

How are we making a difference to our communities?

Integrated Performance Report Quarter 2 (June to September 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 October 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.

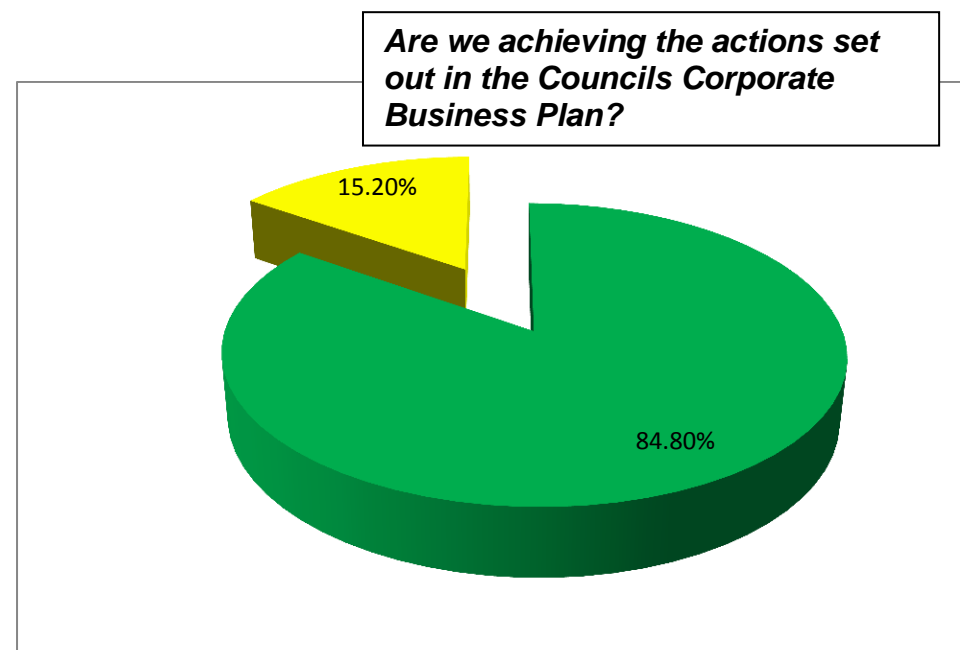
Section 1 – High level performance summary

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	28	84.8%
Amber ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	5	15.2%
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	33	100%



1.2 Performance Indicators – achieving targets?

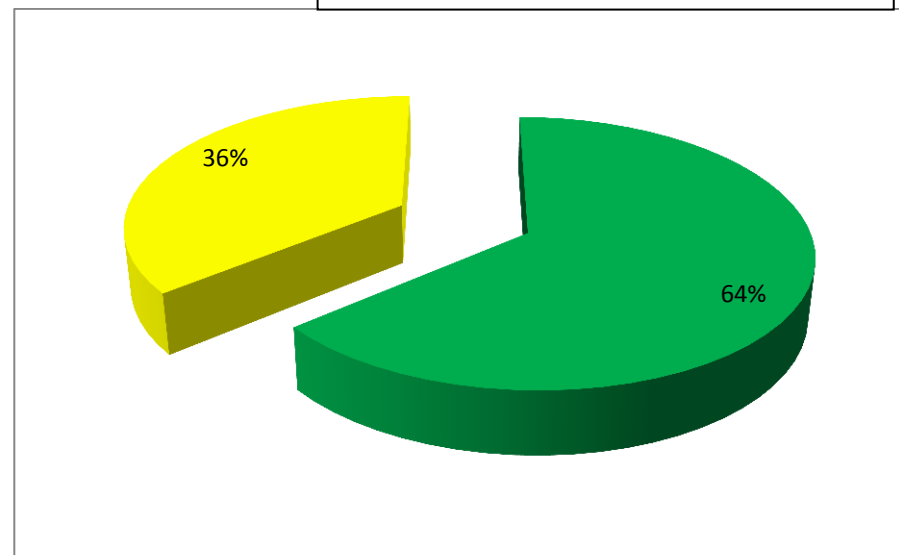
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators, 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	15	62.5%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	4	16.7%
Below Target		The performance indicator is currently more than 5% of achieving its target	5	20.8%
Unknown		The status cannot be calculated	0	0%
Total for Quarter 4			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	16	64%
Amber ▲	The likelihood and impact of the risk is medium	9	36%
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, and identified the ‘risks’ which are those things that might present a barrier to delivering the targets we have undertaken to achieve. This section of the report summarises how well we are performing in delivering this priority.





1.1 How are we performing in A clean and green Rossendale?

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	5	5	100%	0	0%	0	0%	0	0%
Performance Indicators	3	1	33.3%	1	33.3%	1	33.3%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
Total	8	6	75%	1	12.5%	1	12.5%	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, and identified the ‘risks’ which are those things that might present a barrier to delivering the targets we have undertaken to achieve. This section of the report summarises how well we are performing in delivering this priority.





2.1 How are we performing in delivering Regenerating 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	0	0%	0	0%	0	0%	2	100%
Risks	0	0	0%	0	0%	0	0%	0	0%
Total	14	9	64.3%	3	21.4%	0	0%	2	14.3%

Priority 3 – Responsive and value for money local services

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

3.1 How are we providing responsive and value for money services?

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	16	14	87.0%	2	12.5%	0	0%	0	0%
Performance Indicators	19	12	63.2%	3	15.8%	4	21%	0	0%
Risks	25	16	64%	9	36%	0	0%	0	0%
Total	60	42	70%	14	23.3%	4	6.7%	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 2013.

Guide for Actions Report

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

Priority *


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

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




Quarter 2 2016-2017 Actions Report





Description Clean and Green Rossendale

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
CORP03	Seek to accelerate the deployment of smart, renewable and efficient energy systems in Rossendale	31-Mar-2017		The Scout Moor Inquiry has been taking place during October. If successful this will reinstate Rossendale as a key player in wind energy. Opportunities to integrate renewable and smart energy systems are being explored for Spinning Point Phases 1 and 2	19-Oct-2016	✔
EG06	Maximise contribution of the council to the health, social and wellbeing agendas in Rossendale via	31-Mar-2017		Delivering the Living Well, Living Better pilot project - project on track, 1 x steering group meeting. Community engagement and partnership development officers started beginning August, beginning September. Advertised for Spice community worker to develop the 'Good Neighbour' programme. To be appointed 11.10.16. Meetings have taken place re brand development. 2 x community scoping meetings held in Whitworth and Haslingden. Two more planned for Bacup and Rawtenstall. Agreement secured for Wellbeing service to add a Rossendale tag and add loneliness and isolation questions to their initial face to face assessment. Outcomes identified and agreed. Project plan refreshed. Developing a transforming lives panel for Rossendale and supporting East Lancs panel - 2 x panel meetings, developed grant process and criteria for the panel fund in collaboration with Steve Rides and Alison Wilkins. First Rossendale Panel in September. Participating in the East Lancashire health and Wellbeing board - continue to attend with Cllr. Ashworth. Report on the contribution to health of district councils has been prepared and accepted - contributed to the final draft, living well, living better programme highlighted as an example of direct delivery by councils. Attended sustainable transformation workshop at ELCCG. ASBRAC - continues to meet monthly to address high risk anti-social behaviour cases. It is currently working on a transition to the Rossendale Transforming Lives Panel - meeting in September considered on TL case. Children's Partnership Board met in July to coordinate activity around children's services. Next meeting October 2016.	06-Oct-2016	✔
EG09	Secure funds and deliver projects for key environmental assets including: - Stubblee Masterplan (e.g. pond, cycle track) - Rising Bridge roundabout landscaping - Waterfoot Centre open space	31-Mar-2017		Funding has been secured from Lancashire Environment Fund for a pump track in Stubblee Park - part of the Stubblee Park Masterplan. A feasibility study has been commissioned to assess the work required on the duck pond and the Dell at Stubblee Park, prior to securing funding. Discussions have taken place with Highways England regarding landscaping work on Rising Bridge roundabout and further discussions will take place once the road works are complete and any remaining budget will be known. Funding is being sought from Virridor and Lancashire Environment Fund to support the plans to improve the open space in Waterfoot centre.	06-Oct-2016	✔
OPS01	Improve the efficiency of waste management services and develop propositions including -exploring	31-Mar-2017		As per Q1, 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	13-Oct-2016	✔

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
	alternative options for recycling and waste, (e.g. transfer stations) - reviewing and refreshing the garden and trade waste provision			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		As per Q1, 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, work with the friends of Fallbarn, to improve a playground on Hall Carr estate has been completed.	13-Oct-2016	

Description Regenerating Rossendale








Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
CORP01	Engage with key strategic plans and projects including	31-Mar-2017		Rossendale has - updated and strengthened the PLACE authorities Prosperity plan, ensuring our priorities are integrated into it - Secured roles and positions on the Shadow Combined Authority and working groups to ensure that it develops in a way suited to Rossendale's needs - Secured funding to progress Spinning Point Phase 1, and part funding for Phase 2 Started negotiations to secure the British park and pipe (freestyle ski) team developing a permanent base in Rossendale	19-Oct-2016	
EG01	Seek to secure funds for further regeneration improvement initiatives including:	31-Mar-2017		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. The council is awaiting designs/costings for a trail head centre (expected October 2016). These will be used to re-engage with a previously interested potential operator in the first instance. The council has also been in discussions with a number of other interested parties. Housing & Employment Sites - The Regeneration Team continues to work with the Forward Planning 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 and will report in October 2016. Meetings have been held with potential developers and the Homes and Communities Agency to understand the potential and challenges relating to a number of sites. Games area at Loveclough - The options remain under review following an unsuccessful bid.	06-Oct-2016	
EG02	Work with business leaders,	31-Mar-		The Council continues to be represented in key local networks and forums including the	27-Sep-	



Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
	networks and agencies to strengthen business support, skills and growth initiatives including:	2017		emerging Lancashire Combined Authority, Pennine Lancashire Growth and Prosperity Group. The Pennine Lancashire Growth and Prosperity plan was approved by Pennine Lancashire Leaders and Chief Executives during the quarter. The Council's Regeneration and Communications teams have continued to promote a range of business support opportunities to local companies. The updated Boost Business Lancashire Programme is now fully operational providing high growth start up and business development support to eligible Lancashire businesses and entrepreneurs. The Lancashire Business Growth Fund remains in place to provide capital funding for manufacturing companies that are in a position to make investments in return for early job creation. Example projects include property improvements and machinery acquisition. The fund is now in its final months and the team have re-contacted local businesses to encourage uptake.	2016	
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		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. Unfortunately the plans of two interested companies did not come to fruition during the quarter, despite the best efforts of all parties. The council will continue to promote the sites.	27-Sep-2016	
EG04	Support partners in the development of projects and initiatives and help them secure funding, including:	31-Mar-2017		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 council formally responded to the LCC consultation during in August and clarification on the way forward is expected during the next quarter. Whitaker Museum, The HLF bid is developing well and will now be submitted in November 2016. Leisure Trust 3/4G proposals developed – further funding bids under development. Work is underway to identify pitch reconfiguration and management improvements at Marl Pits. New climbing walls are installed and operational at the Adrenaline centre and have been positively received.	06-Oct-2016	
EG05	Develop and support initiatives to build and improve Rossendale's Visitor, heritage & cultural activities including	31-Mar-2017		The Council provided support for the Lancashire Traditions event at The Whitaker in July and the Rossendale 60s Festival in September. Joint working around promotion has been agreed with East Lancs Railway and promotional materials are being produced to coincide with the return of the Flying Scotsman in October. Council officers are working with partners on Christmas Market and light switch on events.	06-Oct-2016	
EG07	Maintain and strengthen outreach and engagement across Rossendale's communities, and support events	31-Mar-2017		The four Neighbourhood Forums have meetings scheduled for October where they will hear presentations on local community wellbeing services as well as sharing information on local projects and initiatives and determining grant applications. Haslingden Task Force met in July and continues to progress a number of projects with the local community. The Council continues to provide grant funding opportunities including Neighbourhood Forum grants and	06-Oct-2016	

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
				Rossendale Community Fund which opened its third round in September. Council officers worked with local groups and organisations on the successful Lancashire Traditions event in July and the Rossendale 60s Festival in September. Joint planning of Christmas events with local groups and organisations is underway.		
EH01	Support the implementation of national strategies including:	31-Mar-2017		The team have worked well to address the backlog of food related interventions. We are now marginally behind target. In regards to the wider outcomes from the department. The Air Quality Action Plan has been completed and is scheduled to go to Cabinet on the 19 Oct 2016. We have started working on a rating scheme fo tattooist premises with other Lancashire Authorities. The proposals will be brought forward in the 2 half of 2016.	04-Oct-2016	✓
F&PS01	Lead and deliver improvement initiatives to cost and on time including:	03-Mar-2017		A full update on all regeneration projects, including Spinning Point, Haslingden, THI and others was presented to Cabinet October 2016.	12-Oct-2016	✓
HOU01	Successfully manage and complete Empty Homes scheme and transition arrangements, maximising stock occupancy and rental income	31-Mar-2017		Renovated properties have been well received and have been generally easily let as demand is buoyant in East Lancashire. Transition is now being planned to Calico Homes therefore all remaining issues are being wrapped up in time for transfer.	19-Oct-2016	✓
HOU02	Develop clear priorities and a delivery plan for Rossendale's Housing.	31-Mar-2017		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. In future similar performance indicators will apply to managing agent, Calico, who will have to report back on a quarterly basis as part of the contract agreed.	19-Oct-2016	✓
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		This work is ongoing with work on potential developments by ELR and an exercise into S106s to date in respect of pooling	12-Oct-2016	✓

Description Responsive Value for Money Services

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	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		There are some potentially serious consequences for Rossendale's residents as a result of funding changes. We have been working hard to mitigate cuts to community and library services and some positive steps have been made to reduce the impact on provision, and reinstate provision where needed.	19-Oct-2016	✔
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. The consultation for the CTS scheme has now come to an end, the proposals for the scheme will be taken to O&S with a final decision to be made at full council 14th Dec 2016	14-Oct-2016	✔
CS&ICT02	Review and strengthen the customer services and resident contact offer, and refresh standards	31-Oct-2016		An O&S Task and Finish group has been established to assess current standards and recommend either amendments or new standards.	14-Oct-2016	✔
EG08	Support the effective delivery of the Council's Community Safety role.	31-Mar-2017		Council officers continue to support the work of the Pennine Lancashire Community Safety Partnership, attending meetings and taking part in initiatives.	06-Oct-2016	✔
F&PS02	To continue to work with Members and Officers in bridging the Medium Term Financial Strategy funding gap	31-Mar-2017		An initial paper has been presented to Members recommending to report back on the findings of a working group regarding the future provision of green waste kerbside collections. This initiative has the potential to significantly reduce the costs to Council of this non-statutory service. During the month of October the public enquiry regarding the extension of the existing Scout Moor wind farm will be concluded albeit it is not know at this stage when the Secretary of State will announce the findings. This revenue source is worth c £20m to Council and a fundamental part of the MTFS. Officers have received the initial feedback on the 2016 pension valuation. Although the future service rate may increase this will be offset by reduction in the current forecast deficit payments.	12-Oct-2016	⚠
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	31-Mar-2017		Members approved the refinancing initiatives for Rossendale Transport and Rossendale Leisure Trust. This will make RTL financially independent of a revenue grant. Ski Rossendale will receive its final loan funding as agreed by Members (£92k) by the end of October and potentially the 2nd half of s.106 monies (£48k) in support of the phase 1 nursery slope development	12-Oct-2016	✔
F&PS04	Review and rationalise key land and property assets, appraise new asset opportunities, and align with	31-Mar-2017		Officers are currently evaluating the need to replace the recently vacated property services Manager post. A number of Council land holdings are currently being evaluated as to their development	12-Oct-2016	⚠

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
	economic development priorities.			potential, as part of the RTB partnership.		
HOU03	Deliver a £790,000 Disability Funding Grants initiative and support residents in delivering their improvements.	31-Mar-2017		74 approvals to the value of £385 have now been issued including a number of approvals carried over from 2015/16. A further 19 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.	28-Sep-2016	
HOU04	Review the impact of funding and support changes on the vulnerable and homeless residents housing services.	31-Mar-2017		Increases in statutory thresholds to access urgent mental health or supported living combined with decreases to the amount of benefit available and rising personal debt mean there is an increasingly large cohort of people whose circumstances mean they are unsuited to standard housing options, but cannot access specialist support. We are working with other authorities and partners to identify different ways of working to address this, however in the short term it is posing an increased pressure on emergency temporary accommodation paid for by the authority.	19-Oct-2016	
HOU05	Consider accessing private OT and Empty Homes Technical resources	30-Jun-2016	07-Oct-2016	These options have been considered however the Housing Renewal Manager has not deemed it necessary to utilise them to date as current resourcing is proving sufficiently effective	07-Oct-2016	
HOU06	Proactive debt collection policies and recruitment of rent enforcement housing officer	30-Nov-2016		Proactive rent collection policies and procedures are now in place and the impact has been that 30 tenancies, in very high level arrears, have ended in the last 5 months. This has proven more effective than employing a specific rent enforcement officer. A third party contractor is being engaged to chase the debt of tenants that have left their property without notifying us.	14-Oct-2016	
P&P-1	Strengthen, implement and maintain effective council plans and systems, including:	31-Mar-2017		Extensive work has taken place to update and refresh the Emergency Plan and Business Continuity Plans, these documents are now complete and are being updated regularly. The Council has now gone live with a resident survey to inform the new Corporate Business Plan 2017-2020. This is out till November 13th 2016 after which results will be collated and an update will be provided in Quarter 3. A Communications O&S T&F Group has been established, a workshop for staff and Members is being held in Quarter 3. Work from this T&F Group will inform the Communications Strategy. Work on the Structured Apprenticeship Plan will take place in a later quarter.	14-Oct-2016	
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 continues to progress on the Local Plan with the evidence base expected to be released into the public arena in November with consultation planned for early in the new year	17-Oct-2016	
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 in respect of duty to cooperate. Two meetings of the Housing Group for the Combined Authority have taken place with an agreed way forward	17-Oct-2016	

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
PLAN04	Refresh existing and interim planning and development control systems including:	31-Mar-2017		The Validation Checklist is out for consultation with an agreed document expected in December. Work is progressing well on the Local Plan which will include an assessment of the Council's current and potential Conservation Areas	12-Oct-2016	
PLAN05	Commence milestones for Revised Conservation Strategy 2015 - 2018 including review of Conservation Management Plans and Appraisals.	31-Mar-2017		The production of the Local Plan will include assessment of the Council's current and potential Conservation Areas	12-Oct-2016	

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 Value	QX 20XX/XX Target	Status	QX 20XX/XX Value	QX 20XX/XX Target	Status				
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.

Q2 2016-2017 PI Report

Report Type: PIs Report
Report Author: Katie Gee_Admin
Generated on: 24 October 2016

Description Clean and Green Rossendale







PI Code	Short Name	Quarter 2 2015/16			Quarter 2 2016/17			Gauge Aim	Trend	Latest Note
		Q2 2015/16			Q2 2016/17					
		Value	Target	Status	Value	Target	Status			
LI 82ai	% of Household waste recycled	23.74%	23.50%		20.47%	23.50%		Aim to Maximise		The Head of Operations 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 for the next financial year.
LI 82bi	(CP3.2.2) % of Household waste composted	15.78%	16.00%		15.33%	8.00%		Aim to Maximise		The Head of Operations 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 in the new financial year.
NI 191	Residual household waste per household	118	125		128	125		Aim to Minimise		The 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 for the new financial year.















Description Regenerating Rossendale



















PI Code	Short Name	Quarter 2 2015/16			Quarter 2 2016/17			Gauge Aim	Trend	Latest Note
		Q2 2015/16			Q2 2016/17					
		Value	Target	Status	Value	Target	Status			
NI 16 LAA	High impact acquisitive crime (HIAC) rate	1.01	3		2.79	3		Aim to Minimise		HIAC rate for Q1 is 2.79 per 1000 people (based on a population of 68,000) this is below target. The Council is in regular contact with local Police Officers 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.
NI 20 LAA	Assault with injury (AWI) crime rate	1.23	2		1.13	2		Aim to Minimise		AWI rate is 1.13 per 1000 (based on a population of 68,000) this is a significant reduction since Quarter 1 and the PI is now well under target. The Council is in regular contact with local Police Officers 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 2 2015/16			Quarter 2 2016/17			Gauge Aim	Trend	Latest Note
		Q2 2015/16			Q2 2016/17					
		Value	Target	Status	Value	Target	Status			
CS2	Customer waiting times in the one stop shop	6mins	10mins		11mins	10mins		Aim to Minimise		<p>The total footfall for July 2016 was 2,752 with a breakdown as follows: Housing benefit 705, council tax 219, Greenvale homes 11 and other council services 1,493 with the majority issues being taxi licensing at 1,493. The waiting time for July was recorded at 12mins 03 seconds. The call centre took a total of 2,479 calls and the breakdown is as follows council tax 1,643, housing benefit 718 and recovery calls 118. A total of £21,298.69 council tax payments was collected by the contact centre.</p> <p>The total footfall for August 2016 was 2,697 with a breakdown as follows: Housing benefit 706, council tax 259, Greenvale homes 9 and other council services 1,723 with the majority issues being taxi licensing at 1,409. The waiting time for August was recorded at 11mins 32 seconds. The call centre took a total of 2,486 calls and the breakdown is as follows council tax 1,594, housing benefit 760 and recovery calls 132. A total of £22,286.40 council tax payments was collected by the contact centre.</p> <p>The total footfall for September 2016 was 2,789 with a breakdown as follows: Housing benefit 801, council tax 428, Greenvale homes 12 and other</p>

		Quarter 2 2015/16			Quarter 2 2016/17					
PI Code	Short Name	Q2 2015/16			Q2 2016/17			Gauge Aim	Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
										<p>council services 1,548 with the majority issues being taxi licensing at 1,300. The waiting time for September was recorded at 11mins 22 seconds. The call centre took a total of 2,505 calls and the breakdown is as follows council tax 1,523, housing benefit 818 and recovery calls 164. A total of £15,003.18 council tax payments was collected by the contact centre.</p> <p>The average waiting time for Q2 was 11mins 13secs.</p>
EH1	% of programmed food interventions achieved in Quarter.		N/A		74%	90%		Aim to Maximise		<p>The team have made significant efforts to reduce the outstanding backlog. This backlog has been prioritised which has resulted in falling a little short on the quarterly target. For most of the quarter the team were still down one officer and have worked hard to ensure we are on track to meet our annual target. We achieved 58 of the 78 interventions programmed this quarter. In addition to the programmed work officers on the food team worked with 9 new businesses which entails not only an inspection but coaching in the initial opening period. The officers also been involved in reactive work of the department dealing with 61 requests for service.</p>
EH2	% of programmed food interventions against annual Target		N/A		47%	50%		Aim to Maximise		<p>The programme for food premises is made up from: 29 Unrated premises from last Financial Year (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. Interventions 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 overdue 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>
LI1	Low Void Levels on Empty Homes Project		N/A		29	5		Aim to Minimise		<p>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 almost</p>

PI Code	Short Name	Quarter 2 2015/16			Quarter 2 2016/17			Gauge Aim	Trend	Latest Note
		Q2 2015/16			Q2 2016/17					
		Value	Target	Status	Value	Target	Status			
									complete. As properties are being completed, they are being let within 4 weeks, usually much less, using the choice based lettings system B with Us. Demand for rented properties is high in East Lancashire.	
LI2	Minimal bad debts on rental income, empty homes project		N/A		23	7		Aim to Minimise		High level of inherited bad debts from AAW Ltd, particularly underoccupiers who have been hit by the underoccupation charges brought in 3 years ago. 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 an equal rise in former tenant debt as tenants leave; so we have appointed a third party agency to collect on our behalf. 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	56.80%	57.00%		56.35%	56.80%		Aim to Maximise		Council Tax collection is slightly under target however we continue to pursue non payers. 860 summonses were issued in September. Many charge payers have contacted us via telephone and in the One Stop Shop to make payment arrangements. We continue to send cases to the Enforcement Agents for those who do not engage with us and for those who continue to break payment arrangements. The New Homes Bonus project indicates that there are 175 new properties since September 2015.
LI 10	Percentage of non-domestic rates collected	62.70%	61.01%		58.92%	62.70%		Aim to Maximise		Collection has recovered during September as the large annual payment from LCC was received on 1/9/16. A wind farm with a rateable value of 300,000 has now gone into the database. Non-paying ratepayers have been targeted and sent to Enforcement Agents with some success although collection for empty properties and anti-avoidance remains problematic.
LI 12	(CP6.3.2) Working days lost due to sickness absence (days)	5.17	4.00		4.59	4.00		Aim to Minimise		Long Term Sick 20 days or more is 2.49 per fte, Short Term Sick is 2.17 per fte
LI 79a	Accuracy of processing - housing benefit and council tax claims	93.30%	93.00%		93.00%	93.00%		Aim to Maximise		Verification of this figure is based on random sampling of benefit claims assessed for the period 1st July - 31st August. The figure does not include the checking undertaken for September cases as this information was not available at the time of publication. Initial checking is carried out by Capita with a secondary review of the sample by the S.A.T. September figures will be confirmed at the end of October and will be added once the accuracy of the

PI Code	Short Name	Quarter 2 2015/16			Quarter 2 2016/17			Gauge Aim	Trend	Latest Note
		Q2 2015/16			Q2 2016/17					
		Value	Target	Status	Value	Target	Status			
									verification sample has been confirmed. The Service Assurance Team will be working with Capita to ensure that in future quarters all the accuracy checks are undertaken in time for the quarterly reporting deadline.	
LI 79bi	Percentage of recoverable overpayments recovered (HB) that are recovered during period (LI 10)	55.36%	70.00%		53.21%	60.00%		Aim to Maximise		The value of overpayments created during the second quarter has reduced from that created during the first quarter. This along with an increase in overpayments recovered during the second quarter means that performance is improving as the year progresses.
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	11.73%	8.75%		10.19%	6.25%		Aim to Maximise		Performance overall on recovery of overpayments against those newly created during the quarter and existing overpayments still being recovered continues to improve with the recovery rate currently at 10.19% at the mid-year point.
LI 109a	Major applications determined in 13 weeks	75.00%	65.00%		100.00%	65.00%		Aim to Maximise		100% on time
LI 109b	Minor applications determined in 8 weeks	93.00%	80.00%		100.00%	80.00%		Aim to Maximise		100% on time
LI 109c	Planning applications: 'Other' applications	91.00%	80.00%		92.00%	80.00%		Aim to Maximise		Still significantly exceeding target and an improvement on the last quarter
NI 181 (ai)	Time taken to process Housing Benefit new claims	18.6	21.0		18.2	21.0		Aim to Minimise		Performance has improved over the first quarter and is within target ensuring that customers claims are processed quickly.

PI Code	Short Name	Quarter 2 2015/16			Quarter 2 2016/17			Gauge Aim	Trend	Latest Note
		Q2 2015/16			Q2 2016/17					
		Value	Target	Status	Value	Target	Status			
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	19.7	22.0		20.0	22.0		Aim to Minimise		Performance has improved over the first quarter and is within target ensuring that customers claims are processed quickly.
NI 181 (bi)	Time taken to process Housing Benefit change in circumstance	5.4	7		4.83	7.0		Aim to Minimise		Performance has improved over the first quarter and is within target ensuring that customers changes in circumstances are processed quickly.
NI 181 (bii)	Time taken to process Council Tax benefit change in circumstance	4.3	7.0		4.5	7.0		Aim to Minimise		Performance has dipped slightly over the first quarter but target was still achieved. This is due to an increase in the number of changes being received.
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

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

Service Area:	OPERATIONS		Lead Officer for Performance Indicator:	PAUL McHENRY			
Performance Indicator Number/s:	PI LI82ai	Performance Indicator Name:	% of Household waste recycled				
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
21.45%	23.5%	20.47%	23.5%	N/A	23.5%	N/A	23.5%

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

It is unlikely that the recycling target will be met for 2016/17. Tonnes of fibre (cardboard and newspapers) collected via kerbside collections have decreased since 2009, from 2,628 Tonnes per annum [tpa] to 1,909 tpa in 2015. As a percentage of collected 'dry' recycling [paper, card, glass, paper and cans] paper and card has fallen from 44% in 2009 to 36% in 2015. Some of this effect can be attributed to the rise in digital media, to the recession and to a lack of promotion of recycling locally and regionally by LCC.

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

The Head of Operations requested additional checks from April 2016 to verify data sources to ensure that tonnages used in the calculation of the recycling percentage rate are accurate. This new method of data verification (i.e. using actuals from weighbridge tickets as opposed to the previous method, of using estimated tonnages from on-board vehicle weighing) has led to a decrease in the total tonnages recorded that are used to calculate the rate of dry recycling; the new method of calculation will provide greater accuracy. Going forward the target will be reviewed with the portfolio member and senior management team to ensure that they are realistic for the next financial year.

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

A detailed analysis of tonnage data and some trend analysis will be completed by staff within the Operations Unit by the end of October 2016 to better predict expected recycling performance. Further information on expected performance for 2016/17 and there-on will be provided once the analysis has been completed.

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

Targeted promotion of recycling (to geographic areas where participation in recycling performance is falling) and concentrating promotion on falling recycling streams (such as paper and cardboard) will aid performance. The Head of Service will discuss this issue with the portfolio member and senior management team, to investigate options to facilitate promotion activity. Benchmarking of performance against other council recycling performance in the county will also be carried out to see if there is a trend across Lancashire.

Performance Indicator Action Plan – 2016/2017

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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)	N/A						
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
31	5	29	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 end of financial year. Arrangements are in place with new managing agent to deliver on that deadline.

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

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. Latest arrangements focus on tighter deadlines with new managing agent.

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

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

Service Area:	Housing		Lead Officer for Performance Indicator:	Tahir Idris			
Performance Indicator Number/s:	LI2	Performance Indicator Name:	Minimal bad debts on rental income, empty homes project				
Target achieved in previous year? (2015/16)	N/A						
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
31	7	23	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 new managing agent will deliver on this as part of contract. High cases are mostly a legacy of AAAW 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 have done 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 and the new managing agent will improve further on this.

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

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:

Newly tendered outsourcing of management services with very challenging performance targets now in place.

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

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

Service Area:	People and Policy		Lead Officer for Performance Indicator:	Clare Law / Paula Lucas			
Performance Indicator Number/s:	LI 12	Performance Indicator Name:	Number of working days lost due to staff sickness				
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
2.38	2.00	4.59	4.00				

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

We are confident that the end of year target will be met as the current figure has improved compared to Q2 last year.

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

One of the Council's priorities continues to be to reduce the number of working days lost to employee sickness absence. The data for Q2 indicates that the current level of sickness absence has improved slightly on the same period last year from 5.17 days lost to 4.59 days lost. Whilst this is still above the current target of 4.00 days, it is reasonable to predict that the target will be achieved by year end. Local Government Workforce Surveys have previously reported that the top causes of reported sickness absence across local authorities were stress, depression, anxiety, mental health and fatigue followed by other muscular skeletal problems and back and neck problems. The relatively high proportion of absence reported is for Operations and post-operative recovery and stress are the main influential factor with the current absence figures being related to long term absence that is of 20 days or more. These figures are as follows;

Short Term		
July 2016	4 periods of absence	41 days in total
August 2016	5 periods of absence	53 days in total
September 2016	7 periods of absence	33 days in total
Long Term **		
August/September 2016	1 period of absence	44 days in total
September 2016	1 period of absence	30 days in total
July 2016 to present	1 period of absence	123 days to present
September 2016 to present	1 period of absence	53 days to present
September 2016 to present	1 period of absence	33 days to present

** Please note that 3 out of the 5 long term absences were as a result of surgical procedures.

HR are continually working with managers to ensure early intervention to ensure that absent employees are facilitated to return to work at the earliest possible opportunity which is hoped will have a positive impact on the long term absence figures in the future.

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

A number of employees suffering from long term sickness have now returned to work and the short term sickness reduced in September which will reduce the sickness figures for the year and enable the target to be met.

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

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

Performance Indicator Action Plan – 2016/2017

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

Service Area:	Customer Services and ICT		Lead Officer for Performance Indicator:	Andrew Buckle / Lesley Lowe (Capita)			
Performance Indicator Number/s:	CS2	Performance Indicator Name:	Customer waiting times in the One Stop Shop				
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
10.30	10.00	11.13	10.00		10.00		10.00

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

Waiting times expected to improve during quarter 3 and 4

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

It was agreed with the SAT team and Capita that with the relocation of the Call Centre in February that waiting times may be affected whilst the Call Centre's relocation from Coventry 'bedded' in. Included in the Call Centre project was the recruitment of new staff. These new members of staff who joined the team in February have undergone training for the last 6 months. Less experienced member of staff naturally spend longer with customers.

In order for the Call Centre project to be successful waiting times were relaxed by agreement during annual billing and quarter 1.

In August one of the One Stop Shop's most experienced members of staff died suddenly and another member of staff resigned after a lengthy period of sickness.

Face to face licensing enquiries remain high with minimal support from the licensing team. At busy times 2 people are required on meet and greet which can take resource away from Revenues and Benefit enquiries.

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

Two experienced members of staff have now been recruited. Another member of staff who was off long term has also returned to work.

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

The new telephony system will improve performance overall.

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







Q2 2016-2017 Risk Report






Report Type: Risks Report







Report Author: Katie Gee_Admin





Generated on: 19 October 2016





Description Responsive Value for Money Services

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	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 two) 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 both published a day late. As this is an internal deadline and not a statutory requirement it does not impact on the current risk assessment.	28 Sep 2016	
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 ISO27001 and have full generation on site, this is tested every week to ensure failover is working.	11 Oct 2016	
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 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.	11 Oct 2016	
CS&ICT3	Failure to ensure Business Continuity Management.	1	D	1	D	1	C	A corporate Business Continuity Management Strategy has been completed along with a Business Continuity Plan. The plan has been sent to LCC audit for review and comment. All service areas now have an individual BCM plan.	11 Oct 2016	
EG1	Failure to deliver projects.	3	D	3	D	3	E	October 2016 The risk remains appropriate. Clarity is expected regarding the trail head in the next quarter. Prioritisation and action plans for a number of housing and employment sites will be finalised in the next quarter supported by the work of an external consultancy. There has been recent interest in a number of housing sites in the borough. a number of housing and employment sites have varying challenges to overcome including steep topography and flood risk.	27 Sep 2016	
EG2	Failure of the Borough, its businesses and residents, to utilise available valuable	4	E	4	E	4	E	October 2016 The risk has been evaluated and remains correct. The emerging impact of the European referendum will continue to be monitored	27 Sep 2016	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
	external resources.							by businesses and may influence investment decisions as exit negotiations commence.		
EG3	Failure to bring commercial sites into use.	2	D	2	D	2	E	<p>The Authority has successfully secured grant funding for Spinning Point Phase 1 from LCC and for the Old town Hall and phase 2 development from the Local Enterprise Partnership Growth Fund. Businesses and residents are being supported to access flood resilience grants, with nearly 2 hundred either completed or in process as at Oct 2016.</p> <p>New funding opportunities are being actively explored, including the One Public Estate funding stream, and Growth Deal and ERDF funding. We have seconded a part time officer from Regenerate East Lancashire who is tasked as part of their role with supporting local businesses in accessing ERDF funded business support programmes.</p> <p>The Authority relies upon extensive community capacity and resources to deliver its objectives. Civic Pride and the other similar groups across Rossendale, Citizens Advice, Credit Unions and the Leisure Trust are delivering a range of community enablement, public realm, and wellbeing services across Rossendale. Our strengthening partnerships with the Blue Light and health services are realising new capacity, including a Community Paramedic, and new multi-agency Transforming Lives Panels funded via the Better Care Fund are helping to develop and design new, more joined up approaches to common challenges across public services.</p>	19 Oct 2016	
EG4	Failure to improve environment and infrastructure.	3	B	3	B	3	C	<p>October 2016 - Lee Quarry - The official recommendations from the LCC consultation on Countryside Sites is awaited but positive discussions have continued with LCC and local users. Any alternative operating model needs to see LCC retain overall liability for the site, including any major issues, with a sustainable community body able to take on the day to day management and maintenance.</p>	06 Oct 2016	
EG5	Failure to improve visitor and cultural activities.	3	D	3	D	3	E	<p>Council officers are working on various initiative to improve promotion of the Borough. A budget has been agreed for key strategic events and officers are working with local organisations on a series of key events to attract visitors to Rossendale.</p>	06 Oct 2016	
EG6	Failure to spend total funding allocations allocation resulting in clawback from funders.	3	D	3	D			<p>Budget - £291K. Committed at 30.9.16 is £ 190K. There are other plans in the pipeline plus original budget has 10% contingency.</p>	06 Oct 2016	
EG7	Failure to secure resource to	3	C	3	C			<p>The partnership continues to meet and be well attended and well</p>	06 Oct	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
	support Rossendale Health and Wellbeing Partnership beyond the lifetime of the Living Well Living Better project							regarded. Situation much as last quarter. If council identifies health as a key priority for the next 5 years then this should add weight to an adequately resourced local health partnership	2016	
EG8	Failure to meet the Council's statutory responsibilities in community safety.	3	E	3	E	3	E	Council officers continue to work with partners to ensure that the statutory responsibilities in community safety are met.	06 Oct 2016	
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	This risk is not expected to change as there are not further planned elections for 2016.	14 Oct 2016	
ELEC2	Failure to ensure polling stations are DDA compliant / accessible to all.	3	C	3	C	3	D	This risk is not expected to change as there are not further planned elections for 2016.	14 Oct 2016	
ELEC3	Failure to safeguard the service/election from fraud and corruption.	2	F	2	F	2	F	This risk is not expected to change as there are not further planned elections for 2016.	14 Oct 2016	
F&PS1	Non-payment of Benefit claims, Creditors and Staff together with robust income collection.	4	D	4	D	3	E	Off-site emergency laptop has the last 3 months of salaries data to pay an informed average if the payroll system goes down approaching pay-day. We now have a protocol for uploading large files direct to the bank without using BACs Payaway, this means that when approaching a crucial pay day (for benefits or salaries) we can have an extra 1or 2 days to get a file together and still transfer monies on the date required. Avoiding the use of BACs means that less software is required to keep things running. We have also set in motion an upgrade of the ICON receipting system which will move the back-off receipting to the hosted platform, potentially making receipting more accessible from other locations. Therefore, the impact has been reduced to Negligible.	12 Oct 2016	
F&PS2	Council does not align expenditure with future resources beyond 2016/17.	4	D	4	D	3	E	The critical year for council remains 20/21 as its Transitional Reserve is reduced as a resulting previous year deficits. A number of cost reduction / income measures are currently being investigated, amongst others: - Green waste costs	12 Oct 2016	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
								- Refinancing opportunities to reduce grants to outside bodies - 2016 Pension revaluation - Increase in locally generated income streams: C Tax . Business Rates, Fees and charges.		
LEG1	Fraud and Corruption	2	F	2	F	2	F	This risk continues to be monitored and mitigated. We are also reviewing associated policies.	14 Oct 2016	
OPS1	Failure to carry out Cemetery burials due to flooding / other inclement weather conditions.	3	E	3	E	3	E	Having checked with the Bereavement Officer we have never had to cancel burials due to flooding or other inclement weather.	13 Oct 2016	
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.	13 Jul 2016	
P&P01	Litigation due to Health & Safety Breaches.	3	F	3	F	3	F	<p>Working at Heights Training A working at heights course was held at Henrietta St for the Workshop and Parks staff. Following on from the training all Fall Arrest equipment was reviewed and renewed where applicable and the Inertia wire system in the workshop was tested and a risk assessment/ safe system of work applied to its usage.</p> <p>Reversing Assistants and Driving of Refuse Collection Vehicles Reversing cameras have been a success and are now fitted to all the vehicles. A monthly meeting has been set up with representatives from management, drivers, pullers and the union to tackle ongoing reversing and general refuse issues.</p> <p>Lone Worker Training The signing in/out book for lone workers has been implemented and is located on reception. Take up has been good over the last couple of months and the system has been successfully tested a number of times.</p> <p>Business Continuity and Emergency Planning The Final versions of the Civil Emergency Plan and the Corporate Business Continuity Plan have been completed up to the end of September 2016.</p> <p>Futures Park Service Area Audits The following Service area audits have taken place in September 2016 . IT . Licensing</p>	07 Oct 2016	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
								. Environmental The remainder will be completed during October 2016 and a summary of reports will follow in November 2016 RIDDOR We have had 2 reported incident/accident 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. A review of all s.106s is currently underway.	10 Oct 2016	
PLAN1	Failure to deliver the Local Plan.	3	D	3	D	4	F	Work is progressing well on the Local Plan with the original timetable still applicable	12 Oct 2016	
PLAN2	Failure to deliver commitments to English Heritage on the programme of work.	3	E	3	E	3	E	Work is ongoing with a review of the Conservation Areas being undertaken as part of the Local Plan	12 Oct 2016	
PLAN3	Failure to determine planning applications in line with government targets.	3	E	3	E	3	E	The department continues to exceed its targets in respect of the determination of planning applications	12 Oct 2016	

Section 7 – Complaints

Section 7.1 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council and monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between July and September 2016 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 30/06/2016	Complaints Received During Q2	Complaints Closed During Q2	Complaints O/S at end of Q2
Action/response/communication	3	5	3	5
Advice/information given	0*(2)	1		1
Application processing		1	1	
Benefits processing		1	1	
Bin collection	1	1	1	1
Council policy/procedure		4	2	2
Council Tax charges/decision	0*(1)	1	1	
Customer service	4 *(5)	2	1	5
Other	1	1	1	1
Property/land		2	1	1
Quality of service	4	11	8	7
Signage	1			1
Staff member/team		1	1	
Total	14 *(18)	31	21	24

* The previous report showed 18 open complaints at the end of Quarter 1, but the true figure was 14. This was because 4 had been closed, but a copy of the response had not yet been received at the point of running the report. The figure in brackets shows the complaint numbers reported in Quarter 1.

In relation to the complaints received in Quarter 2:

- Operations (2), Planning (1), Licensing and Enforcement (1) and Customer Services & ICT (1) are dealing with complaints relating to action/response/communication of which 2 have since been closed and one has received an interim response.
- Licensing & Enforcement are dealing with a complaint in relation to Advice/Information Given.
- Planning dealt with one complaint in relation to Application Processing, closed during Quarter 2.
- Capita dealt with one complain in relation to benefits processing, closed during Quarter 2.
- Operations are dealing with one complaint in relation to Bins/Bin Collection.
- Licensing & Enforcement (3) and Capita (1) are dealing with complaints in relation to Council policy/procedure (one of which was closed in Quarter 2 and one has been closed since).
- Capita dealt with one complaint in relation to Council Tax charges which was closed during Quarter 2.
- Legal and Democratic Services and Licensing and Enforcement are each dealing with a complaint in relation to customer service.
- Health, Housing and Regeneration dealt with a complaint in relation to *Other, which has since been closed.
- Health, Housing & Regeneration (2) dealt with two complaints in relation to Property/Land, one of which was closed in Quarter 2 and an interim response was sent regarding the other complaint.
- Capita (3), Customer Services and ICT, Health Housing and Regeneration, Licensing and Enforcement (4) and Operations (2) dealt with complaints in relation to Quality of service, six of which were closed in Quarter 2 and two have been closed subsequently.
- Planning dealt with one complaint in relation to Staff/Team, which was closed during Quarter 2.

* The “Other” complaint was in relation to Disabled Facilities Grant adaptations.

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.

Ombudsman Complaints (1st July to 30th September 2016)

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

Note:

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.

Planning complaints – Two planning complaints came in as Preliminary Enquiries in June 2016. As they were Preliminary Enquiries they were not logged in the last quarter's figures. Since then the Ombudsman requested Stage 2 correspondence and asked various questions for one of the enquiries, following which it was changed to an investigation and a decision issued. The other Preliminary Enquiry had a decision issued on it during this quarter, and this has now been recorded as completed.

Licensing Complaint – this has been fully investigated by the Ombudsman and is likely to be closed in the next quarter following discussions with senior officers.

Section 8 – Compliments

Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between July to September 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:			
	October – December 2015	January – March 2016	April – June 2016	July – September 2016
Action/response/communication	7	5	2	6
Advice/information given	1	1	2	1
Customer service	0	1	1	1
Quality of service	2	7	1	3
Staff member/team	13	25	32	12
Total	23	39	38	23

In relation to compliments received during this quarter:

- Action/response/communication compliments were received for Legal and Democratic (1), Health, Housing & Regeneration (2), Corporate Support/Land Charges (1), Operations (2)
- Advice/information given compliments were received for Planning
- A customer service compliment was received for Operations
- Quality of service compliments were received for Operations (2) and Health, Housing & Regeneration (1)
- Staff member/team compliments were received for Planning (2), Operations (7), Licensing & Enforcement (2), Health, Housing & Regeneration (1)