

# How are we making a difference to our communities?

## Integrated Performance Report Quarter 4 (January to March 2016)

For further information or copies of this report, contact the People and Policy Team: Katie Gee Tel: 01706 252454, e-mail: [katiegee@rossendalebc.gov.uk](mailto:katiegee@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.

### **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 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 & Data Quality Strategy to ensure that all performance information (including the information you find in this document) continues to be collected and used efficiently and effectively to drive improvements in our services.

### **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 May 2016 by the Council's People & Policy Team using the latest performance information input onto 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**

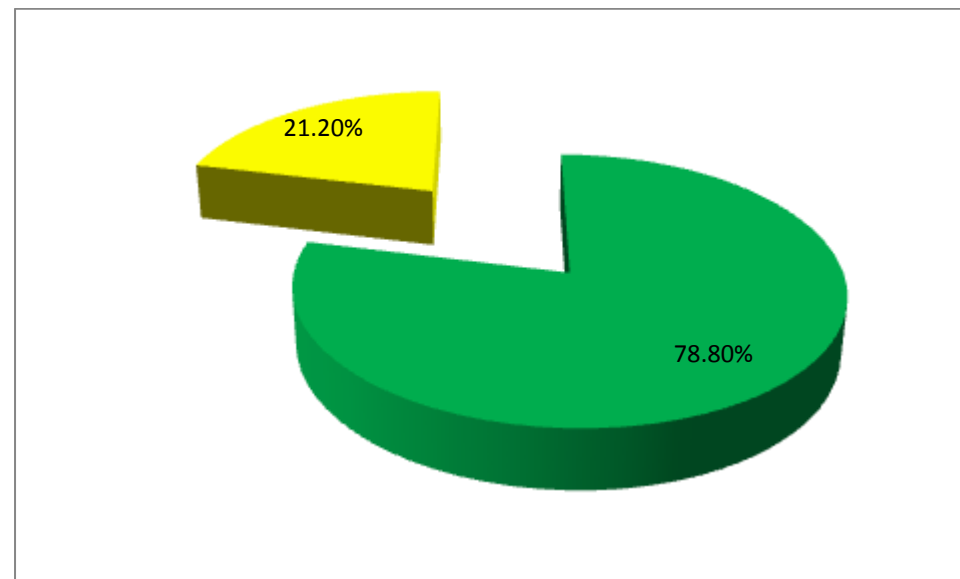
This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.

### 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.





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

Corporate Business Plan Actions			
Legend	Status	No.	%
<b>Green</b> ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	<b>45</b>	<b>76.3%</b>
<b>Amber</b> ▲	Some issues or risks which require action from the Council's Programme Board to keep the project on track	<b>12</b>	<b>20.3%</b>
<b>Red</b> ●	Project in jeopardy – serious issues or risks needing urgent action	<b>2</b>	<b>3.4%</b>
<b>Unknown</b> ?	The status cannot be calculated	<b>0</b>	<b>0%</b>
	Total number of actions	<b>59</b>	<b>100</b>



## 1.2 Performance Indicators – achieving targets?

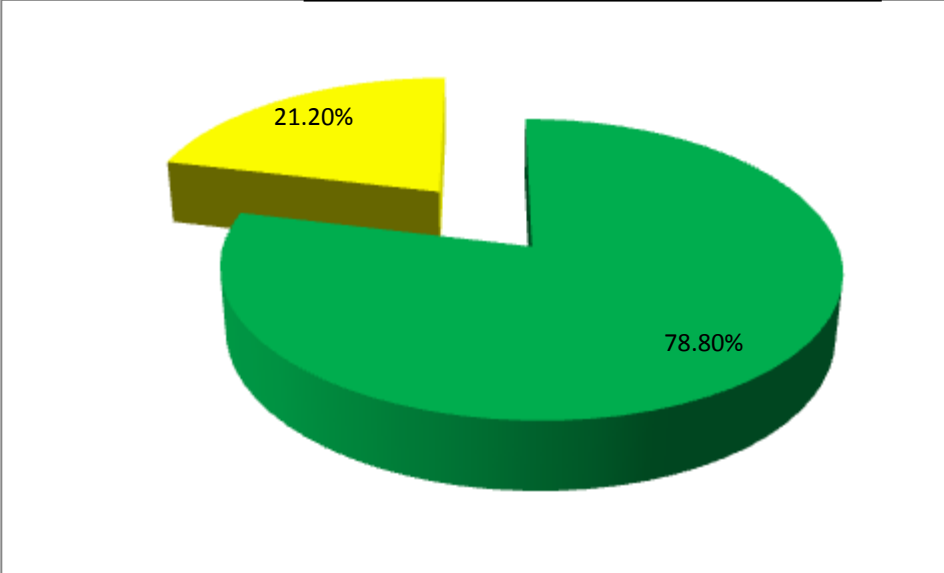
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators,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

Legend		Status	Performance Indicators	
			No.	%
<b>On Target</b>		The performance indicator has achieved or exceeded its quarterly target	<b>17</b>	<b>70.9%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>2</b>	<b>8.3%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>2</b>	<b>8.3%</b>
<b>Unknown</b>		The status cannot be calculated	<b>3</b>	<b>12.5%</b>
<b>Total for Quarter 4</b>			<b>24</b>	<b>100%</b>

### 1.3 How are we performing in managing our risks?

*Are we reducing the Likelihood and Impact of our Risks?*

Risks			
Legend	Status	No.	%
<b>Green</b> ✔	The likelihood and impact of the risk is low	<b>26</b>	<b>78.8%</b>
<b>Amber</b> ⚠	The likelihood and impact of the risk is medium	<b>7</b>	<b>21.2%</b>
<b>Red</b> ●	The likelihood and impact of the risk is high	<b>0</b>	<b>0%</b>
<b>Unknown</b> ?	The status cannot be calculated	<b>0</b>	<b>0%</b>
<b>Total</b>		<b>33</b>	<b>100%</b>



## 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.





### 1.1 How are we performing in 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	4	50%	4	50%	0	0%	0	0%
Performance Indicators	3	2	67%	0	0%	1	33%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>11</b>	<b>6</b>	<b>54.5%</b>	<b>4</b>	<b>36.4%</b>	<b>1</b>	<b>9.1%</b>	<b>0</b>	<b>0%</b>

## 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.





### 2.1 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%	0	0%	0	0%
Performance Indicators	3	3	100%	0	0%	0	0%	0	0%
Risks	3	1	33%	2	67%	0	0%	0	0%
<b>Total</b>	<b>16</b>	<b>13</b>	<b>81.3%</b>	<b>3</b>	<b>18.7%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

## 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.

### 3.1 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	41	32	78%	7	17.1%	2	4.9%	0	0%
Performance Indicators	17	12	70.6%	1	5.8%	2	11.8%	2	11.8%
Risks	30	25	83.3%	5	16.7%	0	0%	0	0%
<b>Total</b>	<b>88</b>	<b>69</b>	<b>77.6%</b>	<b>13</b>	<b>14.7%</b>	<b>4</b>	<b>4.5%</b>	<b>2</b>	<b>2.2%</b>

## **Section 4 – 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 2013.**

# 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 4 2015/16 Actions Report

**Report Type:** Actions Report  
**Report Author:** Katie Gee\_Admin  
**Generated on:** 05 May 2016





## Description Clean and Green Rossendale





Action Code	Action Title	Latest Note	RAG Status
DM4	Commence milestones for revised Conservation Strategy 2015-18 including review of Conservation Management Plans and Appraisals	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. As a result an amendment to the Bacup conservation area including Waterside Mill was adopted by Cabinet to on 9 March 2016.	
DM5	Put in place longer term arrangements for applications for works to trees and requests for Tree Preservation Orders	Pendle Borough Council continues to provide tree advice for the Council. The recently appointed Planning Technician is now acting as a first point of contact for processing TPO enquiries. These arrangements will be kept under review when the new Planning Manager/Senior Planner come into post.	
FP3	Complete site viability assessment work and if evidence supports, prepare Community Infrastructure Levy draft for consultation	The Viability work being undertaken by Keppie Massie has been completed and a timetable for the production of CIL set out in the LDS approved by Council on Feb 24th. A draft CIL Charging Schedule is programmed for consultation in Autumn but considerable work is required on preparing an Infrastructure Schedule.	
HHR6	Reduce the number of long term vacant domestic and commercial properties across the Borough.	The 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. Negotiations are taking place with the owner of the last two remaining AAW properties The two AAW properties that are on the CPO list, have now changed are we are discussing with the owner viable options 3 properties have come off the list 2 properties are up for sale by the owners and will be monitored by the group until completion 4 Properties have begun the CPO process and we are discussing options with the owners 3 properties are at the 1st letter stage 2 properties are at the 2nd letter stage 3 properties have provided details of a schedule of works with time frames and have agreed to keep the group updated on progress The remaining land and properties are either in negotiation for potential purchase or we are still trying to trace the owners.	
HHR7	Implement requirements of the Private Water Supply Regulations 2010	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 mean that this completion has slipped. The staffing situation impacts on ability to complete the sampling element or completing additional risk assessments. We have chased the contractor, reports to be issued to us imminently. We will not be using this provider again and payment of invoice has been withheld	





Action Code	Action Title	Latest Note	RAG Status
		pending receipt of reports.	
HHR8	Implement the Declaration of Air Quality Management Areas (AQMA)	<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 regularly basis and the data uploaded to DEFRA 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>Draft report submitted to DFRA for comment, subsequently returned with comments which is being updated by our consultants. Once finalised the report will be submitted via the management team for council approval.</p>	
HHR9	Delivery of the food inspection programme across the Borough	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 programme of food inspections that all premises are subject to on a rolling basis and is agreed with the Food Standards Agency. 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. Finished year 10% short (40) premises on target. All low risk. Actions in place to widen resources to up skill other offices. Recruitment of replacement officer imminent.	
OPS1	Deliver targeted education campaign to increase recycling	Targeted recycling information is provided to all households where we have been unable to empty their bin due to contamination. Or where we have been requested to do so. Also general information is available via the council web site.	

## Description Regenerating Rossendale

Action Code	Action Title	Latest Note	RAG Status
CORP1	Support the Promoting Rossendale Board to implement its partnership action plan	Members of the board have continued to work hard to promote Rossendale as a place to live, play, work and rest. The board will meet in Q1 of 2016/17 to implement new priorities and key areas of work for the new year ahead.	
CORP2	Support the Living Better, Living Well project in Rossendale	<p><b><u>Living well, living better project</u></b>  3 steering group meetings held and 2 sub groups. The Rossendale Proposition is now developed and supportive interventions identified to be commissioned in Q1 – 16/17.  Links made through now regular update meetings with lead G.P. for Rossendale and Portfolio holder for Health. Key relationships developed and continue to be strengthened through joint working with ELCCG, Public health, NHS, Police, fire and rescue, Greenvale homes</p> <p><b><u>Rossendale Health and Wellbeing Partnership</u></b>  1 meeting held in February to identify health priorities for Rossendale using information from CCG and Public Health. 25+ attendees from statutory and Voluntary, community and faith sector partners. Valued partnership locally.</p>	























Action Code	Action Title	Latest Note	RAG Status
		<b>Internal Health Officers Group</b> First meeting held to develop a group of Council officers whose services impact on health.	
FP2	Input into Valley of Stone and National Cycle Route 6 implementation works	Lancashire County Council has been seeking to implement "quick wins" upgrading existing sections of the route but this has proved problematic . This was partly due to adverse weather at the start of the year and because of opposition by some interest groups. A public consultation on choice of materials is due to be held in May. Regular liaison between the two Councils continues.	
FP4	Input in to cross cutting corporate projects e.g. East Lancashire Railways, document preparation by PLACE and LEP's, S106 monitoring and Joint Venture Projects.	Input into these pieces of work continues. A Report on the A56 corridor is not now expected to be published by LCC until after the May elections. S106 monitoring continues, as does liaison with Greater Manchester Combined Authority.	
FP5	Inform SPD (supplementary planning documents) / Masterplan for Rawtenstall	A revised Planning application for the "Spinning Point" project involving a new Bus Station and refurbishment of part of the old Town Hall was approved by Development Control Committee in February. Further work will be required on discharging conditions and implementing the scheme which could take a number of months.	
HHR1	Lead and deliver initiatives to redevelop and improve the economic prospects of Rossendale's town centres	<p><b>Spinning Point</b> (Rawtenstall Town Centre) – Phase 1 planning permission was granted in February 2016. Phase 1 comprises the construction of the bus station alongside retail outlets and the redevelopment of the Town Hall for the Together Housing Group. The RTB partnership is currently developing the financial and project plan, including a funding bid to the Lancashire Enterprise Partnership</p> <p>Bacup THI – Progress of the properties currently on site:</p> <p><b>Pioneer Building:</b> All aspects of the work including; new shop fronts, new sash windows, stonework repairs and cleaning, clock tower restoration are substantially complete or nearing completion with practical completion expected to be achieved on or around 18th April.</p> <p><b>RSPCA building:</b> All works to repair and refurbish the roof and chimneys are complete, stonework repairs and cleaning works are approx. 75% complete, installation of new shop fronts is approx. 50% complete, new sash windows are under manufacture but still to be installed. Significant structural problems have been uncovered with respect to dry rot affected and fire damaged joists to the first floor, a package of remedial structural repairs is being worked up. Practical completion is currently expected to be achieved on or around 29th April, however the impact of undertaking the additional structural repairs on this date has yet to be determined.</p> <p>Progress on bringing forward other properties in the programme:</p> <p><b>REAL Building:</b> Costs and contract details (both owner grant contract and construction contract) are currently being developed and it is anticipated that these will be in place in May. The contract construction period is 12 weeks.</p> <p><b>St James Street properties:</b> Planning applications for 31-23 St James Street we submitted in January, so far planning approvals have been obtained for 31,29,25 &amp; 23 St James Street (decision for the application for 27 is still outstanding) . Proposals are currently being worked up for submission of planning applications for 21-13 St James Street.</p> <p><b>Haslingden</b> Task Force is working on several projects to improve the economic prospects of Haslingden town centre. There has been a good response to the Shop Front Improvement Scheme and the Council are working with shops to implement the scheme. The Task Force is working with a design and marketing company to develop a branding, website and town trail guide to promote Haslingden and a pavement deep clean to remove chewing gum is underway.</p> <p>The Council has made funds available for improvements to the public open space in the centre of <b>Waterfoot</b>.</p>	






Action Code	Action Title	Latest Note	RAG Status
		Consultation on the plans to create a pleasant and attractive space, suitable for all ages to enjoy in the centre of the town runs to the end of April. Further grant funding is being sought to add to the funding available for the scheme.	
HHR2	Identify, develop and support opportunities for the provision of business support and business growth initiatives for local businesses in Rossendale	Rossendale Council is providing support to businesses in Haslingden town centre through the Shop Front Improvement Scheme with grants of up to £2000 available for businesses to improve their shop fronts. Additional promotional and engagement activity has been undertaken to ensure that Rossendale businesses are aware of business support from the Lancashire Business Growth Fund and re-launched Boost Business Lancashire Programme. This activity will continue during 16/17, including engagement with key business networks.	
HHR3	Development of a regeneration programme with the Joint Venture partners to identify proposals for regeneration opportunities throughout the Borough.	The council is currently in discussions with joint venture partners, external partners and individual businesses regarding a range of regeneration opportunities across the borough.	
HHR4	Development and support for initiatives to improve the environment and infrastructure of the Borough.	<p>LCC have paused work on some sections of the East Lancs Cycleway project while they prepare to carry out some additional consultation over 4 weeks on the use of the route and preferred surfacing. LCC intend to make the final questionnaire available on-line as well as some delivered to properties near the routes where we have limited space for only one shared surface in question. (Where routes are wide enough there will be tarmac plus an alternative). There are 4 main areas where this applies – Stacksteads, Britannia, Whitworth &amp; Snigg Hole southwards at Helmshore.</p> <p>LCC are looking to arrange 2 drop in sessions to tie into the consultation- one to cover the Snigg Hole/Helmshore sections of National Cycle Route 6 (possibly Helmshore Textile Museum) and the other to cover the Britannia and Stacksteads sections of the Valley of Stone route (Futures Park 10/05/16).</p> <p>Discussions have taken place with LCC colleagues regarding the future management arrangements for the Lee Quarry site following LCC's decision to cease the Countryside Service from March 2018. A meeting of interested parties is to be held on 25 April to explore the potential for alternative management arrangements.</p> <p>We have now received 56 applications for the Property Flood Resilience Grant funding totalling £233,533. So far 22 have been granted full approval totalling £106,145</p>	
HHR5	Development and support of initiatives to build and improve Rossendale's visitor and cultural activities.	<p>A programme of events continues to be delivered through the Promoting Rossendale Board. Working with partners a successful Easter Festival was organised in Bacup with a number of organisations providing activities and attractions for visitors on Easter Saturday, along with the Britannia Coconutters famous boundary to boundary dance.</p> <p>A local company is setting up a monthly farmers market on Rawtenstall Town Square starting on 24 April. Arrangements are also in place for a vintage market on the Square in May. A local community group are organising a Victorian Craft Fair on Haslingden Market on 16 April.</p>	

### Description Responsive Value for Money Services




Action Code	Action Title	Latest Note	RAG Status
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Action Code	Action Title	Latest Note	RAG Status
C&MS1	Promote democracy & equality by ensuring information is accessible on the Council's website & public are aware they can book the Mayor for events. Promoting the Mayor's role & engaging young people in civic life through visits to schools/Council Chambers	The Mayor has recently attended various business opening events in the borough. The Mayor has also attended school visits in the run up to Christmas, as well as attending various other events to promote civic life/engagement, this includes 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 web site 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.	
C&MS2	To maintain the requirements of the North West Charter for Member Development	A member training programme is in place and attendance is being monitored. At present 89% 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 January 2016 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 January 2017. Personal Development Plans (PDP's) are reviewed on an ongoing basis and at present 100% have a full PDP in place, and out of those with a full PDP completed, 89% have undertaken a PDP review (against a Charter target of 75%). PDPs are used to undertake a training needs analysis and feed back any training requirements to the Governance Working Group to assist with the production of the annual training schedule.	
C&MS3	Ensure Committee papers are prepared to a Quality Standard and in accordance with agreed processes.	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.	
C&MS4	To assist with potential democratic arrangements in relation to Combined Authority proposals	A report went to the March Council meeting where joining a Lancashire Combined Authority was agreed. Confirmation of this decision was sent to the relevant officer informing them of the outcome.	
CS&ICT06	Replace existing 0845 telephone number currently used by residents for the Civica pay line	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.	
CS&ICT1	Implement the agreed option for the Revenues and Benefits Contract post October 2016	The contract extension with Capita has been agreed and signed.	
CS&ICT2	Roll out the Universal Credit (UC) first phase	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.	
CS&ICT3	Comply with Individual Electoral Registration (IER) and Public Services Network (PSN)	We have had confirmation from the PSN that following the fire wall remediation a PSN compliance certificate will be issued to Rossendale Borough Council.	
CS&ICT4	Implement Wide Area Network (WAN), move to new Data Centre and shutdown Hardmans Mill	The Wide Area Network has been completed.	

Action Code	Action Title	Latest Note	RAG Status
CS&ICT5	Explore new approaches to Counter Rate Avoidance Tactics	Officers have recently been approached for further information by the Council's legal specialists. 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.	
CS&ICT8	Implement new Business Rate Relief Policy	Revised pooling arrangements for NNDR have led to revisions in the proposals for consideration. Benchmarking is being undertaken. Papers not yet ready for members scrutiny.	
DM1	Implement changes to relevant policies	While considerable progress has been made on rewriting the Council's Validation Checklist this has not yet been finalised. Due to continuing changes to Government regulations and policy a small task group has been set up to undertake a more comprehensive review. This will ensure that the rewritten Checklist is as up to date as possible. This piece of work remains priority ahead of various Supplementary Planning Documents.	
DM2	Revise procedure for Development Management	Staff turnover issues has meant that we have had to focus on our statutory obligations around decisions and appeals. As such this action has not been completed. Steps are being taken in terms of recruitment and this action will be carried out in the 2016/17 Business Plan.	
DM3	Implement requirements of Planning Performance Agreement (PPA) for Scout Moor and Rooley Moor Windfarm proposals	The Scout Moor Application has now been called in by central Government. The PPA requirements for this action has been completed.	
DM6	Review and update of Planning Enforcement policy including development of prioritisation system of cases received	New policy has been completed and was published to Development Control committee. It has been agreed with the Portfolio holder.	
ELEC1	Provide democracy by administering scheduled Borough, County, Parish, Parliamentary, European, Police and Crime Commissioner elections and by-elections	Ward and Police and Crime Commissioner elections are being held on 5 May 2015 and candidate and agent information has been publicised widely to allow interested parties to be involved. All electors have been sent poll cards and details which may be of interest to them is regularly updated on RBC website.	
ELEC2	Administer the registration of eligible electors by Individual Electoral Registration (IER)	Rolling registration continues year round and a peak was obvious during and immediately after the delivery of poll cards for the 5 May elections. Registration for the 5 May elections will be taken until 18 April and for the 23 June Referendum the registration cut-off date is 7 June. All registrations are checked by IERDS to ensure applicants are legitimate.	
F&PS1	Continue to work with managers to explore the successor to the current Revenues and Benefits contract when it ends in September 2016	Extension contract signed securing c£1.3m of savings over the term now ending Sept 2019 and in line with medium term financial strategy (MTFS).	
F&PS2	Develop and embed an effective and efficient process for collection and disbursement of New Homes monies	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 Oct 2016.	
F&PS3	Explore all avenues to maximise the Council's share of the local business rates under the Local Business Rates Retention	Rossendale is now part of a Lancashire wide pooling arrangement with a potential value to Council of £400k per annum.	

Action Code	Action Title	Latest Note	RAG Status
	Scheme		
F&PS4	Drive on letting Kay Street units	Ex Trust and end office now let. The one remaining unit be ex- Revenues Office	
F&PS5	Effective management practices in place for the Council's water culverts, car parks and open spaces	Following storm Eva and recent record rain fall, the majority of problem areas do seem to be coping under normal rainfall levels. A few problematic areas remain. We continue to carry out work on existing culverts and construct new ones to solve any long standing issues. We work closely with our partners at LCC, Untied Utilities and the Environment Agency on our partnership actions.	
F&PS6	Complete the sale or transfer of Haslingden Swimming Pool	A report has been considered by Members at full council. The Council continues to work with and support HAPPI.	
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	The "Lives and Landscapes" DPD was formally abandoned by Council at its 24th February meeting. A new Local Development Scheme (LDS) was adopted at the same meeting, setting out the timescale for the new Local Plan with adoption now due in March 2019. A "Call for Sites" exercise has been held with 83 sites submitted. The final SHMA and housing figures are still awaited. The Government is looking at further changes to the planning system to speed it up that could, if implemented, lead to significant changes in the way the Plan is produced.	
HHR10	Delivery of effective services for homeless households	<p>The Housing Options Team is a busy department and can see between 60-100 new clients every month. The main aim of the Team is to prevent homelessness and act as a first point of contact to provide housing advice and assistance for households facing a housing crisis.</p> <p>The Housing Options 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. It may also result in the Officers identifying other unmet needs and signposting or referring to other services and departments, taking a joint approach to resolve identified problems. Many more cases appear to be complex requiring a multi-agency approach, which therefore results in an increase in the allocation of Officer time spent on a case, and can also require an increase in time required to process a case. The Housing Options Team pride themselves on building strong connections and relationships with other professionals and departments including, Children's Social Care, Police refuges, Mental Health Services, Supported Accommodation Projects, Shelter, Citizens Advice Bureau and Hospitals. These strong relationships have proved to be a success in helping to prevent homelessness on many occasions and also on bringing a swift conclusion to end the housing crisis.</p> <p>The trend continues that of the 30 possible reasons that the Housing Options Team are able to record for making an approach for homeless advice and assistance, the top five reasons remain the same year on year. These five reasons are:- relationship breakdowns with domestic violence, relationship breakdowns without domestic violence, single people over the age of 18 who's family/friends are unable/unwilling to accommodate, single people over the age of 25 who's 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 having to utilise Bed and Breakfast accommodation on occasion as a last resort, but where ever 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 found to be too high for a project, or it may be that someone's</p>	

Action Code	Action Title	Latest Note	RAG Status
		behaviour leads to refusal of acceptance in a project, in which case, Bed and Breakfast is the only alternative. In the year 2015/16 there was 38 homeless decisions up from 18 in the previous year. The B+B costs of providing temporary accommodation to people and families during their housing crisis in 2015/16 were £20,565; up from £12,236 in the previous year.	
LEG1	Provide on-going training on procurement and contract management	Advice has continued as needed by the various departments throughout the council.	✓
LEG2	To advise and provide support in relation to the Combined Authority proposals	This work continues as necessary.	✓
LEU1	Revise and implement Street Trading policy including prohibited streets	This project will commence in the year 16/17 following the revision of the taxi convictions policy and bedding in of other taxi policies and procedures.	✓
LEU2	Implementation and management of the policy, applications and enforcement requirements resulting from Scrap Metal Dealers Act 2013	Scrap metal dealers will continue to sit with Environmental Health for the time being.	✓
LEU3	Engage with internal and external agencies to promote fraud awareness	Benefit fraud now falls within the single fraud investigation service (DWP).	✓
LEU4	Revise and implement the policy for the Licensing: of Hackney Carriage Drivers and Vehicles; Private Hire Operators, Drivers and Vehicles	The new policy was approved at Licensing Committee on 25th January 2016	✓
OPS 3	Review and update service standards and policy document to reflect current position	To be completed in 2016/17. New Head of Operations wishes to review the document prior to draft getting issued.	✓
OPS 4	Introduce path and footway inspection procedure for parks	Inspections have been completed for all paths and footways, with further inspections to be undertaken as per specified frequency.	✓
OPS 7	Develop options for self-supported management of RBC owned sites	No new developments in this area. Consider closing the action as further progress is unlikely due to lack of support from funding agencies.	⚠
OPS2	Investigate commercial waste opportunities to increase income	The Head of Operations is undertaking a review of the supervisory level and has identified a lack of capacity to investigate commercial waste opportunities and will be presenting a business case to justify a two-year temporary position.	⚠
OPS5	Implement the revised grounds maintenance schedules as approved by Full Council	Revised grounds maintenance schedule delivered as per plan with performance data to be analysed as part of review for 2016-17.	✓
OPS6	Implement the 2015/16 Cemetery Strategy action plan	2015/16 cemetery strategy has not been completed against plan. Head of Operations and relevant staff to redesign the plan and ensure all action points are completed to target in 2016/17	✓
P&P1	Review the Council's Standards of Conduct for Employees	This work will now take place in the Business Plan for 2016/17.	⚠

Action Code	Action Title	Latest Note	RAG Status
P&P2	Achieve the Workplace Wellbeing Charter	This work will now take place in the Business Plan for 2016/17.	
P&P3	To monitor the Health and Safety provision	<p>In Q4 the council have worked on the following in relation to Health &amp; Safety;</p> <p><b>Emergency Planning</b> After the boxing day floods an Emergency Planning Team has been developed from all areas of the council. This has met a couple of times and an action plan was drawn up and is still ongoing to make sure all departments are aware of their responsibilities. An overview of the plan was presented to the members at the last meeting so all are aware of their responsibilities in the event of an emergency.</p> <p><b>Driver Document Checks</b> As part of our annual check on employees driving licenses, we held drop in sessions where RBC employees bring their driving licences to be checked. This ensures everyone driving on council business is legal to do so. This process is ongoing with 50+ staff already completed.</p> <p><b>Training</b> Over the last few months we have completed training in Lone Worker Awareness, Fire Extinguisher and First Aid.</p> <p><b>Fire Risk Assessments</b> Annual Fire risk assessments have been carried out at Clare House Rawtenstall and Henrietta St Depot Bacup this quarter. Both assessments highlighted that all systems were still in place and only minor actions required.</p>	
P&P4	Undertake an organisational self-assessment based on Investors In People's framework criteria	This work will now take place in the 2016/17 People and Policy Service Area Business Plan.	

## **Section 5 – Performance Indicators**

**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

**Priority \***

**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 PI.

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 4 2015/16 Performance Indicator Report

**Report Type:** PIs Report  
**Report Author:** Katie Gee\_Admin  
**Generated on:** 05 May 2016



Rows are sorted by Code

## Description Clean and Green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of Household waste recycled	Operations Manager	26.03%	24.00%		28.34%	23.50%		Aim to Maximise		Volume of dry recyclate has exceeded expectations in Q4 and has comfortably exceeded target level.	Exceeding Target
LI 82bi	(CP3.2.2) % of Household waste composted	Operations Manager	3.07%	8.00%		3.85%	4.00%		Aim to Maximise		Organic waste is below target for Q4 with main reasons relating to prolonged periods of rainfall, with suspension of full service at the end of November to on demand service until the start of March. No action is required in relation to this target as the resource is at agreed levels.	Below Target
NI 191	Residual household waste per household	Operations Manager	124	128		119	125		Aim to Minimise		Waste per household continues to perform favourably against target in Q4, with kg per household well below target levels.	On Target

## Description Regenerating Rossendale

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				
LI 16a	Percentage of employees with	HR	0.02%			1.21%			Aim to Maximise		As of 31 March 2016 RBC has 164 employees. The percentage of employees	Not Targeted

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				
	a disability									with a disability is 1.21% Please note there is a high percentage of employees that prefer not to disclose a disability.		
LI 17a	Ethnic minority representation in the workforce - employees	HR	0.006%			0.6%			Aim to Maximise	↑	As of 31 March 2016 RBC has 164 employees. The percentage of employees from an ethnic minority is 0.6% Please note there is a high percentage of employees that prefer not to disclose ethnicity.	Not Targeted
LI 64	(LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	Administration Assistant - Regeneration; Housing & Regeneration Manager Health; Strategic Housing and Partnerships Manager	42.00	30.00	✔	37.00	30.00	✔	Aim to Maximise	↑	11 were returned to use in Q4 bringing the total to 37 and thus significantly above target.	Exceeding Target
NI 16 LAA	High impact acquisitive crime (HIAC) rate	HR Manager	0.92	3	✔	1.22	3	✔	Aim to Minimise	↓	HIAC rate is 1.22 per 1000 people (based on a population on 68,000), this is a slight reduction since Q3 which is a pleasing trend.	Exceeding Target
NI 20 LAA	Assault with injury (AWI) crime rate	HR Manager	1.3	2	✔	1.73	2	✔	Aim to Minimise	↓	The assault with injury rate is 1.73 per 1000 people (based on a population of 68,000) this is slightly up on Q3 but there are changes to police report which is likely to have affected this PI. It is still below target.	On Target
NI 154	Net additional homes provided	Planning Manager	224			?			Aim to Maximise	?	The Five Year Land Supply 2015-2020 was published in August 2015. This reports that 224 dwellings were completed last year (1st April 2014 to 31st March 2015) and provides further analysis. This figure is less than both the annualised housing requirement figure (of 247) and the figure set out in the Core Strategy's housing trajectory (of 270). Preparation of the housing completion figures for 1st April 2015-31st March 2016 is in its early stages. The draft Full	Unknown

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				
										Objectively Assessed Need (FOAN) set out in the draft Strategic Housing Market Assessment (SHMA) indicates that a higher housing figure is required and the Council therefore cannot demonstrate a five year land supply. This position will continue until the Council has a new Local Plan in place or sufficient new houses have been completed. Decisions on housing applications therefore have to be taken on the basis of national policy set out in NPPF.		
NI 155 LAA	Number of affordable homes delivered (gross)	Housing & Regeneration Manager Health; Planning Manager; Strategic Housing and Partnerships Manager	60			30			Aim to Maximise	↓	The Government is currently consulting on plans to amend the definition of "affordable housing" within NPPF with reduced rate market housing "starter homes" being a preferred option. 20% of new homes on sites of more than 10 properties would need to be of this type.  Affordable housing continues to be delivered on sites around the Borough including at the former Rossendale Hospital and Orama Mill in Whitworth. Precise figures will be available when the 5 year land supply update is finalised in Summer. As previously reported, affordable units were delivered through housing schemes at the former Myholme House in Waterfoot (12), former Orama Mill in Whitworth (3), and the former Holmeville House in Helmshore (11, including 4 shared ownership).	Not Targeted










**Description** Responsive Value for Money Services

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team	7mins	10mins		11mins	10mins		Aim to Minimise		Performance in Quarter 4 saw a recorded average waiting time of 11mins. This is due to new staff and a new contact centre arriving. Quarter 1 saw a recorded average of 7mins, quarter 2 was recorded at 6mins and finally quarter 3 saw an average of 8mins. During this quarter January footfall was 3,122, February saw a figure of 2,638 and March was recorded at 3,123. Licensing still continues to be the main customer footfall. The new contact centre dealt with a total of 2,424 calls in February and 3,404 calls in March.	Below Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	Capita; Service Assurance Team	69.7%	65%			65%		Aim to Maximise		This data is currently not available.  The Call Centre transferred to Futures park from the beginning of February 2016.  The I.C.T team are currently looking at the telephony and the possible purchase of software which would enable the collection of this data.	Unknown
CS6	% of abandoned calls - Coventry Call Centre	Capita; Service Assurance Team	4.9%	8%			8%		Aim to Minimise		This data is currently not available.  The Call Centre transferred to Futures park from the beginning of February 2016.  The I.C.T team are currently looking at the telephony and the possible purchase of software which would enable the collection of this data.	Unknown
LI 9	% of Council Tax collected	Capita; Service Assurance Team	96.90%	96.10%		96.80%	96.90%		Aim to Maximise		Council Tax collection finished 0.1 under target however the amount of Council Tax actually collected was over 820k more than in 2014/15. Collection from CTS payers remains a challenge with 70.81% collected. It will	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				
										therefore require a new recovery strategy in 2016/17 as we move into year 4 of the CTS charge. The relocation of the call centre to Futures Park in February has had a very positive impact and will assist with Council Tax collection in 2016/17.		
LI 10	Percentage of non-domestic rates collected	Capita; Service Assurance Team	97.60%	97.50%		97.40%	97.90%		Aim to Maximise		NNDR collection has finished slightly under target however the ongoing legal action against a prominent Rossendale landlord has prevented recovery action for the whole of 15/16. The outstanding NNDR charges equates to £91k and if recovered against and collected would have meant the collection rate would have been 98.06%	Marginally Below Target
LI 12	(CP6.3.2) Working days lost due to sickness absence (days)	HR	5.78	8.00%		10.46	8.00		Aim to Minimise		This target has finished the year 2.46 days above target. Issues relate to long term sickness and the Council is managing these cases through the absence management policy.	Below Target
LI 79a	Accuracy of processing - housing benefit and council tax claims	Capita; Service Assurance Team	95.40%	93.00%		94.00%	93.00%		Aim to Maximise		Accuracy checks are undertaken each month for the previous month. Staffing resources have been allocated to year end processes. Accuracy checks for March are currently being undertaken. In order to obtain an out turn for Q4 and average has been taken. Once performance for March has been finalised performance may need to be amended.	Exceeding Target
LI 79bi	Percentage of recoverable overpayments recovered (HB) that are recovered during period (LI 10)	Capita; Service Assurance Team	85.71%	70.00%		65.89%	70.00%		Aim to Maximise		This indicator measures overpayments recovered against those created during the period. A disappointing outturn is due to an increase in overpayments being created as targeted reviews have been undertaken following intervention from the Service Assurance Team. Good work was undertaken this Quarter in recovering £104,200.	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Team	12.25%	8.75%		12.27%	8.75%		Aim to Maximise		Performance this quarter is good and above target but further performance has been impacted by the level of overpayments created from actively pursuing claimants who have not reported changes and from Real Time Information (RTI) received from the Inland Revenue. Local Authorities are incentivised to create and collect RTI overpayments but as many of these are large amounts, recovery is not immediate. There is also a push to collect Council Tax during this period of the year which impacts on customers' ability to reduce their overpayments.	Exceeding Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00%	65.00%		100.00%	65.00%		Aim to Maximise		100% of Major applications we're determined on time.	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	91.00%	80.00%		91.00%	80.00%		Aim to Maximise		91% of Minor applications were determined in time, this is significantly above target again, as it has been all business year.	Exceeding Target
LI 109c	Planning applications: 'Other' applications	Technical Assistant - Planning	94.00%	80.00%		91.00%	80.00%		Aim to Maximise		91% of Other applications were determined on time, this is again significantly above target as it has been the whole business year.	Exceeding Target
NI 181 (ai)	Time taken to process Housing Benefit new claims	Capita; Service Assurance Team	18.2	26.0		19.7	21.0		Aim to Minimise		A solid performance over the year achieving target for the year. Speed of processing is key to ensuring customers receive their benefits in a timely manner.	On Target
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	Capita; Service Assurance Team	21.2	27.0		21.6	22.0		Aim to Minimise		A solid performance over the year achieving target for the year. Speed of processing is key to ensuring customers receive their benefits in a timely manner ensuring they can budget for payment of Council Tax.	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2014/15			Quarter 4 2015/16			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2014/15			Q4 2015/16						
			Value	Target	Status	Value	Target	Status				
NI 181 (bi)	Time taken to process Housing Benefit change in circumstance	Capita; Service Assurance Team	3.29	9		3.1	7		Aim to Minimise		Target achieved for the year despite a 13% increase in the number of changes processed over the same period last year. This is reflective of current employment market and a drive to ensure customer information is up to date by targeting customers who have not reported changes.	Exceeding Target
NI 181 (bii)	Time taken to process Council Tax benefit change in circumstance	Capita; Service Assurance Team	4.3	10.0		4.1	7.0		Aim to Minimise		Target achieved for the year despite a 16% increase in the number of changes processed over the same period last year. This is reflective of current employment market and a drive to ensure customer information is up to date by targeting customers who have not reported changes	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 month. The focus on new claims means that claims are being processed quickly and not left outstanding ensuring that customers receive their benefit speedily.	Exceeding Target



## **Section 6 – Performance Indicator Action Plans**

## Performance Indicator Action Plan – 2015/2016

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.

<b>Service Area:</b>	People and Policy		<b>Lead Officer for Performance Indicator:</b>	Clare Law / Paula Lucas			
<b>Performance Indicator Number/s:</b>	LI 12	<b>Performance Indicator Name:</b>	Number of working days lost due to staff sickness				
<b>Target achieved in previous year? (2014/15)</b>	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	10.46	8.00

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

The end of year target has not been met

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

Although there has been a decrease in days lost due to long term sickness throughout the year Quarter 2 was particularly high which has had an adverse impact on the figures for the overall year.

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

A number of employees have now left the business due to ill health which will reduce the long term sickness figures for the coming year and enable the target to be met.

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

Sickness will continue to be managed within the Council policy to ensure that targets will be met.

## Performance Indicator Action Plan – 2015/2016

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.

<b>Service Area:</b>	<b>Customer Services &amp; I.C.T.</b>		<b>Lead Officer for Performance Indicator:</b>	<b>Andrew Buckle</b>			
<b>Performance Indicator Number/s:</b>	<b>CS2</b>	<b>Performance Indicator Name:</b>	<b>Customer waiting times in the One Stop Shop</b>				
<b>Target achieved in previous year? (2014/15)</b>	<b>YES</b>						
<b>PERFORMANCE DURING CURRENT YEAR (2015-2016)</b>							
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>
7 mins	Below 10 mins	6 mins	Below 10 mins	8 mins	Below 10 mins	11 mins	Below 10 mins

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

Although performance dipped during February 2016 which ultimately affected quarter 4 performance, the out turn for 15/16 was 8 minutes which is still under target the 10 minute target.

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

Performance in Quarter 4 saw a recorded average waiting time of 11mins. This is due to new staff and a new contact centre arriving. Quarter 1 saw a recorded average of 7mins, quarter 2 was recorded at 6mins and finally quarter 3 saw an average of 8mins. During this quarter January footfall was 3,122, February saw a figure of 2,638 and March was recorded at 3,123. Licensing still continues to be the main customer footfall. The new contact centre dealt with a total of 2,424 calls in February and 3,404 calls in March.

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

Staff within the One Stop Shop and the call centre are now generic. New staff have been in place since the beginning of February 2016. Staffing resources are able to be allocated to cover peaks and hopefully prevent targets being missed in the future.

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

Once staff are fully trained up this PI should return to its usual good performance.

# 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

Risk Status	
	OK
	Warning
	Alert

# Quarter 4 2015/16 Risk Report






**Report Type:** Risks Report  
**Report Author:** Katie Gee\_Admin  
**Generated on:** 05 May 2016








## Description Regenerating Rossendale






Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	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.	
Plan 1	Failure to deliver the Local Development Framework (LDF)	Planning Manager	3	E	3	E	4	F	A new Local Development Scheme has been approved and one of the part-time Planning Assistants in the team has been made full-time which provides a welcome increase in resource. Nevertheless continued changes in Government policy; local opposition to higher housing numbers and the threat of intervention in "slow-performing " authorities continue to represent a risk to Plan delivery and the ability of the Council to manage development.	
Plan 2	Failure to deliver commitments to English Heritage (EH) re programme of work (Links to Action DM4)	Planning Manager	3	E	3	E	3	E	The Conservation Strategy was adopted by Cabinet on 9 March 2016 and outlines the key tasks of the conservation officer in fulfilment of the Council's statutory functions for the years 2016-2021. The threat of any clawback of EH money is therefore averted.	







## 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	Status
BC1	Failure to ensure corporate business continuity and staff capacity for Bulding Control service area.	Director for Business	2	F	2	F	2	F	Continued financial monitoring by the section's accountant, with monthly monitoring of external competition's increasing share of our income stream, and our ability to maintain a self-financing status. This means the risk status has remained the same this Quarter.	
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.	
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, this includes 100% of Whitworth Town Councillors. All updated information for 2015/2016 has been published on the Council web site as required by the Localism Act 2011. Members have notified the Monitoring Officer of any in year changes and these have been updated on members' declaration forms and also on the web site. The next update is due following the May elections in 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 Q4. Work is being undertaken in Q1 of 2016/17 on all service areas Business Continuity Plans, the Corporate Business Continuity Plans and the Council Civil Emergency Plan.	
CORP2 (CR)	Preserving the value of the Councils' key assets	Director for Business; Head of Customer Services &	2	E	2	E	3	E	The investment in Grip and Go to support The Adrenaline Centre (Haslingden) is on track, finishing the 15/16 financial year £12k ahead of its target. With regard to Rossendale Leisure Trust and other key partners we will be looking at opportunities to use the strength of the Council's	







Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
		ICT; Head of Finance and Property							balance sheet to reduce financing costs within partner operations during 16/17.	
CS&ICT1	Failure to ensure business continuity and staff capacity in the Customer Service & ICT service area		1	E	1	E	4	E	The Disaster Recovery Plan was tested in Quarter 4 and the timing to restore IT was 2.5 hours which is well within target. Further testing and updates to Business Continuity, as well as training, will be carried out in the ICT 2016/17 Service Area Business Plan.	
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	The administration of May 5 Borough and PCC elections and 23 June EU Referendum are in progress with venues booked for both dates. Staffing for May is complete and June underway. All processes are being carried out within statutory timeframes and Directions relating to the Lancashire Police and Crime Commissioner election and the EU Referendum.	
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 are booked for both 5 May and 23 June. Locations are the same as 2015 with the exception of the Scout Group, Bacup (in place of Trinity Baptist Church) as it has improved accessibility. For 23 June St John with St Michael CE Primary School in place of Shawforth Methodist Church as the church is being re-roofed.	
Elec 3	Failure to safeguard the service/ election from fraud and corruption	Planning Manager	2	E	2	F	2	F	A Lancashire authorities and Lancashire Police integrity plan and memorandum of understanding have been put in place for 2016 elections. This will ensure close working and produce consistency in approach across the County. The current risk score will be maintained.	
Elec 4	Failure to implement Individual Electoral Registration (IER)	Elections Manager	5	F	5	F	5	F	IER is fully implemented and all registrations are now processed and checked officially using this method. The system is more time consuming but much more secure as a person registering has now to provide personal details which are checked before a person may register and vote. This risk is static.	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
Elec 5	Failure to ensure corporate business continuity and staff capacity for Electoral Services service area	Chief Executive; Planning Manager	2	E	2	E	3	F	The combination of Police and Crime Commissioner elections and Borough ward elections on 5 May followed by EU referendum on 23 June means that election timetables and work cross over for a period of 2 months. This increases the amount of work to be carried out by the full time election staff and their ability to take leave for a longer period than usual. The number of staff available to work on polling stations, the count and other processes in June is also affected as a number of experienced staff are on holiday and therefore not available. Work is being carried out to train up staff to presiding officer level which will provide a sufficient number but will reduce the number of poll clerks available. It may be necessary to utilise internal staff to back fill the shortfall in order to maintain the risk matrix.	
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 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.	
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 last update to the Medium Term Financial Strategy was approved by 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 planning position in relation to Scout Moor currently resides with The Secretary of State to be determined during 2016. The next 2 years budgets are forecast to be in balance with pressures emerging in 18/19 and beyond. Other emerging issues are the 100% future retention of NNDR and changes to NHB (6 to 4 years).	
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	Internal Audit have prepared a draft report which is now being considered by the wider management team for their management response	
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	A review of the business continuity plan for this area is taking place. The risk remains the same.	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
Leg1	Fraud and Corruption	Director for Business	2	F	2	F	2	F	No changes to this risk as monitoring continues	
Leg2	Failure to ensure corporate business continuity and staff capacity for Legal service area.	Director for Business; Legal Services Manager	2	E	2	E	2	F	Home working continues to be rolled out and locum support continues and is 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.	
Ops1	Loss of financial income and potential income due to reduction in recycle rates	Head of Operations; Paul McHenry	5	C	5	C	3	C	Recycling rate showing 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 and the effects of this is been realised in Q4. The risk remains the same.	
Ops2	The loss of income from recycling due to drop in market prices or involvement in the Lancashire Waste PFI.	Head of Operations; Paul McHenry	5	C	5	C	3	C	The Council has an arrangement with Norpol Limited, for the sale of collected dry recycle is agreement as recently been extend and negotiation of prices paid per ton will take place in April/May 2016. The risk remains the same.	
Ops3	Failure to ensure business continuity and staff capacity for the Operations Service Area	Head of Operations; Paul McHenry	2	F	2	F	2	F	The section has continued to appoint to vacant posts throughout quarter four including Transport and Workshop Manager position, which means that the interim support provide by CP Davidsons can cease. The Head of Operations started in February and is undertaking a review of the team. The Head of Operations will be appointing to a dedicated Enforcement	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
									officer position which will allow the current supervisors to focus on their core duties.	
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 Q4 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. 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. Quarter 3 and 4 has also seen recruitment to the team.	
P&P2	Equal Pay Claims	Chief Executive	3	E	3	E	3	E	At Q4 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.	
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'.	
P&P4 (CR)	Litigation due to Health and Safety breaches. (Links to Action P&P3)	Chief Executive	3	F	3	F	3	F	At Q4 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 Q4 none were major. Reports related to slips, trips and falls required no further action. In Q4 no new employee claims were submitted	
Plan 3	Budget reduced by reduction in fees	Planning Manager	3	E	3	E	3	E	Income figures are slightly above expectations. Staffing vacancies have meant that it has been necessary to use consultants to process planning applications. While 2 new staff have been recruited, these are not yet in post and the use of consultants will be necessary for the coming quarter.	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
Plan 4	Failure to determine planning applications in line with government targets	Planning Manager	3	E	3	E	3	E	The processing of planning applications substantially exceeds national targets. In the last quarter 100% of major applications and 91% of minor/other applications were decided within the target periods. The achievement of these figures has only been sustained by use of consultants due to staff turnover and use of Forward Planning staff to sign off some applications.	
Plan 5	Failure to deliver commitments on Planning Performance Agreement (PPA)	Planning Manager	4	E	4	E	4	F	PPA milestones have been met (these particularly relate to the Scout Moor development)	
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.	
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 increasing workloads. The use of consultants will increase over the coming quarter until new staff are in place but overall staffing within the team has been increased in both DC and FP functions.	

## **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 January to March 2016 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 31/12/2015	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
Action/response/communication	1	2		3
Advice/information given	(1*)	3	1	2
Application processing	1		1	
Bin collection		1		1
Council policy/procedure		1	1	
Council Tax charges/decision		1		1
Customer service		1		1
Litter / debris / flytipping		2		2
Noise nuisance		1		1
Other	(2*)	1		1
Quality of service	2	1	1	2
Time taken		1		1
<b>Total</b>	<b>4</b>	<b>15</b>	<b>4</b>	<b>15</b>

\* These complaints were showing as being outstanding, however a response had been sent prior to the end of quarter 3.

In relation to the complaints received in Quarter 4:

- Operations and Capita are each dealing with a complaint relating to action/response/communication.
- Operations (2) and Legal and Democratic Services (1) are dealing with complaints in relation to advice/information given (one has been responded to and two remain outstanding at the end of Q4).

- Operations are dealing with 1 complaint in relation to bins/bin collections.
- Licensing and enforcement dealt with a complaint in relation to Council policy/procedure (responded to within Q4).
- Capita are dealing with a complaint in relation to Council Tax charges/decision.
- Licensing and enforcement are dealing with a complaint in relation to customer service.
- Operations are dealing with 2 complaints in relation to Litter/debris/flytipping.
- Health, Housing & Regeneration are dealing with a noise nuisance complaint (responded to within Q4).
- Customer Services and ICT are dealing with a complaint in relation to other.
- Operations dealt with a complaint in relation to quality of service (responded to within Q4).
- Operations are dealing with one complaint in relation to time taken.



## 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 (1<sup>st</sup> January to 31<sup>st</sup> March 2016)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
<b>Place</b>		0	0	0	0
<b>Business</b>	Licensing (1) Planning (1)	2	0	1	1
<b>Executive</b>		0	0	0	0
	<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>

**Note:** There is currently one investigation open. It has have responded to within the LGO's deadline. We are awaiting further queries or a provisional decision. One Planning complaint has been closed by the Ombudsman as "Not upheld: no maladministration." 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**

## Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between January to March 2016 - 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:			
	April – June 2015	July – September 2015	October – December 2015	January – March 2016
Action/response/communication	5	5	7	5
Advice/information given			1	1
Customer service		3		1
Quality of service	15	7	2	7
Staff member/team	33	12	13	25
<b>Total</b>	<b>53</b>	<b>27</b>	<b>23</b>	<b>39</b>

In relation to compliments received during this quarter:

- Action/response/communication compliments were received for Operations (1) and Legal and Democratic Services (4).
- An advice/information given compliment was received for CAPITA.
- A customer service compliment was received for Operations.
- Quality of service compliments were received for CAPITA (2), Finance and Property Services (1) and Operations (4).
- Staff member/team compliments were received for Corporate Support/Land Charges (1), Legal & Democratic Services (4), Operations (9), Health, Housing and Regeneration (4), Capita (5) and People & Policy (2)