

Subject: Integrated Performance Report.
Quarter 2 (July to September 2008)

Status: For Publication

Report to: Cabinet

Date: 3rd December 2008

Report of: Head of People and Policy

Portfolio

Holder: Finance and Resources

Key Decision: No

Forward Plan General Exception Special Urgency

1. PURPOSE OF REPORT

1.1 The purpose of this report is to inform Members of the Cabinet of:

- Those indicators not achieving their targeted levels of performance at the end of quarter 2, together with the actions being taken to get performance back on target.
- The progress made in implementing the actions contained in the Council's Corporate Plan.

1.2

Appendix 1 – Integrated Performance Report

- Illustrates the 35 Indicators within the LAA.
- Current performance against the Council's priorities.
- Current performance against all LPI's and NI's including the associated action plans.
- Position of identified risks.
- Financial Position.
- Complaints.

Appendix 2 – Comparison Performance Indicators Quarter 1 to Quarter 2 2008/9.

2. CORPORATE PRIORITIES

2.1 The matters discussed in this report impact directly on all of the Council's corporate priorities and associated corporate objectives.

- Delivering Quality Services to Customers (Customers, Improvement)
- Delivering Regeneration across the Borough (Economy, Housing)
- Keeping Our Borough Clean and Green (Environment)
- Promoting Rossendale as a cracking place to live and visit (Economy)
- Improving health and well being across the Borough (Health, Housing)
- Well Managed Council (Improvement, Community Network)

3. RISK ASSESSMENT IMPLICATIONS

3.1 The risks are referred to in the integrated report.

4. BACKGROUND AND OPTIONS

4.1 Integrated Performance Report

The Integrated Performance Report for the second quarter evidenced that there was a substantial increase of Performance Indicators achieving or exceeding targets compared to the first quarter results. As illustrated 81% of Performance Indicators are on or above target for quarter 2 as compared to 57% for quarter 1 within 2008/9 as attached at Appendix B. Significantly just 8% of Performance Indicators were below target for quarter 2.

4.2 Corporate Plan

Currently 80% of actions identified within the Corporate Plan are on track to be delivered. There is some issue or risk in terms of delivery in relation to the remaining 20%.

This equates to the following actions:

Implementing apprenticeships.

Delivering an appropriate Waste Management Infrastructure.

Delivery of all of the Elevate environmental enhancements, which should hit performance targets next month.

4.3 LPI's not achieving their targets at the end of Quarter 2

Only two local performance indicators are not meeting or exceeding their target as detailed below:

Delivering Quality Services to customers

All the Indicators are exceeding or on target.

Delivering Regeneration across the borough

LI 64 – No of private sector vacant dwellings that are returned into occupation or demolished.

Keeping our borough Clean and Green
All the Indicators are exceeding or on target.

Promoting Rossendale as a Cracking place to live and visit
All the Indicators are exceeding target or on target.

Improving health and well-being across the borough
LI 156 – Building accessible to people with a disability

A Well managed Council
All the Indicators are exceeding or on target.

- 4.2 **What is being done about those indicators that are below target?**
For each indicator that is under-target the relevant Head of Service (HoS) and/or the responsible officer is required to complete an action plan to provide a summary of the related issues and the actions being taken to improve performance which is included in the integrated report and reviewed by Overview and Scrutiny (Performance).

COMMENTS FROM STATUTORY OFFICERS:

5. SECTION 151 OFFICER

- 5.1 Financial implications are included within the Report attached at Appendix A.

6. MONITORING OFFICER

- 6.1 There are no immediate legal considerations attached to the recommendations within this report.

7. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

- 7.1 There are no immediate human resource implications attached to the recommendations within this report.

8. CONCLUSION

- 8.1 The Performance Report indicates that overall the Council's performance is improving in the majority of all areas.

9. RECOMMENDATION(S)

- 9.1 That the Cabinet considers the levels of performance detailed in the report.

9.2 That the Cabinet continues to monitor performance of those indicators that are under-achieving targeted levels of performance and may wish to request further information upon this from the relevant HoS.

10. CONSULTATION CARRIED OUT

10.1 Overview and Scrutiny Committee Performance

11. EQUALITY IMPACT ASSESSMENT

Is an Equality Impact Assessment required **No**

Is an Equality Impact Assessment attached **No**

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Background Papers	
Document	Place of Inspection
Covalent Performance Management System	Covalent system or ask Lee Birkett

How are we performing?

Integrated Performance Report Quarter 2 (July to September 2008)

For further information or copies of this report, contact the People and Policy Team: Lee Birkett Tel: 01706 252454, e-mail: leebirkett@rossendalebc.gov.uk.

The Council's Corporate Plan is available from the People and Policy Team or to download from: http://www.rossendale.gov.uk/downloads/rbc_corporate_plan_final_low_res.pdf.

How are we performing?

The Council's Corporate Plan for 2008–11 sets out the Council's six 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 – Risks, Covalent Report

Section 6 – Financial Health Indicators

Section 7 – Complaints

Data Quality

Rossendale Council is committed to improving services for local people; we recognise that strong performance management and robust data quality processes are an important part of helping us achieve this. Data Quality is about making sure that the data and information we use to compile this report is accurate, reliable and is provided in a timely manner. The council has introduced a Performance Management & Data Quality Strategy to ensure that all performance information (including the information you find in this document) continues to be collected and used efficiently and effectively to drive improvements in our services.

Who supplied the performance data for this report?

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in October 2008 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 was provided by the Service Assurance Team and financial information by the Head of Financial Services.

Data Quality Issues

The Overview and Scrutiny Committee March 2008 considered the abolition of the Best Value Performance Indicators and the introduction of the new set of National Indicators. Thirty Five of the National Indicators are included within the Local Area Agreement.

Consultation is still ongoing in relation to the definitions and the methodology for collection of some of the National Indicators. Furthermore, some performance data is not currently collated and consequently 2008/09 will be a year of benchmarking performance. This is specifically in relation to criminal damage preventing extremism and reducing incidents of domestic violence. Consultation is ongoing with Lancashire County Council and the Audit Commission.

It has been agreed that the BVPIs which continue to be collected will be recorded as Local Performance Indicators (LIs).

The following National Indicators are contained in the LAA35; lead officers are identified in relation to those indicators the District Council contributes to:

Target Description	Lead Officer in the organisation or Partner	Lead or Contributing
NI 186 - Per capita CO2 emissions in the LA area	Environmental Health Manager	Contributing
NI 188 - Adapting to climate change	Environmental Health Manager	Contributing
NI 195 - Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Neat Manager	Contributing
NI 155 - Number of affordable homes delivered (gross)	Head of Regeneration	Lead
NI 192 - Household waste recycled and composted	Street scene manager	Contributing
NI 197 - Improved local biodiversity – active management of local sites	Environmental Health Manager	Contributing
NI 187 - Tackling Fuel Poverty	Head of Regeneration	Contributing
NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	Head of Regeneration	Contributing
NI 163 - Working age population qualified to at least Level 2 or higher	Head of Regeneration	Contributing
NI 165 - Working age population qualified to at least Level 4 or higher	Head of Regeneration	
NI 166 - Average earnings of employees in the area	Head of Regeneration	Contributing
NI 171 - New business registration rate	Head of Regeneration	Contributing
NI 137 - Healthy life expectancy at age 65	East Lancashire PCT	Contributing
NI 139 - People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	East Lancashire PCT	Not Contributing
NI 142 - Number of vulnerable people who are supported to maintain independent living	Head of Regeneration	Contributing
NI 39 - Alcohol-harm related hospital admission rates	East Lancashire PCT	Contributing
NI 119 - Self-reported measure of people's overall health and wellbeing	East Lancashire PCT	Contributing

NI 120 - All-age all cause mortality rate	East Lancashire PCT	Contributing
NI 123 - 16+ current smoking rate prevalence (number of 4-week quitters)	East Lancashire PCT	Contributing
NI 124 - People with a long-term condition supported to be independent and in control of their condition	East Lancashire PCT	Not Contributing
NI 50 - Emotional Health of Children	Children's Trust	Contributing
NI 55 - Obesity among primary school age children in Reception Year (Percentage of children recorded as being obese)	Children's Trust	Contributing
NI 110 - Young people's participation in positive activities	Children's Trust	Contributing
NI 112 - Under 18 conception rate	East Lancashire PCT	Contributing
NI 117 - 16 - 18 year olds who are not in education, training or employment (NEET)	Children's Trust	Contributing
NI 16 - Serious Acquisitive Crime Rate	Community Safety Manager	Contributing
NI 30 - Re-offending rate of prolific and priority offenders	Community Safety Manager	Contributing
NI 40 - Drug users in effective treatment.	Community Safety Manager	Contributing
NI 47 - People killed or seriously injured in road traffic accidents	Community Safety Manager	Contributing
NI 49 - Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	Community Safety Manager	Contributing
NI 20 - Assault with injury crime rate	Community Safety Manager	Contributing
NI 1 - People from different backgrounds getting on well together	Communities Manager	Contributing
NI 4 - % of people who feel they can influence decisions in their locality	Communities Manager	Contributing
NI 6 - Participation in regular volunteering	Communities Manager	Contributing
NI 7 - Environment for a thriving third sector	Communities Manager	Contributing

Recommendations:




1. That the Cabinet reviews the performance achievement detailed within this report.

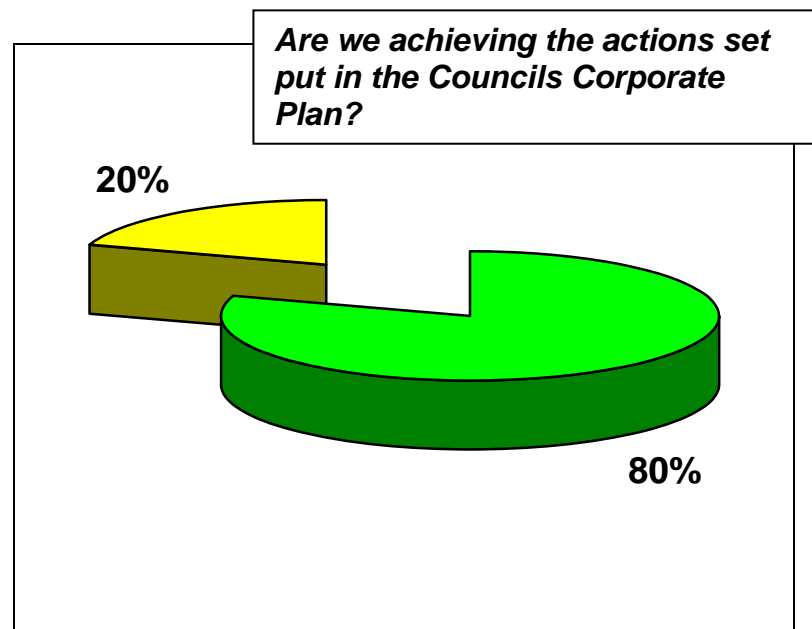
Section 1 – High level performance summary

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 Plan – project implementation






The actions contained in the Corporate 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 Plan Actions			
Legend	Status	No.	%
 Green	Project on track, no substantial issues or risks which require action from the Council's Programme Board	20	80%
 Amber	Some issues or risks which require action from the Council's Programme Board to keep the project on track	5	20%
 Red	Project in jeopardy – serious issues or risks needing urgent action	0	0%
Total number of actions		25	



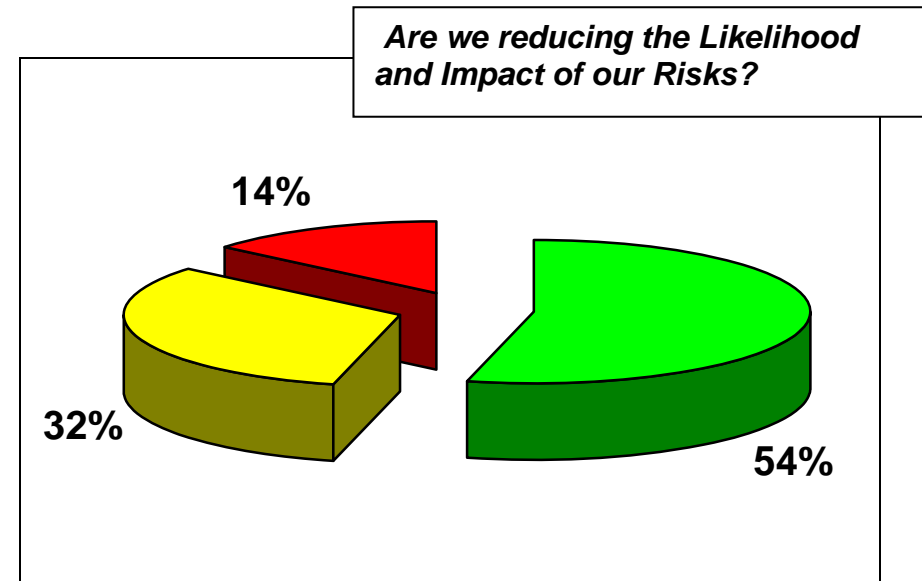
1.2 Performance Indicators – achieving targets?

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 contained in the Local Area Agreement for Lancashire.

Legend	Status	LANCASHIRE LOCAL AREA AGREEMENT (LAA35) INDICATORS		OTHER NATIONAL INDICATORS		LOCAL INDICATORS	
		No.	%	No.	%	No.	%
On Target	 The performance indicator has achieved or exceeded it's quarter 3 target	4	100%	3	100%	14	74%
Marginally Below Target	 The performance indicator is currently 5% or less from achieving its target	0	0%	0	0%	3	16%
Below Target	 The performance indicator is currently more than 5% of achieving its target	0	0%	0	0%	2	10%
Unknown	 The status cannot be calculated	0	0%	0	0%	0	0%
Contextual	 Not measured against a target	0	0%	0	0%	0	0%
Total for Quarter 2		4		3		19	

1.3 How are we performing in managing our risks?

Risks			
Legend	Status	No.	%
Green ✔	The likelihood and impact of the risk is low	44	54%
Amber ▲	The likelihood and impact of the risk is medium	26	32%
Red ●	The likelihood and impact of the risk is high	11	14%
	Total	81	



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 F4 is the lowest rating.)

Likelihood	A				
	B				
	C				
	D				
	E				
	F				
		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 six priorities.

Priority 1 – Delivering quality services to our customers

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Delivering Quality services to our customers**”. 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 delivering quality services to our customers?

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	7	7	100%	0	0%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	0	0	0%	0	0%	0	0%	0	0%
Other National Indicators	2	2	100%	0	0%	0	0%	0	0%
Local Indicators	3	2	67%	1	33%	0	0%	0	0%
Risks	32	15	47%	14	44%	3	9%	0	0%
Total	44	26	59%	15	34%	3	7%	0	0%

1.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget £000	Net Forecast £000	Variance £000
By Service Area			
Operational Services			
Place Operations	0	0	0
Customer Services and e Government	2,779	2,783	(3)
Communities	26	13	13
Regeneration	0	0	0
Business			
Building Control	0	0	0
Planning	0	0	0
Environmental Health	0	0	0
Legal & Democratic Services	0	0	0
Support Services			
Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	0	0	0
Non-Distributed Costs	0	0	0
	2,805	2,796	9





N.B. Figures are rounded up to the nearest whole number.

Key variances	
Recovery of Housing Benefit over payments	(36)
Staffing Vacancies	20
Court Cost - Council Tax Arrears	17
Markets Income	13
Software Licenses	26
Investment in Disaster Recovery	(15)
Saving on Outsourced IT Contract	(17)
Saving on outsourced revenues & benefits contract	9
Air Conditioning - IT Server Room	(5)
Miscellaneous	(3)
	9

Priority 2 – Delivering regeneration across the Borough

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Delivering regeneration in 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 regeneration across the borough?

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	10	6	60%	4	40%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	0	0	0%	0	0%	0	0%	0	0%
Other National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	4	3	75%	0	0%	1	25%	0	0%
Risks	7	4	57%	2	29%	1	14%	0	0%
Total	21	13	62%	6	29%	2	9%	0	0%

2.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget £000	Net Forecast £000	Variance £000
By Service Area			
Operational Services			
Place Operations	0	0	0
Customer Services and e Government	0	0	0
Communities	0	0	0
Regeneration	470	390	79
Business			
Building Control	134	124	9
Planning	528	607	(79)
Environmental Health	0	0	0
Legal & Democratic Services	0	0	0
Support Services			
Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	0	0	0
Non-Distributed Costs	0	0	0
<i>(Variance in brackets denotes an overspend)</i>	1,132	1,122	10





N.B. Figures are rounded up to the nearest whole number.

Key variances	
Regeneration Staff Vacancies	58
Various Regeneration non pay budgets	17
Parking Income	5
Reduction in Land Charges Income	(60)
Planning - various non pay budgets	(10)
	10

Priority 3 – Keeping our Borough clean and green

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Keeping our Borough clean and green**”. 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 performing in keeping our borough clean and green?

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	2	1	50%	1	50%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	1	1	100%	0	0%	0	0%	0	0%
Other National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	5	5	100%	0	0%	0	0%	0	0%
Risks	1	1	100%	0	0%	0	0%	0	0%
Total	10	9	90%	1	10%	0	0%	0	0%

3.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget £000	Net Forecast £000	Variance £000
By Service Area			
<i>Operational Services</i>			
Place Operations	3,864	3,814	50
Customer Services and e Government	0	0	0
Communities	423	383	40
Regeneration	0	0	0
<i>Business</i>			
Building Control	0	0	0
Planning	0	0	0
Environmental Health	0	0	0
Legal & Democratic Services	0	0	0
<i>Support Services</i>			
Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	0	0	0
Non-Distributed Costs	0	0	0
	4,287	4,197	90





N.B. Figures are rounded up to the nearest whole number.

Key variances	
Fuel for Refuse, Street Sweeping & Parks Vehicles	(46)
Cemeteries Income	60
Income from recycled paper	27
Onward transportation of Glass, Cans & Plastics	28
Publicity / Printing /Postage	(21)
Staffing / Agency Costs	3
Dog Warden Service	8
Area Team Staff Vacancies	39
Area Team Non Pay Budget	(8)
	90

Priority 4 – Promoting Rossendale as a cracking place to live and visit

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Promoting Rossendale as a cracking place to live and visit**”. 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.

4.1 How are we performing in promoting Rossendale as a cracking place to live and visit?

Elements of performance that contribute towards the achievement of Priority 4	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	3	3	100%	0	0%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	1	1	100%	0	0%	0	0%	0	0%
Other National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	3	1	33%	1	33%	1	33%	0	0%
Total	7	5	71%	1	14%	1	14%	0	0%

4.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget £000	Net Forecast £000	Variance £000
By Service Area			
<i>Operational Services</i>			
Place Operations	0	0	0
Customer Services and e Government	0	0	0
Communities	354	284	70
Regeneration	0	0	0
<i>Business</i>			
Building Control	0	0	0
Planning	0	0	0
Environmental Health	0	0	0
Legal & Democratic Services	0	0	0
<i>Support Services</i>			
Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	157	157	0
Non-Distributed Costs	0	0	0
	511	441	70





N.B. Figures are rounded up to the nearest whole number.

Key variances	
Income from Council Tax on 2nd Homes	11
Income generation	16
4 x local Plans	(15)
Community Development Initiatives	(12)
Communities - Staff Vacancies	10
Communities - Consultancy budget	10
Local Strategic Partnership - 2nd Homes Income	11
Return of ELeP monies	26
Local Strategic Partnership - various non pay budgets	13
	70

Priority 5 – Improving health and well being across the Borough

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Improving health and well being across the Borough**”. 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.

5.1 How are we performing in improving health and well being across the Borough?

Elements of performance that contribute towards the achievement of Priority 5	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	1	1	100%	0	0%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	2	2	100%	0	0%	0	0%	0	0%
Other National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	1	0	0%	0	0%	1	100%	0	0%
Risks	5	3	60%	1	20%	1	20%	0	0%
Total	9	6	67%	1	11%	2	22%	0	0%

5.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget £000	Net Forecast £000	Variance £000
By Service Area			
Operational Services			
Place Operations	0	0	0
Customer Services and e Government	0	0	0
Communities	438	432	6
Regeneration	183	191	(8)
Business			
Building Control	0	0	0
Planning	0	0	0
Environmental Health	780	739	41
Legal & Democratic Services	0	0	0
Support Services			
Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	0	0	0
Non-Distributed Costs	0	0	0
	1,401	1,362	39





N.B. Figures are rounded up to the nearest whole number.

Key variances	
Homelessness	(9)
Environmental Health - staff vacancies	7
Environmental Health - non pay budgets	5
Environmental - Misc (Public Burials etc)	4
Emergency Planning	11
Land Drainage - payments to Private Contractors	10
Licensing	3
Communities - various	6
Miscellaneous	2
	39

Priority 6 – A well managed Council

The Council has committed to deliver a range of actions and projects that are specifically aimed at maintaining “A well managed Council”. 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.

6.1 How are we performing in maintaining a well managed Council?

Elements of performance that contribute towards the achievement of Priority 6	Totals	GREEN 	AMBER 	RED 	UNKNOWN 				
Corporate Plan Actions	2	2	100%	0	0%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	0	0	0%	0	0%	0	0%	0	0%
Other National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	6	4	67%	2	33%	0	0%	0	0%
Risks	34	20	59%	8	23%	5	15%	1	3%
Total	42	26	62%	10	24%	5	12%	1	2%

6.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget £000	Net Forecast £000	Variance £000
By Service Area			
<i>Operational Services</i>			
Place Operations	0	0	0
Customer Services and e Government	0	0	0
Communities	0	0	0
Regeneration	0	0	0
<i>Business</i>			
Building Control	0	0	0
Planning	0	0	0
Environmental Health	0	0	0
Legal & Democratic Services	1,131	1,077	54
<i>Support Services</i>			
Finance & Property Services	221	333	(112)
Corporate Management	541	542	(1)
People and Policy	144	137	7
Non-Distributed Costs	(421)	(508)	87
<i>(Variance in brackets denotes an overspend)</i>	1,617	1,582	34

N.B. Figures are rounded up to the nearest whole number.

Key variances	
Legal Salaries	32
Various Democratic Services budgets	18
Election expenses	4
Cash receipting upgrade	(16)
Salary savings	12
Misc overspend	(11)
NNDR & Water rates	(30)
Rents: Futures Park & Industrial units	(35)
insurances	(25)
H' & Safety reports	(7)
Miscellaneous saving P&P	7
Pension costs	(9)
Misc Insurances	13
Car loans - budget error	(11)
Interest on bank investment	92
	34

Section 3 – Implementing the Council’s Corporate Plan

This section of the report provides a detailed performance up-date against each of the actions in the Council’s Corporate Plan which are due for completion by March 2009.

Guide for Actions Report

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



Theme: **Priority ***

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

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

Quarter 2 Action Report 2008-9

Report Author: Lee Admin_Birkett




Report Type: Action Report

Generated on: 23 October 2008










Theme: Priority 1 - Delivering quality services to our customers

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
1.01 - P&OD	Achieve Level 3 of the Equality Standard through external accreditation process	31/03/2009	Head of People and Policy	08/10/2008		Currently exploring options in relation to external assessment	08/10/2008	
1.02 - P&OD	Achieve Level 3 of the Equality Standard through external accreditation process-	31/03/2009	Head of People and Policy	08/10/2008		Equality Standard been revised looking to develop own external assessment process	20/10/2008	
1.02.2 - N&SS	Develop and implement "Pride in Rossendale"	31/03/2009	Area Manager West	06/10/2008		Neighbourhood teams now in place and beginning to make contact with Community and Friends groups in relation to Parks and open spaces.	13/10/2008	
1.07 - CS&ICT	Improve Quality of Benefits Services	30/03/2009	Service Assurance Manager	06/10/2008		Annual performance targets have been agreed to deliver continuous service improvement. Local targets are regularly reviewed and Rossendale benchmarks performance with neighbouring LAs to ensure that a high quality service is maintained. Rossendale has introduced a Take Up Strategy and this is supported by an action plan which targets different sectors in our community by customer profiling. Robust working procedures are in place to improve processing times whilst maintaining accuracy. A proactive program of work has been established to identify claims which require	20/08/2008	

					review. The majority of Housing Benefit payments are now paid by BACS and this has achieved speed and efficiency. A new project plan is now underway for the implementation of the E Benefits application. E Benefits will provide a much more customer focused service delivery. It will improve processing times and increase customer satisfaction.		
1.07.2 - CS&ICT	Promote Benefits Take up	30/03/2009	Service Assurance Manager	06/10/2008	Customer profiling information has been used to identify all customers, in Rossendale over 60, not currently claiming HB/CTB but who may qualify. A random sample of these cases has been selected and these customers will be written to/visited. Various other activities are taking place on a month by month basis to actively promote the take up of all benefits. A three month trial has just started to identify customers 60+ who have not provided enough information in order to process their HB/CTB. These customers' claims will be made ineligible. They are to be visited in order to obtain the info and so process the claim, which may lead to an entitlement to HB/CTB.	30/07/2008	
1.08 - CS&ICT	Improve Quality of Revenues Services	01/03/2009	Service Assurance Manager	16/10/2008	01-11-2008 Introducing a paperless direct debit instruction.	21/08/2008	
1.14 - Cs	Oversee the delivery of key Partnership events	15/11/2008	Communities Manager	06/10/2008	Ongoing work with Rossendale Leisure Trust and various community groups. Rossendale Alive festival held in the summer which was well delivered by RLT. Currently providing support to the Haslingden Street Fair due to take place in September 08. Overall good progress being made in the delivery of key partnership events.	19/08/2008	

Theme: **Priority 2 - Delivering regeneration across the Borough**

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
2.01 - P&P	Implement the Apprenticeship Policy to recruit apprentices	09/10/2008	Head of People and Policy	09/10/2008		Apprenticeship Policy updated	18/08/2008	
2.02 - P&P	Make a skills pledge and commit to skills for life	30/10/2008	Head of People and Policy	08/10/2008		Signed skills pledge August 2008.	21/08/2008	
2.03 - P&P	Promote the Council as an employer of choice	30/03/2009	Head of People and Policy	08/10/2008	20/10/2008	Attended Burnley Jobs Promotion to promote jobs opportunities within the BME Community.	18/08/2008	
2.01 - N&SS	Deliver local regeneration project	31/03/2009	Area Manager West; Environmental Health Manager	10/09/2008		Please see sub actions 2.01.1 and 2.01.2	21/08/2008	
2.01.1 - N&SS	Implement enforcement powers to stimulate regeneration	31/03/2009	Area Manager West	10/09/2008		Work continuing in this area continued use of sec 215 Town and Country Planning Act Case numbers now up 160 with 65 active cases	16/10/2008	
2.01.2 - N&SS	Develop and deliver a programme of environmental enhancements within Elevate programme	31/03/2009	Environmental Health Manager	16/10/2008		Project within the Elevate Programme on going successful projects include the view, Bankside Lane and spring Terrace. Several other projects to be initiated.	16/10/2008	
2.03 - Rg	Development of enhanced programme management within the Regeneration Service	28/02/2009	Administration Assistant - Regeneration; Head of Regeneration	08/09/2008		Cabinet approved the proposed management arrangements. A programme delivery manager is now in post.	06/10/2008	
2.05.1 - Rg	Put in place Programme leader, programme manager and project leads for each project within the programme	31/03/2009	Administration Assistant - Regeneration; Head of Regeneration	08/09/2008		Programme leader, Steve Jackson and programme manager Fraser Nash are now in place as are project leads for each of the projects within the programme.	06/10/2008	
2.08.1 - Rg	Monitor the tourism contract being delivered by Brighter Business Solutions	31/03/2009	Administration Assistant - Regeneration; Head			The monitoring of the tourism contract is continuing with a tourism action plan being adopted by the tourism steering group and a	01/10/2008	

			of Regeneration			database of tourism businesses being established.		
2.08.2 - Rg	Prepare a tourism strategy for the Council and review the tourism contract	31/12/2008	Administration Assistant - Regeneration; Head of Regeneration			The tourism strategy will be prepared once the staff are in place and a decision on the tourism contract will be made later in the year.	01/10/2008	

Theme: Priority 3 - Keeping our Borough clean and green

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
3.02.4 - N&SS	Ensuring our town centres, gateways and corridors are clean and well maintained	31/03/2009	Area Manager West	08/09/2008		Work continues to develop in this area there is a Members Task and Finish group on grass cutting in an effort to achieve a co-ordinated approach. Further work to be done by both Rossendale and Lancashire C.c.	16/10/2008	
3.04 - N&SS	Delivering appropriate Waste Management Infrastructure	31/03/2009	Deputy Chief Executive; Operations Manager	08/09/2008		Options appraisal and feasibility study now completed and now linked to Rossendale waste management strategy. Upgrades to existing waste management facilities phase 1 also completed. Phase 2 improvements linked to Rossendale waste management strategy currently Jason Foster and Keith Jenkins undertaking COTC training for waste management licence with an anticipated completion dates as 31/03/2009. Rosendale waste management strategy currently being reviewed with a view to implementing an appropriate infrastructure to ensure cost effective integrations with Lancashire's PFI.	16/10/2008	



Theme: **Priority 4 - Promoting Rossendale as a cracking place to live and visit**

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
4.01 - P&P	Maintain Corporate Publications Programme	01/03/2009	Communications Manager	08/10/2008		Rossendale Alive is currently being graphic designed and will be send for printing shortly. Grapevine was circulated in early September and work on the next edition will begin in November. The Corporate Plan has been published.	16/10/2008	
4.02 - P&P	Deliver effective promotion of specific campaigns and activities	01/03/2009	Communications Manager	08/10/2008		Rossendale Pride - Further promotional work has taken place with information on the website, an article in Rossendale Alive and details provided in Team Briefing. Local Democracy Week has proved to be a big success with very positive feedback provided from local schools. Articles on the new Communities Team and the Health Hub in Rawtenstall is featured in the Autumn Rossendale Alive newsletter.	16/10/2008	
4.02.4 - P&P	Support and advise the NHS in relation to communication issues around the proposed Rossendale Health Campus and ongoing health campaigns	01/03/2009	Communications Manager	08/10/2008		Communications Manager attending the PCT Community Engagement Team for the new Health Centre and feeding in suggestions to the Project Manager. The next meeting of the group in November will focus on Communications Activity.	17/10/2008	

Theme: **Priority 5 - Improving health and well-being across the Borough**

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
5.01 - P&P	Develop a Strategy which promotes Health and Well Being within the workforce and offers a range of activities which will improve health and well being	01/01/2009	Head of People and Policy; HR Manager	08/10/2008		Strategy drafted considered by O&S and JCC. Smoking cessation and blood pressure checks implemented	21/08/2008	

Theme: **Priority 6 - A well managed council**

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
6.02 - F&P	Extracting Costs	28/02/2009	Head of Finance and Property			Preparation for 09/10 now commenced with first draft scheduled for Sept 09. Members will commence to match resources and priorities during Oct - Dec 2009.	20/08/2008	
6.09.2 - P&P	Implementation of the change	01/01/2009	Head of People and Policy			No decision made in relation to accommodation so no action required at this stage	22/10/2008	

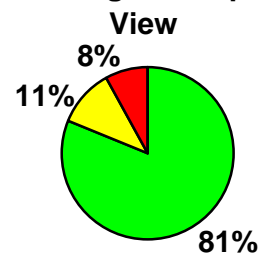
Section 4 – Performance Indicators

Corporate View of Performance Indicators – Quarter 2

Detailed performance information relating to the achievement of targets against performance indicators

Legend	
	On/above Target
	Marginally Below Target
	Below Target
	Unknown

Q2 on Target - Corporate



<p>Priority 1: Delivering quality services to our customers</p> <table border="1"> <caption>Priority 1: Delivering quality services to our customers</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On/above Target</td> <td>80%</td> </tr> <tr> <td>Marginally Below Target</td> <td>20%</td> </tr> </tbody> </table>	Category	Percentage	On/above Target	80%	Marginally Below Target	20%	<p>Priority 2: Delivering regeneration across the Borough</p> <table border="1"> <caption>Priority 2: Delivering regeneration across the Borough</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On/above Target</td> <td>75%</td> </tr> <tr> <td>Below Target</td> <td>25%</td> </tr> </tbody> </table>	Category	Percentage	On/above Target	75%	Below Target	25%	<p>Priority 3: Keeping our Borough clean and green</p> <table border="1"> <caption>Priority 3: Keeping our Borough clean and green</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On/above Target</td> <td>100%</td> </tr> </tbody> </table>	Category	Percentage	On/above Target	100%
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<p>Priority 4: Promoting Rossendale as a cracking place to live and visit</p> <table border="1"> <caption>Priority 4: Promoting Rossendale as a cracking place to live and visit</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On/above Target</td> <td>100%</td> </tr> </tbody> </table>	Category	Percentage	On/above Target	100%	<p>Priority 5: Improve health and well-being across the Borough</p> <table border="1"> <caption>Priority 5: Improve health and well-being across the Borough</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On/above Target</td> <td>67%</td> </tr> <tr> <td>Below Target</td> <td>33%</td> </tr> </tbody> </table>	Category	Percentage	On/above Target	67%	Below Target	33%	<p>Priority 6: A well managed Council</p> <table border="1"> <caption>Priority 6: A well managed Council</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On/above Target</td> <td>67%</td> </tr> <tr> <td>Marginally Below Target</td> <td>33%</td> </tr> </tbody> </table>	Category	Percentage	On/above Target	67%	Marginally Below Target	33%
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On/above Target	67%																	
Marginally Below Target	33%																	

Guide for Performance Indicator Report

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






Theme: **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 2 2007-8		Quarter 2 2008-9		Long Trend	Note	Annual 2008/09	Gauge Aim	Expected Outcome
			Value	Target	Status	Value					
LI ***											
NI ***											
NI *** LAA											

PI Code
LI – Local Indicators
LI 1-249 – Local Indicators which are ex BVPIs
NI – National Indicators
NI * LAA** – NIs which are part of the Local Area Agreement

Status	
	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on target.
	This PI cannot be calculated.
	This PI is a data-only PI.

Long Trend	
	The value of this PI has improved in the short term.
	The value of this PI has worsened in the short term.
	The value of this PI has not changed in the short term.
	This Trend cannot be calculated.

Quarter 2 Performance Indicator Report 2008-9

Notes

There is no historic data for most National Indicators (NIs) as 2008-9 is the first year of collection.

Report Author: Lee Admin_Birkett




Report Type: PI Report

Generated on: 21 October 2008



Rows are sorted by PI Code.

Theme: **Priority 1 - Delivering quality services to our customers**

PI Code	Short Name	Responsible Officers	Quarter 2 2007-8			Quarter 2 2008-9				Annual 2008/09	Gauge Aim	Expected Outcome	
			Q2 2007/08		Q2 2008/09		Long Trend	Notes					
			Value	Target	Status	Value			Target				Status
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	86.47 %	78.00 %		91.04 %	80.00 %			61 (of 67) minor application determined within the statutory 8 week period.	80.00 %	Aim To Maximise	On Target

LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	95.65 %	80.00 %		89.90 %	85.00 %			89 (of 99) other applications determined within the statutory 8 week period.	85.00 %	Aim To Maximise	On Target
LI 78a	Speed of processing - new HB/CTB claims (LI 9)	Service Assurance Manager	23.5	29.7		19.4	20.0			Performance has exceeded target this quarter and it is expected that this trend will continue	20.0	Aim To Minimise	Exceeding Target
NI 180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	Service Assurance Manager				2791	2719			This figure represents performance between June 08 and 2nd September 08. Information prior to this is not available from the DWP.	5438	Aim To Maximise	On Target
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Service Assurance Manager				15.3	17.0			Due to data protection restrictions on transfer of information to the department for work and pensions no results have been returned from the DWP. However internal records have been used to estimate performance to date.	17.0	Aim To Minimise	On Target

Theme: **Priority 2 - Delivering regeneration across the Borough**

PI Code	Short Name	Responsible Officers	Quarter 2 2007-8	Quarter 2 2008-9	Annual	Gauge Aim	Expected
			Q2 2007/08	Q2 2008/09			

			Value	Target	Status	Value	Target	Status	Long Trend	Note	2008/09		Outcome
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	50.00 %	60.00 %		100.00 %	65.00 %			1 Major Application determined within the statutory period of 13 weeks	65.00 %	Aim To Maximise	On Target
LI 183b	Length of stay in temporary accommodation - Hostel (weeks)	Strategic Housing and Partnerships Manager	0.00	3.00		0.00	2.00			At the end of September there were no cases in temporary accommodation	2.00	Aim To Minimise	Marginally Below Target
LI 213	(LAAH16) Housing Advice Service: preventing homelessness	Strategic Housing and Partnerships Manager	1.2	0.5		1.5	1.0			There were 8 cases which were prevented from becoming homeless in the second quarter	2.0	Aim To Maximise	Exceeding Target
LI 64	(LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	Administration Assistant - Regeneration; Strategic Housing and Partnerships Manager	22.00	20.00		0.00	18.75			Cabinet approved CPO of 2 long term vacant properties on Blackburn Road Haslingden. Performance against this target remains low. Exploring ways to build capacity to achieve the target.	45.00	Aim To Maximise	

Theme: **Priority 3 - Keeping our Borough clean and green**

PI Code	Short Name	Responsible Officers	Quarter 2 2007-8			Quarter 2 2008-9			Long Trend	Note	Annual 2008/09	Gauge Aim	Expected Outcome
			Value	Target	Status	Value	Target	Status					







LI 218a	Abandoned vehicles - % investigated within 24 hrs	Area Manager West	100.00 %	98.00 %		100.00 %	98.00 %			Second quarter number of requests for service continue to fall fewer vehicles removed, New legislation combined with better enforcement measures have contributed to decline in abandoned vehicles downward trend continues	98.00 %	Aim To Maximise	Exceeding Target
LI 218b	Abandoned Vehicles - % removed within 24 hours of required time	Area Manager West	100.00 %	98.00 %		100.00 %	100.00 %			Second quarter number of requests for service continue to fall fewer vehicles removed, New legislation combined with better enforcement measures have contributed to decline in abandoned vehicles downward trend continues	100.00 %	Aim To Maximise	Exceeding Target
LI 82ai	% of Household Waste Recycled	Business Support Manager	24.78 %	24.50 %		26.90 %	26.50 %			We have increased our figures due to the implementation of the non side waste policy from stickers issued directly onto bins and a mail shot sent to all residents in Rossendale	26.50 %	Aim To Maximise	On Target
LI 82aii	Tonnes of Household Waste Recycled	Business Support Manager	1565.2 6	1475.0 6		1692.3 0	1575.2 1			We have increased our figures due to the implementation of the non side waste policy from stickers issued directly onto	6300.8 4	Aim To Maximise	On Target

										bins and a mail shot sent to all residents in Rossendale.			
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	10.14 %	6.20%		12.44 %	7.50%			We have increased our organic recycling. This will be partly down to the increased number of brown bins allocated to householders	7.50%	Aim To Maximise	On Target
NI 191	Residual household waste per household	Business Support Manager				125	128			Currently on target, confident that yearly target of 510 will be achieved because of the reduced in organic waste during the Winter period.	510	Aim To Minimise	
NI 192 LAA	Percentage of household waste sent for reuse, recycling and composting	Business Support Manager				39.33 %	33.00 %			Currently exceeding target comfortably because of seasonal trends.	33.00 %	Aim To Maximise	

Theme: **Priority 4 - Promoting Rossendale as a cracking place to live and visit**









PI Code	Short Name	Responsible Officers	Quarter 2 2007-8			Quarter 2 2008-9			Long Trend	Notes	Annual 2008/09	Gauge Aim	Expected Outcome	
			Q2 2007/08		Q2 2008/09		Status	Status						Status
			Value	Target	Value	Target								
NI 156 LAA	Number of households living in temporary accommodation	Administration Assistant - Regeneration; Strategic Housing and Partnerships Manager				0	0			At the end of September there were no cases in temporary accommodation	0	Aim To Minimise		

Theme: **Priority 5 - Improving health and well-being across the Borough**

			Quarter 2 2007-8			Quarter 2 2008-9							
PI Code	Short Name	Responsible Officers	Q2 2007/08			Q2 2008/09			Long Trend	Notes	Annual 2008/09	Gauge Aim	Expected Outcome
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	92.00 %	98.00 %		79.00 %	99.00 %				99.00 %	Aim To Maximise	On Target
						188	215			The second quarter has again remained well within the target. It is difficult to compare to the same period last year as the indicator has changed from last year, however, certain categories within the indicator such as vehicle crime and burglary are both showing reductions which is contributing to the achievement	862		
NI 16 LAA	Serious acquisitive crime rate PSA 23	Community Safety Manager										Aim To Minimise	
						80	135						
NI 20 LAA	Assault with injury crime rate	Community Safety Manager								We are unable to compare this figure as this is a new indicator. However	540	Aim To Minimise	

there has been a 21% reduction compared to the first quarter

Theme: **Priority 6 - A well managed council**

PI Code	Short Name	Responsible Officers	Quarter 2 2007-8			Quarter 2 2008-9			Long Trend	Notes	Annual 2008/09	Gauge Aim	Expected Outcome
			Value	Target	Status	Value	Target	Status					
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	62.20 %	63.89 %		59.61 %	47.66 %			Robust recovery procedures ensure that despite the extra collectable debt due to the increase in empty business rates the section is still ahead of target for the year.	97.50 %	Aim To Maximise	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR Manager	4.53	4.00		2.72	4.25			The Sickness Absence Management Procedure has continued to be implemented effectively to ensure support is provided by managers and HR to encourage return to work.	8.50	Aim To Minimise	On Target
LI 76b	Housing Benefits Security number of	Capita; Service Assurance Team				2.00	2.00			The Fraud Section is fully staffed	2.00	Aim To Maximise	

fraud investigators													
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	Service Assurance Manager	82.79 %	75.00 %		85.30 %	90.00 %			Following the changes in computer reporting, £54K has been created and £46K was recovered within this quarter. This equates to an outturn of 85.30%, but work is ongoing to justify these figures as the total outstanding fluctuates significantly.	90.00 %	Aim To Maximise	On Target
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Manager	15.20 %	14.25 %		15.36 %	15.00 %			This outturn is based on the latest figures produced on the Northgate Software. Continued efforts are being made to prove the outstanding debt plus new debt created is accurate (£302,075.84) and that £46,410.93 was recovered during this quarter.	60.00 %	Aim To Maximise	On Target
LI 8	% of invoices paid on time	Finance Manager	95.87 %	95.00 %		94.16 %	97.50 %			Performance dipped in the first quarter of the year, but has been improving steadily since May. Departments have been reminded of the need to use the electronic ordering system for all purchases so that the processing of invoices can as smooth and	97.50 %	Aim To Maximise	Exceeding Target

quick as possible.

Performance Indicator Action Plan – 2008/9



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 relevant Business Plan.

This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together e.g. 76 a, b, c & d) not achieving target levels of performance. The template should be attached against the indicator in Covalent and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Performance Reports produced for Management Team and Members.

Service Area:	Regeneration				Lead Officer for P.I.	Steve Jackson								
Indicator name & number/s:	LI 64 (LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished													
Target achieved in 2007/8?	Yes ✓	No	Quartile position in 2008/9?	Top	2nd	3rd	Bottom	N/A ✓	Is it a KSI?	YES	NO ✓	Is a CPA P.I. ?	YES	NO ✓
PERFORMANCE DURING 2008-9														
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?						
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2nd	3rd	Bottom	N/A		

0	11.25	0	18.75									

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

It is unlikely that this target will be met by the end of the year.

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

The main reason for the target not being met is due to capacity issues within the team. A new structure is being implemented and 3 properties are being taken through the CPO process.

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

A new structure is being implemented which should be in place by December 08.

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

The 09/10 target will seek to redress the under achievement during 08/09 and a firm target will be agreed as part of the business planning process.

Performance Indicator Action Plan – 2008/9



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 relevant Business Plan.

This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together e.g. 76 a,b,c & d) not achieving target levels of performance. The template should be attached against the indicator in Covalent and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Performance Reports produced for Management Team and Members.

Service Area:	Property				Lead Officer for P.I.	Lee Childs									
Indicator name & number/s:	LI 156 Buildings Accessible to People with a Disability														
Target achieved in 2007/8?	Yes	No ✓	Quartile position in 2007/8?	Top	2 nd	3 rd	Bottom	N/A ✓	Is it a KSI?	YES	NO ✓	Is a CPA P.I. ?	YES	NO ✓	
PERFORMANCE DURING 2008/9															
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?							
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2 nd	3 rd	Bottom	N/A			
79%	99%	79%	99%												

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

Rossendale Borough Council is now 79% compliant for DDA in public areas within buildings

A further 17% (Rawtenstall Market, Whitworth Pool) will be made compliant this summer (2008 /09) within the capital repairs contract, making a total of 96%.

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

The remaining 4% is at Marl Pitts Pavilion; this has not been included in the 2008 / 09 capital repairs contract because of possible re-development of the site.

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

N/A

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

If re-development of Marl Pitts Pavilion does not go ahead the DDA works will be included in future contract.

Section 5 – Risks

Detailed performance information about the actions being taken to minimise the occurrence of risk

Guide for Risks Report

This heading displays the Category Description and Strategy grouping for the following batch of Indicators




Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Business**

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



Risk Status

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


	OK
	Warning
	Alert

Quarter 2 Risks Report 2008-9

Report Author: Lee Admin_Birkett
Report Type: Risk Report
Generated on: 31 October 2008




Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Business**




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
R1.10 - Rg	New location cannot be found for Rossendale Transport Limited's bus depot	Head of Regeneration	2	B	2	D	1	F		there are planning issues relating to the delivery of this project but work continues with partners to achieve a solution	06/10/2008	








Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Financial**







Risk Code	Risk Title	Responsible	Original	Original	Current	Current	Target	Target	Target Date	Latest Note	Latest Date	Status
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		Officer	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood				
R1.01 - CS&ICT	Failure to submit LLPG updates to the National Hub	Head of Customer Services	1	D	1	F	1	F	28/07/2008	Rossendale have set up an emergency process to deal with any incidents of not being able to send the DTF 7.3. A copy of all the dtf files that are submitted to the hub are backed up onto the storage area network, exchange and the local computer as well. If Rossendale was unable to submit the update a copy of the previous file would be sent to ensure compliance with the MSA is met.	28/07/2008	

Category Description: **1. Delivering Quality Services to our Customers**
Strategy: **Legal; Regulatory**


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
R1.01 - Le	Provision of timely and effective support and advice to Officers	Executive Director for Business	4	D	3	E	2	E		we continue to provide timely and effective advice and systems are being embedded to ensure we can performance manage response times	24/10/2008	
R1.02 - Le	Provision of timely and effective support and advice to Elected Members	Executive Director for Business	2	D	3	C	2	E		We are reviewing our member enquiry system and setting up new procedures for response times and more effective performance management. Report to EMT will be presented in Oct with an improvement plan and relaunch proposed	24/10/2008	
R1.03 - Le	Practice Manager	Executive Director for	2	D	3	E	2	E		The recent appointment of the acting assistant head of legal will	24/10/2008	

		Business								assist in driving this forward and we are aiming for an action plan to be ready by Dec		
R1.04 - Le	Procurement	Executive Director for Business	2	D	2	D	2	E		We are looking at a corporate approach to scanning reports will be presented to EMT - the focus is in planning at the moment. Collaborative procurement work continues contracts are being completed	24/10/2008	
R1.05 - Le	Court Work	Executive Director for Business	2	D	2	E	2	E		We manage the court work well and bring in extra capacity when needed. We are doing more and its working well with successful results.	24/10/2008	
R1.06 - Le	Equalities	Executive Director for Business	2	D	2	D	2	E		legal are working with HR on improving our service to take into account he EIA we have carried out	24/10/2008	
R1.07 - Li	Street Trading - Risk of legal action if the Council fail to enforce the formal adoption	Licensing Manager			3	D	4	F		Awaiting meeting with Legal Section. Risk is minimal. Any trading on council land requires permission	17/10/2008	
R1.08 - Li	DDA 1995 Accessibility Policy - Decrease in accessible vehicles	Licensing Manager	3	D	3	D	4	F		Awaiting new guidelines from government, research is ongoing. Meeting project officer for the physically disabled in December.	17/10/2008	
R1.09 - Li	Rosendale Test - Decrease in standards may identify public safety risk	Licensing Manager	3	C	3	C	4	B		About to go into consultation with the taxi trade with a view to creating a strategy	17/10/2008	
R1.10 - Li	Review of Tariff - Financial restraints on the Taxi Trade	Licensing Manager	3	D	4	F	4	B		task completed	10/10/2008	

R1.11 - Li	Review of 'mini-bus conversions - financial restraints of the taxi trade / public safety	Licensing Manager	3	D	4	F	4	B		Task completed	10/10/2008	
R1.12 - Dc	Improving levels of customer care	Executive Director for Business	3	D	2	C	4	E		Across the service we have different approaches to customer care , the more front facing services need to completely step back and ask who are customers are and to obtain feedback so we can drive through improvements . Planning is an area of focus. Building control do this very well and report to O and S. Embedding a consistent approach across the directorate by march 2009 is the objective . National indicator 14 is also a big consideration.	24/10/2008	
R1.13 - Dc	Improvement in the way we provide the Regulatory Services business	Executive Director for Business	3	D	3	D	4	E		Further work is required and improvement plans are being worked on and we will use these as the area to focus on to march 2009	24/10/2008	
R1.14 - Dc	Delivery against the National Indicators	Executive Director for Business			3	E	4	E		Performance is good in Planning and Environmental health and improving. Clearer performance management systems are helping us to focus on performance	24/10/2008	
R1.15 - Dc	Delivery of the Equalities Action Plan	Executive Director for Business	2	C	2	D	3	D		Clear tasks have been given to officers by next quarter report I hope to report progress.	24/10/2008	
R1.16 - Dc	Delivery of a public forum and developers forum	Executive Director for Business	4	F	4	F	4	F		Developer forums have been held on the SHLA and other documents / changes to policies and procedures. A public forum is required on the Planning Service and we will pick this up with consultation on the preferred option core strategy	24/10/2008	


R1.17 - Dc	Secure arrangements for conservation advice and arboriculture advice	Executive Director for Business	2	C	2	D	3	D		Applications have been submitted to English heritage for posts for conservation officer and we await the result of the application. A lot of progress has been made	24/10/2008	
R1.18 - Dc	On line applications increase	Executive Director for Business	3	E	3	E	3	D		We continue to perform strongly and are one of the best in lanco on this.	24/10/2008	
R1.19 - Dc	Greater attendance by the Team at LSP meetings/LPOS meetings	Executive Director for Business	3	F	3	F	4	F		We are ensuring we attend LPOS and will be attending LSP meetings	24/10/2008	

Category Description: **1. Delivering Quality Services to our Customers**
Strategy: **Operational**


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
R1.20 - DS	Not reviewing procedures for public speaking at Committees	Committee and Member Services Manager	1	D	3	E	1	E		A questionnaire will be circulated at public meetings to get feedback on the current procedures to see what improvements need to be made. Members will be asked for ideas on how they would like the procedures to develop. It is proposed to start discussions at the Member Development Working Group and ask how members want to take this forward.	16/10/2008	

Category Description: **1. Delivering Quality Services to our Customers**

Strategy: **People**




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
R1.07 - Cs	Neighbourhood plans not developed	Communities Manager	2	D	2	E	2	E		The Council and their partners are presently reviewing their Neighbourhood arrangements (out for consultation) and part of that process will be the development of Neighbourhood Plans.	16/10/2008	

Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Reputational**

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
R1.08 - Cs	Community Cohesion action plan not delivered against	Communities Manager	2	C	2	D	2	E		Community Cohesion will be a cross cutting theme of the Neighbourhood Plans which are being developed as part of the review of Neighbourhood Management. The actions from the Elected Member training session will also be integrated into the plans.	16/10/2008	


Category Description: **1. Delivering Quality Services to our Customers; Quarterly Risks 2008-9**
 Strategy: **Business**

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
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R1.09 - Rg	Valley Center Project does not go ahead	Head of Regeneration	2	C	1	D	1	F		Ashbourne Properties still committed to the project	06/10/2008	
R1.11 - Rg	Lancashire County Council is not able to commit sufficient funding to development of sustainable new Rawtenstall bus interchange	Head of Regeneration	2	B	2	B	1	E		There have been recent issues relating to the availability of funding from LCC, but assurances have been made by the Leader of LCC that funding will be available to deliver this project	06/10/2008	
R1.12 - Rg	External funding is not forthcoming from Elevate and North West development Agency	Head of Regeneration	2	C	2	C	3	D		All of the anticipated funding from Elevate for 2008/2009 is now confirmed and projects are on site. All concept forms will have been submitted to the NWDA by end August 2008 and officers continue to liaise with the NWDA regarding progression. In the meantime work continues in parallel to further develop the projects in anticipation of NWDA approving the submissions onto the next detail application stage. The Chief Executive is to discuss the projects with the CE of North West Development Agency during October to monitor progress.	06/10/2008	

Category Description: **1. Delivering Quality Services to our Customers; Quarterly Risks 2008-9**
Strategy: **Financial**


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
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R1.04 - Cs	The Council fails to work with its partners to help achieve the targets in the LAA	Communities Manager	2	B	2	D	2	E		Council meeting re LAA took place last month; attend by both lead and contributing officers for LAA. ^ Weekly meetings will be arranged and Miladur is currently undertaking mapping exercise of all LAA meeting county wide.	13/10/2008	
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Category Description: **1. Delivering Quality Services to our Customers; Quarterly Risks 2008-9**
Strategy: **People**



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
R1.03 - Cs	The Council fails to provide adequate resources in leading the development of partnership working across the LSP	Communities Manager	2	D	2	E	2	E		No update on last months report. The risk remains Very Low	16/10/2008	
R1.05 - Cs	The new Place survey is not delivered to government requirements	Communities Manager	1	E	2	E	1	E		Survey has been posted out to 3200 households. MORI are managing and administering the process. Good progress being made	13/10/2008	
R1.06 - Cs	Staff & partners do not engage with Community Involvement and Engagement Strategy	Communities Manager	2	C	2	D	1	E		No update on last months report. The risk remains Very Low	16/10/2008	

Category Description: **1. Delivering Quality Services to our Customers; Quarterly Risks 2008-9**
 Strategy: **Reputational**



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
R1.02 - CS&ICT	Failure to implement customer service standards	Service Assurance Manager	4	C	3	E	4	F		Customer service standards are monitored; any breaches are reported to the respective Heads of Service for resolution.	21/08/2008	



Category Description: **2. Delivering Regeneration across the Borough**
 Strategy: **Legal; Regulatory**

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
R2.03 - Dc	Approach to S215 Notices and S79 Building Act notices agreed to ensure "place shaping role fully utilised"	Executive Director for Business	4	E	4	E	4	F		Meetings have taken place and clear process is being worked on / protocol to work to	24/10/2008	


R2.04 - FP	Core Strategy Preferred Option consultation (re) and submission	Principal Planner Forward Planning	2	C	2	C	3	E		The Section is on target in preparing the Core Strategy. In July this year the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008 amended the statutory process in terms of delivering the Local Development Framework, however, this should not prevent the Core Strategy from being adopted in 2010 as intended, although the stages identified in the current Local Development Scheme will have to be amended to take account of the new Regulations.	31/10/2008	
R2.07 - FP	Review of Interim Housing Policy	Principal Planner Forward Planning	4	E	4	E	4	F		Interim Housing Policy was adopted by Cabinet 30th July 2008. This is therefore no longer a risk.	16/10/2008	

Category Description: **2. Delivering Regeneration across the Borough; Quarterly Risks 2008-9**
Strategy: **Legal; Regulatory**


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
R2.01 - Dc	Issuing of the Valley Centre planning application	Executive Director for Business	3	E	3	E	4	F		Section 106 being Negotiated.	20/08/2008	
R2.02 - Dc	Processing of other MAA planning applications/health campus application/adrenal gateway	Executive Director for Business	3	E	3	E	4	F		Health Centre campus received.	20/08/2008	


R2.05 - FP	Rawtenstall AAP delivery	Principal Planner Forward Planning	3	D	3	C	3	E		As 20/08/08. No change.	16/10/2008	
R2.06 - FP	Bacup AAP	Principal Planner Forward Planning	3	D	3	C	3	E		As 20/08/08. No change.	16/10/2008	

Category Description: 3. Keeping Our Borough Clean and Green
Strategy: Legal; Regulatory


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
R3.01 - FP	Climate change/Lifetime homes	Principal Planner Forward Planning	3	E	3	E	3	F		Climate change and lifetime homes issues are being dealt with in the appropriate planning policy documents	31/10/2008	

Category Description: 4. Promoting Rossendale as a cracking place to live and visit
Strategy: Legal; Regulatory

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
R4.01 - FP	Planning Powers are central to the role of place shaper - promotion of sustainable	Principal Planner Forward Planning	2	E	2	E	2	F		This will be delivered through the Local Development Framework, particularly the Core Strategy, and interim planning policies as required.	16/10/2008	




R4.03 - FP	development/low carbon lifestyles and development resilient to climate change												
	Ensure the delivery of affordable housing	Principal Planner Forward Planning	2	C	2	D	3	E		The Interim Housing Policy, adopted by Cabinet on 30/07/08, seeks to secure the delivery of affordable housing through the determination of planning applications. This is being implemented with 38 affordable houses secured as well as a financial contribution, since February 2007. The section will seek to ensure the delivery of additional affordable housing where appropriate.	16/10/2008		

Category Description: 4. Promoting Rossendale as a cracking place to live and visit; Quarterly Risks 2008-9
Strategy: Legal; Regulatory


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
R4.02 - FP	Delivery of the LDF	Principal Planner Forward Planning	2	C	2	B	2	F		As 20/08/08. No change.	16/10/2008	

Category Description: 5. Improving health and well-being across the Borough
Strategy: Legal; Regulatory

Risk Code	Risk Title	Responsible	Original	Original	Current	Current	Target	Target	Target Date	Latest Note	Latest Date	Status
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		Officer	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood				
R5.01 - BC	Implement Radon Gas precautions into building works in line with guidance from British Geological Survey	Building Control Manager	4	E	4	E	4	F		--all new works now incorporate radon gas membranes	17/10/2008	
R5.02 - FP	Promotion of Health and Well Being	Principal Planner Forward Planning	4	E	4	E	4	F		The Core Strategy in particular will seek to promote health and well-being within the Borough.	16/10/2008	
R5.03 - FP	Play and Open Space SPD	Principal Planner Forward Planning	2	E	2	E	2	F		This SPD has been adopted, using powers delegated to the Portfolio Holder on 10th October, by Cabinet meeting of 10th September 2008.	16/10/2008	

Category Description: **5. Improving health and well-being across the Borough**
Strategy: **Operational**



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
R5.01 - SSN	Failure to Implement improvement plans for Parks and Cemeteries	Business Support Manager	2	D	3	D	4	E		Improvements in parks and cemeteries are currently on target, however as the improvements are linked to stakeholder involvements and assistance from external funding opportunities failure to obtain enough match funding to achieve results still remains a risk.	07/10/2008	

Category Description: **5. Improving health and well-being across the Borough; Quarterly Risks 2008-9**

Strategy: **Operational**


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
R5.02 - SSN	Failure to Implement recommendations of Health & Safety Audit	Business Support Manager	3	B	2	C	4	E		Currently risk assessments for refuse collection are being undertaken by the Council's health and safety officer. A number of significant recommendations of improvements to the safety of refuse collections, especially vehicle reversing will be debated at senior management level and outcome will be taken to cabinet for approval. Further risk assessments to be undertaken within parks and open spaces and street cleansing. Recommendation from these exercises will also need to be discussed at senior management level.	07/10/2008	

Category Description: **6. A Well Managed Council**
 Strategy: **Financial**


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
R6.03 - F&P	Accommodation Strategy	Head of Finance and Property	2	C	2	C	2	E		No significant change in that Valley Centre re-development is the catalyst to unlocking resources	30/10/2008	
R6.01 - BC	Budget overspend	Head of Finance and Property					1	D				







R6.23 - EI	Failure to hold a constituency/district election	Elections Manager	1	F	2	E	1	F		Project plans, emergency plans and risk assessments are completed early in the election timetable in order to negate and prepare for serious difficulties arising.	03/09/2008	
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Category Description: **6. A Well Managed Council**
Strategy: **Information**

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
R6.03 - P&P	NI data is unreliable/inaccurate	Head of People and Policy	3	D	3	E	4	F		Recent Data Quality check confirmed. Dta meeting required standards	24/10/2008	


Category Description: **6. A Well Managed Council**
Strategy: **Legal; Regulatory**

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
R6.01 - P&P	Litigation	Head of People and Policy	1	E	2	E	2	E		Professional Legal Guidance being sought as necessary	22/10/2008	


R6.05 - CS&ICT	Litigation	Head of Customer Services	2	D	2	D	2	E		All the existing ICT contracts are currently being evaluated to determine their viability, technical capabilities and current commitments. All contracts will have to be reviewed individually during the next year.	28/07/2008	
R6.12 - DS	Agendas not being published in accordance with statutory timescales	Committee and Member Services Manager	1	E	2	F	1	E		Regular monitoring by the Committee and Member Services Manager takes place. The office white board has deadline dates of reports, agendas and minutes to ensure we are on track with meeting deadlines. Lead-in times are produced for officers so that deadlines are clearly communicated.	07/10/2008	
R6.14 - DS	Procedure for dealing with Councillor Call for Actions not developed	Committee and Member Services Manager	1	D	2	E	1	E		Awaiting guidance from central government as Councillor Call for Actions not yet in place.	15/08/2008	
R6.17 - EI	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs	Elections Manager	2	F	2	D	2	F		May 2008 elections were project managed using legislative deadlines and Electoral Commission guidelines. All processes were carried out within statutory timescales.	02/09/2008	
R6.18 - EI	Failure to comply or act within key legislation	Elections Manager	2	E	2	E	2	E		Project plans for elections and annual canvass are organised within electoral legislation and Electoral Commission guidelines to ensure legislation is complied with.	02/09/2008	
R6.22 - EI	Failure to adequately and appropriately staff the Electoral Service / Election.	Elections Manager	2	E	3	E	2	E		A project plan is devised several months prior to each election (with the exception of by-elections) and the number of staff required in the electoral team is incorporated into	03/09/2008	

												<p>this plan. Staffing for polling stations and the count is also started three months prior to election day in order that adequate staff are sourced and there is sufficient time for effective training to be given. Standby staff are also recruited in case of emergencies on election day. The Emergency Plan contains details of outside organisations and bodies where senior electoral staff can be recruited.</p>
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Category Description: 6. A Well Managed Council
Strategy: Legal; Regulatory; Reputational





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
R6.02 - P&P	Payroll	Head of People and Policy	3	E	3	E	3	E		Continued to be monitored. Contingency Planning in place.	22/10/2008	






Category Description: 6. A Well Managed Council
Strategy: Legal; Reputational

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
R6.20 - EI	Failure to ensure polling stations are DDA	Elections Manager	2	C	3	C	2	C		Polling stations are assessed each year and issues addressed or alternative venues located. It may	02/09/2008	

	compliant / accessible to all										not always be possible to have all stations DDA compliant as most of the buildings used do not belong to the Council and in many areas do not have other public buildings that can be utilised.	
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Category Description: **6. A Well Managed Council**
Strategy: **Operational**

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
R6.01 - CS&ICT	Risk of data centre air conditioning failing	Head of Customer Services	1	E	1	E	1	F	28/07/2008	The replacement two 8.1KW air conditioning units have been successfully installed into the Hardmans Mill data centre. Rossendale now have three individual air conditioning units installed at Hardmans Mill, although the support contract at present is still with sungard which represents a risk.	28/07/2008	
R6.02 - CS&ICT	Maintenance contracts for air conditioning.	Head of Customer Services	1	D	1	D	1	F	28/07/2008	The new air conditioning units have been successfully installed at Hardmans Mill, the contract for support at present is still with sungard. This is currently under negotiation, Rossendale have sourced a new support provider who lives in the local area.	28/07/2008	
R6.02 - BC	Business continuity	Head of Finance and Property	3	D	3	D	4	D				
R6.07 - DS	Joint elected member training	Committee and Member	3	E	3	E	3	F		County Councillors have been invited to particular training events.	16/10/2008	

	plan with the County Council not developed	Services Manager									A joint programme of Local Democracy Week events has also been arranged to share learning with young people about Borough and County matters.		
R6.10 - DS	Failure to apply for re-assessment of the North West Charter	Committee and Member Services Manager	2	D	3	E	2	F			The Committee and Member Services Manager with North West Employers on 16.10.08 to discuss process. Further meeting to be arranged with Elected Members through the Member Development Working Group.	16/10/2008	
R6.11 - DS	The "Know Your Councillor Guide" is not produced	Committee and Member Services Manager	3	E	3	E	3	E			The Know Your Councillor Guide will be published in 2008/09. Discussions are taking place with the publisher regarding timescales for publication.	15/08/2008	
R6.13 - DS	Staff not clear on decision making processes of the Council	Committee and Member Services Manager			2	E	1	E			Democratic Services are available to give advice to officers on committee processes.	07/10/2008	
R6.15 - DS	Failure to implement Civic Protocol	Committee and Member Services Manager	2	E	3	E	2	E			A Flag Flying Policy is being developed as part of the Civic Protocol and will be considered by the Member Working Group. A new flag pole has been erected in Rawtenstall and it is proposed to put a notice board next to this to keep members of the public informed.	16/10/2008	
R6.16 - EI	Failure to safeguard data / key documentation	Elections Manager	2	F	2	D	2	F			Electoral data is stored on the Council's main server which is backed up and has systems in place to negate hackers. A limited number of Democratic staff have access to personal data required for elections and they are trained on the legislation surrounding its use. As information held now includes signatures and dates of birth of	02/09/2008	




											those persons requiring absent voting all staff are made aware of security and related data protection issues.	
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Category Description: **6. A Well Managed Council**
 Strategy: **People**

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
R6.19 - EI	Failure to ensure the health and safety of staff and the public.	Elections Manager	2	E	2	E	2	E		Risk assessments are carried out annually for polling stations, electoral staff and canvassers to reduce risk to staff and the public. These are done using Electoral Commission and Association of Electoral Administrators guidelines and in conjunction with Beacon councils.	02/09/2008	



Category Description: **6. A Well Managed Council**
 Strategy: **Reputational**

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
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R6.02 - F&P	Business Continuity	Finance Manager; Head of Finance and Property	2	D	2	D	3	F		ICON upgrade delayed until confirmation of hardware requirements were received. Hardware now ordered and implementation pending. Further testing then required to ensure required home access for banking functions and back-up processes once staff have moved offices and JE has been replaced. Extension of BACS to refunds has decreased reliance on cheques even further. Separate BCP required for new AUDDIS BACS updates once these have been fully implemented.	21/10/2008	
R6.08 - DS	Programme of events not delivered during Local Democracy Week	Committee and Member Services Manager	2	D	4	F	2	E		Programme of events has been developed.	07/10/2008	
R6.21 - EI	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	E	2	F		In order to safeguard the service and elections from fraud and corruption data and paper files are stored securely, forms are checked against information held and joint working is carried out with the Police. Legislation is also strictly adhered to and Electoral Commission guidelines are utilised.	03/09/2008	

Category Description: **6. A Well Managed Council; Quarterly Risks 2008-9**
Strategy: **Financial**

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
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				d		od		od				
R6.01 - F&P	Embedding Financial Management	Head of Finance and Property	1	C	3	E	3	F		The Audit Commission has given its initial feedback on UoR 2007. Officers are currently gathering additional evidence to further consolidate the current published score of 2	30/10/2008	
R6.04 - F&P	Asset Disposal Programme	Head of Finance and Property	2	D	2	D	3	E		Whitworth NO disposed of during Oct 08 have just achieving its reserve price. Market and climate still against RBC re further disposals.	30/10/2008	

Category Description: **6. A Well Managed Council; Quarterly Risks 2008-9**
Strategy: **Financial; Legal; People; Regulatory; Reputational**

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
R6.24 - EI	Failure to organise elections (Local, National, European, etc)	Elections Manager	2	B	2	F	4	F		Preparations underway for 2008 Electoral role	20/08/2008	

Category Description: **6. A Well Managed Council; Quarterly Risks 2008-9**
Strategy: **Operational**

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
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R6.03 - CS&ICT	Contractual difficulties with Sungard undermine key improvement processes in all areas of the council.	Head of Customer Services	1	B	1	B	1	F		A cabinet report has been produced that contains strategic alternatives.	16/10/2008	
R6.04 - CS&ICT	Centralised Back up process	Head of Customer Services	1	C	1	C	1	D	28/07/2008	A centralised back up process has been implemented in the Hardmans Mill data centre. At present we are waiting replies back from a few suppliers such as Civica to complete the project.	28/07/2008	
R6.06 - CS&ICT	Business Continuity	Head of Customer Services	1	C	1	C	1	D	28/07/2008	A detailed Disaster recovery specification has been developed and it will go out to quote, it is anticipated that the contract will be awarded in Mid November 2008.	16/10/2008	
R6.09 - DS	Member Development Strategy for 2008/09 not implemented	Committee and Member Services Manager	1	E	3	E	1	F		The Strategy is being implemented. Training is held for members. The Member Development Working Group champion training at Group meetings.	07/10/2008	

Category Description: **6. A Well Managed Council; Quarterly Risks 2008-9**
Strategy: **Strategic**

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
R6.08 - SSN	Waste Strategy	Business Support Manager	2	A	2	A	3	D		Further report on a waste strategy for Rossendale to be created detailing the feasibility of operating a waste transfer station or bulking facility within Rossendale. If a	07/10/2008	

decision can not be reached on a latter a cost analysis will be undertaken on delivering waste and recyclables to a partner waste transfer station, and or a Lancashire County approved facility, this being either Whiney Hill or the proposed facility at Huncoat.

Section 6 – Financial Health Indicators

Section 6 - Financial Health Indicators

The Following table attempts to give some context to the financial performance reported to Members during 2008/09:

- Cash Balances – continue to have been strong over the second quarter of 08/09
- Bank Interest generated – RBC have benefited from rates as high as +6.00% compared to current bank base rate of 4.5%
- Debtor management – steady improvement. New software system ARMS will produce benefits over the remainder of 08/09
- Steady and consistent use of electronic payment methods
- Best procurement practices are being embedded, with benefits from the newly launched Team Lancashire procurement to come into play over the next 12 months as we see a transition from East Lancashire e-Procurement.

		As at 31 March 2008	End Q2 2008/09	Long Term Trend
1	Targeting a score of 3 (by 09/10) in the annual Use of Resources assessment by the Audit Commission	TBC	TBC	Audit Commission have given their initial feedback on the 07/08 score. Officers are gathering further evidence. Final report due Dec '08.
2	Cash & Indebtedness (£000)	£4,058	£9,532	Traditionally June is the peak, however

				available cash increased over the 2 nd qtr. Anticipate a reduction over the 2 nd half of the year.
3	Average Debtor Days	66	92	Compares to 83 as at Sept 07, though Sept' saw the significant billing of ad hoc S106 invoices.
4	% Proportion of debtors over 6 months old	31%	33%	Still assuming target of 30%
5	Level of Council Tax arrears (£000)	£2,374	Annual	Annual calculation
6	Level of NNDR arrears (£000)	£254	Annual	Annual calculation
7	% of payments made by electronic means	74%	82%	Steady increase
8	% Interest earned (above SECTOR model portfolio)	0.18	(0.13)	Sector Short Model running at 6.19% (Sept '08). RBC averaging 6.06% Sector model is based on their ability to invest for an average 232 days. The RBC maximum invested has

				been 90days @ 6.2%
9	Corporate Spend (£000)	£7,074	£1,383,475	24% of programme spent or committed in the 1 st half. Pressure on capital receipts due to current financial / economic climate
10	Corporate Spend placed with local companies (£000)	£948	£261	Slight increase from last quarter no new national framework agreements entered into
11	% of above placed thro' collaborative arrangements	22.2%	18.8%	Slight drop as we introduce gateway reviews to the procurement process ensuring the collaborative option is best value for Rossendale
12	No of invoices	4,084	1171	Steady / consistent
13	Average value of invoices	£853	£1,181	Similar to Q2 last year slight increase

14	Average spend per supplier	£3,775	£5,362	Steady / consistent
15	Value of electronic payments (£000)	£58,955	£1,368,938	Steady / consistent
16	% value of electronic payments	85%	98.95%	Expect to see above 98% in long term

Ref'n		Asset 31 March 2008	End Q1 2008/09	Long Term Trend
1	Targeting a score of 3 (by 09/10) in the annual Use of Resources assessment by the Audit Commission	TBC	TBC	Audit Commission currently assessing
2	Cash & Indebtedness (£000)	£4,058	£8,947	Reduction over the longer term
3	Average Debtor Days	66	79	Compares to 77 as at July 07
4	% Proportion of debtors over 6 months old	31%	33%	Still assuming target of 30%
5	Level of Council Tax arrears (£000)	£2,374	Annual	Annual calculation
Ref'n		Asset 31 March 2008	End Q1 2008/09	Long Term Trend
6	Level of NNDR arrears (£000)	£254	Annual	Annual calculation
7	% of payments made by electronic means	74%	82%	Steady increase
8	% Interest earned (above SECTOR model portfolio)	0.18	(0.137)	SECTOR Model running at 5.837% (15/08/09). RBC averaging 5.7%
9	Corporate Spend (£000)	£3,484	£1,116	Steady / consistent
10	Corporate Spend placed with local companies (£000)	£948	£222	Steady / consistent
11	% of above placed thro' collaborative arrangements	22.2%	19.9%	Steady / consistent
12	No of invoices	4,084	1,272	Steady / consistent
13	Average value of invoices	£853	£875	Steady / consistent
14	Average spend per supplier	£3,775	£3,809 84	Steady / consistent
15	Value of electronic payments (£000)	£58,955	£11,050	Steady / consistent

Section 7 – Complaints

Section 7 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council & monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between July and September 2008 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints O/S a beginning 1/4	Complaints Received	Complaints Closed	Complaints O/S at end 1/4	
Chief Executive	People & Policy	Human Resources					
		Policy & Performance					
		Communications					
	Finance & Property	Financial Services					
		Property Services					
Place	Street Scene	Refuse					
		Cleansing					
		Parks & Open Spaces					
	Customer Services	Capita - Council Tax Recovery			2	2	
		Capita- Council Tax			4	4	
		Capita - Call Centre					
		Capita - Benefits			5	5	
		Capita- NNDR					
Capita - OSS							

Head of Service	Service Area	Team	Complaints O/S a beginning 1/4	Complaints Received	Complaints Closed	Complaints O/S at end 1/4	
		ICT					
		Customer Service					
	Communities	Community Safety					
		LSP Delivery		1	1		
		Service Development					
		Area Offices		5	5		
	Regeneration	Regeneration Delivery					
		Regeneration Progs					
		Economic Development					
		Traffic & Parking		1	1		
	Business	Legal	Legal Services				
			Committee & Member Services				
			Elections				
Building Control		Building Control					
Planning		Forward Planning					
		Development Control	1	8	9		
		Land Charges					
Environmental							

Environmental

Head of Service	Service Area	Team	Complaints O/S a beginning 1/4	Complaints Received	Complaints Closed	Complaints O/S at end 1/4
	Health	Health				
		Licensing				
		Total	1	26	27	0

7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	0
2	Poor communication	3
3	Delayed response/lack of response	8
4	Complaint against a named officer	2
5	Complaint received via MP	0
6	Complaint received via Councillor	0
7	Complaint about RBC policy or procedures	13
	No type of complaint assigned	

When a complaint is received by the Council it is assigned to one of seven categories, according to the nature of the complaint. In this way we can monitor whether particular themes or issues are emerging.

Total	26
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7.2 - Ombudsman Complaints

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

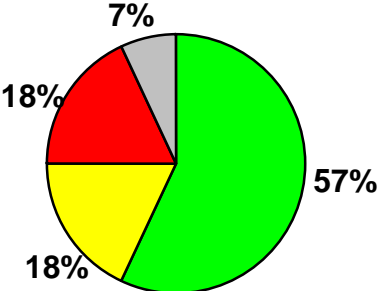
The Council has received recognition from the Ombudsman in relation to its work in improving the management of complaints and how this has resulted in much fewer complaints being made to the Ombudsman. This work has also led to a substantial reduction in the number of ‘open’ complaints being handled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





Ombudsman Complaints (1st July 2008 to 30th September 2008)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place	Capita – Council Tax	0	1	1	0
	Leisure and Culture	0	1	1	0
Business	Development Control	1	5	5	1
	Development Control - Enforcement	1	0	0	1
Executive	Other – Property Repairs	0	1	0	1
	Total	2	8	7	3

Appendix B

Q1 on Target - Corporate View



Legend	
	On/above Target
	Marginally Below Target
	Below Target
	Unknown

Q2 on Target - Corporate View

