

Subject:	Quarter 4 Performance Management (January, February and March) 2020/21	Status:	For Publication		
Report to:	Overview and Scrutiny	Date:			
Report of:	Head of People & Policy	Portfolio Holder:	Resources		
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/>	Special Urgency <input type="checkbox"/>	
Equality Impact Assessment	Required	No	Attached	No	
Biodiversity Impact Assessment	Required:	No	Attached:	No	
Contact Officer:	Clare Law	Telephone:	01706 252457		
Email:	clarelaw@rossendalebc.gov.uk				

1. RECOMMENDATIONS

- 1.1 That the Overview & Scrutiny Committee consider the performance of the council detailed in this report.
- 1.2 That the Overview & Scrutiny Committee identify any actions, projects, performance indicators or risks they may wish to escalate to the Cabinet for further action.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to provide the Overview and Scrutiny Committee with a summary of the council's performance in Quarter 4. The committee can play a strong role in scrutinising the performance of the council and identifying issues where members may wish further action to be taken.

3. CURRENT PERFORMANCE OF THE COUNCIL

- 3.1 The quarterly performance report enables the council to track its performance especially in respect of the delivery of actions and projects which contribute to the council's priorities. The format and objectives of the performance report were revised at the start of this year to reflect the council's agreed priorities and corporate projects for 2020/21. The Quarter 4 performance report is attached as Appendix 1.

3.2 A Clean and Green Rossendale

During Quarter 4, we have submitted the green flag application for Stubblelee and Moorlands Park. Judging will take place late in Quarter 1 of 2021/22. We are also progressing the

Edgeside Park masterplan and submitting a bid to Viridor for a new Pump track there. Revised street sweeping rounds were introduced and were successful, however a road sweeper was destroyed through fire. These rounds will start again in April and an additional supervisor will be employed to increase our focus on improving customer care and responding to fly tipping. Fly tipping will be a key priority in Q1 2021/22. Added CCTV is now in place and an amalgamated enforcement team will be in place in April. Corporate performance indicators on fly tipping and enforcement will also be introduced for monitoring. Litter remains an issue for residents and in preparation for the summer and end of lockdown over 80 litter bins have been replaced to increase capacity.

A new Head of Operations has been appointed and a key priority for this role will be to improve performance around refuse collection. Both household and domestic collections failed to achieve target in Q4. A new Commercial Waste Officer started in quarter 4 and their role will aim to increase commercial waste collections and achieve targeted increased income against a difficult backdrop of Covid. Commercial waste collections continue to rise and achieve target, however there is strong competition from Biffa who are reducing their collection prices.

Delivering our Climate Reduction strategy has progressed well in Q4. A Climate Network has been established and officer groups have taken place to progress actions. Engaging Business is due to take place in May and a Climate Change Conference will take place in November to coincide with the international COP conference. A full annual update will be presented to council in July 2021.

3.3. A Connected and Successful Rossendale that welcomes Sustainable Growth

At the end of the financial year, the Council had supported over 2,500 businesses, issuing £24.4 million across 11 grant programmes to support businesses facing adverse conditions arising from the global pandemic. Furthermore, working with Rossendale Business Leaders, the Council put in place a Covid-19 Business Recovery Plan with the objective of returning to economic growth levels seen prior to the pandemic.

Following the 2018 strategic case for investment for the City Valley Link from Rawtenstall to Manchester, and as a next step to progress this initiative, CEBR provided a further report which showed a preferred route for a shuttle train that runs on the heritage railway and connects with Metrolink at Buckley Wells. The preferred route integrates completely with the valued heritage railway and retains the historic character of the line. Funding of c£100k is being sought to produce a strategic outline business case to develop the project further, and a bid to 'Restoring Your Railway' was submitted.

On the town centre front, we welcomed the opening of the Bagel 'Grab and Go' in January at Unit 3 of the Spinning Point Bus Station. Also, following the adoption of the Haslingden 2040 Vision and Masterplan, a £1.8m bid was submitted in February for the National Lottery

Heritage Fund to transform shop frontages on Upper Deardengate and deliver public realm improvements to create an attractive multi-functional space.

On a visitor economy theme, the renovations to the existing Whitaker museum, and the extension works to the barn and stables are taking shape; with construction work to be completed in early June.

Our Rossendale Works project goes from strength to strength with the newly formed bolt on project for 18-25 year old residents; where our excellent partnerships and connections have secured several work experience placements and a rolling programme of employability support.

Property Services have commenced work on the Strategic Asset Review. This is a medium term corporate project to consider over 1500 pieces of land in the Council's ownership. The review will bring an accurate digital record of all our land holdings with an up to date digitised land terrier, provide a red flag system for rent reviews, group the portfolio by asset type and ward, as well as a forward plan for the future use of our land assets.

Finally, a recognition of all the hard work undertaken by our Local Plans Team to put in place an up to date evidence base and a response to the Planning Inspectors' queries following the Local Plan Examination Hearing. The Council should receive a Post Examination Hearing Letter from the Planning Inspectorate in May, with an indication as to whether we can progress to the 'Main Modifications' stage in the plan preparation process.

3.4 A Proud, Healthy and Vibrant Rossendale

Rossendale Connected continues to provide the desired legacy in bringing together community groups and co-ordinating action. Regular Zoom meetings are taking place and groups actively engage. The communities' team are supporting the Trust in delivering Together and Active Future to increase physical activity. We are also going to work with the Trust and Lancashire County Council on designing holiday activities and food over the summer. This will include all children on free school meals and other children also.

Work with partners and extensive consultation in Q3 and Q4 has helped shape the future health strategy for Rossendale. Eighty percent of health outcomes are determined by our environment, housing and lifestyles and only twenty percent is determined by medical intervention. Collectively it has been agreed that we focus on the eighty percent and have a Community based health plan for Rossendale. Priorities have been agreed and a discussion document is being consulted upon to agree practical actions we can take to deliver the strategy. This work has a priority strand for mental health and for improving our health and leisure facilities. The full feasibility for new facilities will take place between May and July. The health strategy and facilities feasibility study are on track for completion, but due to the

focus on Covid by ourselves and health partners they will be delivered in Q2 21/22 and not 20/21 as originally projected.

4. OVERVIEW OF SERVICE ACTIONS, PROJECTS AND PERFORMANCE INDICATORS

4.1. This report sets out the performance against the Corporate Strategy and Key Service delivery measures. Performance is assessed based on the delivery of Service Actions and Key Projects against the measures set out in the Corporate Strategy 2017-21 along with Performance Indicators of individual services. Service Actions and Key Corporate Projects are referred to in more detail in the Performance Report, pages 2-13.

4.2 The overall performance of projects is as follows:

	Green	Amber	Red	Unknown
Corporate Projects	8 (73%)	2 (18%)	0	1 (9%)
Service Actions	4 (44%)	5 (56%)	0	0
Performance Indicators	25 (61%)	3 (7%)	6 (15%)	7* (17%)
Risks	1 (7%)	9 (70%)	3 (23%)	0
*6 annually reported				

4.3 The summary of performance indicators is as follows:

	Green	Amber	Red	Unknown
A clean and green Rossendale.	2 (33%)	0	2 (33%)	2* (33%)
A connected and successful Rossendale	10 (80%)	0	0	0
A proud, healthy and vibrant Rossendale	4 (33%)	3 (25%)	2 (17%)	3 (25%)
Corporate	9 (70%)	0	2 (15%)	2 (15%)
*1 annually reported				

4.4 66% (27) of performance indicators are performing on or above target, green status, (or within the 5% threshold) at the end of the quarter. Those indicators performing below target have action plans outlined with measures which will put into place to improve performance. 15% (6) of the performance indicators have finished in the red status at the end of Quarter 4.

4.5 The Performance Indicators in red status and improvement measures are as follows:

Priority 1	Performance Indicator	Target	Quarter 4	Status
2	Number of collections missed per 100,000 collections of domestic waste/recycling	100	172	RED

Collections during this quarter has been irregular (crews getting to areas at different times, sometimes early) dealing with the extra volumes of waste and recycling produced during the ongoing pandemic.

Priority 1	Performance Indicator	Target	Quarter 4	Status
3	Number of collections missed per 1,000 collections of commercial waste	5	11	RED

Collections during this quarter has been irregular (crews getting to areas at different times, sometimes early) dealing with the extra volumes of waste and recycling produced during the ongoing pandemic.

Priority 2	Performance Indicator	Target	Quarter 4	Status
4	Percentage of non-domestic rates collected.	83.8%	94.19%	RED

Non-domestic rates collection performance has been greatly affected by the Covid situation. All recovery action was suspended at the start of 2020/21, due to the pandemic and the first lockdown.

Priority 3	Performance Indicator	Target	Quarter 4	Status
11	Number of licensed premises inspected – annual target 75	15-25	Nil	RED

No inspections taken place during Covid due to premises being closed under local restrictions.

Priority 3	Performance Indicator	Target	Quarter 4	Status
12	Number of licensed premises inspected – annual target 75	85%	Nil	RED

There has only been visits to registrations and home caters during the COVID-19 Pandemic. Hopefully as businesses begin to reopen more site visits can take place.

Corporate	Performance Indicator	Target	Quarter 4	Status
3	Formal complaint average response time.	10 days	19.1 days	RED

Out of the 47 formal complaints responded to in Q4, only 25 were responded to within the customer service standard of 10 working days. To address poor performance in this area, training is planned for staff on complaint handling, with particular emphasis on responding in a timely manner and keeping the customer updated where the nature of the complaint is more complex.

Corporate	Performance Indicator	Target	Quarter 4	Status
13	% random drugs and alcohol tests undertaken monthly in line with Council policy.	5%	Nil	RED

Random drug/alcohol tests have been temporarily suspended due to high percentage of staff working remotely due to government guidance during COVID-19.

Performance indicators are referred to in the Performance Report, pages 14-16.

- 4.6 **Use of RIPA** – As recommended by the Investigatory Powers Commissioner’s Office, the council is required to monitor and report on the use of authorisations under the Regulation of Investigatory Powers Act (RIPA). There have been no authorisations sought in Q4.

5. Compliments and complaints

5.1. Compliments

	Q4 2019/20	Q3 2020/21	Q4 2020/21
Number of compliments	25	22	44
Highest nature of compliments	92% (23) Staff member/Team	82% (18) Staff member/Team	91% (40) Staff member/Team
Highest Service Area with compliments	Corporate Support - 11	Operations - 16	Economic Development - 20

The number of compliments has doubled from 22 in Quarter 3 to 44 in Quarter 4, and is also almost double when compared with Quarter 4 in 2019/20. Quarter 4 continues to see the top nature of compliment as ‘Staff member/Team.’

Over Quarter 4 compliments were received across a wide range of service areas including: Corporate Support, Economic Development, Housing, Legal & Democratic Operations, Planning and PPU.

5.2. Complaints

	Q4 2019/20	Q3 2020/21	Q4 2020/21
Number of complaints	23	35	45
Highest nature of complaints	48% (11) – Bins/bin collection	37% (13) – Bins/bin collection	31% (14) – Bins/bin collection
Highest Service Area of complaints	Operations – 16	Operations – 24	Operations – 21

The number of complaints received has increased from 35 in Quarter 3 to 45 in Quarter 4. This is also an increase when compared with Quarter 4 in 2019/20.

5.3 Local Government Ombudsman enquiries

In Quarter 4 no enquiries were received from the LGO.

Compliments and complaints are referred to in the Performance Report on page 17.

6. RISKS

6.1 The council has reviewed and continues to monitor the council's corporate risks. This quarter the council has added a new risk to the corporate risk register – focused on the financial vulnerability of the borough's leisure assets. The corporate risks as categorised at the end of Quarter 4 are as follows:

	Quarter 4 2020/21
Low	1
Medium	9
High	3

6.2 The corporate risks rated as 'red' are as follows:

Risk 1 – Sustainability of the Medium Term Financial Strategy.

Risk 12 – Response and Recovery to COVID-19 pandemic.

Risk 13 – Impact of Covid-19 on the financial sustainability of council owned leisure assets.

Corporate Risk 1	Likelihood	Impact	Overall risk	Status
Sustainability of the Medium Term Financial Strategy.	B	2	B2	RED

Corporate Risk 12	Likelihood	Impact	Overall risk	Status
Sustainability of the County Council budget.	A	1	A1	RED

Corporate Risk 13	Likelihood	Impact	Overall risk	Status
Impact of COVID-19 on the financial sustainability of council owned leisure assets.	A	2	A2	RED

6.3 The risks will continue to be monitored by Management Team on a regular basis and are referred to in the Performance Report, pages 19-31.

7. COMMENTS FROM STATUTORY OFFICERS:

7.1. SECTION 151 OFFICER

Financial implications and risks arising are identified within the report.

7.2 MONITORING OFFICER

There are no immediate legal considerations attached to the recommendations in this report.

8. POLICY IMPLICATIONS AND CONSULTATION CARRIED OUT

Effective performance management is very important to the council, and the council is committed to improving on an on-going basis how it operates and how it can improve the services it offers and delivers. In completing this report, consultation has been undertaken with the Management Team and Portfolio Holder for Performance and HR.

Appendices	
Performance Management Report	Appendix 1