliance	Not previously monitored – target not set	Not available	19	27
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 previously monitored – target not set	Not available	3	11
Planning – Nicola Hopkins						
Percentage of 'Major' planning applications determined within 13 weeks				80%	100%	100%
Percentage of 'Minor' planning applications determined within 8 weeks				94%	96%	100%

Total number of 'Other' planning applications				100%	97%	98%
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				96.20%	84.03%	96.40%
Percentage of non-domestic rates collected				97.20%	82.46%	98.40%
Accuracy of processing housing benefit and council tax claims				94.33%	93.33%	95.33%
Percentage of recoverable overpayments recovered (HB) that are recovered during period				46.69%	54.52%	58.15%
HB overpayments recovered as % of the total amount of HBV overpayment debt outstanding				8.52%	8.11%	9.25%
Time taken to process housing benefit new claims – target 21 days			21 days	17.5 days	18.4 days	18.2 days
Time taken to process Council Tax Benefit new claims – target 22 days			22 days	18.4days	19.7 days	20.2 days












Time taken to process Housing Benefit Charge in circumstance – target 6.5 days			6.5 days	2.41 days	6.77 days	3.19 days
Time taken to process Council tax benefit change in circumstances – target 6.5 days			6.5 days	3.7 days	6.1 days	4.5days
Less than 5% of new Housing Benefit claims outstanding over 50 days			5 %	0%	0%	030%
Housing – Michael Coogan						
Ensure the grant allocated for DFG's from the Better Care Fund is spent proportionate to the years allocation or more			No target set	87.30%	68.50%	80.21%
Increase the number of preventions and reliefs compared to 2016/17		Increase the number of preventions and reliefs compared to 2016/17. The target is 140 for the year.	140 for the year	137	122	216
Decrease the number of Statutory Homelessness Acceptances' compared to 2016/17.		The preventions went up a lot (good) and stat homelessness went up a bit (bad) due to all the cases being closed off possible in the last quarter before the new act and legislation came in. It could have funding implications for 2020/21 with high figures in both better to maximise a particular grant, and the methodology is likely to change for the following years. As there were more cases than normal it too longer to close them off also.	No target set	37	28	42

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.	193 for October 2017	197	185	185
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 baseline figure is 554 October 2016. 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.	542 for October 2017	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.	25 additional units	37	7	7
People and Policy – Clare Law						
To reduce staff turnover to bring in line with National Average – annually monitored.		The staff turnover for 2016-17 was 17.75%.	To be confirmed	Monitored Annually	Monitored Annually	Monitored Annually
100% Performance Development Reviews (PDRs) completed – annually monitored.		The PDRs are normally completed in May-June.	100%	Monitored Annually	Monitored Annually	Monitored Annually
Reduce number of days lost per FTE per annum to 8 days (cumulative).			8 days per FTE per annum (cumulative)	11.69 per FTE	7.96 per FTE	10.83 Per FTE
Zero RIDDOR reportable accidents and incidents			Zero	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 due to start November 2017.	5% random drugs and alcohol tests undertaken per month	Not monitored	Monitored	Monitored

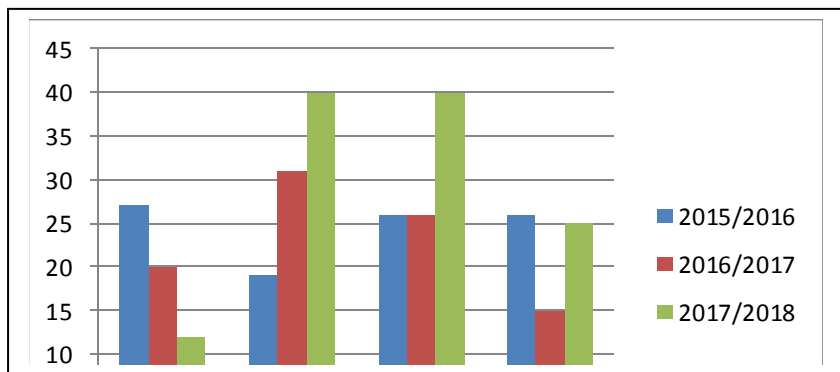
Corporate Projects

Project Description	Project Lead	Project Sponsor	Comments	Rag Rating
Provision of Revenues, Benefits and Customer Services post September 2019	Phil Seddon	Stuart Sugarman	Tender process is on track.	
Empty Homes Recovery Programme	Phil Seddon	Stuart Sugarman	Exit strategy with HCA agreed.	
Overview of all budget reduction projects to deliver MTFS	Phil Seddon	Stuart Sugarman	In light of the materiality this matter remains high risk.	
To develop and implement Learning Pool, to support e-learning and provide a platform for the Council's intranet	Clare Law	Stuart Sugarman		
To implement Corporate Strategy and develop a robust performance management reporting process	Clare Law	Stuart Sugarman		
Installation of updated CCTV across the Borough	Alison Wilkins	Sam Plum		
Remodel of temporary accommodation and support services	Mick Coogan	Sam Plum		
Implement the Syrian Families Programme	Heather Mullins	Sam Plum		
Preparation of Homelessness Strategy (2018-21)	Mick Coogan	Sam Plum		
Service review (Housing Options - in preparation for Homelessness Reduction Act 2018)	Mick Coogan	Sam Plum		

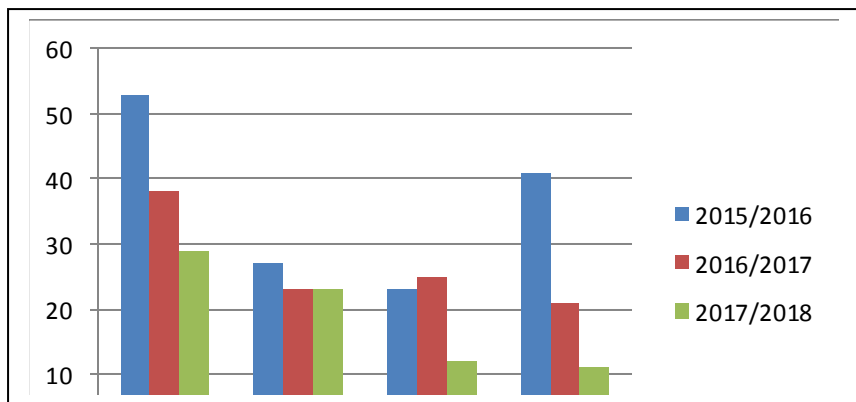
Policy review of DFG grant-making to use extended powers under the Regulatory Reform Order (2002) Housing Renewal	Mick Coogan	Sam Plum		
Empty buildings at risk looking at uses that will benefit the community and bring attention to the area	Heather Mullins	Sam Plum		
RBC Website development phase 2	Joanne Hargreaves	Sam Plum		
Introduction of a committee management system	Clare Birtwistle	Sam Plum		
Review of fees and charges	Phil Morton	Sam Plum		
Implementation of charged garden waste service	Sam Plum	Sam Plum		
Review of fees and charges and opportunities for income generation	Sam Plum	Sam Plum		
Efficiencies in waste collection services including digital options, report to DoC/CExec	Ops Officer	Sam Plum		
Relocation of parks depots to facilitate Whitaker developments	Tony Watson	Sam Plum		
Asset Acquisition	Hugh Taylor	Cath Burns		
Develop renewable energy generation opportunities	Hugh Taylor	Cath Burns		
Produce an ED Strategy	Guy Darragh	Cath Burns		

Deliver Rawtenstall town centre regeneration (inc Spinning Point, car parking, Market,ELR)	Nicola Hopkins	Cath Burns		
Develop and deliver Bacup Town Centre regeneration (inc THI, market traders)	Guy Darragh	Cath Burns		
Develop and deliver Haslingden town centre regeneration (inc TH bid, market, task force, traders)	Guy Darragh	Cath Burns		
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



Complaint Trends	2015/2016	2016/2017	2017/2018
Q1	27	20	12
Q2	19	31	40
Q3	26	26	40
Q4	26	15	25



Compliment Trends	2015/2016	2016/2017	2017/2018
Q1	53	38	29
Q2	27	23	23
Q3	23	25	12
Q4	41	21	11










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










During Q4 1 enquiry was received and closed as follows: Environmental Services & Public Protection and Regulation: "Closed after initial enquiries – out of jurisdiction".








*Please note that the Council is not notified of all enquires/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 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	