

Quarter 1- 2018/19 - 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.				
1.1	Work with our communities to enhance our parks, playgrounds, green spaces and countryside, for all to enjoy.				
	Service Actions	How monitored	Target	Status	Latest note
1.1-1	Develop and improve Rossendale's Green Spaces within parks, landscaped play areas and open spaces.	Monitored via Programme Board	Completed by March 2019	G	<p>We are working alongside a Community Interest Company and Rising Bridge Community Association with the aim of delivering an £80,000 revamp of the Play Area at Northfield Rd. This will upgrade the play equipment, install new footpaths and provide a space that the Local Community can use enjoy and use safely.</p> <p>We are also working with Community Interest Company and Newchurch Village Community Association to improve Staghills Play Area. Funds of approximately £70,000 are being sought to refurbish the existing play area and improve the biodiversity of the wider site.</p> <p>Consolidation of base service data for play areas in the Council has commenced, to assist in the development of a Play Strategy.</p> <div style="text-align: right; border: 1px solid black; padding: 2px;"> Lead Officer – Tony Watson </div>
1.2	Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more targeted enforcement.				
1.2-1	To develop and implement a Corporate Enforcement Policy (including implementation of Public Apace Protection Orders)	Via Programme Board	Complete by December 2018	G	<ul style="list-style-type: none"> • Litter complaints – 60 received in Q1 • Dog fouling complaints – 42 received in Q1 • Fly tipping investigations – 45 reports received in Q1 • Fly tipping to remove – 294 reports received in Q1

					<p>Meetings have taken place with 3rd party service providers to increase on street presence of environmental crime officers dealing with littering, dog fouling etc.</p> <p>Consideration being given to invest in deployable mobile CCTV to target identified hotspots.</p> <p>2 live investigations on going into fly tipping incidents with a view to prosecution</p> <p>Existing Dog Control Orders and other orders converted to PSPO's at the end of 2017, however the changing nature of the Borough and ASB means that it is appropriate to redraw the orders to fit current needs.</p>
Lead Officer – Phil Morton					
1.3	Work with our partners to improve the quality and cleanliness of the roads in the Borough.				
1.3-1	Work with Civic Pride friends groups and members of the community to encourage residents to get involved in keeping Rossendale clean and tidy.	Monitored via a Residents Survey - 43% of residents stating they considered litter lying round to be a problem within the Borough in Residents Survey 2016	2% improvement in resident satisfaction of cleanliness of the roads and pavements in the Borough	G	<p>We continue to supply litter picking equipment and support to all community/Pride/friends of groups and quickly arrange removal of litter/fly tipping gather. Additional support has also been provided for Borough events that take place, with staffing and equipment made available to assist.</p> <p>In addition this quarter we have made available a market cabin for Haslingden Pride to base themselves.</p> <p>Plans to tackle fly tipping in a more timely manner are being developed. The time between reports being received and the removal of the material is targeted for reduction, with changes to service delivery to be introduced this financial year.</p>

					<p>A service restructure is also being developed that will create a more efficient street scene service, with the grounds maintenance and street cleansing service to be combined, to benefit from a more joined up approach to tackling cleanliness across the borough's public realm.</p> <p>Significant damage to one of the small mechanical sweepers due to a non-fault motor vehicle accident has impacted at the latter end of Q1, with the sweeper being taken off the road, whilst a replacement is being identified with the Council's insurer.</p>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Lead Officer – Tony Watson</div>
1.4	Reduce waste collected and increase recycling rates in the Borough.					
1.4-1	To develop and implement a Waste Recycling improvement strategy	Monitor the percentage total tonnage of household waste which has been recycled.	At present, the comparable information for Lancashire is not available from Lancashire County Council.	G	<p>The recycling rate for Rossendale in Quarter 1 is provisionally 33.74%.</p> <p>In association with Lancashire County Council, plans are being developed for a Q2 and Q3 countywide campaign to highlight the benefit of recycling materials. Furthermore, more localised work on developing short videos is planned for Q2 filming, highlighting what can and what cannot be recycled, as well as identifying the problems associated with single use plastics.</p> <p>At the end of Quarter 1 the Environmental Services Facebook page continues to increase, with the number of likes/followers on 30th June 2018 was 1,182 an increase from Q4 2017/18, when the figure was 1,076.</p> <p>In the first quarter this year we managed to subscribe a further 1,850 households to the garden waste service.</p>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Lead Officer – Tony Watson</div>

1.5	Work with partners on ensuring Rossendale is robustly prepared for civil and environmental disasters.				
1.5-1	Maintain Civil Emergency Plans and Business Continuity Plans to support robust arrangements are in place in the event of an incident.	Quarterly Emergency Planning Meetings, annual test of plans.	Robust plans in place.	G	<p>Emergency Planning Meetings held at Futures Park Rossendale - 14.5.18 LRF meetings attended 9.7.18. The Emergency Civil Plan was updated in June 18 and uploaded onto Resilience Direct.</p> <p>The Council has supported residents and communities in the delivery of 540 Flood Grant applications across the Borough following the Boxing Day floods 2015. The total grants claims were £2.26million (of that £1.04million was spent in 2017/18.</p> <div style="text-align: right; border: 1px solid black; padding: 2px; width: fit-content; margin-left: auto;"> Lead Officer – Steve Tomlinson </div>

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.				
2.1	Invest in our staff to champion our more commercial and digital approach.				
	Service Action	How monitored	Target	Status	Latest note
2.1-1	Support and train staff to work more efficiently by reviewing working practices and systems to support MTFS.	Organisational Development Strategy and MTFS.	Delivery of £250k savings through more efficient working by 2020/21 (including savings arising from strategy noted in 2.2-1)	G	Using the Apprenticeship Levy the Council has supported over the last twelve months the Council 15 officers to undertake the Business Improvement Techniques (BIT) course (due to complete December 2018), and 20 middle managers to undertake the ILM (Institute of Leadership and Management) level 3 (due to complete August 2019). Meeting held with SMT, College, managers and learners (ILM) on 21 st March 2018.
					Lead Officer – Clare Law
2.2	Make it easier for customers to interact with the Council online when it suits them, by making more of our services digital.				
2.2-1	Develop Digital Strategy to set direction and prioritise work needed to achieve	Via Programme Board	Completion by March 2019	G	Work has begun to develop a digital strategy for the Council and District. The first part of the Digital Transformation programme commenced in Feb 2016, with the implementation of the one golden telephone number 01706 217777, first part of the IVR was also implemented. This has resulted in a massive reduction of both Telephone

and Face to Face traffic in the OSS. Comparison have been taken over the same Quarter in previous years, from Quarter 1 2016/17 until Quarter 1 201819, the number of visitors to the OSS has reduced by 45% due to the changes implemented to date.

Lead Officer – Andrew Buckle

2.3 Establish thriving town centres of Rawtenstall, Bacup and Haslingden.

2.3-1	Deliver the Spinning Point project in Rawtenstall	By phased development 1,2 and 3	To complete phase 1 by qu4 2018/19	G	Planning permission for phase 2 was achieved in March 2018, options were approved by Council in July 2018	Lead Officer – Guy Darragh
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2.3-2	Deliver Bacup THI as well as evaluation and forward plan	Complete phases 1,2 and 3; public realm and community training. Complete projected evaluation and forward plan.	To complete all cap ex and have 1 st draft of project plan to Bacup THI board by qu4 2018	G	Capital build now complete public realm started on site July 2018. Project evaluation and forward plan project plan agreed.	Lead Officer – Guy Darragh
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2.3-3	Identify opportunities to apply for external funding to support development of Haslingden	Portfolio Holder and Task Force meetings	Submit a bid by March 2019	G	August HTF meeting scheduled, HLF feedback session planned in July 2018.	Lead Officer – Guy Darragh
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2.4 Promote and increase inward investment in Rossendale attracting growth sector business.

2.4-1	To secure 27 hectares of employment land within the emerging local plan	To allocate the land in the emerging local plan	Approval of local plan q2 2018/19	G	Plan was approved by Council in July 2018	Lead Officer – Guy Darragh
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2.4-2	To develop an agreed masterplan for the Futures Park Leisure Village site that maximises the potential for development	Monitored via Programme Board	An approved masterplan by December 2018	G	Plan has been drafted but it being re-examined in view of the local plan and property demand assessments.	Lead Officer – Guy Darragh
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2.4-3	To deliver short term action plan to support Rawtenstall-Manchester rail link	Monitored via Programme Board	To set up a working group by March 2019	G	<p>Positive outline support received from LCC who are the transport authority and LEP. They have asked for an RBC led early strategic case for investment to be commissioned. This will then form the narrative for future Dft/ TfN funding bid for a Strategic Business Case OBC /GRIP EOI noticed issued on the website, appointment of consultant expected August 2018.</p> <p>Discussions ongoing with EL Chamber and Business Leaders Group as to membership and key leading positions on the group.</p> <p style="text-align: right;">Lead Officer – Guy Darragh</p>
2.4-4	To lobby for and shape strategic highway enhancement funding for M66/A56 and Rawtenstall gyratory	M66 Group meetings	Hold quarterly meetings	G	<p>Strategic infrastructure improvements included in draft Economic Development Strategy.</p> <p>Highways impact assessment commissioned as part of the Local Plan.</p> <p>High level conversations with Transport for the North, Highways England, LCC and LEP.</p> <p style="text-align: right;">Lead Officer – Guy Darragh</p>
2.5	Create a strong indigenous business base, supporting new and existing businesses.				
2.5-1	Develop Rossendale Council's presence in the commercial lettings market with an enabled and up to date offer of Council owned commercial premises.	By installing an e based system	Installation by March 2019	G	<p>Transfer of property database to Idox.</p> <p style="text-align: right;">Lead Officer – Guy Darragh</p>
2.5-2	Recommend the acquisition and further development of employment based assets to expand the Council's portfolio, generate revenue streams and	By investment portfolio purchases	Purchase of site by March 2019	G	<p>A report was submitted to Council in July 2018 that recommended the purchase of a site. Further reports will be brought forward as further opportunities are identified.</p> <p style="text-align: right;">Lead Officer – Guy Darragh</p>

	expand the business rate base				
2.6	Develop our visitor economy, Adrenaline Valley brand and cultural offer.				
2.6-1	Develop a tourism and cultural strategy for Rossendale	Production of strategy	Production of document September 2018	G	This is developed in partnership with Lancaster University who have supplied 2 masters' students to carry out consultation with visitors and stakeholders. Lead Officer – Guy Darragh
2.6-2	Bring forward a Trail Head centre (phase 1) for Lee Quarry Mountain Biking Facility at Futures Park	Monitored via Programme Board	Sign leasehold for Lee Quarry December 2018 and agree project design and plan for trail head March 2019	A	This development is dependent upon RBC gaining the leasehold of the Lee Quarry site from LCC and negotiations are still underway. This is taking longer than anticipated and could delay the development of the Trail Head. Lead Officer – Guy Darragh
2.7	Bridge the MTFS £1m funding gap using an increased commercial, efficient and effective approach to Council services.				
2.7-1	To work with SMT/Cabinet Members to review MTFS and progress opportunities to meet the funding gap.	Budget monitoring with Portfolio Holder/Audit and Accounts Committee	Either savings or income totalling £1m per annum	G	SMT are liaising with Managers and Cabinet Members on a number of potential options. All Members and Officers are fully aware that a collective approach is required in bridging the funding gap, which will involve multiple initiatives as there is no one single solution. Quarter 1 financial monitoring includes £232K income for Garden Waste Charges for 2018/19 (against an original budget of £87.5k) and an extra c£200k extra Business Rates income per annum. It is proposed savings will be generated through transformational changes noted at 2.1.1, 2.2-1 and 2.8-1. Lead Officer – Phil Seddon
2.7-2	Contract renewal for Revenues, Benefits, Customer	Monitored via the Programme Board.	January 2019 (for a Oct 2019	G	Progressing well on the service specification requirements, evaluation criteria and detailed in 3 OJEU lots.

	Contact and system applications		commencement)		The ITT will be published in the early part of Sept 2018, with the closing date for bidders to reply by the 23/11/18, the evaluation and recommendation will go to the Dec full Council for ratification. An implementation plan will then be developed.	Lead Officer – Phil Seddon
2.7-3	Empty Homes Recovery Programme	Monitored via the Programme Board	Minimising total cost to Council by maximisation the HCA grant and reducing any on-going costs.	A	Officers continue to complete the final Audit test set by the Homes England (formerly HCA). 14/06/18 update noted 156 Practical Completion Certificates completed out of a potential total of 202.	Lead Officer – Phil Seddon
2.8	Work with partners and community organisations to deliver excellent and innovative customer services.					
2.8-1	Develop and implement a Customer Strategy.	Monitored via Programme Board	Completed by March 2019	G	Work has begun to understand design principles, and learn from good practice.	Lead Officer – Sam Plum

3 Priority 3 - A Proud, Healthy and Vibrant Rossendale
 Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.

3.1 Celebrating the success of our resident, business and the Council’s work through publicity, raising awareness of the great things they do.

	Service Actions	How monitored	Target	Status	Latest note
3.1-1	Celebrate the success of our residents, business and the Council’s work through publicity raising awareness of the great things we do.	Social media engagement insight. Positive coverage	Increase reach and engagements each quarter Increase number of positive mentions in traditional media.	G	<p>Key activity</p> <ul style="list-style-type: none"> — We released a highlights package of some of the work the Council has done in the last month. — We reported two videos (fly tipping enforcement and Stubblelee Park improvements). — We secured coverage on key developments (Spinning Point, Ski Rossendale) in local and regional media. <p>Key successes promoted</p> <ul style="list-style-type: none"> — Career fair attracts thousands. — Project wins award for ‘Outstanding work to tackle loneliness’ — RPTI President visit. — Northern Grip hailed a success — Successful completion of latest phase of Bacup THI Scheme.

Lead Officer – Ben Greenwood

3.2 Build strong, resilient communities, creating neighbourhoods where people feel proud and safe to live.

3.2-1	To increase community participation in decision making and local activities and	Monitored via Portfolio Holder, budget monitoring and Community	Complete agreed actions by March 2019	G	<p>Develop and support Community Partnerships in all 4 towns:</p> <ul style="list-style-type: none"> — Community Partnerships launched in June with successful meetings in all 4 areas. Process of
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	<p>improve the ability of individuals and community organisations to influence the services they require and need.</p>	<p>Partnerships</p>			<p>identifying local priorities begun.</p> <p>Deliver an effective community grants programme:</p> <ul style="list-style-type: none"> — 19 Community Partnership grants awarded to local groups. Grant scheme delivered for Royal Wedding street parties in May with 8 grants awarded. <p>Work with partners from the statutory and voluntary, community and faith sectors on a range of projects and initiatives for the benefit of the Rossendale community:</p> <ul style="list-style-type: none"> — Stubblelee Masterplan group continues to work to deliver improvements in Stubblelee Park. Two funding applications have been submitted for improvements to the playground. — Men in Sheds project in Whitworth has secured premises and funding. <p>Haslingden environmental project, involving several Haslingden groups, is working to improve the environment of the town. External funding has been secured to develop an Environmental Plan, working with Proffitts CIC.</p> <p>Communities Team is working with various groups to support WW1 centenary events.</p> <p>Support the development of a cultural framework and key strategic and cultural events:</p> <ul style="list-style-type: none"> — Events continue to be supported via Events Safety Advisory Group and Events and Culture Sub group. Grant support provided to Northern Grip Mountain Bike festival. <div style="text-align: right; border: 1px solid black; padding: 2px; width: fit-content; margin-left: auto;"> <p>Lead Officer – Alison Wilkins</p> </div>
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3.2-2	Ensure effective multi agency working with the police and other partners to address crime and anti-social behaviour.	Regular RBC attendance at Pennine Lancs Community Safety Partnership and sub group meetings	Reduction in crime and fear of crime	R	<p>ASBRAC (Anti-Social Behaviour Risk Assessment Conference) meet monthly to address anti-social behaviour issues. RBC staff attend multi agency community safety meetings including Pennine Lancs Community Safety Partnership and Tactical group, Pennine Domestic Abuse Forum, Pennine Hate Crime Group, Lancashire Prevent Delivery Partnership.</p> <p>Staff from across the Council, but particularly in the Public Protection Unit, are engaged in a number of sensitive operations to tackle crime and anti-social behaviour in the Borough.</p> <p>Total police incidents April – June 2017 5338 incidents Total Police incidents April – June 2018 5561 incidents 4.18 % increase</p> <p>Anti-social behaviour April – June 2017 711 incidents Anti-social behaviour April – June 2018 489 incidents 31.22 decrease</p> <div data-bbox="1720 845 2195 901" style="border: 1px solid black; background-color: #e0f0ff; padding: 2px; text-align: right;">Lead Officer – Alison Wilkins</div>
3.2-6	Installation of updated CCTV across the Borough	This will be monitored via Programme Board	December 2018	A	Tender documents and specification drafted. <div data-bbox="1720 954 2195 1013" style="border: 1px solid black; background-color: #e0f0ff; padding: 2px; text-align: right;">Lead Officer – Alison Wilkins</div>
3.3	Work with partners to help residents improve their health and wellbeing				
3.3-1	Work with partners in the public, community and voluntary sectors to develop multi agency partnerships to agree and address key priorities, integrate service delivery and ensure services	Governance in place for Strategic Health Partnership Governance in place for Children's partnership	Improvement in Rossendale Health Profile	G	<p>The Communities Team leads, co-ordinates and develops the following partnerships: Transforming Lives, Health and Wellbeing Partnership, Hyndburn, Ribble Valley and Rossendale Children's Partnership Board to ensure services meet the needs of local residents.</p> <p>Working with partners in health, Leisure Trust and</p>

	meet the needs of Rossendale residents.				community to shape the Strategic Health Partnership for the new health challenges ahead eg LCC Total neighbourhoods. The Living Well and Living Better was extended to the end of June 2018. A successful end of project event was held in June incorporating community awards. 51 nominations were submitted for 8 awards in 4 categories. A well-received presentation on the project was made at a Transformation Challenge Award event at UCLAN. The project also won an Excellence Award for outstanding locality work from East Lancs CCG. Work on the legacy projects continues to embed the learning from the project.	Lead Officer – Alison Wilkins
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3.4 Protect our more vulnerable residents by working to prevent and relieve homelessness, and providing adaptations to assist people to live independently in their own homes.

3.4-1	Preparation of Homelessness Strategy (2018-21)	This will be monitored via the Programme Board	O&S 15.10.18 Cabinet 28.11.18	G	O&S due 15.10.18 following consultation and Cabinet for a decision to adopt on 28.11.18	Lead Officer – Mick Coogan
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3.4-2	Syrian Refugee Resettlement Programme (SRP)	This is monitored via the Programme Board	Completed September 2018	G	The support contract commissioned and started with the First cohort housed on 17.07.18 after preparation work and now receiving intensive support. Welcome event arranged for 7.08.18. The project will end when a mechanism for awarding the Local Infrastructure Fund is set up in September 2018.	Lead Officer – Mick Coogan
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3.5 Meet the housing needs of the Borough by increasing the delivery of affordable homes and reducing the number of empty dwelling across the Borough.

3.5-1	Develop an empty property strategy and action plan.	Monitored via the Programme Board	March 2019	G	The Enforced Sale Procedure is due to go to Cabinet 12.09.18. Relationship and partnership building with stakeholders is continuing, and Enforcement Policy and Empty Properties Strategy to be completed by the end of	Lead Officer – Mick Coogan
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Lead Officer – Mick Coogan

2018/19.

3.6 Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities.

3.6-1	Deliver the pilot Rossendale Works employability programme with disadvantaged residents, supporting our businesses to employ local people.	Monitored via Programme Board	March 2019	G	The project has exceeded quarter 1 original forecasts and is proving popular with both employers and economically inactive residents.
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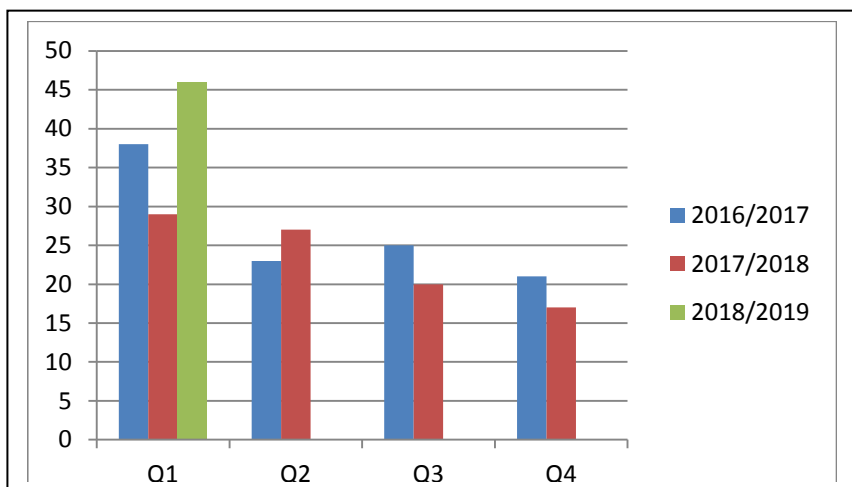
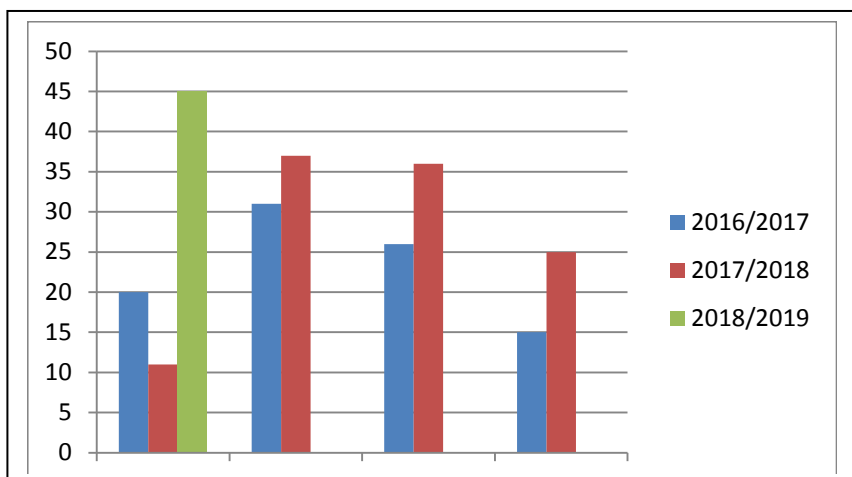
Lead Officer – Guy Darragh

Priority	Corporate Performance Indicators	RAG Status	Target	Quarter 1	Quarter 4	Quarter 1
				2017-2018	2017-2018	2018-2019
Priority 1						
1.1	Inspections of play area sites and play equipment – 2 per month	GREEN	100%	100%	100%	100%
1.1	Number of reported near miss/accidents in playgrounds/play equipment – to be monitored from 1 st October 2018	-	Less than 5	-	-	-
1.2	Currently being developed	-	-	-	-	-
1.3	Currently being developed	-	-	-	-	-
1.4	Currently being developed	-	-	-	-	-
1.5	Annual test of Civil Emergency Plan and Business Continuity Plans – 100% compliance	GREEN	100%	100%	100%	100%
Priority 2						
2.1	Number of on-line courses completed by staff – 6 courses per member of staff per annum – software to be installed October 2018	-	100%	-	-	-
2.2	Average speed of answering telephone to customers – within 6 minutes	GREEN	6 minutes	100%	100%	4.3 minutes
2.2	Average waiting time for customers in OSS – within 10 minutes	GREEN	100%	100%	100%	100%
2.2	Reduce the number of customer visits to OSS by 10% each quarter (baseline April 2016 – 8095 customers)	GREEN	10% per quarter	5825 visits		3649 visits
2.2	% of Council Tax collected	GREEN	96.7%	28.81%	96.40%	28.79%
2.2	Percentage of non-domestic rates collected	GREEN	98.2%	27.51%	98.40%	27.28%
2.2	Accuracy of processing housing benefit and council tax claims	GREEN	93.0%	94.7%	95.33%	95.50%
2.2	% of recoverable overpayments recovered (Housing Benefit) that are recovered during period	GREEN	60%	69.10%	58.15%	103.21%
2.2	Housing Benefits overpayments recovered as % of the total amount of Housing Benefit Verification overpayment debt outstanding	GREEN	6.25%	8.8%	9.25%	8.14%

2.2	Time taken to process Housing Benefit new claims – target 21 days	GREEN	21 days	21.2 days	18.2 days	18.8 days
2.2	Time taken to process Council Tax Benefit new claims – target 22 days	GREEN	22 days	23.5 days	20.2 days	18.1 days
2.2	Time taken to process Housing Benefit Charge in circumstance – target 6.5 days	GREEN	6.5 days	5.88 days	3.19 days	4.04 days
2.2	Time taken to process Council tax benefit change in circumstances – target 6.5 days	GREEN	6.5 days	6.1 days	4.5days	3.6 days
2.2	Less than 5% of new Housing Benefit claims outstanding over 50 days	GREEN	5 %	0%	0.30%	0%
2.3	Currently being developed	-	-	-	-	-
2.4	Currently being developed	-	-	-	-	-
2.5	Currently being developed	-	-	-	-	-
2.6	Currently being developed	-	-	-	-	-
2.7	Currently being developed					
2.8	Currently being developed	-	-	-	-	-
Priority 3						
3.1	Increase the number of engagements on Council’s Social Media account – baseline 6200 (not previously monitored)	GREEN	5% per quarter	-	-	6200
3.1	Increase the number of likes and followers on social media channels – baseline 8832 (not previously monitored)	GREEN	5% per quarter	-	-	8832
3.2	Reduction in number of licensed hackney carriages to 1400	GREEN	April 2018	1998	669	488
3.2	Reduction in number of licensed hackney carriage drivers to 1680	GREEN	Sept 2018	3690	2749	2545
3.2	Number of licensed premises visited and inspected annually monitored. 247 licensed premises as at 1.04.18 - 247	AMBER	75 per annum	20	95	15
3.2	Number of licensed premises found to be low or very low risk annually monitored. 30% of 75 premises inspected (as above)	AMBER	22 per annum	8	11	3
3.2	Increase in number of people attending the re-brand and re-launch of the Community Partnership meetings held June, October and February	GREEN	10%	-	-	69
3.3	Community Partnership Grants awarded – budget £15k per annum	GREEN	100%	-	100%	48%
3.4	Number of Disabled Facilities Grant completed per annum	GREEN	76	19	75	16
3.4	Reduce the number of Statutory Homeless Households per annum (to	GREEN	36	-	36	-

	be reported quarter 4)					
3.4	Increase the number of homelessness preventions and relief per annum (to be reported quarter 4)	GREEN	140	-	216	-
3.5	Reduce the number of long term empty dwelling, empty for over 6 months and counted for New Homes bonus purpose –2% reduction per annum (to be reported quarter 4)	GREEN	488	-	498	-
3.5	Reduce the number of long term empty dwellings, empty for 2 years plus and charged a premium by 2% per year (to be reported quarter 4)	GREEN	181	-	185	-
3.5	Increase the supply of Affordable Housing Units in the Borough per annum	GREEN	25	-	7	20
3.6	Currently being developed					
	Finance					
CORP	Payment of undisputed invoices within 30 days	GREEN	90%	91.15%	96.43%	85.79%
	Legal					
CORP	Freedom of Information (FOI) request average response time	GREEN	20 days	5.73	9.62	5.60
CORP	Formal complaint average response time	GREEN	10 days	10.37	14.03	9.52
CORP	GDPR subject access requests (notifiable reported breaches)	GREEN	30 days	0	0	0
	Planning					
CORP	Percentage of ‘Major’ planning applications determined within 13 weeks	GREEN	100%	100%	100%	100%
CORP	Percentage of ‘Minor’ planning applications determined within 8 weeks	GREEN	100%	93%	100%	95%
CORP	Total number of ‘Other’ planning applications	AMBER	100%	98%	98%	91%
COPR	Net Additional Homes Provided per annual, quarter 4	-	247	-	148	-
	People and Policy					
CORP	Reduce staff turnover in line with National Average–annually monitored	AMBER	15%	17.75%	-	16.55%
CORP	% Performance Development Reviews (PDRs) completed–annually monitored	-	100%	-	-	-
CORP	Reduce number of days lost per FTE per annum (cumulative).	GREEN	8 days	2.42 days	10.83 days	2.47 days
CORP	Number of RIDDOR reportable accidents and incidents	GREEN	Less than 5	Zero	Zero	One
CORP	% random drugs and alcohol tests undertaken monthly in line with Council policy.	GREEN	5%	5%	5%	5%

Compliments and Complaints





















Complaint Trends	2016/2017	2017/2018	2018/2019
Q1	20	11	45
Q2	31	37	
Q3	26	36	
Q4	15	25	








Compliment Trends	2016/2017	2017/2018	2018/2019
Q1	38	29	46
Q2	23	27	
Q3	25	20	
Q4	21	17	




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

During Q4 4 enquiries were received, and of those received, 3 were closed as follows: Benefits & Tax – closed after initial enquiries – no further action, Corporate & Other Services – closed after initial enquiries – no further action and Environmental Services & Public Protection & Regulation – closed after initial enquiries – no further action. One Housing complaint remains open and will be carried forward. One previously carried forward enquiry has now also been closed as follows: Housing – 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	We have an Emergency Planning Management Team who meet on a quarterly basis to ensure that our Business Continuity and Civil Emergency Plans are robust, up to date and fit for purpose.	
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 Rosendale'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	We monitor the effectiveness of the plans during quarterly meetings with the Emergency Planning Team, by holding table top exercises on potential incidents and reviewing lessons learned from incidents which have occurred.	
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 undertake departmental and service areas audits on a rolling 2 year basis.	
Income	Inflexibility of assets which results in lower expected returns	Cath Burns	Assets are in the ownership of RBC	