

## Quarter 3- 2018/19 - Actions

<b>Priority 1</b>	<b>Clean and green</b> Our priority is to keep Rossendale clean, for all Rossendale's residents and visitors and to take available opportunities to recycle, use energy from renewable sources, more efficiently.				
<b>1.1</b>	<b>Work with our communities to enhance our parks, playgrounds, green spaces and countryside, for all to enjoy.</b>				
	<b>Service Actions</b>	<b>How monitored</b>	<b>Target</b>	<b>Status</b>	<b>Latest note</b>
<b>1.1-1</b>	Develop and improve Rossendale's Green Spaces within parks, landscaped play areas and open spaces.	Monitored via Programme Board	Completed by March 2019	<b>G</b>	<p>We are currently in the design stage of a new Play Area at Moorlands Park, Bacup. Funding has been secured from Lancashire Environment Fund (£30k) and Viridor (£50k), and RBC will be working in partnership with Bacup Pride and Newground to deliver the project in Spring/ Summer of 2019.</p> <p>Funding for the Rising Bridge play project is still being sought, and consultation has been carried out by Proffitt's with Residents of Newchurch to shape the new Play Area. The Council and Proffitt's are undertaking a consultation exercise with Residents of Whitworth to look into how £130k Section 106 money is spend from the Orama Mill development. This will take place in January 2019.</p> <p>Work in the Dell at Stubblelee Park will commence in early January 2019. RBC has appointed a contractor to resurface paths and reposition steps and boulders which have been damaged in past floods. This will be done using £20k from the Postcode Lottery.</p> <p>Work is continuing on the development of a Play Strategy.</p> <div data-bbox="1783 1358 2204 1417" style="border: 1px solid black; padding: 2px; text-align: right;"> <b>Lead Officer – Tony Watson</b> </div>

<b>1.2</b>	<b>Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more targeted enforcement.</b>				
<b>1.2-1</b>	To develop and implement a Corporate Enforcement Policy (including implementation of Public Space Protection Orders)	Via Programme Board	Complete by December 2018	<b>G</b>	<p>District enforcement commenced the 12 month trial on 3rd December 2018 and high profile publicity was used to launch the service to favourable reaction.</p> <p>In the first month over 300 Fixed penalty notices were issued for littering and dog fouling. Dedicated staff provides a 7 day week service across all parts of the Borough.</p> <p>Deployable CCTV has been purchased and is about to be deployed at an identified "hotspot" in Haslingden. This has now been agreed following some technical issues with LCC. This will remain in situ for a period of 3 months, pending any prosecution action against identified offenders.</p> <div style="text-align: right; border: 1px solid black; padding: 2px; width: fit-content; margin-left: auto;">Lead Officer – Phil Morton</div>
<b>1.3</b>	<b>Work with our partners to improve the quality and cleanliness of the roads in the Borough.</b>				
<b>1.3-1</b>	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	<b>G</b>	<p>Under the new Operational Structure, Green Spaces and Street Scene have been brought together which will allow RBC and Community groups to work together more efficient and cohesive manner, and to roll out the good work already being done in to Green Spaces.</p> <p>Key information from Community Groups and members of the public on issues such as littering and dog fouling, is being shared with enforcement partners. This is resulting in numerous Fixed Penalty Notices being issued across the Borough. Members of Haslingden Civic Pride are assisting Green Spaces and Street Scene staff in targeted clean ups in problem areas. An example of this is the Halo site, where there has been a history of heavy littering at weekends.</p>

					<p>Weekly clean ups are starting to make a difference, and patrols from Enforcement Officers should increase this effect further.</p> <p>Strong links remain with other Community Groups in Rossendale such as Weir and Bacup Pride, Civic Pride and Keep Whitworth Tidy as we continue to provide equipment for their activities.</p>	<b>Lead Officer – Tony Watson</b>
<b>1.4</b>	<b>Reduce waste collected and increase recycling rates in the Borough.</b>					
<b>1.4-1</b>	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.	<b>G</b>	<p>The recycling rate for Rossendale in Q3 is provisionally 27.17%, reduced from the previous quarter due to the reduced tonnage from the garden waste collections.</p> <p>In December, central government published its waste strategy ‘Our Waste, Our Resources: A Strategy For England’. This will be used as the basis for determining the new Lancashire strategy to be worked up during 2019, potentially impacting on how Rossendale collects its waste and recycling.</p> <p>In association with Lancashire County Council, plans are continuing to be developed for a countywide campaign to highlight the benefit of recycling materials, a number of short videos , highlighting what can and what cannot be recycled with Cllr Oakes and a local resident, as well as identifying the problems associated with single use plastics. At the end of Q3 the Environmental Services Facebook page continues to increase, with the number of likes is steadily increasing to 1313 at the end of Q3 with 1389 followers; the post informing the Christmas Waste collection dates reached over 12,000 residents.</p>	<b>Lead Officer – Tony Watson</b>

<b>1.5</b>	<b>Work with partners on ensuring Rossendale is robustly prepared for civil and environmental disasters.</b>				
<b>1.5-1</b>	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.	<b>G</b>	<p>The quarterly Emergency Planning Team meeting was held on the 27th November 2018; the Civil Emergency Plan was reviewed and updated.</p> <p>Discussion of arrangements in place and plan going forward were undertaken in relation to Exiting the EU and Death of a Senior Figure.</p> <p>The 2018/19 Operations Winter Plan was also distributed for comments.</p>

**Lead Officer – Steve Tomlinson**

<b>Priority 2</b>	<b>A connected, growing and successful Rossendale</b> Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.				
<b>2.1</b>	<b>Invest in our staff to champion our more commercial and digital approach.</b>				
	<b>Service Action</b>	<b>How monitored</b>	<b>Target</b>	<b>Status</b>	<b>Latest note</b>
<b>2.1-1</b>	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	The Skills Audit for staff has been completed to support the development of the Organisational Development Strategy.  <div style="text-align: right;"><b>Lead Officer – Clare Law</b></div>
<b>2.2</b>	<b>Make it easier for customers to interact with the Council online when it suits them, by making more of our services digital.</b>				
<b>2.2-1</b>	Develop Digital Strategy to set direction and prioritise work needed to achieve	Via Programme Board	Completion by March 2019	G	The Strategy will be presented to Overview and Scrutiny Committee in February and Cabinet in March 2019.  <div style="text-align: right;"><b>Lead Officer – Andrew Buckle</b></div>
<b>2.3</b>	<b>Establish thriving town centres of Rawtenstall, Bacup and Haslingden.</b>				
<b>2.3-1</b>	Deliver the Spinning Point project in Rawtenstall	By phased development 1,2 and 3	To complete phase 1 by qu4 2018/19	G	Subsequent to 3 cross party working group meetings, preferred scheme of Spinning Point agreed in December 2018 comprising a Spa plus, a residential offer and 7 retail/food and beverage units.  <div style="text-align: right;"><b>Lead Officer – Cath Burns</b></div>

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 <sup>st</sup> draft of project plan to Bacup THI board by qu4 2018	G	All building and public realm works are now complete. A proposal to refurbish and install lighting on the ex-fountain is progressing. The THI evaluation has now started and will conclude in June 2019.  <b>Lead Officer – Guy Darragh</b>
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	Considerable pre application work is being undertaken following HTF's decision to award £15,000 to support this work. This has included detailed technical reports, landlord consents, business and community surveys. Report to Council expected in quarter 4 seeking match funding.  <b>Lead Officer – Guy Darragh</b>
<b>2.4 Promote and increase inward investment in Rossendale attracting growth sector business.</b>					
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	Regulation 19 consultations concluded in quarter 3, the comments will be sent to the planning inspector in quarter 4 as per quarter 2 update.  <b>Lead Officer – Guy Darragh</b>
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	The plan is being developed through a monthly project group. The draft masterplan has been sent to Homes England who hold the legal charge on the land and further progress is anticipated in quarter 4.  <b>Lead Officer – Cath Burns</b>
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	CEBR has now concluded. The study has showed strong demand and identified 5 possible feasible options. The report has been sent to key stakeholders for their consideration and we await their feedback.  <b>Lead Officer – Guy Darragh</b>

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	Next meeting is scheduled for January 2019. Ongoing dialogue re-grading the key strategic routes.  <b>Lead Officer – Guy Darragh</b>
<b>2.5 Create a strong indigenous business base, supporting new and existing businesses.</b>					
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	Formal process adopted for purchase/lease/ rental system.  <b>Lead Officer – Cath Burns</b>
2.5-2	Recommend the acquisition and further development of employment based assets to expand the Council's portfolio, generate revenue streams and expand the business rate base	By investment portfolio purchases	Purchase of site by March 2019	G	Further due diligence and legal works underway.  <b>Lead Officer – Cath Burns</b>
<b>2.6 Develop our visitor economy, Adrenaline Valley brand and cultural offer.</b>					
2.6-1	Develop a tourism and cultural strategy for Rossendale	Production of strategy	Production of document September 2018	G	This will be discussed at the next Promoting Rossendale Board meeting in January to approve the next steps and consultation plan.  <b>Lead Officer – Guy Darragh</b>
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	Ongoing dialogue with LCC regarding the landslip and lease.  <b>Lead Officer – Guy Darragh</b>

<b>2.7</b>	<b>Bridge the MTFS £1m funding gap using an increased commercial, efficient and effective approach to Council services.</b>				
<b>2.7-1</b>	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	<b>G</b>	October 2018 saw an update report on the MTFS to Cabinet, The December financial settlement will produce a better position given the Government's positive announcement on: Business Rates pilots, New Homes Bonus and negative Revenue Support Grants. The significant risk regarding Business rates beyond 2019/20 remains. The next MTFS update, together with the 19/20 Budget, is scheduled for February 2019.  <b>Lead Officer – Phil Seddon</b>
<b>2.7-2</b>	Contract renewal for Revenues, Benefits, Customer Contact and system applications	Monitored via the Programme Board.	January 2019 (for a Oct 2019 commencement)	<b>G</b>	The Tender bids closed 7 <sup>th</sup> December. The evaluation process required clarification meetings with the bidders. Members will consider Officer recommendations at Full Council in January 2019.  <b>Lead Officer – Phil Seddon</b>
<b>2.7-3</b>	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.	<b>A</b>	The deadline for the MHCLG exercise passed 14 <sup>th</sup> December 2018. The remaining and final stages of the project will focus on resolving any owner disputes.  <b>Lead Officer – Phil Seddon</b>
<b>2.8</b>	<b>Work with partners and community organisations to deliver excellent and innovative customer services.</b>				
<b>2.8-1</b>	Develop and implement a Customer Strategy.	Monitored via Programme Board	Completed by March 2019	<b>G</b>	The Strategy will be presented to Overview and Scrutiny Committee on February and Cabinet in March 2019  <b>Lead Officer – Sam Plum</b>



<b>3</b>	<b>Priority 3 - A Proud, Healthy and Vibrant Rossendale</b> Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.				
<b>3.1</b>	<b>Celebrating the success of our resident, business and the Council’s work through publicity, raising awareness of the great things they do.</b>				
	<b>Service Actions</b>	<b>How monitored</b>	<b>Target</b>	<b>Status</b>	<b>Latest note</b>
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.	<b>G</b>	A steady flow of positive news stories across multiple channels supporting the Council’s key priorities has been delivered, including: <ul style="list-style-type: none"> <li>— Small Business Saturday including production of several short videos showcasing businesses in the Borough. The videos received good traction on social media and were welcomed by the businesses involved.</li> <li>— The Whitaker extension plans and Council’s Economic Development Strategy.</li> <li>— National, regional and local coverage on the rotting chicken being dumped. While a grim subject, it did highlight challenges the Council faces and the quick response by Operations to an issue causing concern for residents.</li> <li>— Progress on the rail link including businesses supporting the plan</li> <li>— An update on District Enforcement</li> <li>— Lancashire Day</li> <li>— Several enforcement actions the Council had taken</li> <li>— White Ribbon campaign</li> <li>— Christmas message from the leader outlining key achievements over the year and a look forward to next year.</li> </ul> <div style="text-align: right; border: 1px solid black; padding: 2px; width: fit-content; margin: 0 auto;"> <b>Lead Officer – Ben Greenwood</b> </div>

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 improve the ability of individuals and community organisations to influence the services they require and need.	Monitored via Portfolio Holder, budget monitoring and Community Partnerships	Complete agreed actions by March 2019	G	<p>Community Partnerships: meetings have been held in all 4 areas in October. These meetings continued the process of identifying priorities and agreeing actions.</p> <p>Grants: 14 Community Partnership Grants and 8 Community Fund Grants have been awarded to local community groups.</p> <p>Rossendale Council Grants have been reviewed by Cabinet in November and have agreed to continue with the focus on financial inclusion. A successful programme of WW1 centenary events and commemorations; Christmas markets and lights switch on events have been supported. Community consultation event was held in October to support development of the AB&amp;D Centre in Bacup as a community hub.</p> <p style="text-align: right;"><b>Lead Officer – Alison Wilkins</b></p>
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>Fortnightly multi agency ASBRAC meetings are held to address anti-social behaviour. Several Community Protection Warning notices have been issued to individuals. A successful White Ribbon awareness campaigning was delivered in Rossendale. The Prevent action plan has been updated. The Domestic Homicide Review report has been completed.</p> <p style="text-align: right;"><b>Lead Officer – Alison Wilkins</b></p>
3.2-6	Installation of updated CCTV across the Borough	This will be monitored via Programme Board	December 2018	A	<p>Tender documents were published on 21 September with deadline date of 29 October.</p> <p style="text-align: right;"><b>Lead Officer – Alison Wilkins</b></p>

<b>3.3</b>	<b>Work with partners to help residents improve their health and wellbeing</b>				
3.3-1	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 meet the needs of Rossendale residents.	Governance in place for Strategic Health Partnership  Governance in place for Children's partnership	Improvement in Rossendale Health Profile	G	The following multi-agency partnerships, led by the Communities Team, met during the quarter to co-ordinate activity and address priorities: Children's Partnership Board, Health and Wellbeing Partnership, Transforming Lives. Group established to co-ordinate Creative People and Places bid to Arts Council. Working with partners on the Strategic Health Partnership to shape priorities for local residents.  <b>Lead Officer – Alison Wilkins</b>
<b>3.4</b>	<b>Protect our more vulnerable residents by working to prevent and relieve homelessness, and providing adaptations to assist people to live independently in their own homes.</b>				
3.4-1	Preparation of Homelessness Strategy (2018-21)	This will be monitored via the Programme Board	O&S 15.10.18 Cabinet 28.11.18	G	Completed.  <b>Lead Officer – Mick Coogan</b>
3.4-2	Syrian Refugee Resettlement Programme (SRP)	This is monitored via the Programme Board	Completed September 2018	G	Cohort 1 completed, now preparing for Quarter 2.  <b>Lead Officer – Mick Coogan</b>
<b>3.5</b>	<b>Meet the housing needs of the Borough by increasing the delivery of affordable homes and reducing the number of empty dwelling across the Borough.</b>				
3.5-1	Develop an empty property strategy and action plan.	Monitored via the Programme Board	March 2019	G	Due for Overview and Scrutiny on 11th March 2019.  <b>Lead Officer – Mick Coogan</b>

<b>3.6</b>	<b>Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities.</b>				
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	<p>The project has performed well in quarter 3 the sporting activity side. Seeing an up-lift in candidates The pilot project continues to exceed its annual targets.</p> <div data-bbox="1720 389 2197 446" style="border: 1px solid black; padding: 2px; text-align: right;"> <b>Lead Officer – Guy Darragh</b> </div>

Priority	Corporate Performance Indicators	Target	Quarter 2	RAG Status	Quarter 3	RAG Status
			2018-19		2018-19	
<b>Priority 1</b>						
1.1	Inspections of play area sites and play equipment – 2 per month	100%	100%	GREEN	100%	GREEN
1.1	Number of reported near miss/accidents in playgrounds/play equipment – to be monitored from 1 <sup>st</sup> October 2018	Less than 5	-	-	1	GREEN
1.2	Number of Fixed Penalty Notices issued – monitoring to commence Quarter 4	-	-	-	-	-
1.3	Resident satisfaction with street cleansing – resident survey to be completed Spring 2019 to develop baseline information	-	-	-	-	-
1.4	Percentage of the total tonnage of household waste which has been recycled – calendar year %	30% per quarter	33.32%	GREEN	27.17%	GREEN
1.4	To bring in line with the Lancashire average the residual household waste per household – kilogrammes (lower is better)	149.93kg LCC actual Q1	130.77kg	GREEN	132.85kg	GREEN
1.4	Recycling – subscribers to the garden waste collection service	5000	6523	GREEN	6630	GREEN
1.5	Annual test of Civil Emergency Plan and Business Continuity Plans – 100% compliance	100%	100%	GREEN	100%	GREEN
<b>Priority 2</b>						
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	6 minutes	4.0 minutes	GREEN	3.3 minutes	GREEN
2.2	Average waiting time for customers in OSS – within 10 minutes	100%	17.9 minutes	RED	7.3 minutes	GREEN
2.2	Reduce the number of customer visits to OSS by 10% each quarter (baseline April 2016 – 8095 customers)	10% per quarter	3474 visits	GREEN	3500	GREEN
2.2	% of Council Tax collected	96.7%	56.05%	GREEN	83.6%	GREEN
2.2	Percentage of non-domestic rates collected	98.2%	58.43%	GREEN	83.0%	GREEN
2.2	Accuracy of processing housing benefit and council tax claims	93.0%	94.67%	GREEN	95.4%	GREEN
2.2	% of recoverable overpayments recovered (Housing Benefit) that are recovered during period	50%	133.17%	GREEN	78.8%	GREEN

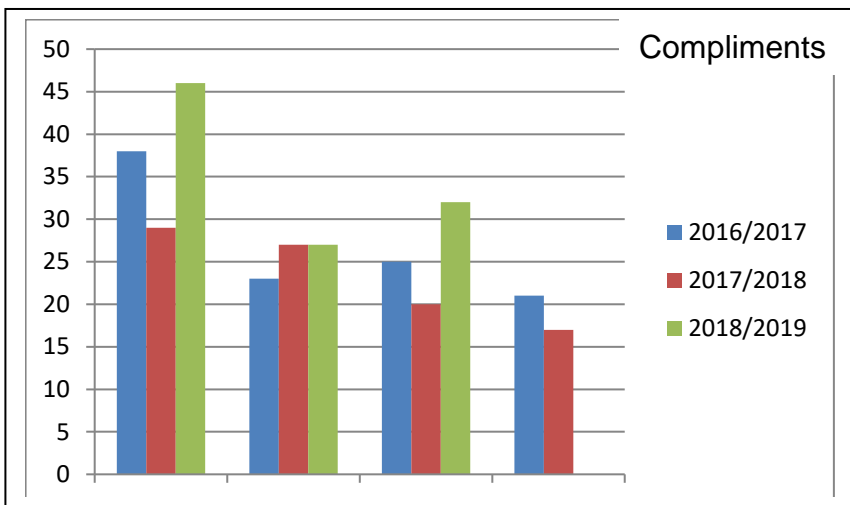
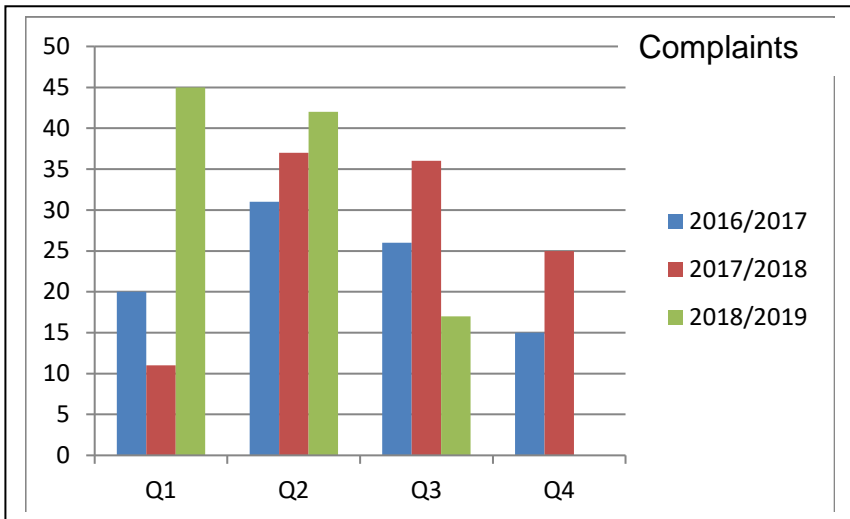
2.2	Housing Benefits overpayments recovered as % of the total amount of Housing Benefit Verification overpayment debt outstanding	6.25%	8.61%	GREEN	8.1%	GREEN
2.2	Time taken to process Housing Benefit new claims – target 21 days	21 days	19.3 days	GREEN	23.1 Days	AMBER
2.2	Time taken to process Council Tax Benefit new claims – target 22 days	22 days	19.9 days	GREEN	22.7 days	AMBER
2.2	Time taken to process Housing Benefit Change in circumstances – target 6.5 days	6.5 days	6.36 days	GREEN	9.9 days	RED
2.2	Time taken to process Council Tax Benefit Change in circumstances – target 6.5 days	6.5 days	5.1 days	GREEN	8.4 days	RED
2.2	Less than 5% of new Housing Benefit claims outstanding over 50 days	5 %	0%	GREEN	3%	GREEN
2.3	To increase town centre footfall – baseline indicator to be developed in Spring 2019	-	-	-	-	-
2.4	% increase in business rates base – benchmark being established Autumn 2018	-	-	-	-	-
2.5	20 Businesses enrolled in Business Relationship Programme project and visited in past year	100%	100%	GREEN	100%	GREEN
2.6	STEAM data – increase in annual visitor numbers – benchmark being established Autumn 2018	-	-	-	-	-
2.7	Potential savings identified of 2019/20 £492k 2020/21 £887k (as per October 2018) - albeit still leaves a funding gap in each of the 2 years. (NB Quarter 3 updates based on 19/20 Budget working papers)	100% 19/20 100% 20/21	67% 34%	GREEN AMBER	83% 46%	GREEN AMBER
2.8	Resident satisfaction of customer service – resident survey to be completed Spring 2019 to develop baseline information	-	-	-	-	-
<b>Priority 3</b>						
3.1	Increase the number of engagements on Council’s Social Media account – baseline 6200 (not previously monitored)	5% per quarter	9157	GREEN	11108	GREEN
3.1	Increase the number of likes and followers on social media channels – baseline 8832 (not previously monitored)	5% per quarter	9051	GREEN	9137	GREEN
3.2	Reduction in number of licensed hackney carriages to 1400	April 2018	457	GREEN	260	GREEN
3.2	Reduction in number of licensed hackney carriage drivers to 1680	Sept 2018	1617	GREEN	1129	GREEN
3.2	Number of licensed premises visited and inspected annually monitored.	75 per	10	AMBER	12	AMBER

	247 licensed premises as at 1.04.18 - 247	annum				
3.2	Number of licensed premises found to be low or very low risk annually monitored. 30% of 75 premises inspected (as above)	22 per annum	5	AMBER	7	AMBER
3.2	Increase in number of people attending the re-brand and re-launch of the Community Partnership meetings held June, October and February	10%		GREEN	70	GREEN
3.3	Community Partnership Grants awarded – budget £15k per annum	100%	66%	GREEN	85%	GREEN
3.4	Number of Disabled Facilities Grant completed per annum	76	40	GREEN	75	GREEN
3.4	Reduce the number of Statutory Homeless Households per annum (to be reported quarter 4)	36	-	-	-	-
3.4	Increase the number of homelessness preventions and relief per annum (to be reported quarter 4)	140	-	-	-	-
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)	488	474	-	474	GREEN
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)	181	178	GREEN	178	GREEN
3.5	Increase the supply of Affordable Housing Units in the Borough per annum	25	20	GREEN	20	GREEN
3.6	To support 20 residents into employment through the Rossendale Works Project 2018/19	20	5	GREEN	2	GREEN
	<b>Finance</b>					
CORP 1	Payment of undisputed invoices within 30 days	90%	78.4%	AMBER	84.4%	AMBER
	<b>Legal</b>					
CORP 2	Freedom of Information (FOI) request average response time	20 days	12.5	GREEN	16.9	GREEN
CORP 3	Formal complaint average response time	10 days	7.5	GREEN	6.77	GREEN
CORP 4	GDPR subject access requests (notifiable reported breaches)	30 days	0	GREEN	0	GREEN
	<b>Planning</b>					
CORP 5	Percentage of 'Major' planning applications determined within 13 weeks	100%	100%	GREEN	100%	GREEN
CORP 6	Percentage of 'Minor' planning applications determined within 8 weeks	100%	98%	GREEN	100%	GREEN
CORP 7	Total number of 'Other' planning applications	100%	97%	GREEN	98%	GREEN

COPR 8	Net Additional Homes Provided per annual, quarter 4	247	-	-	-	-
	<b>People and Policy</b>					
CORP 9	Reduce staff turnover in line with National Average—annually monitored	15%	-	-	-	-
CORP 10	% Performance Development Reviews (PDRs) completed—annually monitored	100%	-	-	-	-
CORP 11	Reduce number of days lost due to sickness per FTE per annum (cumulative).	8 days	4.69 days	AMBER	7.92%	AMBER
CORP 12	Number of RIDDOR reportable accidents and incidents	Less than 5	2	GREEN	zero	GREEN
CORP 13	% random drugs and alcohol tests undertaken monthly in line with Council policy.	5%	5%	GREEN	5%	GREEN



## Compliments and Complaints



Complaint Trends	2016/2017	2017/2018	2018/2019
Q1	20	11	45
Q2	31	37	42
Q3	26	36	17
Q4	15	25	

Compliment Trends	2016/2017	2017/2018	2018/2019
Q1	38	29	46
Q2	23	27	27
Q3	25	20	32
Q4	21	17	










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










During Q3 one ombudsman enquiry was received as follows: Corporate & Other Services. Information has been provided to the Ombudsman and the Council is awaiting a decision.








\*Please note that the Council is not notified of all enquiries/decisions by the Ombudsman. The above takes into account only those enquiries that the Council was notified of at that particular time.




## Corporate Risk Register

### Corporate Internal Risks

Risk Title	Responsible Officer	Latest Note	Status
Business Continuity	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	Sam Plum		
Finance	Phil Seddon		
Finance	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	Phil Seddon	Regular reporting to Members and scrutiny (including that of internal audit) ensures focus and continual improvement.	
Finance	Phil Seddon	Arrangement already in place and PID completed. Currently exploring alternative procurement routes	
IT	Andrew Buckle		
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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		

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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 Rosendale 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.	

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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	