

## Performance Quarterly Report – Quarter 4 2018-19

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

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

### Data Quality

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

### Performance Indicators

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

#### Performance RAG (Red, Amber, Green) rating status indicators

Indicator	Status
<b>GREEN</b>	On track, no substantial issues or risks which require action from the Council's Programme Board
<b>AMBER</b>	Some issues or risks which require action from the Council's Programme Board to keep the project on track
<b>RED</b>	Project in jeopardy – serious issues or risks needing urgent action
<b>NOT KNOWN</b>	The status cannot be calculated

## Quarter 4- 2018/19 – Actions

<b>Priority 1</b>	<b>Clean and green</b> Our priority is to keep Rossendale clean, for all Rossendale’s residents and visitors and to take available opportunities to recycle, use energy from renewable sources, more efficiently.				
<b>1.1</b>	<b>Work with our communities to enhance our parks, playgrounds, green spaces and countryside, for all to enjoy.</b>				
	<b>Service Actions</b>	<b>How monitored</b>	<b>Target</b>	<b>Status</b>	<b>Latest note</b>
<b>1.1-1</b>	Develop and improve Rossendale’s Green spaces within parks, landscaped play areas and open spaces.	Via Programme Board	Completed by March 2019	G	
					<b>Lead Officer – Tony Watson</b>
	‘Love Parks’ prepare masterpiece for Whitaker and Victoria Parks.	Programme Board			
					<b>Lead Officer – Alison Wilkins</b>
<b>1.2</b>	<b>Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more targeted enforcement.</b>				
<b>1.2-1</b>	To develop and implement a Corporate Enforcement Policy (including implementation of Public Area Protection Orders)	Via Programme Board	Complete by 2018.	G	
					<b>Lead Officer – Phil Morton</b>
	To pilot and activate the	Monitored via the			

	Corporate Enforcement Strategy.	Programme Board			
<b>1.3</b>	<b>Work with our partners to improve the quality and cleanliness of the roads in the Borough.</b>				
<b>1.3-1</b>	Work with Civic Pride friend's groups and members of the community to encourage residents to get involved in keeping Rosendale clean and tidy.	Monitored via a Residents Survey - 43% of residents stating they considered litter lying round to be a problem within the Borough in Residents Survey 2016	2% improvement in resident satisfaction of cleanliness of the roads and pavements in the Borough		Lead Officer – Tony Watson
<b>1.3-2</b>	Develop and deliver a clean air strategy/campaign.	Via Programme Board			Lead Officer – Phil Morton
<b>1.4</b>	<b>Reduce waste collected and increase recycling rates in the Borough.</b>				
<b>1.4-1</b>	<del>To develop and implement a Waste recycling improvement strategy.</del>	<del>Monitor the percentage total tonnage of household waste which has been recycled.</del>	<del>At present, the comparable information for Lancashire is not available from Lancashire County Council.</del>	G	Lead Officer – Tony Watson
	To develop a waste recycling improvement strategy.	Via Programme Board			Lead Officer – Keith Jenkins
<b>1.5</b>	<b>Work with partners on ensuring Rossendale is robustly prepared for civil and environmental disasters.</b>				

1.5-1	Maintain Civil Emergency Plans and Business Continuity Plans to support robust arrangements are in place in the event of an incident.	Quarterly Emergency Planning Meetings, annual test of plans.	Robust plans in place.	G	<div style="text-align: right; border: 1px solid black; padding: 2px;">Lead Officer – Alison Wilkins</div>
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**Priority 2**  
**A connected, growing and successful Rossendale**  
 Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.

**2.1**  
**To work with staff to champion our more commercial and digital approach to make it easier for customers to interact with the Council online when it suits them, by making more of our services digital.**

	Service Action	How monitored	Target	Status	Latest note
2.1-1	<del>Support and train staff to work more efficiently by reviewing working practises and systems to support MTFS.</del>	Organisational Development strategy and MTFS.	Delivery of 250k savings through more efficient working by 2020/21 ( including savings from 2.1 1)	G	<div style="text-align: right; border: 1px solid black; padding: 2px;">Lead Officer – Clare Law</div>
2.1-1	<del>Develop Digital Strategy to set direction and prioritise work needed to achieve.</del>	Via Programme Board	Completion by March 2019.	G	<div style="text-align: right; border: 1px solid black; padding: 2px;">Lead Officer – Andrew Buckle</div>
2.1-1	Implementation of Digital Transformation Project.	Via programme Board			<div style="text-align: right; border: 1px solid black; padding: 2px;">Lead Officer – Andrew Buckle</div>
2.2	<b>Establish thriving town centres of Rawtenstall, Bacup and Haslingden.</b>				
2.2-1	Deliver the Spinning Point project.	By phased development 1,2 and 3	Revised completion date for Phase 1 to quarter 2 19/20		<div style="text-align: right; border: 1px solid black; padding: 2px;">Lead Officer – Cath Burns</div>

2.2-2	<del>Deliver Bacup THI as well as evaluation and forward plan.</del>	Complete phases 1,2 and 3 public realm and community training. Complete projected evaluation and forward plan.	To complete all cap ex and have 1 <sup>st</sup> draft of project plan to Bacup THI board by Q4 2018.	G	Lead Officer – Guy Darragh
	Develop Haslingden 2040 Vision and bid for NLHF	Via Programme Board			Lead Officer – Guy Darragh
2.2-3	Identify opportunities to apply for external funding to support development of Haslingden	Portfolio Holder and Task Force meetings	Submit a bid by March 2019.		Lead Officer – Guy Darragh
2.3	<b>Promote and increase inward investment in Rossendale attracting growth sector business.</b>				
2.3-1	To secure 27 hectares of employment land within the emerging local plan	To allocate the land in the emerging local plan	Approval of local plan Q2 2018/19	G	Lead Officer – Guy Darragh
2.3-2	<del>To develop and agreed masterplan for Futures Park Leisure Village site that maximises the potential for development.</del>	Monitored via Programme Board	An approved master plan by December 2018	G	Lead Officer – Cath Burns
2.3-2	Bring forward Futures Parks for development.	Monitored via Programme Board			Lead Officer – Cath Burns

2.3-3	To deliver short term action plan to support Rawtenstall-Manchester rail link.	Monitored via Programme Board	To set up a working group by March 2019.	G		Lead Officer – Guy Darragh
2.3-3	Rawtenstall Rail Link – Lobbying for the strategic outline business case.	Monitored via Programme Board				Lead Officer – Guy Darragh
2.3-4	To lobby for and shape strategic highway enhancement funding for M66/A56 and Rawtenstall gyratory	M66 Group meetings	Hold quarterly meetings	G		Lead Officer – Guy Darragh
2.4	<b>Create a strong indigenous business base, supporting new and existing businesses.</b>					
2.4-1	Develop Rossendale Council’s presence in the commercial lettings market with an enabled and up to date offer of Council owned commercial premises.	By installing an e based system				Lead Officer – Cath Burns
2.4-2	Recommend the acquisition and further development of employment based assets to expand the Council’s portfolio, generate revenue streams and expand the business rate base	By investment portfolio purchases	Purchased off site by March 2019	G		Lead Officer – Cath Burns
2.5	<b>Develop our visitor economy, Adrenaline Valley brand and cultural offer.</b>					
2.5-1	Develop a tourism and cultural strategy for Rossendale	Production of strategy	Production of document September 2018	G		Lead Officer – Guy Darragh
2.5-2	Bring forward a Trail Head centre (phase 1) for Lee Quarry Mountain Biking Facility at	Monitored via Programme Board	Sign leasehold for Lee Quarry December 2018	A		Lead Officer – Guy Darragh

	<del>Futures Park.</del>		and agree project design and plan for trail head March 2019.		
2.5-2	Delivery of Whitaker HLF	Monitored via Programme Board			Lead Officer – Guy Darragh
2.6	<b>Bridge the MTFs £1m funding gap using an increased commercial, efficient and effective approach to Council services.</b>				
2.6-1	<del>To work with SMT/Cabinet Members to review MTFs and progress opportunities to meet the funding gap.</del>	<del>Budget monitoring with portfolio holder/audit and accounts committee.</del>	<del>Either savings or income totalling in £1m per annum.</del>	G	Lead Officer – Phil Seddon
2.6-1	Overview of all budget reduction projects to deliver MTFs	Monitored Via programme Board			Lead Officer – Phil Seddon
2.6-2	<del>Contract renewal for Revenues, Benefits, Customer Contract and system applications.</del>	<del>Monitored via the Programme Board.</del>	January 2019 (for OCT 2019 commencement)	G	Lead Officer – Phil Seddon
2.6-2	Provision of Revenues, Benefits and Customer Services post September 2019.	Via programmed Board			Lead Officer – Phil Seddon
2.6-3	Empty Homes Recovery Programme	Monitored Via Programme Board	Minimising total cost to Council by maximisation the HCA grant and reducing any on-going costs.	A	Lead Officer – Phil Seddon
2.7	<b>Work with partners and community organisations to deliver excellent and innovative customer services.</b>				

2.8-1	Develop and implement a Customer Strategy.	Monitored via Programme Board	Completed by March 2019	G	<div data-bbox="1753 272 2197 344" style="border: 1px solid black; padding: 2px; text-align: right;">Lead Officer – Andrew Buckle</div>
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**3** **Priority 3 - A Proud, Healthy and Vibrant Rossendale**  
Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.

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

	<b>Service Actions</b>	<b>How monitored</b>	<b>Target</b>	<b>Status</b>	<b>Latest note</b>
3.1-1	Celebrate the success of our residents, business and the Council’s work through publicity raising awareness of the great things we do.	Social media engagement insight.  Positive coverage	Increase reach and engagements each quarter.  Increase number of positive mentions in traditional media.	G	

**Lead Officer – Ben Greenwood**

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

3.2-1	To increase community participation in decision making and local activities and improve the ability of individuals and community organisations to influence the services they require and need.	Monitored via Portfolio Holder, budget monitoring and Community Partnerships	Complete agreed actions by March 2019	G	
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**Lead Officer – Alison Wilkins**

3.2-2	Ensure effective multi agency working with the police and other partners to address crime and anti-social behaviour.	Regular RBC attendance at Pennine Lancs Community Safety Partnership and sub group meetings	Reduction in crime and fear of crime	R	Lead Officer – Alison Wilkins
3.2-6	<del>Installation of updated CCTV across the Borough</del>	<del>Monitored via the Programme Board</del>	<del>December 2018.</del>	A	Lead Officer – Alison Wilkins
<b>3.3</b>	<b>Work with partners to help residents improve their health and wellbeing</b>				
3.3-1	Work with partners in the public, community and voluntary sectors to develop multi agency partnerships to agree and address key priorities, integrate service delivery and ensure services meet the needs of Rossendale residents.	Governance in place for Strategic Health Partnership  Governance in place for Children’s partnership	Improvement in Rossendale Health Profile	G	Lead Officer – Alison Wilkins
<b>3.4</b>	<b>Protect our more vulnerable residents by working to prevent and relieve homelessness, and providing adaptations to assist people to live independently in their own homes.</b>				
3.4-1	<del>Preparation of Homelessness Strategy (2018-21)</del>	<del>This will be monitored via the Programme Board</del>	<del>O&amp;S 15.10.18 Cabinet 28.11.18</del>	G	Lead Officer – Mick Coogan

3.4-2	Syrian Refugee Resettlement Programme (SRP)	This is monitored via the Programme Board	Completed September 2018	€	Lead Officer – Mick Coogan
<b>3.5</b>	<b>Meet the housing needs of the Borough by increasing the delivery of affordable homes and reducing the number of empty dwelling across the Borough.</b>				
3.5-1	Develop an empty property strategy and action plan.	Monitored via the Programme Board	March 2019	€	Lead Officer – Mick Coogan
	Prepare Housing strategy.	Monitored via the Programme Board			Lead Officer – Mick Coogan
<b>3.6</b>	<b>Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities.</b>				
3.6-1	<del>Deliver the pilot Rossendale Works employability programme with disadvantaged residents, supporting our businesses to employ local people.</del>	Monitored via Programme Board	March 2019	€	Lead Officer – Guy Darragh
	Delivery of the Rossendale Futures Employability Programme Works	Monitored via the Programme Board			Lead Officer – Guy Darragh

