

# How are we making a difference to our communities?

## Integrated Performance Report Quarter 3 (Oct to Dec 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 February 2017 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**

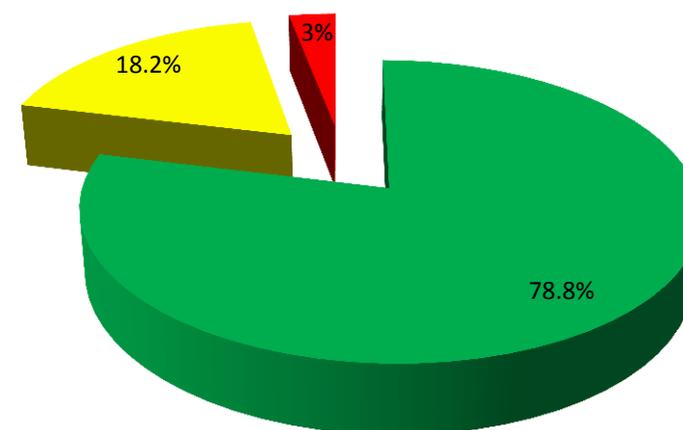
**This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.**

## 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.	%
<b>Green</b> ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	<b>26</b>	<b>78.8%</b>
<b>Amber</b> ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	<b>6</b>	<b>18.2%</b>
<b>Red</b> ⛔	Project in jeopardy – serious issues or risks needing urgent action	<b>1</b>	<b>3%</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>

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



## 1.2 Performance Indicators – achieving targets?

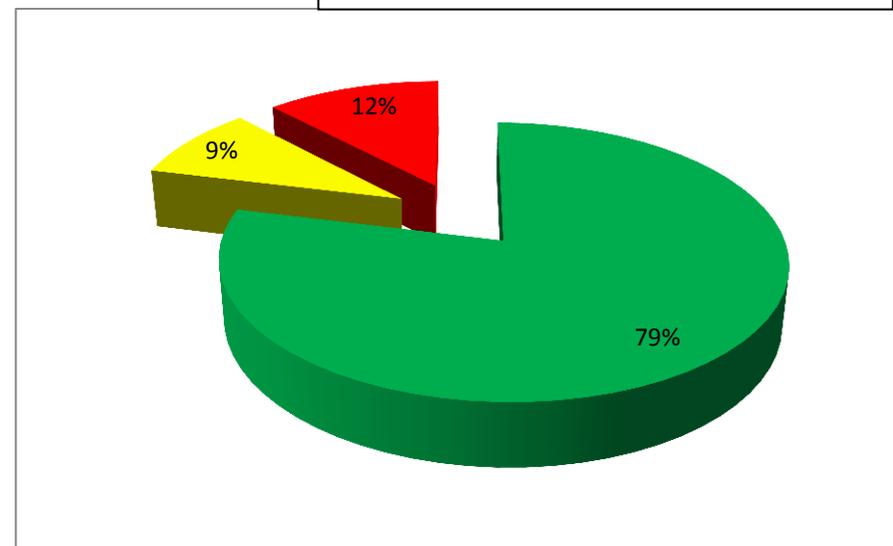
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators, 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>15</b>	<b>62.5%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>3</b>	<b>12.5%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>4</b>	<b>16.7%</b>
<b>Unknown</b>		The status cannot be calculated	<b>2</b>	<b>8.3%</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>14</b>	<b>56%</b>
<b>Amber</b> ▲	The likelihood and impact of the risk is medium	<b>10</b>	<b>40%</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>25</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	100%	0	0%	0	0%	0	0%
Performance Indicators	3	1	33%	1	33%	1	33%	0	0%
<b>Total</b>	<b>8</b>	<b>6</b>	<b>75%</b>	<b>1</b>	<b>12.5%</b>	<b>1</b>	<b>12.5%</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	9	75%	3	25%	0	0%	0	0%
Performance Indicators	2	0	0%	0	0%	0	0%	2	100%
<b>Total</b>	<b>14</b>	<b>9</b>	<b>64.3%</b>	<b>3</b>	<b>21.4</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	12	75%	3	18.7%	1	8.3%	0	0%
Performance Indicators	19	14	73.7%	2	10.5%	3	15.8%	0	0%
<b>Total</b>	<b>35</b>	<b>26</b>	<b>74.3%</b>	<b>5</b>	<b>14.3%</b>	<b>4</b>	<b>11.4%</b>	<b>0</b>	<b>0%</b>

## Section 3 - Q3 2016/17 Implementing the Council's Corporate Business Plan - 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 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. 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: <ul style="list-style-type: none"> <li>- Stubblee Masterplan (e.g. pond, cycle track)</li> <li>- Rising Bridge roundabout landscaping</li> <li>- Waterfoot Centre open space</li> </ul>	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 the pump track.	10-Jan-2017	✓
OPS01	Improve the efficiency of waste	31-Mar-		Work is ongoing with cross party member group to discuss garden collections.	06-Jan-	✓

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
	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	2017		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.	2017	
OP02	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 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.	10-Jan-2017	

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
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	
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	10-Jan-2017	

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
				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.		
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. 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.	09-Jan-2017	✔

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
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	
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	

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
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: - Implement refreshed Emergency and Business Continuity Plans - Develop and consult on a 3 year Corporate Plan - Develop a Communications	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 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.	06-Jan-2017	🟢

Action Code	Action Title	Due Date	Completed Date	Latest Note	Latest Date	RAG Status
	Strategy - Develop a structured council apprenticeship plan					
PLAN02	Develop and agree a process, timeline and approach for producing a Rossendale Local Plan with associated schedules and documents, including: - Community Infrastructure levy charging schedule - Infrastructure Study - Evidence base through SHLAA (Strategic Housing Land Availability Assessment) and Green Belt Review etc. - Conservation Strategy	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	Refresh existing and interim planning and development control systems including: - SPD's (supplementary Planning Documents) on Hot Food Takeaways; Residential Extensions and Buildings in the Countryside - Map and strengthen the development control end to end process, and update Validation Checklist - Conservation management plans and appraisals	31-Mar-2017		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.  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.	10-Jan-2017	
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 4 – Performance Indicators

### Description Clean and Green Rossendale

		Q3 2015/16			Q3 2016/17			Gauge Aim	Trend	Latest Note
PI Code	Short Name	Q3 2015/16			Q3 2016/17					
		Value	Target	Status	Value	Target	Status			
LI 82ai	% of Household waste recycled	27.07%	23.50%		24.97%	23.50%		Aim to Maximise		Increase on previous quarter is mainly caused by the effect of less tonnage collected as garden waste, which pro-rata increases the percentage of dry recycling collected.
LI 82bi	(CP3.2.2) % of Household waste composted	6.73%	8.00%		6.47%	8.00%		Aim to Maximise		Seasonal variation to collected organic waste. Target needs to be amended, Head of Operation's to discuss with Portfolio Holder.
NI 191	Residual household waste per household	115	125		127	125		Aim to Minimise		Close to target, additional tonnages of residual waste collected in December as a part effect of Christmas waste.

### Description Regenerating Rossendale

		Q3 2015/16			Q3 2016/17			Gauge Aim	Trend	Latest Note
PI Code	Short Name	Q3 2015/16			Q3 2016/17					
		Value	Target	Status	Value	Target	Status			
NI 16 LAA	High impact acquisitive crime (HIAC) rate	1.3	3			3		Aim to Minimise		An update from the police has not been provided for quarter 3.
NI 20 LAA	Assault with injury (AWI) crime rate	1.6	2			2		Aim to Minimise		An update from the police has not been provided for quarter 3.

## Description Responsive Value for Money Services

PI Code	Short Name	Q3 2015/16			Q3 2016/17			Gauge Aim	Trend	Latest Note
		Q3 2015/16			Q3 2016/17					
		Value	Target	Status	Value	Target	Status			
CS2	Customer waiting times in the one stop shop	8mins	10mins		8mins	10mins		Aim to Minimise		<p>The total footfall for <b>October 2016</b> was 2,767 with a breakdown as follows: Housing benefit 752, council tax 371, Greenvale homes 11 and other council services 1,633 with the majority issues being taxi licensing at 1,424. The waiting time for October was recorded at 8mins 41 seconds. The call centre took a total of 2,516 calls and the breakdown is as follows council tax 1,683, housing benefit 680 and recovery calls 153. A total of £19,804.00 council tax payments was collected by the contact centre.</p> <p>The total footfall for <b>November 2016</b> was 2,793 with a breakdown as follows: Housing benefit 729, council tax 314, Greenvale homes 15 and other council services 1,735 with the majority issues being taxi licensing at 1,471. The waiting time for November was recorded at 6mins 32 seconds. The call centre took a total of 2,713 calls and the breakdown is as follows council tax 1,730, housing benefit 813 and recovery calls 170. A total of £26,983.75 council tax payments was collected by the contact centre.</p> <p>The total footfall for the month of <b>December 2016</b> was 2,020 with a breakdown as follows: Housing benefit 444, council tax 180, Greenvale homes 9 and other council services 1,387 with the majority issues being taxi licensing at 1,171. The waiting time for December was recorded at 7mins 44 seconds. The call centre took a total of 2,236 calls and the breakdown is as follows council tax 1,610, housing benefit 572 and recovery calls 54. A total of £33,155.39 council tax payments was collected by the contact centre.</p> <p>The average waiting time for Quarter 3 was 7mins 39seconds (rounded to 8 for the purposes of reporting).</p>
EH1	% of programmed food interventions achieved in Quarter.	N/A	N/A	N/A	87%	90%		Aim to Maximise		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 lose the week prior to the Christmas 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.
EH2	% of programmed food	N/A	N/A	N/A	70	75		Aim to Maximise		Due to the Christmas period we took the opportunity to bring forward some intervention from the final quarter thereby giving some leeway in the final quarter. In solely numbers terms we achieved 241 of the 257 due or

PI Code	Short Name	Q3 2015/16			Q3 2016/17			Gauge Aim	Trend	Latest Note
		Q3 2015/16			Q3 2016/17					
		Value	Target	Status	Value	Target	Status			
	interventions against annual Target									outstanding interventions (94%) in the first three quarters. This equates to the 70% of the total for the year.
LI1	Low Void Levels on Empty Homes Project	N/A	N/A	N/A	28	5		Aim to Minimise		We have transferred all tenanted properties for management by Calico. Empty properties that remain with us fall into 2 categories: Under renovation or returning to owner. As of 31 Dec, 56 properties are in the renovation programme and 44 are returning to owner.
LI2	Minimal bad debts on rental income, empty homes project	N/A	N/A	N/A	21	7		Aim to Minimise		Current tenant debt now sits with managing agent, Calico, who are obliged to report on progress every month to RBC.
LI 9	% of Council Tax collected	84.52%	84.81%		83.85%	84.52%		Aim to Maximise		Collection continues to prove difficult but despite this over £396k more has been collected in 2016/17 than in 2015/16 for the same period. Empty property charges remain a challenge for collection in addition to recovering council tax from those in receipt of council tax support. Over 200 Single Person Discount review forms were issued in December. As we head towards year end focus as ever will be on recovery of outstanding debts.
LI 10	Percentage of non-domestic rates collected	87.02%	82.61%		82.08%	87.02%		Aim to Maximise		Collection of business rates is slightly down on 2015/16 due to the increased number of ratepayers paying over 12 months rather than 10. The ongoing large avoidance case is also impacting on the collection rate.
LI 12	(CP6.3.2) Working days lost due to sickness absence (days)	7.72	6.00		7.81	6.00		Aim to Minimise		Long Term Sick 20 days or more is 4.59 per fte, Short Term Sick is 3.22 per fte.
LI 79a	Accuracy of processing - housing benefit and council tax claims	94.00%	93.00%		94.00%	93.00%		Aim to Maximise		Verification of this figure is based on random sampling of benefit claims assessed for the period 1st October - 31st December. A random sample of 150 claims was reviewed and results reported are based on claims where no financial error was made. 141 of the 150 claims checked had no financial error. There were another 4 claims with admin errors, which did not affect the amount of benefit paid. Target is 93%. Performance was above target for the quarter and cumulative performance is now 93.33% for the year to date.
LI 79bi	Percentage of recoverable overpayments recovered (HB)	55.32%	70.00%		118.76%	60.00%		Aim to Maximise		The increased performance this quarter is mainly due to there being 4 main benefit runs within this 3 month cycle, so a greater amount of overpayments were recovered from ongoing benefit than created; which has contributed to this excellent outturn.

PI Code	Short Name	Q3 2015/16			Q3 2016/17			Gauge Aim	Trend	Latest Note
		Q3 2015/16			Q3 2016/17					
		Value	Target	Status	Value	Target	Status			
	that are recovered during period (LI 10)									
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	10.77%	8.75%		12.27%	6.25%		Aim to Maximise		This is an cumulative target so the actual outturn will show in the annual total. The Quarterly return is relatively low as this measures the total recovered in a period against the total outstanding debt. The level of overpayments recovered continues to align with the level of debt outstanding.
LI 109a	Major applications determined in 13 weeks	100.00%	65.00%		100.00%	65.00%		Aim to Maximise		100% of Major applications were determined on time during quarter 3.
LI 109b	Minor applications determined in 8 weeks	100.00%	80.00%		97.00%	80.00%		Aim to Maximise		97% of Minor applications were determined on time during quarter 3.
LI 109c	Planning applications: 'Other' applications	89.00%	80.00%		97.00%	80.00%		Aim to Maximise		97% of other applications determined on time during quarter 3.
NI 181 (ai)	Time taken to process Housing Benefit new claims	21.6	21.0		18.9	21.0		Aim to Minimise		Performance has been maintained this quarter and is at the lower end of the target.
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	20.3	22.0		20.3	22.0		Aim to Minimise		Performance has been maintained this quarter and is at the lower end of the target
NI 181 (bi)	Time taken to process Housing	8.05	7		5.32	7		Aim to Minimise		Performance has dipped slightly from Q2 however still within target.

PI Code	Short Name	Q3 2015/16			Q3 2016/17			Gauge Aim	Trend	Latest Note
		Q3 2015/16			Q3 2016/17					
		Value	Target	Status	Value	Target	Status			
	Benefit change in circumstance									
NI 181 (bii)	Time taken to process Council Tax benefit change in circumstance	6.6	7.0		5.0	7.0		Aim to Minimise		Performance has dipped slightly over Q2 but is within target range.
PM2	% of new Housing Benefit claims outstanding over 50 days	0%	5%		0%	5%		Aim to Minimise		No claims were outstanding more than 50 days ensuring that customers receive their benefits promptly.

## **Section 5 – Performance Indicator Action Plans**

<b>Service Area:</b>	Operations		<b>Lead Officer for Performance Indicator:</b>	Paul McHenry			
<b>Performance Indicator Number/s:</b>	LI 82 bi	<b>Performance Indicator Name:</b>	% of household waste composted.				
<b>Target achieved in previous year? (2015/16)</b>	No						
PERFORMANCE DURING CURRENT YEAR (2016-2017)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
14.3%	8%	15.33%	8%	6.47%	8%	n/a	8%

- Please give an objective assessment as to whether the end of year target will be met?**  
Hopefully, depending on climatic conditions and participation of households.
- Please explain the reasons why the indicator is not achieving the targeted level of performance:**  
Q1 and Q2 are both ahead of target. Q3 fell below target, probably because we only provide a service part quarter due to the winter service break.
- Please give details of any corrective actions that are currently being taken and an estimate of the likely impact:**  
No corrective actions at this stage – service resumes at end of February.
- Any action planned in next financial year that will improve performance?**  
Members are meeting to decide on future service direction, including whether or not to charge for collections. Changes to service may determine future recycling/composting targets.

<b>Service Area:</b>	Housing		<b>Lead Officer for Performance Indicator:</b>	Tahir Idris			
<b>Performance Indicator Number/s:</b>	LI1	<b>Performance Indicator Name:</b>	Low void levels on Empty Homes Project				
<b>Target achieved in previous year? (2015/16)</b>	<i>NO</i>						
<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>
31	5	29	7	28	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:**  
Inherited problem from AAAW. 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. All renovations are to complete 31 Mar 17 at the latest. Calico pre let all properties as they are coming available thereby minimising voids.
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 16 to Mar 17. As they are a housing management specialist, their dedicated systems will ensure properties are let and voids are at a minimal level.

<b>Service Area:</b>	Housing		<b>Lead Officer for Performance Indicator:</b>	Tahir Idris			
<b>Performance Indicator Number/s:</b>	LI2	<b>Performance Indicator Name:</b>	Minimal bad debts on rental income, empty homes project				
<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>
31	7	23	7	21	7		

1. **Please give an objective assessment as to whether the end of year target will be met?**  
 By the end of the financial year Rossendale BC will not be managing this project. Rental arrears are already in the management of Calico Housing Association who are required to meet the targets set. Their rent collection rate has been 99% in recent years and they are already working with tenants to reduce their debts using their tried and tested methods. For any former tenant debt accrued during RBC management, we utilise a specialist firm which has begun to bring in income as they have very strong tracing techniques.
  
2. **Please explain the reasons why the indicator is not achieving the targeted level of performance:**  
 Inherited problem from AAW. A third of current tenants were 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.  
 Many tenants generally did not engage with any statutory agencies, such is their background and existing approach to daily life. Those who did engage have payment plans in place; a great number have abandoned their properties as a result of proactive chasing of debt thereby becoming former tenants with arrears. These are still chased via a third party agency which is starting to gather some income as a result but former debt is always harder to chase.
  
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. First Kpi report is now due to be scrutinised.

**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 which has been in process on a property by property basis since Oct 16 and will complete by Mar 17. As they are 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.

<b>Service Area:</b>	People and Policy		<b>Lead Officer for Performance Indicator:</b>	Clare Law			
<b>Performance Indicator Number/s:</b>	LI 12	<b>Performance Indicator Name:</b>	Working days lost due to sickness				
<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>
2.38	2	4.59	3	7.81	6		8

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

The current sickness is 7.81 days loss per FTE employee, therefore based on the level of absence so far this year it is unlikely that the target of 8.00 days per FTE employee will be met.

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

The Council's current head count is 165 employees, consequently an employee's sickness on a small organisation has a greater impact. Employee is split approximately 50% operational staff and 50% office based staff, the sickness absence as at 31<sup>st</sup> December 2016 is split 12.17 days loss per FTE for operational staff and 4.35 days loss per FTE for office based. Management information indicates the operational staff have more muscular skeletal sickness and the challenges of supporting an operative back to work due to the nature of the role.

**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 reviewed and training has been delivered to Managers to support them in the effective management of sickness absence.

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

HR to provide additional support to the Operational Managers in the application of the Absence Management Policy.

## Section 6 - Risk Report

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. 88% 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.	04 Jan 2017	
CS&ICT1	Failure of Data Centre Hosting and compromises to the security of information	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 backup for our main data centre.	17 Jan 2017	
CS&ICT2	Failure to ensure secure electronic transmission of documents / information.	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.	17 Jan 2017	
CS&ICT3	Failure to ensure Business Continuity Management.	1	D	1	D	1	C	A full business continuity management strategy and operational document has been implemented. This has been reviewed and certified by LCC Audit.	17 Jan 2017	
EG1	Failure to deliver projects.	3	D	3	D	3	E	The risk remains appropriate. A design, indicative costings and development approach have been identified for the Trail Head Centre which will either be operated by a 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.	10 Jan 2017	
EG2	Failure of the Borough, its businesses and residents, to utilise available valuable external resources.	4	E	4	E	4	E	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, as such the risk remains the same.	10 Jan 2017	
EG3	Failure to bring commercial sites into use.	2	D	2	D	2	E	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.	10 Jan 2017	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
EG4	Failure to improve environment and infrastructure.	3	B	3	B	3	C	The risk remains appropriate. Progress has been made with Lee Quarry during Q3, as per the update in the Actions report.	10 Jan 2017	
EG5	Failure to improve visitor and cultural activities.	3	D	3	D	3	E	A programme of strategic events is being developed for 2017 in conjunction with local business and community organisations. The Council continues to work with partners and event organisers to promote the Borough to visitors.	10 Jan 2017	
EG6	Failure to spend total funding allocations allocation resulting in clawback from funders.	3	D	3	D	3	D	Committed at 31.12.17 is £250k, actual 105K. Plans for further spend on the agenda at the next steering group.	06 Jan 2017	
EG7	Failure to secure resource to support Rossendale Health and Wellbeing Partnership beyond the lifetime of the Living Well Living Better project	3	C	3	C	3	C	There are discussions about the development of a health forum for Rossendale in partnership with East Lancashire Clinical Commissioning Group. This may help ensure the issue is addressed going forward.	06 Jan 2017	
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 and attend meetings of the Community Safety Partnership and sub groups to ensure its statutory responsibilities in community safety are met.	10 Jan 2017	
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	Planning for 4th May Lancashire County Council elections is well underway based on previous election experience. These elections will be run in line with Electoral Commission guidance and Lancashire County Council directions. External services will be carried out by experienced providers within a set time frame. This risk is not expected to change.	06 Jan 2017	
ELEC2	Failure to ensure polling stations are DDA compliant / accessible to all.	3	C	3	C	3	D	Most polling stations are in the same location as previous years however one or possibly two stations have been closed following Lancashire County Council cuts. New sites, if necessary, will be checked thoroughly for their suitability and all efforts will be made to ensure they are DDA compliant. This risk matrix is not expected to change because the buildings used as polling stations are outside of our control with the exception of the Futures Park location.	06 Jan 2017	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
ELEC3	Failure to safeguard the service/election from fraud and corruption.	2	F	2	F	2	F	Planning is well underway for Lancashire County Council elections to be held on 4 May 2017 and a fraud plan for Lancashire will be drawn up and implemented. Regular meetings with designated electoral fraud officers will be held alongside those relating to polling stations and the count with local police officers.	06 Jan 2017	
F&PS1	Non-payment of Benefit claims, Creditors and Staff together with robust income collection.	4	D	4	D	3	E	ICON update is scheduled for Jan/Feb 2017, though full hosting is likely to be late summer/autumn 2017, once the provider has completed the PCI/DSS compliance testing.	13 Jan 2017	
F&PS2	Council does not align expenditure with future resources beyond 2016/17.	2	C	2	C	3	E	The recent changes to New Homes Bonus funding will now again the Council under significant financial pressure over the medium term. Given progress made in previous years regarding efficiencies and savings, the revised funding gap (c £1.2m) will be extremely challenging.	09 Jan 2017	
LEG1	Fraud and Corruption	2	F	2	F	2	F	This risk continues to be monitored and mitigated. We are also reviewing associated policies.	16 Feb 2017	
OPS1	Failure to carry out Cemetery burials due to flooding / other inclement weather conditions.	3	E	3	E	3	E	The risk remains the same, no changes during Quarter 3.	06 Jan 2017	
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. The Head of Operations will discuss with the Portfolio Holder if she is happy to divorce the two distinct elements to create two risk areas [1 x industrial action, 1 x inclement weather].	09 Jan 2017	
P&P01	Litigation due to Health & Safety Breaches.	3	F	3	F	3	F	<p><b>Business Continuity and Emergency Planning</b> - The Final version of the Civil Emergency Plan has been uploaded onto the Resilience Direct website. The Final Corporate Business Continuity Plan has been submitted to Lancashire County Council.</p> <p><b>Training</b> - Over the last few months we have completed training in First Aid at Work and Telehandler Operator.</p> <p><b>Breathalyzer Training</b> - A training session on how to use the Breathalyzer, took place in November 2016 with all supervisors and managers within the operations department. The recently updated Drugs and Alcohol Policy was also discussed. Random Breathalyzer checks are to be rolled out in January 2017 and will follow on a weekly basis across the whole workforce.</p> <p><b>Futures Park Service Area Audits</b> - Service area audits have recently taken place in Facilities Finance</p> <p><b>RIDDOR</b> - We have had 5 reported incident/accident this quarter.</p>	10 Jan 2017	

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
								One was RIDDOR reportable.		
PLAN 4	Monitoring delivery on time of requirements of Section 106 planning obligations.	3	E	3	E	3	E	A review of all s.106s is underway.	10 Jan 2017	
PLAN1	Failure to deliver the Local Plan.	3	D	3	D	4	F	Local Plan delayed from original timetable but a new Local Development Scheme (LDS) has been agreed.	05 Jan 2017	
PLAN2	Failure to deliver commitments to English Heritage on the programme of work.	3	E	3	E	3	E	The Conservation Officer has recently left the Council however the role is currently being advertised and the successful candidate will carry on the work.	10 Jan 2017	
PLAN3	Failure to determine planning applications in line with government targets.	3	D	3	D	3	E	The department continues to exceed its targets in respect of the determination of planning applications and continued work is ongoing in respect of the use of time extensions. A review of the last 2 years of determination dates is currently underway as such the risk has changed from Green to Amber.	10 Jan 2017	

## 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 October and December 2016 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 30/09/2016	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
Action/response/communication	3* (5)	2	3	2
Advice/information given	1	1	2	0
Application processing	0	1	1	0
Benefits processing	0	2	2	0
Bin collection	1	3	3	1
Council policy/procedure	2	2	4	0
Customer service	4* (5)	1	4	1
Footpaths	0	1	0	1
Other	0* (1)	1	1	0
Property/land	0* (1)	0	0	0
Quality of service	5* (7)	10	12	3
Signage	0* (1)	0	0	0
Staff member/team	0	1	1	0
<b>Total</b>	<b>16* (24)</b>	<b>25</b>	<b>33</b>	<b>8</b>

\* The previous report showed 24 open complaints at the end of Quarter 2, but the true figure was 16. This was because 8 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 2. In addition to this, some complaints had been miscategorised. The amendments above also reflect that a complaint had been categorised as 'benefits processing' but should have been 'customer service' and one had been categorised as 'other' but should have been 'footpaths'.

In relation to the complaints received in Quarter 3:

- Operations dealt with 2 complaints relating to action/response/communication.
- Capita dealt with 1 complaint in relation to advice/information given.
- Licensing & Enforcement dealt with 1 complaint regarding application processing.
- Capita dealt with 2 complaints in relation to benefits processing.
- Operations dealt with 3 complaints relating to bins/bin collection.
- Licensing & Enforcement dealt with 2 complaints regarding council policy/procedure.
- Operations dealt with 1 complaint regarding Customer Service. Licensing & Enforcement are currently dealing with a further complaint in relation to Customer Service.
- Operations are dealing with a complaint relating to flooding/drainage.
- Operations are dealing with a complaint regarding footpaths.
- Capita dealt with a complaint classed as 'other' which was in relation to Business Rates disputes.
- 10 complaints had been received regarding quality of service. Health, Housing & Regeneration received and dealt with 2. Licensing & Enforcement received and dealt with 1. Customer Service & ICT received and dealt with 2. Capita received 5 and have dealt with 4.
- Health, Housing & Regeneration dealt with one complaint relating to staff member/team.

## 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> October to 31<sup>st</sup> December 2016)

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

Planning complaint – one planning complaint came in as Preliminary Enquiry in October 2016, since then the Ombudsman has issued a decision and this has now been recorded as completed (not upheld).

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

## Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between October to December 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:			
	January – March 2016	April – June 2016	July – September 2016	October – December 2016
Action/response/communication	5	2	6	-
Advice/information given	1	2	1	2
Bins/bin collection	-	-	-	1
Council decision	-	-	-	1
Council policy/procedure	-	-	-	1
Customer service	1	1	1	-
Property/land	-	-	-	1
Quality of service	7	1	3	6
Staff member/team	25	32	12	13
<b>Total</b>	<b>39</b>	<b>38</b>	<b>23</b>	<b>25</b>

In relation to compliments received during this quarter:

- Advice/information given compliments were received for Planning (1) and Operations (1)
- A bins/bin collection compliment was received for Operations.
- A council decision compliment was received for Licensing & Enforcement.
- A council policy/procedure compliment was received for Licensing & Enforcement.
- A property/land compliment was received for Operations.
- Quality of service compliments were received for Operations (3), Finance & Property (1), Capita (1), Legal & Democratic (1).
- Staff member/team compliments were received for Capita (3), Operations (5), Finance & Property (1), Planning (2), Legal & Democratic (1), People & Policy (1)