

How are we making a difference to our communities?

Integrated Performance Report Quarter 3 (October to December 2010)

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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.

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 2011 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.

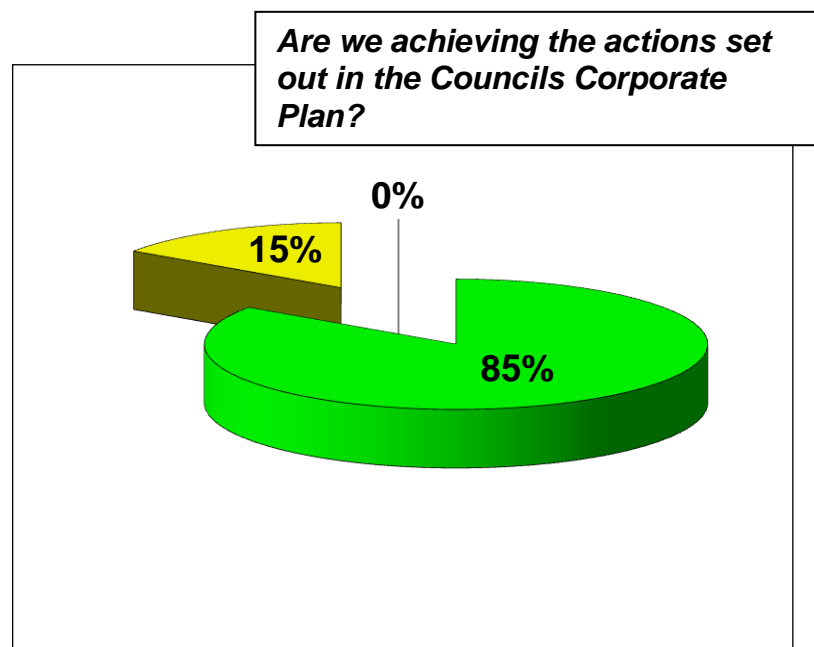
Section 1 – High level performance summary

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.	%
Green ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	93	84.55%
Amber ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	17	15.45%
Red ●	Project in jeopardy – serious issues or risks needing urgent action	0	0%
	Total number of actions	110	



2.2 Performance Indicators – achieving targets?

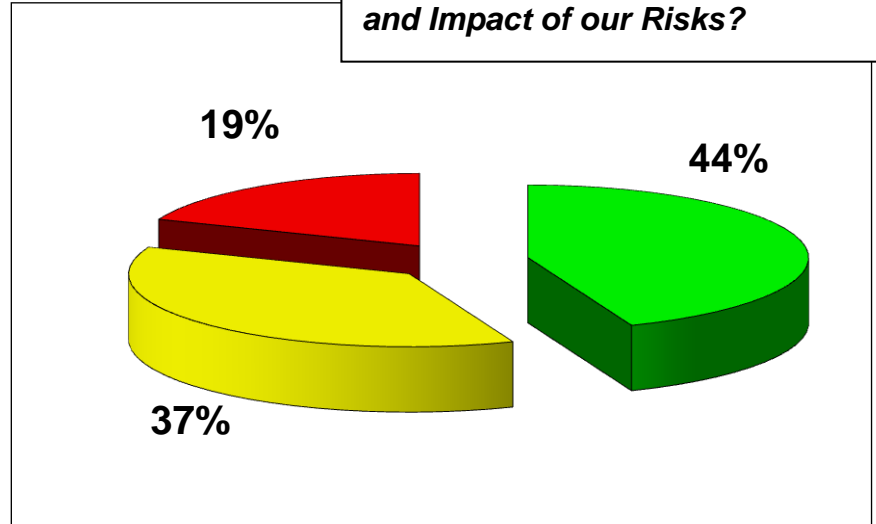
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators, 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.	%
On Target		The performance indicator has achieved or exceeded its quarter 2 target	2	100%	12	86%	4	100%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	0	0%	1	7%	0	0%
Below Target		The performance indicator is currently more than 5% of achieving its target	0	0%	1	7%	0	0%
Unknown		The status cannot be calculated	0	0%	0	0%	0	0%
Total for Quarter 3			2		14		4	

2.3 How are we performing in managing our risks?

Risks			
Legend	Status	No.	%
Green ✔	The likelihood and impact of the risk is low	19	44%
Amber ▲	The likelihood and impact of the risk is medium	16	37%
Red ●	The likelihood and impact of the risk is high	8	19%
	Total	43	

Are we reducing the Likelihood and Impact of our Risks?



Reducing the Risks faced by the Council

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

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

The Council's Risk Matrix

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

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

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

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





Section 2 – Performance against the Council’s Priorities

Each year the Council reviews and identifies its top priorities for achievement. The budget allocation and corporate and business planning processes are then used to direct the Council’s resources and efforts towards achieving its stated priorities. The following section of the report monitors the Council’s performance under each of the Council’s 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	50	43	86%	7	14%	0	0%	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	8	80%	1	10%	1	10%	0	0%
Total	67	57	85%	9	13%	1	1%	0	0%

1.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “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.

1 - Delivering Quality Services to our Customers	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government	1,755	1,744	11
Communities	36	38	(3)
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Health, Housing & Regeneration	-	-	-
Legal & Democratic Services	-	-	-
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
Total	1,791	1,782	8





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

1 - Delivering Quality Services to our Customers Key Variances (+ve = favourable / -ve = adverse)	£000
Software Licenses/Disaster Recovery	25
Concessionary Fares	(21)
Inflation uplift on Outsourced C.Tax Collection& HB Service	(22)
Court Costs awarded for non payment of Council Tax	27
Markets income	(3)
Mobile Phone – New Contract	14
Salary Under spends – Pension Take Up	22
Computer Circuits/Computer Equipment/Other Misc Spend	(38)
Other Variances	3
Total	8

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	12	10	83%	2	17%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	1	1	100%	0	0%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	5	0	0%	2	40%	3	60%	0	0%
Total	18	11	61%	4	22%	3	17%	0	0%

2.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “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.

2 - Delivering Regeneration across the Borough	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government	-	-	-
Communities	-	-	-
Business			
Building Control	159	204	(45)
Planning	597	601	(4)
Local Land Charges	45	63	(18)
Health, Housing & Regeneration	532	558	(26)
Legal & Democratic Services	-	-	-
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
Total	1,334	1,427	(93)





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

2 - Delivering Regeneration across the Borough Key Variances (+ve = favourable / -ve = adverse)	£000
Building Control Staff & Consultancy	(4)
Building Control Income	(36)
Building Control Misc	(7)
Development Control – Professional Services	16
Development Control – Computer Software/Training	(10)
Development Control – Salaries	3
Development Control – Income	(24)
Development Control – Misc non pay Budgets	8
Forward Planning – Salary Under spend	9
Land Charges Income	(18)
Land Charges – Redundancy Related Costs	(3)
Homelessness – Contribution to provision for Change Mgt	(18)
Parking Discs	(4)
Regeneration various non pay budgets	(4)
Total	(92)

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	10	9	90%	1	10%	0	0%	0	0%
National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	3	3	100%	0	0%	0	0%	0	0%
LAA Indicators	3	3	100%	0	0%	0	0%	0	0%
Risks	3	1	33%	1	33%	1	33%	0	0%
Total	20	17	85%	2	10%	1	5%	0	0%

3.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “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.

3 - Keeping our Borough Clean, Green & Safe	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	4,133	4,132	0
Customer Services and e Government	-	-	-
Communities	588	578	11
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Health, Housing & Regeneration	-	-	-
Legal & Democratic Services	-	-	-
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
Total	4,721	4,710	11





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

3 - Keeping our Borough Clean, Green & Safe Key Variances (+ve = favourable / -ve = adverse)	£000
Community Safety CCTV	5
Dog Warden Services	6
Vehicle Related Costs (including provision future replacement)	(60)
Salaries / Agency	129
Fuel	(89)
Recycling Income	132
Tipping Fees	36
Trade Waste / Clinical Waste / Bulky Collections	(30)
Purchase of Parks Vehicles (Excavator, Tractor, Gritter)	(40)
Tools and Equipment & other parks related expenditure	(50)
Vehicle Leases/Hire/Financing	19
Refuse Sacks	(16)
Refuse Calendars	(12)
Purchase of Refuse Bins	(24)
Bulky Collections	(8)
Parks Development	10
Subscriptions/other minor variances	3
Total	11

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	8	6	75%	2	25%	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	1	1	100%	0	0%	0	0%	0	0%
Risks	2	1	50%	1	50%	0	0%	0	0%
Total	11	8	73%	3	27%	0	0%	0	0%

4.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “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.

4 - Promoting the Borough	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government	-	-	-
Communities	296	241	55
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	-	-	-
Legal & Democratic Services	-	-	-
Health, Housing & Regeneration	-	-	-
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	143	136	6
Non-Distributed Costs	-	-	-
Total	439	377	62





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

4 - Promoting the Borough Key Variances (+ve = favourable / -ve = adverse)	£000
Community Management Admin	18
Local Strategic Partnership – salary vacancy	33
Events	5
Various non pay under spends in Communications	6
Total	56

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	5	5	100%	0	0%	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	0	0	0%	0	0%	0	0%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
Total	6	5	83%	0	0%	1	17%	0	0%

5.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “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.

5 - Encouraging Healthy and Respectful Communities	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government Communities	-	-	-
	384	359	25
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	223	219	4
Legal & Democratic Services	-	-	-
Health, Housing & Regeneration	669	625	44
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
Total	1,276	1,203	72





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

5 - Encouraging Healthy and Respectful Communities Key Variances (+ve = favourable / -ve = adverse)	£000
Museum recharge income	8
Emergency Planning	12
NNDR Discretionary Relief	6
Licensing - Salaries	4
Licensing – Misc non pay	(1)
Environmental Health – Restructure & Staff Vacancies	55
Environmental Health Noise Equipment	(5)
Environmental Health – Office move related costs	(6)
Total	72

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	25	20	80%	5	20%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	3	3	100%	0	0%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	23	9	39%	11	48%	3	13%	0	0%
Total	51	32	63%	16	31%	3	6%	0	0%

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.

6 - Providing Value for Money Services	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government	-	-	-
Communities	20	20	0
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	-	-	-
Legal & Democratic Services	977	915	61
Health, Housing & Regeneration	-	-	-
Support Services			
Finance & Property Services	319	242	77
Corporate Management	136	115	21
People and Policy	46	26	20
Non-Distributed Costs	864	853	11
Total	2,362	2,172	190

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

6 - Providing Value for Money Services Key Variances (+ve = favourable / -ve = adverse)	£000
Legal – restructure	17
Legal Court Fess	(11)
Democratic Services – Staff Vacancies & Advertisements	11
Democratic Services – Members Allowance	15
Mayoralty – Agency/staff	19
Democratic Services – Misc Spends	9
Gas & Electric	34
Repairs & Maintenance	25
Business Centre shortfall income net of salary savings	(35)
Business Cte salary saving Rec mgr not receiving occ Mat Pay	14
Water charges across operational buildings	(12)
Income from Shared premises and other sites	18
Property services – Salary Savings	5
Finance – External Audit Fees	12
Finance – Agency & Staff under spends	3
Finance – Internal Audit savings	13
Corporate Mngemnt–Subscriptions & Underspend	8
Corporate Mngemnt–salary vacancy/non 10-11 pay award	6
HR - Staff Vacancy	11
HR – Legal Fees pertaining to Job Evaluation	(23)
HR – Children’s Trust Income	20
HR - Members Training/miscellaneous costs	12
Non Distributed Costs - Pension contrib'ns for past employ'es	32
Non Distributed Costs - interest payable & receivable	19
Employees – target for in year savings	(40)
Total	119

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 2011.

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 2010-11


Report Type: Actions Report
Report Author: Lee Admin_Birkett
Generated on: 27 January 2011









Description 1. Delivering Quality Services to our Customers

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
C&MS1	Promote democracy by organising activity during Local Democracy Week	31 Oct 2010	Committee and Member Services Officer	02 Jul 2010	13 Oct 2010	Event took place in October with 6 schools attending. Thank you letters and photos of the event were sent to the schools with a copy of the feedback from the activities. Feedback from the event was also distributed to Councillors and participating Officers.	04 Jan 2011	
C&MS4	Promote the role of the Mayor as Civic Leader	31 Mar 2011	Committee and Member Services Officer	07 Jul 2010		Christmas lights switch-ons and Christmas school visits are now complete. Preparations are now underway for the Mayor's Ball.	04 Jan 2011	
Cmt1	Development and implementation of the Neighbourhood Plans through strengthened Neighbourhood Forums and community engagement activity	31 Mar 2011	Area Manager	14 Jul 2010		The four Neighbourhood Plans have now been approved by Council, the Police and LCC. Implementation of the Plans is monitored through the Forums and regular progress updates are provided to each Forum meeting. Community engagement activity in support of the Forums continues. A joint Neighbourhood Forum meeting across all four Forums, in the form of a Community Environment Fair, was held on 23 November. The event worked well with stands from 22 local organisations, 9 of whom gave short talks, and was attended by approximately 100 people. Development of the Forums continues with new community members joining and plans are underway for a Neighbourhood Forums Facebook Group to improve communication.	10 Jan 2011	
Cmt15	Lead on the delivery of the LAA	31 Mar 2011	Communities Manager	14 Jul 2010	13 Oct 2010	The Rt Hon Eric Pickles MP has written to every Local Authority Chief Executive regarding important changes to Local Authority Performance	19 Oct 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Arrangements. The letter gave notice under section 109 of the Local Government and Public Involvement in Health Act 2007 that as from 13th October 2010 the Local Area Agreement targets were revoked. Going forward it is for Local Authorities to consider what performance measures that would like to challenge themselves against.		
Cmt16	Manage the Local Strategic Partnership to help deliver the Sustainable Community Strategy	31 Mar 2011	LSP Delivery Officer	14 Jul 2010		<p>As reported in the 2nd Quarter the Local Strategic Partnership Executive met on the 4th October 2010 and considered a new framework for the Partnership. The Executive discussed a new flatter model for the partnership that will have at its core the underlying principles of focusing on the big issues that affect the borough. These issues will be identified through the Neighbourhood Forums and through quantitative evidence using tool such as mosaic.</p> <p>A newly formed 'Rossendale Forum' will meet for the first time on 17th January 2011 chaired by the Leader of the Council it will agree the pilot Rossendale Big Issues (RIG) that they would like to collectively tackle that will be project driven within a timeframe of task and finish but most importantly will focus on outcome.</p>	10 Jan 2011	
Cmt2	Support Community groups to deliver a range of projects that will improve the quality of life for people in the local area.	31 Mar 2011	Area Manager			<p>The Communities Team continues to support community groups to deliver projects. In October the Parklife Event was held in Stubbylee Park, attended by 50 families. During alcohol Awareness Week, staff took part in events in local high schools to consult young people about issues of concern to them. Monitoring visits have been undertaken to all groups that are in receipt of funding through Grants to Outside Bodies to provide support and any guidance required. Successful Christmas lights switch on events were held in Haslingden and Rawtenstall. Unfortunately the planned Bacup event had to be cancelled due to bad weather. Work continues with young people in the Edgeside area through the Edgeside and District Community Partnership. Following each</p>	10 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						community event an evaluation is completed to ensure that we continue to deliver effective projects.		
Cmt3	Revitalising Rossendale Markets Strategy – Stage 2: implementing the recommendations of cabinet February 2010	31 Mar 2011	Area Manager	07 Jul 2010		<p>Vacancies: There are currently 2 vacant cabins at Haslingden Market, 4 vacant stalls at Rawtenstall Market, and 2 vacant cabins at Bacup Market. Advertising is continuing, 4 times a day, seven days a week on Rossendale Radio2 adverts were featured on page 3 of the Rossendale Freepress in December, advertising entertainment over Christmas and Christmas Eve & New Years Eve opening Events Music from brass bands and local choirs was organised for Bacup and Rawtenstall Markets. Unfortunately due to bad weather, not all events went ahead as scheduled. Rawtenstall NMTF obtained neighbourhood forum funding for entertainment in the form of the One Man Band and Lorenzo & Mrs E (clowns). Nick Reddrop, duty manager for Rawtenstall, dressed up as Father Christmas and gave out diaries to traders personalised with 'Happy Christmas from Rawtenstall Market' funded by the council and NMTF. He also gave out 'reindeer dust' made up of oats and glitter free of charge to customers with children. All were appropriately marked with health and safety warnings as had been created by the team. The feedback from traders and customers was extremely positive. A longstanding trader celebration was held in Rawtenstall market cafe. Certificates were presented to longstanding traders by the Mayor of Rossendale, followed by afternoon tea for those who attended. The Freepress and Lancashire Telegraph attended and printed a feature on the; longest standing trader on the market, Dinah Hunt, who has been on the market for at least 35 years. Posters have also been displayed in the foyer of the market. Rawtenstall nmtf An open meeting of the nmtf was held and attended by members of the nmtf, the leader of the council, cllr tony swain, county councillor tony winder, communities manager mike riley, area manager Catherine Price and area</p>	11 Jan 2011	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>officer Nick Reddrop. Catherine price presented a run down of advertising activity and questions were put to all councillors and communities team officers including a cash machine for the market, and issues with the pavements on bank street. Regular meetings between the nmtf and area manager are held on the first Thursday of each month. Haslingden market consultation has been carried out with traders, customers, residents and local businesses about the future of Haslingden market. views were mixed but with many saying that although they didn't shop on the market they felt it shouldn't close and would be detrimental to the town if it did. Equally shopkeepers felt the market was of little benefit or impact on their takings but that it would bad for the town if it were to close. Consultation with the traders revealed that they were interested in pursuing the idea of forming a social enterprise to take over the running of the market. Bacup flea market Consultation has been carried out with permanent market traders who trade on the flea market, and flea market traders about the future of this market. The majority of permanent traders felt they should be able to continue to trade on the flea market for free, and wouldn't continue to trade if they had to pay a charge. Some of the permanent licensed traders who do not trade on a flea market day have expressed concern that the flea market does not represent the market well and dilutes trade for the general retail market on Wednesdays and Saturdays. A report is going to cabinet in January.</p>		
Cmt6	Review renew Pest Control Contract	31 Mar 2011	Area Manager	19 Oct 2010		<p>Meeting took place with Bury and Rochdale and both showed interest in carrying on with the partnership. Blackburn and Hyndburn have been emailed and have requested information regarding amount of jobs to look at the logistics of how they would split the borough to be able to give a price for the contract. This was halted by J Jackson being off sick for a period of time. J Jackson now back at work so will send info to councils and look</p>	10 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						at way forward.		
Cmt7	Review the dog control service	31 Mar 2011	Area Manager	19 Oct 2010		Pilot service commenced on 8th November. meeting with Animal wardens 11-1-10 to discuss the previous two months invoices. Monthly monitoring meetings to be scheduled to take place.	10 Jan 2011	
Cmt8	Deliver environmental improvements to David Street Branch Street including alley gating improvements to refuse collection arrangements.	31 Mar 2011	Area Manager	10 Jan 2011		plans and consultation with residents has gone ahead. Planning permission has been applied for. Update for members meeting on 13-1-11	10 Jan 2011	
CS&ICT1	Perform a best value review on capita contract	31 Mar 2011	Service Assurance Manager	14 Jul 2010		The Head of Customer Services & ICT is working closely with the SAT and members of Finance with regard to this and potential savings.	04 Jan 2011	
CS&ICT10	Explore options in relation to a Customer management system	31 Mar 2011	Head of Customer Services & ICT	08 Jun 2010	16 Jul 2010	A feasibility study was carried out that examined the strategic alternatives available to Rossendale, the Council has decided to work together with other partners to deliver a customer management system. A specification is currently being developed and it is proposed that the first phase of the system will be developed during Q3 of 2010. Rossendale will then determine the future roll out process.	16 Jul 2010	
CS&ICT12	Review Members arrangements for ICT	31 Mar 2011	Head of Customer Services & ICT; Information Manager	08 Jun 2010	16 Jul 2010	Following on from the Member development committee, a report will go to Cabinet proposing the recommendations for the ICT for Members; it has been scheduled for the September cabinet meeting.	26 Jul 2010	
CS&ICT14	Review the needs of and agree new contract re telephony provider.	31 Mar 2011	Head of Customer Services & ICT; Information Manager	10 Jun 2010	16 Jul 2010	The corporate telephony requirements have been specified and Rossendale have been informed by cisco that the proposed hardware to be used in the design has been approved. It is proposed that the new application will be implemented in September 2010 for phase 1 and phase 2 will be implemented in Oct / Nov 2010. In addition the tender for the mobile communication including telephones and all associated devices has been specified and sent out. Rossendale are currently waiting for a	16 Jul 2010	







Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						response from the various vendors.		
CS&ICT2	Perform a review of the bailiff provision	31 Mar 2011	Service Assurance Manager	11 Oct 2010	11 Jan 2011	Project is on track for completion by the end of February	04 Jan 2011	✔
CS&ICT3	Review and update the local taxation recovery strategy in relation to committals, bankruptcy and charging orders	31 Mar 2011	Service Assurance Manager	14 Jun 2010	11 Jan 2011	Two suppliers have been identified with regard to Bankruptcies, along with a sample of cases. these will be tested by the end of April 2011.	11 Jan 2011	✔
CS&ICT4	Roll out corporate fraud module	31 Mar 2011	Administration Assistant - Customer Services	08 Jun 2010	27 Sep 2010	Corporate Fraud and Corruption module rolled out, and audited in July. All staff that have completed the module have done so successfully. An audit has been done with reminder emails and a report on staff who are still to complete the module.	26 Jul 2010	✔
CS&ICT5	Review update and relaunch the customer complaints and feedback procedure ensuring that it links with the council's equality strategy	31 Mar 2011	Service Assurance Manager	08 Jun 2010		Awaiting feedback from EMT.	11 Jan 2011	✔
CS&ICT6	Review update the council's customer service standards	31 Mar 2011	Administration Assistant - Customer Services	08 Jun 2010		Awaiting feedback from SMT.	04 Jan 2011	✔
CS&ICT7	Implement government connect revised changes in connection	31 Mar 2011	Head of Customer Services & ICT; Technical Infrastructure Manager	26 Jul 2010	11 Jan 2011	The additional items required for Govt Connect have been identified and purchased. These will be implemented by the end of April 2011.	11 Jan 2011	✔
CS&ICT8	Develop new standards, a customer pledge and reviews access points	31 Mar 2011	Information Manager	11 Jan 2011	11 Jan 2011	The customer service standards have been developed and the access points have been reviewed.	11 Jan 2011	⚠
CS&ICT9	Options appraisal re telephony system	31 Mar 2011	Head of Customer Services & ICT	08 Jun 2010	15 Jul 2010	The corporate telephony requirements have been specified and Rossendale have been informed by cisco that the proposed hardware to be used in the design has been approved. It is proposed that the new application will be implemented in September 2010 for phase 1 and phase 2 will be implemented in Oct / Nov 2010.	16 Jul 2010	✔
DC1	Improving levels of customer care within the planning service –Implement Customer	31 Mar 2011	Planning Manager	11 Oct 2010		Revised charter provided to chair of DC form comment and prepared for Jan Management team consideration. Neighbour customer service	12 Jan 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Improvement Action Plan					Questionnaire finalised and to commence going out from end of Jan 11.		
DC2	Sustain and improve performance on determining minor and other applications against agreed measures	31 Mar 2011	Planning Manager	09 Jul 2010		Targets surpassed for past quarter	12 Jan 2011	✔
DC3	Undertake Conservation Area Appraisals for all Conservation Areas	31 Mar 2011	Planning Manager	09 Jul 2010		Generally on target. Rachel Fletcher now commenced as assistant Conservation Officer, All appraisals are still expecting to be completed within anticipated timescales.	12 Jan 2011	✔
DC4	Processing of major planning applications to against agreed measures	31 Mar 2011	Planning Manager	09 Jul 2010		Ahead of target on major applications	12 Jan 2011	✔
EH2	Improving water quality across the borough	31 Mar 2011	Environmental Health Manager	12 Jul 2010		<p>Following the outbreak of salmonella poisoning the team have been working with residents and the landowner to undertake investigative work at Dean Lane, Water. A full Risk Assessment is currently being prepared which will highlight the works required to provide a clean drinking water supply and if necessary any enforcement action that may be required.</p> <p>50% of homeowners on private drinking water supplies responded to the recent survey and this information was incorporated into the first return to the drinking water inspectorate. A policy regarding Private Drinking Water Regulations for 2009 incorporating fees and charges is now being consulted on before adoption at Cabinet. Officers are still looking at shared approaches across Lancashire to deal with the ongoing remit of this work.</p>	10 Jan 2011	✔
EH5	Respond to the outcome of the Peer Challenge	31 Mar 2011	Environmental Health Manager	09 Jul 2010		The Council took part in a Peer Challenge review of the Environmental Health, Community Team, Licensing, and Planning Enforcement Services through self-assessments undertaken during December 2009 and January 2010. The output from these self-assessments were reports that summarised some of the key issues and strengths of the services' as well as highlighting areas for	10 Jan 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>improvement: -</p> <ul style="list-style-type: none"> · Continued self-assessment of processes and protocols across the entire regulatory service to enable better cross working both internal and with external partners. · Improved communication of the work of the service and continued improvement both team introspective and externally to customers and partners. · Continued development of the Corporate Enforcement Group with a defined framework to continue the impetus in taking improvements forward. · Continued stability of the department following the departure of the Environmental Health Manager. · Promotion of the service and functions and clarity to internal teams (particularly front facing services) of the services available through the team. <p>To address some of these issues particularly around co-ordinated internal partnership working, efficiency savings and to bring long-term management stability to the service the Environmental Health Service has now merged with the Regeneration Team. This has strengthened links between the teams particularly through the housing service and support to businesses. Process reviews of the various functions of both services are being undertaken to identify smarter ways of working with the resource available and establish protocols with partners such as the Lancashire Fire Brigade for Rented Properties; Housing Options Team for Illegal Evictions / Harassment; and the Crime Safety Team with regard to ASB and Noise.</p> <p>The Team have undertaken a public consultation process around Animal Boarding Establishments and subsequent model license conditions to provide a clear, transparent and up to date policy to support officers in their role and to present clarity to owners and residents. These conditions</p>		







Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>were adopted by Full Council in Decemember 2010 and will contribute to a suite of enforcement documents that support the service.</p> <p>Over the last 12 months we have also been developing strong links through a work based initiative in partnership with the NHS East Lancashire Primary Care Trust to promote the health and wellbeing of employees within the workplace. With employees being a vital part of a business, it is important that they are fit and well to ensure they are at their most productive. The healthy workplace scheme has been visiting participating businesses in the Bacup area to carry out health needs assessments. The outcomes of the assessments will enable targeted health promotion events to be delivered to their staff. Examples of such programmes may be:</p> <ul style="list-style-type: none"> · Healthy eating · Smoking cessation · Stress / mental health · Healthy lifestyles · Health Checks <p>Training of the HSE stress management tool is also offered and promoted to managers and owners of businesses within the Rossendale area. It is a tool to allow managers to assess whether they currently have the behaviours identified as effective for preventing and reducing stress at work; its aim is to help managers reflect on their behaviour and management style.</p>		
FP1	Delivery of the LDF including the Core Strategy publication and submission versions and undertaking of the Core strategy examination in Public.	31 Mar 2011	Planning Manager	24 Jun 2010		<p>The Forward Planning Team is on track to submit the Core Strategy Development Plan Document (DPD) The Way Forward (2011-2026) to the Secretary of State on the 21st December 2010. This is in accordance with Regulations 30 and 31 of the Town & Country Planning (Local Development) (England) (Amendment) Regulations 2008. All submission documents will be available for inspection from the 21st December at the One Stop Shop, libraries and on the Council Website.</p>	03 Dec 2010	



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
LC1	Review the Process research applications received to search in the register and complete statutory enquiries to address issues associated with the economic downturn.	31 Mar 2011	Planning Manager	16 Jul 2010		Although market is still quiet the number of full searches continued to slowly increase	11 Jan 2011	✔
LC2	Police the customer complaints process for Planning	31 Mar 2011	Planning Manager	16 Jul 2010	16 Jul 2010	Now undertaken by Business Unit Manager. Targets met	12 Jan 2011	✔
Leg2	To deliver a programme of training on contract management and monitoring.	31 Mar 2011	Assistant Head of Legal Services	04 Oct 2010		Planning meeting for training took place 9/12/12. Training session booked for 18th February 2011. Draft training notes prepared and practical 'bingo'questionnaire session.	10 Jan 2011	✔
Op1	Review the service in light of the need to create improve customer satisfaction and meet the requirement of the MTFS.	31 Mar 2011	Operations Manager			A new structure has now been drafted that combines the roles of the operations and communities teams. A report detailing this opportunity to restructure the two teams to further develop and strengthen neighbourhood based working will be presented to cabinet in January. Staff involved in the restructure have been consulted; job Descriptions and Person specifications have been drafted and are subject to staff consultation.	11 Jan 2011	✔
Op10	Develop a revised action plan for the Play Strategy	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		Provisional new action plan produced but on hold to enable verification from senior management in light of medium term financial strategy.	10 Jan 2011	✔
Op11	Undertake a feasibility study for the future of Rossendale cemeteries	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		First draft of strategy completed and in circulation for consultation. Currently working with Facilities team to implement shorter term actions to ensure Catholic burials continue in Haslingden Cemetery and to establish costings for future developments.	10 Jan 2011	✔
Op12	Implement Health and Safety action plan	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces); Assistant Operations Manager (Refuse Recycling and Street Cleansing); Operations Manager	08 Jul 2010		Continued additions and revisions to existing Risk Assessments database. Toolbox talks now being produced and delivered to teams. Depot audits reviewed and outstanding actions implemented. Regular team meetings now occur to ensure Health and Safety issues are tackled promptly.	10 Jan 2011	✔




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Op14	Implement Phase Two Footpath Improvement Works	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		Tender been completed and awarded to contractor. Due to meet with contractor during January for works expected to commence Spring 2011.	10 Jan 2011	
Op15	Cemetery Memorial Safety Inspections	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		Amendments to policy made as a result of Overview and Scrutiny. Policy will be re-circulated to Statutory Officers and will now go to cabinet in March for approval.	10 Jan 2011	
Op2	Public realm Improvements Phase 1	31 Mar 2011	Operations Manager			Seeking to reduce costs, improve efficacy, and limit the need for residents to contact multiple agencies for dealing with a single subject, a list of Rossendale and County Council combined open spaces that are classed as highway verges or incidental open spaces has been submitted for market testing. Tenders have now been returned showing the likely costs of a 3rd party maintaining these sites. Should the value of this tender be less than the combined budgets of Rossendale and Lancashire then this will be subject to a later report. The Operations manager and Director of Customers are meeting with LCC to discuss the direction forward mid January. If a tender is let this will commence 31st March 2011	11 Jan 2011	
Op3	Redevelop Open Spaces Strategy	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	11 Oct 2010		Continuation of consultation with stakeholders to establish previous work and viability of future work in the strategy. Draft action plan expected Feb 2011.	10 Jan 2011	
Op4	Undertake a customer satisfaction survey for assisted bin collections	31 Mar 2011	Assistant Operations Manager (Refuse Recycling and Street Cleansing)			The information has now been analysed and where appropriate and clearly identifiable properties have been removed from the assistant list. The users have a positive opinion of the service. We are considering doing a similar service with our commercial waste customers and residents who receive a clinical waste service.	11 Jan 2011	
Op5	Develop and undertake a customer satisfaction survey for one aspect of the parks and open spaces service	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		No further progress. Other strategies have taken priority.	10 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Op6	Formally implement the previously trialled site monitoring forms	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces); Assistant Operations Manager (Refuse Recycling and Street Cleansing)	08 Jul 2010		Site monitoring temporarily on hold during the winter period. Refuse collection rounds have taken priority due to high volume of customer queries.	10 Jan 2011	✔
Op7	Implement year one of the apprenticeship programme (gardeners)	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		One apprentice continues with the programme, other apprentice resigned from post for other employment elsewhere. Possible replacement of vacant apprentice post to be discussed.	10 Jan 2011	⚠
Op8	Promote Parks and open spaces as a place of learning	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		Second intake of Future Jobs Fund employees- 10 started, 5 currently remain in post. Greater issues around attendance and sickness has been noticed with this group. One student placement from Alder Grange Tech College starting 17th January. Continuation of Horticulture Diploma Students work programme and Incredible Edible.	10 Jan 2011	✔
Op9	Implement access audits in all 8 parks	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		Training completed in November. Partial audit completed in Victoria Park. Action plan to complete other parks will be formulated by end of January.	10 Jan 2011	✔
P&P12	Respond to outcomes from the Equality Framework Assessment	30 Sep 2010	Principal Policy Officer	08 Jun 2010	01 Oct 2010	Action plan prepared, this will now be monitored using covalent	20 Oct 2010	✔
P&P14	Revise HR Strategy	31 Mar 2011	Head of People and Policy	01 Apr 2010		To be discussed at the next staff forum in terms of the SWOT	24 Jan 2011	✔
P&P2	Update service level information folders provided in the One Stop Shop	31 Aug 2010	Communications Advisor	02 Jul 2010	10 Jan 2011	Updated leaflets now on display at the One Stop Shop.	10 Jan 2011	✔
P&P7	Develop an Allotment Strategy for the Borough	31 Mar 2011	Project & Performance Improvement Officer	01 Jul 2010	11 Jan 2011	The Communities Team are responding to specific allotment project requests as they arise. A proactive strategy for allotments is being reviewed in light of the medium term financial strategy.	04 Oct 2010	✔

Description 2. Delivering Regeneration across the Borough




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Fin4	Support development of Futures Park Business Centre	31 Mar 2011	Head of Finance and Property	14 Jun 2010		No significant change. Business Manager maternity leave finished with return to work04/01/11. One reception staff resigned cover from Jobs Fund resources	05 Jan 2011	
FP2	Assist in production of partial review of Regional special strategy [RSS] and preparation of RSS 2010 / and other sub regional guidance	31 Mar 2011	Planning Manager	24 Jun 2010		Regional Spatial Strategy (RSS) was revoked on the 6 July 2010. As a result the Forward Planning Team await further guidance from Government.	03 Dec 2010	
FP3	Production of Annual Monitoring Report (AMR) for Core Output Indicators on Planning to Government Office for North West	31 Dec 2010	Planning Manager	24 Jun 2010		The Annual Monitoring Report (AMR) is ready for submission to the Secretary of State. This is the sixth Annual Monitoring Report (AMR) produced by Rossendale Borough Council. It covers the period from 1st April 2009 to 31st March 2010. The report takes into account guidance provided in the Office of the Deputy Prime Minister (now Department for Communities and Local Government (CLG)) publication Local Development Framework Monitoring: A Good Practice Guide (March 2005).	03 Dec 2010	
Rg1	Working with partners across Pennine Lancashire – develop a mechanism for the delivery of the MAA in Rossendale	31 Mar 2011	Head of Regeneration	11 Jul 2010		The Pennine Lancashire Economic Development Partnership have been focussing on assessing the advantages of the development of a Local Enterprise Partnership (LEP) for Pennine Lancashire in comparison with the proposed Lancashire wide LEP. In both cases the priorities and objectives of the MAA are retained as relevant to Pennine Lancashire. The launch of the Regional Growth Fund by the Coalition provides the opportunity for investment to be attracted into the projects identified in the Joint Investment Plan via the private sector.	07 Jan 2011	
Rg10	Delivery of Housing Market Renewal Programme	31 Mar 2011	Head of Regeneration	08 Jul 2010		Capital works ongoing, contract due for completion May 2011 due to unringfencing of funding and late start.	10 Jan 2011	
Rg11	Adoption and Delivery of Private Sector Housing Strategy.	31 Mar 2011	Regeneration Delivery Manager	11 Jul 2010		The consultation on the Private Sector Housing Strategy is about to commence. This public consultation process will involve a review by O&S Policy, Corporate Policy, external agencies and	10 Jan 2011	




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						peer authorities and those people directly impacted by the strategy before adoption by Cabinet. The strategy will reflect the recent merger of the Environmental Health and Housing Teams and will be supported by several strategies and documents including the Vacant Property Strategy (adopted at November 2010 Cabinet), Illegal Eviction and Harassment Policy and Private Sector Housing Enforcement Policy all of which will be discussed and approved by O&S Policy before proceeding to Cabinet for adoption.		
Rg12	Improving the Private Rented Sector across Rossendale	31 Mar 2011	Regeneration Delivery Manager	11 Jul 2010		The new Private Sector Housing Strategy is about to be consulted on which will include a review by O&S Policy and Corporate Policy before adoption by Cabinet. The strategy will reflect the recent merger of the Environmental Health and Housing Teams and will be supported by several strategies and documents including the Vacant Property Strategy, Pennine Lancashire Affordable Warmth and Housing Enforcement Policy. Over the last quarter of the year the Environmental Health Residential Section received 54 requests to investigate housing conditions within the Private Rented Sector and of those 24 was deemed Urgent Inspections (those faults which are potentially harmful to an occupier such as no heating; no hot water etc.). The Team have also been working with the Green Vale Homes Housing Options Team to develop a robust policy and protocol for dealing with illegal evictions and harassment by landlords this Policy is now out for public consultation.	10 Jan 2011	
Rg14	Continued development of proactive measures and work towards bringing Empty Homes back into use	31 Mar 2011	Head of Regeneration	08 Jul 2010		The Vacant Property Strategy has been through a public consultation process involving members (through O&S Policy), Corporate Policy, internal departments, and peer authorities. It is going to Cabinet in November 2010 for final adoption. The strategy highlights the use of a scoring mechanism to identify properties for enforceable action and those which require low level activity. Through the Vacant Property Task Group several high priority properties including redundant	10 Jan 2011	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>commercial properties have been identified and cross department work is ongoing to develop action plans to target these properties and bring them back into use. Through the merger, support is also being provided by the Environmental Health Team in utilising FLARE (Software Support) and identifying those long-term properties which could be of detriment to health through the HHSRS system this will allow notices to be issues around those properties.</p> <p>Work is also being undertaken on a Pennine Lancashire basis to develop set protocols and approaches to dealing with long-term problematic empty properties across the area – especially those owned by serial empty property owners.</p>		
Rg2	Lead and deliver the Rossendale Gateway Regeneration Programme	31 Mar 2011	Head of Regeneration	12 Jul 2010		The Rossendale Gateway Programme is led by a multi agency Steering Group Chaired by the leader of the Council. the group is focussing on actions to support the regeneration opportunities for Rawtenstall, in particular the redevelopment of the Valley Centre. Actions to date have resulted in the improvement of the appearance of the vacant Valley Centre and the commission of BDP to undertake work to develop a Supplementary Planning Document for Rawtenstall. The Steering Group also continues to work closely with the owners of the Valley Centre with the aim of identifying a viable scheme for the redevelopment of the site.	07 Jan 2011	
Rg3	Develop a revised Economic Strategy for Rossendale	31 Dec 2010	Regeneration Projects Officer			The Economic Strategy is now out of date and needs rewriting. Suggest there should be new deadline for this such as December 2011 or March 2012 depending on the outcomes of the Comprehensive Spending Review in October 2010 and the agreed Local Enterprise Models. To some extent our economic strategy has also been superseded on key economic initiatives by the Regenerate Pennine Lancashire Economic Strategy.	10 Jan 2011	
Rg6	Improved access and delivery	31 Mar 2011	Regeneration Delivery	12 Jul 2010		The next phase of Choice Based Lettings an	10 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	of a choice of affordable and decent, housing across Rossendale		Manager; Strategic Housing and Partnerships Manager			improved service which generates a housing plan for customers while also look to address worklessness of tenants (in partnership with the Job Centre) has now been launched. Work is ongoing to look at installing a standalone CBL kiosk in the One Stop Shop which would allow customers to generate their own housing plans. Officers are working with several support agencies to link supported tenancy accommodation with empty properties. Through partnership working with the Rochdale Housing Initiative, Stepping Stones and Regenda we are looking at suitable empty properties across the Borough which could provide suitable accommodation for vulnerable tenants.		
Rg7	Development of localised delivery plans for identifying Rossendale specific housing issues to support Pennine Lancashire Housing Strategy	31 Mar 2011	Strategic Housing and Partnerships Manager	11 Jul 2010		Work is ongoing to develop localised action plans for Rossendale to support the Pennine Lancashire Delivery Plans. These plans will support the emerging Neighbourhood Community Plans.	10 Jan 2011	

Description 3. Keeping Our Borough Clean, Green and Safe

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt17	Refresh and Implement Community Safety Plan inc. related Actions and performance management e.g. Street wise/Stay Safe	31 Mar 2011	Community Safety Manager	08 Jun 2010		Scoring matrix complete for next year's strategic assessment. In process of developing full document with action plan to commence April 2011. Current projects all on track.	06 Jan 2011	
Cmt18	Review usage of CCTV across the Borough	31 Mar 2011	Community Safety Manager	08 Jun 2010		Slight delay on the installation of the St Mary's Way and Newchurch Road cameras due to adverse weather. Also awaiting permission from LCC to excavate pavement on Newchurch Road. However, this should still be complete by year end.	06 Jan 2011	
Cmt19	Develop Communications Strategy in relation to Confidence Agenda	31 Mar 2011	Community Safety Manager	11 Jan 2011	11 Jan 2011	A communication strategy will no longer be produced in relation to the Confidence Agenda as this is no longer a govt measure. Locally we will	11 Jan 2011	



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						continue to engage with communities through NHF and PACTs. We are linked into the county communications group in relation to anti social behaviour as this is the main area in relation to confidence. We are monitoring performance figures in relation to ASB and receive local information through various consultation surveys carried out by Police Authority and County.		
Cmt20	Review/Update Road Safety Strategy	31 Mar 2011	Community Safety Manager			No new targets have been received as yet in relation to Road Safety. However, a multi agency meeting is to be arranged in January/February to discuss what is required locally. Supporting project with Lancs Fire & Rescue towards the end of January with young people travelling to and from Mosques safely during the darker nights.	06 Jan 2011	
Cmt4	Deliver an Effective Enforcement Strategy	31 Mar 2011	Area Manager	08 Jul 2010		<p>Area Officers have responded to 332 requests for service since 11 October 2010. This has included:</p> <ul style="list-style-type: none"> 75 flytipping cases 50 bin issues 39 accumulations of waste 38 litter/grot spot issues 21 dog fouling issues 13 nuisance vehicles 11 Christmas trees 5 untidy land and properties 8 tree enquiries 4 graffiti incidents including 2 racist <p>In response Officers have issued (in addition to contact in person, letters etc)</p> <ul style="list-style-type: none"> 3 s71 Notices (questionnaires re flytipping) 1 formal warning 1 PDPA Notice (prevention of damage by pests) 1 s330 Notice (untidy land and property) 1 s80 Notice (Statutory Nuisance) 1 abandoned vehicle notice 	11 Jan 2011	
EH3	Declaration of Air Quality Management Areas.	31 Mar 2011	Environmental Health Manager	11 Jul 2010		Rossendale's annual monitoring return for 2009/10 has been completed and accepted by DEFRA. http://www.rossendale.gov.uk/downloads/	10 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Air_Quality_Progress_Report_2010.pdf.</p> <p>There are currently no Air Quality Management Areas (AQMA) in Rossendale however, the team currently monitors concentrations of Nitrogen Dioxide (NO2) in the air at 19 sites around the borough. In 2003, 2006 and 2009 Rossendale Borough Council undertook an Update and Screening Assessment (USA) as part of the process of continually assessing local air quality. The 2009 Update and Screening Assessment identified exceedances in two locations across the borough at Manchester Road, Haslingden and Bacup road, Rawtenstall and so there were increased diffusion tubes (to measure contaminant levels) placed in these areas to enable a detailed assessment to be carried out after 12 months monitoring. Modelling of these additional increased diffusion tubes are currently being analysed and will provide a baseline for developing action plans if there is a requirement to declare Air Quality Management Areas.</p> <p>Officers have recently attended regional seminars and training around Air Quality Management Area.</p>		
EH4	Flood and water management	31 Mar 2011	Environmental Health Manager	12 Jul 2010		<p>Work is ongoing to support residents around localised flooding issues that affect their properties. Small scale schemes to mitigate future flooding episodes are being developed at Marlborough Close Whitworth; 144 and 170 – 178 Bury Road, Rawtenstall; Holmeswood Park Rawtenstall; 2 Market Street, Whitworth; Land at rear of 2 Bridleway, Waterfoot; and Hall Fold reservoir, Wallbank Drive, Whitworth. As well as providing officer support to Rossendale Borough Council's Facilities Team regarding the collapsed culvert on Hall Carr Road.</p> <p>Continued work is being undertaken on a Lancashire basis regarding the implication of the Flood and Water Management Bill which would see the onus on Lancashire County Council delivering</p>	10 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						flood and surface water management. Decisions are expected over the next few months following the Autumn CSR.		
Op13	Undertake a campaign to improve household recycling within the community	31 Mar 2011	Assistant Operations Manager (Refuse Recycling and Street Cleansing)			The meeting with WRAP was cancelled by Wrap but due to staff absences and the hectic festive period we have been unable to meet up to carry this forward.	11 Jan 2011	✔
P&P6	Develop Green Travel Pan including reviewing car user arrangements	31 Jul 2010	Principal Policy Officer	08 Jun 2010		Completed. A Green Travel Plan (GTP) has been developed and has been received positively. This has now been formally endorsed by full Council as policy in December 2010. Actions will be implemented on an ongoing basis during 2011-12. A Cycle to Work Scheme for employees has already been successfully introduced as part of the GTP initiatives, with a take up of approximately 3% of the workforce so far and the Council is working with Rossendale Bus to encourage employees to use public transport. The GTP will be reported on annually. Car user arrangements are being reviewed as part of the GTP actions and wider ongoing Council efficiencies review during 2011-12.	04 Jan 2011	✔
Rg13	Expand a range of accessible Energy Efficiency measures for all sectors; for domestic properties	31 Mar 2011	Head of Regeneration	08 Jul 2010		A new energy efficient element to the Council's website has now been added to promote energy efficient measures to homeowners and businesses. The Be A Rossendale Saver (www.rossendale.gov.uk/bears) section provides a hand on guide to help residents identify different ways they can make their homes more energy efficient. Residents are able to answer a series of questions about their circumstances and be provided with information on what they can do to their homes to improve energy efficiency as well as what schemes and incentives they are eligible for. Residents who cannot access the website will be able to still indirectly access services by phone, email, post or in person. We are currently working with Pennine Lancashire partners to develop a Pennine Lancashire Affordable Warmth Strategy and on a Lancashire basis to establish a referral scheme for energy efficient measures identified	10 Jan 2011	✔




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						through frontline staff and a potential approved cavity wall insulator scheme.		

Description 4. Promoting the Borough


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt10	Develop a Cultural Strategy with the Rossendale Partnership	31 Mar 2011	Culture Officer	13 Jul 2010		The note would be as outlined in the log on 8th October 2010	10 Jan 2011	
Cmt11	Complete consultation and interpretation project for Irwell Sculpture Trail	31 Mar 2011	Culture Officer	13 Jul 2010	13 Jul 2010	<p>An audit of the Irwell Sculpture Trail has been carried out in order to assess the state of the trail in Rossendale and to identify new circular routes to support the development of a number of clusters along the Trail.</p> <p>Following the audit, in Spring 2010, 3 consultation events were organised by Rossendale Borough Council supported by the IST Partnership in order to:</p> <p>Raise awareness of IST and investment being made Opinions on clusters and any points of interest or concern, or anything we've missed Gather stories, information and facts about the trail for future interpretation, identify leads for future interpretation and involvement Identify potential volunteers for the trail</p> <p>Over 3 events more than 70 people had to opportunity to receive information, comment on the development of the Trail or record a story to contribute to the future interpretation of the routes. The consultation events were supported by information on the Borough Councils website and an accompanying form.</p> <p>Each event met at least one of the original aims and the different approaches lent themselves to different aims. The session targeting an invited audience produced the richest results in terms of gathering information, opinions and stories, the</p>	13 Jul 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						interactive session was most effective at raising awareness of the IST and accompanying investment and the supermarket event also did this but to a lesser extent.		
Cmt13	Review the arrangements for the Rossendale Museum	31 Mar 2011	Culture Officer	08 Oct 2010		<p>A meeting took place in September to look at the potential for shared services across a number of museum sites, including Rossendale Museum.</p> <p>Next steps One representative from each authority will meet to develop proposals around the three identified headings: Staffing Volunteers Opening hours</p> <p>A more detailed discussion with Lancashire County Council regarding the service level agreement for Rossendale Museum will take place following the next meeting of this group. LCC has confirmed they are happy to review the SLA.</p>	14 Jan 2011	✔
Cmt14	Identify and support leisure and cultural events and projects	31 Mar 2011	Culture Officer	14 Jul 2010	08 Oct 2010	<p>Reveal - Open Studios Artists' studios across Rossendale opened their doors for a weekend in June to the general public. In addition there was a supporting exhibition at Rossendale Museum and an open day for school visits. 8 venues took part in the event which attracted new visitors, supported local artists and promoted a positive image of Rossendale.</p> <p>Rossendale Mela took place in August at New Hall Hey Cricket Ground. The Mela is a culturally diverse one day festival including music, dance, storytelling, workshop activities and a variety of food stalls. The event is focused on engaging the local community and improving community cohesion.</p> <p>Feast your Eyes at The Halo A tea time picnic at the Halo took place in September to close the Pennine Lancashire</p>	08 Oct 2010	✔





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Festival of Food and Culture. The event included live music, a kite workshop and a light installation by Bread Collective which would remain in place for a month after the event. It increased the profile of the Halo and Haslingden for local residents and visitors.</p> <p>Some Headlines</p> <ul style="list-style-type: none"> · Reveal generated £8,690 for local artists through sales · 78.5% of the people who attended the Reveal weekend and exhibition were new visitors to the event · Approximately 40% of visitors to Reveal were from outside Rossendale · Visits to Reveal were up 1,194 on 2009 · 20 volunteers supported the events (an in kind contribution of a least £650), this also strengthened partnerships between the Council and community groups · At least 10% of the visitors to the museum as a result of The Open Shop Project had never been to Rossendale Museum before and at least 30% hadn't been in the last 5 years · 57% of those questioned at Feast your Eyes at the Halo (113 people) had never been to the Halo before · Visitors to Feast your eyes at the Halo were mainly from Burnley and Haslingden. 10% of those questioned had travelled from Manchester. <p>The following partners worked with the Council on the delivery of these events:</p> <ul style="list-style-type: none"> · Lancashire Museums Service · Creativity Works & Perspectives of Pennine Lancashire · Horse + Bamboo · Reveal Artist Studios · Friends of Rossendale Mela Committee · Neighbourhood Health Worker · Rossendale Lions · Helping Hands 		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<ul style="list-style-type: none"> · Haslingden Community Link · St Anne's Primary School · St James Church, Haslingden · Friends of Whittaker Park 		
FP4	Encourage the delivery of affordable housing	31 Mar 2011	Planning Manager	24 Jun 2010		The Homes & Community Agency budget has been cut, therefore delivery of affordable housing from the public sector will be limited, however, the Core Strategy sets out the Council's approach to private market housing of affordable housing which is due for adoption 2011. In the meantime the Council will seek to encourage and promote delivery of affordable housing from the public sector. For the period 2009-10 there were 47 affordable (all social rented), 42 Green Brook Court and 5 mortgage rescue.	07 Dec 2010	
P&P1	Develop a Policy in relation to the use of Social networking sites	01 Oct 2010	Communications Manager	05 Jul 2010	01 Jan 2011	Policy agreed by management team and JCC and now being implemented. The internal Social Media Working group met in December and the next meeting/training session will be in February 2011. Social media has been an important communication tool during the recent winter weather and problems with refuse collection.	10 Jan 2011	
P&P17	Promote a range of diversionary events for young people on behalf of the Children's Trust.	31 Jul 2010	Communications Manager	05 Jul 2010	05 Jul 2010	The Summer Fun supplement in the Rossendale Alive newsletter has been completed and distributed. Posters have also been produced to publicised the pull out supplement and it has been publicised on the Council's website and in the local media.	05 Jul 2010	
Rg4	Deliver the Rossendale Tourism Strategy.	31 Mar 2011	Head of Regeneration	12 Jul 2010		The Tourism Strategy and Cultural Strategy are being merged into one strategy to support the Core Strategy currently being undertaken by Forward Planning. We are expecting a final report to be presented to Cabinet in March 2011.	07 Jan 2011	

Description 5. Encouraging Healthy and Respectful Communities

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt12	Implement the recommendations of the Leisure Review	31 Mar 2011	Culture Officer	14 Jul 2010		<p><u>Facilities Development: Haslingden Pool and Marl Pits</u></p> <p>Haslingden and Marl Pitts received outline planning approval at the Development Control Committee on 13th December 2010. A number of key points have been captured that need consideration as the project moves forward into the reserved matters application:</p> <ul style="list-style-type: none"> · Car Parking to be further aligned with LCC requirements · Traffic calming to be considered at Marl Pitts, · External lighting proposals to be reviewed especially at Marl Pitts to avoid a tunnel effect along road, · Consultation with user groups to be maintained · Rights of way through both sites to be considered during construction and following completion · Removal of trees to be minimised with replacement / relocation to be considered · Requirements of the East Lancashire User Network to be considered · Drainage design of the car park at Marl Pitts to be considered carefully in line with existing conditions · Specified opening hours at Haslingden to be reviewed and amended for reserved matters if required. <p>These points were provided as items for discussion and consideration, they were not provided as a list of instructions to be included in the design. The project team have captured these items for consideration and will be reflected in the final design.</p> <p>As reported at the Overview and Scrutiny meeting in November 2010 Mouchel, Rossendale Leisure Trust and Rossendale Borough Council's project</p>	10 Jan 2011	






Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>team commenced the procurement process to find a preferred contractor.</p> <p>The emerging contractor was Kier Northern, a regional construction arm of international construction and support services firm, Kier Group. Kier's bid provided the best value option and has previously worked on many highly acclaimed projects throughout the world including the nearby Heywood Sports Village.</p> <p>Kier has also agreed to support a wide range of community engagement work, to place business with local firms where possible and to put something back into the local community. Including visits to local schools, provide job and training opportunities, encourage involvement from college students and will support local charities and good causes.</p> <p>Supporting Kier as part of the design team is architects KKA who will formalise the internal and external design before being submitted to Development Control Committee for full planning approval on 11th April 2011.</p> <p>The design manager from Kier and the Architect from KKA met with the Pool Working Group on 14th December 2010 to discuss internal layout of both sites. All sides particularly members of the working group found the meeting very constructive. Kier and KKA are considering the recommendations of the group and they plan to meet again with revised plans on 22nd February 2011.</p> <p>A combined 'Open Evening' aimed at local suppliers and interested parties was arranged for 1st February 2011 at Haslingden Sports Centre between 17:30 – 20:30 to consult on the project. Again this event will have taken place prior to the Overview and Scrutiny meeting so an update will be tabled on 8th February.</p>		








Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						The project team including representatives from across Council departments, senior staff at Rossendale Leisure Trust, Mouchel's and now including Kier will continue to meet on a regular basis to refine plans for both new facilities. Updates will be provided via a number of mediums including Overview and Scrutiny.		
Cmt5	Implementation and delivery of a suite of projects/initiatives as part of Pride in Rossendale	31 Mar 2011	Area Manager	19 Oct 2010		Pride in Rossendale project is being reviewed under the medium term financial strategy. Pride in Rossendale Awards are taking place on 28th February 2010.	10 Jan 2011	
Cmt9	Deliver Community Events	31 Mar 2011	Area Manager	14 Jul 2010		The main event delivered in the quarter was the Clogs On't Cobles Christmas event and street fair on 28 November. The event was held in conjunction with Rawtenstall Chamber of Commerce, Rossendale Hospice, local churches, traders and Rawtenstall market. Entertainment included brass bands, Britannia Coconut Dancers, carol singing, Pantomime performers and a clog maker. The Christmas lights were also switch on as part of the event and there were a variety of street stalls selling food, local produce and products. Children's entertainment included rides and Santa's Grotto. In addition, a successful Christmas lights switch on event was held in Haslingden library with a big band from Haslingden High School.	10 Jan 2011	
Rg8	Improved Homelessness Service for Rossendale	31 Mar 2011	Strategic Housing and Partnerships Manager	11 Jul 2010		Following a decision by Cabinet to return the Homelessness Service back in-house (currently operated by Green Vale Homes). A working group has been established comprising staff from all departments and the existing team to manage the smooth transition of the service back to the Council for the 1st April. The Team will be based in the One Stop Shop from March in order to support the smooth transition of the service. Officers are being supported by the HR Team to ensure that all TUPE requirements and necessary legalities are met.	10 Jan 2011	
Rg9	Improved delivery of support mechanisms and assistance	31 Mar 2011	Housing Renewal Manager; Strategic	11 Jul 2010		The team have been working alongside members as part of the O&S Task and Finish group review	10 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	for vulnerable people		Housing and Partnerships Manager			<p>looking at the process of the DFG service including the Home Improvement Agency, existing policies and relationships with partners such as Lancashire County Council.</p> <p>We are currently playing an active role in contributing to the Stakeholder Consultation on Shaping Housing Related Support for People at Risk of Social Exclusions which is currently being undertaken by LCCs Supporting People Services. Supporting People have approached this stage as a 'blue sky' exercise to model ideal provision and this has been the subject of consultation to date. This ideal model will then be merged with details of current provision and funding available to deliver the necessary support requirements to the vulnerable groups and district needs.</p>		

Description 6. Providing Value for Money Services

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
BC1	Investigate options for joint working and increasing income.	31 Mar 2011	Building Control Manager	13 Jul 2010		no further change prelim contact with Pendle but put on hold until restructure at Pendle is completed	04 Jan 2011	
BC2	Streamline BC Processes utilising Northgate.	31 Mar 2011	Building Control Manager	13 Jul 2010		Northgate data base now working. electronic plan submission software now installed	11 Jan 2011	
BC3	Maintaining quality assurance in line with ISO 9001	31 Mar 2011	Building Control Manager	13 Jul 2010	13 Jul 2010	section audited by external assessor, system approved	13 Jul 2010	
BC4	Building Control service delivery to be benchmarked against authorities within Lancashire	31 Mar 2011	Building Control Manager	13 Jul 2010		some information now supplied on work load and income	04 Jan 2011	
C&MS2	To renew Level I of the North West Charter for Member Development	31 Mar 2011	Committee and Member Services Officer	02 Jul 2010		Draft submission has been sent for L1 review and L2 ideas, but no feedback received. We have been notified that reviews will be around 3rd June.	04 Jan 2011	
C&MS3	Promote the service provided by Councillors and raise	31 Mar 2011	Committee and Member Services	07 Jul 2010	14 Oct 2010	Media guide was agreed at Council in October and distributed to all members.	04 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	awareness of governance and ethics		Officer					
EH1	Improving food standards across the borough	31 Mar 2011	Environmental Health Manager	09 Jul 2010		<p>The Team have successfully secured funding from the Food Standards Agency to undertake a scoping exercise and prepare food businesses for adoption of the Food Hygiene Rating Scheme to be launched across Rossendale in June 2011. A project group has been established to take this forward and oversee the implementation and marketing of this project.</p> <p>The Team have undertaken 75 food inspections and have responded to a further 23 requests about food premises during Quarter 3. One Food Hazard Warning has been issued to a premise which was found to be failing standards.</p>	10 Jan 2011	
Fac1	Develop Cemetery Strategy with Operations Department	31 Oct 2010	Property Services Manager	15 Jun 2010		Due to the adverse winter conditions the site surveying/cad works have been delayed into the New Year. It is expected that these will be completed in the course of the next few weeks following which the construction procurement will take place.	04 Jan 2011	
Fac2	Prepare the response to the UOR in relation to use of assets	31 Mar 2011	Property Services Manager	14 Jun 2010	14 Jun 2010	All CAA / UOR work has been suspended by the Audit Commission in response to direction from the new Coalition Gov't. Property Services will however continue to follow the framework for best practice established by the UOR methodology.	14 Jun 2010	
Fin1	Deliver a value for money review in relation to each Council service including benchmarking.	31 Mar 2011	Finance Manager	08 Jun 2010		3 of the CIPFA benchmarking reports have been received and distributed before Christmas. Meetings are now to be arranged with the responsible managers to review these reports and draft a list of lessons learned from the exercise or actions to pursue. Still waiting for the remaining 4 final reports.	04 Jan 2011	
Fin2	Implementing IFRS for 2010/11 Statement of Accounts	31 Mar 2011	Finance Manager	08 Jun 2010		Redrafted Core Statements, as submitted to Audit & Accounts Committee at end of November, have now been transferred to the main Statements document. Policy updates and many of the Notes to the Core Statements have now been updated. Final checks, Q&A and the Group Accounts are	04 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						planned for first week of January then to be submitted to Audit Commission by mid January. Intentions already cleared with Audit Commission staff and fit with their work plan for Jan-March. Property staff to request early revaluations ahead of year-end and to review some further potential building reclassifications.		
Fin3	Coordinate the Council's response to the medium term financial strategy	31 Mar 2011	Head of Finance and Property	14 Jun 2010		Provisional Revenue Support Grant now published. Response made to Dept CLG. Special Cabinet to consider MTFS scheduled for 26th Jan 2011.	05 Jan 2011	
Leg1	To develop and monitor Service Standards in line with best practice and consider LEXCEL accreditation	31 Oct 2010	Assistant Head of Legal Services	04 Oct 2010		Free training arranged for legal team from Counsel on 17/1/11 on bad character/magistrates court evidence rules. Free training arranged from Counsel on 2/2/11 for legal team and officers on homelessness. This free training will increase knowledge/skills of team at no cost to the authority.	12 Jan 2011	
Leg3	Continued benchmarking to ensure best practice.	31 Mar 2011	Assistant Head of Legal Services	04 Oct 2010		Workload monitoring spreadsheet continually updated. Continued attendance at ACSeS meetings. Subscriptions continuing. Review of achievements 2010/11 undertaken for business plan. Participated in CIPFA benchmarking questionnaire for legal services-covering service standards and costs.	10 Jan 2011	
Leg4	Community Governance Review	31 Mar 2011	Assistant Head of Legal Services	04 Oct 2010		Outcome of governance consultation reported to scrutiny, Cabinet and Council on 15/12/10. Response and minutes published. Website to be updated.	10 Jan 2011	
P&P10	Develop a policy on flexible retirement	31 Mar 2011	HR Manager	10 Jun 2010	14 Jan 2011	Policy drafted, however needs to be revisited in light of Equality Act	14 Jan 2011	
P&P11	Review staff engagement activities	31 Oct 2010	HR Manager	01 Apr 2010		Team Rossendale - 'News From the Chief Executive' engagement sessions planned for March with all RBC staff	14 Jan 2011	
P&P13	Revise Policies: Grievance Procedure Absence Mgt Compulsory Redundancy	31 Aug 2010	Head of People and Policy	01 Apr 2010	14 Oct 2010	Revised Policies agreed at Full Council now in the process of being communicated via Team Brief and Circular	20 Oct 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P15	Revise Workforce Planning information	31 Mar 2011	Head of People and Policy	01 Apr 2010		A number of service reviews in place, workforce planning considerations to be considered as part of the review	24 Jan 2011	✔
P&P16	Conduct a service reviews	31 Mar 2011	Head of People and Policy	01 Apr 2010		People and Policy support provided re service reviews	24 Jan 2011	✔
P&P3	Review induction policy	31 Aug 2010	HR Manager	07 Jul 2010		Staff Handbook currently being drafted.	14 Jan 2011	✔
P&P4	Review and rewrite the flexi time policy	30 Sep 2010	HR Manager	07 Jul 2010		Research has been completed and policy will be drafted in due course.	14 Jan 2011	✔
P&P5	Respond to the actions identified within the Staff Survey	31 Mar 2011	Project & Performance Improvement Officer	01 Jul 2010	04 Oct 2010	Staff Survey results have been collated and analysed. Any further work needed will be incorporated into the business planning process.	04 Oct 2010	✔
P&P8	Roll out time and Attendance	31 May 2010	Payroll Manager	01 Apr 2010		Action currently being carried out.	24 Jan 2011	⚠
P&P9	Review & Development of CHRIS 21 system development:	31 Mar 2011	Head of People and Policy	01 Apr 2010		Work in progress to review the current system.	24 Jan 2011	⚠

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 2009-10			Quarter 3 2010-11			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10		Status	Q3 2010/11		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 2010-11

Report Type: PIs Report
Report Author: Lee Admin_Birkett
Generated on: 27 January 2011



Rows are sorted by Code

Theme Priority 1 - Delivering Quality Services to our Customers

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 8	% of invoices paid on time	Finance Manager	97.73%	97.50%		97.60%	97.50%		97.50%	Aim to Maximise			Marginally Below Target
LI 76d	Housing Benefits Security number of prosecutions & sanctions	Capita; ICT Technical Support Officer; Service Assurance Manager	8.00	11.00		18.00	11.01			Aim to Maximise		Target set at 44 (11 of which should be prosecutions)	Exceeding Target
LI 79a	Accuracy of processing - HB/CTB claims	ICT Technical Support Officer; Service Assurance Manager	90.26%	96.00%		92.00%	93.00%		93.00%	Aim to Maximise			Marginally Below Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	84.21%	85.00%		95.00%	85.00%		85.00%	Aim to Maximise		39 out of 42 apps determined in time	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	94.59%	90.00%		92.00%	90.00%		90.00%	Aim to Maximise		54 apps out of 58 apps determined in time	On Target
LI 213	(LAAH16) Housing Advice	Regeneration Delivery Manager;	1.2	0.5		1.4	0.5		2.0	Aim to Maximise		There were 38 cases which were prevented from becoming homelessness in this	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
	Service: preventing homelessness	Strategic Housing and Partnerships Manager									quarter.		
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	ICT Technical Support Officer; Service Assurance Manager	15.0	17.0		11.0	19.0		19.0	Aim to Minimise		Performance has again exceeded target this quarter. It is anticipated that performance will resume at a slightly higher level during the coming months due to xmas holidays and preparations for yearend processing.	On Target

Theme Priority 2 - Delivering Regeneration Across the Borough

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00 %	68.00%		100.00 %	68.00%		68.00%	Aim to Maximise		All applications determined in time	On Target




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

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	10.69%	7.50%		11.37%	8.50%		8.50%	Aim to Maximise		This is based on estimate data, we are awaiting information from various sources including LCC. Still on track to hit the annual target. Due to the recent adverse weather in November, the organic collection service was	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
											suspended from the beginning of December and should be re-commencing from the middle of January.		
LI 218a	Abandoned vehicles - % investigated within 24 hrs	Communities Manager; Head of Customers and Communities	100.00 %	99.50%		100.00 %	100.00 %		100.00 %	Aim to Maximise		in Q3 there were 13 service requests regarding abandoned vehicles. All were investigated within 24 hours. In this period, 3 7 x day notices were served. 1 vehicle was removed by the Council.	Exceeding Target
LI 218b	Abandoned Vehicles - % removed within 24 hours of required time	Communities Manager; Head of Customers and Communities	100.00 %	100.00 %		100.00 %	100.00 %		100.00 %	Aim to Maximise		1 VEHICLE REQUIRED REMOVAL IN Q3- THIS WAS REMOVED WITHIN 24 HOURS.	Exceeding Target
NI 16 LAA	Serious acquisitive crime rate PSA 23	Community Safety Manager	135	200.75		2.23	3		801	Aim to Minimise		The third quarter figures are within target with a slight increase on Q2. The quarter compared to the same period last year is showing an 11% increase (n=15). Both burglary and vehicle crime figures are up by (n=5) and (n=6) respectively compared to Q3 last year. The year to date figure is however showing a reduction of 8% compared to 2009 (n=39).	
NI 20 LAA	Assault with injury crime rate	Community Safety Manager	63	91.5		0.89	1.35		367	Aim to Minimise		The third quarter figures have seen a 9.1% reduction (n=6) compared to the same quarter last year. Year to date figure is also showing a reduction of 12.8% compared to the same period last year.	
NI 191	Residual household waste per household	Business Support Manager	119	125		114	122		490	Aim to Minimise		Confident that yearly target of 490 will be achieved because of the reduced in organic waste during the Winter period.	On Target
NI 192 LAA	Percentage of household waste sent for	Business Support Manager	36.12%	35.00%		37.13%	35.50%		35.50%	Aim to Maximise		We are currently exceeding the annual target due to seasonal trends with organic waste.	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
	reuse, recycling and composting												

Theme Priority 4 - Promoting the Borough

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			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		0	0		0	Aim to Minimise		<p>There were no households in temporary accommodation at the end of the third quarter.</p> <p>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 December 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 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</p>	On Target







PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
											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).		

Theme Priority 5 - Encouraging Healthy and Respectful Communities

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	85.00%	99.00%		91.00%	99.00%		99.00%	Aim to Maximise		The front entrance extension to whitworth pool now complete with new disabled access with the exception of the driveway which is pending a decision from CLAW regarding funding. Marl Pits Pavilion work has still not been carried out as it is pending a decision which dictates the future of the building works.	On Target

Theme Priority 6 - Providing Value For Money Services

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	88.13%	85.61%		87.54%	73.95%		98.60%	Aim to Maximise		Although still below target, there has been an improvement in achieving target in December. All summonsed accounts are checked weekly to ensure payments are being made and all traces are regularly	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
											checked and recovery action is progressed quickly.		
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Payroll Manager	8.72	6.00		4.20	6.00		8.00	Aim to Minimise		long term sickness, 20 days or more is 1.92days per fte. short term sick ness is 2.27 days per fte	On Target
LI 76b	Housing Benefits Security number of fraud investigators	Capita; Service Assurance Team	2.00	2.00		2.00	2.00		2.00	Aim to Maximise		The number of investigators has remained constant with the team being fully staffed	

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 2010-11

Report Type: Risks Report
Report Author: Lee Admin_Birkett
Generated on: 27 January 2011








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
BD1	Litigation due to Health & Safety Breaches	Executive Director for Business	3	E	3	E	4	E	31 Mar 2011	Risk continues to be managed and reviewed as necessary.	11 Jan 2011	
EH1	Lack of sufficient knowledge and experience regarding food safety enforcement	Environmental Health Manager	5	F	5	F	2	E	31 Mar 2011	Ongoing assistance in terms of knowledge and practical support is still being provide by the Lancashire Food Officers Group	07 Jan 2011	
EH2	Failure to implement Air Quality Management Areas	Environmental Health Manager	2	C	2	C	3	E	31 Mar 2011	Detailed assessment results are currently being assessed for the two trigger areas in Haslingden and Rawtenstall. The risk of assessing these results and developing action plans is minimal however any associated costs identified through the action plans could hinder any declaration of AQMAs.	07 Jan 2011	
EH4	Private water supply regulation not implemented	Environmental Health Manager	4	E	4	E	3	E	31 Mar 2011	Policy document finalised going to O&S Policy for consultation before taking through to Cabinet for adoption.	07 Jan 2011	
Elec1	Failure to safeguard data/key documentation	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status.	05 Jan 2011	
Elec2	Failure to acquire timely and	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status of this risk.	05 Jan 2011	

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
	accurate documentation within statutory timescales i.e. poll cards, postal ballot packs											
Elec3	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	4	D	4	D	4	A	31 Mar 2011	There is no change to the status of this risk.	05 Jan 2011	
Elec4	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status of this risk.	05 Jan 2011	
Res2	Fail to implement IFRS effectively and efficiently	Finance Manager	5	F	5	F	4	E	31 Mar 2011	Progress to revise the full Statement of Accounts document is on track to present to Audit Commission for review/comment by mid January. Audit Commission staff understand and approve of this timetable.	04 Jan 2011	
Rg4	Significant reduction in HMR resources	Head of Regeneration	4	E	4	E	2	D	31 Mar 2011	The reduction to the programme is 17.5% and the team are working within the programme to deliver the maximum value against the original programme with the reduced allocation. The funding has now been received from CLG.	10 Jan 2011	



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	Failure of Delivery of the LDF	Planning Manager; Principal Planner	2	D	2	D	2	D	31 Mar 2011	LDF remains on target with Core Strategy DPD now submitted to the government. Examination to be held in the first 2 weeks of April 11.	12 Jan 2011	

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
		Forward Planning										
Plan2	Failure to deliver affordable housing targets	Planning Assistant; Regeneration Delivery Manager	1	A	1	A	3	D	31 Mar 2011	The provision of affordable housing as a business plan action is now covered by the Regeneration Team, however, given the current slowness of the housing market and cuts to the Homes and Communities budget as well as uncertainty regarding the implications of the CSR on Central Government Budgets the risk remains high and increases due to the lack of certainty around the Single Conversation Agreement/Local Enterprise Partnership requirements for 2011/15.	10 Jan 2011	
Plan3	Budget reduced by reduction in fees from Development Control and Land Charges due recession	Planning Manager; Principal Planner Development Control	2	D	2	D	2	D	31 Mar 2011	Income remains volatile and has been below expected in the last quarter. However, two large applications requiring validation have been received in early January. If valid, income would be back on track	12 Jan 2011	
Rg1	Continued national economic decline	Head of Regeneration	2	A	2	A	1	C	31 Mar 2011	Due to the lack of certainty around funding streams until the autumn CSR this risk is re-evaluated as high. However, officers are working on a Penning Lancashire and Lancashire basis looking at the potential of developing a local Enterprise Partnership and the ability that this will have to lever in funding and support private developers in delivering sites throughout Rossendale.	10 Jan 2011	
Rg2	Lack of interest from developers in Rossendale's key sites	Head of Regeneration	2	C	2	C	2	D	31 Mar 2011	Due to the lack of certainty around funding streams until the autumn CSR this risk is re-evaluated as high. However, officers are working on a Penning Lancashire and Lancashire basis looking at the potential of	10 Jan 2011	



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
										developing a Local Enterprise Partnership and the ability that this will have to lever in funding and support private developers in delivering sites throughout Rossendale.		

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 2011	Change in government will ultimately lead to a change in legislation, current administration considering removal of LATS in favour of reward systems. Rossendale are currently working on a waste minimisation strategy to mirror those targets as detailed in the Lancashire Waste Partnership Strategy. Any strategy produced will take into consideration the proposed legislative changes. As Rossendale is only the collection authority and not the disposal any increase in cost associated with disposal will have to be discussed at County level with Rossendale as an active partner.	11 Jan 2011	
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 2011	Due to the recent adverse weather this project has been temporarily delayed so the efforts of all frontline staff and the office could be diverted onto the backlog of waste collections and street cleansing duties. Operation team will arrange a meeting early in the new year with colleagues from the communities	11 Jan 2011	







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
										team to progress the next phase.		
Op3	Meeting the requirements of the Landfill Directive	Operations Manager	1	E	1	E	3	E	31 Mar 2011	Change in government will ultimately lead to a change in legislation, current administration considering removal of LATS in favour of reward systems. Rossendale are currently working on a waste minimisation strategy to mirror those targets as detailed in the Lancashire Waste Partnership Strategy. Any strategy produced will take into consideration the proposed legislative changes. As Rossendale is only the collection authority and not the disposal any increase in cost associated with disposal will have to be discussed at County level with Rossendale as an active partner. LCC through the PFI have constructed 2 waste facilities where it is expected that the majority of the waste for Lancashire will be processed minimising the need for landfill.	06 Oct 2010	








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	Irwell Sculpture Trail – Financial Risks associate with delays to relaunch	Culture Officer	3	E	3	E			31 Mar 2011	No change	08 Oct 2010	
PD1	Failure to ensure Business Continuity	Head of Customers and Communities	2	D	2	D	2	F	31 Mar 2011	Business Continuity Plans are updated regularly.	11 Jan 2011	




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	E	3	E	3	E	31 Mar 2010	position unchanged, income monitored with finance officer	04 Jan 2011	
BD2	Failure to ensure Business Continuity	Executive Director for Business	2	E	2	E	4	E	31 Mar 2011	Business continuity is in the process of being reviewed. Current plans are in place in the interim.	11 Jan 2011	
Cmt2	Leisure Implementation litigation and financial risk associated with the delivery of the outcomes of the Leisure Review	Culture Officer	2	D	2	D	2	E	31 Mar 2011	No change	08 Oct 2010	
Cmt3	Partners not delivering on the actions identified within the Neighbourhood Plans	Area Manager	2	D	2	D	1	E	31 Mar 2011	Implementation of the Neighbourhood Plans continues through the Neighbourhood Forums, focussing on the 12 month actions and those that can be delivered within existing resources. Where there is an action that is not being delivered this is picked up in progress reports to the Neighbourhood Forum, so that the required action can be discussed and reviewed to minimise the likelihood of partners not delivering.	10 Jan 2011	
CS&ICT1	Data / Information security	Head of Customer Services & ICT	1	A	1	A	1	C	31 Mar 2011	The additional items required for Govt Connect have been purchased and will be implemented, in addition RBC have reviewed the amount of insurance required to cover any data / information issues.	11 Jan 2011	

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
CS&ICT2	ICT Business Continuity / Disaster Recovery	Head of Customer Services & ICT	1	C	1	C	2	D	31 Mar 2011	A SOD has been approved and work will commence on amending the existing disaster Recovery solution, anticipated implementation date will be by the end of April 2011.	11 Jan 2011	
Elec5	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	1	E	1	E	1	F	31 Mar 2011	There is no change to the status of this risk.	11 Jan 2011	
Leg1	Inability to evidence service achievements in line with best practice.	Principal Legal Officer	2	D	2	D	2	E	31 Mar 2011	Ongoing collation workload achievements for report at end of year in business plan	11 Jan 2011	
PD2	Litigation due to Health & Safety Breaches	Head of Customers and Communities	3	D	3	D	4	E	31 Mar 2011	All recommendations from recent H&S review of Communities Team have been implemented. Operations have just finished a full update of all their risk assessments and are now updating safe systems of work. Full H&S review of Customer Services & IT has just been reported and 2 medium priorities identified – both are being addressed.	11 Jan 2011	
Plan4	Failure to determine planning applications in line with government targets	Planning Manager; Principal Planner Development Control	2	E	2	E	2	E	31 Mar 2011	Now ahead of business plan target	12 Jan 2011	
Plan5	Failure to deliver commitments to English Heritage re programme of	Planning Manager	3	D	3	D	5	F	31 Mar 2011	Conservation area appraisals remain on target in respect of business plan target. Other milestones in Conservation work programme	12 Jan 2011	

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
	work for co funded posts									agreed by English Heritage and cabinet have been subject to delay, especially due to staff turnover, but replacement conservation assistant should now help to address issues identified.		
Res1	Pay to benefits & creditors and Income collection	Finance Manager	3	D	3	D	2	F	31 Mar 2011	No further progress on full DR testing due to problems with ICON	04 Jan 2011	
Res10	Failure to ensure Business Continuity	Head of Finance and Property; Head of People and Policy	3	D	3	D	3	E	31 Mar 2011	No further progress on full DR testing due to issues with ICON.	04 Jan 2011	
Res11	Unmanaged open spaces and land	Head of Finance and Property	2	D	2	D	2	D	31 Mar 2011	Appropriate monitoring in place and action implemented as deemed necessary	05 Jan 2011	
Res3	The Council does not achieve the financial savings identified in the MTFs which are necessary to deliver its priorities within a balanced budget	Finance Manager	3	D	3	D	4	D	31 Mar 2011	Savings options have been identified for Members consideration together with options to mitigate any negative impact.	23 Nov 2010	
Res4	Litigation	Head of People and Policy	3	F	3	F	3	F	31 Mar 2011	Legal Opinion being obtained as and where necessary	11 Jan 2011	
Res5	Non payment of salaries	Payroll Manager	2	F	2	F	5	F	31 Mar 2011	Contingency Plan updated. Mobile Home working still outstanding due to technical difficulties	11 Jan 2011	
Res6	None viability of the Business Centre	Head of Finance and Property	3	C	3	C	4	D	31 Mar 2011	See Fin 4	05 Jan 2011	

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
Res7	Lancashire Strategic Partnership – failure to deliver LAA outcomes	Head of People and Policy	5	D	5	D	5	E	31 Mar 2011	New arrangements for the Lancashire partnership being agreed. National indicators abolished. Await government guidance of performance arrangements from 2011	11 Jan 2011	
Res8	Lancashire Community Cohesion Partnership failure to deliver cohesive communities	Principal Policy Officer	5	D	5	D	5	E	31 Mar 2011	No change in risk impact assessment. Terms of Reference, governance arrangements and objectives are in place. Continued officer representation at LCCP Meetings and feedback to relevant officers in undertaken. The Partnership is considering the potential impacts of future joint actions following Government cuts to various cohesion and community related budgets/funding streams and how the current climate of change might impact on our communities. LCCP is also considering the 'Big Society' concept and what this means in the context of strengthening and enhancing community cohesion, this includes discussions with GONW for direction. A report will be taken to Lancashire Chief Executives for direction on the future requirements and priorities of the Partnerships to be reviewed. Locally, principles and values of community cohesion have been embedded via the Neighbourhood Plans being developed by the Neighbourhood Forums. A Partnership Community Cohesion Policy Statement was agreed in March 2010 and its principles are being embedded via the development of Neighbourhood	04 Jan 2011	

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
										Plans.		
Res9	Litigation due to Health & Safety Breaches	Head of People and Policy	4	E	4	E	4	D	31 Mar 2011	Health and Safety Audit and Action Plan been completed for the Garage. Training in relation to Manual Handling being rolled out across the Operations Team. Guidance in relation to vaccinations been rolled out across the Operational Team	11 Jan 2011	
Rg3	Developer does not develop Valley Centre	Head of Regeneration	2	D	2	D	3	D	31 Mar 2011	Work is ongoing with the owners of the Valley Centre and the Council have put in place a contingency plan to deal with lack of delivery by the current owners. Once a decision has been made around the Autumn CSR and the local Enterprise Partnerships further certainty around outstanding actions and funding issues will be highlighted	10 Jan 2011	
Rg5	The number of long term empty properties increases	Head of Regeneration	3	D	3	D	3	D	31 Mar 2011	The Vacant Property Strategy has now been adopted by Cabinet and through delivery of the action plan we will look to reduce this number by 50% over the next 5 years.	10 Jan 2011	

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 2010/11:

- Cash Balances – continue to be strong as Council Tax and NNDR revenues are collected.
- Bank Interest generated – the Council has £8m in 364 day deposits earning from 1.5% to 1.9% interest and at the end of Q3 the cash deposits were £8.83m (£5.31m at Q2) earning 0.8% interest. Total interest income for the year is expected to be £10.2k more than budget, whilst interest payable is due to fall by around £5k
- Debtor management continues to be a focus and collection of bills for 2010/11 has been strong. A total of £1.7m was raised in the year to the end of December. Of the bills raised before the end of November 94% have now been collected.
- Corporate Spend - indicators 8 to 10 below have been realigned with the corporate spend analysis published on the website under the government's transparency agenda. This covers that portion of the Council's revenue and capital resources spent on goods and services, excluding staff salaries, benefit payments, banking transactions and pooled budgets such as concessionary travel. This means that indicators 9 and 10 now more accurately portray the procurement decisions made by staff and members.
- In contrast, indicator 11 shows all payments made by the authority, including those excluded above and precept payments etc.

		As at 31 March 2010	End Q1 2010/11	End Q2 2010/11	End Q3 2010/11	End Q4 2010/11	Long Term Trend
1	Use of Resources	3					Now withdrawn
2	Cash on deposit Indebtedness Net Position	£9,135k -£4,600k =£4,535k	£13,346k -£4,600k = £8,746k	£13,315k -£4,600k =£8,715k	£16,832 £4,508 =£12,324		Cash continues to be strong – receipts on track.
3	Debtor Days (cum) Target 80 days	85	55	43	57		Collection of debt is improving
4	% Proportion of debt over 6 months old	16.9%	20.7%	34.0%	22.8%		Good collection of current debts
5	Council Tax arrears	£3,088k					Annual calculation
6	NNDR arrears	£427k					Annual calculation
7	% Interest earned v. SECTOR portfolio	+1%	+0.59%	+0.45%	+0.16%		RBC benefitting from £5m @ 1.9%
8	Corporate Spend (non pay)(£000)	£13,912k (full year)	£3,891k	£1,732k	£1,833k		Excl staff, benefits treasury managment & concess travel

9	Corporate Spend with local companies (£000 & %)	£1,185k Cum 8.5%	£351k 9% Cum 9%	£246k 14% Cum 11%	£345k 19% Cum 13%	Annual target =19%
10	Corporate Spend through collaborative contracts (£000 & %)	£2,947k Cum 21%	£1,825k 47% Cum 47%	£139k 8% Cum 35%	£448k 24% Cum 32%	Annual target =12%
11	Electronic Payments - Total value paid - % by volume - % by value	£94,226k 91.6% 96.8%	£20,010k 91.6% 99.0%	£19,512k 91.7% 99.1%	£11,985k 91.4% 98.6%	These include staff payments, benefits, banking & precept transactions.

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 2010 - 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 30/09/10	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				
Place	Operations	Refuse & Cleansing		1	1	
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery		1	1	

Head of Service	Service Area	Team	Complaints O/S at 30/09/10	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Capita- Council Tax		8	6	2
		Capita - Call Centre				
		Capita - Benefits		1	1	
		Capita – Benefit Fraud				
		Capita - OSS		2	1	1
		ICT				
		Customer Service				
	Communities	Community Safety				
		LSP Delivery				
		Service Development		1	1	
		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 30/09/10	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Elections				
	Building Control	Building Control		1	1	
	Planning	Forward Planning				
		Development Control	1	2	3	
		Land Charges				
	Environmental Health	Environmental Health				
		Licensing		1	1	
		Total	1	18	16	4

7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	3
2	Poor communication	
3	Delayed response/lack of response	
4	Complaint against a named officer	2
5	Complaint received via MP	
6	Complaint received via Councillor	
7	Complaint about RBC policy or procedures	13
	No type of complaint assigned	
	Total	18

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 (1st October to 31st December 2010)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place	Council Tax	4	0	4	0
Business	Regeneration	0	0	0	0
Executive		0	0	0	0
	Total	4	0	4	0

Note: 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.

Council Tax - The complaints against Council Tax have now been closed as 'local settlement'. No recording of maladministration was made.

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 and December 2010 - 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 2010	April – June 2010	July – September 2010	October – December 2010
Chief Executive	People & Policy	Executive Office	1	1		
		Human Resources	1			
		Policy & Performance			1	
		Communications		3	2	1
	Finance & Property	Financial Services				
		Property Services				1
Place	Operations	Refuse & Cleansing	3	1	5	17
		Emergency Planning				1
		Parks & Open Spaces		1	3	3
	Customer	Capita - Council				

	Services	Tax Recovery				
		Capita - Council Tax				
		Capita - Call Centre				
		Capita - Benefits				1
		Capita - OSS				2
		ICT				
		Customer Services		1		
	Communities	Community Safety				
		LSP Delivery				
		Service Development	1		3	
		Area Officers	5	1	6	4
	Regeneration	Regeneration Delivery	4	1	2	
		Regeneration Progs	1	1	3	2
		Economic Development	1			
		Traffic & Parking				
	Business	Legal	Legal Services	1	6	5
Committee & Member Services			5	3		2

		Elections	2	3		
		Building Control		11	14	5
	Planning	Forward Planning				
		Development Control	1	5	3	8
		Land Charges				
	Environmental Health	Environmental Health		1	1	
		Licensing	1		3	1
Total			27	39	51	55