

How are we making a difference to our communities?

Integrated Performance Report Quarter 1 (April to June 2016)

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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 August 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.

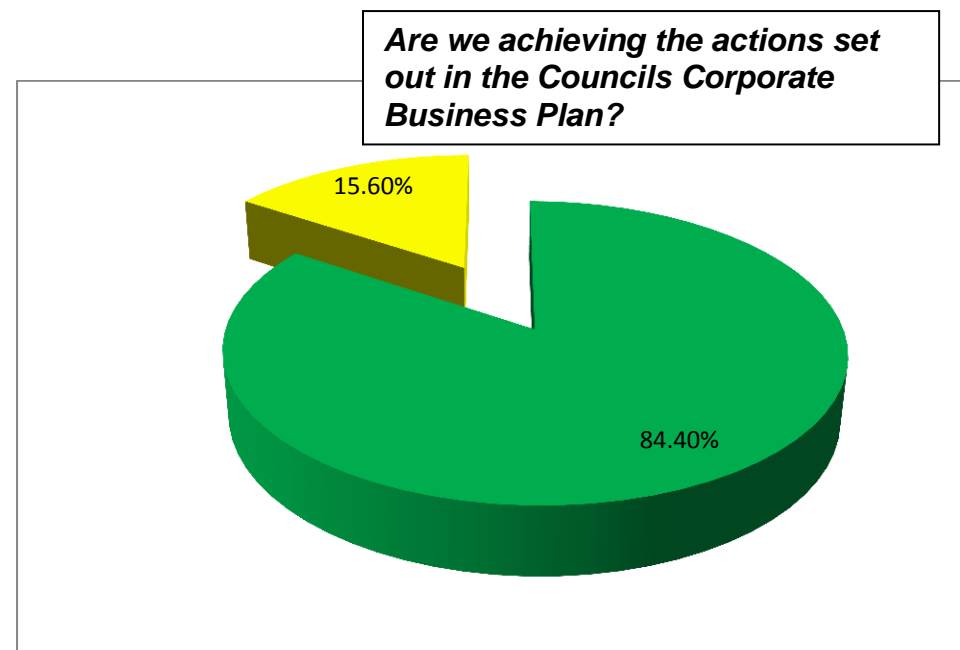
Section 1 – High level performance summary

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.

Corporate Business Plan Actions			
Legend	Status	No.	%
Green ✔	Project on track, no substantial issues or risks which require action from the Council’s Programme Board	27	84.4%
Amber ▲	Some issues or risks which require action from the Council’s Programme Board to keep the project on track	5	15.6%
Red ●	Project in jeopardy – serious issues or risks needing urgent action	0	0%
Unknown ?	The status cannot be calculated	0	0%
	Total number of actions	32	100%



1.2 Performance Indicators – achieving targets?

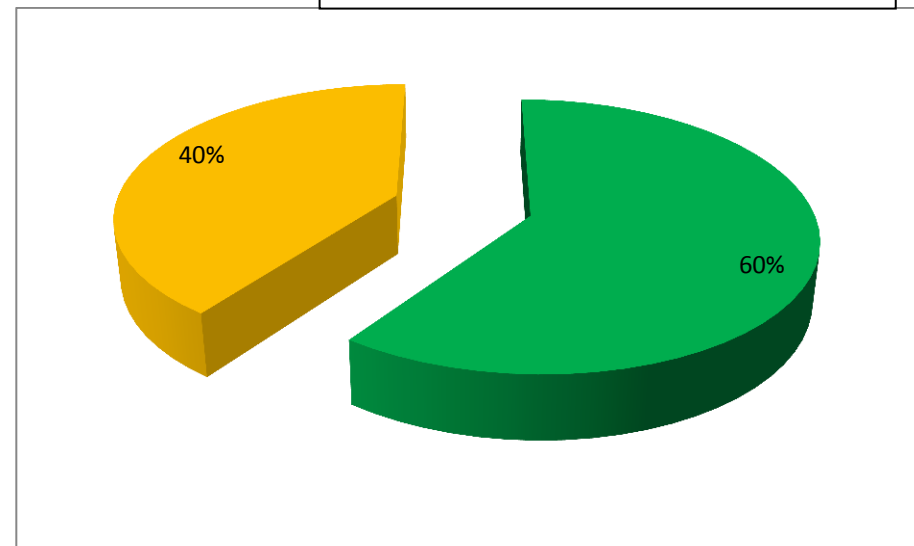
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators,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

Legend		Status	Performance Indicators	
			No.	%
On Target		The performance indicator has achieved or exceeded its quarterly target	16	67%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	1	4%
Below Target		The performance indicator is currently more than 5% of achieving its target	7	29%
Unknown		The status cannot be calculated	0	0%
Total for Quarter 1			24	100%

1.3 How are we performing in managing our risks?

Are we reducing the Likelihood and Impact of our Risks?

Risks			
Legend	Status	No.	%
Green ✔	The likelihood and impact of the risk is low	15	60%
Amber ▲	The likelihood and impact of the risk is medium	10	40%
Red ●	The likelihood and impact of the risk is high	0	0%
Unknown ?	The status cannot be calculated	0	0%
	Total	25	100%



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. 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	5	5	100%	0	0%	0	0%	0	0%
Performance Indicators	3	1	33%	0	%	2	67%	0	0%
Total	8	6	75%	0	0%	2%	25%	0	0%

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. This section of the report summarises how well we are performing in delivering this priority.





2.1 How are we performing in delivering A healthy and successful Rossendale?

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	12	9	75%	3	25%	0	0%	0	0%
Performance Indicators	2	1	50%	0	0%	1	50%	0	0%
Total	14	10	72%	3	21%	1	7%	0	0%

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. 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	15	13	87%	2	13%	0	0%	0	0%
Performance Indicators	19	14	74%	1	5%	4	21%	0	0%
Total	34	27	79%	3	9%	4	12%	0	0%

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 2017.

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	Completed Date	Latest Note	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 1 Action Report 2016/17



Description Clean and Green Rossendale






Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
CORP03	Seek to accelerate the deployment of smart, renewable and efficient energy systems in Rossendale	31-Mar-2017		<p>Rossendale consumes 1.6TWh energy per annum (38% domestic, 35% commercial and 27% transport). This is 7% less than 5 years ago, and 22% less than 2005 when comparable records began. CO2 emissions are 0.51 million tonnes per annum (2012 data).</p> <p>The affordable warmth programme was implemented, and an outturn report on the number of assists is due in December 2016</p> <p>The Scout Moor Expansion will be subject to a Planning Hearing in October 2016.</p> <p>The ChiL scheme is coming to an end as a result of changes to national funding streams, but a Central Heating fund is being developed to support vulnerable residents. All new projects are being screened to assess opportunities for integrating energy efficiency, energy generation and smart energy.</p> <p>An affordable energy purchase scheme is at the options development stage, and it is expected that a scheme could be introduced by the end of the financial year.</p>	
EG06	Maximise contribution of the council to the health, social and wellbeing agendas in Rossendale via	31-Mar-2017		<p>Delivering the living well, living better pilot project in Rossendale - project on track, 2 x steering groups held and a number of smaller working groups. Supportive interventions to be commissioned identified. 2 X 20 hour co-ordinators interviewed and appointed on 30.6.16. Service specification for 'good neighbour' commission developed and contract process clarified. Arrangements with the Lancashire wellbeing service clarified and strengthened.</p> <p>Developing a transforming lives panel for Rossendale - 2 x multi agency meetings held, chaired by Paul Walker. Inspector Steve Rides seconded from Lancashire police for 12 months to introduce panels across East Lancashire and further develop the TL way of working. In Rossendale the panel will be formed from the ASBRAC panel with the addition of Integrated Neighbourhood Team (CCG) Coordinator. Other agencies will be invited to participate as requested/appropriate.</p> <p>Participating in the East Lancashire health and wellbeing board. Meetings attended with Cllr. Barbara Ashworth. Profile of Rossendale raised through regular attendance and contribution e.g. the group is producing a report on the contribution of district councils to health. Led by Pendle BC with editing by the other districts. Able to share the priorities of the Rossendale health and wellbeing partnership and discuss common issues.</p> <p>ASBRAC - the multi agency ASBRAC continues to meet monthly to discuss and agree actions in high risk anti-social behaviour cases. It is co-ordinated by Rossendale Council with input from the Police, Greenvale homes and other partners. Cases are regularly re risk assessed and remain live until the issue is resolved and a low risk assessment score is achieved. There are currently 11 live cases.</p> <p>Children's Partnership Board - the council took over the co-ordination of the Children's Partnership Board in June. The board continues to meet regularly and the next meeting is on 12 July. A Child Sexual Exploitation Sub Group meets separately to co-ordinate action around CSE.</p>	
EG09	Secure funds and deliver projects for key environmental assets including: - Stubbylee	31-Mar-2017		<p>Council officers continue to work to secure funding and deliver key environmental projects. Work to deliver the Stubbylee Masterplan continues with funding secured from Reaps Moss Fund, S106, Up and Active and CCG funding. Work completed to create a waymarked 1 mile route, improvements to the</p>	




Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
	Masterplan (e.g. pond, cycle track) - Rising Bridge roundabout landscaping - Waterfoot Centre open space			entrances, repair of rose garden perimeter wall and work is underway on the sunken garden and creation of allotments. Council officers are in contact with Highways England regarding the landscaping of Rising Bridge roundabout once the roadworks are completed. Plans for the improvement of Waterfoot open space are being revised following consultation with local people. The Council is working with Proffitts CIC on the plans and to secure additional grant funding to support the scheme.	
OPS01	Improve the efficiency of waste management services and develop propositions including -exploring alternative options for recycling and waste, (e.g. transfer stations) -reviewing and refreshing the garden and trade waste provision	31-Mar-2017		Work has commenced on checking available waste transfer sites for residual and recyclable wastes. We are also looking at the legal standing of the relationship between ourselves and LCC Waste Management from a contractual perspective. We are looking to appoint to a new position of Trade Waste/Markets Manager before the end of the calendar year to allow capacity to focus on these two areas.	
OPS02	Strengthen and, where practicable, extend the relationship with Civic Pride and other key partners, task forces and 'friends of' organisations.	31-Mar-2017		An investment of time, resource and money has been made over the past months to develop and strengthen our relationship with Civic Pride, with a focus initially on the Britain in Bloom bid for July 21st 2016. We hope to further develop the relationship over the coming months and potentially to share some resources beyond current arrangements. We are also working with the Friends of Stubbylee Park on work related to the masterplan for S/Lee and Moorlands Park. Also, the friends of Fallbarn, to improve a playground on Hallcarr estate.	

Description Regenerating Rossendale

Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
CORP01	Engage with key strategic plans and projects including	31-Mar-2017		Rossendale BC has commented on and been nominated to 4 sub groups of the shadow combined authority. A meeting to discuss housing need, the GM Spatial Framework and the Rossendale Local Plan is scheduled for August 2016 Rossendale has commented on and contributed to the development of a Prosperity Plan for the PLACE authorities A futures park proposal has been designated as a Priority 2 scheme for consideration in round 3 of the Regional Growth fund.	
EG01	Seek to secure funds for further regeneration improvement initiatives including:	31-Mar-2017		July 2016: Trailhead Visitor Centre - The council is currently considering options for the development of a trail head centre at Futures Park to serve mountain bikers and other outdoor leisure users of Lee and Cragg Quarries. The centre would also serve users of the Valley of Stone cycle way which is scheduled to be routed through the site. A confirmed way forward it expected during the next quarter. Housing & Employment Sites - The Regeneration Team has been working with the Forward Planning	








Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
				Team to achieve a comprehensive understanding of potential housing and employment sites, ownership issues and options for development. An external consultancy has been commissioned to undertake a detailed study of employment land. A meeting has been held with the Homes and Communities Agency to explore funding options to help to bring forward a number of sites including former mills. Games area at Loveclough Park - In partnership with community interest company Proffitts, the Council submitted a bid to the Inspired Facilities Fund administered by Sport England to attempt to secure funding for a multi use games area. On 10 May the council received notification that the bid had been unsuccessful along with feedback on areas to be addressed. The letter also advised that the fund was currently paused pending a re-structure. The Council will be contacted by the fund when it reopens for applications.	
EG02	Work with business leaders, networks and agencies to strengthen business support, skills and growth initiatives including:	31-Mar-2017		The Council continues to be represented in key local networks and forums. This quarter, officers have contributed to the draft Pennine Lancashire Growth and Prosperity plan which will be finalised and approved by Pennine Lancashire Leaders and Chief Executives network during the next quarter. The July meeting of the Lancashire European Network will provide an update, as far as is known, on the likely impact on the current European structural funds programme of the outcome of the UK's decision to leave the European Union. A number of projects that are accessible by Rossendale residents and businesses have current allocations from these funds. The Council's Regeneration and Communications teams have continued to promote a range of business support opportunities to local companies. The revised Boost Business Lancashire Programme commenced during the quarter providing high-growth start up and business development support to eligible Lancashire businesses and entrepreneurs. The Lancashire Business Growth Fund is now in its final year and still has capital funding to allocate to manufacturing companies that are in a position to make investments in return for early job creation. Example projects include property improvements and machinery acquisition.	
EG03	Work directly and as part of the RTB Partnership and with key partners to identify and secure inward investment to develop a portfolio of large-scale projects (e.g. Futures Park growth)	31-Mar-2017		Spinning Point: This major regeneration project in Rawtenstall town centre is being delivered by the RTB Partnership (Rossendale Borough Council, Together Housing and Barnfield Construction) Phase 1: Agreement has been reached between Rossendale Borough Council and Lancashire County Council for the latter to provide £3.5m of funding for a new bus station that Rossendale Borough Council will build and operate. The agreement also includes an amount to reflect ongoing maintenance over 25 years. £1.9m of additional funding has been secured via the Lancashire Growth Deal. Some of this money will be used towards the partial re-development of the old town hall building, which will then be occupied by Together Housing. Construction is expected to commence in November 2016, further to remaining demolition work. The initial estimate for phase 1 completion is summer 2018 at the latest. Phase 2 - This will be a mixture of retail, leisure and housing and will be the subject of further consultation during the remainder of 2016 and into 2017. Futures Park - As well as the trail head aspiration (see EG01) the council continues to work with potential purchasers/lessee companies interested in developing the remaining plots at Futures Park in order to achieve increased local employment opportunities. Initial agreement has been reached with one company (subject to planning approval) that will locate to Futures Park in order to assist with the next phase of its expansion. Earlier stage discussions are ongoing with a number of other potentially interested parties.	

Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
EG04	Support partners in the development of projects and initiatives and help them secure funding, including:	31-Mar-2017		<p>Support to Haslingden Baths reopening – ongoing with a view to submitting Sport England bid in September</p> <p>Whitaker Museum - support to extension of museum to Barn & Stables building – ongoing with a view to submitting HLF application in August</p> <p>Leisure Trust support for 3G/4G pitch – ongoing with a view to submitting Sport England bid for new pitch in September subject to match funding</p> <p>Lee Quarry - The council has been working with representatives of local groups in order to respond to Lancashire County Council's consultation on the future of its Countryside Services supported sites. Lee Quarry is one such site and is a well established and nationally recognised location for mountain bikers, as well as being used by walkers, runners, horse riders and trials motorcyclists. Options are currently under discussion regarding the future management of the LCC owned Lee Quarry probably in conjunction with Cragg Quarry that is owned by Rossendale Borough Council. The consultation closes in early August 2016 and a way forward should be agreed during the next quarter.</p>	
EG05	Develop and support initiatives to build and improve Rossendale's Visitor, heritage & cultural activities including	31-Mar-2017		The Council continues to develop and support initiatives to build and improve Rossendale's visitor, heritage and cultural activities. A budget has been agreed to support key events in the Borough and organisers will be invited to submit proposals for access to funding. Council officers continue to work with many organisations across Rossendale including Rossendale Cultural Arts Network, The Whitaker, Ski Rossendale, the 60s Festival Organising group, Love Haslingden and the organisers of the Farmers and Clog Markets in Rawtenstall. Haslingden Task Force is working with Osprey Design on a branding, website and Town Trail guide to promote Haslingden.	
EG07	Maintain and strengthen outreach and engagement across Rossendale's communities, and support events including:	31-Mar-2017		The Council continues to work to maintain and strengthen outreach and engagement across Rossendale's Communities. The four Neighbourhood Forums met in June to network and share information and meetings are scheduled for the remainder of the year. Haslingden Task Force whose membership includes local traders and community groups met in July and good progress is being made on its key projects to support the regeneration of Haslingden. Support was provided for the Brass on the Grass element of The Whitaker's Rossendale Traditions Event in July. A new outdoor gym has been installed in Victoria Park, in conjunction with Friends of Victoria Park and a new Stubblelee Park Partners Group is to be set up to support activity around the Stubblelee Park Masterplan. Grant funding opportunities to local community and voluntary groups continue to be offered through Neighbourhood Forum Grants, Rossendale Community Fund and Rossendale Council Grants.	
EH01	Support the implementation of national strategies including:	31-Mar-2017		The current shortfall in the progress to completing programmed visits have in part been the result of reduced resources. The comes from a long term vacancy which is to be addressed shortly (Update currently out to avert). This has impacted a short fall from the previous FY of approx 10% of visits and these have been the priority to address in the first quarter. In addition there has been a number of investigations outside of the program of interventions which have taken priority officer time as to their "time" sensitive nature i.e. Accidents and food complaints. Across the department there has been an increase of reactive work (complaints) which has put pressure on the delivery of the food service.	
F&PS01	Lead and deliver improvement initiatives to cost and on time including:	03-Mar-2017		<p>Spinning Point: - Funding has now been approved by LCC (£3.5m) and the LEP (£1.9m - phases 1 & 2). A desk top cost appraisal has now been completed the next step regard finances will be completing a fixed cost contract based on a detailed specification.</p> <p>THI Phase 1 – Pioneer Building and RSPCA building: work on both building are substantially</p>	

Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
				nearing completion with only relatively minor works still outstanding. The most significant of these are the install large decorative corbel features on the fascia to Pioneer Building and the installation of the Victorian shop front surrounds on the RSPCA building. Though minor in scope these works will have a major visual impact on the overall appearance of the improved buildings. All works to both buildings are now scheduled to be completed by 29th July. THI Phase 2 – REAL building and 23-31 St James Street: following the recent decision that the Council's RTB partner (Barnfield Construction) would withdraw from the delivery of future phases of the THI, in order to concentrate on the delivery of the Spinning Point development, the THI project team are now working up a tender to appoint a new main contractor to deliver the next phase of the project. This second contract will consist of the planned improvement works to the REAL building in St James Square and five properties on St James Street – No's 23 to 31. It is anticipated that the new contractor will be in place by the Autumn.	
HOU01	Successfully manage and complete Empty Homes scheme and transition arrangements, maximising stock occupancy and rental income	31-Jul-2016		The RBC empty homes scheme has been audited by the HCA recently and have acknowledged the significant progress being made, particularly with complying with funding conditions. Properties are being renovated to a high standard, at the least meeting decent homes and HHSRS standards. Lettings have been successful; demand is buoyant and the lettings we have undertaken have been sustainable and the arrears are within industry thresholds. The legacy issues are much more challenging but we are addressing them also. We have ended the tenancies of 24 households that were deliberately withholding rent due to us, damaging their properties or, often, a mixture of the two. With those tenants willing to engage we are ensuring that Housing benefit due is being received. 25 payment plans are also in place. Transition is now being planned to a new managing agent which is currently being tendered and therefore, all remaining issues are being wrapped up in time for transfer.	
HOU02	Develop clear priorities and a delivery plan for Rossendale's Housing.	30-Sep-2016		Clear priorities and the plans for delivering these are in place in a specific Empty Homes Project Plan. Targets are set for renovations, lettings, gas and other building compliance, HCA audit compliance and much more. 2 Task Groups are in place to oversee progress: one operational and one strategic. Monthly key performance indicators are reported on and monitored.	
PLAN01	Input in to cross cutting corporate projects e.g. East Lancashire Railway, document preparation by PLACE (Pennine Lancashire Leaders and Chief Executives) and LEPs (Local Enterprise Partnership), S106 monitoring and Joint Venture projects.	31-Mar-2017		Corporate milestones are being met to progress work	

Description Responsive Value for Money Services

Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
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Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
CORP02	Review, and where practicable mitigate the impact of Lancashire County Council funding changes on Rossendale's services and amenities	31-Mar-2017		Consultations are underway and Rossendale Council is taking an active role in them, both in direct responses and project-specific meetings. Some progress has been made on key community assets such as Lee Quarry, and an alternative proposal to mitigate the cuts to library services has been made. Proposed cuts to mental health, wellbeing and supported living services, particularly for vulnerable residents could have impacts on homelessness and the ability of residents to live independent lives. We are working closely with funded agencies based in Rossendale to identify and, where practicable mitigate impacts.	
CS&ICT01	Deliver efficient, effective council tax services which reflect welfare reform including: -implementing Council Tax and Council Tax Support penalty and prosecution policy -Review and produce Council Tax Support scheme for 2017/18	31-Oct-2016		CTS penalty policy has now been adopted and is up & running. CTS scheme is now out to consultation until 12 Sept, with a final decision to be made at full council 14th Dec 2016	
CS&ICT02	Review and strengthen the customer services and resident contact offer, and refresh standards	31-Oct-2016		Initial soundings being taken and benchmarking carried out	
EG08	Support the effective delivery of the Council's Community Safety role.	31-Mar-2017		Council officers attend and contribute to the work of the Pennine Lancashire Community Safety Partnership and sub groups within its structure including the Pennine Road Safety group, Pennine Reoffending Board and ASBRAC. An internal officers group has been set up to ensure co-ordination of community safety activity within the Borough.	
F&PS02	To continue to work with Members and Officers in bridging the Medium Term Financial Strategy funding gap	31-Mar-2017		This matter is also highlighted in the Council's risk register. An update of the Council's MTFS was presented to Members in July 21016. The future funding gap remains at c. £600k. Officers and partners are developing plans to close this deficit.	
F&PS03	Strengthen the contractual, leasing and commercial arrangements for key partner operated assets including to assist them in becoming self – financing /revenue generating including	30-Sep-2016		The Head of Finance will present to Members in September a strategy to assist 2 of its key partners to be more financially resilient including a cessation of the Council's annual grant to RLTrust. Ski Rossendale have recently secured funds for a major renovations programme. CLAW have recently presented to O&S demonstrating a strong operational and financial performance for the year ending 15/16 in excess of the Council's annual grant support. HAPPI await the outcome of the latest stock condition survey report.	
F&PS04	Review and rationalise key land and property assets, appraise new asset opportunities, and align with economic	31-Mar-2017		Given the recent retirement of the Property Manager. Officers are currently considering an appropriate appointment which may form part of the Economic Development Team.	

Action Code	Action Title	Due Date	Completed Date	Latest Note	RAG Status
	development priorities.				
HOU03	Deliver a £790,000 Disability Funding Grants initiative and support residents in delivering their improvements.	31-Mar-2017		52 approvals to the value of £255k have been issued including a number of approvals carried over from 2015/16. A further 20 applications are at various stages such as awaiting planning and building regulation approval and the return of tenders. Demand for Disabled Facilities Grants remains high with Occupational Therapist recommendations being received on a regular basis.	✔
HOU04	Review the impact of funding and support changes on the vulnerable and homeless residents housing services.	31-Mar-2017		It is clear that changes to funding and support being proposed by LCC could have significant implications for the availability of supported places and more general accommodation for vulnerable residents in priority need. Consultation responses have been made, and the outcome of these is expected in Autumn 2016.	✔
HOU06	Proactive debt collection policies and recruitment of rent enforcement housing officer	30-Sep-2016		Proactive rent collection policies and procedures are now in place and the impact has been that 24 tenancies, in very high level arrears, have ended in the last 3 months. This has proven more effective than employing a specific rent enforcement officer. Another 15 are due in court within the next 6 weeks. A third party contractor is being engaged to chase the debt of tenants that have left their property without notifying us.	✔
P&P-1	Strengthen, implement and maintain effective council plans and systems, including:	30-Sep-2016		Extensive work has taken place to update and refresh the Emergency Plan and Business Continuity Plans. A briefing session was held with all managers to develop a new Business Continuity Plan template and obtain the relevant information. Consultation on the new 3 year corporate plan is currently being finalised with the aim to go out to public consultation in August 2016. Work on a Communications Strategy and Structured Apprenticeship Plan will take place in a later quarter.	✔
PLAN02	Develop and agree a process, timeline and approach for producing a Rossendale Local Plan with associated schedules and documents, including:	31-Mar-2017		Work has been progressing well on the development of a new Local Plan with a clear timescale for delivery being developed	✔
PLAN03	Feed into cross-border working on strategic planning issues such as Greater Manchester Spatial Framework and Lancashire Combined Authority	31-Mar-2017		Work is ongoing with a meeting to be arranged with Greater Manchester to discuss housing delivery	✔
PLAN04	Refresh existing and interim planning and development control systems including:	31-Mar-2017		Work on the Local Plan is taking priority with the SPDs to follow this work. The Validation Checklist is progressing well with consultation due to go out in the next few months	✔
PLAN05	Commence milestones for Revised Conservation Strategy 2015 - 2018 including review of Conservation Management Plans and Appraisals.	31-Mar-2017		Priority is being given to ensuring that the new Local Plan has a sufficient evidence base in respect of heritage issues along with consideration of the conservation areas within the Borough	✔

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 1 PI's Report 2016/17

Description Clean and Green Rossendale

PI Code	Short Name	Quarter 1 2015/16			Quarter 1 2016/17			Gauge Aim	Trend	Latest Note
		Q1 2015/16			Q1 2016/17					
		Value	Target	Status	Value	Target	Status			
LI 82ai	% of Household waste recycled	24.19%	23.50%		21.45%	23.50%		Aim to Maximise		The new Head of Operations has requested additional checks to verify data sources to ensure that tonnages used in the formation of the calculation are accurate. This new method of data verification has led to a decrease in the total tonnages used to calculate the rate of dry recycling but it is hoped that the figures provide greater accuracy. Going forward the target will be reviewed with the portfolio member and senior management team to ensure that they are realistic
LI 82bi	(CP3.2.2) % of Household waste composted	15.31%	16.00%		14.30%	8.00%		Aim to Maximise		The new Head of Operations has requested additional checks to verify data sources to ensure that tonnages used in the formation of the calculation are accurate. This new method of data verification has led to a slight decrease in the total tonnages used to calculate the rate of organic recycling but it is hoped that the figures provide greater accuracy. Going forward the target will be reviewed with the portfolio member and senior management team to ensure that they are realistic
NI 191	Residual household waste per household	118	125		137	125		Aim to Minimise		The new Head of Operations has requested additional checks to verify data sources to ensure that tonnages used in the formation of the calculation are accurate. This new method of data verification has led to an increase in the total tonnages used to calculate the rate of residual household waste but it is hoped that the figures provide greater accuracy. Going forward the target will be reviewed with the portfolio member and senior management team to ensure that they are realistic



Description Regenerating Rossendale











PI Code	Short Name	Quarter 1 2015/16			Quarter 1 2016/17			Gauge Aim	Trend	Latest Note
		Q1 2015/16			Q1 2016/17					
		Value	Target	Status	Value	Target	Status			
NI 16 LAA	High impact acquisitive	1.03	3		1.3	3		Aim to Minimise		HIAC rate for Q1 is 1.3 per 1000 (based on a population of 68,000) this is significantly below target.



















PI Code	Short Name	Quarter 1 2015/16			Quarter 1 2016/17			Gauge Aim	Trend	Latest Note
		Q1 2015/16			Q1 2016/17					
		Value	Target	Status	Value	Target	Status			
	crime (HIAC) rate									
NI 20 LAA	Assault with injury (AWI) crime rate	1.79	2		2.2	2		Aim to Minimise		AWI rate is 2.2 per 1000 (based on a population of 68,000) this is the first time in a long time that this PI has been over its target. This is due to a change in reporting methods by the police. No Action Plan has been completed for this as it is a 3rd party indicator that the council monitors. The council is in regular contact with the police with regarding to crime trends, neighbourhood policing and anti-social behaviour. The police regularly bring reports to relevant committees to monitor and explain crime stats.
















Description Responsive Value for Money Services

PI Code	Short Name	Quarter 1 2015/16			Quarter 1 2016/17			Gauge Aim	Trend	Latest Note
		Q1 2015/16			Q1 2016/17					
		Value	Target	Status	Value	Target	Status			
CS2	Customer waiting times in the one stop shop	7mins	10mins		10mins	10mins		Aim to Minimise		<p>The footfall for April 2016 was 2,603 with a waiting time recorded at 11minutes 42secs. The breakdown is as follows: Council tax 358, housing benefit 652, Greenvale homes 16, other council services 1,593 with the majority of the footfall being licensing queries at 1,293. The contact centre took 2,984 calls with a breakdown of 1,973 council tax calls, 932 housing benefit queries and 79 recovery issues. A total of £27,759 council tax payments was taken by the contact centre.</p> <p>The total footfall for May 2016 was 2,616 with a breakdown as follows: Housing benefit 626, council tax 246, Greenvale homes 9 and other council services 1,735 with the majority issues being taxi licensing at 1,420. The waiting time for May was recorded at 10mins 39 seconds. The contact centre took 2,760 calls and the breakdown is Housing benefits 990, council tax 1,615 and recovery 155. A total of £24,140.03 council tax payments was collected by the contact centre.</p> <p>The total footfall for June 2016 was 2,876 with a breakdown as follows: Housing benefit 662, council tax 261, Greenvale homes 15 and other council services 1,938 with the majority issues being taxi licensing at 1,523. The waiting time for June was recorded at 9mins 14 seconds. The contact centre took 2,697 calls and the breakdown is Housing benefits 903, council tax</p>

PI Code	Short Name	Quarter 1 2015/16			Quarter 1 2016/17			Gauge Aim	Trend	Latest Note
		Q1 2015/16			Q1 2016/17					
		Value	Target	Status	Value	Target	Status			
									1,739 and recovery 55. A total of £25,905.30 council tax payments was collected by the contact centre. The average waiting time for Q1 was 10mins 30secs.	
EH1	% of programmed food interventions achieved in Quarter.				30%	90%		Aim to Maximise	-	<p>The programme for food premises is made up from:</p> <p>29 Unrated premises from last FY, 27 Overdue premises from last FY, 12 Premises which were "inspected" under the alternative enforcement strategy (AES) and 287 Premises due an intervention this FY.</p> <p>This gives a total of 355 premises requiring an intervention and represents approx 48% of food businesses within Rossendale. Intervention are due according to a risk rating with a degree of flexibility as to when they are completed. For ease of reporting the annual total has been divided by to give a better indication of direction of travel.</p> <p>The first quarter figures and the over due interventions should be viewed against the fact that the department have been 1 FTE down since June 2015 awaiting authority to recruit to the vacant post. The section also deals with accident investigations. In the quarter there was 2 significant accidents which took up officer time to investigate.</p>
EH2	% of programmed food interventions against annual Target				30	25		Aim to Maximise	-	<p>The programme for food premises is made up from:</p> <p>29 Unrated premises from last FY, 27 Overdue premises from last FY, 12 Premises which were "inspected" under the alternative enforcement strategy (AES) and 287 Premises due an intervention this FY.</p> <p>This gives a total of 355 premises requiring an intervention and represents approx 48% of food businesses within Rossendale. Intervention are due according to a risk rating with a degree of flexibility as to when they are completed. For ease of reporting the annual total has been divided by to give a better indication of direction of travel.</p> <p>The first quarter figures and the over due interventions should be viewed against the fact that the department have been 1 FTE down since June 2015</p>

PI Code	Short Name	Quarter 1 2015/16			Quarter 1 2016/17			Gauge Aim	Trend	Latest Note
		Q1 2015/16			Q1 2016/17					
		Value	Target	Status	Value	Target	Status			
									awaiting authority to recruit to the vacant post. The section also deals with accident investigations. In the quarter there was 2 significant accidents which took up officer time to investigate.	
LI1	Low Void Levels on Empty Homes Project				31	5		Aim to Minimise	-	Void property= empty property. We have in management a significant amount of empty properties in a dilapidated state. These require major works or renovating to make them lettable and earning rental income. Whilst they are empty they are costing us money (council tax, security etc) so it is imperative that they are turned around as quickly as possible. Existing contractors have finished batches 1,2 and 3 of the renovations programme and a final batch, number 4, is underway. As properties are being completed, they are being let within 4 weeks, usually much less, using the choice based lettings system B with Us. A number of marketing issues have been instigated and we are now working with partner agencies to maximise occupancy.
LI2	Minimal bad debts on rental income, empty homes project				31	7		Aim to Minimise	-	High level of inherited bad debts from AAAW Ltd. Most lets made by RBC have been controlled. Most high level arrears cases are facing court/ eviction or have already abandoned their property. We are seeing a steady decline in current arrears but have no facility to chase former tenant arrears, despite tendering the work. New managing Agent is expected to address this specific issue. The only way to control bad debts in housing is to let the properties properly. A high percentage of properties let under RBC have much lower average debt and are supported with their income and benefit management, to maximise our income. This approach will ensure bad debts continue to reduce to a manageable level by March 2017.
LI 9	% of Council Tax collected	29.22%	29.02%		30.12%	29.22%		Aim to Maximise		Due to the high level of telephone calls reminders are now issued on a restricted weekly basis rather than twice weekly to try avoid peak call times. This may slightly affect collection in the 1st 2 quarters as some recovery action will be delayed by a month. Recovery action is now being taken against CTS customers along side all other customers which will mean they are summonsed quicker will better chance of for recovery of Council Tax.
LI 10	Percentage of non-domestic rates collected	29.31%	31.10%		28.26%	29.31%		Aim to Maximise		Collection is under target at the end of quarter 1. 28.26% is average for this time of year. June 2015 was exceptionally high due to an unclaimed credit. The business rate section continue to work with Analyse Local to expand the business rate data base.
LI 12	(CP6.3.2) Working days lost due to sickness absence (days)	2.34	2.00		2.40	2.00		Aim to Minimise		Long term sick 1.50 per FTE - 20 days or more Short term sick 0.90 per FTE - 4 periods or 10+ days

PI Code	Short Name	Quarter 1 2015/16			Quarter 1 2016/17			Gauge Aim	Trend	Latest Note
		Q1 2015/16			Q1 2016/17					
		Value	Target	Status	Value	Target	Status			
LI 79a	Accuracy of processing - housing benefit and council tax claims	93.33%	93.00%		93.33%	93.00%		Aim to Maximise		Accuracy is within target this quarter ensuring that customers receive the correct benefit first time
LI 79bi	Percentage of recoverable overpayments recovered (HB) that are recovered during period (LI 10)	53.41%	70.00%		39.61%	60.00%		Aim to Maximise		Performance in the first quarter is down on the same period last year due to an increase in the value of overpayments raised. In the first quarter of 2015/16 we raised overpayments to the value of £126k however in the first quarter of 2016/17 we raised overpayments to the value of £204k. This is due to increased activity on checking claimants circumstances along with additional work undertaken by the Fraud and Compliance Officer in the Service Assurance Team. Over 50% of the debt raised in the first quarter of this year relates to debt created for previous years with one overpayment being in excess of £30k. It is difficult to recover these large debts quickly and therefore performance against target is adversely affected.
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	10.08%	8.75%		8.91%	6.25%		Aim to Maximise		Performance in the first quarter is down on the same period last year due to an increase in the value of overpayments raised. In the first quarter of 2015/16 we raised overpayments to the value of £126k however in the first quarter of 2016/17 we raised overpayments to the value of £204k. This is due to increased activity on checking claimants circumstances along with additional work undertaken by the Fraud and Compliance Officer in the Service Assurance Team. Over 50% of the debt raised in the first quarter of this year relates to debt created for previous years with one overpayment being in excess of £30k. It is difficult to recover these large debts quickly and therefore performance against target is adversely affected.
LI 109a	Major applications determined in 13 weeks	100.00%	65.00%		100.00%	65.00%		Aim to Maximise		100% which is significantly above target and follows on from last business year well.
LI 109b	Minor applications determined in 8 weeks	89.74%	80.00%		92.00%	80.00%		Aim to Maximise		92% which is significantly above target and follows on from last business year well.
LI 109c	Planning applications: 'Other' applications	100.00%	80.00%		88.00%	80.00%		Aim to Maximise		88% which is above target and follows on from last business year well.

PI Code	Short Name	Quarter 1 2015/16			Quarter 1 2016/17			Gauge Aim	Trend	Latest Note
		Q1 2015/16			Q1 2016/17					
		Value	Target	Status	Value	Target	Status			
NI 181 (ai)	Time taken to process Housing Benefit new claims	20.7	21.0		19.6	21.0		Aim to Minimise		Performance is within target for the quarter and it is anticipated that target will continue to be met.
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	22.6	22.0		21.2	22.0		Aim to Minimise		Performance is within target for the quarter and it is anticipated that target will continue to be met
NI 181 (bi)	Time taken to process Housing Benefit change in circumstance	7.54	7		4.92	7		Aim to Minimise		Performance is at the lower end of the target meaning that reported changes from customers are being dealt with swiftly.
NI 181 (bii)	Time taken to process Council Tax benefit change in circumstance	4.9	7.0		3.8	7.0		Aim to Minimise		It is pleasing to report performance below target for the quarter. This performance is specific to this quarter as number of rent increases and Department for Work and Pensions changes that come through in April are processed straight away.
PM2	% of new Housing Benefit claims outstanding over 50 days	0%	5%		0%	5%		Aim to Minimise		0% No claims were outstanding more than 50 days ensuring that customers receive their benefits promptly.

Section 6 – Performance Indicator Action Plans

Performance Indicator Action Plan – 2016/2017

Service Area:	Revenues and Benefits		Lead Officer for Performance Indicator:	Ian Walker			
Performance Indicator Number/s:	LI 79bi	Performance Indicator Name:	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during the period (LI10)				
Target achieved in previous year? (2015/16)						<i>No</i>	
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
39.61%	>60%						

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

It is anticipated that the annual target of >60% will be achieved however performance is constantly changing due to new overpayments being created every day and recovery being made from customers.

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

The target of >60% is an annual target and has been adversely affected by an increase in the level of overpayment created during the first quarter of 2016/17. This spike in overpayments created is as a result of work undertaken by both the Service Assurance Team and Capita to review claims to ensure the information provided is correct. This has led to a number of re-assessment of claims resulting in overpaid benefit. In the first quarter of 15/16 we raised overpayments to the value of £126k however in the first quarter of 16/17 we have raised overpayments to the value of £204k. Over 50% of the overpayments raised in 16/17 relate to debt created for previous years with one overpayment (fraudulent claim) created for over £30k. It is difficult to recover these large debts quickly and therefore performance is adversely affected.

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

Recovery rates are constantly monitored and we are looking to introduce direct recovery from earnings in the next few weeks.

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

Outturn performance will be reviewed and discussed as part of target setting for the next financial year.

Performance Indicator Action Plan – 2016/2017

Service Area:	Housing		Lead Officer for Performance Indicator:	Tahir Idris			
Performance Indicator Number/s:	LI1	Performance Indicator Name:	Minimal bad debts on rental income, empty homes project				
Target achieved in previous year? (2015/16)	NO						
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
31	7						

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

End of year target will be met because an intensive programme of debt chasing has been put in place- formal letters, notices and court action- for existing tenants in high arrears. These are mostly a legacy of AAW poor lettings (inappropriate, vulnerable, unable to run a tenancy, under-occupying etc.) The parallel action is to ensure new lettings are sound, which they are. We do numerous checks before letting a property and on arrears, the outcome has been extremely positive. Of the 24 New tenancies created since April 2016, 7 are in credit, 15 are in arrears of £450 or below (approx 1 month's rent, which is normal for Housing Benefit payment cycles.) Only 2 are in arrears of £500 or more. This is consistent with any typical housing provider.

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

Inherited problem from AAW. A third of current tenants are under occupying, thereby creating massive debt every week as they cannot pay the bedroom tax. Many do not have the skills to manage their budgets and have not engaged with benefits agencies, hence their rent is not being covered, even discounting the extra bedrooms. We are working with each and every tenant who engages with us, however many do not and do not engage with any statutory agencies, such is their background and existing approach to daily life. Those who engage have payment plans in place; others are in court shortly, though most of these are abandoning properties.

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

More sophisticated analysis of debt. We are separating out: former debt, under occupying debt, 'technical arrears' ie those that are built up of Housing Benefit 4 weekly cycles. This then leaves us to focus on what is collectable.

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

We have arranged for the empty homes project to be handed over to a managing agent from October to December. As they will be a housing management specialist, their dedicated systems will ensure that arrears are chased more systematically and have tracing systems in place to chase older debt.

Performance Indicator Action Plan – 2016/2017

Service Area:	Housing		Lead Officer for Performance Indicator:	Tahir Idris			
Performance Indicator Number/s:	LI1	Performance Indicator Name:	Low Void Levels on Empty Homes Project				
Target achieved in previous year? (2015/16)	NO						
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
31	5						

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

End of year target will be met because all properties will be renovated/ improved by Dec 2016. Contracts are in place to deliver on that deadline.

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

Inherited problem from AAW. To deliver on the project correctly, we have to inspect every property, schedule works, negotiate with every owner, wait for their response, negotiate further, allocate with contractor, await pricing, negotiate pricing, consult with owner again and agree on a final cost, schedule, specification and timing. Once these issues are out of the way, renovating and occupying the properties has proved straightforward.

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

We have a number of experienced contractors engaged to renovate the remaining properties, with agreed deadlines. Should those deadlines not be met, there will be financial penalties for them, which incentivise performance and therefore completions by December 2016.

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

We have arranged for the empty homes project to be handed over to a managing agent from October to December. As they will be a housing management specialist, their dedicated systems will ensure properties are let and voids are at an acceptable level.

Performance Indicator Action Plan – 2016/2017

Service Area:	Operations		Lead Officer for Performance Indicator:	Paul McHenry/Keith Jenkins			
Performance Indicator Number/s:	LI 82 ai	Performance Indicator Name:	% of household waste recycled				
Target achieved in previous year? (2015/16)	Yes.						
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
22.3%	23.5%		23.5%		23.5%		23.5%

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

Yes, new HoS expects that targets will be met. Please see [2] below for rationale.

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

New HoS has asked for quarterly data to be calculated in a slightly different way from previous manager, to reflect position more accurately.

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

New HOS has asked for calculation of data to be carried out in line with national Waste Data Flow statistical demands. Impact is that figures provided will be more accurate.

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

Employment of environmental enforcement officer [from 15/8/16] will assist in concentrating monitoring in areas of greatest demand.

Performance Indicator Action Plan – 2016/2017

Service Area:	Operations		Lead Officer for Performance Indicator:		Paul McHenry/Keith Jenkins.		
Performance Indicator Number/s:	NI 191	Performance Indicator Name:	Residual household waste per household.				
Target achieved in previous year? (2015/16)	<i>Yes</i>						
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
131	125						

1. **Please give an objective assessment as to whether the end of year target will be met?**
Yes, new HoS expects that targets will be met. Please see [2] below for rationale.
2. **Please explain the reasons why the indicator is not achieving the targeted level of performance:**
New HoS has asked for quarterly data to be calculated in a slightly different way from the previous manager, to reflect position more accurately.
3. **Please give details of any corrective actions that are currently being taken and an estimate of the likely impact:**
New HOS has asked for calculation of data to be carried out in line with national Waste Data Flow statistical demands. Impact is that figures provided will be more accurate.
4. **Any action planned in next financial year that will improve performance?**
Employment of environmental enforcement officer [from 15/8/16] will assist in concentrating monitoring in areas of greatest demand.

Performance Indicator Action Plan – 2016/2017

Service Area:	People and Policy		Lead Officer for Performance Indicator:	Clare Law			
Performance Indicator Number/s:	LI12	Performance Indicator Name:	Number of working days lost due to staff sickness				
Target achieved in previous year? (2015/16)	<i>[YES OR NO]</i> <i>YES</i>						
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
2.40	2.00		4.00		6.00		8.00

- Please give an objective assessment as to whether the end of year target will be met?**
We are 0.4 days over in Quarter 1, although behind target we still think the annual target can be achieved.
- Please explain the reasons why the indicator is not achieving the targeted level of performance:**
With small staff numbers small amounts of sickness can affect this indicator considerably.
- Please give details of any corrective actions that are currently being taken and an estimate of the likely impact:**
Sickness is being managed a long term sickness should start to reduce to get this indicator back on track from Quarter 2.
- Any action planned in next financial year that will improve performance?**
The Council will continue to manage sickness to make sure that the target is met.

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 1 Risk Report 2016/17

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
C&MS1	Failure to ensure Committee papers are prepared to a Quality Standard and in accordance with agreed processes.	2	E	2	E	2	E	All agendas have been published in line with statutory requirements. Reports have been made available for meetings in a timely manner. All minutes (except one) have been published within 4 working days of the meeting (this is an internal target rather than a statutory requirement). The minutes that were published outside the internal target deadline were published a day late. As this is an internal deadline and not a statutory requirement it does not impact on the current risk assessment.	
CS&ICT1	Failure of Data Centre Hosting and compromises to the security of information	1	F	1	F	1	F	The RBC Data Centres are certified to a Government standard (ISO27001) and have full generation on site, this is tested every week to ensure failover is working.	
CS&ICT2	Failure to ensure secure electronic transmission of documents / information.	1	F	1	F	1	F	RBC use two secure email applications to ensure secure transmission of documents, EGRESS is certified to a very secure standard (IL2/3) and provides a fully encrypted secure transmission. RBC also use the PSN email service which is also guaranteed to IL2/3 level to ensure secure transmission of documents.	
CS&ICT3	Failure to ensure Business Continuity Management.	1	C	1	D	1	C	Health and Safety Officer has completed BCM strategy. BCM Template briefed out to Senior Management Team and key users Meetings held to discuss and receive feedback.	
EG1	Failure to deliver projects.	3	D	3	D	3	E	The weighting of this risk remains appropriate. A number of schemes are dependent upon funding and/or the clarification of agreed ways forward. The housing and employment sites consultation during the next quarter will help to inform supply and demand in the borough and aid prioritisation. The impact of UK EU referendum decision on investment decisions will also be monitored.	
EG2	Failure of the Borough, its businesses and residents, to utilise available valuable external resources.	4	E	4	E	4	E	This risk is appropriate. Rossendale Borough Council will continue to promote and facilitate access to relevant support for local businesses and residents. Wider socio and economic factors can influence take up - e.g. business confidence in making investment decisions that require the bulk of funding to be found from sources other than grants, even if partial support is available.	
EG3	Failure to bring commercial sites into use.	2	D	2	D	2	E	Spinning Point - This large programme has its own risk management. A high degree of confidence is now assured in respect of phase 1 due to the funding secured during the quarter. There are still some inherent risks in terms of bus station usage levels and a the terms of the Together lease in the old town hall. The detail of phase 2 of Spinning	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
								Point is yet to be clarified and the precise nature of any risks will depend on the scope of the development and the prevailing economic environment at the time of development. Futures Park - Developments here will realise the latent value of plots that have lain dormant for some years. The planning process will ensure appropriate developments. Depending upon the terms of any sale/lease a capital receipt or rental income will be due to Rossendale Borough Council from any agreement along with ongoing non domestic rates receipts.	
EG4	Failure to improve environment and infrastructure.	3	B	3	B	3	C	Progress on most projects is subject to external funding applications without which some projects may not be in a position to proceed. Local involvement in the ongoing management of Lee Quarry is dependent upon the outcome of the Lancashire County Council Countryside Services consultation process. However Rossendale Borough Council is well placed having held two stakeholder meetings at which LCC colleagues have been represented and due to a track record of joint working at Lee and Cragg Quarries.	
EG5	Failure to improve visitor and cultural activities.	3	D	3	D	3	E	We work closely with partners and event organisers to maintain the tourist image for the borough and make it an attractive place for people to come with lots of events / places to visit.	
EG6	Failure to spend total funding allocations resulting in clawback from funders.	3	D	3	D			Every effort will be made, via the multi-agency steering group, to ensure complete spend. Regular updates will be provided and the budget monitored by the budget holder so signs of underspend will be detected early.	
EG7	Failure to secure resource to support Rossendale Health and Wellbeing Partnership beyond the lifetime of the Living Well Living Better project	3	C	3	C			The Rossendale health and wellbeing partnership was formed in October 2015 from the Rossendale Action Partnership (formerly the Financial inclusion group). The partnership is supported by the Public Service Reform Officer and chaired by the Council's Portfolio holder for health - currently Cllr. Barbara Ashworth. The post supporting the partnership is externally funded and short term - until October 2017. The partnership has grown from strength to strength with c. 30 members organisations and has identified priorities for 2016/17 - tobacco, health lifestyles and mental health and wellbeing. Members are enthusiastic and determined to secure good quality services for Rossendale. As public sector funding has reduced, many more officers are funded short term, agency, and/or from external funding sources so guaranteeing continuing support for the partnership is impossible. However, there is a recognition of the importance of the council's contribution to health and the need for agencies to work more closely together to secure the best quality services for local people. The emerging Transforming lives work may reveal further opportunities to support and/or seeking contributions from statutory partners e.g. public health/CCG.	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
EG8	Failure to meet the Council's statutory responsibilities in community safety.	3	E	3	E	3	E	Council officers attend the Pennine Lancashire Community Safety Partnership and its sub groups to ensure that any actions are undertaken to ensure its statutory responsibilities are met.	
Elec1	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).	2	F	2	F	2	F	5th May Borough and PCC elections and 23 June EU Referendum were completed without incident. Several staff dropped out prior to each poll because of health or family issues but standby staff were utilised or existing staff moved to ensure the levels required by the Electoral Commission. The risk matrix will therefore remain static for 2016 assuming no further polls.	
ELEC2	Failure to ensure polling stations are DDA compliant / accessible to all.	3	C	3	C	3	D	One complaint was received at 23 June EU Referendum regarding the polling station at Bacup Family Centre (Sunnycrest) commenting that the station was on a hill and a step into the polling station. All polling stations are reviewed at each poll and consideration given to alternative locations where they are available and without making unnecessary changes which will detrimentally affect electors. This risk matrix is not expected to alter during 2016.	
ELEC3	Failure to safeguard the service/election from fraud and corruption.	2	F	2	F	2	F	5 May elections and 23 June referendum did not encounter and specific risks relating to fraud and corruption and all returns of information requested to date by outside bodies have been provided. No change to the risk matrix is anticipated during 2016.	
F&PS1	Non-payment of Benefit claims, Creditors and Staff together with robust income collection.	3	D	3	D	3	E	Alongside all service business plans the Financial service's plan is being updated. We do not expect any material changes to business continuity arrangements currently in place.	
F&PS2	Council does not align expenditure with future resources beyond	4	D	4	D	3	E	An update of the Council's MTFS was presented to Members in July 21016. The future funding gap remains at c. £600k. Officers and partners are developing plans to close this deficit.	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
	2016/17.								
LEG1	Fraud and Corruption	2	F	2	F	2	F	This risk continues to be monitored and mitigated. We are also reviewing associated policies.	
OPS1	Failure to carry out Cemetery burials due to flooding / other inclement weather conditions.	3	E	3	E	3	E	The risks need to be reassessed in conjunction with the Bereavement Services officer and Operations Supervisor [Parks and Gardens]. We will schedule this to be completed in time for the next quarter data entry.	
OPS2	Non-collection of residual [non-recyclable] waste for more than two weeks due to industrial action or inclement weather.	3	E	3	E	3	E	No change on this occasion. However, it is the opinion of the Head of Service (Operations) that the two risks be divorced from each other and be noted and assessed separately for the next quarter.	
P&P01	Litigation due to Health & Safety Breaches.	3	F	3	F	3	F	<p>Report It Cards The report it cards have been rolled out to the housing, licensing, enforcement and environmental departments to log any verbal or aggressive behaviour's they encounter. This will enable us to develop a caution register for all Lone Workers to use.</p> <p>Reversing Assistants and Driving of Refuse Collection Vehicles All refuse staff have been refreshed in Reversing Assistant training. Risk Assessments/ Safe Systems of Work (SSOW) associated with the above, have been revised and where gaps appeared new SSOW have been introduced. Reversing cameras are also being trialled on 2 refuse vehicles if these are a success all vehicles will be fitted with the cameras.</p> <p>Outside Workers Heat Guidance Advice and recommendations were given to Operations, regarding the requirements of outside workers working in hot weather. Hats and water bottles have been issued to all operations staff who work outdoors.</p> <p>Lone Worker Training A workshop for managers was held to develop a generic risk assessment and safe system of work. This has been approved by the management team, and is currently being implemented by all service areas involved in Lone Working.</p> <p>Business Continuity and Emergency Planning After the audit from LCC a new business continuity plan has been devised over the last few months. This was approved by the management team and all service areas are currently updating their plans. The LAMIT training was presented to the Emergency Planning team on the 6th June, this is a presentation developed by the LRF team to inform members what is expected</p>	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
								of them in their roles. Further presentations have also been delivered at service area team meetings. RIDDOR We have had 3 reported incident/accidents this quarter. None were RIDDOR reportable.	
PLAN 4	Monitoring delivery on time of requirements of Section 106 planning obligations.	3	E	3	E	3	E	Regular meetings of the S106 Monitoring group to ensure delivery.	
PLAN1	Failure to deliver the Local Plan.	3	D	3	D	4	F	A Process Document is being produced to guide preparation of the Local Plan. This will identify key milestones.	
PLAN2	Failure to deliver commitments to English Heritage on the programme of work.	3	E	3	E	3	E	Work in accordance with the Council's Conservation Strategy is ongoing.	
PLAN3	Failure to determine planning applications in line with government targets.	3	E	3	E	3	E	The Council is currently exceeding its targets in respect of planning applications and this is not envisaged to change in the near future.	

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 April to June 2016 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 31/03/2016	Complaints Received During Q1	Complaints Closed During Q1	Complaints O/S at end of Q1
Action/response/communication	3	2	2	3
Advice/information given	2	1	1	2
Bailiff charges/action		2	2	
Bin collection	1	2	2	1
Council Tax charges/decision	1	1	1	1
Customer service	1	6	2	5
Litter / debris / flytipping	*2		1	
Noise nuisance	1		1	
Other	1			1
Quality of service	2	4	2	4
Recovery/Payment of Council Tax		1	1	
Signage		1		1
Time taken	1		1	
Total	15	20	16	18

* These complaints were showing as being outstanding, however a response had been sent to one of them prior to the end of quarter 4 and should not have appeared in the figures.

In relation to the complaints received in Quarter 1:

- Operations and Legal and Democratic Services are each dealing with a complaint relating to action/response/communication (one of which has been provided with an interim response).

- Housing, Health and Regeneration dealt with a complaint in relation to advice/information given which was responded to in Quarter 1.
- Capita dealt with 2 complaints in relation to Bailiff charges/action, both closed in Quarter 1.
- Operations dealt with 2 complaints in relation to bins/bin collection 1 of which has been closed in Quarter 1.
- Capita are dealing with a complaint in relation to Council Tax charges/decision.
- Operations dealt with 2 complaints in relation to bins/bin collection 1 of which remains outstanding at the end of Quarter 1.
- The following service areas dealt with complaints in relation to customer service: Licensing and Enforcement (4) one of which has been closed in Quarter 1; Health, Housing and Regeneration (1) which was closed in Quarter 1, and Capita (1) which is outstanding at the end of Quarter.
- The following service areas dealt with complaints in relation to quality of service: Operations (2) which remain outstanding at the end of Quarter 1; Licensing and Enforcement (1) which was closed in Quarter 1, and Planning dealt with 1 complaint which was closed in Quarter 1.
- Capita dealt with 1 complaint in relation to Recovery/Payment of Council Tax which was closed in Quarter 1.
- Housing, Health and Regeneration are dealing with 1 complaint in relation to signage.

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st April to 30th June 2016)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place		0	0	0	0
Business	Licensing	1	0	0	1
Executive		0	0	0	0
	Total	1	0	0	0

Note: There is currently one investigation open which has had further enquiries made by the LGO. Preliminary enquiries have been received and are being followed up with officers or have been responded to. 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 April to June 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:			
	July – September 2015	October – December 2015	January – March 2016	April – June 2016
Action/response/communication	5	7	5	2
Advice/information given		1	1	2
Customer service	3		1	1
Quality of service	7	2	7	1
Staff member/team	12	13	25	32
Total	27	23	39	38

In relation to compliments received during this quarter:

- Action/response/communication compliments were received for Legal and Democratic (1) Operations (1)
- Advice/information given compliments were received for Health, Housing and Regeneration (1) Legal and Democratic (1)
- A customer service compliment was received for Customer Services and ICT
- A quality of service compliment was received for Customer Services and ICT
- Staff member/team compliments were received for Corporate Support/Land Charges (1), Legal & Democratic Services (17) Operations (5), Health, Housing and Regeneration (5), Capita (1) People & Policy (1) and Licensing and Enforcement (2)