

# How are we making a difference to our communities?

## **Integrated Performance Report Quarter 4 (January to March 2012)**

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## **How are we performing?**

Rossendale Borough Council has three priority themes which represent the main aims of Rossendale Borough Council. Against each of these priorities we have set out a range of actions, measures and targets for achievement. This report will tell you how well we are doing in delivering our priorities by; demonstrating the progress we are achieving in completing the actions and targets in our corporate plan together with providing key performance management information about the Council's performance.

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

### **Section 2 – Our Performance by Priority**

The report is supported by more detailed statistical information on the achievement of targets and descriptive commentary on current levels of performance, as follows:

### **Section 3 – Financial Performance**

### **Section 4 – Corporate Plan Actions, Covalent Report**

### **Section 5 – Performance Indicators, Covalent Report**

### **Section 6 – Risks, Covalent Report**

### **Section 7 – Complaints**

### **Section 8 – Compliments**

## **Data Quality**

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

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

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in April 2012 by the Council's People & Policy Team using the latest performance information input onto the covalent performance management system by officers with responsibility for performance information from each of the Council's service areas. The data on complaints and compliments was provided by the Service Assurance Team and financial information by the Head of Financial Services.

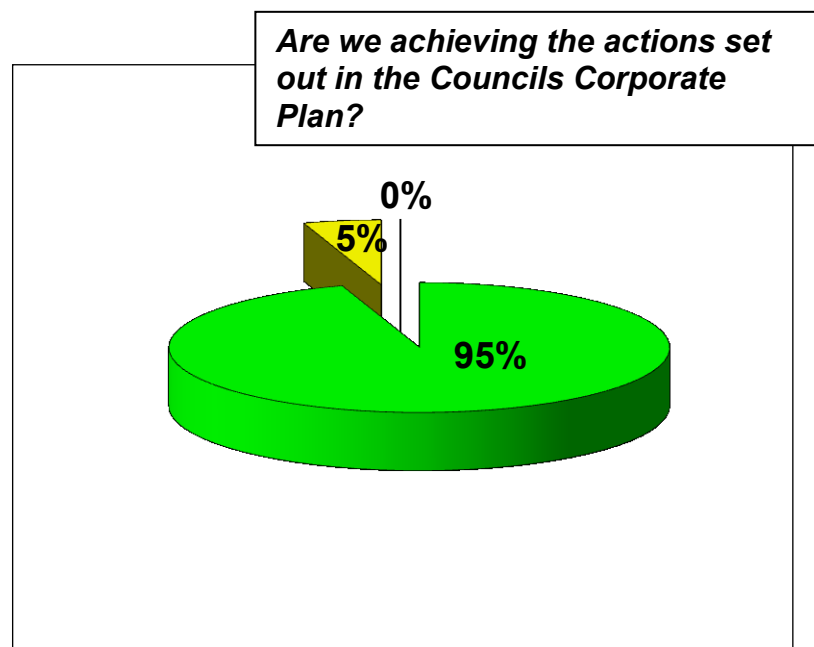
## **Section 1 – High level performance summary**

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

## 2.1 Rossendale Council's Corporate Plan – project implementation





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

Corporate Plan Actions			
Legend	Status	No.	%
<b>Green</b> ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	<b>102</b>	<b>95.3%</b>
<b>Amber</b> ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	<b>5</b>	<b>4.7%</b>
<b>Red</b> ●	Project in jeopardy – serious issues or risks needing urgent action	<b>0</b>	<b>0%</b>
	Total number of actions	<b>107</b>	



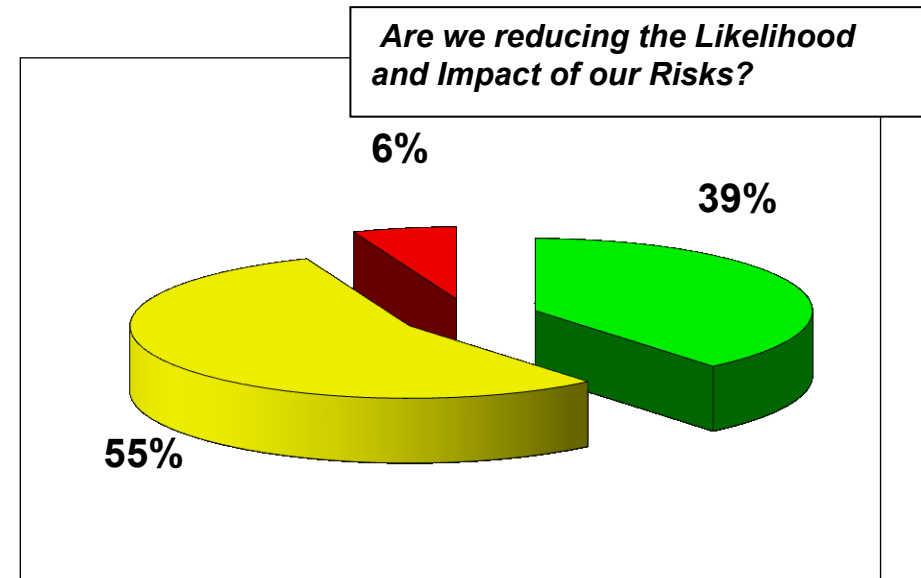
## 2.2 Performance Indicators – achieving targets?

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

Legend		Status	Performance Indicators	
			No.	%
<b>On Target</b>		The performance indicator has achieved or exceeded its quarterly target	<b>21</b>	<b>64%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>5</b>	<b>15%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>7</b>	<b>21%</b>
<b>Unknown</b>		The status cannot be calculated	<b>0</b>	<b>0%</b>
<b>Total for Quarter 4</b>			<b>33</b>	

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

Risks			
Legend	Status	No.	%
<b>Green</b> ✔	The likelihood and impact of the risk is low	<b>12</b>	<b>39%</b>
<b>Amber</b> ▲	The likelihood and impact of the risk is medium	<b>17</b>	<b>55%</b>
<b>Red</b> ●	The likelihood and impact of the risk is high	<b>2</b>	<b>6%</b>
	<b>Total</b>	<b>31</b>	



## Reducing the Risks faced by the Council

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

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

### The Council's Risk Matrix

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

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

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

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







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

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

## Priority 1 – A clean and green Rossendale

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





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

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	3	3	100%	0	0%	0	0%	0	0%
Performance Indicators	1	0	0%	0	0%	1	100%	0	0%
Risks	1	0	0%	1	100%	0	0%	0	0%
<b>Total</b>	<b>5</b>	<b>3</b>	<b>60%</b>	<b>1</b>	<b>20%</b>	<b>1</b>	<b>20%</b>	<b>0</b>	<b>0%</b>

## Priority 2 – A healthy and successful Rossendale

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**A healthy and successful 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 A healthy and successful Rossendale?

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	18	18	100%	0	0%	0	0%	0	0%
Performance Indicators	3	2	67%	0	0%	1	33%	0	0%
Risks	6	2	33%	3	50%	1	17%	0	0%
<b>Total</b>	<b>27</b>	<b>22</b>	<b>81%</b>	<b>3</b>	<b>11%</b>	<b>2</b>	<b>7%</b>	<b>0</b>	<b>0%</b>

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

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

### 3.1 How are we 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	86	81	94%	5	6%	0	0%	0	0%
Performance Indicators	29	19	66%	5	17%	5	17%	0	0%
Risks	24	10	42%	13	54%	1	4%	0	0%
<b>Total</b>	<b>139</b>	<b>110</b>	<b>80%</b>	<b>23</b>	<b>18%</b>	<b>6</b>	<b>3%</b>	<b>0</b>	<b>0%</b>

## **Section 3 – Financial Performance**

**This section of the report details the Financial Performance of the Council including Financial Health Indicators**

## **Financial Performance cumulative to the end of Quarter 4**

The revenue budget at the end of Quarter 4 is predicting an outturn for the full year of £10,417k, on an original budget of £10,547k, i.e. a favourable variance of £130k.

The main variances are shown in the table below and they fall into a few main categories:-

1. **Staff** – overall the staff costs of the Council are predicted to be £132k lower than the original budget. Much of this saving relates to restructures during the year and is net of some one-off restructuring costs. These restructures will lead to full-year savings of £214k now built into the 2012/13 draft budgets.
2. **Communities**: Public Realm income is expected to bring in a further £32k and cemetery fees show a £20k favourable.
3. **Customer Services & E-Government**: Service contract inflation, based upon high RPI in September, has resulted in an adverse £17k variance. IT savings projects within the original budget have been delayed, adding £36k costs and preventing some old communication lines from being closed which are expected to cost a further £13k over the year within property services. Increases in software licences and purchase of computer equipment has added a further £16k. Staff are investigating the details behind a draft housing benefits subsidy shortfall of £64k to understand the adverse movements which have appeared during Q4.
4. **Operations**: To help even out the effects of market fluctuations in recycling income the current forecast gain of £219k is being transferred to reserves as per the strategy agreed in the MTFs. Vehicle costs are forecast at an adverse of £50k, but across the Council fuel usage savings of £12.4k have been reduced by unit cost totalling £4.6k to give a net favourable £7.8k.
5. **Business**: Fee income has improved during Q4 – though Development Control, Building Control and Land Charges have closed at adverse variances these have reduced to £47k from £77k in December, and Public Protection fee income is a total of £20k above the original budget. Members Allowances are showing a favourable variance of £13k and election costs are down by almost £12k.
6. **Corporate Directorate**: The New Homes Bonus grant has come in over £22k above predictions and this favourable variance will continue into 2012/13. Audit Commission costs have been reduced by £27k and the Internal Audit programme has required fewer days which has saved £11.5k. In property services rental incomes have been mixed and resulted in a net adverse of £33k while running costs & repairs have an overall adverse variance of £13k and NNDR charges have been reduced by £16k.
7. **Non-Distributed Costs** - Interest income is currently forecast as a favourable variance of £12k for revenue funds and a further £39k favourable variance attributable to the capital programme. At the same time interest payable by the Council has dropped by £23.6k
8. Included in all the original budgets above was £1.6m of savings, of which all bar £138k were achieved during the year. However, as the overall general fund position is £130k favourable there have been other compensating savings identified during the year so far.

**Major revenue variances predicted for 2011/12 (as at the end of quarter 4)**

Major Variances end March	Favourable /(Adverse)	Net
<b>Communities</b>		
Salaries & agency workers	48.6	
Public Realm income	32.3	
Cemeteries fee income	20.0	
Other variances	(7.3)	93.6
<b>Customer Services and e Government</b>		
Salaries & agency workers	(39.4)	
Revenues & Benefits Administration	(7.4)	
Housing Benefits Subsidy	(63.9)	
Software and IT projects	(52.2)	
Concessionary Travel - local bus routes	18.0	
Other variances	1.3	(143.6)
<b>Place Operations</b>		
Salaries, modern apprentices & agency workers	(10.7)	
Trade waste & Bulk waste income	(15.7)	
Vehicles (hire, maintenance, tyres & tools)	(43.2)	
Refuse bins, sacks & holders	(10.9)	
Public Realm income	7.2	
Recycling Income	218.7	
Recycling volatility reserve contribution	(218.7)	
Cost Share income from LCC	(11.9)	
Other minor variances	34.6	(50.6)
<b>Business Directorate</b>		
Staffing and agency cover	40.1	
Elections costs	11.7	
Members Allowances (non take-up)	12.7	
Development Control income	(18.6)	
Land Charges income	(11.9)	
Building Control income	(16.9)	
Public Protection income	20.1	
Other variances	25.7	62.9

Major Variances end March	Favourable /(Adverse)	Net
<b>Business - Health, Housing &amp; Regeneration</b>		
Staffing and agency cover	11.2	
Homelessness & Clare House set-up costs	11.6	
Other variances	12.2	35.0
<b>Corporate Management</b>		
Staffing and agency cover	38.1	
Corporate Subscriptions	12.3	
New Homes bonus incentive grant	22.4	
Other variances	9.5	82.3
<b>Finance &amp; Property Services</b>		
Staffing and agency cover	23.7	
Audit Commission Fees	27.0	
Internal Audit Fees	11.5	
Business Centre income	(49.7)	
Rent-free allowances to voluntary groups	(12.5)	
Other rental income	28.9	
Business Rates	16.0	
Property running costs	5.4	
Repairs & Maintenance	(18.9)	
Communications (ISDN lines)	(13.0)	
Other variances	(6.6)	11.8
<b>People &amp; Policy (incl P&amp;P &amp; Comm)</b>		
Staffing and agency cover	40.0	
Children's Trust income from LCC	(5.0)	
Training	9.5	
Other variances	8.7	53.2
<b>Non-Distributed Costs &amp; Capital Financing</b>		
Interest receivable/payable	35.4	
Prior year adjustment	(35.3)	
Other variances	(14.9)	(14.8)
<b>Favourable/(adverse) on General Fund</b>		<b>129.8</b>

## Other Financial out-turn reports

### Treasury Management

Treasury management continues to out-perform the model portfolio of our advisors, though the projections for interest rate recovery have been delayed by 2 years since the beginning of the financial year. Sector management advisors consider the Council's investment returns during 2011/12 to be almost double the rates being achieved by some local authorities that they support, whilst the risk factors for deposits are kept commendably low.

### Capital Receipts and Programme

The capital programme for the year was originally set at £6,203k in February 2011. In addition £1,827k was carried forward from 2010/11, creating an opening programme of £8,030k. Further projects increased this to £8,569k by the end of February, of which £2,946k (34%) has not been spent by the end of March as is now being carried forward and added to the 2012/13 approved programme. Capital receipts from property sales exceeded the original target of £100k by £8k, but this included £14k received from returned Equity Release payments which is now ring-fenced for housing related projects in the future. The total unspent receipts at year-end are expected to be £1,023k, of which £359k is ring-fenced for housing and £556k will be required for the projects above which have slipped over into 2012/13.

### The Collection Fund

The closing position of the Fund was a net deficit of £101k. Rossendale's proportion of this deficit is 16.78%, which equates to £17k. The collection rate for 2011/12 bills was 97.6% against a target of 97.8%. Compounding this issue the amount to be collected for 2011/12 has changed adversely in several ways since the original budgets and precepts were set back in February 2011.

- There has been a net reduction in the base Council Tax due of £126k, predominantly due to the fact that the value of properties removed from the list exceeded the value of new properties and downward banding changes exceed upward ones.
- The value of exemptions and discounts have risen considerably compared to the levels forecast when setting the budget.

Since the precepts payable to LCC, Fire, Police and Whitworth Town Council do not change during the year, this has led to a net deficit of £101k on the Collection Fund. Rossendale Borough Council stands 16.78% of that the deficit, equating to £17k.

At the same time the value of Council Tax arrears has risen from £3,214k at March 2011 to £3,348k at March 2012. The Rossendale portion of this adverse change is £23k, but this does not impact on the revenue account.



## Financial Health Indicators

The following table attempts to give some context to the financial performance reported to Members during 2010/11:

- Cash Balances – capital projects slippage kept cash balances high until the end of Q3, but normal cash flows and capital project spend has reduced the Q4 balances significantly.
- Bank Interest generated – the Council has just £3m on deposit with banks at the end of Q4 which is earning 3.1% and 2.55% interest until February and March 2013, securing 86% of the interest budget for 2012/13.
- Corporate Spend - This covers that portion of the Council's revenue and capital resources spent on goods and services, excluding staff salaries, benefit payments & banking transactions. This means that indicator 5 portrays the procurement decisions made by staff and members. Note - the increase in collaborative spend is helping to save the Council money, but may work to the detriment of local SMEs who struggle to compete with larger buying frameworks.

		31 March 2011	End Q1 2011/12	End Q2 2011/12	End Q3 2011/12	End Q4 2011/12	Long Term Trend	
1	Cash on deposit Indebtedness Net Position	£9,240k -£4,416k <b>=£4,824k</b>	£12,713k -£4,416k <b>= £8,297k</b>	£12,969k -£4,324k <b>= £8,645k</b>	£13,836k £4,324k <b>=£9,512k</b>	£5,545k £4,232k <b>=£1,313k</b>	Movement in cash March 2011 to March 2012 reflects expenditure on capital projects and the drop of over £1.5m in Earmarked Reserves	
2	Collection of <u>old</u> debts Council Tax NNDR Sundry Debtors	£3,214k £526k £519k	£3,075k £598k £90k	£2,884k £447k £68k	£2,751k £398k £66k	<b>Pre 2011/12</b> £2,522k £271k £49k	<b>2011/12</b> £826k £300k £419k	Figures show current balance outstanding on debts raised before the 31 <sup>st</sup> March 2011. The second Q4 figure now shows 2011/12 debts.
3	Collection of current yr debt Council Tax NNDR Sundry Debtors	97.6% 98.6% 80.5%	29.8% 30.9% 61.7%	57.9% 60.9% 80.4%	85.9% 82.3% 83.7%	97.6% 97.8% 84.2%	Collection of Council Tax target was 97.8% Collection of in-year sundry debt has improved. Of the 15.8% debt uncollected 11.4% was under 30 days old at the 31 <sup>st</sup> March and so not overdue	
4	Interest v. SECTOR portfolio Revenue Interest (cum) Capital Interest (cum)	+0.48% +£14.2k +£85.5k	+0.59% +£8.4k +£20.4k	+0.50% +£12.4k +£24.7k	+0.12% +£17.9k +£34.9k	+0.36% +£19.7k +£39.0k	Benefitting from increased cash flow position as above and improved interest rates on deposits	
5	Corporate Spend (non pay) - with local companies (£000 & %) - through collaborative contracts (£000 & %)	£9,887k £1,306k 13.2% £2,947k 21.0%	£2,621k £279k 10.6% £421k 16.1%	£4,608k £592k 12.8% £692k 15.0%	£7,257k £859k 11.8% £860k 11.8%	£9,261k £1,062k 11.5% £1,212k 13.1%	Excl staff, benefits & treasury management and capital purchase of Valley Centre. All values & percentages are cumulative each quarter. Cumulative annual target =19%  Cumulative annual target =12%	

## **Section 4 – 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 2012.**

# Guide for Actions Report

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

## 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 4 Action Report 2011-12

**Report Type:** Actions Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 30 April 2012

### Description A clean and green Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
FP4	Coordinating the council's response to environmental and climate change issues including bidding for funding	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011	13-Apr-2012	Objectives achieved by adoption of policies sought to be achieved. Work continues on new initiatives the Council can undertake.	13-Apr-2012	✓
HHR9	Declaration of Air Quality Management Areas.	31-Mar-2012	Health Housing & Regeneration Manager	11-Jul-2011		Following the adoption of the Private Water Supply Regulations 2009 at full Council in early 2011. The team are currently pulling together an inspection plan for 2012 / 2013 – this initial inspection tranche will focus on those high risk water supplies which supply commercial premises and a number of properties which can be clearly identified as from one source. Letters will be sent to homeowners notifying them of charges and inspection programme for the next four years over the coming months. However, those residents who require a risk assessment or sampling outside of their programmed time can still request sampling and support from officers. This will be an ongoing work programme over the next three years.	10-Apr-2012	✓
P&P4	Implement Green Travel Plan Actions & Develop & Implement a Travel At Work Policy	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	04-Jul-2011		The implementation of the Green Travel Plan has been proportionate and balanced within the current and future financial constraints and focus on corporate priorities. Many staff and Councillors have taken the responsibility for leading the way and have positively embraced the green travel ethos and principles in order to support the Council's priority 'a clean and green Rossendale'	11-Apr-2012	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>as well as contributing to promoting the well being of staff and councillors. Some activity includes:</p> <ul style="list-style-type: none"> <li>· In partnership with Rossendale Bus introduced an RBC Rover Pass for Travel at Work to enable staff to use their cars less as and where appropriate while conducting council business.</li> <li>· In partnership with Rossendale Bus introduced a discounted weekly Rover bus tickets for anytime use for all</li> <li>· Introduced an RBC Cycle to Work - Bikes for Staff Scheme.</li> <li>· Put in place a 'public transport season ticket loan scheme' for all staff following feedback/request for this support to enable staff to make greener travel choices.</li> <li>· Green travel month focused on encouraging a change in travel behaviour – this was positively received and participated in and 48 have made personal green travel pledges.</li> <li>· Information sharing / awareness raising has been ongoing via daily messages/team brief and there is dedicated pages on the intranet.</li> <li>· Teleconferencing is now available for use across the council.</li> <li>· Roaming Profile enables all RBC staff to login onto any PC at any of our buildings to access their emails files etc. so that they can work from other buildings as and where appropriate to do so in order to reduce unnecessary travel.</li> <li>· Mayors Car has been changed – although not a hybrid it is both more fuel efficient and produces reduced emissions. New car – Ford C Max – CO2 (g/km) 119 Mpg 61.4. Old car – Lexus – CO2 (g/km) 186 Mpg 35.</li> </ul> <p>A Green travel Progress Report will be produced Summer 2012.</p>		

## Description A healthy and successful Rossendale


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
DC2	Completion and Adoption of Conservation Area Appraisals and Management Plans for all Conservation Areas	31-Mar-2012	Planning Manager	29-Jul-2011	30-Jan-2012	All appraisals and management plans adopted	30-Jan-2012	✔
DC4	Assist in the delivery of relevant aspects of the Communities Service Neighbourhood Plans	31-Mar-2012	Planning Manager	29-Jul-2011	13-Apr-2012	Planning support continues to be provided where community issues arise	13-Apr-2012	✔
FP1	Delivery of the LDF including the Core Strategy through undertaking of the Core strategy examination in Public.	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011	03-Jan-2012	Rossendale Borough Council adopted the Core Strategy DPD: The Way Forward on 8th November 2011 and it will be used in the determination of all planning applications and future plans received from 9th November 2011. A copy is available on the Council website at <a href="http://www.rossendale.gov.uk/corestrategy">www.rossendale.gov.uk/corestrategy</a>	03-Jan-2012	✔
FP5	Input into Policy and Delivery of key infrastructure including transport	31-Mar-2012	Principal Planner Forward Planning	07-Oct-2011	13-Apr-2012	Work continues on these proposals but the Council has achieved its objectives, clearly some of these proposals the Council cannot achieve alone and are long term projects.	13-Apr-2012	✔
HHR1	Working with partners across Pennine Lancashire – develop a mechanism for the delivery of economic regeneration initiatives Rossendale.	31-Mar-2012	Head of Health, Housing & Regeneration	11-Jul-2011	10-Apr-2012	The Lancashire Economic Partnership has recently developed bids for the Government's Growing Places Fund which seeks to unlock sites for economic development and housing. Pennine Lancashire and Rossendale have provided some projects for the potential investment list and these will be considered further by the LEP in 2012 / 13. In addition Officers' of the Council have been working closely with regenerate Pennine Lancashire to identify opportunities for local businesses to receive assistance through the existing Lancashire innovation Network and the Pennine LEAP and the Accelerating Business Growth Programme which are expected to launch in 2012.  Work continues on a Pennine Lancashire PLACE Partnership footprint; the recent success of	10-Apr-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						securing £4.8 million towards bringing empty properties back into use has been led and delivered by Rossendale on behalf of the Pennine Lancashire partners.		
HHR12	Development of a Park Homes Strategy and Action Plan	31-Mar-2012	Health Housing & Regeneration Manager	08-Jul-2011	10-Apr-2012	<p>The department has elected to take a positive approach to ensuring park home sites across the borough meet the 2008 Model Standards. Following the introduction of the national standards for Park Homes in the early part of 2011, the team have been actively publicising the standards to the current sites. Actions taken to ensure the dissemination of the information contained in the standards included:-</p> <ul style="list-style-type: none"> <li>· Correspondence with owners of both Park Homes sites, in the Borough, highlighting the new standards and proposing amendments to their current licences have been sent.</li> <li>· Meetings with residents and resident associations have been held to highlight any potential areas of non compliance.</li> <li>· Full inspections of each site are currently being commenced in line with the aforementioned standards.</li> </ul> <p>These Model Standards will form part of an overall enforcement strategy for managing and assessing park home sites which will be finalised and consulted on later this year.</p>	10-Apr-2012	✓
HHR13	Improved access and delivery of a choice of affordable and decent, housing across Rossendale	31-Mar-2012	Strategic Housing and Partnerships Manager	11-Jul-2011	10-Apr-2012	<p>Rents are being restructured both with the HCA Development Programme funding 'affordable' rents, and the Localism Bill. Councils will have to produce a Rent Strategy for their district. Officers are currently awaiting further guidance regarding Rent Strategies and what needs to be contained within them; we hope that this will be released soon.</p> <p>The team has also been working with a number of housing associations to submit funding portfolios for affordable housing over the next 4 years to the HCA these will form part of a Pennine Lancashire Local Investment Plan and preparatory work is now commencing on these sites identified for 2012/13 delivery. Work is now completed on the</p>	10-Apr-2012	✓



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>16 Affordable Rent properties at Fernlea Garage, Bacup. The properties have been advertised through CBL and let to local people. Officers within Environmental Health are continuing to taking action where inspections of private rented properties are showing Cat 1 and 2 Hazards. Over, the last twelve months:-</p> <ul style="list-style-type: none"> <li>· Received and dealt with 125 new complaints (5% increase on the same period in 2010/11) regarding poor housing conditions in rented properties.</li> <li>· Officers have investigated 7 cases of illegal eviction and harassment (60% increase on previous year) as well as issuing a caution to a Landlord for the alleged illegal eviction of a tenant. The case was raised through the Housing Options Team following the Illegal Eviction and Harassment Policy and Procedure.</li> <li>· Issued a prohibition order for a flat above a takeaway – and rehoused the tenant with the support from Housing Options Team. As part of an ongoing proactive area based initiative, Environmental Health Officers have begun to identify rented properties situated above takeaways. Due, to the cheaper rent rates of some properties the likelihood of vulnerable tenants residing in such premises may result in sub standard conditions being provided. The property was issued a prohibition order as it did not have a kitchen; there was no provision of heating and hot water, and lack of fire detection within the shop and residential part of the building.</li> </ul> <p>The team have also been proactively highlighting the issues of poor housing conditions across the Valley. The Council's Environmental Health Students took to Rawtenstall and Haslingden markets to help raise awareness of the Environmental Health service and the standards that should be expected of privately rented properties in Rossendale. Promoted as Santa's Grotty Grotto the students highlighted poor conditions through our own experiences of</p>		





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						<p>disrepair and health hazards.</p> <p>Environmental Health Officers presented the House of Horrors along with hosting a stand at the Children's Trust Networking Event on the 10th November. The main aim of team's involvement in the event was to raise awareness relating to standards and to provide a point of information where frontline agencies referrals can be made.</p>		
HHR2	Lead and deliver the Rossendale Gateway Regeneration Programme	31-Mar-2012	Head of Health, Housing & Regeneration	11-Jul-2011	10-Apr-2012	<p>The Council has been working to develop regeneration projects for a number of sites within the Rawtenstall Centre as part of a Gateway Programme. These include:</p> <ul style="list-style-type: none"> <li>· The Valley Centre and former Town Hall site;</li> <li>· The Rawtenstall Bus Interchange;</li> <li>· Rawtenstall to Manchester commuter rail link</li> <li>· New Hall Hey</li> <li>· Ski Rossendale</li> </ul> <p>In the current economic climate and with the disestablishment of funding agencies such as the North West Regional Development Agency (NWRDA) the delivery of all of the projects has encountered some degree of difficulty.</p> <p><i>The Valley Centre and former Town Hall site</i> In September 2011 a meeting of the Full Council agreed to provide funds for the acquisition of the Valley Centre and its subsequent demolition. Ownership of the Valley Centre passed to the Council in November 2011 and plans have been developed for an interim use for the site once the structure is demolished.</p> <p>The redevelopment of the Valley Centre will act as a catalyst for the <i>Rawtenstall Bus Interchange and</i> borough as a whole creating new jobs, improving the visual amenity of Town Centre and bring in private sector investment to the area etc.</p> <p><i>Rawtenstall Bus Interchange</i></p>	10-Apr-2012	✔


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						<p>This is a project being led by Lancashire County Council who have undertaken and completed the consultation stages. The County Council have indicated that they would invest in a new interchange once a plan for the Valley Centre site is in place and is proceeding. This project has been included in LTP3 as a potential project.</p> <p><i>Rawtenstall to Manchester commuter rail link</i> The Greater Manchester Integrated Transport Association is now considering this project alongside the wider rail link issues. In view of the current funding reductions, the Councils of Rossendale, Bury and Rochdale are considering a compromise project which would result in a new station (on the current East Lancs rail link) South of Bury, which would enable rail commuters from Rawtenstall access onto the Metrolink Service, via a new rail spur.</p> <p><i>New Hall Hey</i> The New Hall Hey site has recently been sold to Westregister a subsidiary of The Royal Bank of Scotland. There is no indication that new tenants have come forward at this stage.</p> <p><i>Ski Rossendale</i> Ski Rossendale was formally re-opened by Ski Rossendale Limited (Social Enterprise) on the 5th November 2011</p>		
HHR3	Development and provision of business support and business growth initiatives for local businesses in Rossendale	31-Mar-2012	Regeneration Projects Officer	12-Jul-2011	10-Apr-2012	The NWDA Intensive Start-up Support (ISUS) for Pennine Lancashire programme ended on the 16th December 2011 due to the demise of the North West Development Agency and loss of single programme match funding; over the lifetime of the programme it supported 726 new business starts, resulting in the creation of 937 new jobs, with <b>123 businesses</b> started and <b>147 jobs</b> created/safeguarded in Rossendale. A replacement programme is currently being looked at by Regenerate Pennine Lancashire to be known as	10-Apr-2012	

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						<p>Start Up Plus subject to match funding being identified from the partner authorities. This programme will operate across the whole of Lancashire rather than just Pennine Lancashire. It is unlikely that this replacement programme will commence before June 2012.</p> <p>The Lancashire Innovation Network (LIN) has provided intensive support to 8 businesses in Rossendale this year, safeguarding 3 jobs and creating 3 jobs. This constitutes 5.3% of the total number of businesses assisted and 18.75% of the total number of jobs safeguarded by the programme across the whole of Lancashire. LIN has also awarded £14,975 of grants to Rossendale companies, which has leveraged in over <b>£27,475 of private sector investment</b> into the borough; over 20% of the total level of private sector investment across Lancashire.</p> <p>In 2012 a number of new programmes are set to come online that will deliver direct support to Rossendale businesses and benefit the local economy through business and job creation, and private sector investment. These programmes include Pennine LEAP - providing business coaching and mentoring support to individuals looking to start their own business in Pennine Lancashire. The focus of support will be on new businesses with the potential to grow and create new jobs and investment. This new programme was launched on 29th February 2012 and is now operational across Pennine Lancashire.</p> <p>In addition to this the Accelerating Business Growth programme, funded through the Regional Growth Fund, will offer capital investment to companies to help bring forward investment for expansion projects e.g. premises, plant and machinery which create sustainable jobs within a 12 month period. Subject to due diligence this programme will commence in May 2012 and operate in Pennine Lancashire, Preston, Lancaster and Blackpool</p>		

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						The Nesta – Creative Councils bid for Community Animators Phase 2 was selected as one of 17 out of 137 applications that went forward to the Creative Councils workshop in Birmingham held on 12-14th September where we were invited to work up our idea in more depth and present it to a panel of experts. The panel of experts liked our idea and they offered us an amount of £30,000 and 5 days professional support to take our idea forward and develop our new prototype between now and March. Our idea has now been fully developed and we have been invited to submit this idea to be considered for full funding by April 26th. It is envisaged that out of the 17 Creative Councils projects only around 5 will be selected to have their ideas fully funded.		
HHR4	Development of the Rossendale Visitor & Cultural Strategy.	31-Mar-2012	Regeneration Projects Officer	11-Jul-2011	10-Apr-2012	The new Visit Rossendale website is now 'live'. A new Tourist Information Point has been set up in conjunction with the Rossendale Heritage And Tourism Group based at Fitzpatricks in Rawtenstall. We are currently exploring whether this group would also like to take over our website and develop it further rather than us delivering this in house.	10-Apr-2012	
HHR6	Delivery of the Vacant Property Strategy	31-Mar-2012	Health, Housing & Regeneration Manager	11-Jul-2011	10-Apr-2012	The service chairs and co-ordinates the action of the Vacant Property Task Group (comprising all Council Depts.).The task group has pulled together a working spreadsheet of all the properties that officers are dealing with as a Council as there tends to be some crossover with officers from different departments. Through the group, departments can work more effectively to deal with properties through an agreed course of action that is identified collectively. New properties and land are brought to the meeting (6 week basis) and action plans for each property / land with a lead department are identified - this saves on duplication of work and saves officer time in serving the most appropriate notice for the	10-Apr-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>circumstances. The group has an active spreadsheet containing over 125 "difficult" properties that the group are working on. 42 empty properties have been brought back into use and a further 17 problematic, long-term empty properties are nearing resolve.</p> <p>As well as individual department actions the Group are also working on:-</p> <ol style="list-style-type: none"> <li>1. Area Based Enforcement – which looks at all properties and land within a block such as Empty Properties, Rented, Owner Occupied, Commercial. All Council departments contribute towards an assessment followed by co-ordinated enforcement action where needed and supportive remedial options where required. This includes liaison with other agencies such as Calico Floating Support; Police; Fire; DWP etc. The Haslingden ABI "SWITCH ON HASLINGDEN" saw over 43 long-term empty properties in the centre of Haslingden targeted for enforcement action, 32 have been followed up with second stage enforcement and eight have been re-let with the remainder now being sold on the open market.</li> <li>2. Shop Local – HHR are looking to identify a number of vacant commercial "corner" shops with accommodation above them. Negotiations will then take place with owners to discuss reduced rent packages and proposals to bring properties forward. Discussions with Council departments will consider suitable end uses for these shops with specified marketing material accompanying each property. A marketing campaign will then identify potential occupiers and through a "Meet the Supplier Day" and website page link the two together.</li> <li>3. As part of the short-term actions within the Vacant Property Strategy the team have developed a number of policies and procedures to support this work including the Private Sector Housing Enforcement Policy and the Enforced Sales Policy and Procedure both of which will be presented to O&amp;S and Cabinet over the coming months. The Team have also developed internal</li> </ol>		








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						<p>procedures for officers to follow in respect to defective buildings, EDMOs and CPOs.</p> <p>Rossendale Borough Council has successfully led on a Pennine Lancashire funding bid to bring 485 empty properties back into use over the next three years. The funding of £4.8 million, from the Homes and Communities Agency will be used for a variety of options to support owners into bringing their properties back into use this will be in partnership with the Pennine Lancashire authorities, Together Housing Group and Calico.</p>		
HHR7	Implement requirements of the Private Water Supply Regulations 2010	30-Mar-2012	Health Housing & Regeneration Manager	11-Jul-2011	10-Apr-2012	<p>Following the adoption of the Private Water Supply Regulations 2009 at full Council in early 2011. The team are currently pulling together an inspection plan for 2012 / 2013 – this initial inspection tranche will focus on those high risk water supplies which supply commercial premises and a number of properties which can be clearly identified as from one source. Letters will be sent to homeowners notifying them of charges and inspection programme for the next four years over the coming months. However, those residents who require a risk assessment or sampling outside of their programmed time can still request sampling and support from officers.</p>	10-Apr-2012	
HHR8	Implementation of the National Food Hygiene Rating System	31-Oct-2011	Health Housing & Regeneration Manager	11-Jul-2011	11-Jul-2011	<p>Rossendale launched the National Food Hygiene Rating System on the 1st June at a launch event at Do Dah's in Rawtenstall. The Council secured £5,000 of funding from the Food Standards Agency towards the implementation of a Food Hygiene Rating System in Rossendale. The aim of the scheme is that every food business within Rossendale is given a rating between 0 (poor) and five (excellent), which reflects a number of measures such as management, staff training, premises etc. The ratings are available to view online at <a href="http://ratings.food.gov.uk/QuickSearch.aspx">http://ratings.food.gov.uk/QuickSearch.aspx</a> and scores should be publicly displayed in all food premises. Of the 760 premises initially scored, 20 were found to be below a score of 2 and officers</p>	10-Apr-2012	

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						<p>have focused on working with these food operators to bring up their scores. This has seen a raft of both voluntary and proactive enforcement undertaken against numerous premises across the Valley. Since, the launch and the follow up measures to those poorly performing businesses, the team has seen a real improvement in food standards.</p> <p>As part of the launch of the National Food Hygiene Rating System the Environmental Health Team took the opportunity to publicise National Food Safety week, the theme was "Behind Closed Doors", with the aim being to dispel the myths, rumours and old wives tails that have grown up around food hygiene/food safety, such as "the 5 second rule". A number of events took place throughout the week including a display and information point at the One Stop Shop, stall and display at Rawtenstall market, as well as a presentation at Haslingden Community Link to the Dinki Links group aimed at young mothers and childminders with preschool children.</p> <p>Food safety is still a primary business concern to the Team and through 2012/13 we will be undertaking routine inspections and sampling of food premises (continually updating the National Food Hygiene Rating System) as well as responding to customer service requests around poor food hygiene practices. Over, the last 12 months we have undertaken 325 routine inspections (with a further 115 re-visits) and investigated over 70 complaints of poor food hygiene practices.</p>		
P&P12	Support the Childrens Trust in delivering outcomes for CYP in Rossendale	31-Mar-2012	Head of People and Policy	04-Jul-2011	26-Jan-2012	<p>Fusion Phase 2 run at Haslingden Sports Centre started 25.11.11 and has been running for 6 weeks, runs on a Friday night planned to run until 2012.</p> <p>Rawtenstall Fusion to start at Alder Grange High School from 3.2.12 offering sporting activities for young people on Friday night.</p>	26-Jan-2012	

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						<p>Youth Project to commence at Crawshawbooth Community Centre offering Wii, TV, Pool Table, Music.</p> <p>White Horse Project in Waterfoot supported offering Friday night Youth Club "Deepen" Opportunities being explored re Bacup and suitable venue.</p> <p>Support being provided at Trinity Baptist Church Friday night youth Club including provision of Table Tennis, Pool Table, CD Decks and Speakers and offering coaching and competition re Street Dance.</p> <p>Exploring project at Whitworth.</p> <p>The Trust has supported the Horse and Bamboo to work with Torview School to develop a light and entertainment show. 17 children attended.</p>		
P&P13	Commission a range of development interventions which support the Council's competencies for the future	31-Mar-2012	Head of People and Policy	04-Jul-2011	26-Jan-2012	<p>OD Plan updated and considered and agreed at Management Team. CAF Training delivered to those staff working with Young People and their families, Fire Warden Training delivered September, Respect and Dignity at Work Training delivered to those in Operations Refuse and Communities Street Cleansing, Small Number of staff attending Report Writing, NLP, Prince 2. Evaluation taking place in relation to IOSCH</p>	26-Jan-2012	✔
PD1	Understand and develop enhanced role in relation to public health and joined up health and social care commissioning.	31-Mar-2012	Head of Customers and Communities			<p>Director of Customers and Communities regularly attends the Clinical Commissioning Group for Rossendale, is working in partnership on projects to enhance mental health and wellbeing and reduce alcohol related harm, and attends the District Health Leads meetings with LCC with a view to further developing the agenda.</p>	30-Apr-2012	✔
PServ2	Review current procedures and status for the control of "unmanaged" open space	31-Mar-2012	Property Services Manager			<p>This matter will now form part of the 12/13 business planning</p>	23-Apr-2012	✔
PServ3	Complete construction of new leisure facilities : HSC & Marl Pits	31-Mar-2012	Head of Finance and Property			<p>Construction phase has now commenced with completion scheduled for Autumn 2012</p>	23-Apr-2012	✔



## Description Responsive and value for money local 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 with Councils in the area and increasing income.	31-Mar-2012	Building Control Manager	01-Jul-2011		work ongoing with Pendle BC regarding joint working	25-Apr-2012	
BC2	Streamline BC Processes utilising Northgate.	31-Mar-2012	Building Control Manager	01-Jul-2011		IT investigating options to change software supplier, further development of Northgate on hold	25-Apr-2012	
BC3	Building Control service delivery to be benchmarked against authorities within Lancashire	31-Mar-2012	Building Control Manager	17-Jan-2012		Benchmarking information supplied to host authority	25-Apr-2012	
C&MS1	Promote democracy Information accessible on the Council's website and public are aware that they can book the Mayor for events Mayor promoted through visits to schools or visits to Council Chamber	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011	03-Jan-2012	Three Local Democracy Week activities were completed in October. Two of the activities were observed as part of the Ofsted inspection at one of the schools and were mentioned in the Inspector's report on how the school prepares young people for adulthood and being part of a community. School visits have been undertaken by the Mayor throughout December. The web site is up to date with Councillor information and how to book the Mayor.	03-Jan-2012	
C&MS2	To achieve Level 2 of the North West Charter for Member Development	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011	01-Jul-2011	Notification was received on 24th June that the Council had been successful at Level 2 of the North West Charter for member training and development. The award is planned to be presented to the Council in September.	01-Jul-2011	
C&MS3	Consider and action requirements of the Decentralisation and Localism Bill	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011		A report was taken to the Standards Committee and Full Council in March to update members on the Standards element of the Act and members agreed to continue with existing arrangements until further guidance had been received. A working group will meet to discuss new arrangements once further guidance is available and a report will be prepared for Council in July to finalise the new provision.	30-Mar-2012	
C&MS4	Ensure Committee papers prepared to a Quality Standard and in accordance	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011	30-Mar-2012	All agendas during 2011/2012 were published in line with statutory deadlines.	30-Mar-2012	


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	with agreed processes							
C&MS5	Undertake benchmarking exercise in relation to C&MS	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011	30-Mar-2012	The Remuneration Panel will reconvene in April to make recommendations to February 2013 Council on Member Allowances. Activities are regularly undertaken with other authorities on benchmarking including the number of committees, number of members and member allowances.	30-Mar-2012	✔
Cmt1	Development of the Communities Team focused on 'Locality Based Teams/Working'	31-Mar-2012	Communities Manager	26-Jul-2011	23-Apr-2012	Staff in the Communities Team have been placed within each Neighbourhood Forum boundary to build on the sense of ownership and pride in an area and to work with local councillors and the community to deliver the priorities they want to see in their community. These include areas of work like grounds maintenance, environmental enforcement, burials, management of the markets, street cleansing including town centre caretakers and mobile gangs and management of partnership working through neighbourhood forums and community engagement. The grass cutting season has now started again and the teams have re-prioritised their work in line with suggestion coming through the Neighbourhood Forums. As reported in Q 3 updated 'Neighbourhood Forum Action Plans' have been produced and as with previous years the action plans focus on what priorities the community would like the partners to focus on delivering in 2012 – 2013.	23-Apr-2012	✔
Cmt10	Undertake benchmarking exercise in relation to Communities	31-Mar-2012	Communities Manager	25-Oct-2011	23-Apr-2012	As reported in Q3 the challenge in scoping a benchmarking exercise is to find an Authority who manages their operation on a like for like basis. The way in which Rossendale Council operates and develops teams around the principle of 'Locality Working' and Neighbourhood Forums and the wider community shaping what they want to see delivered in their area is quite unique. We will carry this challenge over into 2013.	23-Apr-2012	⚠
Cmt2	Implement the recommendations of Cabinet in relation to the borough's	31-Mar-2012	Locality Manager	26-Jul-2011	19-Apr-2012	Current stall occupation is: Haslingden Market - 6 out of 12 cabins occupied	19-Apr-2012	✔


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	Markets					<p>Bacup Market - 22 out of 25 cabins occupied Rawtenstall Market - 54 out of 58 stalls/cabins occupied</p> <p>Advertising delivered since January includes:-</p> <p>Radio Rossendale (until closure in March 2012) Scallywag magazine spring edition - 1/2 page plus editorial; Northern Life Magazine - 1/4 page</p> <p>Plus booked 1/4 page space in 50 plus magazine (previously named retired magazine).</p> <p>Bacup Arts &amp; Crafts Easter market took place on Easter Saturday as part of wider events in the town centre. 13 arts and crafts and local produce stalls on the market. Positive feedback generally from arts and crafts traders and market traders. Event generally well attended and market busier than a usual Saturday.</p>		
Cmt3	Deliver a review of all market licences, trader contact details and insurance.	31-Mar-2012	Locality Manager	26-Jul-2011	19-Apr-2012	Market traders have all been required to provide their up to date contact details and public liability insurance details and council records are now being updated. Locality officer and is reviewing all licences and dealing with any issues on an ongoing basis.	19-Apr-2012	✓
Cmt4	Review the pilot dog control contract with Animal Wardens	31-Mar-2012	Head of Customer Services & ICT	13-Oct-2011	27-Apr-2012	The Dog warden contract is now complete and will be sent out soon.	27-Apr-2012	✓
Cmt5	Review renew Pest Control Contract	31-Mar-2012	Head of Customer Services & ICT	13-Oct-2011	27-Apr-2012	The Pest control contract has been developed and will be sent out in the next few weeks.	27-Apr-2012	✓
Cmt6	Review CCTV across the Borough	30-Sep-2011	Community Safety Manager	11-Jul-2011	03-Jan-2012	There is little to update other than was outlined in the Q2 Covalent report. That is the police are continuing to utilise the images captured on the CCTV systems strategically placed throughout Rossendale. The council and the police continue to monitor emerging CCTV technology such as HD cameras so that the partners are in a position to consider improvements to the system.	03-Jan-2012	✓
Cmt7	Implement the	31-Mar-2012	Locality Manager	26-Jul-2011	23-Apr-	The Communities Team have redesigned the grass	23-Apr-2012	✓

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	recommendations of Cabinet in relation to grass cutting				2012	cutting regime around the Cabinet and Neighbourhood Forum priorities. The significant change has been the move to have designated grounds maintenance team in each Neighbourhood Forum Area. The workload in each area has been mapped out and staff have been apportioned appropriately to ensure the work is carried out as per the recommendations of Cabinet.		
Cmt8	Review the joined up grounds maintenance service with LCC (Public Realm)	31-Mar-2012	Communities Manager	26-Jul-2011	26-Apr-2012	Traffic management issues still to be resolved but are being worked on. No grass maintenance requirements during the last quarter.	26-Apr-2012	✔
Cmt9	Implement the recommendations of Cabinet in relation to animals in parks	31-Mar-2012	Communities Manager	26-Jul-2011	26-Jul-2011	All animals and birds were successfully rehomed in March 2011. Most of the birds have gone to Lancaster City council within a large free flight enclosure in Williamson park. The small animals were taken in by a private sanctuary where they have received veterinary treatment and a higher level of care. The enclosure at Whitaker park is currently being redeveloped in partnership with incredible edible and is planned to be a picnic area within a community orchard surrounded by other edible plants (pick your picnic!). The enclosures at Stubbylee remain empty and standing while the Accrington Rossendale College development	26-Jul-2011	✔
CS&ICT1	Review existing Bailiff contract	31-Dec-2011	Service Assurance Manager	22-Jul-2011	04-Jan-2012	Bailiff review complete. Scheme of delegation produced and awaiting signature.	04-Jan-2012	✔
CS&ICT2	Review the Customer Service & ICT Team functions and implement recommended changes	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011	04-Jan-2012	I.C.T review now completed and new structure in place.	04-Jan-2012	✔
CS&ICT3	Design, test and implement Sharepoint 2010 initially for Democratic Services	31-Mar-2012	Head of Customer Services & ICT; Technical Infrastructure Manager	13-Oct-2011	13-Oct-2011	The roadmap for ICT development has been amended and it has been agreed to prioritise the development of the new web site above SharePoint. The SharePoint project will commence following the successful implementation of the new corporate website.	13-Oct-2011	✔
CS&ICT4	Implement new corporate Network	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011	04-Jan-2012	The wireless network to the garage at Henrietta Street has been implemented successfully and	04-Jan-2012	✔


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						also upgraded.		
CS&ICT5	Implement UID (Microsoft Dynamics) across the business	31-Mar-2012	Information Manager	13-Oct-2011		Currently waiting for our Operations Team to determine the structure of the crew sheet reports. This project will need to be rolled over into 2012/13 financial year.	02-Apr-2012	✔
CS&ICT6	Develop customer focused ICT strategy and review all existing ICT policies	31-Mar-2012	Information Manager	13-Oct-2011	02-Apr-2012	The strategy has been approved by E.M.T. and will be published in the near future.	02-Apr-2012	✔
CS&ICT7	Scope out the ICT requirements for RLT / RTL	30-Sep-2011	Head of Customer Services & ICT		28-Jul-2011	This project has been completed successfully before the due date.	28-Jul-2011	✔
CS&ICT8	Undertake benchmarking exercise in relation to Customer Services & ICT	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011	13-Oct-2011	The benchmarking for ICT within the Pennine Lancashire Area has been completed, RBC are awaiting confirmation re publishing the data.	13-Oct-2011	✔
DC1	Sustain and improve performance on determining major, minor and other applications against agreed measures	31-Mar-2012	Planning Manager	29-Jul-2011	13-Apr-2012	For the final quarter, final figures achieved for applications determined within the national time guidelines were 71% majors, 92% minors and 96% others. This is well above the national target of 60% and 80% and 80%.	13-Apr-2012	✔
DC3	Bring into use further modules of new IT system	31-Mar-2012	Planning Manager	29-Jul-2011	13-Apr-2012	Relevant officers in the team have had the training on how to create reports using crystal. Remaining officers just need to be shown how to run the reports created.	13-Apr-2012	✔
Elec1	Administer Borough, Parish, and by-elections; Polling district review and referendum.	31-Mar-2012	Elections Manager	16-Jun-2011	09-Jan-2012	The polling district review was held in 2011 which resulted in the re-naming of polling districts and minor changes to the boundaries. Consultation was carried out as part of the review and all information was published prior to and after the review.	09-Jan-2012	✔
Elec2	Undertake benchmarking exercise in relation to Elections	31-Mar-2012	Elections Manager	16-Jun-2011	30-Mar-2012	Performance monitoring was carried out the Electoral Commission (EC) in relation to compilation and publication of the revised register of electors (which was published on 1st December 2011). Performance monitoring by the EC for 2012 elections will be carried out during the election periods with data to be submitted between 13 January and 10 August 2012.	09-Jan-2012	✔
Fin1	Final Implementation of IFRS for 2010/11 Statement of	30-Jun-2011	Finance Manager	16-Jun-2011	08-Sep-2011	Audit of Accounts now complete. Only one adjustment related to the IFRS transition and a	08-Sep-2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Accounts					small number of presentational changes to statements and policies. Despite the transition the Accounts were completed 3 weeks ahead of last year.		
Fin2	Co-ordinate the Council's response to the 11/12 central gov't grant settlement and its medium term financial strategy	31-Mar-2012	Head of Finance and Property	17-Jan-2012		The position remains that Full Council debated 29/02/12. Current estimates calling for annual savings in excess of £1m pa. Council to develop options and consult over the Summer / Autumn period.	19-Apr-2012	
Fin3	Consolidation of and optimisation of services and administration both internally and across partners	31-Mar-2012	Head of Finance and Property			No change - This matter continues under the direction of the CEO	23-Apr-2012	
Fin4	Undertake benchmarking exercise in relation to Finance & Property Services	31-Mar-2012	Head of Finance and Property	17-Jan-2012	17-Jan-2012	No change in this area	17-Jan-2012	
FP2	Assist in production of sub regional strategies, including research, implementation and monitoring	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011	13-Apr-2012	Work continues on this objective but the objectives for the year were achieved	13-Apr-2012	
FP3	Preparation of an Allocations / Development Management and CIL DPD elements of the LDF and other SPDs	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011	13-Apr-2012	The allocations and development management work continues apace to produce the document, but the objectives of being on target for the objectives for 2011/12 have been achieved and fits with the Local Development Scheme timetable	13-Apr-2012	
HHR10	Improving standards in Houses in Multiple Occupation	31-Mar-2012	Health Housing & Regeneration Manager	07-Jul-2011	10-Apr-2012	The Health, Housing and Regeneration Team have undertaken licensing visits on the two licensable Houses in Multiple Occupation in the Borough; both premises were found to be compliant with the national standards for this type of accommodation. As part of the inspection process the team engaged with a number of agencies including the Fire Service and East Lancs to ensure that a holistic approach was adopted when assessing these premises. The inter-agency working proved extremely effective and building on these links which have been created we have established a multi-agency team to support the owners of one of the Houses in Multiple	10-Apr-2012	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Occupation to ensure tenants are receiving the necessary ancillary floating support from peer providers as well as providing guidance to the owner in terms of ongoing management.</p> <p>Internal working with both Fraud and Planning has identified several possible unlicensed Houses in Multiple Occupation across the Valley. Officers have dedicated time to targeting these Houses in Multiple Occupation and notifying them of their duties and responsibilities ongoing working with these premises will continue over 2012/13. particularly as Housing Benefit changes are implemented across the borough.</p> <p>The review and update of the Council's current Houses in Multiple Occupation licensing conditions, so as to reflect good practice, is ongoing and this piece of work will provide supplementary supporting documents to the Private Sector Housing Strategy which will be consulted on over the coming months.</p>		
HHR11	Implementation of the CRIBS project	31-Mar-2012	Health Housing & Regeneration Manager	08-Jul-2011	10-Apr-2012	<p>The team have been working on an innovative, teaching resource to support young people who are moving away from home or living on their own. The Cribs housing project is nearing completion and is expected to be finalised soon. In its current format the initiative exists in three parts. <b>Part One</b> is a power-point aimed at providing simplified information relating to the 29 housing hazards that would be associated with the private rented housing market. A degree of risk assessment is also included allowing topics such as <b>'Safeguarding'</b> and ROSPA's <b>'Accidents in the Home'</b> which would be introduced to the training session dependant on the target audience. <b>Part Two</b> – relates to the <b>'real-life'</b> experiences of a tenant, landlord and environmental health officer in relation to good and bad practice associated with renting in the private rental market. <b>Part Three</b>, the third and final part of the initiative is a <b>'Quiz'</b> aimed at assessing the</p>	10-Apr-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>retention of knowledge from the training session. The findings of a survey carried out by HHR's previous Future Job's Fund Placement will form part of the quiz material together with key facts and figures provided in the power-point and profile interviews.</p> <p>We hope that the training resource will be used locally by a wide variety of bodies such as colleges; schools; supported housing schemes (such as Queen Street and M3) as well as being used nationally</p>		
HHR14	Delivery of effective services for homeless households	31-Mar-2012	Strategic Housing and Partnerships Manager	11-Jul-2011	10-Apr-2012	<p>Homelessness and homelessness prevention is a statutory service which was contracted out to Green Vale Homes at the time of stock transfer in 2006. Following, a review of the service and the remit and support that housing prevention can offer to other services it was decided to bring the service back in house. On the 1st April 2011, 4 members of the HOT (Housing Options Team) TUPE across from Green Vale they have been working on improving performance information; developing the service (especially by offering face to face appointments at the One Stop Shop) and integrating with other Council functions such as Housing Benefit and Environmental Health in particular to provide a more holistic and joined up service. The Council has a duty to produce a Homelessness Strategy (we will be renewing the Council's existing strategy during the year) and to develop services to prevent homelessness such as; Private Rented Scheme Rent Bond, Spend to Save Programme and a specialist mental health worker, are all currently funded for this purpose. One of the issues for the HOT currently is the impact of the welfare benefit changes in the private rented sector, especially the single room rate being extended to under 35s, and officers are looking at a number of options including social lettings agencies and private leasing schemes on a Pennine Lancashire footprint to address these issues. These areas will form a prime focus for the</p>	10-Apr-2012	



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>service going forward.</p> <p>The Council works closely with LCC Children Social Care and the Rossendale Children Trust in relation to youth homelessness (primarily 16 -19 year olds) and Council has been the lead authority in securing £180,000 from the CLG to work with Children Social Care to set up a homeless prevention scheme across Lancashire for 16/17 year olds. All district housing authorities and LCC have developed a Joint Working Protocol for 16/17 year olds which is currently being rolled out and monitored. In law, Children Social Care has the lead responsibility for homeless 16/17 year olds. Joint working is now progressing well and this new scheme will support this.</p> <p>Over the last year:-</p> <ol style="list-style-type: none"> <li>1. 9 people have been placed in Temporary Accommodation over the year.</li> <li>2. The team received 35 Out of Hours calls.</li> <li>3. 1011 new Housing Options and Homelessness Case assessments were opened during the year.</li> <li>4. There were 630 interviews at the One Stop Shop (not all of these were in respect of new cases).</li> <li>5. 201 cases of homelessness were prevented or relieved across the year. This is an increase of 48% from the previous year, largely due to the improved recording of prevention cases to ensure more accurate data.</li> </ol>		
HHR15	Improved delivery of support mechanisms and assistance for vulnerable people	31-Mar-2012	Health Housing & Regeneration Manager; Housing Renewal Manager; Strategic Housing and Partnerships Manager	11-Jul-2011	12-Apr-2012	<p>At end of 2011/12 we have 14 urgent cases at various stages in the system such as awaiting planning approval; top up funding from Lancashire County Council and out to tender. These will form part of the workload for 2012/13. The approximate value of these is in the region of £250k - £300k. The anticipated preliminary budget for 2012/ 13 is £446,560k (assuming £353k from Central Government).</p> <p>As part of the acceptance of the O&amp;S Task and Finish Group Recommendations for DFGs that we allocate 25% of the DFG budget towards the non-</p>	12-Apr-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>urgent waiting list we have undertaken 31 adaptations from this waiting list, this has seen a reduction in the waiting list time to 3 months for non-urgent DFGs.</p> <p>During 2011 / 12 the service has completed:-  1) 72 Disabled Facilities Grants.  2) 58 Adaptations to Green Vale Home properties funded by Green Vale Homes.  3) 530 minor adaptations funded via Lancashire County Council's Social Services Directorate.</p> <p>The Lancashire County Council Supporting People budget pays for housing related support for all sheltered housing schemes and housing support for socially excluded groups – in Rossendale, there are three major ongoing issues with Supporting People (SP) that officers are working on to mitigate the effect on Rossendale's residents:-  1) £3million (approx. 10%) of savings are required over the next 3 years.  2) The development of Commissioning Plans and renewal of all SP contracts by 2012/13.  3) The Older Persons Project which has involved a major piece of consultation which has shown that older people want to be able to stay in their own homes, which may be owner occupied or in the Private Rented Sector, and be eligible to receive warden support. Discussions are now being held with all providers of sheltered housing to assess the implication of reducing warden services to some existing sheltered schemes in order to extend warden services to other tenures.</p> <p>The Strategic Housing &amp; Partnerships Officer holds a place on the Supporting People Commissioning Board to represent Rossendale's interests. An East Lancashire locality team (Rossendale, Burnley, Pendle and Hyndburn) develop and agree initiatives and priorities for the area based on the SP funding available.</p> <p>Following extensive refurbishment, our young</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>person's hostel at No.1 Queen Street was re-opened, in December with the official launch in January. The £420,000 project was supported by £350,000 investment from the Homes and Communities Agency's (HCA) National Affordable Homes Programme, with Rossendale Borough Council providing the remaining funding. The project began in March 2011, with the ownership of the building being transferred from Places for People group to Rossendale Borough Council. The majority of building work took place over the summer of 2011, with the tenants moving temporarily to Springfield Court in Bacup. The extensive overhaul included re-configuring the layout of the main building to provide six rooms and five emergency accommodation units including - one with disabled facilities. Special insulation has been used to increase the energy efficiency of the property, as well as providing increased noise insulation between units. All the materials used are robust and intended to stand the test of time. The annexe building provides three units of 'move-on' accommodation, as the next step towards sustaining independent tenancy. Staff facilities have also been improved including the central office space and CCTV monitoring. The building now offers fit for purpose accommodation for some of the most vulnerable members of our community.</p>		
HHR16	Undertake benchmarking exercise in relation to HHR	31-Mar-2012	Head of Health, Housing & Regeneration	11-Jul-2011	10-Apr-2012	<p>Discussions are being finalised with the Director of Business to agree the scope of this exercise which will examine the costs in delivering the various elements of the service in comparison with other similar local authorities. This will be an ongoing piece of work over the coming year. A peer review of the Food Safety Service undertaken by Burnley Borough Council showed compliance across the board in terms of legislative requirements and also identified a number of areas of good practice that will be highlighted across Lancashire at the Food Officers Group.</p>	10-Apr-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
HHR5	Development of effective and efficient protocols within the Health, Housing and Regeneration Service with both internal and external partners.	31-Mar-2012	Health, Housing & Regeneration Manager	11-Jul-2011	10-Apr-2012	The team have been working on a number of new procedures and protocols to support better working around health and housing functions. Following on from the adoption of the Illegal Eviction and Harassment policy earlier this year the team have developed a number of new policies and procedures including a Private Sector Housing Enforcement Policy; Commercial Enforcement Policy; procedure for Enforced Sales of vacant properties; as well as a draft Defective Building Act Protocol. Where these policies and protocols support other departments; these protocols will be disseminated to other departments through internal training.	10-Apr-2012	✔
LC1	Review the process relating to applications received to search in the register and complete statutory enquiries to address issues associated with the economic downturn	31-Mar-2012	Land Charges Officer	26-Jul-2011	13-Apr-2012	Service standards / requirements achieved and staff have contributed too to the performance of Development Control in the determination of applications.	13-Apr-2012	✔
Leg1	To develop and monitor Service Standards in line with best practice.	31-Oct-2011	Principal Legal Officer			All customer satisfaction forms returned marked 'very satisfied.'	18-Apr-2012	✔
Leg2	To provide legal support for smooth transition of the homelessness service in-house	31-Mar-2012	Principal Legal Officer			No reviews this quarter.	18-Apr-2012	✔
Leg3	Undertake and report benchmarking to ensure best practice	31-Mar-2012	Principal Legal Officer			Work monitoring sheet up to date and achievements for 2011/12 noted in business plan. Hosted ACSes meeting 13/4/12.	18-Apr-2012	✔
Leg4	Community Governance Review	31-Mar-2012	Principal Legal Officer			No change from previous update.	18-Apr-2012	✔
Leg5	Review/replace existing online legal research facility	30-Jun-2011	Principal Legal Officer			Head of Legal has notified Director of Business of contract renewal date in October 2012.	18-Apr-2012	✔
Leg6	Prepare for/assist/ support in Office of Surveillance Commissioners inspection to comply with Regulation of Investigatory Powers Act 2000	31-May-2011	Principal Legal Officer			No further update- inspection completed.	18-Apr-2012	✔



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Leg7	Provide training to officers on Localism Bill	30-Nov-2011	Principal Legal Officer			Still awaiting further guidance. Consultation taken place on standards code of conduct. Subcommittee group established to formulate new code/procedure by 1/7/12.	18-Apr-2012	✓
Leg8	Ensure the relevant lead officers undertake community impact assessments for the service area	31-Mar-2012	Principal Legal Officer			None drafted by Legal this quarter but CCTV policy CIA will be required in due course.	18-Apr-2012	✓
Op1	Review the service in light of the need to create improve customer satisfaction and meet the requirement of the MTFS.	31-Mar-2012	Operations Manager	10-Jan-2012	30-Apr-2012	Benchmarking has taken place and an action plan is being developed for improving recycling. Increasing trade waste collection is also being explored. Changes to be implemented as part of the Business Plan for 2012/13. Action complete.	30-Apr-2012	✓
Op2	Deliver enhanced locality based service delivery; with a focus on minimizing waste and improving recycling maximize the income available from the recycling collected.	31-Mar-2012	Operations Manager	30-Apr-2012	30-Apr-2012	New structure delivered. Action complete.	30-Apr-2012	✓
Op3	Implement the recommendations of Cabinet in relation to farm collections (linked to efficiencies)	31-Mar-2012	Operations Manager	10-Jan-2012	10-Jan-2012	The recommendations from Cabinet in January 2011 were implemented. This has now been superceded by a decision at Full Council in September 2011 to re-instate the doorstep collection service and this has now also been delivered.	10-Jan-2012	✓
Op4	Move the location of the vehicle maintenance garage	31-Mar-2012	Operations Manager	30-Apr-2012		Project to move the workshop is ready to deliver. Awaiting final transfer of funds from supermarket. Move will be delivered in 2012/13.	30-Apr-2012	⚠
Op5	Undertake benchmarking exercise in relation to Operations	31-Mar-2012	Operations Manager	30-Apr-2012	30-Apr-2012	Benchmarking has taken place with regards to recycling and we are comparable with peers.	30-Apr-2012	✓
P&P1	Oversee the management and utilisation of the CRACS partnership	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	01-Jul-2011	31-Mar-2012	Membership of the Collaborative Research and Consultation Services partnership (CRACS) continues to support the Council's research and consultation activity in order to inform policy development and/or decision making and ensure that the Council is meeting its Best Value Duty and Duty to Inform, Consult and Involve. Key	11-Apr-2012	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>activity includes:</p> <p>The <b>Customer Services Review</b> Team has commence a consultation exercise aimed at better understanding which communication methods our customers use for which services and why. The intention is to use this information to help guide strategy on how to improve the customer experience, making it more streamlined and reducing avoidable and repeat contacts, thus also reducing demand on the organisation at a time when we are looking to find efficiency savings. The consultation will include an internal data gathering exercise with staff that have regular contact with our customers, beginning with the Operations team to link into the new customer contact management software being developed (the UID). External consultation has begun with Rossendale's Citizen's Panel and a short version may then be rolled out across other areas of customer contact.</p> <p>A <b>staff survey</b> will be undertaken during Spring 2012.</p> <p><b>Use of interactive voting equipment</b> was used for budget setting consultation and for other activity our neighbourhood health worker for the teen life check sessions in partnership with the PCT.</p> <p>Management of <b>Rossendale Citizen's Panel</b> - another mechanism that provides members of the community with the opportunity to voice their views on issues locally. The intention of the Panel is to act as an active database of people within the community that the Council can consult with via surveys on key issues throughout the year. Service Areas are able to utilise the Panel when undertaking consultation.</p> <p>Index of Multiple Deprivation IMD 2010 analysis/ presentation. RBC have also been using the voting handsets via our neighbourhood health worker for</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						the teen life check sessions in partnership with the PCT.  General support/advice on surveys/consultations.  Use of CRACS services, expertise and equipment is available for all Council officers to utilise as appropriate.		
P&P10	Review the services delivered by the People and Policy Team	31-Mar-2012	Head of People and Policy	03-Jul-2011	26-Jan-2012	Consultation commenced with HR manager Part-time. Decision made to disestablish post.	26-Jan-2012	✔
P&P11	Review the existing arrangements in relation to maintenance of the website ensuring it is accessible	31-Dec-2011	Head of People and Policy	04-Jul-2011	31-Mar-2012	Consultation with Members, Management Team and Employees in relation to the new design of the website completed and the results fed into the development	26-Apr-2012	✔
P&P14	Support a range of communication and engagement activities which support the Council through its programme of change	31-Mar-2012	Head of People and Policy	04-Jul-2011	31-Mar-2012	Staff Forum, JCC being utilised. Looking to develop leadership session in relation to change and building resilience for all supervisors	26-Apr-2012	✔
P&P15	Identify any efficiencies in terms and conditions	31-Mar-2012	Head of People and Policy	04-Jul-2011	31-Mar-2012	Consultation commenced directly with staff in relation to some issues. Trade Union indicated that the establishment of some meetings going forward may be useful. Report to be prepared for June Cabinet to commence consultation. To feed into next year's Business Plan.	26-Apr-2012	✔
P&P16	Streamline the process of additional claims	30-Sep-2011	HR; HR Manager	26-Jul-2011	26-Jan-2012	CHRIS been updated to reflect drivers working arrangements and therefore no need for time sheets. The use of Overtime and Time Sheets been highlighted to all Directors and Managers through Highlight Report. HR identified as area for Business Plan for next year so remains area of focus.	26-Jan-2012	✔
P&P17	Review and Rewrite flexi time policy	31-Aug-2011	HR; HR Manager	04-Jul-2011	31-Mar-2012	No further action part of next year's Business Plan with review of conditions	26-Apr-2012	✔
P&P18	Deliver the activities associated with the Communications Strategy	31-Mar-2012	Communications Manager	01-Jul-2011	31-Mar-2012	Communications in relation to Election gone well. All media packs issued	26-Apr-2012	✔
P&P19	Respond to and case manage	31-Mar-2012	Head of People and	04-Jul-2011	31-Mar-	Currently no major employment issues. Change	26-Apr-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	employment litigation		Policy		2012	agenda feature of 2012 Business Plan		
P&P2	Implement actions and changes following outcome of Performance Management Review	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	01-Jul-2011	31-Mar-2012	<p>Performance continues to be managed and reported via the Covalent, the Council's performance management system. There are still some indicators to be developed by Heads of Service once the relevant information /data sources have been established. A review of the performance management and data quality policy will be undertaken during 2012 in line with any new guidance from central government accordingly.</p> <p>A review of costs of performance management has been undertaken - new arrangements put in place achieving saving of £2,000. The style of the Overview Report has also been reviewed and now reflects more of a direction of travel approach. Financial performance information is also more contextual.</p>	11-Apr-2012	✔
P&P20	Undertake benchmarking exercise in relation to P&P	31-Mar-2012	Head of People and Policy	04-Jul-2011	31-Mar-2012	Customer satisfaction Survey undertaken, results reported to management team, customers satisfied with the service they get from P&P.	26-Jan-2012	✔
P&P21	Conduct a review all health and safety policies	31-Mar-2012	Head of People and Policy	04-Jul-2011	31-Mar-2012	Health and Safety policy review a feature of next year's Business Plan.	26-Apr-2012	✔
P&P22	Undertake Health and Safety Audits	31-Mar-2012	Head of People and Policy	04-Jul-2011	26-Jan-2012	Health and Safety audit schedule in place and audits completed for Communities, Cemeteries, Depots and Markets. Other service areas to be completed in 2012.	26-Jan-2012	✔
P&P23	Review Fire Risk Assessment and issues revised Fire Files for all main Council Buildings	31-Mar-2012	Head of People and Policy	04-Jul-2011	31-Mar-2012	All council buildings have in place fire risk assessments and these are reviewed annually by Health and Safety Manager and Facilities Manager. Fire file completed but due for some amendments anticipated by end of March 2012 and this will then supersede existing fire files.	26-Jan-2012	✔
P&P5	Development of the Council's Corporate Plan & Consultation	31-Mar-2012	Head of People and Policy; Principal Policy Officer; Project &	04-Jul-2011		Draft Plan on a page being developed, consultation to commence.	26-Apr-2012	✔



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
			Performance Improvement Officer					
P&P6	Respond to the Equality Act new duties and requirements on the public sector.	31-Mar-2012	Head of People and Policy; Principal Policy Officer	04-Jul-2011	31-Mar-2012	<p>Actions are in place to ensure the Council is compliant with new equality legislation requirements and the public sector equality duty which is now in force, this includes briefings, awareness raising and training sessions for staff and elected members, ensuring equality is embedded within the Council's practices and procedures. The Council website hosts dedicated pages to Equality and Diversity related information. Further, the Council continues to assess the impact of its decisions and policies on protected equality groups, the wider public sector equality duty aims and human rights in line with its legislative requirements through its community impact assessment process.</p> <p>An Annual Equality Report will be published Summer 2012.</p> <p>Following consultation the Council published its equality objectives on 5th April 2012 as required by the specific equality duties set out in the Equality Act 2010. The Council's equality objectives are to:</p> <ol style="list-style-type: none"> <li>1. Ensure community engagement and consultation is effective</li> <li>2. Embed equalities throughout the Council</li> <li>3. Improve data and analysis in relation to equality and customer information</li> </ol> <p>Full details about the objectives can be found on the Council's website:  <a href="http://www.rossendale.gov.uk/site/scripts/documents_info.php?documentID=714&amp;pageNumber=5">http://www.rossendale.gov.uk/site/scripts/documents_info.php?documentID=714&amp;pageNumber=5</a></p>	11-Apr-2012	
P&P7	Review and Undertake an Audit of Existing Contingency Planning arrangements	30-Nov-2011	Head of People and Policy	04-Jul-2011	31-Mar-2012	<p>Good progress has been made within service areas in relation to the development of the Service Area Business Continuity Plans. Meetings to be held to review each service areas with a view to then creating the Council Business continuity Plan</p>	26-Apr-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P8	Support the Service areas in reviewing their structures and job roles	31-Mar-2012	Head of People and Policy; HR; HR Manager	04-Jul-2011	31-Mar-2012	Service reviews will be a feature through 2012 to meet the requirements of the MTFS	26-Apr-2012	✓
P&P9	Support key external partnerships and contractors in the identification and delivery of efficiencies	31-Mar-2012	Head of People and Policy	04-Jul-2011	21-Oct-2011	Some initial discussions took place - no further action	21-Oct-2011	✓
Plan1	Undertake benchmarking exercise in relation to Planning	31-Mar-2012	Planning Manager	14-Oct-2011		Information has been submitted, but CIPFA have asked for further information before producing our report. A further response is being compiled to send back to CIPFA for final reports to be done by them. Government direction is still awaited on fee setting and whether Local Authorities will have the power to set their own application fees.	13-Apr-2012	⚠
PPU1	Implement the new structure	31-May-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	New structure implemented April 2011	06-Jul-2011	✓
PPU2	Implement revised street trading policy/conditions	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	30-Sep-2011	12/04/11- Licensing Committee approved proposed amendments. 13/06/11-Policy O&S approved proposed amendments with further recommendations. Next meeting is Governance Working Group 06/07/11 followed by Full Council 20/07/11.	06-Jul-2011	✓
PPU3	Implement new policy for licensing hackney carriage & private hire trade	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Completed. New policy implemented 01/05/11	06-Jul-2011	✓
PPU4	Implement new taxi trade enforcement policy	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Completed and implemented 01/04/11	06-Jul-2011	✓
PPU5	Revise the planning enforcement policy	31-Mar-2012	Public Protection Unit Manager	06-Jul-2011		Policy has been to management team and a meeting has taken place with the portfolio holder. Next stage is for Policy to go out to consultation	24-Apr-2012	✓
PPU6	Implement Taxi Stand in Whitworth	30-Jun-2011	Public Protection Unit Manager	06-Jul-2011	12-Sep-2011	-Taxi rank now in operation for two vehicles 24 hours per day. Lines on road, signage in place	03-Oct-2011	✓
PPU7	Review arrangements in relation to Fraud	30-Sep-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Benefit Investigation Unit TUPE back to RBC within the PPU as of 01/07/11	06-Jul-2011	✓
PPU8	Undertake benchmarking exercise in relation to PPU	31-Mar-2012	Public Protection Unit Manager	07-Jul-2011		Customer Satisfaction data already established re Planning Enforcement and reported to Development Control. Looking to establish	17-Apr-2012	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						customer satisfaction monitoring for Licensing to be reported to Licensing Committee and Benefit Fraud to be reported to Cabinet. Currently benchmark with the Greater Manchester Authorities re Planning Enforcement report to be prepared for Development Control. Due to raise Benchmarking at the next Licensing Lancashire Group.		
PServ1	Continue to develop the Cemetery Strategy with Operations Department	31-Mar-2012	Property Services Manager	17-Jan-2012	17-Jan-2012	No change in this area	17-Jan-2012	✓
PServ4	Facilitate any required changes to service accommodation needs. E.g.: - CS&eG corporate telephony project - Operations garage requirements	31-Mar-2012	Property Services Manager	17-Jan-2012		Property Services continues to support and implement changes to accommodation needs e.g. Consolidation of IT function within Futures Park, Transfer of Residents Springfield Court/Clare House, Transfer of parks/Ops staff to alternative accommodation to facilitate Accrington College use of Stubbylee Depot and relocation of Henrietta St Vehicle Maintenance Depot within existing footprint of Depot Complex to facilitate Supermarket development.	18-Apr-2012	✓

## **Section 5 – Performance Indicators**

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

# Guide for Performance Indicator Report

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

**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

Priority *												
PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11		Q4 2011/12							
			Value	Target	Status	Value	Target	Status				
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 4 Performance Indicator Report 2011-12

**Report Type:** PIs Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 08 May 2012



Rows are sorted by Code

## Description A clean and green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	4.51%	8.50%		4.36%	9.50%		9.50%	Aim to Maximise		This is based on estimated data; we are awaiting information from various sources including LCC.	Exceeding Target

## Description A healthy and successful Rossendale

PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Property & Facilities Services Officer	91.00%	99.00%		96.00%	99.00%		99.00%	Aim to Maximise		All the recommended category 1 and 2 works have now been completed from the 2006 DDA accesses audits, with the exception of Marl Pits Pavilion, monies will not be committed pending Marl Pits Project.	On Target
NI 16 LAA	Serious acquisitive crime rate	Communities Manager; Community Safety Manager	2.85	3		2.6	3		12	Aim to Minimise		Outturn is still on target with slight decrease compared to the same quarter last year.	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
NI 20 LAA	Assault with injury crime rate	Communities Manager; Community Safety Manager	0.89	1.35		1.33	1.35		1.35	Aim to Minimise		There has been a decrease for violence with injury in quarter 4 compared to quarter 3, bringing the indicator back on target.	On Target

### Description Responsive and value for money local services













PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
CS2	Customer waiting times in the one stop shop	ICT Technical Support Officer; Service Assurance Manager	7mins	10mins		4mins	10mins		10mins	Aim to Minimise		The total figure recorded for the month of April was 2,960 the breakdown of the figure is as follows: Council tax queries 368, Housing Benefit queries 1,193, Greenvale Homes customers 355 and other council services 1,044. The waiting time recorded was 5:56mins.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	ICT Technical Support Officer; Service Assurance Manager	94%	90%		84.93%	70%		90%	Aim to Maximise		Revised target performance of 70% agreed by partnership effective from September 2011. It is pleasing to note that performance has exceeded target as a result of further customer improvements which have been undertaken.	On Target
CS6	% of abandoned calls - Coventry Call Centre	ICT Technical Support Officer; Service Assurance Manager	1%	2.5%		2.13%	1%			Aim to Minimise		An improvement over quarter 3 with the recent trend showing even better performance.	Exceeding Target
LI 8	% of invoices paid on time	Finance Manager	97.79%	97.50%		98.10%	97.50%		97.50%	Aim to Maximise		In 2011/12 only the first two months of the year were below the target. Actual performance for the year is 98.32% compared to the target of 97.5%	Exceeding Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team	97.60%	97.80%		97.60%	97.80%		97.80%	Aim to Maximise		Collection remains at 97.6% for 2011/12. This is an excellent result given the	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
											<p>challenges faced during 2011/12. The collection of council tax on empty properties remains challenging given the slow housing market. The number of tribunals has increased by 100% compared to 2010/11. Appeals in the main have been from landlords claiming that properties are occupied and the billing section believes the landlord is creating a phantom tenant to avoid empty council tax charges. Prior to the introduction of the 100% empty charge we averaged 1 case per year to tribunal - we have had 6 in 2011/12 and expect this to increase further in 2012/12. The recovery section continues to maintain the collection rate despite its policy of only using bailiffs as a last resort. In 2011, 10% less cases were sent to the bailiff than in 2010/11. We also made 11% more attachment of earnings during 2011/12. The suspension of applying to committal to prison when an account has been unsuccessful with the bailiff means that very little further action can be taken. We are due to recommence selecting certain cases in 2012/13.</p> <p>The council tax section has been successful in obtaining 3 charging orders in 2011/12. Our working relationship with the Housing Renewals Team has had a positive impact on information sharing. It is re-assuring to know that the issues with the payment line have now been resolved as we received a number of complaints during 2011/12 due to the payment line not working - particularly ay weekends.</p> <p>2012/13 will be a difficult year for collection and the barriers faced are set to increase with the introduction of Universal Credit.</p>		



PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	97.90%	98.60%		97.80%	98.00%		98.00%	Aim to Maximise		Although collection is slightly down on 2011/12 it is still a high collection rate given the number of empty properties with a RV over 2800 that became eligible to pay 100% rates after a rates "holiday" during 2009-2011. The current economic climate does make collection of business rates a challenge however all reliefs are heavily promoted and ratepayers are encouraged to contact the Business Rate Section for help and advice.	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Payroll Manager	6.59	8.00		6.93	8.00		8.00	Aim to Minimise		long term sick is 4.57 days per fte. short term sick is 2.36 days per fte will need yearend adjustments to be completed.	On Target
LI 76c	Housing Benefits Security number of fraud investigations	Public Protection Unit Manager; Senior Enforcement Officer - Licensing	86.00	240.00		37.00	240.00		240.00	Aim to Maximise		In this quarter 48 referrals have been received. 37 investigations have been carried out 20 of which have been proven and 17 no fraud established. £786.95 is the weekly local housing allowance saving and £295.85 is the weekly council tax benefit saving. A total of £43,717.10 in overpayments has been identified through investigation.	Exceeding Target
LI 76d	Housing Benefits Security number of prosecutions & sanctions	Public Protection Unit Manager; Senior Enforcement Officer - Licensing	9.00	11.01		8.00	11.00			Aim to Maximise		In this quarter 5 Cautions have been delivered along with 2 Administrative Penalties and 1 prosecution has been secured	Exceeding Target
LI 79a	Accuracy of processing - HB/CTB claims	ICT Technical Support Officer; Service Assurance Manager	94.00%	93.00%		95.40%	93.00%		93.00%	Aim to Maximise		The accuracy rate has achieved target ensuring that claims are assessed correctly first time. It is pleasing to note that this has been achieved despite increasing complexities of the scheme and increased volumes of work.	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	ICT Technical Support Officer; Service Assurance Manager	139.37 %	82.03%		60.64%	82.03%		82.03%	Aim to Maximise		This disappointing outturn reported due to some large fraud overpayments being created, which has offset the good work undertaken in recovering £63,940 this quarter. However, this outturn is still slightly ahead of the cumulative total.	Below Target
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; ICT Technical Support Officer; Service Assurance Manager	14.14%	11.49%		10.52%	11.49%		45.93%	Aim to Maximise		This outturn is a measure against the total outstanding debt and total outstanding created, against what has been recovered in a 3 month period. The targets appear to have been set cumulatively, but this is only a quarterly outturn. As per Northgate reports, the total outstanding at 01/01/12 was £502,487.95, a further £105,444.19 was created and £63,940.15 recovered, resulting in the current outturn.	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00 %	68.00%		100.00 %	68.00%		68.00%	Aim to Maximise		3 out of 3 determined in time	On Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	95.00%	85.00%		97.30%	85.00%		85.00%	Aim to Maximise		37 out of 38 determined in time	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	96.00%	90.00%		100.00 %	90.00%		90.00%	Aim to Maximise		51 out of 51 determined in time	On Target
LI OP 2a (i)	Average Fuel Usage (Paper)	Operations Manager				7,041.3	6,142.55			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data.	
LI OP 2a (ii)	Average Fuel Cost (Paper)	Operations Manager				£8,109.05	£6,922.36			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of	

PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
											quarter 1 and quarter 2 data. Through the year there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.		
LI OP 2b (i)	Average Fuel Usage (Glass, Cans & Plastics)	Operations Manager				7,507.1	6,694.75			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data.	
LI OP 2b (ii)	Average Fuel Cost (Glass, Cans & Plastics)	Operations Manager				£8,662.77	£7,544.18			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data. Through the year there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.	
LI OP 2c (i)	Average Fuel Usage (Garden Waste)	Operations Manager				3,355.2	5,652.8			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data.	
LI OP 2c (ii)	Average Fuel Cost (Garden Waste)	Operations Manager				£3,866.64	£6,371.10			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data. Through the year there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.	
LI OP 2d (i)	Average Fuel Usage (Residual)	Operations Manager				16,926.2	17,168.65			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data.	
LI OP 2d (ii)	Average Fuel Cost (Residual)	Operations Manager				£19,535.97	£19,351.11			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data. Through the year there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.	

PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
LI OP 2e (i)	Average Fuel Usage (Street Sweeping Activities)	Operations Manager				8,749.7	10,886.05			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data.	
LI OP 2e (ii)	Average Fuel Cost (Street Sweeping Activities)	Operations Manager				£8,498.98	£10,215.85			Aim to Minimise		This is a new local indicator therefore no baseline data was available; the target for this PI has been drawn from an average of quarter 1 and quarter 2 data. Through the year there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.	
NI 181(a)	Time taken to process Housing Benefit/Council Tax Benefit new claims	ICT Technical Support Officer; Service Assurance Manager	20.4	28.0		21.2	28.0		28.0	Aim to Minimise		Performance on processing new claims was 21.23 days for the quarter with an annual performance of 20.47 thus achieving target. The number of new claims received during 2011/12 has increased from 2010/11 mainly due to the current economic climate	On Target
NI 181(b)	Time taken to process Housing Benefit/Council Tax Benefit change events	ICT Technical Support Officer; Service Assurance Manager	8.4	17.0		4.8	17.0		17.0	Aim to Minimise		Performance on processing changes in circumstances was 4.83 days for the quarter with an annual performance of 6.62 days. Again volumes of work have increased due to the introduction of electronic information from the DWP (ATLAS) and the economic climate which means that claimant's circumstances are changing more often as they take temp jobs.	On Target
STAN 1	Number of people accessing STAN	Service Assurance Manager				296	360		1,440	Aim to Maximise		Target for 2011/12 has been exceeded. Winter months and bad weather in general affect footfall so this is a fantastic outcome. With continued publicity/leaflet drops/posters and as residents become more aware and utilise the service it is anticipated that footfall will increase.	On Target
STAN 2	% of customers satisfied with the service	Service Assurance Manager				95.83%	70%		70%	Aim to Maximise		Customer satisfaction with the service we provide via STAN continues to remain high. 143 customer satisfaction surveys were issued during the 4th quarter, 48 were	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2010-11			Quarter 4 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Outcome
			Q4 2010/11			Q4 2011/12							
			Value	Target	Status	Value	Target	Status					
	received from STAN										<p>returned. This represents a 33.57% response rate. Of those returned only two customers were dissatisfied with the service. Feedback from STAN customers during quarter 4 include:</p> <p>"Very helpful and caring staff. Easy to understand help given straight away. Talking to someone face to face makes a big difference. The ladies on STAN went out of their way to help me. Couldn't have been better looked after. I was very impressed. We would not have known how to go about getting this help so a Big Thank you."</p> <p>"Staff were very helpful and informative. STAN is one of Rossendale Council's better ideas. Really pleased with this service."</p> <p>"Staff were friendly, most helpful, professional and readily gave advice. Very impressed. Service brilliant, very impressed with the staff."</p> <p>"Both young ladies were helpful and reassuring. Could not have been more helpful. First Class. I do not feel that the service could be improved anywhere. It was the complete information service".</p>		

## Section 6 – 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



## Priority \*

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

Rows that have been shaded represent the Corporate Risks


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

Risk Status	
	OK
	Warning
	Alert



## Quarter 4 Risks Report 2011-12

**Report Type:** Risks Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 30 April 2012





### Description A clean and green Rossendale

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
HHR2	Non delivery of implementing Air Quality Management Areas	Health Housing & Regeneration Manager; Head of Health, Housing & Regeneration	3	C	3	C	3	E	31-Mar-2012	Officers are working with partners and National advisory agencies to mitigate this risk.	10 Apr 2012	

### Description A healthy and successful Rossendale





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
HHR1	Continued national economic decline	Head of Health, Housing & Regeneration	1	B	1	B	1	C	30-Apr-2012	The economic climate continues to have a significant effect upon the development and delivery of regeneration initiatives. Officers continue to work closely with colleagues across the region to identify and develop ideas and initiatives which aim to support and grow the local economy.	10 Apr 2012	
HHR3	The number of	Head of	3	C	3	C	4	F	31-Mar-2012	Work is ongoing to deliver the Vacant	10 Apr 2012	










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
	long term empty properties increases	Health, Housing & Regeneration								Property Strategy Action Plan, actions by all departments across the Council will reduce this risk. The three year empty funding money from the HCA will support this programme of work.		
HHR4	Private water supply regulation not implemented	Health Housing & Regeneration Manager; Head of Health, Housing & Regeneration	5	E	5	E	3	E	31-Mar-2012	Officers are working on an implementation plan to deliver the regulations over the next four years.	10 Apr 2012	
Plan1	Failure of Delivery of the LDF	Planning Manager; Principal Planner Forward Planning	1	F	1	F	2	D	31-Mar-2012	Work is ongoing on the Lives & Landscapes Site Allocations DPD. A consultation on the Draft Criteria for Changes to the Green Belt & Urban Boundaries took place between 5th March to 16th March 2012. This criteria will then be used to conduct a review of the boundaries before a full public consultation on the proposed changes which is scheduled to take place later this summer.  The Inspector's Report found the Core Strategy Sound and it was adopted on the 8th November 2011.	13 Mar 2012	
Plan5	Failure to deliver commitments to English Heritage re programme of work for co funded posts	Planning Manager	3	D	3	D	5	F	31-Mar-2012	Revised workload still to be agreed, so risk remains the same.	13 Apr 2012	
Res7	None viability of the Business Centre	Head of Finance and Property	3	C	3	C	4	D	31-Mar-2012	No change - The Business Centre will form part of a wider Council accommodation review as part of the Council's MTFS challenge and reducing reliance on the private	19 Apr 2012	




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
										sector.		







**Description** Responsive and value for money local 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 and Failure to implement changes to the fee legislation	Building Control Manager	4	E	4	E	3	E	31-Mar-2011	working with finance accounts manager to monitor financial position	25 Apr 2012	
BD1	Litigation due to Health & Safety Breaches	Executive Director for Business	3	E	3	E	4	E	31-Mar-2012	System of Health and Safety Policy Review established. Health and Safety Audits in place issues being escalated as required	17 Apr 2012	
CS&ICT1	Information security breach and removal of access to DWP information (which is required to delivery revenues and benefits services) as a result of failure to meet Government Connect required standards	Head of Customer Services & ICT	1	D	1	D	1	C	31-Mar-2012	Work will commence in the second half of 2012 to move the RBC GCF connection that is located in the RBC secondary data centre.	17 Apr 2012	
CS&ICT2	Loss of data and inability to maintain business continuity as a result of	Head of Customer Services & ICT	1	D	1	D	2	D	31-Mar-2012	The RBC's current disaster recovery solution is being modified to take account of the changes required to support the organisation going forward. Work will commence in the	17 Apr 2012	

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
	inadequate disaster recovery and business continuity arrangements									second half of 2012, the new solution will reside on an RBC platform that will increase the speed of change and allow more flexibility going forward.		
Elec1	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs	Elections Manager	2	E	2	E	2	F	31-Mar-2012	Election plans for May 2012 election plans have been written and are being worked against. The Electoral Commission is also monitoring work in real time to ensure all deadline are met and meaningful planning is prepared.	30 Mar 2012	
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	5	A	5	A	4	A	31-Mar-2012	All polling stations have been booked for May 2012 and will again be monitored by the Presiding Officer at the station and records of access arrangements will be made by Polling Station Inspectors also.	30 Mar 2012	
Elec3	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31-Mar-2012	Electoral records are stored within a secure electronic environment and are not located on individual computers. Data sent to external printers to generate poll cards and postal voting packs is uploaded to a secure website in order to safeguard elector information. All absent vote applications require a signature and date of birth and 100% of postal votes have these personal identifiers checked against original records held when completed postal voting packs are returned to the Returning Officer.	30 Mar 2012	
Elec4	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	1	E	1	E	1	F	31-Mar-2012	2012 election plans are in place and work is carried out in line with Electoral Commission guidance and electoral law. 2012 Canvass has been brought forward and will start mid June in order to achieve a publish date of 16th October (rather	30 Mar 2012	

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
										than the usual 1st December) so that it is complete in time for Police and Crime Commissioner elections on 15th November 2012.		
Leg1	Fraud and Corruption	Executive Director for Business	2	E	2	E	2	E	31-Mar-2012	Anti bribery training delivered by Legal to members 13/2/12.	18 Apr 2012	
Op1	Loss of financial income and potential income due to reduction of, or failure to increase, recycling rates.	Operations Manager	3	D	3	D	3	E	31-Mar-2012	<p>Paper prices have been dropping significantly since September although this is in line with seasonal trends, close monitoring is required as the current contractor is working at a loss and may chose to default if prices drop further. Plastic prices remain relatively stable but still sharing a drop in price similar to paper.</p> <p>An agreement has also been made with LCC to share the income from recycle up and until the expiry of the cost share agreement in 2014, overall this will reduce the amount of income we can expect to receive by almost 50%</p>	30 Apr 2012	
Op2	The loss of income from recycling due to a drop in market prices and or involvement in the Lancashire Waste PFI	Operations Manager	3	D	3	D	4	E	31-Mar-2012	<p>Paper prices have been dropping significantly since September although this is in line with seasonal trends, close monitoring is required as the current contractor is working at a loss and may chose to default if prices drop further. Plastic prices remain relatively stable but still sharing a drop in price similar to paper.</p> <p>An agreement has also been made with LCC to share the income from recycle up and until the expiry of the cost share agreement in 2014,</p>	30 Apr 2012	

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
										overall this will reduce the amount of income we can expect to receive by almost 50%		
PD1	Financial and reputational consequences of litigation due to Health & Safety Breaches	Head of Customers and Communities	3	D	3	D	4	E	31-Mar-2012	H&S Audits have been carried out on all RBC buildings and improvements at all sites have been noted. There are not outstanding issues. Behavioural Safety Observation records are now also being introduced.	30 Apr 2012	
PD2	Financial and statutory consequences of having duty to deliver enhanced public health role if funding not directly allocated by central government and not allocated adequately by County	Head of Customers and Communities	3	D	3	D	4	E	31-Mar-2012	It has now been clarified that the statutory duty to deliver enhanced public health sits with LCC and not with RBC.	30 Apr 2012	
PD3	Unable to meet public and member expectations in relation to service delivery across Operations and Communities due to reduced capacity	Head of Customers and Communities	3	D	3	D	4	E	31-Mar-2012	The Operations Team continues to deliver the refuse and recycling collection service as usual. The Communities Team are delivering parks and open spaces maintenance with reduced grass cutting as agreed by Full Council. The street cleansing service continues to be delivered as usual and the Communities Team have delivered a number of successful events, and are now focusing more on enforcement. Projects in both sections are continually being reviewed and re-prioritised in accordance with Neighbourhood Forum Action Plans. The Emergency Planning function is	30 Apr 2012	

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
										now delivered jointly with Hyndburn Borough Council and the Community Safety function is led by the Director of Customers and Communities.		
Plan3	Budget reduced by reduction in fees from Development Control and Land Charges due recession	Planning Manager; Principal Planner Development Control	2	C	2	C	2	D	31-Mar-2012	Income picked up in the last quarter but not sufficiently to achieve the income target originally set. However, the shortfall was more than covered by not filling a post within the team	13 Apr 2012	
Plan4	Failure to determine planning applications in line with government targets	Planning Manager; Principal Planner Development Control	2	F	2	F	2	E	31-Mar-2012	By the end of the last quarter 71% of majors were determined which is above national targets. 92% for minors and 96% others. Overall, targets achieved.	13 Apr 2012	
Res1	Pay to benefits & creditors and staff plus Income collection	Finance Manager	4	D	4	D	2	F	31-Mar-2012	No further progress since the March report. Still to resolve mobile technology issues and have the BACs card reader software installed on the replacement business continuity laptop.	17 Apr 2012	
Res10	Failure to ensure Business Continuity	Head of Finance and Property; Head of People and Policy	2	D	2	D	2	F	31-Mar-2012	Business continuity plans are currently being updated and transferred into the central corporate plan.	27 Apr 2012	
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-2012	Monitoring reports continue to show over £100k favourable variance for 2011/12. The 2012/13 and 2013/14 budgets are already balanced (supported by Transitional Reserves) Budgets up to 2015/16 are now fully drafted and the balancing gap is understood.	19 Apr 2012	
Res4	Unmanaged open	Head of	2	D	2	D	2	D	31-Mar-2012	Position remains the same	19 Apr 2012	

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
	spaces and land	Finance and Property										
Res5	Equal Pay Claims	Head of People and Policy	3	D	3	D	3	F	31-Mar-2012	Need to monitor pending negotiations in relation to Conditions. All posts affected by reviews continue to need to be Job Evaluated and any service reviews Community Impact Assessments Completed	26 Apr 2012	
Res6	Non payment of salaries	Payroll Manager	2	F	2	F	5	F	31-Mar-2012	Need to develop Business Continuity Plan to incorporate other payrolls	26 Apr 2012	
Res8	Litigation due to Health & Safety Breaches	Head of People and Policy	4	E	4	E	4	D	31-Mar-2012	Audits of service areas progressing, Health and Safety escalating concerns	26 Apr 2012	
Res9	Leisure facilities project is not delivered on time and to budget	Head of Finance and Property	3	C	3	C	3	D	31-Mar-2012	Next Site Meeting 24/04/12 - no major issues from the previous meeting. The project is on track to deliver an annual budget cost of £585k pa (Interest, capital write down & Grant) to Council.	19 Apr 2012	

## 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 January to March 2012 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints O/S at 31/12/2011	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
Resources	People & Policy	Executive Office	1		1	
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services				
		Property Services				
Place	Operations	Refuse & Cleansing		2	2	
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery	1	2	3	
		Capita- Council Tax		6	6	
		Capita - Call				

Head of Service	Service Area	Team	Complaints O/S at 31/12/2011	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
		Centre				
		Capita - Benefits	1	2	3	
		Capita – NNDR				
		Capita - OSS				
		ICT				
		Customer Service		1	1	
	Communities	Community Safety				
		Community Engagement				
		Service Development				
		Locality Teams	2	2	4	
Business	Health, Housing & Regeneration	Regeneration Delivery				
		Regeneration Progs		1	1	
		Economic Development				
		Traffic & Parking				
		Environmental Health		1	1	
	Legal	Legal Services		1	1	
		Committee & Member Services				
		Elections				
		Public Protection Unit				
	Building	Building Control				

Head of Service	Service Area	Team	Complaints O/S at 31/12/2011	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
	Control					
	Planning	Forward Planning				
		Development Control		5	4	1
		Land Charges				
		<b>Total</b>	<b>5</b>	<b>23</b>	<b>27</b>	<b>1</b>

## 7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	9
2	Poor communication	1
3	Delayed response/lack of response	2
4	Complaint against a named officer	0
5	Complaint received via MP	0
6	Complaint received via Councillor	0
7	Complaint about RBC policy or procedures	11
	No type of complaint assigned	0
	<b>Total</b>	<b>23</b>

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

## 7.2 - Ombudsman Complaints

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

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

### Ombudsman Complaints (1<sup>st</sup> January to 30<sup>th</sup> March 2012)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
<b>Place</b>	Council Tax Recovery	2	0	0	2
	Operations	2			2
<b>Business</b>		0	0	0	0
<b>Executive</b>		0	0	0	0
	<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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.

## Section 8 – Compliments

## Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between January to March 2012 - 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:			
			April – June 2011	July – September 2011	October – December 2011	January – March 2012
Chief Executive	People & Policy	Human Resources				
		Policy & Performance				
		Communications	1	2		
	Finance & Property	Financial Services				
		Property Services		2		1
Place	Operations	Refuse & Cleansing	5	7	8	6
		Emergency Planning				
		Parks & Open Spaces	1			
	Customer Services	Capita - Council Tax Recovery				
		Capita – Business Rates		1		
		Capita - Council Tax				

		Capita - Call Centre				
		Capita - Benefits			1	
		Capita - OSS	1	2	1	
		ICT	1			
		Customer Services	1	1		
		STAN the Van	20	21	32	24
	Communities	Community Safety				
		Community Engagement		2		
		Emergency Planning				
		Service Development				
		Locality Teams	3	4		3
Business	Health, Housing & Regeneration	Regeneration Delivery	1			
		Regeneration Progs			1	
		Economic Development				
		Environmental Health	1	1		
		Traffic & Parking				
	Legal	Legal Services	6	24	3	1
		Committee & Member	2	3	7	8

		Services				
		Elections	7	4		13
		Public Protection Unit		2	4	1
	Building Control	Building Control			1	
	Planning	Forward Planning	1			
		Development Control	1	2		5
Land Charges		1	1			
<b>Total</b>			<b>53</b>	<b>79</b>	<b>58</b>	<b>62</b>