

# How are we making a difference to our communities?

## Integrated Performance Report Quarter 4 (January to March 2017)

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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 May 2017 by the Council's People and Policy Team using the latest performance information input onto the covalent performance management system by officers with responsibility for performance information from each of the Council's service areas. The data on complaints and compliments was provided by the Service Assurance Team and financial information by the Head of Financial Services.

# **Section 1 – High level performance summary**

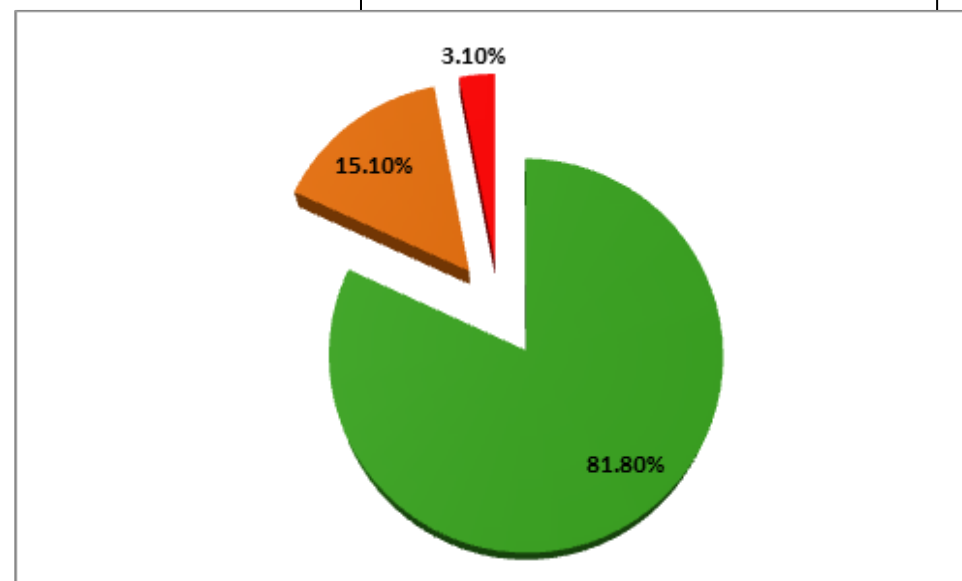
This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.

### 1.1 Rossendale Council’s Corporate Business Plan – project implementation

The actions contained in the Corporate Business Plan represent the Council’s highest priority projects - the effective implementation of these projects is essential in achieving the Council’s stated priorities. Each project is assigned to a ‘Portfolio Holder’, together with a ‘lead officer’ who is responsible for the effective completion of the target by the agreed due date. Progress up-dates are required against each action which is due for completion within a date that is within 3 months of the project completion date.





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

Corporate Business Plan Actions			
Legend	Status	No.	%
<b>Green</b> ✔	Project on track, no substantial issues or risks which require action from the Council’s Programme Board	<b>27</b>	<b>81.8%</b>
<b>Amber</b> ▲	Some issues or risks which require action from the Council’s Programme Board to keep the project on track	<b>5</b>	<b>15.1%</b>
<b>Red</b> ●	Project in jeopardy – serious issues or risks needing urgent action	<b>1</b>	<b>3.1%</b>
<b>Unknown</b> ?	The status cannot be calculated	<b>0</b>	<b>0%</b>
	Total number of actions	<b>33</b>	<b>100%</b>



## 1.2 Performance Indicators – achieving targets?

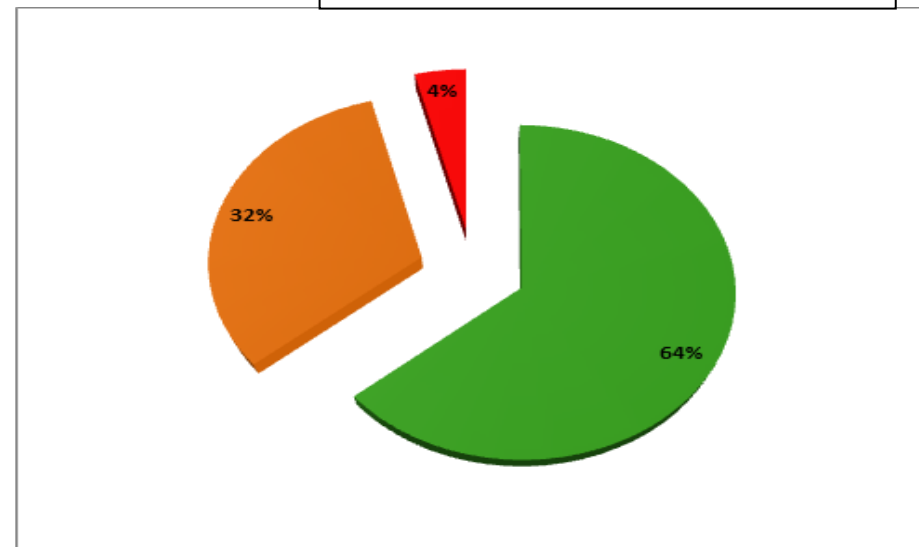
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators,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

Legend		Status	Performance Indicators	
			No.	%
<b>On Target</b>		The performance indicator has achieved or exceeded its quarterly target	<b>16</b>	<b>66.7%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>1</b>	<b>4.1%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>3</b>	<b>12.5%</b>
<b>Unknown</b>		The status cannot be calculated	<b>4</b>	<b>16.7%</b>
<b>Total for Quarter 4</b>			<b>24</b>	<b>100%</b>

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

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

Risks			
Legend	Status	No.	%
<b>Green</b> ✔	The likelihood and impact of the risk is low	<b>16</b>	<b>64%</b>
<b>Amber</b> ⚠	The likelihood and impact of the risk is medium	<b>8</b>	<b>32%</b>
<b>Red</b> ●	The likelihood and impact of the risk is high	<b>1</b>	<b>4%</b>
<b>Unknown</b> ?	The status cannot be calculated	<b>0</b>	<b>0%</b>
		<b>Total</b>	<b>100%</b>



## Reducing the Risks faced by the Council

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the Council considers and reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks – this information is then regularly monitored and reviewed.

We profile our risks using a standard matrix (shown below) which is based on our making two judgments about each potential risk faced by the Council

### The Council's Risk Matrix

**1. How likely is it that the risk may occur (likelihood)?**

**2. If the risk did occur, how serious might be the consequences (impact)?**

**(Therefore a risk rated A1 is the highest risk rating and a risk of F5 is the lowest rating.)**

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
		Impact				







## **Section 2 – Performance against the Council’s Priorities**

**Each year the Council reviews and identifies its top priorities for achievement. The budget allocation and corporate and business planning processes are then used to direct the Council’s resources and efforts towards achieving its stated priorities. The following section of the report monitors the Council’s performance under each of the Council’s three priorities.**

## Priority 1 – A clean and green Rossendale

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





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

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	5	5	62.5%	0	0%	0	0%	0	0%
Performance Indicators	3	1	12.5%	0	0%	2	25%	0	0%
<b>Total</b>	<b>8</b>	<b>6</b>	<b>75%</b>	<b>0</b>	<b>0%</b>	<b>2</b>	<b>25%</b>	<b>0</b>	<b>0%</b>

## Priority 2 – Regenerating Rossendale

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





### 2.1 How are we performing in delivering Regenerating Rossendale?

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	12	8	57.1%	4	28.6%	0	0%	0	0%
Performance Indicators	2	0	0%	0	0%	0	0%	2	14.3%
<b>Total</b>	<b>14</b>	<b>0</b>	<b>57.1%</b>	<b>4</b>	<b>28.6%</b>	<b>0</b>	<b>0%</b>	<b>2</b>	<b>14.3%</b>

## Priority 3 – Responsive and value for money local services

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

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

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	16	14	40.0%	1	2.8%	1	2.8%	0	0%
Performance Indicators	19	17	48.8%	1	2.8%	1	2.8%	0	0%
<b>Total</b>	<b>35</b>	<b>31</b>	<b>88.8%</b>	<b>2</b>	<b>5.6%</b>	<b>2</b>	<b>5.6%</b>	<b>0</b>	<b>0</b>

## **Section 4 – Implementing the Council’s Corporate Business Plan**

**This section of the report provides a detailed performance up-date against each of the actions in the Council’s Corporate Business Plan which is due for completion by March 2013.**

# Guide for Actions Report

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



Action Code	Action Title	Due 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

# Q3 2016/17 Actions Report

**Report Type:** Actions Report

**Report Author:** Clare Law

**Generated on:** 08 February 2017

## 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 during Quarter 2 and we await a decision, likely to be at the end of this business plan. 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.	22-Feb-2017	✓
EG06	Maximise contribution of the council to the health, social and wellbeing agendas in Rossendale via; <ul style="list-style-type: none"> <li>- Delivering the CLG-funded Living Well, Living Better, pilot project in Rossendale</li> <li>- Developing a Transforming Lives Panel for Rossendale and supporting East Lancs Panel</li> <li>- participating in the East Lancashire Health and Wellbeing Board</li> <li>- ASBRAC (Anti-Social Behaviour Risk Assessment Conference) and Children's Partnership Board</li> </ul>	31-Mar-2017		<p><b>Living Well, Living Better Project</b> - Project progressing well, 1 steering group meeting held. 2 X Community scoping sessions, Rawtenstall and Bacup. Spice worker x 3 days per week started in post November 2016. Established relationship with Whitworth Town Council and Haslingden Community Link/REAL. Grants distributed to 16 groups. Speaker at Lancashire wide social isolation and loneliness summit at County Hall. Campaign developed and materials started to be distributed; leaflets, posters, booklets, website. Community Voluntary Sector commissioned to deliver additional volunteer drivers for Rossendale. 2 x meetings held of all wellbeing services on offer in Rossendale.</p> <p><b>Rossendale Health and Wellbeing Partnership</b> - 1 meeting held in accordance with the plan. Partnership is progressing well.</p> <p><b>East Lancs Health and Wellbeing Partnership</b> - 1 meeting attended. 1 joint CCG (Clinical Commissioning Group) and Rossendale Borough Council meeting.</p> <p>Continued involvement in East Lancashire Transforming Lives task group.</p> <p>Working with the Rossendale Asylum Seekers support group, chaired by Cllr. Ashworth.</p> <p>Support officer lead for domestic abuse addressing issues with local provider. Part of Star working group</p> <p><b>ASBRAC</b> continues to meet monthly and now considers Transforming Lives cases at each meeting. Partners are cooperating well with full engagement.</p> <p><b>Children's Partnership Board</b> - Met once and a Child Sexual Exploitation sub group meeting. Supported by Rossendale Borough Council. Next meeting in January 2017. Discussions underway for support arrangements for 2017/8.</p>	06-Jan-2017	✓
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		The feasibility study for work on the dell and duckpond at Stubblee Park has been completed and costings and funding agreed. The Council is working with Newground to finalise proposals and prepare the scheme for tender. The tender analysis has been completed for the pump track in the park and is with the Lancashire Enterprise Fund as part of the process. The aim is for the work to be completed by February half term. Newground have also successfully applied for Clinical Commissioning Group funding for a project to provide bikes and cycling sessions at	10-Jan-2017	✓

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
				the pump track.		
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 is ongoing with cross party member group to discuss garden collections. Work to discuss exit from LCC Cost Share arrangements are ongoing. Investigation into new depot facility now centered around Rosso bus Depot, Haslingden. Waste transfer facility now linked to discussions with LCC and Rosso, who may have access to a suitable site outside the borough.	06-Jan-2017	✔
OPS02	Strengthen and, where practicable, extend the relationship with Civic Pride and other key partners, task forces and 'friends of' organisations.	31-Mar-2017		We continue to work closely with Civic Pride and other partners. In a recent Britain in Bloom Awards Civic Pride won a silver gilt for their work in Rawtenstall, to which we contributed greatly. We have also sourced a new storage area for Civic Pride to replace the existing site inside the Old Town Hall.	06-Jan-2017	✔

### 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; - Lancashire Combined Authority - Greater Manchester Spatial Framework - Northern Powerhouse Transport and other Plans - PLACE (Pennine Lancashire Leaders and Chief Executives) plans and projects - Regional Growth Fund	31-Mar-2017		We are currently feeding into the Lancashire Combined Authority discussions. Funding has been secured for Spinning Point. We have held information sessions with the public as work is due to start in Q4. Planning Officers have met with Manchester City Council with regards to the Greater Manchester Spatial Framework.	22-Feb-2017	✔
EG01	Seek to secure funds for further regeneration improvement initiatives including: - Trailhead Visitor centre - Housing schemes - Games area at Loveclough Park	31-Mar-2017		<b>Proposed Trail Head Centre, Futures Park</b> - The Council has obtained designs and indicative costings for the development of a Trail Head Centre at Futures Park to serve mountain bikers and other outdoor users of Lee and Cragg Quarries and the Valley of Stone Cycleway. Discussions are ongoing with a previously engaged potential operator to establish their continued interest and to explore operating models. A decision as to whether this operator wishes to work with the Council on the Trail Head Centre or whether alternative options are to be considered will be made during Q4 16/17. <b>Housing &amp; Employment Sites</b> - 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. Work continued during Q3 to develop a consistent view of all sites including development prioritisation and income potential from council tax, New Homes Bonus, business rates and capital receipts. The model	10-Jan-2017	⚠











Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
				will be further developed during Q4 16/17. The Council will also promote a number of key sites at a Pennine Lancashire developer engagement day to be held during Q4.		
EG02	Work with business leaders, networks and agencies to strengthen business support, skills and growth initiatives including: - The Rossendale Business Awards - Valley at Work - Chamber of Commerce Business leaders Forum	31-Mar-2017		The Council continues to discuss business support opportunities with from both existing and potential start-up businesses in the borough. Often the best route for further support is via the Gateway Service provided by Growth Lancashire Limited. This is a route to support from the newly relaunched Boost Business Lancashire Programme as well as other schemes. A number of business support events and support opportunities have been promoted during the quarter in conjunction with the Council's communications officer. This included a "final push" for the Lancashire Business Growth Fund capital support grant programme which ends in March 2017. Detail is awaited on funding announced for LEPS (Local Enterprise Partnerships) in the Government's November Autumn statement. The Council sponsored two awards at The Rossendale Business Awards and were in attendance on the night. The CEO and Director continue to share attendance at the business leaders forum.	10-Jan-2017	
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		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. Other employment and housing sites are also being assessed and development options explored, both as part of the Rossendale Together Barnfield (RTB) Partnership, by the Council directly and via the council working with local site owners and potential developers.	10-Jan-2017	
EG04	Support partners in the development of projects and initiatives and help them secure funding, including: - Haslingden Baths to finance their reopening Whitaker Museum heritage grant - Leisure Trust for a new 3/4G pitch at Haslingden	31-Mar-2017		<b>Lee Quarry</b> - Whilst a formal response is still awaited from LCC, RBC and LCC officers continue to work with local community groups to agree alternative management arrangements for the quarry. Further to user group meetings in Q3, a new community interest company will be established by Pennine Mountain Bike Association working with a number of other community groups. Draft heads of terms, including a division of roles and responsibilities are currently being agreed between RBC and LCC.	10-Jan-2017	
EG05	Develop and support initiatives to build and improve Rossendale's Visitor, heritage & cultural activities including; - Sustaining the Promoting Rossendale Board, - Strengthening relationships with Rossendale Cultural Arts Network - Communications to promote Rossendale's visitor and cultural assets - East Lancs Cycleway / Valley of Stone project	31-Mar-2017		Support for strategic events has been agreed and an initial meeting of a strategic events group was held in December. A number of Christmas markets and light switch on events took place, supported by Rossendale Council, beginning with the very successful Christmas Rawtenstall Christmas Market on 26 November. A Promoting Rossendale networking event is planned for the new business year / Spring to bring together businesses and organisations involved in events and attractions. The Visit Rossendale website is regularly updated with details of the valley's visitor and cultural assets, supported by marketing materials for specific events. Flyers and posters are displayed at Rawtenstall Station to promote the town to visitors and provide directions. The Council is working alongside key adrenaline providers on building up an Adrenaline offer for the whole of Rossendale that will become a tourism/marketing focus for Rossendale as it is a unique offer.	09-Jan-2017	




Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
EG07	Maintain and strengthen outreach and engagement across Rossendale's communities, and support events	31-Mar-2017		Engagement through the Neighbourhood Forums continues with meetings scheduled for January / February with a focus on Prevent - the Government's programme to prevent extremism. Haslingden Task Force met in October and continues to make progress on key projects including the shop front improvement scheme and promotion and branding. The application process for Rossendale Council Grants which are focussed on financial inclusion opened in December and applications are currently being considered. The 4th round of Rossendale Community Fund is open until 21 February with grants targetted at projects for children, young people and families. Neighbourhood Forum Grants continue to be available on an ongoing basis. A number of successful Christmas markets and lights switch on events were held in late November and December throughout the Borough, organised in conjunction with local businesses and community groups.	10-Jan-2017	✓
EH01	Support the implementation of national strategies including: - The Food Standards Agency strategy 2015-20 - Safety Executive strategy 2016 - Get Britain Working Well - Completing a Local Air Quality Plan	31-Mar-2017		Work to reduce backlog has continued which has resulted in an increased prioritisation on interventions due in this quarter. In this quarter we achieved 41 of the 47 (87%) interventions due. December is traditionally a difficult month and effectively we loose the week prior to the xmas break due to retail business pressures. In addition to the programmed interventions 34 overdue or unrated premises were visited. In addition there were 267 requests for service received in the department. As a member of staff has had to have elective surgery in Q4 additional resource will be procured to adress the q3 shortfall and ensure q4 is completed.	15 Feb-2017	✓
F&PS01	Lead and deliver improvement initiatives to cost and on time including: - Phase 1 of the Rawtenstall Spinning Point Scheme - Phases 2 and 3 of the Bacup Townscape Heritage Initiative Project - Haslingden task force shop front improvement and destination promotion schemes	03-Mar-2017		<b>Spinning Point</b> - A full progress report was presented to Cabinet 30th November 2016. <b>THI</b> . Phase 2 - The Invitation to Tender for the second phase was issued in December 2016. Evaluation of the tenders will take place and contracts will be signed with the preferred Bidder by spring 2017. Work will commence on site in spring 2017. . Phase 3a - surveys will commence in January 2017 with planning application in February. Work on site will commence in summer 2017 . Phase 3b - surveys in spring followed by planning with start on site in Autumn . Public Realm proposals were out for public consultation in December 2016. Changes will be may made to the plans following the consultation feedback. Provided there are not major changes to the plans as a result of the consultation, work will commence on site in summer 2017. <b>Haslingden</b> - Work is ongoing with 8 businesses in Haslingden to make improvements to their shop fronts through the Haslingden Shop Front Improvement Scheme, developed through Haslingden Task Force. One business has completed improvements. A website and branding to promote Haslingden has been developed with the strap line Small Town Big Heart and a town trail guide is being produced, with a launch scheduled for February.	10-Jan-2017	✓
HOU01	Successfully manage and complete Empty Homes scheme and transition arrangements, maximising stock occupancy and rental income.	31-Mar-2017		Transition is now well underway to Calico, who let and manage the properties. Calico are well respected for maximising occupancy and minimising rental arrears as their figures attest to.	09-Jan-2017	✓
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 and deadlines are in that plan.	09-Jan-2017	✓


Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
				A senior level Task Group is in place to oversee progress- operational and strategic. Monthly key performance indicators are now the responsibility of Calico. Performance will be summarised in a monthly report and reviewed at quarterly meetings.		
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		The M66 Corridor Study did not identify a role for the ELR and recommended it should remain as a Heritage Railway. Ongoing longer term discussions are occurring at ELR Board level with respect to possible options to test out potential commuter options. S106 Monitoring is ongoing with work underway on pooling and potential for the introduction of CIL (Community Infrastructure Levy).  Joint Venture projects- Spinning Point is advancing with work expected to start on site early this year and variations to the approval recently approved.	05-Jan-2017	✔

### 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. Whitewell Bottom Community Centre and Crawshawbooth Library have been successful in LCC allowing them to be a community asset transfer. The Council is continuing to work around solutions for keep provision in Bacup and Whitworth.	22-Feb-2017	✔
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		Council Tax Support penalty policy continues to be used to aid the fight against fraud. The CTS scheme has been agreed and will be written and finalised by the start of March.	17-Jan-2017	✔
CS&ICT02	Review and strengthen the customer services and resident contact offer, and refresh standards.	31-Oct-2016	17-Jan-2017	This has been set up as an O&S task and finish group lead by Cllr Hughes and as such has been moved from Customer Services and ICT. The group have met several times and are looking into improvements around telephones and website improvements as well as looking at customer service standards. The remit for the group is large and as such will likely continue beyond the length of this business year.	17-Jan-2017	✔
EG08	Support the effective delivery of the Council's Community Safety role.	31-Mar-2017		The Council supported the White Ribbon campaign in November to raise awareness about Domestic Violence and is part of a Lancashire wide commitment to become an accredited White Ribbon organisation.	10-Jan-2017	✔

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
F&PS02	To continue to work with Members and Officers in bridging the Medium Term Financial Strategy funding gap.	31-Mar-2017		Recent changes to value of New Homes Bonus will create a further significant challenge to the medium term funding gap which is now likely to be over £1m pa by 2018/19 and future years with finite reserves with which to balance annual budgets. (See Risk F&PS2)	09-Jan-2017	
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		The two remaining and medium term issues remain The Whitaker funding bid and the future sustainability of the HAPPI project.	09-Jan-2017	
F&PS04	Review and rationalise key land and property assets, appraise new asset opportunities, and align with economic development priorities.	31-Mar-2017		A new post of Asset Manager will be advertised during January 2017 with a primary focus on income (revenue and capital generation).	09-Jan-2017	
HOU03	Deliver a £790,000 Disability Funding Grants initiative and support residents in delivering their improvements.	31-Mar-2017		107 approvals to the value of £593k have now been issued including a number of approvals carried over from 2015/16. A further 12 applications are at various stages such as awaiting planning and building regulations approval and the return of tenders.  Demand for Disabled Facilities Grants remains high with Occupational Therapist recommendations being received on a regular basis.  Waiting times for inspections of urgent referrals approximately 2 weeks. Waiting times for standard referrals between 3-4 months.	06-Jan-2017	
HOU04	Review the impact of funding and support changes on the vulnerable and homeless residents housing services.	31-Mar-2017		RBC continues to explore all available options to offer support and accommodation to those who present to the authority to request housing advice and assistance. This includes ongoing shared approaches with other Local Authorities and LCC and partner agencies to provide the appropriate resources and facilities required to address the issues of housing advice and homelessness within the Borough. The Housing Options Team continues to work hard towards preventing homelessness whenever possible and to resolve any identified unmet needs which appears to be on the increase, possibly due to the strain on resources of other public services available.	21-Feb-2017	
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		Calico, our managing agent, now has a full team of income collection agents chasing the current debt on the properties they manage on behalf of RBC. Calico's income collection rate is traditionally over 98%.	09-Jan-2017	
P&P-1	Strengthen, implement and maintain effective council plans and systems, including:	31-Mar-2017		Emergency Plan and Business Continuity Plans are being updated regularly. A meeting of the Emergency Team has taken place in Q3 to make sure they are up to date. The Resident Survey report has been done and is due to Cabinet and Council in Q4 to inform our Corporate	06-Jan-2017	

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
	<ul style="list-style-type: none"> <li>- Implement refreshed Emergency and Business Continuity Plans</li> <li>- Develop and consult on a 3 year Corporate Plan</li> <li>- Develop a Communications Strategy</li> <li>- Develop a structured council apprenticeship plan</li> </ul>			Strategy. The Communications O&S T&F Group continues, a useful workshop for staff and Members was held in Quarter 3 which outlined areas for the group to focus on. Work from this T&F Group will inform the Communications Strategy. Work on the Structured Apprenticeship Plan will take place in a later quarter.		
PLAN02	<p>Develop and agree a process, timeline and approach for producing a Rossendale Local Plan with associated schedules and documents, including:</p> <ul style="list-style-type: none"> <li>- Community Infrastructure levy charging schedule</li> <li>- Infrastructure Study</li> <li>- Evidence base through SHLAA (Strategic Housing Land Availability Assessment) and Green Belt Review etc.</li> <li>- Conservation Strategy</li> </ul>	31-Mar-2017		Work on the Evidence Base continues, especially with respect to the Retail and Leisure Study plus the Strategic Housing Land Availability Assessment (SHLAA). A new Local Development Scheme (LDS) timetable has been agreed at Council with the evidence base going into the public arena in May and a draft Local Plan consultation in June/July. Work on the Evidence Base continues, especially with respect to the Retail and Leisure Study plus the Strategic Housing Land Availability Assessment (SHLAA). A new Local Development Scheme (LDS) timetable has been agreed at Council with the evidence base, including the Infrastructure Delivery Plan, going into the public arena in May and a draft Local Plan consultation in June/July. Consideration in regards to the introduction of CIL is ongoing and the Conservation Strategy is adopted.	05-Jan-2017	
PLAN03	Feed into cross-border working on strategic planning issues such as Greater Manchester Spatial Framework and Lancashire Combined Authority.	31-Mar-2017		A meeting has been held with Greater Manchester Combined Authority (GMCA) regarding the Greater Manchester Spatial Framework (GMSF). All the Evidence base studies incorporated liaison with the neighbouring authorities.	10-Jan-2017	
PLAN04	<p>Refresh existing and interim planning and development control systems including:</p> <ul style="list-style-type: none"> <li>- SPD's (supplementary Planning Documents) on Hot Food Takeaways; Residential Extensions and Buildings in the Countryside</li> <li>- Map and strengthen the development control end to end process, and update Validation Checklist</li> <li>- Conservation management plans and appraisals</li> </ul>	31-Mar-2017		<p>The Validation Checklist has now been agreed and forms part of the validation process. Following the departure of the Council's Conservation Officer the role is currently being advertised and the successful candidate will continue the conservation area work. Work is progressing well on the Local Plan although there has been a delay in respect of consultation on the draft plan to avoid purdah and a revised Local Development Scheme published.</p> <p>Work on the Supplementary Planning Documents (SPD's) will follow consideration of the new policies for the merging Local Plan. The Validation Checklist has now been agreed and forms part of the validation process. Following the departure of the Council's Conservation Officer the role is currently being advertised and the successful candidate will continue the conservation area work. Work is progressing well on the Local Plan although there has been a delay in respect of consultation on the draft plan to avoid purdah and a revised Local Development Scheme published.</p>	10-Jan-2017	

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
PLAN05	Commence milestones for Revised Conservation Strategy 2015 - 2018 including review of Conservation Management Plans and Appraisals.	31-Mar-2017		It is still intended that the Local Plan will include an assessment of the Council's current and potential conservation areas however the departure of the Council's Conservation Officer has delayed this process.	10-Jan-2017	

## **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.



## Q4 2016/2017 PI report

**Report Type:** PIs Report

**Report Author:** Clare Law

**Generated on:** 22 May 2017

Rows are sorted by Code

### Description Clean and Green Rossendale

PI Code	Short Name	Responsible Officers	Q4 2015/2016			Q4 2016/2017			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2015/16			Q4 2016/17						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of Household waste recycled	Operations Manager; Paul McHenry; Operations Team	28.34%	23.50%		27.56%	23.50%		Aim to Maximise		Slightly down on Q4 15/16.	On Target
LI 82bi	(CP3.2.2) % of Household waste composted	Operations Manager; Paul McHenry; Operations Team	3.85%	4.00%		3.55%	8.00%		Aim to Maximise		Seasonal variation due to winter period. 10.07% for overall annual target.	Below Target
NI 191	Residual household waste per household	Operations Manager; Paul McHenry; Operations Team	119	125		134	125		Aim to Minimise		Up on Q4 in 15/16. Reflects county trend in increasing residual waste tonnages, we are awaiting confirmation of data from L.C.C.	Below Target

### Description Regenerating Rossendale

PI Code	Short Name	Responsible Officers	Q4 2015/2016			Q4 2016/2017			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2015/16			Q4 2016/17						
			Value	Target	Status	Value	Target	Status				
NI 16 LAA	High impact acquisitive crime (HIAC) rate	Katie Gee_Admin	1.22	3			3		Aim to Minimise		An update from the Police has not been provided for quarter 4.	On Target

PI Code	Short Name	Responsible Officers	Q4 2015/2016			Q4 2016/2017			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2015/16			Q4 2016/17						
			Value	Target	Status	Value	Target	Status				
NI 20 LAA	Assault with injury (AWI) crime rate	Katie Gee_Admin	1.73	2			2		Aim to Minimise		An update from the Police has not been provided for quarter 4.	Exceeding Target
NI 154	Net additional homes provided	Planning Manager; Nicola Hopkins; Gwen Marlow	Not measured for Quarters			Not measured for Quarters			Aim to Maximise		The data is being correlated as part of the Local Plan evidence base and will be published after the Parliamentary Elections.	Below Target
NI 155 LAA	Number of affordable homes delivered (gross)	Housing & Regeneration Manager Health; Planning Manager; Strategic Housing and Partnerships Manager; Nicola Hopkins; Gwen Marlow	Not measured for Quarters			Not measured for Quarters			Aim to Maximise		The data is currently being correlated and will be published following the Parliamentary Elections.	Below Target













### Description Responsive Value for Money Services

PI Code	Short Name	Responsible Officers	Q4 2015/2016			Q4 2016/2017			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2015/16			Q4 2016/17						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team; Andrew Ormerod	11mins	10mins		7mins	10mins		Aim to Minimise		Another pleasing performance in Quarter 4 with a recorded average waiting time of 6mins34secs.	On Target
EH1	% of programmed food interventions achieved in Quarter.	Paul McHenry; David Pierce				100%	90%		Aim to Maximise		Achieved all due in the quarter and managed to address some of the backlog due to additional resource.	On Target
EH2	% of programmed food interventions against annual	Paul McHenry; David Pierce				98	100		Aim to Maximise		.Final figures for the year saw us 6 premises short of our target 100%. The reasons behind the 6 premises 2 premises are seasonal, one had temporarily stopped doing food, two were unavailable for a visit	Marginally Below Target

PI Code	Short Name	Responsible Officers	Q4 2015/2016			Q4 2016/2017			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2015/16			Q4 2016/17						
			Value	Target	Status	Value	Target	Status				
	Target									(home caterers we cannot do unannounced visits). The final one was a no access visit to a new business as only open 22:00 on but is only wet sales.		
LI1	Low Void Levels on Empty Homes Project	Tahir Idris					5		Aim to Minimise		Following the transfer of the service to Calico during the second half of 2016/17 this kpi is no longer relevant. Albeit during this period voids did still exist the emphasis was on the refurbishment of properties remaining in the scheme.	On Target
LI2	Minimal bad debts on rental income, empty homes project	Tahir Idris					7		Aim to Minimise		Following the transfer of the service to Calico during the second half of 2016/17 this kpi is no longer relevant. Albeit there has been a high propensity of bad debt this financial risk has now ceased under the new arrangements with Calico. Historical bad debts will continue to be pursued where possible via the in-house legal and external contractor Newlyn.	On Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team; Andrew Ormerod	96.80%	96.90%		96.20%	96.90%		Aim to Maximise		Council tax charges have risen by over 3% for 2017/18 which is the largest increase for many years. We therefore expect more recovery action to take place this year. We hope to re-introduce "text message reminders" now that the upgraded telephony system is working as expected. For 2017/18 we aim to re-introduce charging orders, with the assistance of the Legal department, and also look at the possibility of bankruptcy proceedings. These proceedings will have a positive effect on arrears collection.	On Target
LI 10	Percentage of non-domestic rates collected	Capita; Service Assurance Team; Andrew Ormerod	97.40%	97.90%		97.20%	97.90%		Aim to Maximise			On Target
LI 12	(CP6.3.2) Working days lost due to	Clare Law; Paula Lucas	10.46	8.00		11.69	8.00		Aim to Minimise			Marginally Below Target

PI Code	Short Name	Responsible Officers	Q4 2015/2016			Q4 2016/2017			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2015/16			Q4 2016/17						
			Value	Target	Status	Value	Target	Status				
	sickness absence (days)											
LI 16a	Percentage of employees with a disability	Paula Lucas	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	▬	As at 31 March 2017 RBC has 167 employees. The percentage of employees with a disability is 0% Please note that there is a high percentage of employees that prefer not to disclose a disability.	No target
LI 17a	Ethnic minority representation in the workforce - employees	Paula Lucas	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	▬	As of 31st March 2017 RBC has 167 employees. The percentage of employees from an ethnic minority is 2.9%. Please note there is a high percentage of employees that prefer not to disclose ethnicity.	No target
LI 79a	Accuracy of processing - housing benefit and council tax claims	Capita; Service Assurance Team; Andrew Ormerod	94.00%	93.00%	✔	94.33%	93.00%	✔	Aim to Maximise	⬆	A sample of 159 claims was checked across the quarter, with 150 out of 159 claims having no financial errors (47/50 Jan, 47/50 Feb, 56/59 March).	Exceeding Target
LI 79bi	Percentage of recoverable overpayments recovered (HB) that are recovered during period (LI 10)	Capita; Service Assurance Team; Andrew Ormerod	65.89%	70.00%	⚠	46.69%	60.00%	⚠	Aim to Maximise	⬇	Target has not been achieved this quarter due to a significant increase in the value of overpayments raised during the quarter. The average value of overpayments raised per quarter is £100k however during Q4 overpayments to the value of £186k have been raised. This is due to a number of factors such as data matching exercise with Department for Work and Pensions, National Fraud Initiative and checking of claims at year end. If the value of overpayments raised had been at the average level then performance would be nearer 85%.	Marginally Below Target
LI 79bii	HB overpayments recovered as % of the total	Capita; Service Assurance Team; Andrew Ormerod	12.27%	8.75%	✔	8.52%	6.25%	✔	Aim to Maximise	⬇	Target has not been achieved this quarter due to a significant increase in the value of overpayments raised during the quarter. The average value of overpayments raised	Marginally Below Target

PI Code	Short Name	Responsible Officers	Q4 2015/2016			Q4 2016/2017			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2015/16			Q4 2016/17						
			Value	Target	Status	Value	Target	Status				
	amount of HB overpayment debt outstanding (LI 11)										per quarter is £100k however during Q4 overpayments to the value of £186k have been raised. This is due to a number of factors such as data matching exercise with Department for Work and Pensions, National Fraud Initiative and checking of claims at year end. If the value of overpayments raised had been at the average level then performance would be nearer 10%.Recovery is also impacted by the current economic climate and benefit restrictions, meaning that customers struggle to repay overpayments as this is not classed as a priority debt and we have to balance recover of overpaid housing benefit with ensuring payment of council tax as usually a housing benefit overpayment has a corresponding council tax support reduction meaning increased monthly instalments on council tax.	
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning; Nicola Hopkins; Gwen Marlow	100.00%	65.00%		80.00%	65.00%		Aim to Maximise		80% on time, slightly down on last quarter but up on target.	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning; Nicola Hopkins; Gwen Marlow	91.00%	80.00%		94.00%	80.00%		Aim to Maximise		94% in on time, slightly down on last quarter but still up on target.	Exceeding Target
LI 109c	Planning applications: 'Other' applications	Technical Assistant - Planning; Nicola Hopkins; Gwen Marlow	91.00%	80.00%		100.00%	80.00%		Aim to Maximise		94% on time, slightly down on last quarter but ahead of target.	Exceeding Target
NI 181 (ai)	Time taken to process Housing Benefit new claims	Capita; Service Assurance Team; Andrew Ormerod	19.7	21.0		17.5	21.0		Aim to Minimise		Performance has improved over the third quarter and is within target ensuring that Customers claims are processed quickly.	On Target

PI Code	Short Name	Responsible Officers	Q4 2015/2016			Q4 2016/2017			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2015/16			Q4 2016/17						
			Value	Target	Status	Value	Target	Status				
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	Capita; Service Assurance Team; Andrew Ormerod	21.6	22.0		18.4	22.0		Aim to Minimise		Performance has improved over the third quarter and is within target ensuring that Customers claims are processed quickly.	On Target
NI 181 (bi)	Time taken to process Housing Benefit change in circumstance	Capita; Service Assurance Team; Andrew Ormerod	3.1	7		2.41	7		Aim to Minimise		Performance has improved over the third quarter and is within target ensuring that customers changes in circumstances are processed quickly	On Target
NI 181 (bii)	Time taken to process Council Tax benefit change in circumstance	Capita; Service Assurance Team	4.1	7.0		3.7	7.0		Aim to Minimise		Performance has improved this quarter over quarter 3 .	On Target
PM2	% of new Housing Benefit claims outstanding over 50 days	Capita; Service Assurance Team; Andrew Ormerod	0%	5%		0%	5%		Aim to Minimise		No claims were outstanding more than 50 days ensuring that customers receive their benefits promptly.	Exceeding Target

## **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.

This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together) not achieving target levels of performance. The template should be attached against the indicator in Covalent, as a document upload, and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Integrated Performance Reports produced for Management Team and Corporate Overview and Scrutiny.

<b>Service Area:</b>	People and Policy		<b>Lead Officer for Performance Indicator:</b>	Clare Law / Paula Lucas			
<b>Performance Indicator Number/s:</b>	LI 12	<b>Performance Indicator Name:</b>	Number of working days lost due to staff sickness				
<b>Target achieved in previous year? (2014/15)</b>	Yes						
<b>PERFORMANCE DURING CURRENT YEAR (2016-2017)</b>							
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>
2.38	2.00	4.59	4.00	7.81	6.00	11.69	8.00



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

The end of year target has not been met.

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

Operations Department accounts for 70% of the sickness absence compared to 30% sickness absence at Futures Park.

Operations

60% Long Term Absence, 40% Short Term Absence

58% of the long term absence is due to musculo-skeletal problems (inc back & neck), 18% Stress and 13% due to employee operations and the remainder due to stomach upset and infections.

33% of the short term absence is also musculo-skeletal, 33% cold, infections and flu type symptoms and 17% stomach upset and sickness. The remainder of reasons is a mixture of respiratory, dental and circulation problems.

Futures Park

62% Long Term Absence, 38% Short Term Absence

40% of the long term absence was due to Stress, 39% musculo-skeletal, 19% employee operations and 2% dental problems.

36% of short term absence is down to infections and flu type symptoms, 18% stomach sickness, 15% musculo-skeletal and 12% employee operations. The remainder short term absence includes bereavement and neurological/migraine type symptoms.

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

The Absence Management Policy has recently been revised and external training has been undertaken with Line Managers. In addition, additional training has been provided to the Supervisors within the Operations Service, regular monthly meetings have been arranged with Operations and HR to monitor and support the management of absence within the Operations Service.

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

It is proposed that a benchmarking exercise is undertaken to introduce an Employee Assistance programme to support staff with emotional wellbeing rather than be referred via HR to current counselling service and introduction of a physiotherapy scheme to support musculo-skeletal related conditions.

## 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.

This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together) not achieving target levels of performance. The template should be attached against the indicator in Covalent, as a document upload, and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Integrated Performance Reports produced for Management Team and Corporate Overview and Scrutiny.

<b>Service Area:</b>	Operations		<b>Lead Officer for Performance Indicator:</b>	Paul McHenry			
<b>Performance Indicator Number/s:</b>	LI82bi	<b>Performance Indicator Name:</b>	% of Household waste composted				
<b>Target achieved in previous year? (2015/16)</b>	No						
<b>PERFORMANCE DURING CURRENT YEAR (2016-2017)</b>							
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>	
<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>
14.3	8	15.33	8	6.47	8	3.55	8

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

The total for the year has been exceeded with an average figure of 9.91% per quarter (39.55% for the year, as against 32% based on adding the 8% quarterly target figures). The issue is that the targets need to be aligned with our performance, which has an historic trend of higher performance in spring and summer and lower performance in winter [see attached].

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

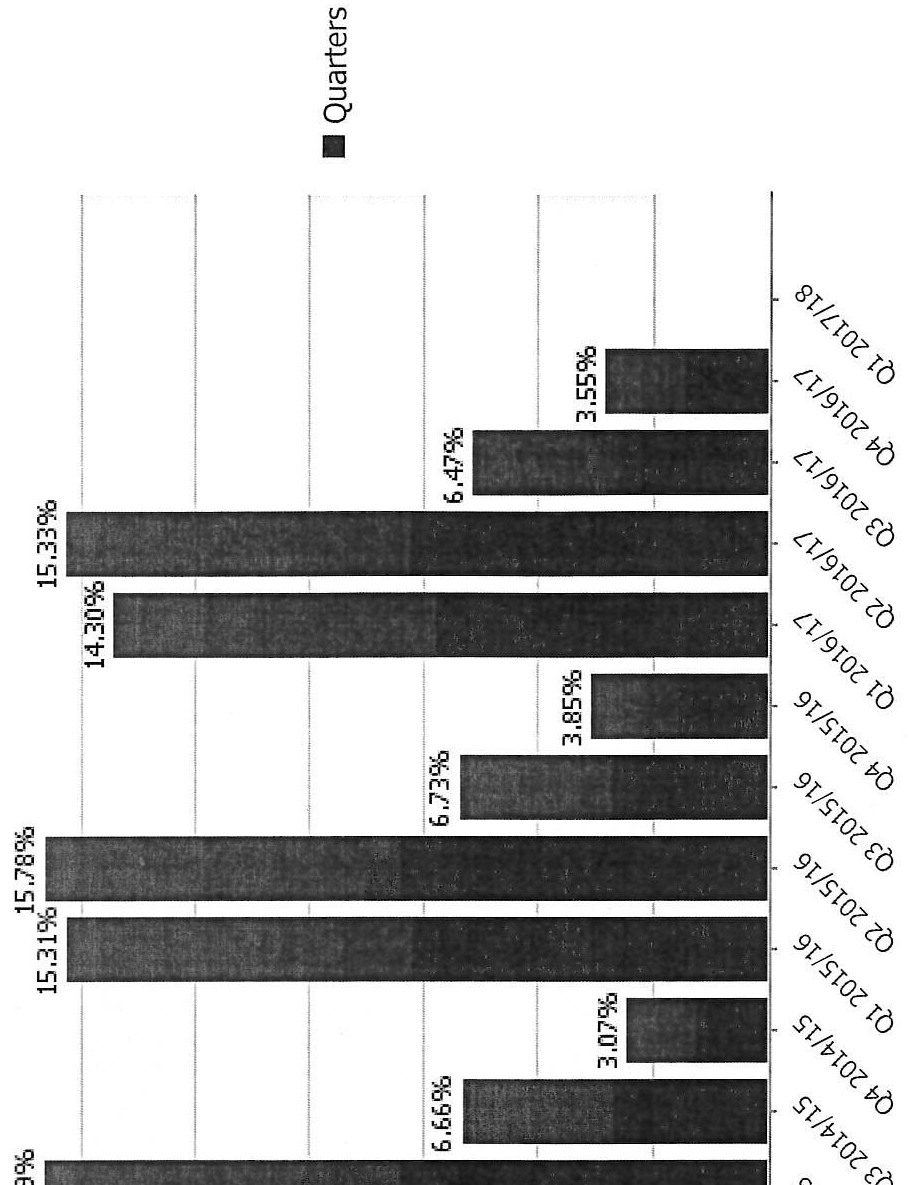
Historically the seasonal trend shows much lower performance during the winter period than in spring, summer and autumn. Please see attached chart showing the trend from 2013/14. Collections during this period are by request only for much of the time due to lack of demand, therefore collected tonnages are down.

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

The seasonal trends are difficult to change as they are largely weather dependant. It is more likely that we need to assess the targets and modify expectation.

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

More households [approximately 550] will be in receipt of a service, therefore more garden waste will be collected for recycling and less will appear in the residual stream.



# 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






# Q4 2016/2017 Risk Report







**Report Type:** Risks Report

**Report Author:** Clare Law





**Generated on:** 22 May 2017







Cannot group these rows by Description





Risk Code	Risk Title	Responsible Officer	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.	Legal Services Manager	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. 82% of minutes have been published within 4 working days of the meeting. As this is an internal deadline and not a statutory requirement it does not impact on the current risk assessment.	
CS&ICT 1	Failure of Data Centre Hosting and compromises to the security of information	Head of ICT and Customer Services	1	F	1	F	1	F	RBC operate out of Tier 3 27001 data centres utilising a hybrid model. All the data centres are tested on a weekly basis for electrical failure. We have secondary data centres in different geographical locations which are also tested weekly as a back up for our main data centre.	
CS&ICT 2	Failure to ensure secure electronic transmission of documents / information.	Head of ICT and Customer Services	1	F	1	F	1	F	RBC use a combination of PSN and Egress to ensure secure electronic transmission of documents/information. RBC are certified to impact level 2/3 which meets all regulatory requirements.	
CS&ICT 3	Failure to ensure Business Continuity Management.	Head of ICT and Customer Services /HR Manager	1	D	1	D	1	D	A full business continuity management strategy and operational document has been implemented. This has been reviewed and certified by LCC Audit.	
EG1	Failure to deliver projects.	MT	3	D	3	D	3	E	January 2017 The risk is appropriate. A design, indicative costings and development approach have been identified for the trail head centre which will either be operated by a	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
									previously interested party or an alternative provider. Housing and employment sites have a varied range of opportunities and challenges but ongoing work is providing a clearer understanding of development scope, prioritisation and opportunities. A number of sites are already being taken forward through the planning process.	
EG2	Failure of the Borough, its businesses and residents, to utilise available valuable external resources.	Director of Business	4	E	4	E	4	E	January 2017 - This is an ongoing action to continue to help influence and shape the development of potential support programmes for businesses and to encourage Rossendale businesses to access them.	
EG3	Failure to bring commercial sites into use.	Director of Business	2	D	2	D	2	E	January 2017 - Whilst this risk remains appropriate, it is important that the Council continues to facilitate the development of key housing and employment sites both in terms of fostering economic growth and due to the changes in business rates retention to be implemented from 2020.	
EG4	Failure to improve environment and infrastructure	Director of Business	3	B	3	B	3	C	January 2017 - The risk remains appropriate. Progress has been made with Lee Quarry during Q3, as per the update.	
EG5	Failure to improve visitor and cultural activities.	Director of Communities	3	D	3	D	3	E	The Council continues to work with partners to deliver a programme of visitor and cultural activities.	
EG6	Failure to spend total funding allocations allocation resulting in clawback from funders.	Head of Finance and Property	3	D	3	D			a business case is being prepared to seek permission to extend the project to the end of March 2018. This will also include plans for any underspend to commission local organisations to take the project forward including putting a bid to the big lottery. Permission for this approach will mean no clawback	
EG7	Failure to secure resource to support Rossendale Health and	Director of Communities	3	C	3	C			this remains a risk although discussions are underway to develop a Community Health Partnership with ELCCG. There would still be an issue around Voluntary, community and faith sector involvement.	



Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
	Wellbeing Partnership beyond the lifetime of the Living Well Living Better project									
EG8	Failure to meet the Council's statutory responsibilities in community safety.	Director of Communities	3	E	3	E	3	E	The Council continues to work with partners to ensure it meets its statutory responsibilities in community safety.	
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).	Legal Services Manager	2	F	2	F	2	F	Polling stations, staff and materials required are booked, recruited and ordered for the 4 May Lancashire County Council elections. Monitoring is being carried out by LCC and the Electoral Commission. This risk is not expected to change.	
ELEC2	Failure to ensure polling stations are DDA compliant / accessible to all.	Legal Services Manager	3	C	3	C	3	D	Polling stations are booked for 4 May Lancashire County Council and all buildings have been checked and are regularly monitored to assess their suitability. Staff have been trained to assist electors where any difficulties arise to ensure all attending are able to cast their vote. This risk is not expected to change.	
ELEC3	Failure to safeguard the service/election from fraud and corruption.	Legal Services Manager	2	F	2	F	2	F	We work closely with our dedicated police fraud officer and the Electoral Commission to ensure all staff, members of the public and candidates are aware of guidance and legal restrictions.	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
F&PS1	Non-payment of Benefit claims, Creditors and Staff together with robust income collection.	Head of ICT and Customer Services	4	D	4	D	3	E	ICON partly updated to be completed April 2017. Finance currently reviewing payment arrangements for HB.	
F&PS2	Council does not align expenditure with future resources beyond 2016/17.	Head of Finance and Property	2	C	2	C	3	E	The updated MTFS was published in February 2017 as part of annual budget setting. The current position identifies a c £1m pa funding gap. Scout Moor decision expected July 2017.	
LEG1	Fraud and Corruption	Legal Services Manager	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.	Head of Operations	3	E	3	E	3	E	As per the last report, nothing to add at this stage.	
OPS2	Non-collection of residual [non-recyclable] waste for more than two weeks due to industrial action or inclement weather.	Head of Operations	3	E	3	E	3	E	Head of Service to discuss creation of distinct risk areas as soon as possible.	
P&P01	Litigation due to Health & Safety Breaches.	HR Manager	3	F	3	F	3	F	<p><b>Emergency Planning</b> The emergency planning team have met this quarter, both the Civil Emergency Plan and the Corporate Business Continuity Plan were discussed in full and changes proposed were agreed. Also the terms of reference for the group were distributed and agreed. The next meeting is May 2017.</p> <p><b>Training</b> Over the last few months we have completed training in Telehandler Operator and Asbestos Awareness.</p>	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Status
									<p><b>Refuse/Recycling Department Reversing Assistants</b> During February and March all the refuse/recycling staff have undertaken training both practical and theory on reversing assistant techniques. Follow up observations were planned and to date all crews have been performing the task as instructed.</p> <p><b>Fire Risk Assessments</b> Annual Fire risk assessments have been carried out at Clare House Rawtenstall in this quarter. The assessment highlighted that all systems were still in place and only minor actions required.</p> <p><b>Accidents/Incidents</b> There has been 6 incidents/accidents reported this quarter, none were serious and none were RIDDOR reportable.</p>	
PLAN 4	Monitoring delivery on time of requirements of Section 106 planning obligations.	Planning Manager	3	E	3	E	3	E	The S106 work and consideration of pooling restrictions is ongoing. The Government are expected to release new CIL Regulations with possible changes to pooling within the Autumn budget	
PLAN1	Failure to deliver the Local Plan.	Planning Manager	3	D	3	D	4	F	Work is ongoing to ensure that the Local Plan is published in accordance with the revised LDS and this process is currently on target for consultation June/ July 2017	
PLAN2	Failure to deliver commitments to English Heritage on the programme of work.	Planning Manager	3	E	3	E	3	E	The Conservation Officer has now started with the Council and is continuing with the heritage work	
PLAN3	Failure to determine planning applications in line with government targets.	Planning Manager	3	E	3	E	3	E	DCLG have confirmed that the data corrections provided by the Local Planning Authority means that performance in terms of major applications (and all other applications) exceeds the requirement and as such the risk has been reverted back to green- applications continue to be determined well in excess of the targets	

## **Section 7 – Complaints**

## Section 7.1 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council and monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between January and March 2017 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 30/12/2016	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
Action/response/communication	0*(2)	3	3	0
Bin collection	0*(1)	2	1	1
Council policy/procedure	0	1	0	1
Council tax charges/decision	0	1	1	0
Customer service	0*(1)	1	1	0
Footpaths	1	0	1	0
Litter/debris/flytipping	0	2	2	0
Other	0	1	0	1
Quality of service	0*(3)	2	2	0
Staff member/team	0	2	2	0
<b>Total</b>	<b>1*(8)</b>	<b>15</b>	<b>13</b>	<b>3</b>

\* The previous report showed 8 open complaints at the end of Quarter 3, but the true figure was 1. This was because 7 of them had been closed, but a copy of the response had not yet been received, therefore the database had not been updated. The figure in brackets shows the complaint numbers reported in Quarter 3.

In relation to the complaints received in Quarter 4:

- Finance and Property, Health Housing and Regeneration and Licensing and Enforcement each dealt with a complaint relating to Action/response/communication.
- Operations are dealing with 2 complaints relating to Bins/bin collection (one of which is now closed).
- Capita are dealing with 1 complaint relating to Council policy/procedure and have dealt with 1 complaint relating to Council tax charges/decision and 1 relating to Customer service.
- Operations have dealt with 2 complaints relating to Litter/debris/flytipping.
- People and Policy are dealing with 1 complaint relating to Other.
- Capita and Operations have each dealt with a complaint relating to Quality of service.
- Capita and Planning have each dealt with a complaint relating to Staff member/team.

## Section 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 (1<sup>st</sup> January to 31<sup>st</sup> March 2017)

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

**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.

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

Housing complaint – this has been fully investigated by the Ombudsman and is likely to be closed 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 January to March 2017 - broken down by the area of service that the compliment related to as well as a comparison of the previous 3 quarters.

Nature of compliment	Compliments received during:			
	April – June 2016	July – September 2016	October – December 2016	January – March 2017
Action/response/communication	2	6	-	5
Advice/information given	2	1	2	-
Bins/bin collection	-	-	1	2
Council decision	-	-	1	-
Council policy/procedure	-	-	1	1
Customer service	1	1	-	-
Flooding/drainage	-	-	-	1
Property/land	-	-	1	-
Quality of service	1	3	6	2
Staff member/team	32	12	13	8
Time taken	-	-	-	2
<b>Total</b>	<b>38</b>	<b>23</b>	<b>25</b>	<b>21</b>

In relation to compliments received during this quarter:

- Action/response/communication compliments were received for Health, Housing and Regeneration (1), Legal and Democratic (2), Licensing and Enforcement (1) and Corporate Support/Land Charges (1).
- Bins/bin collection compliments was received for Operations (2).
- A council policy/procedure compliment was received for Legal and Democratic.
- A Flooding/drainage compliment was received for Finance and Property.

- Quality of service compliments were received for Housing and Regeneration (1) and Capita (1).
- Staff member/team compliments were received for Capita (2), Health, Housing and Regeneration (3), Legal & Democratic (1) and Operations (2).
- Time taken compliments were received for Planning (1) and Operations (1).