

How are we making a difference to our communities?

Integrated Performance Report Quarter 3 (October to December 2015)

For further information or copies of this report, contact the People and Policy Team

Erica Nixon, Policy and Performance Officer

Tel: 01706 252451

E-mail: ericanixon@rossendalebc.gov.uk

How are we performing?

Rossendale Borough Council has three priority themes which represent the main aims of Rossendale Borough 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 plan, together with providing key performance management information about the Council's performance. The Council uses a software package called 'Covalent' to monitor performance.

Section 1 – High level performance summary

Section 2 – Our performance by Priority

The report is supported by more detailed statistical information on the achievement of targets and descriptive commentary on current levels of performance, as follows:

Section 3 – Corporate Plan Actions (Covalent report)

Section 4 – Performance Indicators (Covalent report)

Section 5 – Performance Indicator Action Plans

Section 6 – Risks (Covalent report)

Section 7 – Complaints

Section 8 – Compliments

Data Quality

Rossendale Borough 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 ensuring that the data we use to compile this report is accurate, reliable and provided in a timely manner. The Council has a Performance Management & Data Quality Strategy, to ensure that all performance information, including the information in this report, continues to be collected and used efficiently and effectively to drive service improvement.

Who supplied the performance data for this report?

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in January 2016 by the Council's People & Policy Team using the latest performance data input into the Covalent performance management system by Officers with responsibility for performance information from each of the Council's service areas. The data on complaints and compliments was provided by the Service Assurance Team and financial information by the Head of Financial Services.

Section 1- High level performance summary

This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.

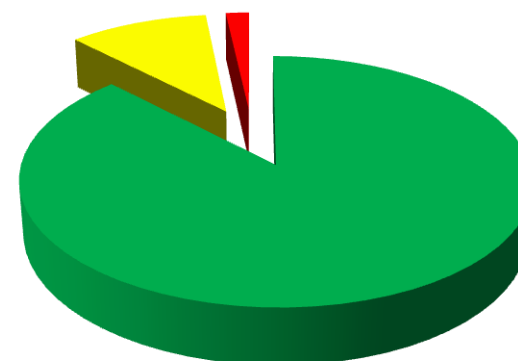
1.1 Rossendale Council's Corporate Business Plan – project implementation

The actions contained in the Corporate Business Plan represent the Council's highest priority projects - the effective implementation of these projects is essential in achieving the Council's stated priorities. Each project is assigned to a 'Portfolio Holder', together with a 'lead officer' who is responsible for the effective completion of the target by the agreed due date. Progress up-dates are required against each action which is due for completion within a date that is within 3 months of the project completion date.

Corporate Business Plan Actions		
Legend	Status	
Green ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	50 (88%)
Amber ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	6 (10%)
Red ⛔	Project in jeopardy – serious issues or risks needing urgent action	1 (2%)
Unknown ?	The status cannot be calculated	0
	Total number of actions	57 (100%)

N.B. Percentages are rounded

Are we achieving the actions set out in the Councils Corporate Business Plan?



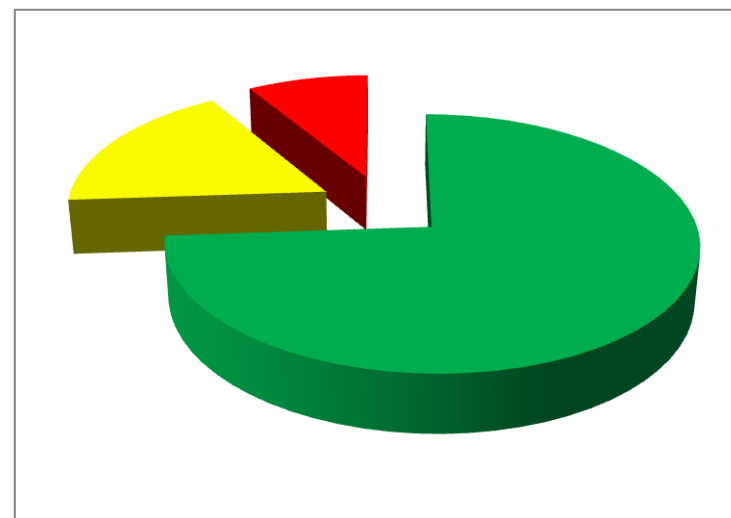
1.2 Performance Indicators – Are we achieving targets?

Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators, and against the targets that the Council is responsible for achieving.

Legend		Status	Performance Indicators
On Target	✔	The performance indicator has achieved or exceeded its quarterly target	17 (74%)
Marginally Below Target	⚠	The performance indicator is currently 5% or less from achieving its target	4 (17%)
Below Target	❌	The performance indicator is currently more than 5% of achieving its target	2 (9%)
Unknown	?	The status cannot be calculated	0
Total for Quarter 3			23 (100%)

N.B. Percentages are rounded

Are we achieving our targets?

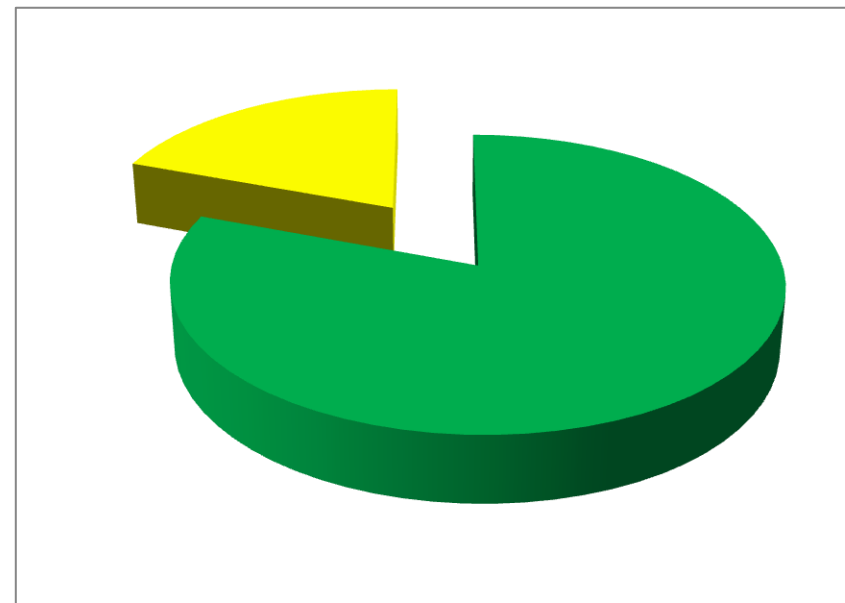


1.3 How are we performing in managing our risks?

Risks		
Legend	Status	
Green ✔	The likelihood and impact of the risk is low	25 (81%)
Amber ⚠	The likelihood and impact of the risk is medium	6 (19%)
Red ●	The likelihood and impact of the risk is high	0
Unknown ?	The status cannot be calculated	0
	Total	31 (100%)

N.B. Percentages are rounded

Are we reducing the likelihood and impact of our risks?



Reducing the risks faced by the Council

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

1. How likely is it that the risk may occur (likelihood)?

2. If the risk did occur, how serious might be the consequences (impact)?

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

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





Section 2- Performance against the Council's Priorities

Each year the Council reviews and identifies its top priorities for achievement. The budget allocation and corporate and business planning processes are then used to direct the Council's resources and efforts towards achieving its stated priorities. The following section of the report monitors the Council's performance under each of the Council's three priorities.

Priority 1 – A Clean and Green Rossendale

The Council has committed to deliver a range of actions and projects that are specifically aimed at '**A Clean and Green Rossendale**'. We have also set ourselves a range of targets and deadlines to be achieved, and identified the 'risks' which are those things that might present a barrier to delivering the targets we have undertaken to achieve. This section of the report summarises how well we are performing in delivering this priority.

How are we performing in delivering 'A Clean and Green Rossendale'?





Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 	AMBER 	RED 	UNKNOWN 
Corporate Business Plan Actions	8	8 (100%)	-	-	-
Performance Indicators	3	2 (67%)	-	1 (33%)	-
Risks	0	-	-	-	-
Total	11	10 (91%)	0	1 (9%)	0

N.B. Percentages are rounded

Priority 2 – Regenerating Rossendale

The Council has committed to deliver a range of actions and projects that are specifically aimed at '**Regenerating Rossendale**'. We have also set ourselves a range of targets and deadlines to be achieved, and identified the 'risks' which are those things that might present a barrier to delivering the targets we have undertaken to achieve. This section of the report summarises how well we are performing in delivering this priority.

How are we performing in 'Regenerating Rossendale'?





Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 	AMBER 	RED 	UNKNOWN 
Corporate Business Plan Actions	10	9 (90%)	1 (10%)	-	-
Performance Indicators	3	3 (100%)	-	-	-
Risks	3	1 (33%)	2 (67%)	-	-
Total	16	13 (81%)	3 (19%)	0	0

N.B. Percentages are rounded

Priority 3 – Responsive and value for money local services

The Council has committed to deliver a range of actions and projects that are specifically aimed at **'Responsive and value for money local services'**. We have also set ourselves a range of targets and deadlines to be achieved, and identified the 'risks' which are those things that might present a barrier to delivering the targets we have undertaken to achieve. This section of the report summarises how well we are performing in delivering this priority.

How are we providing 'Responsive and value for money services'?

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 	AMBER 	RED 	UNKNOWN 
Corporate Business Plan Actions	39	33 (85%)	5 (13%)	1 (2%)	-
Performance Indicators	17	12 (71%)	4 (23%)	1 (6%)	-
Risks	28	24 (86%)	4 (14%)	-	
Total	84	69 (82%)	13 (16%)	2 (2%)	0

N.B. Percentages are rounded




Section 3- Implementing the Council’s Corporate Business Plan




This section of the report provides a detailed performance up-date against each of the actions in the Council’s Corporate Business Plan which is due for completion by March 2016.

Guide for Actions Report

The Theme heading displays the corporate priority grouping for the following batch of Indicators

Priority *




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
								  


Risk/RAG (Red Amber Green) Status	
	Project on track, no substantial issues or risks which require action from the Council’s Programme Board
	Some issues or risks which require action from the Council’s Programme Board to keep the project on track
	Project in jeopardy – serious issues or risks needing urgent action

Quarter 3 2015/16 Actions Report




Description A Clean and Green Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
DM4	Commence milestones for revised Conservation Strategy 2015-18 including review of Conservation Management Plans and Appraisals	31-Mar-2016	Planning Manager	20-Jul-2015		Since the last update, a revision to the Bacup Conservation area has been consulted upon in relation to the area of Waterside Mill. This forms part of the recommendations in the Bacup conservation Area Management Plan. Once the consultation is closed, the Council will progress matters in this respect. Actions related to review of the Conservation Strategy and appraisals in general for the time being remain an objective for March 2016.	28-Jan-2016	✓
DM5	Put in place longer term arrangements for applications for works to trees and requests for Tree Preservation Orders	31-Mar-2016	Planning Manager	20-Jul-2015		Pendle Borough Council continues to provide tree advice for the Council. Any options/appraisal going forward will be considered alongside any recruitment opportunities for the currently vacant planning officer role which is to be addressed in Q4.	28-Jan-2016	✓
FP3	Complete site viability assessment work and if evidence supports, prepare Community Infrastructure Levy draft for consultation	31-Mar-2016	Forward Planning; Planning Manager	09-Jul-2015		Keppie Massie has updated the Site Viability document to reflect the latest information. At their meeting of 9th December 2015 the Council supported the development of a Community Infrastructure Levy. A timetable for this will be set out in the Local Development Scheme (LDS) which it is intended to be taken to Council in February 2016.	06-Jan-2016	✓
HHR6	Reduce the number of long term vacant domestic and commercial properties across the Borough	31-Mar-2016	Housing & Regeneration Head of Health	01-Apr-2015		A group has now been set up to reconvene work on the 24 empty properties agreed for compulsory purchase at the Cabinet Meeting on Nov 2014. Two meetings have taken place and a priority list has been drawn up, contact and negotiations with owners is underway. Up to date land registry and electoral register searches have taken place and the Council Tax team have visited priority properties for new and up to date information. There are five AAAW properties; three properties have now been taken off the list, two of which are due to be renovated and one that has been renovated and is ready to let. The remaining two will stay on for compulsory purchase. The group have also identified four more properties that were not on the list. Inquiries into the additional properties have begun and contact with owners has started.	28-Jan-2016	✓




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						An action plan outlining what needs doing and progress on each property is ongoing.		
HHR7	Implement requirements of the Private Water Supply Regulations 2010	31-Mar-2016	Environmental Health Manager	01-Apr-2015		Following the inspection of all Regulation 9 and some Regulation 10 sources within Rossendale, sampling and follow up action has been taken at the majority of the properties affected by these supplies. There are several remaining Regulation 10 supplies that still remain. The contractor has had staffing issues and resource departmentally means that this completion has slipped. Contact is being made with the contractor to get a plan for completion of those allotted. The staffing situation impacts on ability to complete the sampling element or completing additional risk assessments.	28-Jan-2016	
HHR8	Implement the Declaration of Air Quality Management Areas (AQMA)	31-Mar-2016	Environmental Health Manager	01-Apr-2015		<p>Since December 1997 each local authority in the UK has been carrying out a review and assessment of air quality in their area. This involves measuring air pollution and trying to predict how it will change in the next few years. The aim of the reviews is to make sure that the national air quality objectives will be achieved throughout the UK by the relevant deadlines. These objectives have been put in place to protect people's health and the environment.</p> <p>There are 27 sampling points across Rossendale that are sampled on a regular basis and the data uploaded to DEFRA (Department for Environment Food and Rural affairs) annually. Sampling and air quality reviews within Rossendale have shown an exceedance within two areas of the borough (Bacup Road, Rawtenstall and Tesco gyratory, Haslingden) and both areas have been declared as AQMA.</p> <p>The biannual update and screening report which is based on figures from 2014 is shortly to be submitted to DEFRA and the Progress Report for 2015 (which alternates with the former) is also to be submitted shortly. The AQMA action plan (AQMAP) is in draft with a copy to go to management team shortly. This report is a consequence of declaring the AQMA and details how we and partners are to reduce the effects of the AQMA. Once approved by the Council, the AQMAP is forwarded to DEFRA prior to publishing for public comment.</p>	28-Jan-2016	
HHR9	Delivery of the food inspection programme across the Borough	31-Mar-2016	Environmental Health Manager	01-Apr-2015		As part of Environmental Health's remit, both reactive and proactive food inspections and sampling of premises across the Borough are undertaken. Proactive inspection is through annual	28-Jan-2016	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>programme of food inspections that all premises are subject to on a rolling basis and is agreed with the Food Standards Agency.</p> <p>The team have continued to progress food related inspection and response to complaints. The department have been working with one food officer short. As a result staff have been taken from other activities to support the food programme. Notwithstanding there may be a short fall in inspections completed.</p>		
OPS1	Deliver targeted education campaign to increase recycling	31-Mar-2016	Head of Operations	08-Jul-2015		Delivery to all households of calenders containing recycling information and education. Further targeted info to be distributed in Q4.	08-Jan-2016	

Description Regenerating Rossendale





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
CORP1	Support the Promoting Rossendale Board to implement its partnership action plan	31-Mar-2016	Chief Executive	30-Jul-2015		The Board continues to monitor the website and tweak early teething problems. The board met with the new chair in Q3 and the action plan is now being looked at to reflect new priorities and areas of work for the new business year (2016/17). The Board welcomed the recent success of Rossendale in the Marketing Lancashire Tourism Awards with The Whitaker being named Best Cultural and Tourist Venue and Dearden Tea Rooms being named Best New Business.	28-Jan-2016	
CORP2	Support the Living Better, Living Well project in Rossendale	31-Mar-2016	Chief Executive	30-Jul-2015		Project Officer in place from December 2015. Rossendale Health and Wellbeing Forum set up with meetings quarterly chaired by the Portfolio holder for Health. Membership of required partnerships is now established. Relationships are being built with a range of statutory and voluntary, community and faith sector partners with a view to setting up a project steering group in Q4. An action plan will be in place by the end of Q4 including identified supportive interventions to support vulnerable local people, which will be commissioned.	28-Jan-2016	
FP2	Input into Valley of Stone and National Cycle Route 6 implementation works	31-Mar-2016	Forward Planning; Planning Manager	09-Jul-2015		Lancashire County Council continues to develop detailed designs for the route. Detailed ecological surveys have been completed. Objections to tarmacking parts of the route have been received from horse riders with further consultation to be	06-Jan-2016	









Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						undertaken on this. This has created slight delays but overall the project is on schedule. A meeting between the two Councils is scheduled on 11 th January.		
FP4	Input into cross cutting corporate projects e.g. East Lancashire Railways, document preparation by PLACE and LEP's, S106 monitoring and Joint Venture Projects	31-Mar-2016	Forward Planning; Planning Manager	09-Jul-2015		Consultation and involvement with cross-cutting projects continues including Section 106 agreements. A meeting was held with Greater Manchester Combined Authority about the proposed Spatial Framework.	06-Jan-2016	✓
FP5	Inform SPD (supplementary planning documents) / Masterplan for Rawtenstall	31-Mar-2016	Forward Planning; Planning Manager	09-Jul-2015		A Planning application has been submitted for the construction of a new bus station and retention of part of the former Town Hall. A decision on this is expected to be taken by the Development Control Committee in February 2016.	28-Jan-2016	✓
HHR1	Lead and deliver initiatives to redevelop and improve the economic prospects of Rossendale's town centres	31-Mar-2016	Housing & Regeneration Head of Health	16-Jul-2015		<p>A staffed public consultation on the plans for Rawtenstall town centre was held in Kay Street Baptist Church from 3-10 October 2015. Copies of the plans for the bus station and the Masterplan were on display, and staff from Day Architects, Rossendale Borough Council and Barnfield Construction were on hand to answer questions etc.</p> <p>Over 300 people attended the consultation sessions. In addition the plans were on display in various venues including the Council website.</p> <p>Further discussions took place with Historic England and other interested parties. Overall the majority of people are generally in favour of the bus station plans and the Masterplan.</p> <p>Following the consultation, the plans were amended and submitted for planning permission in November.</p> <p>The Bacup Town Heritage Initiative Programme commenced on site in October 2015 with the Pioneer Building and the RSPCA Building at 33 St James Street.</p> <p>Pioneer building: Shop fronts are now finished, with one outstanding. Pointing and masonry work is 95% complete. Structural repairs are 50% complete. The clock tower has been cleaned and the clock faces have been removed for repair. Windows are currently in manufacture for the first floor. The work is on track to be complete by the end of February 2016.</p> <p>RSPCA building: The re-slate of the roof and repointing of chimneys is now complete. The shop fronts have been measured for manufacture. The work is on track to be complete by mid- March 2016.</p>	28-Jan-2016	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						A number of projects are underway through Haslingden Task Force to improve the economic prospects of Haslingden Town Centre. These include a shop front improvement scheme with grants available to town centre businesses, a clean-up in early March, proposals for on street parking and initiatives to promote the town centre.		
HHR2	Identify, develop and support opportunities for the provision of business support and business growth initiatives for local businesses in Rossendale	31-Mar-2016	Housing & Regeneration Head of Health	13-Oct-2015		Rossendale Council commenced a shop front improvement scheme in Haslingden town centre with grants of up to £2,000 available for local businesses to improve their shop fronts. The scheme will contribute towards the regeneration of Haslingden and encourage visitors to the town. Work is ongoing with the Lancashire Local Enterprise Partnership and partners across Lancashire to identify opportunities for the delivery of economic regeneration and initiatives in Rossendale. Work is also ongoing with the RTB Partnership to explore opportunities as they become available, supporting business networks which retain spend, build social capital and disseminate information. We continue to support Valley At Work, Bacup Business Association and the Rossendale Business Awards of which we are a major sponsor. Micro finance is available to support business start-up and growth. We continue to work with both Regenerate Pennine Lancashire and Rosebud Finance to bring forward proposals from both new and existing Rossendale businesses which have growth potential to help them seek access to finance (both grants and loans). Effective relationships with businesses including major employers will lead to better job retention/creation. We have worked with Rossendale businesses on a range of queries including planning consents, expansion, relocation, recruitment, access to finance and training.	27-Jan-2016	
HHR3	Development of a regeneration programme with the Joint Venture partners to identify proposals for regeneration opportunities throughout the Borough	31-Mar-2016	Housing & Regeneration Manager Health	16-Jul-2015		Public consultation on the plans for the new bus station took place in October 2015, together with discussions with Historic England and other interested parties. Following the consultation the plans were revised and submitted for planning permission with a decision expected in February.	27-Jan-2016	
HHR4	Development and support for initiatives to improve the environment and infrastructure of the Borough	31-Mar-2016	Housing & Regeneration Manager Health	31-Jul-2015		Following opposition by horseriders to the proposed re-surfacing on the route through Stacksteads (regarding potential slipperiness on the tarmac), LCC are going to organise a consultation commencing in earlier February on the suitability	27-Jan-2016	







Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>of a range of different surfaces. This is likely to last 3 weeks and will involve writing to a range of users as well as face to face meetings.</p> <p>LCC and the Council are currently assessing the future maintenance responsibilities of either party. Recent events of storm Eva have caused some river wall damage in the vicinity of The Glen, Hugh Bridge, Waterfoot. LCC and the Council are currently assessing the cost or repairs.</p> <p>Members were updated as to current progress via a report to Cabinet (November 2015). Part of that report approved the surrender of Alderbottom Viaduct from the East Lancashire Railway (ELR) in order to facilitate the proposed cycle route.</p>		
HHR5	Development and support of initiatives to build and improve Rossendale's visitor and cultural activities	31-Mar-2016	Housing & Regeneration Head of Health	13-Oct-2015		<p>In Q3 the Promoting Rossendale Board delivered a new Visit Rossendale website which contains information on the visitor offer for Rossendale. This is a continuing project; keeping the website up to date and expanding the information available. The board have held another meeting and the action plan is currently being refreshed ready for the new business year. We continue to work closely with partners.</p> <p>The board also welcomed Rossendale's success at the Marketing Lancashire Tourism Awards which saw The Whitaker named Best Cultural and Tourist Venue and Dearden Tea Rooms named Best New Business.</p> <p>A programme of events in 2015 was agreed through the Promoting Rossendale Board. Working with partners, events including Bacup Easter Event, Rossendale 60's Festival and Christmas markets and lights switch on events in Haslingden, Rawtenstall and Bacup were successfully delivered.</p> <p>The Council helped promote the recent visit of the Flying Scotsman to the valley on the ELR and provides grants to many visitor and cultural activities through the Neighbourhood Forums.</p>	27-Jan-2016	

Description Responsive Value for Money Services

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
C&MS1	Promote democracy & equality by ensuring information is accessible on the Council's website and public are aware they can book the Mayor for events. Promoting the Mayor's role and engaging young people in civic life through visits to schools / Council Chambers	31-Mar-2016	Civic Service Officer/Leader's PA; Committee and Member Services Manager	01-Apr-2015		The Mayor has been undertaking visits to schools in the run up to Christmas, and also attended various other events to promote civic life/engagement, including the Armed Forces flag raising event, Remembrance events, the Festival of Remembrance Concert and community organisation visits. Preparations are underway for the Mayor's Ball and other fundraising activities. Information regarding the Mayor can be found on the Council website which includes booking forms and guidance on booking the Mayor for events. The Council undertook a democracy activity by celebrating the 800th anniversary of the Magna Carta with a competition for schools where six pupils from St John with St Michael School in Whitworth won prizes.	28-Jan-2016	
C&MS2	To maintain the requirements of the North West Charter for Member Development	31-Mar-2016	Committee and Member Services Manager	01-Apr-2015		A member training programme is in place and attendance is being monitored. At present 83% of Councillors have attended five or more training sessions. Whilst the Charter does not have a target for this, we encourage all Councillors to keep their knowledge and skills up to date for best practice purposes when it comes to decision making. The Council has a statement of intent and a Member Training and Development Strategy, the strategy was last reviewed in July 2015 by the Governance Working Group and some minor amendments agreed. The Charter requires the Council to review the strategy on an annual basis and it is due to be reviewed again before July 2016. Personal Development Plans (PDP's) are reviewed on an ongoing basis and at present 97% have a full PDP in place, and out of those with a full PDP completed, 96% have undertaken a PDP review (against a Charter target of 75%). PDPs are used to undertake a training needs analysis and feedback any training requirements to the Governance Working Group to assist with the production of the annual training schedule.	28-Jan-2016	
C&MS3	Ensure Committee papers are prepared to a Quality Standard and in accordance with agreed processes	31-Mar-2016	Committee and Member Services Manager	01-Apr-2015		All public agendas have been published within 5 working days of the meeting in line with the statutory requirements. Reports being presented at the meetings have also been made available in a timely manner and draft minutes have been made available within 4 working days of the meetings.	17-Dec-2015	
C&MS4	To assist with potential democratic arrangements in	31-Mar-2016	Committee and Member Services	01-Apr-2015		A report went to the December Council meeting where joining a Lancashire Combined Authority was agreed in principle. A	17-Dec-2015	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	relation to Combined Authority proposals		Manager			consultation will be undertaken with a final decision being made by the Council in March.		
CS&ICT06	Replace existing 0845 telephone number currently used by residents for the Civica pay line	31-Mar-2016	Head of ICT and Customer Services; Head of Finance and Property	07-Aug-2015	07-Aug-2015	Customers wishing to make a payment now telephone the Council direct. Once they get through to the switchboard they pick an option which directs them to the payment line. The calls are charged at local rate.	28-Jan-2016	
CS&ICT1	Implement the agreed option for the Revenues and Benefits Contract post October 2016	31-Mar-2016	Head of ICT and Customer Services; Chief Executive	07-Aug-2015	14-Oct-2015	The contract extension with Capita has been agreed and signed.	14-Oct-2015	
CS&ICT2	Roll out the Universal Credit (UC) first phase	31-Mar-2016	Head of ICT and Customer Services;	07-Aug-2015	05-Jan-2016	Staff within RBC have done all they can in relation to this project. They continue to liaise with the DWP who are responsible for the national roll out of Universal Credit.	05-Jan-2016	
CS&ICT3	Comply with Individual Electoral Registration (IER) and Public Services Network (PSN)	31-Mar-2016	Head of ICT and Customer Services; Chief Executive	13-Aug-2015		A further submission has been undertaken and we are awaiting feedback on our remediation plan.	05-Jan-2016	
CS&ICT4	Implement Wide Area Network (WAN), move to new Data Centre and shutdown Hardmans Mill	31-Mar-2016	Head of ICT and Customer Services;	10-Aug-2015		It is anticipated that the move will take place during Q4. We are just waiting to agree the final move date.	28-Jan-2016	
CS&ICT5	Explore new approaches to Counter Rate Avoidance Tactics	31-Mar-2016	Head of ICT and Customer Services;	13-Aug-2015		The Council's solicitor has met Counsel and preparation of papers is underway. These are preliminary steps which aim to minimise the duration of proceedings in Court. The action remains in the hands of the Council's appointed legal specialists and cannot be progressed by Officers. The complexity of the issues being raised means that this project is likely to run well into the 2016/17 financial year.	26-Jan-2016	
DM1	Implement changes to relevant policies	31-Mar-2016	Planning Manager	20-Jul-2015		Progress has been made an to update the Council's validation policy which has been identified as the first priority ahead of Residential Alterations and Extensions supplementary planning documents (SPD) and the interim Hot Food take away policy. When the revised validation is complete attention will turn to these SPDs.	28-Jan-2016	
DM2	Revise procedure for Development Management	31-Mar-2016	Planning Manager	20-Jul-2015		Due to staff turnover, Officers focus has been on statutory functions - in particular determining applications with Government targets. Measures are being taken including the use of consultancy to capacity build and recruitment steps to address current post vacancies. It is considered the work remains on track to be completed by the end of Q4, and	28-Jan-2016	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						actions are being taken (and are necessary) to ensure this.		
DM3	Implement requirements of the Planning Performance Agreement (PPA) for Scout Moor and Rooley Moor Windfarm proposals	31-Mar-2016	Planning Manager	20-Jul-2015	15-Jan-2016	The Scout Moor Application has now been called in by central Government. The PPA requirements for this action have been completed.	28-Jan-2016	✔
DM6	Review and update of Planning Enforcement policy including development of prioritisation system of cases received	31-Mar-2016	Planning Manager	20-Jul-2015	15-Jan-2016	New policy has been completed and was published to Development Control committee. It has been agreed with the Portfolio holder.	28-Jan-2016	✔
ELEC1	Provide democracy by administering scheduled Borough, County, Parish, Parliamentary, European, Police and Crime Commissioner elections and by-elections	31-Mar-2016	Elections Manager	01-Apr-2015		Planning is underway for Police and Crime Commissioner, Borough elections on 5 th May 2016 and for the EU referendum (date unknown). Election staff and the Returning Officer have training booked to support these processes.	05-Jan-2016	✔
ELEC2	Administer the registration of eligible electors by Individual Electoral Registration (IER)	31-Mar-2016	Elections Manager	01-Apr-2015		An updated version of the Register of Electors was published on 1 st December 2015 and circulated to relevant organisations and individuals entitled to receive it. Monthly rolling registration has resumed and will continue until October 2016. 850 postal vote electors will be invited to renew their applications in January 2016 and only those who do not respond have their option to vote by post removed.	28-Jan-2016	✔
F&PS1	Continue to work with managers to explore the successor to the current Revenues and Benefits contract when it ends in September 2016	31-Mar-2016	Head of Finance and Property	17-Jul-2015	13-Oct-2015	Extension contract signed securing c£1.3m of savings over the term now ending September 2019 and in line with medium term financial strategy (MTFS).	28-Jan-2016	✔
F&PS2	Develop and embed an effective and efficient process for collection and disbursement of New Homes monies	31-Mar-2016	Head of Finance and Property	17-Jul-2015	13-Oct-2015	As part of the contract extension Capita have offered to formalise the revenue targets in relation to the value of new homes bonus (NHB), worth £15k pa. However, Council Tax base on which NHB is calculated for 16/17 has been completed and anticipates a further increase in NHB for 16/17 of c£181k. The action is a continual process continuing into future years. Therefore although completion is set at 100% for 15/16 work continues throughout the year with the next measuring point being October 2016.	13-Oct-2015	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
F&PS3	Explore all avenues to maximise the Council's share of the local business rates under the Local Business Rates Retention Scheme	31-Mar-2016	Head of Finance and Property	01-Apr-2015	21-Jan-2016	Rossendale is now part of a Lancashire wide pooling arrangement with a potential value to Council of £400k pa.	28-Jan-2016	
F&PS4	Drive on letting Kay Street units	31-Mar-2016	Head of Finance and Property; Property Services Manager	17-Jul-2015		A new tenant is now in the old Trust offices and a potential tenant is lined up for the end unit.	28-Jan-2016	
F&PS5	Effective management practices in place for the Council's water culverts, car parks and open spaces	31-Mar-2016	Head of Finance and Property; Property Services Manager	17-Jul-2015		Given the record rainfall on Boxing Day (2015) the network under the Council's watch did perform well - albeit Storm Eva caused damage to property beyond our reasonable control. Storm Eva highlighted other problems beyond rivers and culverts namely sheer volume of surface water and its impact to numerous pockets across Rossendale.	21-Jan-2016	
F&PS6	Complete the sale or transfer of Haslingden Swimming Pool	31-Mar-2016	Head of Finance and Property; Property Services Manager	17-Jul-2015		The Council continues to work with the HAPPI (Haslingden All People's Pool Initiative) group, albeit the structural renovation requirements are now a challenge that the group seem to have underestimated. There is no clear opening date for the group.	21-Jan-2016	
FP1	Implement Local Plan Part 2 - prepare draft Allocations and Development Management development plan documents (DPD) and consult, prepare response, demonstrate duty to co-operate, and then take through to publication version	31-Mar-2016	Forward Planning; Planning Manager	09-Jul-2015		At its meeting of 9 th December 2015, Council decided to abandon the "Lives and Landscapes" Site Allocations DPD and to pursue production of a Local Plan for the Borough. A new Local Development Scheme (LDS) setting out a new timetable will be taken to Council in February. This decision has been prompted by the draft Strategic Housing Market Assessment (SHMA) indicating that Core Strategy housing numbers would be significantly below current Full Objectively Assessed Need (FOAN). As a result, adoption of the Plan is now scheduled for mid/late 2018.	06-Jan-2016	
HHR10	Delivery of effective services for homeless households	31-Mar-2016	Strategic Housing and Partnerships Manager	01-Apr-2015		The Housing Options Team sees between 60-100 new clients every month. Officers assess the various reasons that have resulted in the request for advice, and will tailor services to suit the needs of the individual client. This may include liaising between the client and landlords, Housing Benefit departments, DWP, friends and family in an attempt to resolve the housing need as soon as possible. Many cases are complex, requiring a multi-agency approach, which results in an increase in the allocation of Officer time. The Team works with departments including, Children's Social Care, Police refuges, Mental Health Services, Supported	28-Jan-2016	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Accommodation Projects, Shelter, Citizens Advice Bureau and Hospitals to address issues related to homelessness.</p> <p>Of the thirty possible reasons that can be recorded for approaching the Housing Options team, the top five continue to be:- relationship breakdowns with domestic violence, relationship breakdowns without domestic violence, single people over the age of 18 whose family/friends are unable/unwilling to accommodate, single people over the age of 25 whose family/friends are unable/unwilling to accommodate and single people/families who have received a legal notice to quit.</p> <p>If the Council has a reason to believe that a person is homeless and in priority need (vulnerable), it has a legal duty to provide temporary accommodation. This has resulted in Housing Options utilising Bed and Breakfast accommodation on occasion as a last resort. Wherever possible, the Team will attempt to secure temporary occupancy in a supported housing scheme or a housing project. On occasions the person presenting may have complex needs which are assessed as too high for a project, or where the individuals' behaviour leads to refusal by the project, Bed and Breakfast is the only alternative.</p> <p>The Council completed the Borough's annual Rough Sleeper estimate in November 2015. Following strict Government guidelines and criteria the estimate was carried out on the 30/11/15 and was found to be zero.</p>		
LEG1	Provide on-going training on procurement and contract management	31-Mar-2016	Legal Services Manager	13-Aug-2015		Work on the Strategy continues. Advice to Officers is given as and when required during all stages of the process.	28-Jan-2016	✔
LEG2	To advise and provide support in relation to the Combined Authority proposals	31-Mar-2016	Legal Services Manager	13-Aug-2015		On 9 th December 2015 Council resolved to take part in the Combined Authority public consultation having agreed, in principle, to be a Constituent Member. As a result legal advice and support will continue as and when required.	12-Jan-2016	✔
LEU1	Revise and implement Street Trading policy including prohibited streets	31-Mar-2016	Licensing and Enforcement Unit Manager	21-Jul-2015		This project will commence later in the year following the revision of taxi policies and procedures.	11-Jan-2016	✔
LEU2	Implementation and management of the policy, applications and enforcement requirements resulting from Scrap Metal Dealers Act 2013	31-Mar-2016	Licensing and Enforcement Unit Manager	21-Jul-2015	12-Oct-2015	Scrap metal dealers will continue to sit with Environmental Health for the time being.	11-Jan-2016	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
LEU3	Engage with internal and external agencies to promote fraud awareness	31-Mar-2016	Licensing and Enforcement Unit Manager		14-Apr-2015	Benefit fraud now falls within the single fraud investigation service (DWP).	28-Jan-2016	✔
LEU4	Revise and implement the policy for the Licensing: of Hackney Carriage Drivers and Vehicles; Private Hire Operators, Drivers and Vehicles	31-Mar-2016	Licensing and Enforcement Unit Manager	21-Jul-2015		This is scheduled to go before the Licensing Committee on 25th January 2016.	11-Jan-2016	✔
OPS 3	Review and update service standards and policy document to reflect current position	31-Mar-2016	Head of Operations	08-Jan-2016		Initial review undertaken with progress on re-draft underway. To be completed in Q4 as planned.	28-Jan-2016	✔
OPS 4	Introduce path and footway inspection procedure for parks	31-Mar-2016	Head of Operations	08-Jul-2015	08-Jan-2016	Inspections have been completed for all paths and footways, with further inspections to be undertaken as per specified frequency.	08-Jan-2016	✔
OPS 7	Develop options for self-supported management of RBC owned sites	31-Mar-2016	Head of Operations			No new developments in this area. Consider closing the action as further progress is unlikely due to lack of support from funding agencies.	08-Jan-2016	⚠
OPS2	Investigate commercial waste opportunities to increase income	31-Mar-2016	Head of Operations	08-Jan-2016		Awaiting completion of agreed heads of terms for Agripa advertising on vehicles to promote commercial waste service. Further measures to follow to promote service thereafter.	08-Jan-2016	⚠
OPS5	Implement the revised grounds maintenance schedules as approved by Full Council	31-Mar-2016	Head of Operations	08-Jul-2015	12-Oct-2015	Revised grounds maintenance schedule delivered as per plan with performance data to be analysed as part of review for 2016-17.	28-Jan-2016	✔
OPS6	Implement the 2015/16 Cemetery Strategy action plan	31-Mar-2016	Head of Operations	08-Jul-2015		2015/16 cemetery strategy on target for completion against plan.	08-Jan-2016	✔
P&P1	Review the Council's Standards of Conduct for Employees	31-Mar-2016	HR Manager			This work is scheduled to take place in a later Quarter.	23-Dec-2015	✔
P&P3	To monitor the Health and Safety provision	31-Mar-2016	HR Manager	23-Jul-2015		In Q3 the council have worked on the following in relation to Health & Safety Report it (Near miss cards): The operations team have trialled a new initiative looking at reducing the number of accidents, by reporting any near misses they encounter. The trial has been a success with accidents down on the previous months. The initiative has now been rolled out to the remainder	28-Jan-2016	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>of the operation teams.</p> <p>Lone Worker Identity Badges: This initiative came about after the council held a number of lone worker courses and a number of issues around staff working on their own in vulnerable places. We purchased 10 badges and the staff who wear them regularly now feel a lot safer. The knowledge that they can be assisted if they encounter a dangerous situation has given them a piece of mind.</p> <p>CCTV: The current system is under review and it is proposed to upgrade the system in next year's budget.</p> <p>One Stop Shop Toilet: Due to issues around the security of the building by members of the public using the toilets in the break out room, a new toilet has been installed in the One Stop Shop area of the building. This will be managed by the one stop staff who will monitor the public using the facility.</p>		
P&P4	Undertake an organisational self-assessment based on Investors In People's framework criteria	31-Mar-2016	HR Manager			This work is scheduled to take place in a later Quarter.	23-Dec-2015	

Section 4 – Performance Indicators







This section of the report provides detailed performance information relating to the achievement of targets against performance indicators.

Guide for Performance Indicator Report

The Theme heading displays the corporate priority grouping for the following batch of Indicators






Value & Target
These figures show the actual performance value and the target performance value

Gauge Aim
This indicates whether the aim of the gauge is to have a high or a low number as possible





PI Code	Short Name	Responsible Officers	Quarter X 20XX-XX			Quarter X 20XX-XX			Gauge Aim	Trend	Latest Note	Outcome
			QX 20XX/XX		Status	QX 20XX/XX		Status				
			Value	Target		Value	Target					
LI ***												
NI ***												
NI ***												

PI code
LI – Local Indicators
NI – National Indicators

Status











	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on track to achieve the annual target.
	This PI cannot be calculated.
	This PI is a data-only.

Trend

	This performance has improved compared to the previous quarters.
	This performance has worsened compared to the previous quarters.
	The value of this PI has not changed compared to the previous quarters.
	This Trend cannot be calculated.


Quarter 3 2015/16 Performance Indicator Report

Description A Clean and Green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 3 2014/15			Quarter 3 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2014/15			Q3 2015/16						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of household waste recycled	Operations Manager	22.01%	22.00%		27.07%	23.50%		Aim to Maximise		Dry recycle has exceeded expectations in Q3 and has comfortably exceeded target level.	On Target
LI 82bi	% of household waste composted	Operations Manager	6.66%	8.00%		6.73%	8.00%		Aim to Maximise		Organic waste is below target for Q3 with main reasons relating to prolonged periods of rainfall, with suspension of full service at the end of November to on demand service. No action is required in relation to this target as the resource is at agreed levels.	Below Target
NI 186 LAA	Per capita reduction in CO2 emissions in the LA area	Head of Finance and Property; Housing & Regeneration Manager Health; Property Services Manager	Not measured for Quarters			Not measured for Quarters			Aim to Minimise		The 2012 Carbon Emissions Directory was published by Department for Energy and Climate Change in June. Ktonnes per capita CO2 emissions in Rossendale were as follows; 3.1 for Industry; 2.6 for Domestic and 1.8 for transport giving an overall total of 7.5. This is slightly higher than previous (partly reflecting a cold winter and burning more fuel) and is the 4th highest in Lancashire. It is slightly higher than the national overall total of 7.1.	On Target
NI 191	Residual household waste per household	Operations Manager	125	129		115	125		Aim to Minimise		Waste per household continues to perform favourably against target in Q3, with kg per household well below target levels.	On Target

Description Regenerating Rossendale













PI Code	Short Name	Responsible Officers	Quarter 3 2014/15			Quarter 3 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2014/15			Q3 2015/16						
			Value	Target	Status	Value	Target	Status				
LI 16a	Percentage of employees with a disability	HR Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	As of 31 st March 2015 there were 170 employees. The percentage of employees with a disability is 0.02%. There is no target for this PI; it is monitored for equality reporting. Please note that employees do not always have to disclose a disability.	Exceeding Target
LI 17a	Ethnic minority representation in the workforce - employees	HR Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	As of 31 st March 2015 we had 170 employees. Ethnic minority disclosed representation in the workforce: 0.006%. There is no target for this PI; it is monitored for equality reporting purposes. Please note that employees do not always have to disclose their ethnicity.	Exceeding Target
LI 64	No of private sector vacant dwellings that are returned into occupation or demolished	Housing & Regeneration Manager Health; Strategic Housing and Partnerships Manager	37.00	22.50	✓	26.00	22.50	✓	Aim to Maximise	↑	In Q3 10 dwellings were recorded as being returned into occupation or demolished. The project continues to focus on returning properties to use so we will continue to see improvements in the remaining Quarter, and the Performance Indicator will remain on target.	Exceeding Target
NI 16 LAA	High impact acquisitive crime (HIAC) rate	HR Manager	1.1	3	✓	1.3	3	✓	Aim to Minimise	↓	Based on a population of 68,000, the HIAC rate for Q3 is 1.3 per 1000 residents. This continues to be below target, which is a positive trend.	On Target
NI 20 LAA	Assault with injury (AWI) crime rate	HR Manager	1.5	2	✓	1.6	2	✓	Aim to Minimise	↓	Based on a population of 68,000, the AWI rate is 1.6 per 1000 residents. This is again below the target; however there is a slight increase (0.37) on the last Quarter.	Exceeding Target
NI 154	Net additional homes provided	Planning Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↑	The Five Year Land Supply 2015-2020 was published in August 2015. This reports that 224 dwellings were completed last year (1 st April 2014 to 31 st March 2015) and provides further analysis. This figure is less than both the annualised housing requirement figure	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 3 2014/15			Quarter 3 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2014/15			Q3 2015/16						
			Value	Target	Status	Value	Target	Status				
										(of 247) and the figure set out in the Core Strategy's housing trajectory (of 270). Over the plan period (i.e. back to 2011, when the Core Strategy was adopted, Rossendale has completed fewer dwellings than required. In respect of the Core Strategy trajectory 18 fewer dwellings have been delivered, and in respect of the annualised housing requirement this represents a shortfall of 245 dwellings. Accordingly a 20% buffer is applied to the current 5 Year Housing Land Supply requirement. The draft Full Objectively Assessed Need (FOAN) set out in the draft Strategic Housing Market Assessment (SHMA) indicates that a higher housing figure is required and that the Council cannot demonstrate a five year land supply.		
NI 155 LAA	Number of affordable homes delivered (gross)	Housing & Regeneration Manager Health; Planning Manager; Strategic Housing and Partnerships Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise		As previously reported, affordable units were delivered through housing schemes at the former Mytholme House in Waterfoot (12), former Orama Mill in Whitworth (3), and the former Holmefield House in Helmshore (11, including 4 shared ownership). The Government is currently consulting on plans to amend the definition of "affordable housing" within NPPF (national policy planning framework) with reduced rate market housing "starter homes" being a preferred option.	On Target

Description Responsive Value for Money Services

PI Code	Short Name	Responsible Officers	Quarter 3 2014/15			Quarter 3 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2014/15			Q3 2015/16						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team	7mins	10mins		8mins	10mins		Aim to Minimise		The total footfall for December 2015 was recorded as 2,634. The breakdown is as follows - Housing Benefits 673, Council tax queries 128, Greenvale Homes enquiries 28, Taxi licensing queries 1,522, All other council services 283.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	Capita; Service Assurance Team	62.1%	65%		57.9%	65%		Aim to Maximise		Slow performance for the Quarter is due to a number of factors including increased recovery and targeted actions on claims. The telephone service will be provided from the One Stop Shop from February 2016 and members will be updated on progress in the coming months.	Marginally Below Target
CS6	% of abandoned calls - Coventry call centre	Capita; Service Assurance Team	7%	8%		4.5%	8%		Aim to Minimise		The % rate has increased slightly due to the increased number of recovery calls in December. However, this still represents a low abandonment rate and is within target.	Marginally Below Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team	84.81%	84.57%		84.52%	84.81%		Aim to Maximise		Although slightly below target, performance is still strong. Collection of Council Tax from people of working age is lower at 63.52%. Recovery action will be taken in January which aims to improve this area of collection.	On Target
LI 10	Percentage of non-domestic rates collected	Capita; Service Assurance Team	82.61%	84.92%		87.02%	82.61%		Aim to Maximise		Business Rate collection is well above target by 4.41%. However this is due to a large credit of £522k which has yet to be refunded. The true collection rate at the end of Q3 is 83.31% still above target by 0.7%.	On Target
LI 12	Working days lost due to sickness absence (days)	HR Manager	4.16	6.00		7.72	6.00		Aim to Minimise		Long term sick 20 days or more is 5.26 per full time equivalent (FTE). Short term sick is 2.45 per FTE.	Marginally Below Target
LI 79a	Accuracy of processing -	Capita; Service Assurance Team	93.33%	93.00%		94.00%	93.00%		Aim to Maximise		Another strong quarter, achieving targets ensuring customers receive their correct	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 3 2014/15			Quarter 3 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2014/15			Q3 2015/16						
			Value	Target	Status	Value	Target	Status				
	housing benefit and council tax claims									benefit entitlement.		
LI 79bi	Percentage of recoverable Housing Benefit (HB) overpayments that are recovered during period	Capita; Service Assurance Team	75.90%	70.00%		55.32%	70.00%		Aim to Maximise		This indicator measures overpayments recovered against those created during the period. This has been affected by the self-employed reviews undertaken following intervention from Service Assurance Team, which has resulted in an increase in overpayments being created.	On Target
LI 79bii	Housing Benefit overpayments recovered as % of the total amount of HB overpayment debt outstanding	Capita; Service Assurance Team	28.43%	8.75%		10.77%	8.75%		Aim to Maximise		This is a cumulative target so the actual outturn will show in the annual total. The Quarterly return is relatively low as this measures the total recovered in a period against the total outstanding debt. The level of overpayments recovered continues to align with the level of debt outstanding.	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	67.00%	65.00%		100.00%	65.00%		Aim to Maximise		In Q3, 100% of majors were met within 13 weeks or within agreed time extension periods with the applicant.	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	92.00%	80.00%		100.00%	80.00%		Aim to Maximise		100% of minors were determined within 8 weeks or by time extension agreement with the applicant.	Exceeding Target
LI 109c	Planning applications: 'Other' applications	Technical Assistant - Planning	100.00%	80.00%		89.00%	80.00%		Aim to Maximise		89% were determined within 8 weeks or by agreed time extension with the applicant.	Exceeding Target
NI 181 (ai)	Time taken to process Housing Benefit new claims	Capita; Service Assurance Team	25.0	26.0		21.6	21.0		Aim to Minimise		Performance for the quarter is slightly below target due to delays in December 15. Performance was achieved in both October and November 15. It is anticipated that Q4 performance will be within target.	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2014/15			Quarter 3 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2014/15			Q3 2015/16						
			Value	Target	Status	Value	Target	Status				
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	Capita; Service Assurance Team	26.7	27.0		20.3	22.0		Aim to Minimise		Performance for the Quarter has dipped slightly from Q2 but is still within target.	On Target
NI 181 (bi)	Time taken to process Housing Benefit change in circumstance	Capita; Service Assurance Team	11.02	9		8.05	7		Aim to Minimise		Performance for the quarter is slightly outside target however it is anticipated that this will improve in coming months and the annual outturn will be within target.	On Target
NI 181 (bii)	Time taken to process Council Tax benefit change in circumstance	Capita; Service Assurance Team	7.5	10.0		6.6	7.0		Aim to Minimise		Performance for the Quarter is less than Q2 but is within target. It is anticipated that the yearly outturn will be within target.	On Target
PM2	% of new Housing Benefit claims outstanding over 50 days	Capita; Service Assurance Team	0%	5%		0%	5%		Aim to Minimise		Another good performance this Quarter. The focus on new claims means they are being processed quickly and not left outstanding ensuring that customers receive their benefit in a timely manner.	Exceeding Target

Section 5- Performance Indicator Action Plans

The Council is committed to developing a 'performance culture' through embedding a Performance Management Framework that is robust, transparent and accountable. An important part of this process is taking timely, corrective action to improve performance against an indicator that is not achieving the target level of performance as set out within the Corporate Business Plan.

Service Area:	People and Policy		Lead Officer for Performance Indicator:		Clare Law		
Performance Indicator Number:	LI 12	Performance Indicator Name:	Number of working days lost due to staff sickness				
Target achieved in previous year? (2014/15)	Yes						
PERFORMANCE DURING CURRENT YEAR (2015-2016)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
2.34	2.00	5.81	4.00	7.72	6.00		

1. Please give an objective assessment as to whether the end of year target will be met?

From Quarter 1 we have seen a slight reduction in the number of days lost to sickness. In line with the Council's absence management we are managing sickness, in particular long term sickness and on this basis we should meet the end of year target.

2. Please explain the reasons why the indicator is not achieving the targeted level of performance:

We currently have a large amount of long term sickness which has had a significant impact on the performance indicator.

3. Please give details of any corrective actions that are currently being taken and an estimate of the likely impact:

Sickness is being managed and long term sickness should start to reduce, enabling this indicator to return to target.

4. Any action planned in next financial year that will improve performance?

The Council will continue to manage sickness to make sure that the target is met.

Section 6- Risks

This section of the report provides information related to risk.

Guide for Risks Report

This heading displays the Category Description and Strategy grouping for the following batch of Indicators

Priority *

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status




Rows that have been shaded represent the Corporate Risks

The codes in these boxes refer to the Original, Current and Target Impact and Likelihood of a risk in accordance with the Council’s Risk Matrix- see page 7 for more detail





Risk Status	
	OK
	Warning
	Alert







Quarter 3 2015/15 Risk Report







Description Regenerating Rossendale




Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
HHR2	Use of CPO (compulsory purchase order) Powers	Housing & Regeneration Head of Health	2	E	2	E	2	E	Any process of land assembly involves risk considerations, including: (i) the CPO/over-riding of interests is not successful or is subject to legal challenge. Legal agreements will be in place to protect/indemnify the Council from any legal/financial risk; (ii) planning permission for the scheme is not granted – the owners are in discussions with the planning authority and consultees to mitigate this risk; (iii) the development not being delivered/being unviable. An appropriate agreement will be entered into to facilitate the delivery of the scheme.	28 Jan 2016	
Plan 1	Failure to deliver the Local Development Framework (LDF)	Planning Manager	3	E	3	E	4	F	The abandonment of the "Lives and Landscapes" DPD and the forthcoming publication of an Local Development Scheme (LDS) significantly delays the production of the Local Development Framework (LDF). While the Core Strategy will remain in place the Council will not have a complete Local Plan in place until 2018. There is therefore a risk of development occurring in locations not identified within the Plan.	06 Jan 2016	
Plan 2	Failure to deliver commitments to English Heritage re programme of work (Links to Action DM4)	Planning Manager	3	E	3	E	3	E	It remains the case that the due to the need to prioritise key applications and projects the strategy work is postponed to March 2016. However, it is not considered there is now a risk of Historic England, (formally known as English Heritage) seeking any funding claw back as Rossendale continues to retain a conservation officer in post to promote historic conservation which was a key purpose of their funding in the borough and has a Councillor as the Design & Heritage champion.	28 Jan 2016	






Description Responsive Value for Money Services





Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
C&MS1	Failure to ensure corporate business continuity and staff capacity for Committee and Member Services service area.	Director for Business; Civic Service Officer/Leader's PA; Committee and Member Services Manager	2	E	2	E	2	F	Remote System Access (RSA) is currently unavailable and we are aware of this and a replacement system is currently being tested for roll out. In the meantime there is access to emails via Mimecast or 365. Whilst there is no diary function with Mimecast, there is calendar availability on 365 where meeting requests can be accepted to form a diary for Mayoral engagements (even though there is no access to the main Mayoral diary). After reviewing the current situation, this does not change the current risk score as hard copies of the Mayoral diary are also being made available to the Mayor's Attendants.	28 Jan 2016	
C&MS2	Ensuring a Declaration of Interest form is received and reviewed by each Councillor, each year, and details are amended on the website. This is to evidence sound decision making by Councillors	Committee and Member Services Manager	2	F	2	F	2	F	Updated Declaration of Interest forms have been completed and received for 100% of Councillors; including Whitworth Town Councillors. All updated information for 2015/2016 has been published on the Council web site as required by the Localism Act 2011. The next update is due following the May elections in 2016.	28 Jan 2016	
CORP1 (CR)	Failure to ensure business continuity and staff capacity	Chief Executive	2	E	2	E	3	E	Service Area Business Continuity Plans are in place and updated regularly, as is the Corporate Business Continuity Plan. All service areas have their own business continuity risks so that this can be closely monitored. The risk status has remained at the current level for Q3.	28 Jan 2016	
CORP2 (CR)	Preserving the value of the Councils' key assets	Director for Business; Head of Customer Services & ICT; Head of Finance and Property	2	E	2	E	3	E	The Council's investment in leisure and "Grip & Go" is making some progress albeit cost reductions have been required to mitigate income reductions and net contribution expected to be below budget expectations. This investment strategy is a key part of bridging the Rossendale Leisure Trust funding gap. The transport company continues to face challenges facing all operators from National and Local Government policy: changes to regulation within Greater Manchester, LA contracted service reductions, departure charges and medium term concerns over	21 Jan 2016	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
									fuel rebates.		
CS&ICT1	Failure to ensure business continuity and staff capacity in the Customer Service & ICT service area		2	C	2	E	4	E	The corporate ICT disaster recovery plan has been implemented and it will be tested on the 3/2/2016. The testing will be performed by all relevant service areas, following completion of the testing any issues or problems will be addressed.	26 Jan 2016	
Elec 1	Failure to hold robust and efficient elections (including failure to recruit staff, preparation of suitable venues; acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs)	Elections Manager	2	E	2	E	2	F	Election planning is underway and plans and risk registers will be submitted to the Electoral Commission for checking on 11 January 2016. A tender process is underway to recruit a printer to carry out election printing for 2016- 18. Once the contract is awarded dates will be agreed for the production of election materials. Polling stations will be booked in January and election staff will be recruited early in February and March to allow for any shortages to be dealt with. The risk matrix is not anticipated to change during 2016.	05 Jan 2016	
Elec 2	Failure to ensure polling stations are DDA (Disability Discrimination Act) compliant / accessible to all	Elections Manager	5	C	5	C	5	B	Polling Stations will be booked early in January 2016 to enable any issues to be dealt with well before election day on 5 May 2016. Stations will also be put on alert for the EU referendum which will be held during either 2016 or 2017 with a four month notice period. Polling station details will be checked when they are booked to update records and highlight areas of risk. The risk matrix is not anticipated to change during 2016.	05 Jan 2016	
Elec 3	Failure to safeguard the service/ election from fraud and corruption	Planning Manager	2	E	2	F	2	F	There is no further information to be added to this risk now therefore the risk is expected to remain the same.	05 Jan 2016	
Elec 4	Failure to implement Individual Electoral Registration (IER)	Elections Manager	5	F	5	F	5	F	The implementation of IER was complete on 1 December 2015 when 475 names of electors who could not be confirmed were deleted from the register for Rossendale. The process of registering all future residents will be within the IER system. There is no risk associated with the implementation of IER.	05 Jan 2016	
Elec 5	Failure to ensure corporate business continuity and staff capacity for Electoral	Chief Executive; Planning Manager	2	E	2	E	3	F	Individual electoral registration is now in place and has been found to permanently increase the amount of work to be undertaken by the electoral team. There is a high volume of pro-active work to be carried out which undoubtedly improves the	28 Jan 2016	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
	Services service area								accuracy of the Register of Electors but does reduce the time available for election preparations and the opportunity for staff leave. It is anticipated that staff from the wider Democratic Team will assist in the pre-election period and EU referendum period when it occurs. In addition, Corporate Support Office staff are assisting with basic tasks to alleviate pressure and allow the risk to be maintained.		
F&PS1 (CR)	Payment of Benefit claims, Creditors and Staff together with robust income collection	Finance Manager	3	E	3	E	3	E	There is still no significant change since our last update. This area remains linked to F&P3 (Business Continuity) - The current contingency is to ensure access to previous BACs files and the web based banking systems to ensure the ability to make necessary payments in the event that central systems are lost.	21 Jan 2016	
F&PS2 (CR)	Council does not align expenditure with future resources beyond 2015/16	Head of Finance and Property	4	E	4	E	3	E	The latest update to the Medium Term Financial Strategy has been presented to Members in February 2016. The forecast deficit is estimated to be between £500k and £600k but is based upon a number of key assumptions in particular Council Tax and renewable energy income. The next 2 years budgets are forecast to be in balance with pressures emerging in 18/19 and beyond.	26 Jan 2016	
F&PS3	Failure to ensure business continuity and staff capacity in the Finance and Property Services Area	Head of Finance and Property	3	E	3	E	3	E	An internal audit has been commissioned to look at this area across the whole organisation as part of the 2015/16 plan.	28 Jan 2016	
HHR1	Failure to ensure corporate business continuity and staff capacity for Health, Housing and Regeneration service area	Director for Business; Housing & Regeneration Head of Health	1	E	1	E	3	F	Following the extensive flooding on Boxing Day, a review of Business Continuity Plans across the Council will be included in the annual audit plan to be undertaken by the audit team. The risk remains low.	28 Jan 2016	
Leg1	Fraud and Corruption	Director for Business	2	F	2	F	2	F	This risk continues to be monitored and mitigated as outlined.	12 Jan 2016	
Leg2	Failure to ensure corporate business continuity and staff capacity for Legal	Director for Business; Legal Services Manager	2	E	2	E	2	F	Home working is presently being tested within the service area and will be rolled out over the coming weeks to relevant staff. Agency staff are still in situ providing the additional capacity required at this time. No changes to the risk assessment are	12 Jan 2016	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
	service area.								needed at the present time but will continue to be monitored.		
LEU1	Failure to ensure corporate business continuity and staff capacity for Licensing and Enforcement Unit	Director for Business; Licensing and Enforcement Unit Manager	2	E	2	E	3	F	Current actions in place include improved IT systems and reliability, ongoing staff training, essential material is backed up, disaster recovery equipment (IT) in place, regular budget monitoring, health and wellbeing of staff monitored with risk assessments carried out where appropriate and regular one-to-ones with the team. Recruitment has also taken place to support staff capacity. Further actions as follows are ongoing: Improved and more frequent communication, regular Business Continuity Plan review, regular discussion at team meetings and a review of staffing levels. The impact on business remains the same: Failure to deliver statutory services in a timely and efficient manner. (Licensing Act, Gambling Act); Failure to deliver timely and effective advice/service; Reputational damage.	28 Jan 2016	
Ops1	Loss of financial income and potential income due to reduction in recycle rates	Head of Operations	5	C	5	C	3	C	The section has continued to appoint to vacant posts throughout quarter three, including Market Officer, Head of Operations, and Data Analyst/Performance Management Officer positions. Unfortunately we've been unsuccessful in appointing a Transport and Workshop Manager, and therefore have procured technical support from CP Davisons to cover in the interim until the role can be advertised. The new Head of Operations is not commencing their post until February 16 and interim consultancy support is being provided by the previous Head of Operations There are currently two vacant Operation Supervisor positions which will be reviewed when the Head of Operations starts his role in February.	28 Jan 2016	
Ops3	Failure to ensure business continuity and staff capacity for the Operations Service Area	Head of Operations	2	F	2	F	2	F	Recycling rate showing 4% increase from the same period last year. During Q3, the Council disseminated a consistent recycling message to all domestic households via the annual waste collection leaflet/calendar. Continued efforts to further increase recycling levels will be implemented in Q4 as part of the recycling campaign.	28 Jan 2016	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
P&P01	Failure to ensure business continuity and staff capacity for People and Policy service area	Chief Executive	3	E	3	E	4	E	At Q3 this risk continues to be maintained at its currently identified risk score 'E3'. A schedule for periodic updates /review of the People and Policy Service Area Business Continuity Plan is in place. No significant amendments have been made to the Plan since September 2014. All key officers in the Service area have a copy of the Plan should it need to be activated. The Plan is updated as and where required. Access to web-based emails via an app is available, and the method has been assessed to be sufficient in managing the risk.	05 Jan 2016	
P&P2	Equal Pay Claims	Chief Executive	3	E	3	E	3	E	At Q3 this risk has been maintained at its current identified risk score 'D3'. A robust job evaluation system is now in place to ensure fairness and consistency of approach across the Council, mitigating against the risk of future equal payment claims as far as possible. Equal pay claims have an historical life of 6 years. Any new equal pay claims will be considered on a case by case basis and appropriate legal advice sought.	05 Jan 2016	
P&P3	Non-Payment of Salaries	Chief Executive	3	F	3	F	3	F	The People and Policy Service Area Business Continuity Plan has been reviewed and the risk remains at 'F3'.	05 Jan 2016	
P&P4 (CR)	Litigation due to Health and Safety breaches (Links to Action P&P3)	Chief Executive	3	F	3	F	3	F	At Q3 this risk continues to be maintained at its current identified risk score 'F3' which is also the target risk score. Audits of key high risk service areas have been undertaken and all appropriate staff are informed as to how to correctly report health and safety concerns or incidents. The Council's Joint Consultative Committee regularly review Health and Safety updates/incidents and ensure appropriate and proportionate corrective measures are taken as and when required. The organisational training plan identifies priority need for Health and Safety training and will be implemented/refreshed to meet need. Following the audits, it has been assessed that all reasonable mitigating actions are in place for this risk. Of the incident reports submitted in Q3 none were major. Reports related to slips, trips and falls required no further action. In Q3 no new employee claims were submitted.	28 Jan 2016	
Plan 3	Budget reduced by reduction in fees	Planning Manager	3	E	3	E	3	E	Income projections remain within expectations. Due to staff turnover a vacancy currently exists, but capacity building through use of consultants has been required to continue to deliver the service given a vacancy gap.	15 Jan 2016	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
Plan 4	Failure to determine planning applications in line with government targets	Planning Manager	3	E	3	E	3	E	Figures for the quarter remain ok, but use of consultants and other measures have been necessary to sustain performance due to staff turnover and increase in workload.	15 Jan 2016	
Plan 5	Failure to deliver commitments on Planning Performance Agreement (PPA)	Planning Manager	4	E	4	E	4	F	PPA milestones have been met so no risks are currently identified.	28 Jan 2016	
Plan 6	Monitoring delivery on time of requirements of Section 106 planning obligations	Forward Planning; Planning Manager	3	E	3	E	3	E	As reported previously the corporate working group continues to meet quarterly and keep on track progress as and when agreements are made, triggers reached and monies spent. The group comprises of staff from Planning, Legal, Finance and Operations. In addition regular meetings are held between Rossendale Planning and Lancashire County Council (LCC) Highways. Internal Audit has reviewed the current arrangements and made recommendations and it is felt that the current Corporate Steering Group meetings are addressing any risks identified.	06 Jan 2016	
Plan 7	Failure to ensure corporate business continuity and staff capacity for the Planning service area	Planning Manager	3	E	3	E	3	F	Measures have been and continue to be taken to ensure the team has capacity to deal with workloads for the Planning service via recruitment and use of consultants to capacity build; as such the risk has remained the same.	28 Jan 2016	

Section 7- Complaints

Section 7.1 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council and monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between October to December 2015 - broken down by the nature of the complaint.

Nature of Complaint	Complaints outstanding at 30/09/2015	Complaints Received During Q3	Complaints Closed During Q3	Complaints outstanding at end of Q3
Action/response/communication	1	7	6	2
Advice given	0*	4	3	1
Application processing		2	1	1
Bailiff charges/action	1		1	
Benefits processing		1	1	
Bin collection		2	2	
Council Tax charges/decision		1	1	
Customer service	1	1	2	
Litter / debris / fly tipping		1	1	
Other		3	1	2
Quality of service	2	1	1	2
Recovery/payment of Council Tax		3	3	
Total	5*	26	23	8

*On the previous report it stated that 2 complaints remained outstanding in relation to "Advice given," however these had been responded to within the Quarter 2 period and the figures were subsequently rectified.

In relation to the complaints received in Quarter 3:

- Operations (1), Finance and Property Services (1), Health, Housing and Regeneration (1), Licensing and Enforcement (1), Planning (2) and Capita (1) each dealt with complaints relating to action/response/communication (five complaints were responded to during Q3, plus one from the previous quarter, and two complaints remain outstanding).
- Capita (1), Planning (2), and Legal and Democratic Services (1) each dealt with complaints in relation to advice/information given (three have been responded to and one remains outstanding at the end of Q3).
- Licensing and Enforcement and Planning each dealt with a complaint in relation to application processing (one has been responded to and one remains outstanding at the end of Q3).
- Capita dealt with a complaint in relation to benefits processing (responded to within Q3).
- Operations dealt with 2 complaints in relation to bins/bin collections (both were responded to within Q3).
- Capita dealt with a complaint in relation to Council Tax charges/decision (responded to within Q3).
- Capita dealt with a complaint in relation to customer service (responded to within Q3).
- Operations dealt with a complaint in relation to litter/debris/fly tipping (responded to within Q3).
- Operations, Customer Services and ICT, and Planning each dealt with a complaint in relation to other (one has been responded to and two remain outstanding at the end of Q3).
- Planning dealt with a complaint in relation to quality of service (this remains outstanding at the end of Q3).
- Capita dealt with one complaint in relation to recovery/payment of Council Tax (responded to within Q3).

7.2 - Ombudsman Complaints

If a member of the public feels that the Council has not dealt adequately with their complaint, they may refer their complaint to The Local Government Ombudsman (LGO) who investigates complaints by members of the public who consider that they have been caused injustice through administrative fault by local authorities and certain other bodies. Rossendale Borough Council has no control over the duration of an Ombudsman investigation – they can take days, weeks or even years.

The Council has received recognition from the Ombudsman in relation to its work in improving the management of complaints and how this has resulted in much fewer complaints being made to the Ombudsman. This work has also led to a substantial reduction in the number of 'open' complaints being handled by the Ombudsman.

Ombudsman Complaints (1st October to 31st December 2015)

Head of Service	Service Area	Outstanding at start	New	Completed	Outstanding at end
Place		0	0	0	0
Business	Licensing (1) Planning (1)	0	2	0	2
Executive		0	0	0	0
	Total		2	0	2

Note: There are currently two investigations open. Both have been responded to within the LGO's deadline. We are awaiting further queries or a provisional decision.

Premature complaints, preliminary enquiries and those which we know of, but have not been officially notified of, have been removed to avoid duplication with Service Assurance's figures.

Section 8- Compliments

This section of the report provides a summary of the number of compliments received by the Council between October to December 2015 - broken down by the area of service that the compliment related to as well as a comparison of the previous 3 quarters.

Nature of compliment	Compliments received during:			
	January – March 2015	April – June 2015	July – September 2015	October – December 2015
Action/response/communication		5	5	7
Advice/information given				1
Customer service	2		3	
Quality of service	14	15	7	2
Staff member/team	23	33	12	13
Total	39	53	27	23

In relation to compliments received during this quarter:

- Action/response/communication compliments were received for Building Control (1), Operations (2), Planning (2), People & Policy (1) and Finance and Property Services (1).
- An advice/information given compliment was received for Planning.
- Two quality of service compliments were received for Operations.
- Staff member/team compliments were received for Operations (7), Health, Housing and Regeneration (1), Capita (3) and Planning (2)