

Rossendale Borough Council has three priority themes which represent the main aims of the Council. Against each of these priorities we have set out a range of actions, measures and targets for achievement. This report will tell you how well we are doing in delivering our priorities by; demonstrating the progress we are achieving in completing the actions and targets in our Corporate Strategy, together with providing key performance management information about the Council’s performance, in the following sections:

- **Actions and Projects**
- **Performance Indicators**
- **Complaints and Complaints**
- **Compliments and Complaints**
- **Corporate Risks**

Data Quality


Rossendale Council is committed to improving services for local people; we recognise that strong performance management and robust data quality processes are an important part of helping us achieve this. Data Quality is about making sure that the data and information we use to compile this report is accurate, reliable and is provided in a timely manner. The council has introduced a Performance Management Framework and Data Quality Strategy (currently being refreshed) to ensure that all performance information continues to be collected and used efficiently and effectively to drive improvements in our services.

Performance Indicators

Each year the Council sets targets for achievement against a range of performance indicators and uses a RAG rating status to monitor the targets.

Performance RAG (Red, Amber, Green) rating status indicators	
Indicator	Status
GREEN	On track, no substantial issues or risks which require action from the Council’s Programme Board
AMBER	Some issues or risks which require action from the Council’s Programme Board to keep the project on track
RED	Project in jeopardy – serious issues or risks needing urgent action
NOT KNOWN	The status cannot be calculated

Quarter 4 2019-2020 Service Actions and Corporate Projects

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	Latest note		
1.1-1	Prepare ‘Love Parks’ masterplans for Whitaker and Victoria Parks.	<p>Edgeside Park</p> <p>Two questionnaires have been designed; one for children and one for young people/adults. Consultation has taken place throughout February and March 2020, which included two local primary schools and one secondary school, local churches and community organisations and open consultation at The Boo, Waterfoot.</p> <p>The questionnaires received a fantastic response with over 200 questionnaires completed. The results have been compiled and a report of the outcomes will support the development of a draft masterplan with recommendations and phasing plans.</p> <p>In addition, six people come forward to say they would be interested in a Friends of Edgeside Park group.</p> <p>Unfortunately, the bid to Pocket Parks was unsuccessful due to it being heavily oversubscribed.</p>		
		Corporate Project - 1	RAG Status 	Responsible Officer – Alison Wilkins

1.2	Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more targeted enforcement.		
1.2-1	Pilot and implement the Corporate Enforcement Strategy.	<p>The trial of a third party service provider to carry out on street enforcement has now been in place since December 2018 and was extended in December 2019 for a period not exceeding 12 months. This was to allow continued evaluation of the impact on the local environment and to provide a fuller picture of the impact on any behavioural change on those who litter, allow their dogs to foul or commit other environmental crime.</p> <p>In October 2019, the council introduced revised Public Space Protection Orders replacing those already in place in relation to the control of dogs in public places. As well as reiterating the controls already in place, two new measures were introduced limiting the number of dogs walked by an individual and a requirement for dog walkers to carry with them the means to pick up after their dog.</p> <p>It was felt that the extension of the trial with the third party provider to enforce the Public Space Protection Orders would allow a full evaluation of their effectiveness, before the decision was taken whether the service should be continued and if so to allow a full procurement exercise to take place in the summer of 2020.</p> <p>Since January 2020 the enforcement officers have taken direct action against over 70 individuals who have breached the Public Space Protection Order both for dog fouling and other related offences.</p> <p>The work of the officers carrying out on street enforcement has effectively stopped since March 2020 in light of the current Covid-19 situation; this will also have an impact on the timescales to carry out a full evaluation and procurement. However, this is still planned during the terms of the current trial extension.</p>	
Corporate Project – 2		RAG Status	Responsible Officer – Phil Morton

1.3	Work with our partners to improve the quality and cleanliness of the roads in the Borough.		
1.3-1	<p>Work and civic pride friend's groups and members of the community to encourage residents to get involved in keeping Rossendale clean and tidy.</p>	<p>RBC has ordered bedding plants for all Community Groups across the borough. These will still be delivered for planting at the end of May 2020.</p> <p>Many Community Groups have ceased their activities in recent months due to the Covid-19, although some members of the public have litter picked whilst exercising. The resultant waste has been moved by the Council.</p> <p>RBC was due to support Civic Pride Rawtenstall in their entry to Britain in Bloom Awards this Summer by increasing street cleansing on the route. These events have now been cancelled due to Government Restrictions, however the council will resume working in partnership with community groups within Rossendale once restrictions have been lifted and it is safe to do so.</p>	
		Responsible Officer – David McChesney	
1.3-2	<p>Develop and deliver a clean air strategy.</p>	<p>Following the council's declaration of a climate change emergency in July 2019, a draft Clean Air and Climate Change Strategy was produced and a 12-week public consultation was carried out to seek the opinions of residents, businesses and partners who have a stake in climate change. Following this period, it was felt that the focus of the strategy should be purely on the climate change aspect and a further draft document was subsequently produced; concentrating on 3 key areas of Efficient Energy Consumption, Sustainable Transport and Waste and the Wider Environment.</p> <p>To enable effective implementation of the strategy, a detailed action plan is currently being finalised which also outlines what others involved in climate change should seek to introduce. The strategy and action plan is planned to be presented to Cabinet in July 2020.</p> <p>In practical terms, installation of electric vehicle charge points across the borough funded by a joint OLEV grant should have commenced in March 202. However, in light of the COVID 19 situation, this has been delayed, although completion is still scheduled for September 2020. These will support the taxi industry in investing in electric vehicles, as well as allowing the council to invest in electric vehicles for use by staff.</p>	
		Corporate Project – 3	RAG STATUS
		Responsible Officer – Phil Morton	

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

1.4-1 Develop a waste recycling improvement strategy.

The services Recycling Waste Management Plan was drafted in quarter 1. Consultation of the draft strategy has been undertaken with the Portfolio Holder for Operations and will form part of the Clean and Green Improvement Plan for 2020/21 and the Climate Change Strategy, which includes increasing recycling levels to 45% over the next five years. The actions for this indicator have been implemented, however recycling levels in 2019/20 were 31.5%, a decrease on the previous year. Average levels in English district councils are 45%. Due to this poor performance compared to others, the rating is Amber. The key focus for this indicator which was to reduce contamination levels has been a success.

Throughout quarter 4 localised recycling campaigns continued through its social media sites and in conjunction with LCC has participated with a Countywide recycling campaign focused on plastics, tubs and containers.

Contaminated bins in 2019/20	Q1	Q2	Q3	Q4
Blue				
Contaminated - 1st Warning	1013	68	645	212
Contaminated -Bin removed			18	43
Contaminated 2nd Warning	173	19	228	85
Brown				
Contaminated - 1st Warning	7	2	5	4
Grey				
Contaminated - 1st Warning	173	98	152	40
Contaminated -Bin removed			11	6
Contaminated 2nd Warning	23	15	62	6

The team has continued throughout this quarter identifying containers that are contaminated and appropriate action is taken, including stickers on the containers and letters to the residents. In total we have removed 49 containers this quarter for residents who continually contaminate their bins.

Towards the end this quarter Irwell Street Metal refused to accept paper and cardboard stream and interim arrangements for tipping have been put in place at Rishton Paper Mill.

Finally, in this Quarter we have gained £15k funding from for Environmental Education, which will be primarily to appoint a temporary Education officer to focus on dealing with extra general waste bins and contamination alongside educational. This post was to be appointed early 2020/2021 but delayed due to Covid-19.

Corporate Project – 4	RAG Status	Responsible Officer – Keith Jenkins

1.5	Work with partners on ensuring Rossendale is robustly prepared for civil and environmental disasters.	
1.5-1	<p>Maintain Civil Emergency Plans and Business Continuity Plans to ensure robust arrangements are in place in the event of an incident.</p>	<p>During quarter 4 an Emergency Planning Team meeting was held on the 4th February 2020, where it was agreed that a short, medium and long term disaster plan would be drawn up for Henrietta Street, the Civil Emergency Plan was updated following staff changes, a telecommunications audit highlighting what hardware was in place in the event of the electricity outage would be undertaken and to produce a Mass Fatalities Plan.</p> <p>Feedback from LASeR meeting: A risk assessment on the new Rawtenstall bus station has been undertaken which highlighted a couple of risk areas, Barnfield are to address the issues and the extra costs will be covered in the existing contract.</p> <p>Covid-19: Following advice from Government the council activated its business continuity plan, this included a review of the council's critical and priority services to maintain essential service delivery to Rossendale's residents, businesses and customers. Throughout the pandemic the council has maintained a full refuse service, additional support was redeployed to bereavements services, remote working was rolled out to all office based staff and working practices were reviewed by Capita and Corporate Support to maintain customer services. Finance has worked closely with Capita to deliver NNDR support to businesses. Residents, businesses and customers have been regularly updated via the council's website, press releases and social media.</p>
		Responsible Officer – Steve Tomlinson

Priority 2	<p>A connected, growing and successful Rossendale</p> <p>Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.</p>			
2.1	<p>To work with staff to champion our more commercial and digital approach to make it easier for customers to interact with the Council online when it suits them, by making more of our services digital.</p>			
2.1-1	<p>Develop an in-cab technology waste/recycling collection infrastructure.</p>	<p>Historically communication between Corporate Support, management team in the back office at Henrietta Street and the crews has been long winded using a data base spreadsheet and paper-based reports. The introduction of the in-cab technology has provided officers and crew with real-time information, allowing information to be communicated to customers and supporting a more effective delivery of waste and recycling service, with fewer customer complaints. The in-cab technology was fully implemented across the service in February 2020.</p>		
		<p>Responsible Officer – Keith Jenkins</p>		
2.1-2	<p>Implement the Digital Transformation Strategy.</p>	<p>The second phase of the RBC website has been successfully installed and completed during quarter 4. The roll-out of the Revenues and Benefits Citizen Access modules have been suspended during the COVID-19 current situation.</p> <p>Advances have been made and actions completed successfully. However, the overall customer experience through the council’s website is still considered to be poor compared to others. A new digital strategy which will also focus on customer care will be developed and implemented in 2020/21 with a view to significantly improving the council’s approach to digital work, systems and improving digital engagement with residents.</p>		
		<p>Corporate Project- 5</p>	<p>RAG Status</p>	<p>Responsible officer – Andrew Buckle</p>

2.2	Establish thriving town centres of Rawtenstall, Bacup and Haslingden.							
2.2-1	Deliver the Spinning Point Project.	<p>No major works have been completed on the Spinning Point project during this quarter following the opening of the Transport Interchange Facility in late November 2019 (although work on completing the public realm is planned and progressing).</p> <p>Works associated with the new Bacup Road car park are now nearing completion, with only a small amount of surfacing works to complete along with final landscaping/planting and white lining works. Once these works are finalised all contracted works will have been completed by Barnfield Construction.</p> <p>The council took a decision in this quarter to no longer progress with Spinning Point Phase 2 in order to 'take stock' and refresh the vision for Rawtenstall. The positive impact of Spinning Point to date and the upward trajectory of Rawtenstall was noted.</p> <table border="1" data-bbox="660 587 2175 727"> <tr> <td data-bbox="660 587 1153 671">Corporate project - 6</td> <td data-bbox="1153 587 1453 671">RAG Status</td> <td data-bbox="1453 587 2175 671">Responsible Officer – Cath Burns</td> </tr> <tr> <td></td> <td data-bbox="1153 671 1453 727" style="background-color: yellow;"></td> <td></td> </tr> </table>	Corporate project - 6	RAG Status	Responsible Officer – Cath Burns			
Corporate project - 6	RAG Status	Responsible Officer – Cath Burns						
2.2-2	Deliver the Future High Street bid for Bacup.	<p>A Cabinet report was presented in March 2020 detailing the latest update with this project.</p> <p>A draft FHSF submission was made in March 2020 and feedback from MHCLG is pending. All commissions progressing in line with expectations. Deadline for final submission is 30th June 2020. This project is managed by the Bacup 2040 steering group, sub-groups and a project board.</p> <p>The Market Square development tender has been awarded to G&S architects. The stage 2 review has been concluded with amendments requested by the project group, Bacup 2040 Board and CMT. This will be an exciting transformational experience aimed at improving footfall and visitor spend in Bacup town centre area. Visitors will be able to enjoy a new indoor market and food and drink hall. It is anticipated that this will be a high quality experience with the best of local produce and drink offered to residents and visitors. Entertainment will be provided through a regular events programme in a new Market Square events space.</p> <p>New public realm, parking and transport has been awarded to Day Architects and will deliver quality street and layout improvements that will support the anticipated growth and revitalisation of Bacup town centre.</p> <table border="1" data-bbox="660 1286 2175 1367"> <tr> <td data-bbox="660 1286 1153 1367"></td> <td data-bbox="1153 1286 2175 1367">Responsible Officer – Guy Darragh</td> </tr> </table>		Responsible Officer – Guy Darragh				
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2.2-3	Develop the Haslingden 2040 Vision and bid for NHLF.	<p>A project officer has been appointed and project start-up took place in February 2020.</p> <p>The project will see the delivery of a circa £2.5m of welcomed improvements to Haslingden town centre. The project links and complements the Haslingden 2040 Vision and Masterplan which was approved by council in draft form in 2019.</p> <p>During the current NLHF development period the objective is to consult fully on the Vision and Masterplan with residents, businesses and stakeholder groups, obtain council approval and SPD planning status. The NLHF bid will reflect closely the Vision and Masterplan consultation and will focus upon the public realm improvements on Deardengate, new events area near the big lamp, regeneration of historic buildings, shop front upgrades and town centre events.</p> <p>Discussions are ongoing with NLHF around the consultation plan in view of Covid-19 and some adjustment to the project plan may be required. It was originally profiled to submit stage 2 NLHF bid submission in February 2020 but Covid-19 alterations may result in a mutually agreed reprofile of the project plan to expand the development phase and reduce the delivery phase; this is envisaged to result in a cost neutral position. It is too early in the process to confirm that this profiling will be necessary and as such it not regarded as a significant long-term project issue. The project is managed by the Haslingden Strategic Board and a project group has been established.</p>	Responsible Officer – Guy Darragh
2.3 Promote and increase inward investment in Rossendale attracting growth sector business.			
2.3-1	Secure 27 hectares of employment land within the emerging local plan.	<p>The Local Plan examination was paused in Q4 while the council responds to the Schedule of Actions agreed with the Planning Inspectors during the hearings in Autumn 2019.</p> <p>It is anticipated that consultation on the Main Modifications to the Local Plan will commence in Summer 2020, following completion of the actions and submission to the Planning Inspectors. However, as some of the work required will take longer than anticipated given the ‘lock down’ in place. The uncertainty as to when the ‘lock down’ will end could have possible implications on the statutory 6-week consultation on the Main Modifications.</p>	Responsible Officer – Anne Stora

2.3-2	Bring forward Futures Park for development.	<p>Plot 5 –Plot 5 building shell is complete with internal office and mezzanine underway. Gas, water, electrical services have been brought to site with final connections booked in. Attenuation tanks have been installed with external works underway. Barnfield are aiming to complete end of June 2020. The effects of Covid-19 are being monitored and actioned on where possible.</p> <p>Plot 1 – Planning application has been prepared and submitted to Rossendale Borough Council. Site investigations and traffic surveys have commenced. Ongoing discussions with Lancashire Enterprise Partnership have been held to discuss funding with offer letter now formally issued to Rossendale Borough Council for acceptance. Master Programme issued for the works with appointment of main contractor to provide detailed costs required urgently.</p>		
		Corporate Project - 7	RAG Status	Responsible Officer – Cath Burns
2.3-3		<p>Bring forward the Rossendale Valley Growth Corridor to provide the strategic infrastructure, including:</p> <ul style="list-style-type: none"> • Enhance funding for M65/A56 and Rawtenstall Gyratory. • Rawtenstall Rail link. <p>The council has collaborated with the County Council to develop and implement an improvement scheme for the Rawtenstall gyratory, which is acknowledged by the County Council to be the key junction on the highway network in Rossendale.</p> <p>The viability of the growth ambitions set out in Council’s Local Plan has a dependency upon improved road traffic capacity at this and other junctions on Rossendale’s principal road network. Lancashire County Council has scoped an outline proposal building on the highway capacity study work. This shows a suitable programme of improvements that can be delivered, with consideration to avoid relocation of the Fire Station and to minimise impacts both to the operation of the Lancashire Fire and Rescue Service and to the staff based at this facility. This planned programme of improvements was submitted to Central Government in January 2020 for pinch point funding.</p>		
		Corporate Project - 8	RAG Status	Responsible Officer – Cath Burns

2.4	Create a strong indigenous business base, supporting new and existing businesses.	
2.4-1	Implement individual estate rent reviews.	<p>The streamlining of the Purchase Lease Rent (PLR) process has now been internally audited. The audit reflects that the team have overhauled the process to streamline efforts have been successful and is now a robust structure. The next step is to add an online payment facility to the PLR applications to support efficiency and easy navigation.</p> <p>The garage licence review is now complete and there is a clear availability sheet available. An inspection rota has been established to ensure that all sites are now regularly inspected to ensure that licence terms are adhered to and to monitor any encroachments. The team are working with Together Housing in regard to any garage sites discrepancies from the 2006 land swap and develop a proposal to rectify any outstanding issues and remove any potential liabilities for the Council. The garage rental review has been undertaken for the current financial year and all garage payments are now eligible for VAT.</p> <p>The industrial sites have now all been inspected and all available lease documents have been collated. A lease analysis schedule for each property will shortly be complete to allow for rent reviews to be implemented where applicable. In addition, all leased land and property agreements will be digitised and the data will be fed into the Civica system to enable future rent reviews to be monitored effectively.</p>
		Responsible Officer - Lucie Greenwood
2.5	Develop our visitor economy, Adrenaline Valley brand and cultural offer.	
2.5-1	Deliver the Whitaker HLF Project.	Project activity has been dominated throughout the period by the main contractor tendering process. The closing date for receipt of tenders was extended to 31 st January 2020 with a selection panel held on 4 th February 2020 comprising of RBC, Whitaker CIC and Day Architectural representatives. Four completed tenders were submitted with a clear front runner identified. All tender prices however required for a value engineering process to take place. A revised amended schedule of works that fulfils the agreed purposes of the proposal has now been agreed in principle, subject to contract.

		<p>The priority throughout this process has been to ensure that the approved purposes which we are contractually obliged by the funder to deliver continue to be met. The visitor experience remains high quality and in line with specified outcomes for people and communities and the infrastructure to deliver income in line with the business plan remains intact. Conversations are ongoing with the preferred contractor to establish the impacts of coronavirus restrictions on their ability to deliver within expected timeframes.</p> <p>The Community Development and Volunteer Co-ordinator commenced in post in February 2020 and has made a significant and positive impact in volunteer recruitment and support structures.</p> <p>The impact of the coronavirus began to be felt in mid-March 2020 with the closing of the Whitaker and one project team member self-isolating. Contingency plans are in development to address project delivery. However, it is proposed that the project will progress as planned with only a few months delay caused by coronavirus.</p>						
		<table border="1"> <tr> <td data-bbox="660 595 1180 671">Corporate Project - 9</td> <td data-bbox="1180 595 1453 671">RAG Status</td> <td data-bbox="1453 595 2177 671">Responsible Officer – Charlotte Steels</td> </tr> <tr> <td data-bbox="660 671 1180 754"></td> <td data-bbox="1180 671 1453 754" style="background-color: yellow;"></td> <td data-bbox="1453 671 2177 754"></td> </tr> </table>	Corporate Project - 9	RAG Status	Responsible Officer – Charlotte Steels			
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2.6	Bridge the MTFS £1m funding gap using an increased commercial, efficient and effective approach to Council services.							
2.6-1	<p>Deliver the MTFS and sustainability of the Council.</p>	<p>The Finance Team are working on the 2019/20 outturn position, at this point it is too early to say whether this will have a favourable or adverse impact on the MTFS.</p> <p>The MTFS includes a number of future savings and income opportunities which have the potential to reduce the future year’s funding gap. However, there is still work to be done to reduce the gap. In addition, Covid-19 has increased the financial pressures on the deliverability of the MTFS. The MTFS therefore continues to be a challenge for the council in ensuring its medium to longer term financial sustainability and its requirement to approve annually, a balanced budget. A fundamental review of the MTFS will be undertaken by CMT in Quarter 1 20/21.</p>						
		<table border="1"> <tr> <td data-bbox="660 1385 1211 1385"></td> <td data-bbox="1211 1385 2177 1385">Responsible Officer – Karen Spencer</td> </tr> </table>		Responsible Officer – Karen Spencer				
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2.7	Work with partners and community organisations to deliver excellent and innovative customer services.	
2.7-1	Review and improve the revenues, benefits and customer services delivered by the Capita Contract	<p>The revised ICT infrastructure build that will enable an enhanced digital proposition to customers has been completed. This includes all of the Data Centre and the core application and integration work, completed in February 2020.</p> <p>Unfortunately, the first part of the Citizen Access training that was due to take place at the end of March has had to be cancelled due to the current COVID-19 situation. This will be reorganised for a future date.</p> <p>The future work will include developing self-service portals for landlords, revenues and benefits customers. Customers will be able to access data relating their council tax accounts and benefits claims online as well as accessing an upgraded range of online forms to allow for out of hours and self-service.</p>
		Responsible Officer – Andrew Buckle

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 successes of our residents, businesses and the Council’s work through publicity, raising awareness of the great things they do.	
3.1-1	Celebrate the success of our residents, businesses and the council’s work through publicity raising awareness of the great things we do.	<p>At the start of this quarter, we had a steady stream of positive news stories, covered by all local media, about the council and the borough. Highlights include the extension of the Love Parks initiative, our approach to homelessness having a positive impact and also the positive work we have been doing on disability facilities grants. In January 2020, we produced a video of the new chief executive setting out what he hoped to achieve in his new role. Since March 2020, the communications team has focused on the coronavirus response as well as highlighting the positive role the council is doing leading efforts against the disease on a local front.</p>
		Responsible Officer – Ben Greenwood
3.2	Build strong, resilient communities, creating neighbourhoods where people feel proud and safe to live.	
3.2-1	Provide support to the community and voluntary sector by informing, engaging and empowering them to be at the heart of Rossendale's neighbourhoods	<p>All 4 Community Partnerships met in February and March. Meetings were well attended and included presentations on suicide prevention and Our Lancashire, plus Police updates and determining of grant applications. Twelve Community Partnership grants have been awarded. Specific advice and support provided to Stubblee Greenhouses, Whitworth Men in Sheds, Stubblee Masterplan Partnership and Incredible Edible Rossendale.</p>
		Responsible Officer – Alison Wilkins

3.2-2	Build community resilience through increasing community participation in local activities and decision making and enabling residents to influence and contribute to service delivery.	<p>Work around suicide prevention continued, working with partners in LCC, Public Health and NHS to develop action plan focussing on raising awareness in the community.</p> <p>Communities Team presented at an LGA suicide workshop in Preston in February 2020, Safetalk training sessions arranged for mid-March 2020, although these subsequently cancelled due to coronavirus. Since mid-March 2020 the Communities Team has been mainly focussed on coronavirus related work, principally co-ordinating support for vulnerable residents through establishment and continued development of Rossendale Connected with Rossendale Leisure Trust, CVS and other partners, to ensure residents who are self-isolating and shielding have access to food, medicine and any other requirements.</p>	Responsible Officer – Alison Wilkins
3.3 Work with partners to help residents improve their health and wellbeing			
3.3-1	Manage, co-ordinate and support community projects to improve health and wellbeing of residents.	<p>Community projects supported during the quarter have included:</p> <ul style="list-style-type: none"> — Haslingden Sunflower Competition with Manchester Road Methodist Church — VE Day street fair in May organised by Haslingden’s Happening (now cancelled) — First Rossendale Wellbeing Weekend in July (now on hold) — Walking summit with Rossendale Leisure Trust in February 	Responsible Officer – Alison Wilkins

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	Review success of preventing homelessness in the first year of the Homelessness Reduction Act and benchmark with other Local Authorities.	<p>Research on the implementation of the Homelessness Reduction Act 2017 illustrated that the council benchmarked very well against national and regional averages during 2017/18 to 2018/19. Preventions and reliefs rose from 217 to 301 between the two dates - an increase of 38.7% (whilst regionally and nationally there was a fall of over 50%). The number of people accepted as statutory homeless fell between the two years. However, the reduction from 42 to 4 of 90.5% was far in excess of regional and national falls.</p> <p>Preventions and reliefs rose again to 403 in 2019/20 - a 34% increase from the last year, and an 86% increase compared to 2017/18. The number of statutory homelessness full duty decisions for 2019/20 was sustained at an encouragingly low level of 3.</p> <p>The number cases dealt with by the Housing Options team has increased from 750 in 17/18, to 1,050 in 18/19, and then most recently 1,291 in 19/20, a 73% increase in 2 years, which makes the high performance as illustrated above increasingly difficult.</p>																											
		Responsible Officer: Mick Coogan																											
3.4-2	Review the success of enabling disabled people to remain in their own homes under the new Disables Facilities Grant Policy.	<p>Outputs from October 2018 to September 2019 increased by over a half compared to the year before, increases between 52% and 58%, even though the number of enquiries had increased by only 32%.</p> <table border="1" data-bbox="674 1050 2130 1265"> <thead> <tr> <th>Time Period</th> <th>Enquiries</th> <th>Approvals Total</th> <th>Committed / Approved</th> <th>Completed Total</th> <th>Total Spend</th> </tr> </thead> <tbody> <tr> <td>Oct 2017 to Sept 2018</td> <td>127</td> <td>110</td> <td>£629,126.81</td> <td>79</td> <td>£561,602.35</td> </tr> <tr> <td>Oct 2018 to Sept 2019</td> <td>167</td> <td>167</td> <td>£975,947.12</td> <td>126</td> <td>£888,242.62</td> </tr> <tr> <td>% Change</td> <td>31.5%</td> <td>51.8%</td> <td>55.1%</td> <td>59.5%</td> <td>58.2%</td> </tr> </tbody> </table> <p>The 2018 policy was intended to increase spending and based on the figures alone it has been successful, although an increase in Occupational Therapist referrals was also evident, and the hard work of the staff in the</p>				Time Period	Enquiries	Approvals Total	Committed / Approved	Completed Total	Total Spend	Oct 2017 to Sept 2018	127	110	£629,126.81	79	£561,602.35	Oct 2018 to Sept 2019	167	167	£975,947.12	126	£888,242.62	% Change	31.5%	51.8%	55.1%	59.5%	58.2%
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		<p>Housing Renewal team was also a key factor.</p> <p>The new policy was adopted on 27th November 2019 with a new displacement grant and the maximum discretionary grant limit increased to £100,000 in exceptional circumstances.</p>		
			Responsible Officer – Mick Coogan	
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	Prepare an evidence base and housing strategy to determine priorities and actions needed to improve the housing offer.	A draft Project Initiation Document is in place in readiness for sign off by MT and Programme Board. The Evidence Base continues to be worked on and the timetable for the strategy has been revised for a November 2020 completion. This project has been given an amber rating due to the delay.		
		Corporate Project – 10	RAG Status	Responsible Officer – Mick Coogan
3.5-2	Temporary accommodation project to increase the provision of suitable placement under options within the Borough.	<p>Following the main drop to private landlords of properties which had been empty for 2 years plus. There were very few properties identified due to suitability or landlord willing to sell. A long list of 32 possible properties has been drawn up and narrowed down to 8, taking account of the value of the property, the type, location, and current situation (e.g. some are being sold elsewhere).</p> <p>A final list of properties with supporting information will be put forward to the Director and Portfolio Holder with in order to be able to proceed further. Buying and selling of houses is currently on hold due to Government guidance, which is unlikely to change until at least May 2020. Once properties have been identified they will be surveyed and costs to get up to decent homes and specification will be determined, along with the total cost for each property, and them Member approval with be sought to proceed further. The majority of this project is on hold due to Covid-19.</p>		
			Responsible Officer – Mick Coogan	

3.6	Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities.		
3.6-1	Delivery of the Rossendale Futures Employability project and production of forward strategy.	<p>Rossendale Works and Futures is regarded as one of the leading employability projects in Lancashire that brings together employers, RBC, Active Lancashire and the DWP. Project funding has grown significantly since its start two years ago. Initially the RBC funding was matched from a variety of funding pots. The second year was funded with a direct award with the DWP and RBC match. Year three and four will be funded through an SLA and ESIF award secured by Active Lancashire.</p> <p>The report was issued to Cabinet in February 2020 that details the latest developments with this successful project. Performance over the 2019-20 year has exceeded original targets and DWP projects outcomes. The project is continuing during the Covid-19 restrictions through the use of ICT; activities have been replaced by volunteering for the response to support vulnerable residents. Agreement has been reached in principle for the SLA and funding agreement from May 2020, this is subject to formal contract but no issues are expected.</p>	
		Responsible Officer – Guy Darragh	

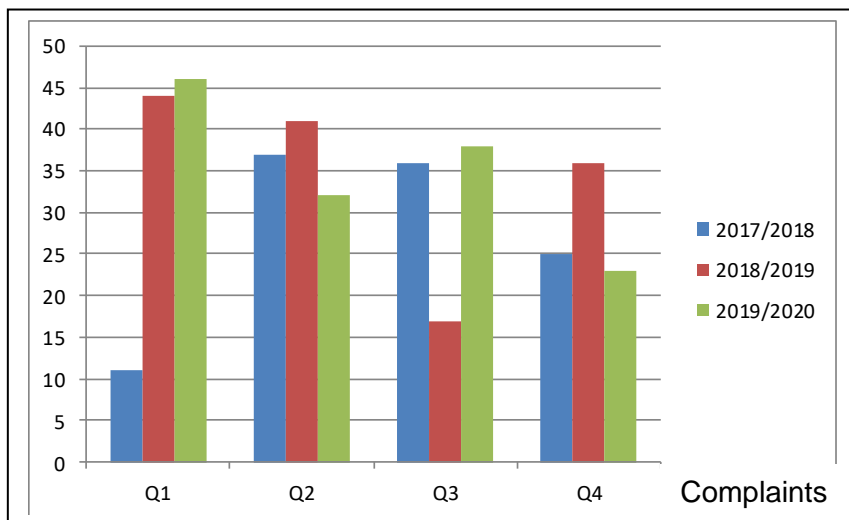
Priority	Corporate Performance Indicators	Target	Q3	RAG Status	Q4	RAG Status
Priority 1						
1	Inspections of play area sites and play equipment – 2 per month	100%	100%	GREEN	100%	GREEN
2	Number of reported near miss/accidents in playgrounds/play equipment	Less than 5	0	GREEN	0	GREEN
3	Percentage of the total tonnage of household waste which has been recycled – calendar year % (Est figure waiting data from LCC)	30% per quarter	30.35%	GREEN	31.12%	GREEN
4	To bring in line with the Lancashire average the residual household waste per household – kilogrammes (lower is better) (Est figure waiting data from LCC)	149.93kg LCC actual Q1	145.46kg	GREEN	149.93kg	GREEN
5	Recycling – subscribers to the garden waste collection service	6714	7150 as at 30.11.19	GREEN	-	-
6	Annual test of Civil Emergency Plan and Business Continuity Plans – 100% compliance	100%	100%	GREEN	100%	GREEN
Priority 2						
1	Average speed of answering telephone to customers – within 6 minutes	6 minutes	1.8 mins	GREEN	1.12	GREEN
2	Average waiting time for customers in OSS – within 12 minutes	12 minutes	6.5 mins	GREEN	-	-
3	Reduce the number of customer visits to OSS by 10% each quarter (baseline April 2016 – 8095 customers) OSS closed in qu4 due to COVID-19	10% per quarter	3927	GREEN	-	-
4	% of Council Tax collected	96.7% annual 28.9% quarter	83.3%	AMBER	96.3	AMBER
5	Percentage of non-domestic rates collected	98.6% annual 28% quarter	82.7%	AMBER	98.0	AMBER
6	Accuracy of processing housing benefit and council tax claims	95% annual (Jan/Feb only) 94% quarter (11 months)	96%	GREEN	97% 97.4%	GREEN

Priority	Corporate Performance Indicators	Target	Q3	RAG Status	Q4	RAG Status
7	% of recoverable overpayments recovered (Housing Benefit) that are recovered during period – target increased from 50% to 95%	95%	86.4%	AMBER	144.4% quarter 87.71% Annual	AMBER
8	Housing Benefits overpayments recovered as % of the total amount of Housing Benefit Verification overpayment debt outstanding – increase from 6.25% per quarter	8.5%	7.64%	AMBER	9.27% quarter 32.7% annual	AMBER
9	Time taken to process Housing Benefit new claims	21 days	16 days	GREEN	14.7 days	GREEN
10	Time taken to process Council Tax Benefit new claims	18 days	13.1 days	GREEN	12.0 days	GREEN
11	Time taken to process Housing Benefit Change in circumstances	6.5 days	6.1 days	GREEN	4.0 days	GREEN
12	Time taken to process Council Tax Benefit Change in circumstances	6.5 days	5.2 days	GREEN	4.7 days	GREEN
13	Less than 5% of new Housing Benefit claims outstanding over 50 days	Less than 5 %	0%	GREEN	0.7%	GREEN
Priority 3						
1	Increase the number of engagements on Council’s Social Media account – baseline 6200 (not previously monitored and will be much higher for 20/21)	5% per quarter	34043	GREEN	42443	GREEN
2	Increase the number of likes and followers on social media channels – baseline 8832 (not previously monitored)	5% per quarter	11241	GREEN	12047	GREEN
3	Maintain number of licensed hackney carriages.	Below 200	160	GREEN	153	GREEN
4	Maintain number of licensed hackney carriage drivers	Below 600	395	GREEN	375	GREEN
5	Number of licensed premises inspected - annually monitored. 75 premises	22 per annum	5	GREEN	1	RED
6	Number of Disabled Facilities Grant completed per annum (cumulative figure)	68 (90 pa)	96	GREEN	127	GREEN

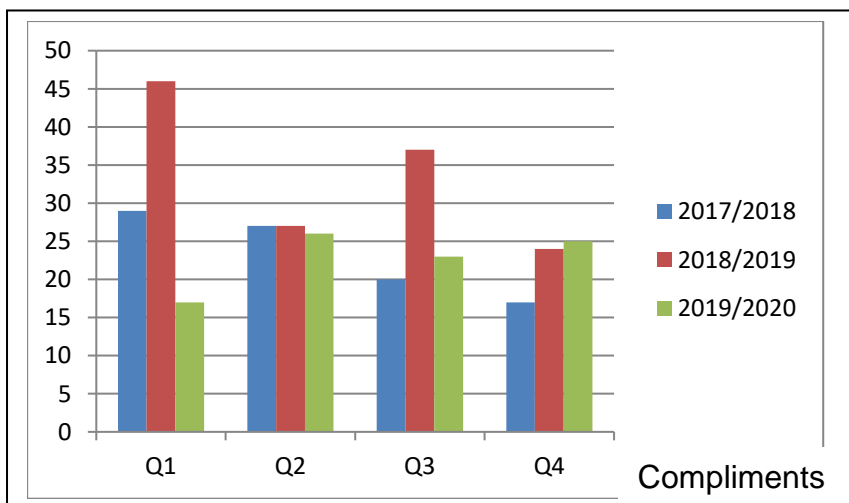
Priority	Corporate Performance Indicators	Target	Q3	RAG Status	Q4	RAG Status
7	Reduce the number of Statutory Homeless Households per annum (cumulative figure)	Less than 8 (10 pa)	2	GREEN	-	-
8	Increase the number of homelessness preventions and relief per annum (cumulative figure)	188 (250 pa)	308	GREEN	-	-
9	Reduce the number of long term empty dwelling, empty for over 6 months and counted for New Homes bonus purpose –2% reduction per annum (to be reported quarter 2)	465	497	AMBER	497	AMBER
10	Reduce the number of long term empty dwellings, empty for 2 years plus and charged a premium by 2% per year (to be reported quarter 2)	174	179	AMBER	179	AMBER
11	Increase the supply of Affordable Housing Units in the Borough per annum (to be reported quarter 4)	25 per annum	-	-	0	RED
	Finance					
1	Payment of undisputed invoices within 30 days	90%	86.2%	GREEN	84.3%	GREEN
	Legal					
2	Freedom of Information (FOI) request average response time	20 days	5.5	GREEN	4.6	GREEN
3	Formal complaint average response time	10 days	6.3	GREEN	8.2	GREEN
4	GDPR subject access requests (notifiable reported breaches)	30 days	0	GREEN	0	GREEN
	Planning					
5	Percentage of 'Major' planning applications determined within 13 weeks	100%	100%	GREEN	100%	GREEN
6	Percentage of 'Minor' planning applications determined within 8 weeks	100%	97%	GREEN	97%	GREEN
7	Total number of 'Other' planning applications	100%	100%	GREEN	100%	GREEN
8	Net Additional Homes Provided per annual, quarter 2	247	-	-	-	-
	People and Policy					
9	Reduce staff turnover in line with National Average–annually monitored quarter 4	15%	-	-	13.14%	GREEN
10	% Performance Development Reviews (PDRs) completed–annually monitored quarter 2. PDR to be completed by 30.06.20	100%	-	-	-	-

Priority	Corporate Performance Indicators	Target	Q3	RAG Status	Q4	RAG Status
11	Reduce number of days lost due to sickness per FTE per annum (cumulative).	8 days	7.73	GREEN	10.16	RED
12	Number of RIDDOR reportable accidents and incidents	Less than 5	None	GREEN	None	GREEN
13	% random drugs and alcohol tests undertaken monthly in line with Council policy.	5%	5%	GREEN	5%	GREEN

Compliments and Complaints



Complaint Trends	2017/2018	2018/2019	2019/2020
Q1	11	44	46
Q2	37	41	32
Q3	36	17	38
Q4	25	36	23



Compliment Trends	2017/2018	2018/2019	2019/2020
Q1	29	46	17
Q2	27	27	26
Q3	20	37	23
Q4	17	24	25

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

During Q4 there were three Ombudsman enquiries received (one preliminary enquiry and two investigations). The preliminary enquiry is awaiting notification of closure or investigation, and the two investigations are awaiting decision. The investigation received in Q3 has been closed (upheld). The Ombudsman also notified that they had received an initial enquiry in Q4 but they would not be investigating and there would be no further action. *Please note that the Council is not notified of all enquiries/decisions by the Ombudsman. The above takes into account only those enquiries that the Council was notified of at that particular time.

Corporate Risks

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the Council considers and reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks – this information is then regularly monitored and reviewed.

We profile our risks using a standard matrix (shown below) which is based on our making two judgments about each potential risk faced by the Council.

The Council's Risk Matrix

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
	Impact					

Likelihood

How likely is it that the risk may occur (rated A-F, A being the most likely)

Impact

How serious might the consequences of the impact be (rated 1-5, 1 being the highest consequence).

Therefore a risk rated A1 is the highest risk rating and a risk of F5 is the lowest risk rating.

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
GREEN	The likelihood and impact of the risk is low
AMBER	The likelihood and impact of the risk is medium
RED	The likelihood and impact of the risk is high

Corporate Risks

Risk 1	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Sustainability of the Medium Term Financial Strategy	C	2	C2	AMBER	Karen Spencer	Final 2020/21 National Employers pay award 2.75% announced and MTFS based on a predicted rise of 2%.
Description The Council's latest Medium Term Financial Strategy (MTFS) update published February 2019 indicates an underlying funding gap of c.£700k per annum. The Council must take appropriate action in order to balance its annual expenditure in future years against its available annual income and other revenue resources.	Risk Consequence The Council has a legal obligation to publish an annual balanced budget; that it is to say its budget expenditure must equal its available income and any available reserves. Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore, additional income must be identified or annual costs reduced in future years. From April 2020 the Council restricted to a maximum 2% annual increase in Council Tax in order to avoid triggering a referendum. The MTFS includes an estimate for 2% pay award in 2020/21 however the National Employers have made a final offer for 2020/21 of a 2.75% increase for all Local Government employees. This will have an adverse impact on the MTFS of c£42k ongoing.					

Risk 2	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Major disaster affecting the delivery of council services	C	1	C1	AMBER	Clare Law	The council's Business Continuity Plan was activated during quarter 4 due to the coronavirus pandemic. All critical and priority services have continued to be delivered in a timely manner and risks managed.
Description The Council has statutory duties under the Civil Contingencies Act (2004) and to carry out Emergency Planning and Business Continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the Borough.	Risk Consequence Failure to have robust contingency plans in place could result in the failure to deliver council services, such as, the collection of residential and trade waste, burial services and payment of supplier and benefits.					
Risk 3	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Incident resulting in death or serious injury or HSE investigation	D	1	D1	AMBER	Clare Law	No Change.
Description Under the Health and Safety at Work Act 1974, the Council has a duty of care towards the health, safety and wellbeing of its employees.	Risk Consequence Failure to have robust health and safety processes and procedures in place could result in sanctions from the Health and Safety potentially impacting on the council services.					

Risk 4	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Sustainability of the County Council budget	B	2	B2	RED	Karen Spencer	Lancashire County Council budget agreed in Q4. The position needs on-going monitoring
Description Like all local authorities, Lancashire County Council has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.	Risk Consequence In February 2020 the County Council approved their budget which included £58m savings over the period 2020/21 to 2022/23. This level of budget reductions is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to District Councils.					
Risk 5	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Non delivery of Spinning Point	A	1	A1	RED	Cath Burns	As across
Description Spinning Point is a Corporate Strategy project. Phase 1 comprises a bus station and 2/4 retail units. Phase 2 provides a mixed use development.	Risk Consequence A decision was taken at Council to no longer progress Phase 2 with a direct impact on the MTFs, and £900k repayment of Growth Deal grant.					

Risk 6	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Non-delivery of the borough's economic development strategy	C	2	C2	AMBER	Cath Burns	Work has progressed on Futures Park plots, Bacup FHSF bid etc
Description The Council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic growth elements of its Corporate Strategy.	Risk Consequence The investment based revenue generation schemes identified within the economic development strategy will underpin the MTFS. In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.					
Risk 7	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Non-delivery of the Local Plan	D	3	D3	AMBER	Mike Atherton	Local Plan is on track for completion (slightly delayed by Covid 19 but the overall timeline is unaffected)
Description The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law it is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. The Local Plan is due to be adopted in late 2019 or 2020. There is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be	Risk Consequence Risk of the Local Plan not being delivered is extremely low. The risk of the plan being delayed is moderate. The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, as well as from the development industry. There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this					

seriously delayed or that the process will be taken out of the Council's hands and that the Government will intervene.	increases the longer it takes to adopt the plan. The main risk of delay comes from changes to Government policy and the calculations of housing need which are still evolving nationally. This will have a significant impact on how much housing land Rossendale has to allocate and where development will be located. This carries a reputational and environmental risk as well as a political risk for our elected members.	
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Risk 8	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Changes to Government policy on the delivery of the council's services	C	3	C3	AMBER	Neil Shaw	The council has addressed the Government's announcements in Quarter 4 in relation to the coronavirus and implication for council services
Description Like all local authorities Rossendale Council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.	Risk Consequence The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.					



Risk 9	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Sustainable Workforce	D	3	D3	AMBER	Clare Law	Director of Communities and Head of Finance commenced employment March 2020, the business
Description There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.	Risk Consequence Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and					

	professional manner to residents and customers. Currently there are significant challenged due to the loss of senior professional officers in finance and vacancies in the Senior Management Team					continuity plan was invoked to support Covid-19.
Risk 10	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Insufficient data and cyber security	C	1	C1	AMBER	Andrew Buckle	No Change.
Description	Risk Consequence					
Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.	Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).					
Risk 11	Likelihood	Impact	Overall Risk	Risk Status	Responsible Officer	Update
Poor communications and public relations	D	2	D2	AMBER	Clare Law	Extensive communications work in relation to January floods and Covid 19 impact on council services
Description	Risk Consequence					
Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide council services.	Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating. Could lead to a major loss of reputation for the Council on a local, regional and national level. A loss of reputation can damage staff					

	morale, destroy trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.	
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