

# How are we making a difference to our communities?

## Integrated Performance Report Quarter 3 (October to December 2009)

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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](http://www.rossendale.gov.uk/downloads/rbc_corporate_plan_final_low_res.pdf).

## **How are we performing?**

The Council's Corporate Plan for 2009–12 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**

### **Section 8 – Compliments**

## **Data Quality**

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

### **Who supplied the performance data for this report?**

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in January 2010 by the Council's People & Policy Team using the latest performance information input onto the Covalent performance management system by officers with responsibility for performance information from each of the Council's service areas. The data on complaints and compliments was provided by the Service Assurance Team and financial information by the Head of Financial Services.

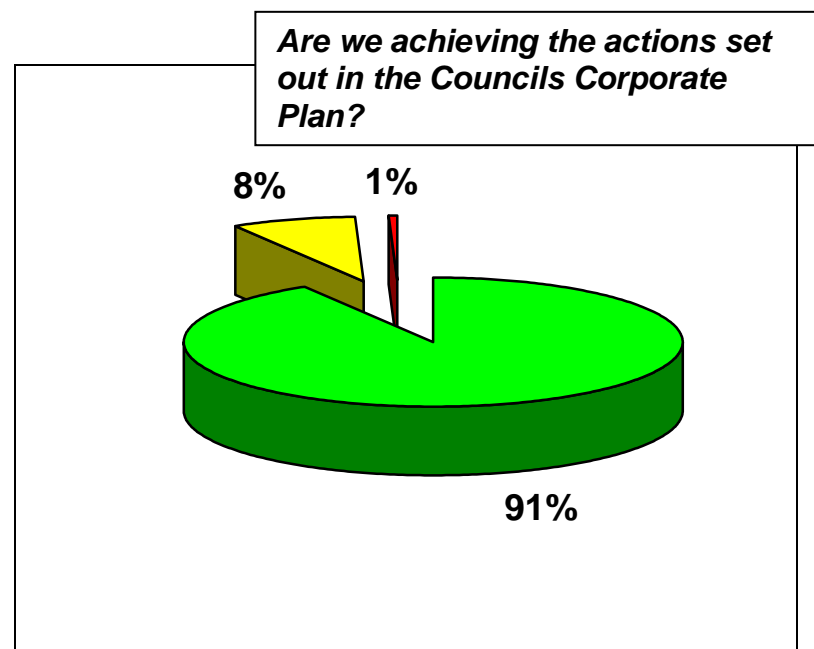
## **Section 1 – High level performance summary**

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

## 2.1 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.	%
<b>Green</b> ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	<b>198</b>	<b>91.2%</b>
<b>Amber</b> ▲	Some issues or risks which require action from the Council's Programme Board to keep the project on track	<b>18</b>	<b>8.3%</b>
<b>Red</b> ●	Project in jeopardy – serious issues or risks needing urgent action	<b>1</b>	<b>0.5%</b>
	Total number of actions	<b>217</b>	



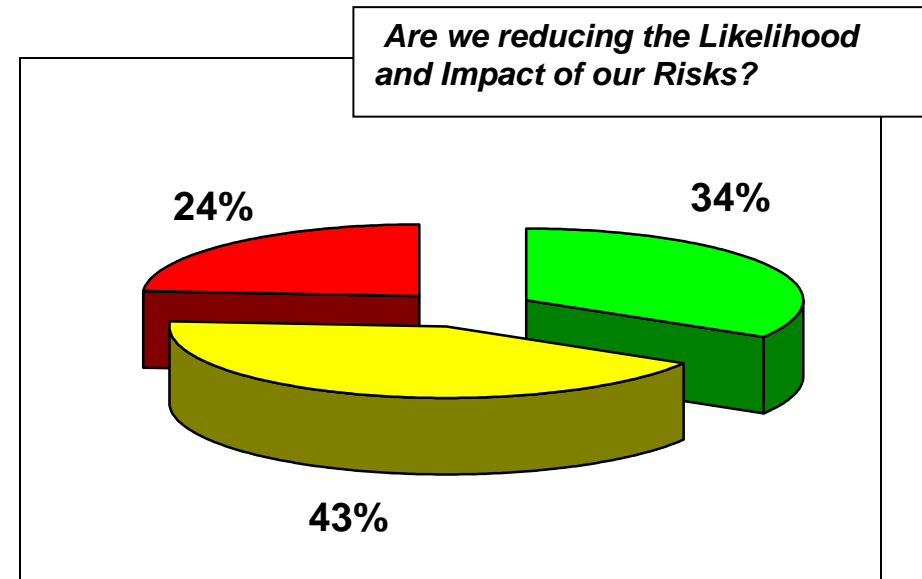
## 2.2 Performance Indicators – achieving targets?

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	NATIONAL INDICATORS		LOCAL INDICATORS		LAA INDICATORS	
			No.	%	No.	%	No.	%
<b>On Target</b>		The performance indicator has achieved or exceeded it's quarter 4 target	<b>2</b>	<b>100%</b>	<b>12</b>	<b>75%</b>	<b>3</b>	<b>75%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>0</b>	<b>0%</b>	<b>1</b>	<b>6%</b>	<b>0</b>	<b>0%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>0</b>	<b>0%</b>	<b>3</b>	<b>19%</b>	<b>1</b>	<b>25%</b>
<b>Unknown</b>		The status cannot be calculated	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Contextual</b>		Not measured against a target	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Total for Quarter 3</b>			<b>2</b>		<b>16</b>		<b>4</b>	

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

Risks			
Legend	Status	No.	%
<b>Green</b> ✔	The likelihood and impact of the risk is low	<b>12</b>	<b>34%</b>
<b>Amber</b> ▲	The likelihood and impact of the risk is medium	<b>16</b>	<b>43%</b>
<b>Red</b> ●	The likelihood and impact of the risk is high	<b>9</b>	<b>24%</b>
	<b>Total</b>	<b>37</b>	



## Reducing the Risks faced by the Council

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

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

### The Council's Risk Matrix

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

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

**(Therefore a risk rated A1 is the highest risk rating and a risk of F4 is the lowest rating.)**

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







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

**Each year the Council reviews and identifies its top priorities for achievement. The budget allocation and corporate and business planning processes are then used to direct the Council’s resources and efforts towards achieving its stated priorities. The following section of the report monitors the Council’s performance under each of the Council’s 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	133	124	93%	8	6%	1	1%	0	0%
National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	6	5	83%	1	17%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	10	4	40%	6	60%	0	0%	0	0%
<b>Total</b>	<b>150</b>	<b>134</b>	<b>89%</b>	<b>15</b>	<b>10%</b>	<b>1</b>	<b>1%</b>	<b>0</b>	<b>0%</b>

## 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 “Value for Money” whereas Operations and Communities 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.

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

### Summary of Financial Monitoring

Bringing IT services back in-house continues to provide further opportunities to review costs and savings. £108k of further savings are anticipated in 2009/10, though this is mitigated slightly by £21k anticipated overspend on software licenses. It is now proposed to put some of these net savings back into the earmarked IT Reserve, which funded the contract termination costs.





In terms of concessionary fares, take-up continues to rise and more accurate data reports from software improvements are predicting adverse variances for the year as a whole.

Benefits take-up is being actively monitored in the current economic climate. The number of benefit claimants at the end of Q3 2009 has risen to over 7,200. In tandem with this, work to identify benefit fraud and pursue recovery of benefit over payments (excluding recovery from on-going benefit) is set to achieve at least £34k more in the year than was originally expected.

## 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	29	27	93%	2	7%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	2	2	100%	0	0%	0	0%	0	0%

LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	7	1	14%	2	29%	4	57%	0	0%
<b>Total</b>	<b>38</b>	<b>30</b>	<b>79%</b>	<b>4</b>	<b>11%</b>	<b>4</b>	<b>11%</b>	<b>0</b>	<b>0%</b>

## 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 “Value for Money” whereas Operations and Communities Services are focused across a variety of customer facing Council priorities.

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### Summary of Financial Monitoring

The recession continues to affect the number of planning applications being received, leading to a predicted adverse variance of £123k in planning income for the year. Actions to mitigate this include reductions in consultancy costs and some staff savings.

The 5-year agreement with LCC for On-street parking enforcement has ceased. Final payment from LCC for the deficit accrued in 08-09 and 09-10 pertaining to RBC's parking enforcement of the streets is expected to result in a £45k favourable variance.





Land Charges income is above target due in part to charging personal search companies for component questions. The ability of Council to charge for component questions is currently subject to legal challenge.

### **Priority 3 – Keeping our Borough Clean, Green and Safe**

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Keeping our Borough Clean, Green and Safe**”. 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, Green and Safe?

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	14	14	100%	0	0%	0	0%	0	0%
National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	4	3	75%	0	0%	1	25%	0	0%
LAA Indicators	1	1	100%	0	0%	0	0%	0	0%
Risks	3	1	33%	1	33%	1	33%	0	0%
<b>Total</b>	<b>23</b>	<b>20</b>	<b>87%</b>	<b>1</b>	<b>4%</b>	<b>2</b>	<b>9%</b>	<b>0</b>	<b>0%</b>

### 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 “Value for Money” whereas Operations and Communities 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.

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### Summary of Financial Monitoring

It was originally envisaged that RBC would bulk up its recyclates (Glass, Cans & Plastics) at its Henrietta Depot, and thus eliminate the need to pay a third party for tipping off, a member decision was made not to proceed with this plan. Consequently, there has been an adverse impact on the council’s budget of £26k.

The budget assumed paper income at £10 per tonne, the market price has moved through the financial year and is currently £30 per tonne. Paper income is therefore projected to exceed budget by £44k.

The current vehicle lease contract was due to expire in November 2009, it has been extended to March 2010 pending formal completion of a tender exercise. The delay in leasing new *additional* vehicles has resulted in a projected under spend of £75k, but this has been reduced by the need to acquire some new vehicles not previously anticipated, therefore the saving to £59k.

The projected over spend on fuel is due primarily to the increases in fuel charges early in the current financial year, current charges are in line with budgeted expectations.





Vacancies within the Area Team and new appointments at lesser grades have resulted in a projected salary under spend of £33k.



## Priority 4 – Promoting the Borough

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Promoting 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.

### 4.1 How are we performing in Promoting the Borough?

Elements of performance that contribute towards the achievement of Priority 4	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	7	6	86%	1	14%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	0	0	0%	0	0%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	1	100%	0	0%
Risks	1	1	100%	0	0%	0	0%	0	0%
<b>Total</b>	<b>8</b>	<b>7</b>	<b>88%</b>	<b>1</b>	<b>12%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

## 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 “Value for Money” whereas Operations and Communities 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.

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### Summary of Financial Monitoring





Newsletter publication efficiencies are expected to save £6k for the year.

Otherwise, the budget is running more or less to plan at present.

## Priority 5 – Encouraging Healthy and Respectful Communities

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Encouraging Healthy and Respectful Communities**”. 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 Encouraging Healthy and Respectful Communities?

Elements of performance that contribute towards the achievement of Priority 5	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	11	10	91%	1	9%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	1	0	0%	0	0%	1	100%	0	0%
LAA Indicators	2	2	100%	0	0%	0	0%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>14</b>	<b>12</b>	<b>86%</b>	<b>1</b>	<b>7%</b>	<b>1</b>	<b>7%</b>	<b>0</b>	<b>0%</b>

## 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 “Value for Money” whereas Operations and Communities Services are focused across a variety of customer facing Council priorities.

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### Summary of Financial Monitoring

Staff savings (vacancies) within the Environmental Health team are offset by reduced income from permitted process applications.

## Priority 6 – Providing Value for Money Services

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

### 6.1 How are we performing in Providing Value for Money Services?

Elements of performance that contribute towards the achievement of Priority 6	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	23	17	74%	6	26%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	3	2	67%	0	0%	1	33%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	16	5	31%	7	44%	4	25%	0	0%
<b>Total</b>	<b>42</b>	<b>24</b>	<b>57%</b>	<b>13</b>	<b>31%</b>	<b>5</b>	<b>12%</b>	<b>0</b>	<b>0%</b>

## 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 “Value for Money” whereas Operations and Communities 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.

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### Summary of Financial Monitoring

Recent re-structures and staff savings include £25k within Legal Services and £23k in Democratic Support, £45k within Corporate Management, £33k within the Finance Department and £25k in the People & Policy Team.

Operational building running costs are actively monitored. Gas and electric usage are checked monthly and the budgets have been revised to show an adverse £72k at Q3, reduced from £85k adverse reported at the end of Q1. Water charges are also an area where the details of invoices are being checked carefully to ensure that new surface water charges and water usage meter readings are correct. Rental income from investment property is still struggling in the current recession, though £21k of one-off losses have been incurred as part of a complete review of tenancies and debts outstanding.

The cost of pensions for former employees has increased by £21k beyond the original budget as a result of inflation, though the pay award for 2009/10 was lower than expected, resulting in a saving of £108k.

Re-tendering the Council’s insurance requirements in full this spring has resulted in a saving of £115k compared to the original budget.

Interest and other capital financing costs continue to perform ahead of target and ahead of the Sector model portfolio. At the end of Q3, the Council expects to earn an extra £59k in interest income for the year.




## **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 is due for completion by March 2010.**




# 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 3 Action Report 2009-10







**Report Type:** Actions Report









**Author:** Lee Admin\_Birkett





**Generated on:** 22 January 2010





## Description 1. Delivering Quality Services to our Customers; Corporate Plan Actions

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
BC3	Implementing quality assurance in line with ISO 9001	31 Mar 2010	Building Control Manager	16 Oct 2009	16 Oct 2009	accreditation to August 2011 achieved, ongoing system monitoring to maintain compliance	16 Oct 2009	✓
BC5	Building Control service delivery to be benchmarked against six authorities within Pennine Lancashire	31 Mar 2010	Building Control Manager	24 Jul 2009		waiting for response from other Pennine Lancs authorities	14 Jan 2010	✓
C&MS1	To deliver a joint programme of events with the County Council for Local Democracy Week	31 Oct 2009	Committee and Member Services Officer	22 Jul 2009	14 Oct 2009	Joint budget setting events completed with Rossendale Borough Council and Lancashire County Council during Local Democracy Week. Successful event with positive feedback from schools. Seven secondary schools participated in the events.	04 Dec 2009	✓
C&MS10	Community Governance Review	31 Mar 2010	Committee and Member Services Officer; Elections Manager	10 Aug 2009		Guidance states that a review is required every 10-15 years, however no review is required at the present time. A meeting has been held with the Director of Business to discuss the procedures for a review and also identify project leads.	14 Dec 2009	✓
C&MS11	Promote the role of the Mayor as Civic Leader	31 Mar 2010	Committee and Member Services Officer	28 Jul 2009	09 Dec 2009	Pride in Rossendale Award attended in November. Visits to the Council Chamber were promoted and visits were organised to the Council Chamber for the Mini Mayor promotions. The Mayor was promoted through visits to schools in the run up to Christmas and schools were visited to award certificates to those that had entered the Mini Mayor competition. Information is accessible on the Council's website on how to invite the Mayor to events to promote public awareness. Civic	09 Dec 2009	✓









Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Delegation Visit to Bocholt was held in September. All actions are now complete.		
C&MS2	To achieve Level II of the North West Charter for Member Development	30 Nov 2009	Committee and Member Services Officer	22 Jul 2009		Member Development Working Group and the Director of Business have agreed that it is likely to be next year before a submission can be made, in the meantime the Council will need to be re-assessed at Level 1.	09 Dec 2009	
C&MS3	To deliver a joint programme of Ward Walks with the County Council	31 Mar 2010	Committee and Member Services Officer	07 Oct 2009		Another Highlight Report was produced for the Executive Management Team to review the effectiveness and arrangements for Ward Walks. Awaiting feedback.	09 Dec 2009	
C&MS4	Implement actions arising from the Local Democracy Bill	31 Mar 2010	Committee and Member Services Officer	09 Dec 2009		The Bill was passed on 12th November and implications of the Bill have been assessed. At present implications have been identified for the Civic Protocol which now requires amending.	09 Dec 2009	
C&MS5	Implement actions from the Local Government and Public Involvement in Health Act	31 Mar 2010	Committee and Member Services Officer	28 Jul 2009		Councillor Call for Action was approved at Full Council in August. Crime and Disorder was examined in November by the Overview and Scrutiny Management Committee and requested to attend Committee in 2010. The Performance Overview and Scrutiny Committee receive quarterly updates on the Local Area Agreement and Multi Area Agreement; these are also monitored closely through an LAA Task and Finish Group.	09 Dec 2009	
C&MS6	Member Development Strategy	31 Mar 2010	Committee and Member Services Officer	22 Jul 2009		The Member Development Strategy was submitted to the Member Development Working Group in November with the Annual Training Schedule. They will also be going to Standards Committee in January. Training opportunities are being promoted through the Members Bulletin, and several training events have already taken place.	09 Dec 2009	
C&MS7	Actively promote opportunities to become involved in the democratic process and create new ways for people to express their views to the Council	31 Mar 2010	Committee and Member Services Officer; Elections Manager	28 Jul 2009	09 Dec 2009	Received good feedback from schools regarding the Local Democracy event and plans are starting for organising next year's event. The "Know your Councillor Guide" has just been distributed to households in Rossendale. Community engagement has been achieved through consultations on Leisure and also the Core Strategy.	09 Dec 2009	






Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
C&MS8	Promote the service provided by Councillors	31 Mar 2010	Committee and Member Services Officer	28 Jul 2009	09 Dec 2009	The Constitution has been updated and provides information on Councillor roles, Portfolio Holder roles and Member Champion roles. The role and profile of Councillors has been raised externally through the "Know Your Councillors" guide which has been distributed to households in Rossendale. Councillor Ward Maps have been updated and distributed. Information is published on the web on Councillors' surgeries and posters are on display at the One Stop Shop.	09 Dec 2009	
C&MS9	Raise the profile of the Standards Committee	31 Mar 2010	Committee and Member Services Officer	22 Jul 2009	22 Jul 2009	The profile of the Standards Committee was raised when the Council won the Standards and Ethics Award.	22 Jul 2009	
Cmt15	Development theme groups i.e. Housing, Culture	31 Mar 2010	LSP Delivery Officer	22 Jul 2009		Housing and planning theme group met for the first time in December - minutes on the LSP website. Health and well being currently refreshing its action - away day organised for the 11th February.	11 Jan 2010	
Cmt16	Communication and cross linkages of LSP activities to the various stakeholders	31 Mar 2010	LSP Delivery Officer	22 Jul 2009		This is an ongoing piece of work. The 'Theme Groups' within the Local Strategic Partnership do focus on the cross cutting issues and how they can collectively work together to deliver projects.	14 Jan 2010	
Cmt17	Refresh LSP Delivery Plans	31 Mar 2010	LSP Delivery Officer	22 Jul 2009		Report on updating LSP delivery plans to be presented to LSP executive on 25th January. Theme groups will be requested to have the new plans in place before the next LSP executive meeting on 26th April 2010.	11 Jan 2010	
Cmt18	Performance Management of LSP	31 Mar 2010	LSP Delivery Officer	22 Jul 2009	22 Jul 2009	End of year performance against Sustainable Community Strategy and Annual Report of the LSP now produced and presented at the LSP executive AGM on the 20th July	22 Jul 2009	
Cmt19	Manage the Council Co-ordination of the LAA	31 Mar 2010	LSP Delivery Officer	22 Jul 2009		Ongoing - currently planning to ensure end of year LAA report produced by April 2010.	11 Jan 2010	
Cmt23	Continue to be a proactive partner on consultation and Collaborative Partnership	31 Mar 2010	Communities Manager	22 Jul 2009		Joint website currently being developed by the Partnership.  However having taken account of a risk evaluation, impact on capacity and not wanting to duplicate across two sites senior management team have decided not to be referred to on the site. SMT	11 Jan 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						decided to continue with the development of the Council's existing JADU module as it can perform many of the key functions that the new website can do. This cautious approach will give us the opportunity to challenge and evaluate ourselves both internally and externally.		
Cmt24	Maintain Council consultation Diary	31 Mar 2010	LSP Delivery Officer	22 Jul 2009		Ongoing - the intention is to manage the consultation diary through the new joint East Lancashire Consultation website	14 Jan 2010	
Cmt27	Strengthen third sector engagement with the wider partnership	31 Mar 2010	Communities Manager	03 Sep 2009		It is pleasing to report that Community Groups are continuing to apply for membership of the Neighbourhood Forums. The Communities Team are working closely with all of these individuals and groups, and larger organisations like REAL and Burnley Pendle and Rossendale CVS on initiatives aimed at supporting and strengthening the work of the Third Sector. The Council has also invited community groups and organisations to apply to its Grants to Outside Bodies fund specifically aimed at strengthening our engagement and support to the third sector.	07 Jan 2010	
Cmt29	Support the development of the Core Strategy	31 Dec 2009	Communities Manager	07 Aug 2009		The Area Managers who support the members of the Neighbourhood Forums are working closely with the Forward Planning Team to ensure the priorities of the Core Strategy and the Neighbourhood Plans complement and support each other. Members of the Local Strategic Partnership Executive have held a special meeting facilitated by the Forward Planning Team to gain a better understanding of the Local Development Framework and how they can help develop and support its delivery.	07 Jan 2010	
Cmt32	Establish and implement a project plan for the delivery of a new Swimming Pool	31 Dec 2009	Culture Officer	01 Apr 2009		Recommendations from the Pool Review Panel were incorporated into a report on the leisure review to Cabinet in December 2009. Follow on work is being carried out to look at the options for the pool development on the Haslingden Lifestyle Centre site to inform the report to full council in February. This will include the internal layout of the building, options for the internal specification and full costings for the development. This information will	12 Jan 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						inform the contract brief for the pool development.		
Cmt33	Establish and implement a project plan for the community takeover or closure of Bacup Leisure Hall	31 Dec 2009	Culture Officer	01 Apr 2009		<p>A PIN notice was issued in line with the requirements of the Official Journal of the European Union (OJEU) to invite Expressions of Interest in Bacup Leisure Hall. In addition an open evening was held to support Community Groups to bring forward ideas for the facility and Market Stall sessions undertook to consult with and inform local residents about the Leisure Review.</p> <p>Groups were given four weeks to complete the Expression of Interest. Five approaches were made to the Council but only three Expressions of Interest were received. These were from two proposed Community Groups (not constituted but would become on acceptance of their offer) and an international business currently operating outside of the valley looking to relocate.</p> <p>The Panel held an initial meeting to review the Expressions of Interest. Subsequent to the Bacup Leisure Hall Panel meeting, Overview and Scrutiny -Leisure met on 19th November, where a request was made of the Overview and Scrutiny members to convene a further Panel meeting to consider the proposals in more detail. The Panel are continuing to look at the viability of options for the Hall and will present an update to Full Council in February 2010.</p>	12 Jan 2010	
Cmt34	Support the development of member training	31 Mar 2010	Communities Manager	07 Aug 2009		The proposed Councillor's 'Community Engagement' training event planned for December 2009 did not take place due to other priorities. The Communities Team have produced a training plan which is ready to be delivered and are talking to Members Support to reschedule the training.	07 Jan 2010	
Cmt35	Deliver continued development through Team Rossendale	31 Mar 2010	Communities Manager	07 Aug 2009		Members of the Communities Team continue to utilise their 1:1 meetings to identify any ongoing personal development and collectively they have completed the online Fraud Module.	07 Jan 2010	
Coms1	Rationalise the photo library and make a selection of	31 Jan 2010	Communications Advisor	10 Jul 2009	17 Aug 2009	New photo database for 2009 now in place .A selection of photographs ready to be placed on	24 Jul 2009	












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	images available on the Intranet.					Intranet. Working with ICT on this section of the project.		
Coms10	Establish guidance on how to identify and manage reputational risks	31 Dec 2009	Communications Manager	10 Jul 2009	15 Jan 2010	To Management Team in Jan 2010	15 Jan 2010	✓
Coms2	Carry out a customer evaluation of the Rossendale Alive newsletter.	31 Mar 2010	Communications Advisor	22 Jul 2009		Carrying out consultation with members and planning to do focus groups' early march.	15 Jan 2010	✓
Coms3	Produce a revised Communication Strategy.	30 Mar 2010	Communications Manager	10 Jul 2009		Consultation being sent out to Members	15 Jan 2010	⚠
Coms5	Update service level information folders provided at the One Stop Shop.	28 Feb 2010	Communications Manager	10 Jul 2009		Monthly programme of revisions has been drawn up.	15 Jan 2010	⚠
Coms6	Develop a Mini-mayor annual report publication in conjunction with Democratic Services	31 Mar 2010	Communications Advisor	06 Aug 2009		Working with Dem services on plan for new mini mayor and report.	15 Jan 2010	✓
Coms7	Produce and distribute a new A to Z of Council Services, involving residents in the determining the content and style	31 Jan 2010	Communications Advisor	22 Jul 2009		HOS are checking all entries - 1st draft due the end of January	07 Jan 2010	✓
Coms8	Pilot communication training on writing press releases and writing for a newsletter.	26 Mar 2010	Communications Manager	10 Jul 2009		Discussions with training supplier.	15 Jan 2010	✓
Coms9	Review methods of internal communication following the appointment of a new Chief Executive and identify a staff engagement channel to replace the 'Ask Carolyn' initiative.	31 Mar 2010	Communications Manager	10 Jul 2009	15 Jan 2010	Team Rossendale Meetings now established	15 Jan 2010	✓
CS&ICT10	COMPLETE FACE TO FACE CUSTOMER SERVICE PROJECT WITH LCC	01 Jun 2009	Head of Customer Services	27 Jul 2009	27 Jul 2009	The face to face project with LCC has been completed; the report has been approved by the Lancashire Local and is now in the implementation phase.	18 Aug 2009	✓
CS&ICT11	IMPLEMENT ICT DISASTER	28 Feb 2010	Head of Customer	01 Apr 2009		All the storage hardware has been implemented,	05 Jan 2010	✓








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	RECOVERY		Services; Technical Infrastructure Manager			just waiting for the F5 (remote box to enable users to log on to be implemented). Following this, applications will be tested; all the applications that have not been moved over to the infrastructure have been made aware to the respective Head of Service.		
CS&ICT12	IMPLEMENT GOVERNMENT CONNECT	30 Sep 2009	Head of Customer Services; Technical Infrastructure Manager	01 Apr 2009	30 Sep 2009	The Government Connect project has been completed, Rossendale have gained access to the GCSx network. The policy documents have been developed for user access, the Data Protocol has been completed and is due to go back to O&S in Nov 2009 for final ratification.	03 Oct 2009	
CS&ICT13	UPGRADE ACTIVE DIRECTORY TO 2008	31 Dec 2009	Head of Customer Services; Technical Infrastructure Manager	03 Aug 2009	01 Oct 2009	The new Active directory has been completed, at present the Rossendale users are being migrated to the new Domain and Exchange 2007.	03 Oct 2009	
CS&ICT14	UPGRADE EXCHANGE TO 2007	31 Dec 2009	Head of Customer Services; Technical Infrastructure Manager	03 Aug 2009	01 Oct 2009	The exchange 2007 project has been completed; the process of user migration has been started and is due to finish by the end of 2009.	03 Oct 2009	
CS&ICT16	COMPLETE BUSINESS PROCESS RE-ENGINEERING OF ICT FIRST CALL	01 Jun 2009	Service Assurance Team; Head of Customer Services; ICT Technical Support Officer	01 Apr 2009	27 Jul 2009	The process work has been completed and the process has been implemented. The next phase of the project will involve the implementation of a new system to do this piece of work.	18 Aug 2009	
CS&ICT17	COMPLETE BUSINESS PROCESS RE-ENGINEERING OF COMMUNITIES ADMIN	31 Mar 2010	Service Assurance Team; Head of Customer Services	06 Apr 2009		Initial meeting at the beginning of April with Communities Admin Team. Following on from this 2 -is process mapping workshops have taken place with the communities admin team for the defaults process. Next step is a 2 be process mapping workshop to be undertaken in the Autumn.	17 Aug 2009	
CS&ICT18	COMPLETE DATA SHARING PROTOCOL	01 Oct 2009	Service Assurance Team; Head of Customer Services	01 Apr 2009	27 Jul 2009	The data sharing protocol has been approved by both O&S and cabinet.	05 Jan 2010	
CS&ICT19	REVIEW MOBILE WORKING FOR LICENSING & ENVIRONMENTAL HEALTH	31 Mar 2010	Environmental Health Manager; Head of Customer Services; Technical Infrastructure Manager	04 Aug 2009		Scheme operating in Barnsley not considered to be viable. Pennine Lancs Chief EHOs to meet in January to consider way forward.	06 Jan 2010	
CS&ICT2	upgrade sx3 to version 6	01 Aug 2009	ICT Technical Support	01 Jun 2009	05 Jan 2010	The Service Assurance Team has now received	11 Dec 2009	






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			Officer; Service Assurance Manager			system configuration training. Version 5 of the software is due to be switched off, for use by staff on 17th January and all staff should be using Version 6 from 18th January.		
CS&ICT3	Implement paperless dd's	28 Feb 2010	ICT Technical Support Officer; Service Assurance Manager	01 Apr 2009	11 Jan 2010	IT. and bank approval are now in place. Paperless direct debit processing is being utilised. A promotion strategy is in the process of being finalised.	11 Dec 2009	
CS&ICT4	Conduct survey on RBC website	31 Mar 2010	Service Assurance Team; ICT Technical Support Officer	28 Jul 2009		SOCITM continue to collate feedback through the web site- a full report will be produced at the end of the 12 month period.	15 Jan 2010	
CS&ICT5	TO CONSULT WITH CUSTOMERS ON WHAT THEY WANT FROM A BENEFITS SERVICE	31 Mar 2010	ICT Technical Support Officer; Service Assurance Manager	11 May 2009		Further analysis by the SAT & Capita is still required before the highlight report and action plan can be finalised. The project is a little behind schedule but it is anticipated that it will be completed by the target date.	17 Dec 2009	
CS&ICT6	ENCOURAGE THE TAKE UP OF BENEFITS	31 Mar 2010	ICT Technical Support Officer; Service Assurance Manager	01 Jun 2009		During quarter 3 we have proactively targeted parents with dependant children to promote the recent government changes to disregard child benefit, as an income, for customers claiming housing and council tax benefit. Proactively targeted pensioners who may qualify for extra help because the capital thresholds have increased. The Service Assurance Team has also, as part of Central Governments Child Poverty agenda, worked with Job Centre Plus to promote the return to employment of single parents, as part of Central Government's Financial inclusion agenda, via way of workshops in Bacup and Rawtenstall. It is hoped that by actively targeting take up we can increase the disposable income for some of the most vulnerable people in our community and so help reduce poverty.	11 Dec 2009	
CS&ICT7	INCREASE % OF PEOPLE WHO ARE SATISFIED WITH THE BENEFIT SERVICE TO 66%	31 Mar 2010	ICT Technical Support Officer; Service Assurance Manager	11 May 2009	16 Oct 2009	Although RBC conduct an annual satisfaction survey, the sample size is relatively small in comparison to the sample size used in this survey. Previously Authorities had to survey their customers every 4 years and report the results to the audit commission. This is no longer the case since the new performance indicators were	16 Oct 2009	



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						introduced, but RBC along with a number of authorities in Lancashire and Greater Manchester chose to still undertake the exercise. Once all authorities have their results we hope to benchmark against each other. The results of RBC's Benefit Survey have only this week been received by the SAT. Overall Satisfaction with the Benefit Service has increased to 75%. The results of this survey will be analysed and an action plan drawn up to address any areas where improvement may be needed.		
CS&ICT8	INCREASE % OF PEOPLE WHO ARE SATISFIED WITH THE WAY ROSSENDALE HANDLES COMPLAINTS TO 34%	31 Mar 2010	ICT Technical Support Officer; Service Assurance Manager	29 Jun 2009	15 Dec 2009	Completed questionnaires received from customers in response to a request for feedback on satisfaction with the complaints process, show an overall level of satisfaction of 54.5% for the period April to September 2009. Satisfaction levels will continue to be monitored and reported to EMT. Current feedback will help inform the redesign of the feedback process next year.	15 Dec 2009	✔
CS&ICT9	CONSULT WITH CUSTOMERS ON WHAT THEY WANT FROM A OSS	31 Mar 2010	ICT Technical Support Officer; Service Assurance Manager	11 May 2009		The Service Assurance Team are in the process of pulling together all information gained from the Benefits Survey, the annual customer satisfaction survey and consultation in relation the review of the Customer Service Standards. This information will be analysed and form a report and action plan which will be presented to EMT and form a report to Operational Board.	11 Dec 2009	✔
DC1	Improving levels of customer care within the planning service –Implement Customer Improvement Action Plan	31 Mar 2010	Technical Assistant - Planning	20 Aug 2009		All actions implemented except for Customer Service Standards Charter this will be completed by the end of quarter 4.	04 Jan 2010	✔
DC10	DC staff benchmarking exercise with other Lancashire & Greater Manchester Authorities	31 Mar 2010	Technical Assistant - Planning	20 Aug 2009		As part of the Customer Improvement Plan the bench marking exercise will be undertaken in 4th quarter	04 Jan 2010	✔
DC2	Implement Actions of Internal Audit Report	31 Mar 2010	Technical Assistant - Planning	20 Aug 2009	20 Aug 2009	All aspects of Internal Audit Report have been implemented	20 Aug 2009	✔
DC3	Improve performance against agreed measures	31 Mar 2010	Technical Assistant - Planning	20 Aug 2009		Quarter 3 questionnaires received and will be monitored, updating of questionnaires	04 Jan 2010	✔




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DC4 a	Improve securing specialist arrangements for conservation	31 Mar 2010	Technical Assistant - Planning	07 Oct 2009	07 Oct 2009	Both Conservation Officer's are now in place	07 Oct 2009	
DC4 b	Improve securing specialist arrangements for arboriculture advice	31 Mar 2010	Technical Assistant - Planning	07 Oct 2009	07 Oct 2009	Both Conservation Officer's are now in place	07 Oct 2009	
DC5	Work with new owner of Valley Centre to determine an amended scheme	31 Mar 2010	Technical Assistant - Planning			No further progress since last report	04 Jan 2010	
DC6	Processing of other major planning applications	31 Mar 2010	Technical Assistant - Planning	07 Oct 2009		Improvement in Quarter 3 with 100% on Major Applications	04 Jan 2010	
DC7	Bring into use further modules of new IT system	31 Mar 2010	Technical Assistant - Planning	07 Oct 2009		Training in place for Crystal Reports and Admin Training being taking place January and February 2010	04 Jan 2010	
DC8	Implement programme for processing appeals electronically	31 Jul 2009	Technical Assistant - Planning	20 Aug 2009	20 Aug 2009	Awaiting for a House holder appeal to come in but system is in place	20 Aug 2009	
EH1	Review and redesign all EH regulatory services	31 Mar 2010	Environmental Health Manager	04 Aug 2009		Review of Commercial EH enforcement policy prepared - to go to O&S Policy Committee on 13th January	06 Jan 2010	
EH2	Review and improve working arrangements with other RBC departments and external agencies	31 Mar 2010	Environmental Health Manager	04 Aug 2009		Meeting arranged to set out health plan for Rossendale based on full understanding of health needs of the community. Funding obtained from Communities for Health and Pound per head funding will be allocated to support implementation of the plan during 2010/2011	06 Jan 2010	
EH3	Implement mobile working project	31 Mar 2010	Environmental Health Manager	04 Aug 2009		Project being combined with other Pennine Lancashire Authorities who also use Authority software.	06 Jan 2010	
EH4	Implement initiatives in relation to quality assurance, Customer Service Excellence & IT standards	31 Mar 2010	Environmental Health Manager	04 Aug 2009		Copy of new quality standard ISO9004:2009 obtained. The quality manual will be reviewed to bring it into line with this standard so that the quality management system will ensure continuous improvement.	06 Jan 2010	
EH5	Review whole of Emergency Planning and Business Continuity Services, also taking climate change into	31 Mar 2010	Emergency Planning; Environmental Health Manager	04 Aug 2009		No further work this month.	09 Nov 2009	

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	account, and implementing action following audit							
EH6	Review and redesign all licensing regulatory services	31 Mar 2010	Environmental Health Manager; Licensing Manager	04 Aug 2009		Template of service review discussed amongst Licensing team. Shared with Taxi Liaison members in December. Further work to be done on developing an enforcement policy for taxi licensing.	06 Jan 2010	
EH7	Implement street trading legislation	31 Mar 2010	Licensing Manager	04 Aug 2009	06 Jan 2010	This work has been completed.	06 Jan 2010	
EH9	Directorate Benchmarking required	31 Mar 2010	Environmental Health Manager	04 Aug 2009		The Self Assessment and Peer Review process is underway. Services in EH, Licensing and Development Control are being assessed by external reviewers in February.	06 Jan 2010	
Elec1	Improving engagement with the democratic process	31 Mar 2010	Elections Manager	28 Jul 2009	15 Jan 2010	The revised Register of Electors was published on 1st December after updates from 30999 (99.46%) properties had been processed. This work allows for the correct residents to be included in elections and is backed up by the monthly rolling registration process whereby individual properties are updated when occupants change.	15 Jan 2010	
Elec2	Actively promote opportunities to become a councillor	31 Mar 2010	Elections Manager	28 Jul 2009	15 Jan 2010	Nomination packs for prospective candidates will be available, in line with legislation, in March 2010 for the Borough and Parliamentary elections and information about these elections will be posted on RBC's website as it becomes available. Up until that time a wide range of information is available from the Electoral Commission's website.	15 Jan 2010	
Elec3	Actively promote the electoral process	31 Mar 2010	Elections Manager	28 Jul 2009	15 Jan 2010	In the run up to 2010 elections information regarding how and where to vote will be placed on the council's website, in the local press and also council publications.	15 Jan 2010	
Elec4	Ensure convenient access to the right to vote	31 Mar 2010	Elections Manager	28 Jul 2009	15 Jan 2010	Polling stations checked under the polling district review will be used at 2010 elections unless they are no longer available. In this case new stations will be sought using local knowledge from council officers and elected representatives. All electors are also given the option to vote by post as this may be more convenient for them than visiting a polling station.	15 Jan 2010	

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Elec5	Maintaining the security of the electoral process	31 Mar 2010	Elections Manager	28 Jul 2009	15 Jan 2010	In 2010 personal identifiers (signatures and dates of birth) continue to be collected for all postal and proxy voters. Staff working on electoral processes are trained to maintain security and integrity and political parties are briefed to ensure their integrity is maintained also.	15 Jan 2010	
Fac4	Develop Accommodation Plan	30 Jun 2009	Property Services Manager	01 Apr 2009		Excellent progress made to integrate the Business Centre staff within the Council. Training has been given on essential systems, all invoices to tenants and new Direct Debit instructions have been processed. Existing service contracts have been transferred to RBC, with the exception of the gas contract which was not originally registered. The works contract for the conversion of the new Council Chamber has been tendered and a decision made through the Delegated Decision Scheme. Works begin on site on 25th January for one month. Member Working Party has met to discuss details such as decor, furniture and layout, with a further meeting due 27th January - final decision on equipment and furniture possibly to be deferred to Full Council on 25th February. Still on track to transfer services last week of March	14 Jan 2010	
FP1	Delivery of the LDF including the Core Strategy Revised Preferred Option consultation and submission and continued preparation of the Area Action Plans	31 Mar 2010	Land Charges Officer; Technical Planning Assistant	27 Jul 2009		The Forward Planning Team went out to Consultation on the Core Strategy document 'The Proposed Way Forward'. The consultations ran from the 16 November 2009 until the 18 December 2009 and took place at various venues throughout the borough. The comments received are now in the process of being collated.	05 Jan 2010	
FP2	Assist in production and review of RSS	31 Mar 2010	Land Charges Officer; Technical Planning Assistant	27 Jul 2009		RBC has been consulted on the Integrated Regional Strategy (IRS) and a report outlining the key themes will be taken to Cabinet in February. The Council will be represented at the Examination in Public by the Forward Planning section to ensure the Borough's interests are protected and any issues or concerns raised.	15 Jan 2010	
FP3	Preparation of supplementary planning documents including	31 Mar 2010	Land Charges Officer; Technical Planning	27 Jul 2009		It is intended to take this document to Council in March 2010 for approval	15 Jan 2010	








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	Re-use of Buildings in the Countryside		Assistant					
FP4	Production of AMR	31 Dec 2009	Land Charges Officer; Technical Planning Assistant	27 Jul 2009	05 Jan 2010	The Annual Monitoring Report was submitted on the 24 December 2009, meeting the deadline of the 31 December 2009. Please note that there was an error in the last comment on the Annual Monitoring Report which stated submission in December 2010. This should have read 2009.	05 Jan 2010	✓
FP5	Preparation of Interim Policy related to Hot Food Takeaways	30 Jun 2009	Land Charges Officer; Technical Planning Assistant	27 Jul 2009		Awaiting a Scheme of Delegation which is being prepared by Stephen Stray and Adrian Harding.	05 Jan 2010	✓
FP7	Provision of training / building up relationships with members of DC and portfolio holders	31 Mar 2010	Land Charges Officer; Technical Planning Assistant	27 Jul 2009		A meeting took place with members of Forward Planning and Development Control to discuss the Core Strategy - The Proposed Way Forward on the 18 December 2009. This meeting will help the Forward Planning Team to understand any issues/concerns the Development Control Team might face when using the document to process planning applications.	05 Jan 2010	✓
FP9	Partnership working with regeneration and communities service areas to reduce duplication and combine resources related to consultation and preparation of studies	31 Mar 2010	Land Charges Officer; Technical Planning Assistant	27 Jul 2009		Forward Planning is working with other Council sections to undertake studies such as Tourism potential, the viability of a commuter link to Manchester etc. Consultation on the Core Strategy was undertaken in November / December 2009 and included several public venues (e.g. supermarkets). Information about Council services and other consultations was also available to members of the public.	15 Jan 2010	✓
LC1	Update and Maintain a Statutory register of Local land charges	31 Mar 2010	Land Charges Officer	13 Aug 2009	13 Aug 2009	This is a statutory function of the Council which is up-to-date	13 Aug 2009	✓
LC2	Statutory duty as registering charges against property/land brought into existence by themselves or another originating authority.	31 Mar 2010	Land Charges Officer	13 Aug 2009	13 Aug 2009	This is a statutory function of the Council and is up-to-date	13 Aug 2009	✓
LC3	Process search applications received to search in the register and complete	31 Mar 2010	Land Charges Officer	13 Aug 2009	13 Aug 2009	This is a statutory function of the Council and is up-to-date	13 Aug 2009	✓





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	statutory enquiries							
LC4	General administration involved in the running of the Planning Service	31 Mar 2010	Technical Assistant - Planning	20 Aug 2009		Monitoring of Planning Services well in progress and show upward trend, continuation and improvement continues	04 Jan 2010	✓
LC6	Police the customer complaints process for Planning	31 Mar 2010	Technical Assistant - Planning	20 Aug 2009		Complaints continue to be monitored including improvement in response times and reduction in complaints	04 Jan 2010	✓
Leg1	To achieve LEXCEL Accreditation	31 Mar 2010	Principal Legal Officer	03 Aug 2009		Nothing further to report on this at present. Work on service standards continue.	08 Jan 2010	✓
Leg2	Legal support for major projects and developments. Legal support on Valley Centre/Rail link/Rossendale Business Plan	31 Mar 2010	Principal Legal Officer	03 Aug 2009		Advice continues to be given to client departments as necessary.	08 Jan 2010	✓
Leg5	Community Governance Review	31 Mar 2010	Principal Legal Officer	03 Aug 2009		Nothing further to report on this one at present.	08 Jan 2010	✓
Leg6	Pennine Lancashire Development Company	31 Mar 2010	Principal Legal Officer	03 Aug 2009	08 Jan 2010	The new company has now been formed and its work will commence. The company will now be known as Regenerate Pennine Lancashire.	08 Jan 2010	✓
Leg7	Leisure Review	31 Mar 2010	Principal Legal Officer	03 Aug 2009		The Legal team continue to support the Communities and Regeneration teams as work progresses with the leisure review.	08 Jan 2010	✓
Leg8	Directorate Benchmarking required	31 Mar 2010	Principal Legal Officer	03 Aug 2009		Benchmarking will run hand in hand with the review of service standards. Benchmarking of legal fees is presently underway with other neighbouring authorities via the ACSeS group.	08 Jan 2010	✓
Op12	Delivery of the Health and Safety action Plan.	01 Sep 2009	Assistant Operations Manager (Parks and Open Spaces); Business Support Manager; Operations Manager	07 Aug 2009		The staff who attended the ISOH training in September & October 2009 have just received confirmation that they have completed the course and certificates are to follow.	15 Jan 2010	✓
Op2	Implementation/Delivery of a suite of projects/initiatives as part of the Pride In Rossendale Programme	31 Dec 2009	Assistant Operations Manager (Parks and Open Spaces)	07 Aug 2009		Plants in depot but unable to plant until weather conditions improve.	11 Jan 2010	✓








Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P1	Implement revised recruitment and selection policy, application form and associated training.	30 Jun 2009	HR Manager	01 May 2009	27 Jun 2009	Recruitment and Selection Policy been revised updated and implemented. Training being planned as part of the OD plan for 2009/2010	18 Aug 2009	
P&P10	Review current position re pension policies.	31 Dec 2009	Head of People and Policy	18 Aug 2009		Policies being updated on an incremental basis	21 Jan 2010	
P&P11	Develop, communicate and implement the Vulnerable Adults Policy.	30 Sep 2009	Project & Performance Improvement Officer	10 Jul 2009	29 Sep 2009	The Vulnerable Adults Policy has been adopted and communicated through the appropriate channels.	29 Sep 2009	
P&P12	Develop a system of logging all reasonable adjustments	30 Jun 2009	HR Manager	03 Apr 2009	07 Oct 2009	Spreadsheet has been developed for reasonable adjustments.	07 Oct 2009	
P&P13	Develop a performance report in relation to recruitment and selection	31 Mar 2010	HR Manager; Project & Performance Improvement Officer	31 Oct 2009		JADU Application Form been amended to enable performance report to be developed. HR Asst to produce from none web based applications to produce some benchmark information 1.4.2009-31.12.2009	07 Jan 2010	
P&P16	Develop an OD Plan	30 Jun 2009	HR Manager	07 Aug 2009	09 Dec 2009	OD Plan being presented at Community Impact Assessment Scrutiny Group mid December 2009.	09 Dec 2009	
P&P17	Embed performance mgt arrangements re LAA, MAA into integrated report.	31 Aug 2009	Project & Performance Improvement Officer	10 Jul 2009	10 Jul 2009	An update was provided to Performance Overview and Scrutiny in this area in the Quarter 3 Report and it was agreed that reporting will continue to be incorporated into the Integrated Reports on a Biannual basis.	10 Jul 2009	
P&P18	Develop Corporate Plan	31 Aug 2009	Principal Policy Officer	01 Apr 2009	07 Oct 2009	All final amendments have now been made and the Corporate Plan has now been submitted to the printers for publication. Hard copies will be circulated to Directors, Senior Managers, Councillors and Partners. An electronic version will be available to download for everyone. A resident's summary document of the Corporate Plan has also been produced.	07 Oct 2009	
P&P19	Review and Expand reward and retention policy to include team of the year.	30 Sep 2009	Head of People and Policy	20 Aug 2009		Employee Engagement sessions delivered to all employees in December. Included employees award for going the extra mile. Revised induction process to include small group employee sessions meeting the Chief Executive. Next sessions planned for April	21 Jan 2010	


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P&P2	Explore other models of recruitment/Advertising.	31 Jan 2010	Communications Manager	19 Oct 2009		Communications Group established group to consider advantages of Social networking sites, progress is continuing.	18 Jan 2010	✓
P&P20	Revise Disciplinary and Grievance Policy	31 May 2009	Head of People and Policy	01 Apr 2009		Trade Union confirmed their position re revised policy. Further consultation required with Portfolio Holder	21 Jan 2010	✓
P&P21	Develop Skills Pledge Action Plan.	30 Sep 2009	HR Manager	07 Aug 2009		Next skills Award meeting planned for Feb	21 Jan 2010	✓
P&P22	Review how can promote level 4 qualification opportunities.	30 Sep 2009	HR Manager	07 Aug 2009	20 Oct 2009	Tied into Skills Award Project; Skills Award project plan will examine the range of qualifications available and also look at succession planning for professional areas within the Authority. This will entail opening up level 4 qualification opportunities to an even wider audience.	09 Oct 2009	✓
P&P23	Prepare Policy Paper on an analysis for CAA.	31 Aug 2009	Principal Policy Officer	11 May 2009	10 Sep 2009	Action complete. A feedback/key issues & outcomes report will be submitted to EMT following the publication of CAA results after November 2009.	10 Sep 2009	✓
P&P24	Conduct staff survey and develop and action plan which responds to the findings	30 Sep 2009	Project & Performance Improvement Officer	10 Jul 2009	07 Jan 2010	Staff Survey has been conducted and responses received. Pendle are currently analysing the results and will provide feedback in due course, any actions necessary will then be carried into the next financial year.	07 Jan 2010	✓
P&P25	Financial training.	31 Mar 2010	HR Manager	07 Aug 2009		eLearning package still under review.	11 Jan 2010	⚠
P&P26	Develop peer review process for Equality Framework & over see the self assessment in relation to the Equality Framework.	31 Mar 2010	Principal Policy Officer	11 Apr 2009		On schedule for March 2010 completion. IDeA has confirmed our Equality Framework peer challenge assessment will take place on 25th-26th March 2010. This will consist of two days of scrutiny and a series of group and individual interviews of staff, elected members and partners, community/equality group representatives. A schedule will be drafted shortly. Prior to this the Council will be submitting a self assessment against the Framework criteria and a portfolio of evidence which will be reviewed/scrutinised before the on site two day visit.	05 Jan 2010	✓
P&P27	Implement Data Quality Action Plan	30 Sep 2009	Project & Performance Improvement Officer	10 Jul 2009	30 Sep 2009	Refreshed Data Quality and Performance Management Strategy has been to Overview &	30 Sep 2009	✓



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Scrutiny Policy and adopted.		
P&P28	Coordinate the Council interaction with external inspectors	31 Mar 2010	Principal Policy Officer	01 Apr 2009		<p>Rossendale Borough Council has been assessed as Achieving Level 3, an organisation that performs well and exceeds the minimum requirements. This is an excellent achievement for Rossendale and an improvement on last year's assessment. This is a reflection of the hard work and commitment of Officers and Members. The official final report of the Council's Use of Resources score will be included in it's organisational assessment which was published on the CAA 'One Place' website, with the results of the Lancashire Area Assessment, published on the 9th December 2009.</p> <p>In terms of other corporate external inspections or assessments, the new Equality Framework for Local Government peer assessment is scheduled to take place on 25th-26th March 2010. Preparations are underway.</p>	05 Jan 2010	
P&P29	Improve Overview and Scrutiny arrangements' to include MAA/Team Lancashire, LAA	31 Aug 2009	Principal Policy Officer; Project & Performance Improvement Officer	10 Jul 2009	10 Jul 2009	Overview and Scrutiny arrangements have been improved to include MAA/Team Lancashire and LAA updates and reports.	10 Jul 2009	
P&P3	Develop a booklet of need to know information for new employees.	31 Jul 2009	HR Manager	02 Jul 2009		booklet is currently being drafted.	19 Jan 2010	
P&P30	Review the need for change management training.	31 Mar 2010	HR Manager	07 Aug 2009		Review ongoing.	11 Jan 2010	
P&P31	Priority setting event for Members.	31 Oct 2009	Head of Finance and Property; Head of People and Policy; Project & Performance Improvement Officer	10 Jul 2009	07 Jan 2010	Priority Setting event was carried out successfully and results incorporated into business planning. The Priority Setting Event will be revised corresponding with the Corporate Plan now being reviewed every 3 years rather than annually.	07 Jan 2010	
P&P32	Undertake an Audit of Data Quality	30 Jun 2009	Project & Performance Improvement Officer	10 Jul 2009	10 Jul 2009	An Audit of Data Quality has been conducted by Internal Audit.	10 Jul 2009	
P&P33	Undertake a Review to Identify how Covalent could be more fully utilised	31 Mar 2010	Project & Performance Improvement Officer	10 Jul 2009		Covalent is constantly being reviewed by the Performance officer to find other ways of utilising the system available. Most recently the Performance officer has looked into using the	07 Jan 2010	





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						system to help with the Use of Resources process that the Council goes through annually.		
P&P34	Develop a Business Continuity Plan for Performance Management and Data Quality – Covalent	31 Mar 2010	Project & Performance Improvement Officer	10 Jul 2009		Flow chart has been developed for running quarterly reports. Business Continuity plan continues to be developed for Performance Management into quarter 4.	07 Jan 2010	
P&P35	Achieve and maintain a level 3 in Use of Resources Assessment by 2010.	31 Mar 2010	Principal Policy Officer	11 May 2009	09 Dec 2009	<p>Rossendale Borough Council has been assessed as Achieving Level 3, an organisation that performs well and exceeds the minimum requirements. This is an excellent achievement for Rossendale and an improvement on last year's assessment. This is a reflection of the hard work and commitment of Officers and Members.</p> <p>The official final report of the Council's Use of Resources score will be included in it's organizational assessment which will be published on the CAA 'One Place' website, with the results of the Lancashire Area Assessment being published on the 9th December 2009. The Council is also working with the NHS East Lancashire on a joint response to the red flag issue on health inequalities - 'High death rates in deprived areas' was highlighted in the Lancashire Area Assessment. The Use of Resources Working Group is already underway with the 2009-10 assessment process and Officers have met with the Audit Commission to discuss key areas of focus for the 2009-10 UoR assessment. The Council now needs to ensure it maintains Level 3.</p>	09 Dec 2009	
P&P36	Develop Shared Expertise in relation to Covalent	30 Sep 2009	Principal Policy Officer	11 Jun 2009	19 Oct 2009	All Members of the People/Policy and Communications Team updating their own actions	19 Oct 2009	
P&P38	To refresh the Equality Schemes	31 Mar 2010	Principal Policy Officer	11 May 2009		The Equality Bill is scheduled to receive royal assent in Spring 2010. Initial review & refresh work on our Equality Schemes into a single Scheme, the Equalities Strategy and Equal Opportunities Policy are currently been undertaken in light of new guidance and the new single equality duty. We are currently consulting with employees, and the community via the Neighbourhood Forums, which will inform the final developments. Further revision	05 Jan 2010	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						may be required dependent on when the Bill receives royal assent, after which time sections of the Bill will be phased in for adoption.		
P&P4	Develop flexible working booklet.	30 Sep 2009	HR Manager	20 Aug 2009		information is being collated.	21 Jan 2010	
P&P5	Update CRB Policy	31 Oct 2009	HR Manager	01 Jun 2009		Policy has been drafted and the CIA has been submitted to the CIA Group. Policy to be submitted to EMT & JCC.	19 Jan 2010	
P&P6	Review and implement revised CRB arrangements	31 Oct 2009	HR Manager	01 May 2009		CRB procedure being carried out in accordance with CRB guidelines.	19 Jan 2010	
P&P7	Develop green staff travel plan and review essential car users	30 Sep 2009	Principal Policy Officer	11 Aug 2009		This project will be rolled over to into the next business planning period for completion. Staff Survey rolled out in December 2009. Awaiting data analysis from Collaborative Research & Consultation Service (CRACS) at Pendle. Data and analysis from the 'Travel' section of survey is required to establish a baseline of current staff travel behaviour patterns in order to determine what key areas the Green travel plan and policy should focus on, as well as the required consultation period. The Car User Policy will be reviewed in line with the proposals of the green travel plan a policy statement. Initial research into the development of Green Travel Plans has been undertaken and links have been made with the Green Travel Plan team at LCC for support and assistance for the development of this as it progresses.	05 Jan 2010	
P&P8	Deliver a programme of health and wellbeing activities.	31 Mar 2010	HR Manager; Project & Performance Improvement Officer	10 Jul 2009		Based on success of Healthy Heart Sessions, a further clinic is being provisionally arranged for the end of January 2010.	11 Jan 2010	
P&P9	Implement revised engagement activities.	31 Mar 2010	HR Manager	01 Jun 2009		Meeting with the Chief Executive for all new starters arranged on a quarterly basis. Pie and Peas Event carried out in December with the Chief Executive and all employees.	19 Jan 2010	
Rg1	Working with partners across Pennine Lancashire – develop a mechanism for the delivery of the MAA in Rossendale	31 Mar 2010	Head of Regeneration	07 Aug 2009		Regenerate Pennine Lancashire was incorporated in mid December 2009; this organisation will provide the delivery capacity, skills and expertise to assist local authority partners where necessary. The Place	06 Jan 2010	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Joint Committee will, through its Programmes Team, harness funding mechanisms, negotiate and lobby on behalf of partners for a range of programmes and activities regenerating the communities of Pennine Lancashire. Discussions are ongoing between representatives of the Pennine Lancashire Economic Development Programme Board; the Homes and Community Agency; the North West Development Agency to secure funding for a substantive list of regeneration and economic development projects across Pennine Lancashire. Work is continuing both on a Pennine Lancashire and local level to ensure that projects continue to be developed and appraised in readiness for the implementation of the programme. This includes a piece of work being undertaken by the PLACE Programme Board in the form of a Spatial Guide that identifies key investment sites from a Housing and Economic perspective.		
Rg10	The development of an efficient and effective Parking Strategy for Rossendale	31 Mar 2010	Head of Regeneration	07 Aug 2009	08 Oct 2009	The Council has made a decision not to enforce Parking Restrictions from the 1st September 2009. The effect of this decision upon the availability of parking space within Rosendale's Town Centres will be monitored. However, it is no longer appropriate to develop a new Parking Strategy. In its place an investment and improvement programme will be devised and submitted to a future meeting of the Cabinet for consideration.	06 Jan 2010	





## Description 2. Delivering Regeneration across the Borough; Corporate Plan Actions

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt3	Develop a Marketing Strategy for Rossendale Markets	01 Mar 2010	Area Manager	07 Aug 2009		A report summarising the action taken in relation to the marketing strategy and the outcomes is now being prepared and will go to Cabinet in February 2010.	11 Jan 2010	




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt4	Implementation new policies and procedures regarding stall allocation	31 Oct 2009	Area Manager	07 Aug 2009	07 Aug 2009	The new procedures have been implemented and are already having an effect. There is only one vacant cabin at Bacup Market and Haslingden Markets, with all others occupied, and we have seen renewed interest from casual traders at Bacup Market. There are still vacant open stalls (used by casual traders) at Bacup & Haslingden Markets so the management have worked with the traders to address this by implementing, on a temporary and trial basis, a permitted use scheme for permanent licensed traders, whereby each licensed trader has the use of a vacant open outdoor stall on a controlled basis until we can increase the number of casual traders on the markets with the advertising we are carrying out. No such arrangement is needed at Rawtenstall Market, which is now oversubscribed with casual traders on the outside market, fantastic news for the market traders.	07 Aug 2009	
Fac1	Support Valley Centre redevelopment	31 Mar 2010	Property Services Manager	01 Apr 2009		Council still awaiting response from Developers on short term proposals to improve the appearance of the Centre	12 Jan 2010	
Fac2	Support Rawtenstall Bus Terminal proposals	31 Mar 2010	Property Services Manager	01 Apr 2009		No further progress from LCC at this time.	12 Jan 2010	
FP6	Ensure the delivery of affordable housing	31 Mar 2010	Regeneration Delivery Manager	01 Apr 2009		Work is ongoing with several Housing Associations and Developers to bring sites forward. It is anticipated that several bids will be made to the Homes and Community Agency over the coming months.  Rosendale as Thematic Target Lead for Affordable Housing for Lancashire County Council are currently leading on the development of the Big Ticket Reward Grant. This involves mapping the existing position across Lancashire, arranging workshops and identifying projects that can be commissioned as part of this Countywide Reward Grant. This work should hopefully impact positively on Rosendale and Lancashire as a whole. Rosendale have also prepared all the supporting evidence for the refresh of the NI 155 Affordable	11 Jan 2010	





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Housing Target and will be supporting Lancashire County Council Officers during this renegotiation phase.		
Rg11	Deliver the Rossendale Sustainable Economic Development Programme	31 Mar 2010	Regeneration Delivery Manager; Bill Mercer	01 Apr 2009		<p>The RSEDP covers many areas of interest and different elements of project work and the Regeneration Team are constantly working with partners to react to market conditions and opportunities to deliver good, quality schemes and developments for Rossendale. The RSEDP ranges from Brownfield Remediation to Incubator Zones. The Team works at a Strategic Pennine Lancashire and Lancashire Level to promote the merits of projects within Rossendale and prioritise schemes for investment. The projects within the RSEDP are also included within the Pennine Lancashire Joint Investment Programme which forms the delivery programme for the Multi Area Agreement.</p> <p><b>Rising Bridge</b> Work is continuing on target with steel work now erected on all units. Completion is expects late April/May 2010.</p> <p><b>Bacup Vocational Training Centre</b> The educational case for the centre has been submitted to the Learning Skills Council (LSC) and Lancashire County Council for approval. Once approved funding applications will be submitted to the North West Development Agency (NWDA), Lancashire County Developments Ltd. (LCDL) and Pennine Lancashire Developments Limited (PLDL). A pre-planning application is scheduled for the New Year to discuss full submission for Plot 5, Futures Park</p> <p><b>Commuter Rail Service</b> Following evaluation, GMPTE has appointed WS Atkins to undertake the Feasibility Study for the proposed commuter link. The proposal provides a balanced approach to the different aspects of the study and there is a clear and structured</p>	08 Jan 2010	





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>methodology with a Project Group highlighting key stages. WS Atkins recently produced the Sub-Regional Transport Framework for Lancashire which is of direct relevance to this study.</p> <p><b>Brownfield Remediation</b> Whilst a number of projects have been worked on under this heading the current economic climate has meant that owners/investors have been less willing to develop vacant sites. At the moment the team is working with the owners of sites of Bell Street Mill, Haslingden and Albert Mill Whitworth on scoping the potential for the redevelopment of these sites.</p> <p><b>New Hall Hey</b> Meetings have been held with the NWDA so the project team can understand the extent of financial support that may be available from European Regional Development Fund to support this development. The project team have now developed a funding application which was submitted in December 2009.</p> <p><b>Adrenalin Gateway</b> The tender documents for the Cragg Quarry development and improvement linkages to the Pennine Lancashire Bridleway network resulted in four contractors expressing an interest the works. Completed tenders are in the process of evaluation with a successful contractor expected to be appointed in January 2010.</p>		
Rg12	Development or refurbishment of key Regeneration and Employment Sites and Premises within Rossendale	31 Mar 2010	Regeneration Projects Officer	01 Apr 2009		<p>Discussions with the owners of the Valley Centre continue. However, in the current economic climate is proving difficult to develop a viable scheme. Senior Officers are now considering a number of options to progress the redevelopment issues and address the unsightliness of the site and environment.</p> <p>The Rising Bridge Business Park continues on the base for the office block adjacent to Rising Bridge</p>	08 Jan 2010	






Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Road and the base for the car park area. The scheme is on track for completion next Spring.</p> <p>Lancashire County Development Limited in their capacity as part of the joint Regeneration Team for Rossendale Borough Council have met with the administrators of the New Hall Hey site. At that meeting the administrators agreed to share site surveys and plans with LCDL in order to support an application to the European Regional Development Fund (ERDF) which has been submitted.</p> <p>Waterfoot Town Centre Masterplan is still in the development and procurement stages, the contract and funding element of this work is being discussed with major landholders within Waterfoot with a view to identifying additional funding to support the project.</p> <p>Work is now ongoing to assess the type of projects which might be supported to improve the number of shoppers/visitors to Rossendale's town centres using the Supporting Town Centres Grant. Whilst some proposals have already been received the level of funding available is relatively modest</p>		
Rg13	Development of a Rossendale Regeneration Portfolio Review	31 Mar 2010	Regeneration Delivery Manager	27 May 2009		Work is ongoing on developing a robust report and interactive spatial maps of the work undertaken by the team. As well as producing a detailed interactive map for future use identifying schemes over the next five years	08 Jan 2010	
Rg14	Develop a high quality policy and procedure manual for the Regeneration Service	31 Mar 2010	Administration Assistant - Regeneration	04 Aug 2009		The collation of the Policies and Procedures Manual for the Regeneration Service will be complete in line with the approval target.	08 Jan 2010	
Rg15	Review and revise regeneration services advice literature	30 Mar 2010	Regeneration Projects Officer	04 Aug 2009		The review and revision of the services advice literature will be completed in line with the Private Sector Housing Strategy and the Vacant Property Strategy.	08 Jan 2010	
Rg16	Adoption of a Regeneration Development Protocol	31 Mar 2010	Regeneration Delivery Manager	03 Aug 2009		Work has started on this protocol which will fit alongside the integrated resource map and will provide a defined method for developers; and organisations to interact with the Council on	08 Jan 2010	





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Regeneration Projects		
Rg17	Improved access and delivery of a choice of affordable and decent, housing across Rossendale	31 Mar 2010	Regeneration Delivery Manager	01 Apr 2009		<p>Please also cross-reference to FP6 which is working to deliver a choice of new build affordable housing.</p> <p>The Rossendale "B-with-us" Choice Based Lettings scheme is now live and was launched on the 14th November and is available through the following web link <a href="http://www.b-with-us.com/Data/ASPPages/1/30.aspx">www.b-with-us.com/Data/ASPPages/1/30.aspx</a> and from the Council's Website. Publicity is ongoing with Rossendale's and Green Vale's Press Departments to market and publicise the scheme as widely as possible. Ongoing training is being undertaken with those officers involved in the delivery and promotion of the scheme including One Stop Shop Staff who can assist customers with completing web based application forms.</p> <p>Green Brook House in Whitworth is nearing completion and will be open for residents by Spring 2010. Housing 21 have secured the contract for providing the support services. Housing 21 have been around for nearly 50 years and started life as part of the Royal British Legion. They have a proven track record in providing sheltered and extra care housing for rent or sale, as well care and support in people's homes, day centres, dementia services and mental health services for the elderly across the Valley</p>	08 Jan 2010	
Rg18	Development of localised Action plan for identifying Rossendale specific housing issues to support Pennine Lancashire Housing Strategy	31 Mar 2010	Strategic Housing and Partnerships Manager	01 Apr 2009		As part of the Pennine Lancashire Delivery Plan the Strategic Housing Team are continuing to work to develop the Action Plan. Rossendale's Officers are leading on the development of specific suite of actions relating to the development of Enhanced Housing Options service across the Pennine Lancashire Authorities and delivery of affordable housing across Pennine Lancashire.	08 Jan 2010	
Rg19	Improved Homelessness Service for Rossendale	31 Mar 2010	Strategic Housing and Partnerships Manager	01 Apr 2009		Work has now commenced to develop a detailed specification for an enhanced Housing Options Service for Rossendale which should be completed in the early part of this year. Following this a	08 Jan 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						procurement exercise will be undertaken to invite submissions from interested service providers.		
Rg2	Development of a Regeneration Strategy for Rossendale	31 Mar 2010	Head of Regeneration	07 Aug 2009		This project is scheduled to commence later in the financial year. No further work has been completed and this will commence again end of January 2010.	06 Jan 2010	
Rg20	Improved delivery of support mechanisms and assistance for vulnerable people	31 Mar 2010	Regeneration Delivery Manager	01 Apr 2009		Since the launch of Rossendale's Mortgage Rescue Scheme in June 2009 the scheme has accepted 42 referrals and processed 23 claims assisting householders with debt management and helping them to resolve repossession and eviction problems . The scheme has successfully rescued 3 householders with a further 2 households due to complete by the end of January. Rossendale's scheme is performing well and seen as a successful scheme both in comparison to other authorities across the region and nationally.	08 Jan 2010	
Rg21	Improved Private Sector Housing across the Borough	31 Mar 2010	Regeneration Delivery Manager	01 Apr 2009		The new draft Private Sector Housing Strategy is nearing completion and a copy of the draft strategy and new Vacant Property Strategy will be presented to O&S during the New Year as part of the consultation process before finalisation and agreement at Cabinet. Work is continuing with Salford Money Line and Great Places a potential equity loan provider who subject to agreement of the new proposed equity loan products would undertake this work on behalf of the Council and this recommendation will be brought before Cabinet before agreement.	11 Jan 2010	
Rg22	Delivery of Housing Market Renewal Programme	31 Mar 2010	Regeneration Delivery Manager	01 Apr 2009		Snagging works are being undertaken on Rockcliffe Road, Pine Street, Moorlands Terrace, Briar Street and the main work is now focused on Rochdale Road. The final phase of this year's programme in and around Newchurch Road, Stacksteads and New Line (Stacksteads end) has now commenced with scaffolding and sandblasting scheduled to take place around key gateway properties - weather permitting. The environmental works in and around Dale Street are scheduled for completion by the end of January (weather permitting) and the Area Action Team led by the Neighbourhood Manger are commencing consultation with residents in and	11 Jan 2010	








Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						around Rockliffe Road on an environmental scheme linked to the Pine Street garage and garden area due to commence March. The Team are on schedule to meet the contracted outputs for the end of March.		
Rg23	Improving the Private Rented Sector across Rossendale	31 Mar 2010	Regeneration Projects Officer	01 Apr 2009		The next forum event will be held in Spring 2010 and will take the form of a 'legal question time' and planning is well underway for this event including exploring the potential to expand the event into a sub regional event across Pennine Lancashire, working in partnership with the National Landlords Association.	08 Jan 2010	
Rg24	Continued development of a range of accessible Energy Efficiency measures for all sectors; for domestic properties	31 Mar 2010	Regeneration Projects Officer	07 Aug 2009		The Be A Rossendale Saver scheme will over the next four months cover properties within the Bacup and Stacksteads area. Properties that have been refurbished as part of the HMR programme will have an energy survey undertaken (to provide evidence for securing future energy funding). Where necessary loft installation will be installed for free up to the building regulations standard loft insulation depth of 270mm. This element of the project will be funded through HMR Funding and match funded via by British Gas.	11 Jan 2010	
Rg25	Development of cross departmental Vacant Property Strategy	31 Mar 2010	Administration Assistant - Regeneration; Regeneration Projects Officer	01 Apr 2009		Work continues on the development of the Vacant Property Strategy which will be reported to the Overview and Scrutiny Committee in the New Year. This will allow for further consultation before the final report is presented to Cabinet.	11 Jan 2010	
Rg26	Continued development of proactive measures and work towards bringing Empty Homes back into use	31 Mar 2010	Regeneration Projects Officer	07 Aug 2009		Empty properties continue to be tackled on property by property basis when they are reported to the Council. The Vacant Property Strategy (VPS) is currently in production which will outline a more proactive and streamlined approach to tackling empty properties. The Haslingden Home Renew initiative continues and has now been extended to include the Housing Market Renewal Area of Bacup. Letters will be sent out to this area during December 2009 inviting the owners of vacant properties to make contact with the project	08 Jan 2010	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Rg27	Continued working towards the development of improved transport connectivity across the Borough and sub region.	31 Mar 2010	Head of Regeneration	07 Aug 2009		The theme of connectivity has been included as a key theme within the Pennine Lancashire Joint Investment Plan. The projects within this plan are the basis of funding negotiations with the North West Development Agency and the potential benefits resulting from the development of the rail link have been acknowledged as significant. However, funding has yet to be secured and officers continue to explore other opportunities to both raise the profile of the rail link and identify further funding streams.	08 Jan 2010	
Rg3	Ensure that the Regeneration Service provides effective support to achieve the Council's corporate priorities.	31 Mar 2010	Head of Regeneration	07 Aug 2009		Members of the Regeneration Service continue to support colleagues undertaking the Leisure Review, the Local Development Framework and Environmental Activities	08 Jan 2010	
Rg4	To provide support to the Communities Manager and to lead on projects relating to the Review of Leisure Services for Rossendale.	28 Feb 2010	Head of Regeneration; Regeneration Delivery Manager	01 Apr 2009		Following the Cabinet meeting in December 2009 the next phase of work to develop the proposals received for both Bacup Leisure Hall and Ski Rossendale will be implemented in the New Year.	08 Jan 2010	
Rg5	Deliver the Rossendale Economic Strategy	31 Mar 2010	Head of Regeneration	04 Aug 2009		Working with a range of external and internal partners the Economic Development Manager has sought to attract inward investment for strategic sites, local transport and accessibility (East Lancs Railway), building sustainable business (Regional Business Support Funding/ Business Simplification Process). attract external funding (community animators), improve the visitor and tourism offer (new visitor guide).  Many of the actions within the Economic Strategy have now been delivered or are in the process of being implemented. A full review of the Economic Strategy is now required and will be included in the workplan with a target date for completion being September 2010	08 Jan 2010	
Rg6	Prepare and adopt and external funding strategy for Regeneration within Rossendale	31 Mar 2010	Regeneration Projects Officer	04 Aug 2009		Work continues to finalise the External Funding Strategy ready for implementation. This will provide a robust framework for submitting bids for external funding and will also create a 'library' of bids made and the outcomes for useful reference.	08 Jan 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Rg7	Development of an effective business support service for Rossendale	31 Mar 2010	Regeneration Projects Officer	04 Aug 2009		The business support services which are now available through the CENTA contract will focus on new businesses and include assistance with business planning, funding bids for start up grants and general advice and training opportunities. The service will also provide advice on potential links to financial products which are available through Business Link and Lancashire County Council. Support for existing business will continue to be provided through Business Link who offer a similar range of advice, training and financial products.	08 Jan 2010	
Rg9	Development of active and effective business forums in Rosendale's town centres	31 Mar 2010	Head of Regeneration	04 Aug 2009		<p>The Economic Development and External Funding Manager has discussed the 'Meet the Buyer' event with Business Link and they are keen to get involved and will help the Regeneration Team to draw up a mailing list and targeting specific sectors etc. This will enable local suppliers to be more able to meet the requirements of the Council's procurement process for supplying goods and services.</p> <p>Officers are also looking at opportunities to assist local market traders and have attended a meeting of the Market trader's forum to assess the current needs of market stall holders. To support this advice has been sought from Blackburn Enterprise Centre regarding the best way of engaging market traders. It has been suggested that market traders should be invited to complete a questionnaire regarding business support requirements which would then be followed by a forum meeting focusing on the issues raised in the questionnaire. If this is successful it is intended to extend this approach to town centre businesses</p>	08 Jan 2010	



### Description 3. Keeping Our Borough Clean, Green and Safe; Corporate Plan Actions

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt20	Develop a Public Convenience Strategy incorporating a Community Toilet Scheme	31 Mar 2010	Communities Manager	07 Aug 2009		This was deferred from O&S to allow a report to be taken to Executive Management Team. A view was taken that it would be prudent in the first instance to identify a number of various options for members to explore. This work is being led by Finance, Facilities and Property Services as any identified option will have a financial implication.	13 Jan 2010	✓
Cmt21	Review and renew the Pest control contract	30 Sep 2009	Area Manager	07 Aug 2009	07 Aug 2009	Further year extension on current contract. Letter to be sent from legal to Bury and Rochdale. Scheme of delegation to be written with restructuring of prices.	07 Aug 2009	✓
Cmt22	Deliver phase 2 of Dale Street programme of alley gating and improvements to street scene	31 Mar 2010	Area Manager	07 Aug 2009		Dale street and Fern Street Gardens area have received planning permission. Contractors aiming to be on site 11th January but have been hampered by the snow. Gardens phase will be completed by March 2010.	14 Jan 2010	✓
Cmt25	Develop and implement Community Safety Plan inc. related Actions	31 Mar 2010	Community Safety Manager	07 Aug 2009	07 Aug 2009	Up to the end of October a total of 27 properties across the Borough have had their home security upgraded (free of charge) as part of Operation Fightback (offered to victims of domestic burglary).	02 Nov 2009	✓
Cmt26	Development of CCTV across the Borough	31 Mar 2010	Community Safety Manager	07 Aug 2009		Planning has now been approved for the St Mary's Way camera and a quote is being requested from UU in relation to power supply. Once this is sorted the order will be placed and work will commence on installation. The Haslingden camera move is almost complete. Due to the severe weather conditions, BT have been unable to access the site to complete their fibre connection however, this is timetabled in for 15th January. Once this is done the camera will be fully functional. Myself and a number of police officers have undertaken the training outlined at 2nd November and are now able to download footage from Rawtenstall system when needed.	14 Jan 2010	✓
Cmt5	Deliver an effective Enforcement Strategy	31 Mar 2010	Area Manager	11 Aug 2009		Dog Control Orders have completed their consultation period and are to be implemented from 19 October 2009. Signage has been installed across open areas such as parks and the officers	09 Oct 2009	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>have carried out educational patrols in hot spot areas. Further training will be undertaken with the officers before issuing fixed penalty notices.</p> <p>2 fly tipping investigations are being finalised with a view to sending to legal for prosecution. 5 legal Notices have been served since the last update.</p>		
EH8	Review, develop and implement services in relation to flooding	31 Mar 2010	Environmental Health Manager	04 Aug 2009		Considerable work is being undertaken along with other Lancashire Authorities, the EA, and UU in order to implement the Flooding and Water legislation.	06 Jan 2010	
Op1	Reorganisation of grounds maintenance rounds.	28 Feb 2010	Assistant Operations Manager (Parks and Open Spaces); Technical Officer	06 Aug 2009		Addition of Highway verges taken into account. Awaiting further information before accurate targets can be set. System to be updated.	11 Jan 2010	
Op10	Incorporation of Trade waste in to frontline collection service	01 Apr 2009	Assistant Operations Manager (Parks and Open Spaces)	01 Apr 2009	01 Apr 2009	All trade waste is now collected by frontline rounds. The differential between residual and trade waste is calculated on weight per container. These weights are provided by LCC the net effect of this is that trade waste tonnages are lower and domestic waste is higher. This may or may not have a small effect on recycling rates.	07 Aug 2009	
Op3	Adopt More "Eco-Friendly" Practice Using Peat Free Composts And Organic Fertilisers	31 Mar 2010	Assistant Operations Manager (Parks and Open Spaces); Technical Officer	06 Aug 2009		Bedding to be ordered now as a priority, peat free compost will be a requirement.	15 Jan 2010	
Op4	Implement Phase One Footpath Improvement Works	31 Mar 2010	Assistant Operations Manager (Parks and Open Spaces); Technical Officer	06 Aug 2009		Meeting due later in the month to gain quotes for additional phase 1 works.	11 Jan 2010	
Op5	Carry out access audits of 2 main parks and 4 cemeteries to ensure people with disabilities are not excluded	31 Mar 2010	Assistant Operations Manager (Parks and Open Spaces); Technical Officer	06 Aug 2009		Training course elements received. Bespoke course to be arranged and delivered via Lancashire Horticultural Training Management Committee.	11 Jan 2010	
Op8	Develop a Waste Reduction Strategy for Rossendale deliver further increases in recycling	31 Mar 2010	Business Support Manager; Operations Manager	07 Oct 2009		Development of the strategy for waste reduction in Rossendale is still on-going. Draft strategy to be ready for November 2009.	07 Oct 2009	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Op9	Implementation of Street Cleansing Routes	30 Jun 2009	Assistant Operations Manager (Parks and Open Spaces)	01 Apr 2009	01 Jun 2009	All routes are now implemented; these are being monitored against performance criteria to monitor their success, slight amendments are being undertaken on an on-going basis. So far performance data has demonstrated an increase of cleanliness of streets.	07 Aug 2009	






#### Description 4. Promoting the Borough; Corporate Plan Actions







Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt11	Development of a Cultural Strategy 1st Draft	31 Dec 2009	Culture Officer	09 Oct 2009		Since the last update, the opening section of the Cultural Strategy has been drafted ready for discussion at the next meeting in January as agreed by the board; the revised timescale for the project agreed at the last meeting will result in the Strategy being completed by October 2010.	11 Jan 2010	
Cmt12	IST – Audit complete GIS system in place, improved communication	30 Mar 2010	Culture Officer	09 Oct 2009		<p>The Arts Council Funding for the Irwell Sculpture Trail and the associated monitoring required have now been agreed and funding can be released to Local Authorities as work is delivered in their areas.</p> <p>The audit of the Rossendale section of the Irwell Sculpture Trail (IST) was presented to the IST Partnership in October; the audit includes a GIS location for each of the sculptures. The Partnership agreed that further work was required on the audit to improve the proposals for revised routes for the Sculpture Trail which will ensure the inclusion of key attractions including Halo and the Shoe Trail. Groundwork have been tasked with updating the audit to reflect this and resolving other issues which were identified by the Irwell Sculpture Trail Partnership.</p> <p>The first draft of the Audit revealed a Health and Safety risk due to missing stones at the Sentinal Sculpture at Cowtoot Lane in Bacup. This was sympathetically repaired in December 2009. Other</p>	11 Jan 2010	











Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						works required as part of the improvements to the Irwell Sculpture Trail will be included in the delivery plan once the final version of the Audit has been received.  Links have been made with the Remade scheme which is taking place in Irwell Vale and Lumb to add value to the project and ensure that we aren't duplicating consultation and funding approaches.		
Cmt13	Undertake a Leisure Review	28 Feb 2010	Culture Officer	01 Apr 2009		The Leisure Review recommendations were presented to Cabinet in December 2009 and an option was agreed for recommendation to full council in February. A business case is being developed and agreed with the Leisure Trust prior to the Full Council meeting in February.	12 Jan 2010	✔
Cmt30	Establish Rossendale's priorities for leisure and cultural provision	31 Dec 2009	Culture Officer	01 Apr 2009	12 Jan 2010	A report on the Leisure Review was presented to Cabinet in December 2009, the information from the Culture in Rossendale consultation has also been incorporated into the first section of the Cultural Strategy (draft).	12 Jan 2010	✔
Cmt31	Completion of an Options Appraisal for the management of our leisure facilities	31 Dec 2009	Culture Officer	20 Jul 2009	12 Jan 2010	The Options Appraisal carried out by Knight, Kavanagh and Page was presented to Cabinet in December 2009. This work will inform the recommendation to full council in February.	12 Jan 2010	✔
CS&ICT15	DEVELOP CLAW WEB SITE	01 Oct 2009	ICT Technical Support Officer; Technical Infrastructure Manager	01 Apr 2009	01 Oct 2009	The new CLAW website has been developed it will be handed over to CLAW to complete all of the data entry.	03 Oct 2009	✔
Rg8	Develop the Tourism Sector in Rossendale	31 Mar 2010	Regeneration Projects Officer	01 Apr 2009		Work is continuing on the development of the new Tourism Website for Rossendale which will provide greater access and promotion opportunities for local businesses, attractions and visitors. The website will mirror the regional tourism website and ensure Rossendale's facilities, attractions and events are publicised as part of the North West offer. in parallel to this the Tourism Officer in the process of developing a Tourism Strategy which will detail how the Council intends to develop tourism support and opportunities in the coming years. it is intended that this Strategy will be ready for consideration by Cabinet in March 2010.	08 Jan 2010	✔









## Description 5. Encouraging Healthy and Respectful Communities; Corporate Plan Actions





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt1	Revitalisation of the Neighbourhood Forums	30 Sep 2009	Area Manager	05 Oct 2009	05 Oct 2009	The refreshed Haslingden and Rawtenstall Forums have met with good attendance. Bacup and Whitworth meeting to take place shortly. Feedback very positive so far.	05 Oct 2009	
Cmt10	Refresh COMPACT	28 Feb 2010	Community Engagement Officer	11 Aug 2009		As reported Central Government has refreshed their National Compact and have produced a toolkit to help Council's identify what needs to be done locally. Lancashire County Council (LCC) is presently refreshing their Compact. Alison Wilkins, Area Manager Rossendale Council is supporting LCC in the development of their Compact and once complete we will refresh Rossendale's compact. This approach will ensure a strong linkage between the National, County and Local Compact's.	07 Jan 2010	
Cmt2	Development of a Neighbourhood Plans	31 Mar 2010	Area Manager	05 Oct 2009		A timetable for the development of the Neighbourhood Plans has been drawn up and is being followed. Each of the four Neighbourhood Forums has held at least one meeting to begin the process of identifying the key issues and challenges in each area that will be addressed through the Neighbourhood Plans. The Haslingden Neighbourhood Forum held a public meeting in November to test the key issues identified by the Forum against the views of the wider public. The other three Forums are holding public meetings in January / February to consult on the neighbourhood Forum priorities. Following this, the Forums will work on agreeing actions to address the key issues. This will be followed by a period of consultation before draft plans are presented to the Council, LSP etc.	11 Jan 2010	
Cmt6	Delivery at least four community initiatives as part of the Pride in Rossendale programme	31 Mar 2010	Area Manager	07 Aug 2009	07 Aug 2009	Projects delivered. 6 Initiatives Completed, more on line to be carried out.	07 Aug 2009	
Cmt7	Implementation/Delivery of a suite of projects/initiatives as	30 Nov 2009	Area Manager	07 Aug 2009	14 Jan 2010	Pride One Year on report is attached that is going to Cabinet on 14th October. Pride project outcomes	13 Oct 2009	




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	part of the Pride In Rossendale Programme					include 92 bins installed, 15 benches to be installed by end of October, 58 site improved by Parks including planters, cemeteries and flower meadows, 9 schools visited throughout the valley, 3 members grot spots improved, 12 boundary signs painted and renovated, 15 officers and 4 PCSO's trained to issue FPN's, Dog Control orders consulted and implemented on 19th October, Pride In Rossendale Awards ceremony planned for 30th November 2009, 5 categories of awards.		
Cmt8	Refresh the Community Cohesion Strategy	31 Mar 2010	Community Engagement Officer	07 Aug 2009		The People and Performance Team have developed a draft Community Cohesion Policy Statement which has been presented to Senior Management Team and is being presented to the Local Strategic Partnership in February. Following consultation it is envisaged that the Council, LSP and the Neighbourhood Forums will adopt the statement.	07 Jan 2010	
Cmt9	Develop a Community Cohesion delivery Plan	31 Dec 2009	Community Engagement Officer	07 Aug 2009		Once the Community Cohesion Policy Statement has been adopted the principles contained within it will support the development and delivery of the priorities contained within the Neighbourhood Plan.	07 Jan 2010	
Coms4	Develop the branding for Neighbourhood Forums and publicise neighbourhood plans in each area.	31 Mar 2010	Communications Manager	10 Jul 2009	15 Jan 2010	Colour schemes and poster designs finalised.	15 Jan 2010	
Fac3	Support Leisure Options	31 Mar 2010	Property Services Manager	01 Apr 2009		Consideration of submissions for future use of Bacup Leisure Hall currently on-going.	12 Jan 2010	
Op6	Implementation of the 3rd year of the boroughs Play Strategy.	31 Mar 2010	Assistant Operations Manager (Parks and Open Spaces); Technical Officer	06 Aug 2009		Planning application due for new Britannia MUGA. Helmshore, Sharneyford and Victoria Park have had plans submitted for Playbuilder funds	11 Jan 2010	
Op7	Implementation of Open Spaces Strategy	31 Mar 2010	Assistant Operations Manager (Parks and Open Spaces); Operations Manager	07 Aug 2009		No further progress at this stage.	11 Jan 2010	

## Description 6. Providing Value for Money Services; Corporate Plan Actions

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
BC1	Joint working with Ribble valley providing plan vetting and site inspections, generating income in order to be self financing	31 Mar 2010	Building Control Manager	24 Jul 2009	24 Jul 2009	work with Ribble Valley completed person on long term sick leave now returned.	24 Jul 2009	
BC2	Implementing Northgate database	02 Nov 2009	Building Control Manager	24 Jul 2009	08 Jan 2010	System live as from 14/12/09	08 Jan 2010	
BC4	Investigating other streams of income through partnership working	31 Mar 2010	Building Control Manager	24 Jul 2009		Partnership working with elevate to supervise building works to generate additional income	14 Jan 2010	
Cmt14	Develop a Partnership Register online	30 Sep 2009	LSP Delivery Officer	22 Jul 2009	05 Oct 2009	LCC Internal audit carried out a review of our partnership arrangements and concluded the RBC has adequate controls in place for the management of partnership. It also concluded that significant progress has been made with the development of the new online partnership register	11 Jan 2010	
Cmt28	Administer/monitor/manage Council grants to outside bodies	31 Mar 2010	LSP Delivery Officer	22 Jul 2009		Invitation to community grants for 10/11 currently live with closing date of 18th January. The grant panel will meet on 28th January to make recommendations on which applications to support. These recommendations will be presented to Cabinet in March for final approval.	11 Jan 2010	
CS&ICT1	Perform a Best Value Review on capita contract (fraud, revenues, benefits & oss)	31 Mar 2010	ICT Technical Support Officer; Service Assurance Manager	06 Jul 2009		Whilst initial consultation with colleagues in Finance has taken place, on the way forward with this project, the planned absence within the team, was longer than expected and has resulted in a delay in this project moving forward. This is a big project with a number of areas to be looked at and may need to be carried forward into the next financial year.	15 Dec 2009	
Fin1	Key Contractor Evaluations	30 Jun 2009	Accounts Manager Operations	06 Aug 2009		The Pest Control has now been re-entered with the existing with the existing supplier at the same price i.e. no inflation uplift	16 Oct 2009	
Fin10	Non Property Assets	31 Dec 2009	Head of Finance and Property	12 Aug 2009	12 Aug 2009	In February Members quantified a reserve price for Rossendale Transport Limited. Test marketing	12 Aug 2009	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						followed and was completed in July 09, resulting in the reserve price not being met. Members have therefore put a stop to any further market testing.		
Fin2	Vehicle Tenders	31 Oct 2009	Accounts Manager Operations	06 Aug 2009		The Frontline Refuse Vehicle Fleet has been ordered, purchase / lease costs for the vast majority vehicle fleet have been obtained. Tenders for maintenance of the Operations vehicle fleet have not yet been received	15 Jan 2010	
Fin3	Review of Finance workforce complete and Monitor the impact of the review.	30 Jun 2009	Head of Finance and Property	12 Aug 2009	12 Aug 2009	Restructure and recruitment completed via Sch of Delegation (July 2009). New Finance structures working well with July month end reported in record time (5 working days).	12 Aug 2009	
Fin4	Waste Strategy	31 Mar 2010	Accounts Manager Operations	06 Aug 2009		no request for financial support or input in quarter 2	16 Oct 2009	
Fin5	Bench marking	31 Mar 2010	Accounts Manager Operations	18 Aug 2009		CIPFA Benchmarking exercise data has all been submitted and verified, but the reports have been delayed centrally until January as more authorities have joined the exercise. Central government back office benchmarking data has been downloaded to enable a further cross-referencing of performance on these areas once the CIPFA report is received. RBC has commenced the latest comparison of the financial services costs and performance across the LCFO's Subgroup ahead of reporting in early January 2010.	09 Dec 2009	
Fin6	In house provision of ICT	30 Jun 2009	Accounts Manager Operations	06 Aug 2009	19 Oct 2009	No further update the ICT service has been brought in house.	16 Oct 2009	
Fin7	Income generation	31 Mar 2010	Accounts Manager Operations			A Marketing campaign for the Markets has been introduced, as yet there as been no increased income, and the markets continue to operate at a deficit.	19 Oct 2009	
Fin8	Implementing IFRS	30 Sep 2009	Finance Manager	04 Aug 2009		Presented first major progress report to Audit & Account Committee on 3rd December, along with the project plan up until June 2011 when the 2010/11 IFRS accounts are audited. Still pursuing joint working with neighbour councils on procuring external support from PwC.	09 Dec 2009	
Fin9	Embed Financial Management	31 Mar 2010	Finance Manager	09 Sep 2009		Financial Monitoring - New monthly report for end	09 Dec 2009	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>of October issued to all senior managers and EMT in mid November by email, end of November report to be issued to Managers and Cabinet Briefing on 11th December. Clearer and more comprehensive financial monitoring information is now presented far more widely than in the past.</p> <p>Budget Setting - following the success of the LDW budget setting event PS presented budget options in a similar format to Members on 11th November. Plans are now being drawn up to use the new management forums in June 2010 to enhance understanding of the wider economic environment and RBC's financial position ahead of budget development and consultation in August to September, leading up to a repeat of this year's LDW event in mid October.</p> <p>Finance and Property staff have now fully reconciled the new asset management software to the Balance Sheet as at 31/3/09 ahead of using the system to close down the final accounts in March/April 2010. The IPF system is now awaiting final upgrades from the suppliers to make it full IFRS compliant.</p>		
FP8	Effective management of financial resources	31 Mar 2010	Land Charges Officer; Technical Assistant - Planning; Technical Planning Assistant	20 Aug 2009		Meetings take place on a regular basis between the Forward Planning Team and Finance to monitor the budget.	05 Jan 2010	
Leg3	To deliver a programme of training on Contract Procedure Rules	31 Mar 2010	Principal Legal Officer	01 Apr 2009	09 Dec 2009	Updated training sessions to be agreed in the new year. Ongoing ad hoc advice given.	09 Dec 2009	
Leg4	To improve procurement and contract monitoring procedures.	31 Mar 2010	Principal Legal Officer	03 Aug 2009		Collaborative working continues with improved checks being carried out during the procurement process in line with the new Procurement Strategy. Scheme of Delegation forms have also been improved to give further information on sustainability and equalities.	08 Jan 2010	
Op11	Upgrade existing Waste Management facilities at Henrietta Street	01 Sep 2009	Operations Manager	01 Apr 2009	02 Jul 2009	Consultation has been undertaken in relation to the change of use of a garage at Henrietta Street , to a facility to process dry recycled waste. The consultation period was extended to enable all residents to "Have their say".	07 Aug 2009	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						The Council thanked all those people who have contributed and expressed their views. In particular, the Council was grateful to those local residents who visited Stubblelee and established the facts in relation to how the process would work. The Council listened and considered all the comments made and has decided not to proceed with its application.		
P&P14	Establish benchmarking group across Lancashire.	30 Sep 2009	Head of People and Policy	07 Apr 2009	19 Oct 2009	A Lancashire Group not been established most authorities have therefore joined the CIPFA benchmarking club. Rossendale joined and completed the CIPFA Questionnaire. No further action required	19 Oct 2009	
P&P15	Review graduate talent pool.	30 Sep 2009	HR Manager	31 Oct 2009	21 Jan 2010	No further action required, spreadsheet now updated on a monthly basis	21 Jan 2010	
Rg28	Workforce Succession Planning	31 Mar 2010	Regeneration Delivery Manager	25 May 2009		Following initial discussions with HR and the Team more detailed implications are now being considered such as potential cost and policy implications that could arise from this work.	11 Jan 2010	

## **Section 4 – Performance Indicators**

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



# Guide for Performance Indicator Report

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

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 3 2008-9			Quarter 3 2009-10			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09		Status	Q3 2009/10		Status				
			Value	Target		Value	Target					
LI ***												
NI ***												
NI *** LAA												

**PI Code**  
**LI** – Local Indicators  
**NI** – National Indicators

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

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 3 Performance Indicator Report 2009-10
















**Report Type:** PIs Report

**Author:** Lee Admin\_Birkett

**Generated on:** 22 January 2010

Rows are sorted by Code

## Theme Priority 1 - Delivering Quality Services to our Customers

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 8	% of invoices paid on time	Finance Manager	96.06%	97.50%		97.73%	97.50%		97.50%	Aim to Maximise		Q3 performance above target as monthly performance remains above target for the 5th consecutive month.	Marginally Below Target
LI 76b	Housing Benefits Security number of fraud investigators	Capita; Service Assurance Team	2.00	2.00		2.00	2.00			Aim to Maximise		The team continues to be fully staffed	
LI 78a	Speed of processing - new HB/CTB claims (LI 9)	ICT Technical Support Officer; Service Assurance Manager	20.3	20.0		19.0	21.0			Aim to Minimise		Performance has exceeded target this month.	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	77.78%	80.00%		84.21%	85.00%		85.00%	Aim to Maximise		32 determined in time out of 38	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	97.26%	85.00%		94.59%	90.00%		90.00%	Aim to Maximise		70 determined in time out of 74	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 213	(LAAH16) Housing Advice Service: preventing homelessness	Regeneration Delivery Manager; Strategic Housing and Partnerships Manager	2.7	0.5		1.2	0.5		2.0	Aim to Maximise		There were 33 cases which were prevented from becoming homelessness in this third quarter.	On Target
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer	ICT Technical Support Officer; Service Assurance Manager	20.0%	60.0%		20.0%	40.0%			Aim to Minimise		Performance for this indicator remains well on target.	Exceeding Target




### Theme Priority 2 - Delivering Regeneration Across the Borough

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 64	(LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	Administration Assistant - Regeneration; Regeneration Delivery Manager; Strategic Housing and Partnerships Manager	0.00	33.75		30.00	22.50		30.00	Aim to Maximise		Progress is continuing and the value is currently comfortably exceeding the target.	Exceeding Target
LI 109a	Major applications	Technical Assistant -	66.67%	65.00%		100.00%	68.00%		68.00%	Aim to Maximise		Two applications determined in time out of two	On Target




PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
	determined in 13 weeks	Planning											

Theme **Priority 3 - Keeping our Borough clean, Green and Safe**

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 82a	Tonnes of Household Waste Recycled	Business Support Manager	1688.70	1575.21		1433.48	1625.06		6500.23	Aim to Maximise		There has been a national downturn with the amount waste recycled which has affected Rossendale at a local level.	On Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	9.85%	7.00%		10.62%	7.50%		7.50%	Aim to Maximise		We are currently well above our organic recycling target. Residents are keen to recycle their garden waste and brown bins allocated to householders have increased.	Exceeding Target
LI 218a	Abandoned vehicles - % investigated within 24 hrs	Communities Manager	100.00%	98.00%		100.00%	99.50%		99.50%	Aim to Maximise		8 service requests, 4 x 7 day notices served	Exceeding Target
LI 218b	Abandoned Vehicles - % removed within 24 hours of required time	Communities Manager	100.00%	100.00%		100.00%	100.00%		100.00%	Aim to Maximise		No vehicles required removal in quarter 3	Exceeding Target
NI 191	Residual household waste per household	Business Support Manager	121	128		121	125		500	Aim to Minimise		Figures are based on estimate data, awaiting data from LCC	On Target







PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
NI 192 LAA	Percentage of household waste sent for reuse, recycling and composting	Business Support Manager	38.32%	33.00%		35.66%	35.00%		35.00%	Aim to Maximise		There has been a national downturn with the amount waste recycled which has affected Rossendale at a local level.	On Target

#### Theme Priority 4 - Promoting the Borough

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
NI 156 LAA	Number of households living in temporary accommodation	Administration Assistant - Regeneration ; Regeneration Delivery Manager; Strategic Housing and Partnerships Manager	1	0		1	0		0	Aim to Minimise		There was 1 household living in temporary accommodation at the end of Qtr 3.  This indicator is designed to monitor progress towards halving the number of households in temporary accommodation provided under the homelessness legislations by 2010. Rossendale's baseline was established at the same time as every other District across England and was set at 1 household living in temporary accommodation at the beginning of Qtr 4 in 2004. The target for Rossendale by 2010 is to have reduced this to 0. However, this is a Lancashire Countywide Target and overall performance will be assessed on a county basis. Rossendale is fortunate in	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
											<p>having a dedicated Housing Advice Team who works closely with applicants to prevent homelessness.</p> <p>This target is additionally monitored via CLG's Homelessness Advisory Team on a Quarterly Basis through the completion of P1E Monitoring Forms with the information correlated by the Housing Advice and Options Team on a quarterly basis and sent through to the District Monitoring Officer the Strategic Housing and Partnerships Manager. This is reported through to CLG (using Interform) and the Lancashire LAA Health and Wellbeing Thematic (via the Lancashire Homelessness Forum).</p>		

**Theme Priority 5 - Encouraging Healthy and Respectful Communities**

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	79.00%	99.00%		85.00%	99.00%		99.00%	Aim to Maximise		No change with this indicator.	On Target
NI 16 LAA	Serious acquisitive	Community Safety	208	216		135	201		801	Aim to Minimise		Another excellent reduction this quarter keeping us well within	

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
	crime rate PSA 23	Manager									target. Compared to the first three quarters of last year, there has been a 16% reduction within this category (equating to 93 less crimes).		
NI 20 LAA	Assault with injury crime rate	Community Safety Manager	105	135		63	91.75		367	Aim to Minimise		A considerable reduction compared to the same period last year and a 10% reduction for the first three quarters of the year. Again, this figure is well within target.	

### Theme **Priority 6 - Providing Value For Money Services**

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 8	% of invoices paid on time	Finance Manager	96.06%	97.50%		97.73%	97.50%		97.50%	Aim to Maximise		Q3 performance above target as monthly performance remains above target for the 5th consecutive month.	Marginally Below Target
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	85.61%	84.75%		88.13%	85.61%			Aim to Maximise		The Business Rates collection is again ahead of target	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Payroll Manager	5.63	6.38		8.72	6.00		8.00	Aim to Minimise		Long term sickness (over 20 days) is 6.43 days per fte short term sickness is 2.29days per fte sickness relating to flu like symptoms is 0.85 days per fte	On Target

## Performance Indicator Action Plan – 2009/10



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.

<b>Service Area:</b>	<b>Operations</b>				<b>Lead Officer for P.I.</b>	<b>Sam Wardley</b>									
<b>Indicator name &amp; number/s:</b>	<b>LI 82aii Tonnes of Household Waste Recycled</b>														
<b>Target achieved in 2008/9?</b>	<b>Yes</b> ✓	<b>No</b>	<b>Quartile position in 2009/10?</b>	<b>Top</b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>Bottom</b>	<b>N/A</b> ✓	<b>Is it a KSI?</b>	<b>YES</b>	<b>NO</b> ✓	<b>Is it a CPA P.I. ?</b>	<b>YES</b>	<b>NO</b> ✓	
<b>PERFORMANCE DURING 2009-10</b>															
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>		<b>Targeted Quartile Position?</b>							
<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Top</b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>Bottom</b>	<b>N/A</b>			
<b>1577.51</b>	<b>1625.06</b>	<b>1536.00</b>	<b>1625.06</b>	<b>1433.48</b>	<b>1625.06</b>									✓	



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

There has been a national downturn with the amount of waste recycled which has affected Rossendale at a local level.

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

We are in the process of identifying properties that are currently on a weekly non-recycling collection to see if it is possible to covert them on to alternate week recycling collection.

## Performance Indicator Action Plan – 2009/10



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.

<b>Service Area:</b>	<b>People &amp; Policy</b>				<b>Lead Officer for P.I.</b>	<b>Liz Murphy</b>								
<b>Indicator name &amp; number/s:</b>	<b>LI 12 Working Days Lost Due to Sickness Absence (Days)</b>													
<b>Target achieved in 2008/9?</b>	Yes ✓	No	<b>Quartile position in 2009/10?</b>	Top	2 <sup>nd</sup>	3 <sup>rd</sup>	Bottom	N/A ✓	<b>Is it a KSI?</b>	YES	NO ✓	<b>Is it a CPA P.I. ?</b>	YES	NO ✓
<b>PERFORMANCE DURING 2009-10</b>														
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>		<b>Targeted Quartile Position?</b>						
<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Top</b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>Bottom</b>	<b>N/A</b>
2.30	2.00	5.83	4.00	8.72	6.00									✓

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

Revised Sickness Absence Procedure has been developed and sent for consultation with Trade Unions. The split in sickness represents 2.29 days short term absence which would indicate that short term absence is being effectively managed. In addition 0.85 days accounts for flu including some cases of swine flu. The amount of long term absence is 6.43 days which is due to a number of employees being off long term sick.

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

Performance Management will continue.

## Performance Indicator Action Plan – 2009/10



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.

<b>Service Area:</b>	<b>Property</b>				<b>Lead Officer for P.I.</b>	<b>Lee Childs</b>								
<b>Indicator name &amp; number/s:</b>	<b>LI 156 Buildings Accessible to People with a Disability</b>													
<b>Target achieved in 2008/9?</b>	<b>Yes</b>	<b>No</b> ✓	<b>Quartile position in 2009/10?</b>	<b>Top</b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>Bottom</b>	<b>N/A</b> ✓	<b>Is it a KSI?</b>	<b>YES</b>	<b>NO</b> ✓	<b>Is it a CPA P.I. ?</b>	<b>YES</b>	<b>NO</b> ✓
<b>PERFORMANCE DURING 2009-10</b>														
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>		<b>Targeted Quartile Position?</b>						
<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Top</b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>Bottom</b>	<b>N/A</b>		
85%	99%	85%	99%	85%	99%									✓

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

N/A

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

If re-development of Marl Pits 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

Description: **Priority \***

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status

The codes in these boxes refer to the Original, Current and Target Impact and Likelihood of a risk in accordance with the Council's Risk Matrix

Risk Status	
	OK
	Warning
	Alert






# Quarter 3 Risks Report 2009-10

**Report Type:** Risks Report





**Author:** Lee Admin\_Birkett


**Generated on:** 22 January 2010

## Description 1. Delivering Quality Services to our Customers



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
C&MS1	Not achieving NW Charter Level II – capacity for gathering evidence/ submitting application	Committee and Member Services Officer	3	C	3	C	5	E	31 Mar 2010	Evidence will be gathered for both Level 1 and Level 2 but submission will be made for L1 first.	14 Dec 2009	
EH1	Lack of continuity through retirement of Business Continuity Officer	Environmental Health Manager	3	D	3	D	5	B	31 Mar 2010	No further progress made about business continuity	15 Jan 2010	
EH2	Lack of licensing enforcement staff and staff with sufficient experience	Licensing Manager	3	D	3	D	5	C	31 Mar 2010	Progress has been made, the situation is currently stable.	15 Jan 2010	
Elec1	Failure to safeguard data/key documentation	Elections Manager	2	F	2	F	2	F	31 Mar 2010	Elections data is strictly controlled in line with current legislation and access is limited to core staff only.	23 Oct 2009	
Elec2	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot	Elections Manager	2	F	2	F	2	F	31 Mar 2010	The canvass for the new Register of Electors will begin on 14th August 2009 and will make contact with each property within the Borough to ensure that an accurate revised Register is published on 1st December 2009.	23 Oct 2009	








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
	packs											
Elec3	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	4	B	4	B	4	A	31 Mar 2010	Polling District Reviews are carried out in the Borough every four years in line with legislation to ensure that polling district allocation reflects the electorate. In addition, the Returning Officer checks polling station provision and Presiding Officers report on individual polling stations at each election.	23 Oct 2009	
Elec4	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31 Mar 2010	In the run up to an election strict controls are in place to ensure that election results are correct and elections petitions are avoided. When undertaking the annual canvass and monthly rolling registration individual properties are contracted to ensure the correct electors are registered and cross checks are made against records available to the Electoral Team.	23 Oct 2009	
Res2	Business Continuity risks:- Payments to benefits/creditors Payments to staff Income collection	Finance Manager	2	D	2	D	2	F	31 Mar 2010	No further progress on moving financial services systems to the SAN, still awaiting Civica to effect the transfer. Mobile bank processing testing has all been positive so far, but will need to be tested again once the SAN transfer is complete to ensure that lap-top based systems and file transfers can still occur as planned. Need to review the section's Business Continuity plan & contacts list then store a paper copy off site.	09 Dec 2009	
Res4	Fail to implement IFRS effectively and efficiently	Finance Manager	3	E	3	E	4	E	31 Mar 2010	Progress and implementation plans were reported to the Audit & Accounts Cttee on 3rd December. Chased up joint working on team initiation and training by PwC but no progress yet on arranging training/meeting session. Audit Commission confirmed	09 Dec 2009	


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
										that they have no formal plans to review transition calculations until June 2011, but will accept workings informally in March 2010 if they are prepared. Current plan is to maintain the original timetable irrespective of the auditor schedules to ensure that figures are available for WGA completion under IFRS in July/August 2010.		
Rg2	Insufficient resources available to maintain Rossendale's Parking Services	Head of Regeneration	3	C	3	C	5	D	31 Mar 2010	The decision of the Cabinet was implemented from 1st September 2009. A small contingency budget has been identified within the current Regeneration Service Budget to support any additional costs which are incurred post September. This risk partly related to the operational costs the Council would incur if it was to operate restrictions on its own car parks. as this is no longer the case the risk has been reduced.	15 Jan 2010	



## Description 2. Delivering Regeneration across the Borough

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
Plan1	Delivery of the Equalities Action Plan	Technical Assistant - Planning	2	C	2	C	3	D	31 Mar 2009	In relation to the Equality Action Plan, information has been provided to Emma Hussain just before xmas to be incorporated into the overall corporate document	15 Jan 2010	
Plan2	Delivery of the LDF	Technical Assistant - Planning	2	C	2	C	2	D	31 Mar 2010	LDF progress in relation to regulation 25 done with extensive consultation of core strategy in November and December 09. A new Local	15 Jan 2010	


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
										Development Scheme has been prepared and will be given to February 2010 cabinet and March 10 Full Council. This will significantly amend the programme of LDF work and milestones. The revised programme will then need to be monitored against progress and updated in covalent and also the annual submission of the AMR.		
Plan3	Ensure the delivery of affordable housing	Technical Assistant - Planning	2	C	2	C	3	D	31 Mar 2010	Affordable Housing provision under performing due to the recession. Rebecca Lawlor updated PI in July 09 and regen now monitoring indicator, actions and risk.	15 Jan 2010	
Rg1	Continued national economic decline	Head of Regeneration	2	C	2	C	1	C	31 Mar 2010	The team and Pennine Lancashire Partners continue to monitor the effects of the Economic Downturn and have developed support packages for those individuals and businesses affected	15 Jan 2010	
Rg3	Lack of interest from developers in Rossendale's key sites	Head of Regeneration	3	C	3	C	2	D	31 Mar 2010	Some interest is now being shown from potential developers in the key regeneration sites. However, the situation continues to be monitored closely.	10 Dec 2009	
Rg6	Significant reduction in HMR resources	Head of Regeneration	2	E	2	E	2	D	31 Mar 2010	Housing Market Renewal resources for 2009/10 and 2010/2011 have now been confirmed by Elevate Board. the risk has been reduced accordingly.	15 Jan 2010	
Rg7	The number of long term empty properties increases	Head of Regeneration	3	C	3	C	4	F	31 Mar 2010	A number of initiatives are being developed to address this through the establishment of the Empty Properties Working Group and the implementation of the Home Renewal Project as a pilot in Haslingden	15 Jan 2010	

Description 3. Keeping Our Borough Clean, Green and Safe





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
Op1	Impact of legislative changes regarding reclassification of waste on strategic recycling and division targets	Business Support Manager; Operations Manager	3	D	3	D	3	E	31 Mar 2010	<p>Some waste that is currently classified as trade waste is to be reclassified as domestic waste. The majority of schools, charities Residential homes and places of worship are now to be treated in the same capacity as household waste collections. So far approximately 25% of all schedule 2 customers are using Rossendale's domestic collection service.</p> <p>The remaining 75% which includes some large schools currently have existing trade waste arrangement with 3rd party originations. At present we are managing a risk well, with all customers being provided with 1 240ltr bin as per domestic customers and as many recycling containers as required. This allows us to manage the amount of waste sent to landfill as well as promoting recycling opportunities.</p> <p>Should the remaining 75% wish to access our service this could seriously affect our domestic collections, we have little capacity, although we do envisage that we could accommodate our current customers however any new customers could overstretch our current operation.</p> <p>In addition to this central government are reviewing schedule 2 waste allocations, it is estimated that this review may see a relaxing of the schedule 2 waste to involve more organisations which will have a even greater effect on service provisions.</p>	07 Oct 2009	






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
Op2	Implementation of the Health and Safety Action Plan against the management of customer expectations	Business Support Manager	2	B	2	B	3	D	31 Mar 2010	Currently undertaking a PID for the delivery of the health & safety action plan, this document will outline communication strategy along with any input required from other service areas. It is expected that members will be involved at all levels of implementation. This includes workshops on complexities of the challenge with the key message being to understand the difficulties in balancing the expectations of residents against the need to operate a risk managed service.	07 Oct 2009	
Op3	Meeting the requirements of the Landfill Directive	Operations Manager	1	E	1	E	3	E	31 Mar 2010	Currently the requirements of the landfill directive overall has a greater effect on LCC than Rossendale. Whilst this is acknowledged at Rossendale and a part to play in the reduction of waste, this is linked to a wide county strategy. Currently Rossendale are not meeting its own targets for waste minimisation although this is due to a down turn in the economy, as Rossendale are collecting the same amount of waste recycled as 2008-09. Rossendale are currently working on its own waste minimisation strategy to supplement the Lancashire waste strategy. An action plan will be drafted and sent to members for approval for the future of recycling of Rossendale.	07 Oct 2009	



#### Description 4. Promoting the Borough

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
Cmt1	GIS system delayed	Communities Manager	3	E	3	E	3	F	31 Mar 2010	A final revision of the audit is being carried out. The business and project plan have been revised to take this delay into account; the overall timescale for achieving the project outcomes has not changed.	18 Jan 2010	






#### Description 6. Providing Value for Money Services

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
BC1	Not achieving self financing status after three year accounting period	Building Control Manager	3	D	3	D	3	E	31 Mar 2010	Income monitored monthly, Accounts Manager monitors income.	14 Jan 2010	
C&MS2	Community Governance Review not commenced – not complied with legislation.	Committee and Member Services Officer; Elections Manager; Principal Legal Officer	2	D	2	D	5	D	31 Mar 2010	Guidance states that a community governance review is required every 10-15 years, but there is no requirement to undertake a review at present.	14 Dec 2009	
Cmt2	Leisure Review - litigation and financial risk associated with the delivery of the outcomes of the Leisure Review	Communities Manager	2	D	2	D	2	E	31 Mar 2010	A report was presented to cabinet in December for recommendation to full Council in February, the risk assessment remains unchanged.	12 Jan 2010	
CS&ICT1	Data / Information security	Head of Customer	1	A	1	A	1	C		Rosendale are 90% complete with moving both officers and members	05 Jan 2010	

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
		Services								onto the new secure domain, only Finance has to be moved over, this will be carried out by the end of Feb 2010 or sooner. The next stage is for the laptop encryption and port blocking to be implemented.		
CS&ICT2	ICT Business Continuity / Disaster Recovery	Head of Customer Services	1	C	1	C	1	D		All the storage hardware has been implemented, just waiting for the F5 (remote box to enable users to log on to be implemented). Following this applications will be tested, all the applications that have not been moved over to the infrastructure have been made aware to the respective Head of Service.	05 Jan 2010	
Elec5	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	1	F	1	F	1	F	31 Mar 2010	European, County Council and Borough elections held on 4th June 2009 were run in line with the election timetable.	23 Oct 2009	
Leg1	To achieve LEXCEL accreditation	Principal Legal Officer	2	D	2	D	2	E	31 Mar 2009	No changes required at this time	10 Sep 2009	
Plan4	Budget reduced by reduction in fees from Development Control and Land Charges due recession	Technical Assistant - Planning	2	C	2	C	2	D	31 Mar 2010	Projected income remains down with fees down, though significant variations between individual months. Cost saving measures have been identified including greatly reduced use of consultants, savings from scanning and a review of staffing posts.	15 Jan 2010	
Res1	Use of Resources not getting 3 due to methodology changes (Currently 2)	Principal Policy Officer	5	F	5	F	3	F	31 Mar 2010	Rosendale Borough Council has been assessed as Achieving Level 3, an organisation that performs well and exceeds the minimum requirements. This is an excellent achievement for Rosendale and an improvement on last year's assessment. This is a reflection of the hard work and	09 Dec 2009	

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
										commitment of Officers and Members. Therefore this is no longer a corporate risk. The Use of Resources Working Group is already underway with the 2009-10 assessment process and Officers have met with the Audit Commission to discuss key areas of focus for the 2009-10 UoR assessment. The Council now needs to ensure it maintains Level 3.		
Res3	Delivery of the Accommodation Strategy	Head of Finance and Property	3	D	3	D	2	E	31 Mar 2009	Legal and financial negotiations to transfer the Futures Park Business Centre to RBC have now been completed. Operational transfers are under way with bills now being raised to tenants and staff being integrated into the Council 'family'. Tenders for the conversion of the Council Chamber are due back 4th December and the tender evaluation to be complete mid December ahead of on-site commencement in early January. Planned transfer of Council Chamber service is for the last week in March, first week of April when usage is at a minimum. The delivery team continue to meet once a month, though attending officers are likely to change once the negotiations stage is complete. Discussion of Phase 3 options for the development of Rawtenstall Town Centre are still within the budget-setting process for 2010/11.	09 Dec 2009	
Res5	The Council does not achieve the financial savings identified in the MTFS which are necessary to	Finance Manager	3	D	3	D	2	D	31 Mar 2010	New financial management report issued for end of October to all senior managers and EMT by 18th Nov. End of November results to be issued on 11th December to senior managers and Cabinet Briefing. All savings	09 Dec 2009	



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
	deliver its priorities within a balanced budget									identified in 2009/10 budget were fully allocated to budgets and budget holders, enabling accurate monitoring throughout the year.		
Res6	Litigation	Head of People and Policy	3	F	3	F	3	F	31 Mar 2010	legal Guidance being requested as necessary	21 Jan 2010	
Res7	Payroll	Payroll Manager	2	F	2	F	5	F	31 Mar 2010	Emergency Planning been updated	21 Jan 2010	
Rg4	Developer does not develop Valley Centre	Head of Regeneration	2	B	2	B	3	D	31 Mar 2010	Regular meetings have taken place with the owner of the site. The Council is now considering options which might be available to progress the redevelopment of the centre.	15 Jan 2010	
Rg5	Development of Bus station delayed due to partnership difficulties with LCC	Head of Regeneration	2	D	2	D	3	D	31 Mar 2010	LCC officers are in discussions with Executive Officers regarding the delivery of the new bus interchange. This is effectively strengthening the partnership arrangements for this project.	10 Dec 2009	
Rg8	Green Vale Homes perform poorly resulting in a need to bring Homelessness Service back in house	Head of Regeneration	3	E	3	E	4	F	31 Mar 2010	The Council has undertaken a full review of Homelessness Services for the Borough and agreed that the service needs to be strengthened through the development of an enhanced housing options service. More work will be undertaken in 2010 to develop a detailed specification and undertake a procurement process.	15 Jan 2010	

## **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 2009/10:

- Cash Balances – continue to be strong.
- Bank Interest generated –the £3m which matured in mid October has been rolled over for another 12 months at 1.8%. Other deposits are earning 0.8% at the end of December 2009 whilst base rates remain at 0.5%. A £1.5m deposit will mature in early January, followed by the repayment of the 1-year loan from the Public Works Loans Board for the same amount in late January.
- Debtor management has seen steady improvement. Council Tax collection is up to 77.1% compared to 76.68% at the same time last year and similarly NNDR is at 79.71% compared to 78.02% last year. Collection of sundry income bills for 2009/10 has also been strong, with only 5.5% outstanding compared to 13.8% to the same time last year. However, collection of older debt has not been so productive, hence the increase in item 4 below.
- Steady extension of the use of electronic payment methods continues
- Best practices in procurement of goods and services are now embedded. Collaborative activities with Team Lancashire due in the next 12 months include payment card collection services and bar-code reader facilities.

		As at 31 March 2009	End Q1 2009/10	End Q2 2009/10	End Q3 2009/10	End Q4 2009/10	Long Term Trend
1	Targeting a score of 3 (by 09/10) in the annual Use of Resources assessment by the Audit Commission	2		In appeals stage	Overall 3 awarded following appeal		Methodology significantly changed for 2009.
2	Cash & Indebtedness (£000)	£5,715k	£11,174k	£10,595k	£12,554		Cash continues to be strong –CTax, NNDR and sundry income receipts are all marginally ahead of 2008/9 levels.
3	Average Debtor Days (cum)	85	81	79	68		Collection rates for new debt are improving
4	% Proportion of debtors over 6 months old	34%	25.8%	24.12%	30.61%		Good progress on chasing current year debts
5	Level of Council Tax arrears (£000)	£2,838k					Annual calculation
6	Level of NNDR arrears (£000)	£376k					Annual calculation
7	% Interest earned -	+0.18%	-0.01%	+1.59%	+1.2%		RBC benefiting from fixed deposit at

	above/(below) SECTOR model portfolio						6.78% until mid October
8	Corporate Spend (non pay)(£000)	£5.749m	£1.575m	£1.873m	£2,049K		Slight increase – part of vehicle fleet purchased in this period
9	Corporate Spend placed with local companies (£000)	£1.039m (18%)	£252k (16%)	£282k (53%)	£293K (83%)		On target
10	% of above placed thro' collaborative arrangements	8.33%	18%	31%	38%		On target
11	% of payments made by electronic means (cum by volume)	88.4%	90.1%	91.3%	91.8%		Steady increase in benefits and refund payments
12	Value of electronic payments (£000)	£127,927k	£28,526k	£16,784k	£17,869k		High-value items have already been targeted to maximise effect and security of payments.
13	% of payments made by electronic means (cum by value)	99%	99.4%	98.58%	98.4%		

## 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 October to December 2009 - 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 at 31/09/09	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
Resources	People & Policy	Executive Office				
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services				
		Property Services		2	2	
Place	Street Scene	Refuse & Cleansing		2	2	
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery		6	6	

Head of Service	Service Area	Team	Complaints O/S at 31/09/09	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Capita- Council Tax	1	4	5	
		Capita - Call Centre		2	2	
		Capita - Benefits	1	4	5	
		Capita – Benefit Fraud				
		Capita - OSS				
		ICT				
		Customer Service				
	Communities	Community Safety				
		LSP Delivery				
		Service Development				
		Area Officers				
	Regeneration	Regeneration Delivery				
		Regeneration Progs				
		Economic Development				
Traffic & Parking						
Business	Legal	Legal Services				
		Committee & Member Services				

Head of Service	Service Area	Team	Complaints O/S at 31/09/09	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Elections				
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control	3	1	4	
		Land Charges				
	Environmental Health	Environmental Health	1	1	2	
		Licensing				
		<b>Total</b>	<b>6</b>	<b>22</b>	<b>28</b>	<b>0</b>

## 7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	5
2	Poor communication	2
3	Delayed response/lack of response	1
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	12
	No type of complaint assigned	0
	<b>Total</b>	<b>22</b>

**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.**



## 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 (1<sup>st</sup> October 2009 to 31<sup>st</sup> December 2009)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
<b>Place</b>	Council Tax	3	0	0	3
<b>Business</b>	Environmental Health	8	0	8	0
	Development Control - Enforcement	1	0	0	1
<b>Executive</b>	Other – Property	1	0	1	0
	<b>Total</b>	<b>13</b>	<b>0</b>	<b>9</b>	<b>4</b>

**Note:** the recording of complaints was amended during this period and only complaints under 'full investigation' have been included in this report. Premature complaints, preliminary enquiries and those which we know of but have not been officially notified of have been removed to avoid duplication with Service Assurance's figures.

Environmental Health - These 8 complaints were regarding the same issue.

Council Tax - These 3 complaints are regarding the same issue and a decision is expected in January 2010.

## Section 8 – Compliments

## Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between October to December 2009- broken down by the area of service that the compliment related to as well as a comparison of the previous 3 quarters.

Directorate	Service Area	Team	Compliments received during:			
			January - March 2009	April - June 2009	July – September 2009	October - December 2009
Chief Executive		Executive Office				
	People & Policy	Human Resources				
		Policy Unit				
		Communications		2		6
	Finance & Property	Financial Services				1
		Property Services				
Place	Operations	Refuse & Cleansing	3			1
		Emergency Planning				
		Parks & Open Spaces				1
	Customer Services	Capita - Council Tax Recovery				

		Capita - Council Tax				1
		Capita - Call Centre				
		Capita - Benefits				
		Capita - OSS		1		2
		ICT				
		Customer Services	1		1	
	Communities	Community Safety				
		LSP Delivery				
		Service Development				3
		Area Officers		1	7	2
	Regeneration	Regeneration Delivery				2
		Regeneration Progs			1	7
		Economic Development	1	1	1	
		Traffic & Parking				
Business	Legal	Legal Services				2
		Committee & Member Services	1	8	2	
		Elections	2	2		
		Building Control	1			

	Planning	Forward Planning				
		Development Control	1			4
		Land Charges				
	Environmental Health	Environmental Health				1
		Licensing	1		1	1
	Executive Office	Executive Office	1			
	<b>Total</b>			<b>12</b>	<b>15</b>	<b>13</b>