

# How are we making a difference to our communities?

## Integrated Performance Report Quarter 1 (April to June 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 July 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.

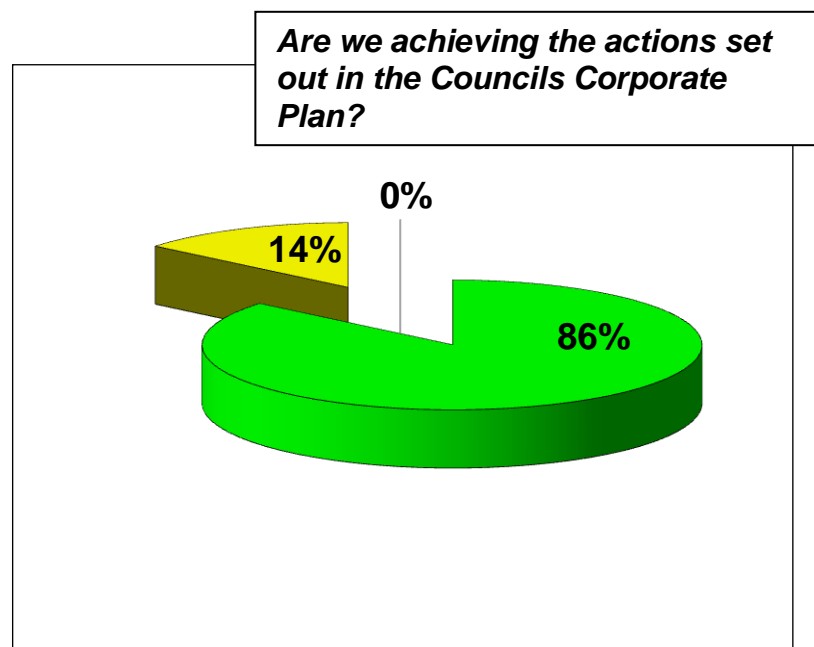
## **Section 1 – High level performance summary**

**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><br>✔      | Project on track, no substantial issues or risks which require action from the Council's Programme Board  | <b>79</b> | <b>85.9%</b> |
| <b>Amber</b><br>▲      | Some issues or risks which require action from the Council's Programme Board to keep the project on track | <b>13</b> | <b>14.1%</b> |
| <b>Red</b><br>●        | Project in jeopardy – serious issues or risks needing urgent action                                       | <b>0</b>  | <b>0%</b>    |
|                        | Total number of actions   | <b>92</b> |              |



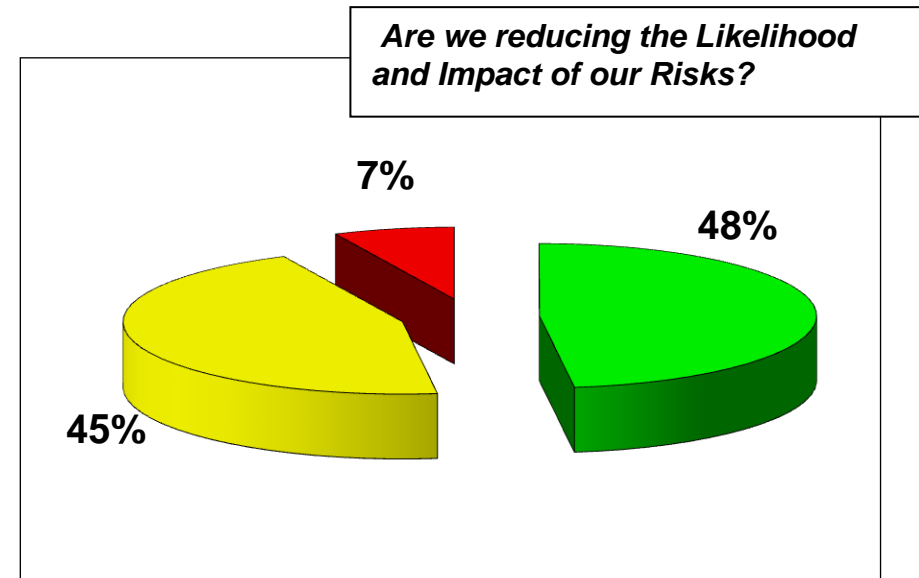
## 2.2 Performance Indicators – achieving targets?

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>13</b>              | <b>57%</b> |
| <b>Marginally Below Target</b> |  | The performance indicator is currently 5% or less from achieving its target | <b>4</b>               | <b>17%</b> |
| <b>Below Target</b>            |  | The performance indicator is currently more than 5% of achieving its target | <b>6</b>               | <b>26%</b> |
| <b>Unknown</b>                 |  | The status cannot be calculated   | <b>0</b>               | <b>0%</b>  |
| <b>Total for Quarter 1</b>     |   |   | <b>23</b>              |            |

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

| Risks             |   |           |            |
|-------------------|---|-----------|------------|
| Legend            | Status  | No.       | %          |
| <b>Green</b><br>✓ | The likelihood and impact of the risk is low    | <b>14</b> | <b>48%</b> |
| <b>Amber</b><br>▲ | The likelihood and impact of the risk is medium | <b>13</b> | <b>45%</b> |
| <b>Red</b><br>●   | The likelihood and impact of the risk is high   | <b>2</b>  | <b>7%</b>  |
|                   | <b>Total</b>                                    | <b>29</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  | 8         | 8   | 100%       | 0   | 0%        | 0   | 0%        | 0   | 0%        |
| Performance Indicators  | 2         | 1   | 50%        | 0   | 0%        | 1   | 50%       | 0   | 0%        |
| Risks   | 1         | 0   | 0%         | 1   | 100%      | 0   | 0%        | 0   | 0%        |
| <b>Total</b>  | <b>11</b> | <b>9</b>  | <b>82%</b> | <b>1</b>  | <b>9%</b> | <b>1</b>  | <b>9%</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  | 17        | 15  | 88%        | 2   | 12%        | 0   | 0%        | 0   | 0%        |
| Performance Indicators  | 2         | 2   | 100%       | 0   | 0%         | 0   | 0%        | 0   | 0%        |
| Risks   | 6         | 2   | 33%        | 3   | 50%        | 1   | 17%       | 0   | 0%        |
| <b>Total</b>  | <b>25</b> | <b>19</b>   | <b>76%</b> | <b>5</b>  | <b>20%</b> | <b>1</b>  | <b>4%</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  | 67         | 56  | 84%        | 11  | 16%        | 0   | 0%        | 0   | 0%        |
| Performance Indicators  | 19         | 10  | 53%        | 4   | 21%        | 5   | 26%       | 0   | 0%        |
| Risks   | 22         | 12  | 55%        | 9   | 41%        | 1   | 4%        | 0   | 0%        |
| <b>Total</b>  | <b>108</b> | <b>78</b>   | <b>72%</b> | <b>24</b>   | <b>22%</b> | <b>6</b>  | <b>6%</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 1**

The revenue monitoring exercise at the end of Quarter 1 is predicting an outturn for the full year of £9,639k, on an original budget of £9,829k, i.e. a favourable variance of £190k.

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 £98k lower than the original budget. Much of this saving relates to vacancies which are not being filled, or where services are being trialled in conjunction with third parties. Some agency cover savings are also being made. It is predicted that only £16k of this savings will continue through to future years.
2. **Communities**: significant savings on emergency planning staff cover and agency costs.
3. **Customer Services & E-Government**: Service contract inflation was based upon last year's RPI inflation levels, which are currently dropping, so there is an expectation of savings around £19k. Court costs recovered are not meeting income expectations by around £20k for the year, though officers suspect that customers are making arrangements to pay debts before court hearings, which should lead to an improved collection rate for council tax later in the year. Disaster recovery and circuit costs are showing an adverse £24k for the year at this stage, though some investigations are ongoing to try to shut down the circuits in dispute.
4. **Operations**: Though agency costs are higher than anticipated the adverse variance is almost covered by savings in salaries. Fuel savings are building as prices remain lower than expected and the fuel duty rise in August has been postponed. However, the favourable variance here is required to fund the costs of vehicle maintenance.
5. **Business**: Fee income is up over £53k across the business directorate, including £41k for taxi licences. The latter has only incurred an additional £9k in admin costs, resulting in a net favourable variance of £32k on taxi licences if the current trends continue. In regeneration the original budget for the museum management fee was reduced prematurely by almost £16k, leading to an adverse variance now.
6. **Corporate Directorate**: Concessionary fares support has not met the requirement anticipated in the original budget, saving almost £20k. Internal and external audit fees are expected to be £45k under budget whilst property water costs are showing an adverse of £10k following officer's attempts to limit the increases being imposed across the cemeteries.
7. **Non-Distributed Costs** - Interest income is currently forecast at a favourable variance of £16k and interest costs at a saving of £13k, which will more than fund a £13k adverse variance predicted on the pension strain contributions for retired members of staff.
8. Of the current favourable variance of £190k officers predict that at least £90k will recur in future years, with a further £42k being reviewed at the moment. Only £43k of the current savings is expected to be one-off in nature.

**Major revenue variances predicted for 2012/13 (as at the end of quarter 1)**

| Major Variances end June 2012                   | Favourable<br>/(Adverse) | Net    |
|---|--------------------------|--------|
| <b>Communities</b>                              |                          |        |
| Salaries & agency workers                       | 60.9                     |        |
| Cemeteries fee income                           | 4.3                      |        |
| Other variances                                 | 4.3                      | 69.5   |
| <b>Customer Services and e Government</b>       |                          |        |
| Salaries & agency workers                       | 11.0                     |        |
| Court costs recovered                           | (20.0)                   |        |
| Revenues & Benefits Administration contract     | 19.0                     |        |
| Disaster recovery protection & IT circuits      | (24.0)                   |        |
| Software licences                               | 7.0                      |        |
| Other variances                                 | 6.7                      | (0.3)  |
| <b>Place Operations</b>                         |                          |        |
| Salaries, modern apprentices & agency workers   | (7.6)                    |        |
| Trade waste & Bulk waste income                 | 6.0                      |        |
| Vehicles (hire, maintenance, tyres & tools)     | (31.9)                   |        |
| Fuel  | 31.7                     |        |
| Recycling Income                                | (18.8)                   |        |
| Other minor variances                           | 2.1                      | (18.5) |
| <b>Business Directorate</b>                     |                          |        |
| Staffing and agency cover                       | 17.2                     |        |
| Planning income                                 | 19.0                     |        |
| Planning professional fees                      | (8.0)                    |        |
| Public Protection income (net of related costs) | 32.4                     |        |
| Land Charges income                             | (7.5)                    |        |
| Other variances                                 | (4.7)                    | 48.4   |

| Major Variances end June 2012                        | Favourable<br>/(Adverse) | Net          |
|--|--------------------------|--------------|
| <b>Business - Health, Housing &amp; Regeneration</b> |                          |              |
| Staffing and agency cover                            | 5.7                      |              |
| Museum management fee                                | (15.8)                   |              |
| Other variances                                      | 2.7                      | (7.4)        |
| <b>Corporate Management</b>                          |                          |              |
| Staffing and agency cover                            | 7.8                      |              |
| Concessionary fares support                          | 19.8                     |              |
| Corporate Subscriptions/Contributions                | 3.5                      |              |
| Other variances                                      | 7.0                      | 38.1         |
| <b>Finance &amp; Property Services</b>               |                          |              |
| Staffing and agency cover                            | 0.7                      |              |
| Audit Commission Fees                                | 29.7                     |              |
| Internal Audit Fees                                  | 15.6                     |              |
| Water rates  | (10.0)                   |              |
| Business rate refunds                                | 11.6                     |              |
| Rental income  | 2.7                      |              |
| Repairs & Maintenance                                | (9.0)                    |              |
| Communications (ISDN lines & call charges)           | (7.9)                    |              |
| Other variances                                      | (8.7)                    | 24.7         |
| <b>People &amp; Policy (incl P&amp;P &amp; Comm)</b> |                          |              |
| Staffing and agency cover                            | 2.4                      |              |
| Newsletter design & production                       | 7.1                      |              |
| External photography & printing                      | 5.4                      |              |
| Other variances                                      | 3.6                      | 18.5         |
| <b>Non-Distributed Costs &amp; Capital Financing</b> |                          |              |
| Interest receivable/payable                          | 29.1                     |              |
| Pension strain for retired employees                 | (12.9)                   |              |
| Other variances                                      | 0.5                      | 16.7         |
| <b>Favourable/(adverse) on General Fund</b>          |                          | <b>189.7</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 further since the beginning of the financial year. Officers continue to manage the risk factors for deposits whilst maintaining a portfolio of investments up to a maximum of 364 days.

### Capital Receipts and Programme

The original capital programme for 2012/13 approved in February was £936k. Added to this was £2,965k of projects still ongoing in March which were brought forward to 2012/13, along with their respective funding sources – mainly the leisure investment at Marl Pits. Two additional projects have been included since the year began – works to develop Henrietta Street depot which are a requirement of and funded by the sale and regeneration of the current industrial units site, and additional contributions from Green Vale Homes have allowed the disabled facilities grants to increase by up to £200k.

Capital receipts from property sales have already exceeded the original target of £100k but the income to date is required to fund the works to Henrietta Street noted above. Officers still expect to achieve further sales in excess of the original £100k target, though any additional income should be directed towards capital projects requiring more funds than available in the original programme, as noted in the budget setting meeting in February.

### The Collection Fund

Though it is very early to begin to predict the outcome on the Collection Fund, members should note the increases in exemptions and discounts which are over and above the levels planned as part of the council tax setting exercises by the precepting bodies. Whilst any resulting deficit is eventually split between all preceptors Rossendale Borough Council is obligated to pay over funds based on the original estimates during the year, thereby standing the cash flow impact until any deficit can be recovered.

At present officers predict a net deficit of £38k on the Collection Fund. Rossendale Borough Council stands 16.78% of that the deficit, equating to £6k.



## Financial Health Indicators

The following table attempts to give some context to the financial performance reported to Members during 2012/13:

- 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<br>2012                       | End Q1<br>2012/13                       | End Q2<br>2012/13 | End Q3<br>2012/13 | End Q4<br>2012/13 | Long Term<br>Trend  |
|---|--|--|---|-------------------|-------------------|-------------------|---|
| 1 | Cash on deposit<br>Indebtedness<br>Net Position                                  | £5,545k<br>-£4,232k<br><b>=£1,313k</b> | £9,565k<br>-£4,232k<br><b>= £5,333k</b> |                   |                   |                   | Movement in cash March 2012 to March 2013 will reflect expenditure on capital projects and the normal annual revenues receipting patterns.  |
| 2 | Collection of <b>old</b> debts<br>Council Tax<br>NNDR<br>Sundry Debtors          | £3,348k<br>£571k<br>£468k              | £2,898k<br>£636k<br>£209k               |                   |                   |                   | <b>2012/13 debts</b> Figures show current balance outstanding on debts raised before the 31 <sup>st</sup> March 2012. The 2012/13 debts will not be shown until Q4.   |
| 3 | Collection of current yr debt<br>Council Tax<br>NNDR<br>Sundry Debtors           | 97.6%<br>98.6%<br>84.2%                | 29.6%<br>31.4%<br>43.6%                 |                   |                   |                   | Collection of Council Tax target is 97.8%<br>Collection of in-year sundry debt increases throughout the year as April invoices include may payable by instalments.  |
| 4 | Interest v. SECTOR portfolio<br>Revenue Interest (cum)<br>Capital Interest (cum) | +0.36%<br>+£19.7k<br>+£39.0k           | +0.53%<br>+£16.3k<br>+£6.5k             |                   |                   |                   | Benefitting from increased cash flow position as above and improved interest rates on deposits  |
| 5 | Corporate Spend (non pay)  | £9,261k                                | £2,698k                                 |                   |                   |                   | Excl staff, benefits & treasury management and capital purchase of Valley Centre. All values & percentages are cumulative each quarter.<br>Cumulative annual target =19%<br><br>Cumulative annual target =12% |
|   | - with local companies<br>(£000 & %)   | £1,062k<br>11.5%                       | £134k<br>5.0%                           |                   |                   |                   |   |
|   | - through collaborative<br>contracts (£000 & %)                                  | £1,212k<br>13.1%                       | £779k<br>29%                            |                   |                   |                   |   |

## **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 2013.**

# 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 1 Action Report 2012-13

**Report Type:** Actions Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 24 July 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 |
|-------------|---|-------------|---------------------|-------------|----------------|--|-------------|------------|
| Cmt4        | Landscaping of Valley Centre Site   | 30-Nov-2012 | Locality Manager    | 10-Jul-2012 |                | Much structural preparation work has occurred and edgings for tarmac works are currently being installed. Tarmac due wk comm 23rd July, topsoil, seeding and planting currently being undertaken. Hoardings due to come down 13th August, at which point the only expected outstanding works will be paving, railings and possibly electric supply points and street lights.             | 10-Jul-2012 | ✓          |
| DC1         | Implement actions of the English Heritage/RBC updated Conservation Strategy in line with identified timetable set out, subject to resources and consultation where appropriate                | 31-Mar-2013 | Planning Manager    | 06-Jul-2012 |                | A revised timetable for the strategy has been drafted by the conservation officer and work is on track with that. The revised draft timetable does however need agreement with English Heritage  | 06-Jul-2012 | ✓          |
| DC2         | Provide input into Town Heritage Initiative phase 2 bid development for Bacup   | 31-Mar-2013 | Planning Manager    | 06-Jul-2012 |                | The conservation officer assisted with the initial phase 1 bid which was successful. The conservation officer will now have a key role in working up phase 2 of the bid. Work is ongoing on phase 2 preparation  | 06-Jul-2012 | ✓          |
| FP4         | Coordinate and implement an agreed action plan as the Council's response to environmental and climate change issues including bidding for funding. Responding to the government's green deal. | 31-Mar-2013 | Planning Manager    | 03-Jul-2012 |                | Work continues, led by the Green Team, to implement the agreed RBC/Energy Saving Trust action plan. The Council has been successful in bidding for CLASP (Climate Change Local Area Support Programme) funding to carry out a study into the possibility of setting up a Community Energy Fund. The fund could be used in future for developers to contribute to, as a way of offsetting | 03-Jul-2012 | ✓          |


| Action Code | Action Title  | Due Date    | Responsible Officer                    | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status |
|-------------|---|-------------|--|-------------|----------------|---|-------------|------------|
|             |   |             |  |             |                | some of their carbon and energy reduction responsibilities on development sites. The money in the fund would then be used to fund energy and carbon reduction projects elsewhere, such as tackling fuel poverty or tree planting schemes.   |             |            |
| HHR8        | Implement the Declaration of Air Quality Management Areas.  | 30-Sep-2012 | Health, Housing & Regeneration Manager | 10-Jul-2012 |                | The Council monitor on a monthly basis for nitrogen dioxide at a number of locations across the Valley. This information is invaluable for determining the local air quality assessment. The 2009 Update and Screening Assessment indicated that further monitoring for nitrogen dioxide was required in a couple of areas within the borough where we had seen exceedances in the national values for nitrogen dioxide. A further more detailed assessment was completed in 2011 on two areas with the highest levels of pollution; Bacup Road, Rawtenstall (from the main roundabout to Kay Street) and Manchester Road, Haslingden (towards the roundabout near Tesco). Further modelling of these areas and diffusion tubes to have been installed to provide robust, current data which will support the next stage - the declaration of the Air Quality Management Areas.<br>A report has been prepared for September Cabinet to recommend to full Council declaration of the AQMA. | 10-Jul-2012 | ✔          |
| HHR9        | Revision of the Contaminated Land Strategy                  | 31-Dec-2012 | Health, Housing & Regeneration Manager | 09-Jul-2012 |                | There is currently on-going consultation on the development of national guidance to support Local Authorities in making decisions on when land should be remediated. This guidance will feed into the Council's existing Contaminated Land Strategy (as it identifies criteria for classing potentially contaminated land under four classes / degrees of contamination). This guidance is expected to be released Summer 2012 and work on the Contaminated Land Strategy will commence then.   | 09-Jul-2012 | ✔          |
| Op1         | Develop a Strategy to increase recycling and minimise waste | 31-Mar-2013 | Operations Manager                     | 13-Jul-2012 |                | Advice from LARAC is that there is relatively little more recycling to be generated in Rossendale (less than 500 tonnes p.a.). Focus will be on implementing existing policies, working with  | 13-Jul-2012 | ✔          |

| Action Code | Action Title                      | Due Date    | Responsible Officer      | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status  |
|-------------|-----------------------------------|-------------|--------------------------|-------------|----------------|---|-------------|---|
|             |                                   |             |                          |             |                | schools, and examining trade waste as a potential recycling generator.  |             |   |
| P&P1        | Implement a Travel at Work Policy | 31-Mar-2013 | Principal Policy Officer | 09-Jul-2012 |                | The Travel at Work Policy has been drafted and the Trade Union is currently being consulted via the Joint Consultative Committee (JCC), the draft policy has been informed by the views of an internal Green Travel Plan Working Group. It is expected that that Policy will be agreed for implementation during 2012-13. | 09-Jul-2012 |  |

### Description A healthy and successful Rossendale



| Action Code | Action Title   | Due Date    | Responsible Officer | Start Date | Completed Date | Latest Note   | Latest Date | RAG Status  |
|-------------|--|-------------|---------------------|------------|----------------|---|-------------|---|
| Cmt2        | Act as the Councils contact and related actions for the Olympic Torch Relay 23rd June 2012 | 30-Sep-2012 | Locality Manager    |            |                | <p>Liaised with LOCOG throughout the process to confirm the correct route, provide information and updates, and implement the requirements of the event.</p> <p>Set up and managed regular Community Task Force meetings with internal and external partners to manage the communication, operation, and engagement aspects of the event.</p> <p>Developed a detailed event plan, risk assessment and emergency plans in conjunction with relevant stakeholders.</p> <p>Liaised with other east Lancashire authorities to share good practice, experience, and ensure a co-ordinated response and East Lancashire 'look and feel' to the event.</p> <p>Worked with other local authorities on the route to share the costs of the event where possible.</p> <p>Engaged with local organisations, churches, community groups, activity groups, schools, bands, and individuals and supported them to be involved in the event, from animating the route to</p> | 12-Jul-2012 |  |


| Action Code | Action Title | Due Date | Responsible Officer | Start Date | Completed Date | Latest Note   | Latest Date | RAG Status |
|-------------|--------------|----------|---------------------|------------|----------------|---|-------------|------------|
|             |              |          |                     |            |                | <p>providing entertainment and activities, before during and after the event.</p> <p>Communicated the event throughout the borough (supported by regional and national publicity) including providing thorough information in a variety of media about how to get there, infrastructure on the day, avoiding traffic delays, and ensuring all residents and businesses on or close to the route directly affected had a full understanding of the event, with extra support offered to vulnerable residents.</p> <p>Worked with transport organisations, health authority, ambulance service, and fire service with regard to minimising disruption to public transport and vital services.</p> <p>Recruited, trained and managed a team of council staff and volunteer marshals to manage crowd control on the day, supported by Lancashire Police and the Lancashire Resilience Forum.</p> <p>Set up and managed 3 spectator viewing areas to manage high volumes of crowds. Provided additional event car parking</p> <p>Managed and helped to co-ordinate and deliver a successful event on the day, with no incidents reported, the sun shining, and at least 10,000 spectators.</p> |             |            |


| Action Code | Action Title   | Due Date    | Responsible Officer | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status  |
|-------------|--|-------------|---------------------|-------------|----------------|---|-------------|---|
| Cmt6        | Support the delivery of Fusion projects with young people as part of Lancashire Drug and Alcohol Action Team (LDAAT) funding for diversionary activities | 31-Mar-2013 | Locality Manager    | 13-Jul-2012 |                | <p>The LDAAT funding has delivered a number of diversionary projects for young people across the Valley.</p> <p>The Young People's Service and Rossendale Leisure Trust delivered Friday night Fusion sessions at Alder Grange High School, focussing mainly on football from February to June when the sessions were put on hold due to falling numbers. Sessions are planned during the school holidays. Funding was provided for the White Horse Project to continue their Friday evening Deepen sessions at the Boilerhouse in Waterfoot.</p> <p>Funding was provided for the Friday night youth club at Trinity Baptist Church in Bacup. This has covered new equipment and street dance sessions. The sessions started in February and will continue until the end of the summer term.</p> <p>Funding was provided to re-establish a youth club at Crawshawbooth Community centre on Friday evenings from April until July. If successful, the project will receive further funding to continue.</p> <p>Funding was provided for Rossendale Raptors Basketball Club to run basketball sessions for various age groups at Bacup Hub on Thursday evenings from May for 10-15 weeks.</p> <p>Free activities for young people in MUGAs (Multi Use Games Areas) in Haslingden, Rawtenstall, Waterfoot, Bacup and Whitworth. Activities will run from 1pm – 4pm each day – i.e. in one location each day – for the six weeks of the Summer holidays. Activities will be aimed at 10-16 year olds and will be a blend of sports and popular activities, some of which tie into the Olympics.</p> <p>Funding was also provided to run a youth cafe in Bacup for 3 months. This project is currently being evaluated and alternative funding sought to continue it.</p> <p>All the projects are run in conjunction with local partners and community groups and where they have proved successful; we will work with the organisers to secure alternative funding.</p> | 13-Jul-2012 |  |






| Action Code | Action Title   | Due Date    | Responsible Officer                    | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status |
|-------------|--|-------------|--|-------------|----------------|---|-------------|------------|
| Elec1       | Administer Borough, Parish, and by-elections; Polling district review and referendum.  | 31-Mar-2013 | Elections Manager                      | 02-Jul-2012 |                | Ward elections were held on 5 May 2012 and 12 Councillors were elected. Elections were held in line with current legislation and met the Electoral Commission's performance standards. The next elections to be held in the borough will be on 15 November 2012 to elect a Police and Crime Commissioner for Lancashire Constabulary.   | 02-Jul-2012 | ✔          |
| F&P7        | Complete construction of new leisure facilities @ Marl Pits  | 31-Oct-2012 | Head of Finance and Property           | 02-Jul-2012 |                | On track both budget and timing.  | 02-Jul-2012 | ✔          |
| HHR1        | Working with the Lancashire Local Enterprise Partnership and partners across Lancashire to identify opportunities for the delivery of economic regeneration initiatives in Rossendale. | 31-Mar-2013 | Head of Health Housing & Regeneration  | 09-Jul-2012 |                | This is an ongoing relationship with the Lancashire enterprise Partnership and involves developing and supporting initiatives which enhance the economy of Lancashire which in turn benefits local people and businesses. It also provides an opportunity to access funding provided by Central Government for example Regional Growth Fund and the Growing Places Fund which we couldn't access directly as a local authority. An Economic Development Directors group sits below the LEP and is Chaired by Lancashire County Council.   | 09-Jul-2012 | ✔          |
| HHR11       | Development of a Park Homes Strategy and Action Plan   | 31-Oct-2012 | Health, Housing & Regeneration Manager | 10-Jul-2012 |                | All park home sites must have a site licence issued by the Council under the Caravan Sites and Control of Development Act 1960. The council will attach conditions to a site licence, setting out minimum standards governing such matters as the layout of the site, facilities and required maintenance. Typically these include demarcation of site boundaries; density and spacing between mobile homes in relation to fire safety and fire hazards; provision and maintenance of firefighting equipment; display of certain notices - including the site licence. Site licence conditions must be included on the site licence. The Secretary of State issues the Model Standards which local authorities should consider when setting out licensing conditions. The Model Standards represent good practice on sites. Local authorities have the power to monitor and enforce compliance of their adopted conditions.<br><br>The park homes enforcement policy which is | 10-Jul-2012 | ✔          |

| Action Code | Action Title   | Due Date    | Responsible Officer                    | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status  |
|-------------|--|-------------|--|-------------|----------------|---|-------------|---|
|             |  |             |  |             |                | currently being drafted will adopt the 2008 Model Conditions and detail an action plan on how we will ensure compliance across the two park home sites within the borough. The draft policy will be consulted on and taken to O&S Policy in September before adoption by Cabinet later in the year.   |             |   |
| HHR12       | Improved access and delivery of a choice of affordable and decent, housing across Rossendale | 31-Mar-2013 | Health, Housing & Regeneration Manager | 10-Jul-2012 |                | Rents are being restructured both with the HCA Development Programme funding 'affordable' rents, and the Localism Bill. Councils will have to produce a Tenancy Strategy for their district. Officers are currently awaiting further guidance regarding Tenancy Strategies and what needs to be contained within them; we hope that this will be released soon. 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. Over, the next three years 439 affordable housing units are expected to be delivered across Pennine Lancashire with a 164 within Rossendale equivalent to 37% of the Pennine Lancashire total. The second highest allocation in Pennine Lancashire. | 10-Jul-2012 |    |
| HHR14       | Delivery of the Safe Houses Pilot Programme  | 31-Mar-2013 | Health, Housing & Regeneration Manager | 10-Jul-2012 |                | The team recently secured funding from the Community Safety Partnership to establish a pilot scheme for two distinct vulnerable client groups that we face within the Housing Options Service. The scheme is looking at safe houses for those fleeing Domestic Violence and those ex-offenders who face homelessness. The Council's Housing Options Team find it difficult to place ex-offenders and this difficulty in finding suitable, sustainable accommodation can undermine work from partner agencies to aid ex-offenders. In order to support this work we propose to lease two properties within the Valley specifically to support ex-offenders. The properties will be leased for three years from the owners  | 10-Jul-2012 |  |

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|-------------|--|-------------|--|-------------|----------------|--|-------------|---|
|             |  |             |  |             |                | <p>through AAA Ltd. who will manage the properties, voids (up to 10 weeks), repairs and maintenance and general tenant management issues as part of the lease agreement. The funding requested from the Community Safety Partnership will underwrite any voids beyond 10 weeks and any necessary refurbishment / repair costs that maybe required during the lease period.</p> <p>Referrals for the properties will be made via the Council's Housing Options Team who will liaise with partners including the probationary service once a property becomes vacant. Where additional tenancy support is required for Drug &amp; Alcohol issues then referrals will be made to the necessary agencies including Inspire and Calico Floating Support.</p> <p>As part of the pilot safe houses for Domestic Violence victims we will be working with the Star Centre to develop a suitable model this may be as above with fixed lease properties or could take the form of rolling stock (where the location changes on a regular basis) in partnership with partner Housing Associations across the Valley.</p> |             |   |
| HHR15       | Improved delivery of support mechanisms and assistance for vulnerable people | 31-Mar-2013 | Health, Housing & Regeneration Manager | 10-Jul-2012 |                | <p>At end of Qtr 1 we have 36 urgent cases at various stages in the system such as awaiting planning approval; top up funding from Lancashire County Council and out to tender. A further 20 on the waiting list are requiring visits or classification from O/Ts (i.e. Urgent or None urgent). These will form the main part of the workload for 2012/13. The preliminary budget for 2012/13 that we are working to is £446,560k (which assumes £353k from Central Government).</p> <p>During Qtr1 the service has completed:-</p> <ol style="list-style-type: none"> <li>1) 14 Disabled Facilities Grants.</li> <li>2) 5 Adaptations to Green Vale Home properties funded by Green Vale Homes.</li> <li>3) 112 minor adaptations funded via Lancashire County Council's Social Services Directorate (under £500).</li> </ol>   | 10-Jul-2012 |  |

| Action Code | Action Title  | Due Date    | Responsible Officer                    | Start Date  | Completed Date | Latest Note  | Latest Date | RAG Status  |
|-------------|---|-------------|--|-------------|----------------|--|-------------|---|
|             |   |             |  |             |                | <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:-</p> <p>1) £3million (approx. 10%) of savings are required over the next 3 years.</p> <p>2) The development of Commissioning Plans and renewal of all SP contracts by 2012/13.</p> <p>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> |             |   |
| HHR2        | Lead and deliver initiatives to redevelop and improve the economic prospects of Rossendale’s Town Centres | 31-Mar-2013 | Health, Housing & Regeneration Manager | 09-Jul-2012 |                | <p>The Council is developing a number of initiatives to improve the economic prospects of our town centres.</p> <p><b>Rossendale Regeneration Development Partner</b></p> <p>The Council commenced a procurement exercise to appoint a Regeneration Development Partner in September 2011. The process is governed by European Procurement Legislation and is a complicated and lengthy process. The Council's procurement team have met with the bidders who have successfully moved into the dialogue stage to outline our requirements in more detail and listen</p>  | 09-Jul-2012 |  |

| Action Code | Action Title  | Due Date    | Responsible Officer                   | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status  |
|-------------|---|-------------|---------------------------------------|-------------|----------------|---|-------------|---|
|             |   |             |                                       |             |                | <p>to their different proposals and approaches. The Invitation to Tender will be issued in July with the final selection of the preferred partner taking place at the end of August 2012.</p> <p><b>Townscape Heritage Initiative</b><br/>The Council has been successful in its bid to the Heritage Lottery and now has a Stage One pass which allows us to develop a heritage regeneration scheme focussing on Bacup Town Centre. Work will formally start on the project during August 2012 with the aim of developing and acceptable a sustainable programme of heritage based works which then form a bid for Round Two funding which, if successful, could provide an amount of up to £2million to undertake the works.</p> <p><b>Portas Pilots</b><br/>The Council has been supporting Rawtenstall Town Team on the development and resubmission of a bid for Round two of Portas Pilots. the bid was submitted on the 29th June and the winners will be announced in the coming months.</p> <p><b>The Valley Centre</b><br/>The landscaping works to the now demolished site are underway and are due for completion by mid September 2012. The demolition of the old centre has made an immediate and positive impact on the centre and the open space will provide an attractive environment for local people. The associated project 'Historia' received funding from the Heritage Lottery and will provide a commemorative mosaic on the site which reflects memories of the former Astoria's glory days and will support the event around Rawtenstall Annual Fair which takes place on 6th October 2012.</p> |             |   |
| HHR3        | identify and develop opportunities for the provision of business support and business growth initiatives for local businesses | 31-Mar-2013 | Head of Health Housing & Regeneration | 09-Jul-2012 |                | The Council continues to work with partners and voluntary organisations to provide a range of opportunities for Business support in Rossendale. These include the development of regional and sub regional schemes in partnership with  | 09-Jul-2012 |  |

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|-------------|--|-------------|--|-------------|----------------|--|-------------|---|
|             | in Rossendale  |             |  |             |                | Regenerate Pennine Lancashire and Lancashire County Council and more locally focussed provision through the PEER Mentorship Programme and Valley At Work.  |             |   |
| HHR4        | Development of Rossendale's Visitor & Cultural activities. | 31-Mar-2013 | Head of Health Housing & Regeneration  | 10-Jul-2012 |                | The Council is working in partnership with the Rossendale Tourism & Heritage Group to identify and develop new initiatives to support the visitor economy and local tourism businesses. The aim is to improve awareness of Rossendale as a place to visit and enjoy and to support local businesses associated with this industry. The group are currently looking at the development of an annual events programme options to improve, enhance and develop the tourism website.   | 09-Jul-2012 |    |
| HHR6        | Delivery of the Vacant Property Strategy                   | 31-Mar-2013 | Health, Housing & Regeneration Manager | 10-Jul-2012 |                | <p>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 circumstances. The group has an active spreadsheet containing over 125 "difficult" properties that the group are working on.</p> <p>This year as part of the £4.8million Empty Homes Funding received for Pennine Lancashire that Rossendale will be leading on, and the accountable body we will be preparing a number of properties and land for Compulsory Purchase and Enforced Sale. As part of Rossendale's element of the funding we will be establishing a Private Sector Leasing Scheme across Pennine Lancashire. The PSL will be a voluntary leasing scheme for owners</p> | 10-Jul-2012 |  |

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|-------------|---|-------------|---|-------------|----------------|--|-------------|------------|
|             |   |             |   |             |                | of properties that are vacant and they no longer wish to manage. Interest free loans will be offered to the owners to bring the properties back into use. The scheme will act as an informal alternative to undertaking enforcement action such as CPO, enforced sale or EDMO. We will also be working with the Bacup THI Team to explore the potential of utilising THIs to bring empty properties back into use.   |             |            |
| HHR7        | Implement requirements of the Private Water Supply Regulations 2010                       | 31-Jan-2013 | Health, Housing & Regeneration Manager              | 10-Jul-2012 |                | 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-Jul-2012 | ✔          |
| P&P10       | Support the Council in assessing the equality implications of its decision making process | 31-Mar-2013 | Head of People and Policy; Principal Policy Officer | 09-Jul-2012 |                | Guidance in relation to the requirements under the Equality Duty been circulated to management team. Cabinet and Portfolio Holder have been fully briefed on the Legal Duties. People and Policy providing guidance to managers on the Community Impact Assessment process. People and Policy providing comments to Cabinet and Full Council Reports.  | 17-Jul-2012 | ✔          |
| P&P16       | Ensure the web/events is updated to reflect the offer within Rossendale.                  | 31-Mar-2013 | Project & Performance Improvement Officer           | 12-Jul-2012 |                | Events pages of the website are up to date with events in Rossendale and the number of sources submitting events has recently increased through networking. Events are also promoted through social media sites. This will continue when the new website is launched later this year.  | 12-Jul-2012 | ✔          |
| P&P2        | Support the Children's Trust in delivering outcomes for CYP in Rossendale                 | 31-Mar-2013 | Head of People and Policy                           | 17-Jul-2012 |                | Summer Fun - Publication offering activities during the Summer Holiday Period been published by Rossendale Council in partnership with others. The   | 17-Jul-2012 | ✔          |

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|-------------|--------------|----------|---------------------|------------|----------------|---|-------------|------------|
|             |              |          |                     |            |                | publication has been circulated to all Young People in the Valley through Schools, Libraries, Children's Centres, Young People's Service. Rossendale Council employees been trained in updating the LCC Go For It Website, ensuring there is a co-ordinated approach to the promotion of activities for young people throughout the Valley. |             |            |

### 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  |
|-------------|---|-------------|---------------------------------------|-------------|----------------|---|-------------|---|
| C&MS1       | Promote democracy and equality.   | 31-Mar-2013 | Committee and Member Services Manager | 02-Jul-2012 |                | Mayoral booking forms and information about the Mayor is available on the Council web site. A weekly list of events is sent to all councillors, Whitworth Town Council and the press. A press release was sent for Armed Forces Day and the flag raising event was attended by the Mayor, Mayoress, Armed Forces Member Champion and the Mini Mayor. Preparations are under way for Local Democracy Week activity.  | 02-Jul-2012 |    |
| C&MS2       | To maintain the requirements of the North West Charter for Member Development | 31-Mar-2013 | Committee and Member Services Manager | 02-Jul-2012 |                | The requirements of the North West Charter are monitored through the cross party Member Development Working Group which meets 4 times a year. The Council has a commitment to training and the Member Development Working Group review the Member Training and Development Strategy on a yearly basis, along with the training needs analysis and consider training evaluation feedback on a quarterly basis to shape future training and development opportunities for elected members. Inductions are available to both new a re-elected members and the induction pack is now available on CD with a handy contents sheet. 97% of members have a personal development plan in place (target 75%) and 86% of those required to undertake a personal development plan review have completed their review (target 75%). There is a dedicated Committee and Member Services Officer who promotes development opportunities | 02-Jul-2012 |  |



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|-------------|---|-------------|---------------------------------------|-------------|----------------|--|-------------|------------|
|             |   |             |                                       |             |                | to members through the Members' Bulletins, Annual Training Schedule and Member Training Programmes.  |             |            |
| C&MS3       | Consider and action requirements of the Localism Act in relation to Committees, Standards and Scrutiny. | 31-Mar-2013 | Committee and Member Services Manager | 02-Jul-2012 |                | A report will be going to Council on the 11th July for members to agree a new Code of Conduct and procedure for dealing with Standards complaints. Additional actions will be ongoing as and when further guidance is released.  | 02-Jul-2012 | ✔          |
| C&MS4       | Ensure Committee papers prepared to a Quality Standard and in accordance with agreed processes          | 31-Mar-2013 | Committee and Member Services Manager | 02-Jul-2012 |                | Committee agendas and minutes have been published within the required deadlines and have met the Access to Information Requirements.   | 02-Jul-2012 | ✔          |
| C&MS5       | Undertake benchmarking exercise in relation to C&MS   | 31-Mar-2013 | Committee and Member Services Manager | 02-Jul-2012 |                | Information has been collated from other authorities to enable the Remuneration Panel to undertake their review of member allowances and travel expenses. Regular benchmarking activity is undertaken with other authorities regarding committee structures and working practices.   | 02-Jul-2012 | ✔          |
| Cmt1        | Undertake a service improvement review of Street Cleansing services                                     | 31-Mar-2013 | Locality Manager                      | 12-Jul-2012 |                | <p>Review of litter bins undertaken with street cleansing staff and locality officers. Litter bins with low use or where multiple bins exist in small area removed and used to replace existing damaged bins or in a small number of cases installed in new locations where there is evidence a bin is needed. Process started in town centres then extended to wider areas.</p> <p>Carried out assessment of litter bins / parts required to be purchased in order to replace remaining bins in need of replacement / repair and to have a supply of spares.</p> <p>1 street cleansing driver retired and 1 street cleansing driver appointed to role in operations team - neither operative replaced.</p> <p>Reduced number of litter picking sites given to mobile gangs to be more in line with capacity and focusing on priority areas. Further work being done in this area.</p> | 12-Jul-2012 | ✔          |

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|-------------|--|-------------|---------------------------------|-------------|----------------|--|-------------|------------|
|             |  |             |                                 |             |                | Daily team sheets setting out operatives and duties replaced with weekly team sheets.<br><br>Next steps - implementing a schedule for cleaning of litter bins.   |             |            |
| Cmt3        | Deliver Cemeteries Strategy                                | 31-Mar-2013 | Locality Manager                | 10-Jul-2012 |                | Regular governance meetings set up to ensure continued progression of the strategy. Current main points of focus are; memorial safety testing, digitization of cemetery records, additional plot at Haslingden Cemetery and drainage of plots at Bacup Cemetery.   | 10-Jul-2012 | ✔          |
| Cmt5        | Refresh Community Engagement Strategy                      | 31-Jul-2012 | Locality Manager                | 13-Jul-2012 |                | The Community Engagement Strategy has been refreshed. The draft strategy has been to Overview and Scrutiny Committee and is due to go to Council in September. Once approved, it will be implemented.  | 13-Jul-2012 | ✔          |
| Cmt7        | Develop a commissioning model for commission grant funding | 31-Mar-2013 | Communities Manager             | 24-Jul-2012 |                | A report to Cabinet on 26th January 2011 outlined the Council's desire to move towards a commissioning model for the allocation of the resource it allocates to the Civil Sector in order to improve outcomes against its priorities in the most efficient, effective, equitable and sustainable way (Value for Money).<br><br>It is proposed that between now and September consultation will start with those organisations and groups who are presently in receipt of a Rossendale Council Grant. These early findings will assist in the development of a 'work in progress' commissioning framework that will be consulted on widely, including being presented to Overview and Scrutiny- Policy, Cabinet and ultimately Council for their consideration. | 17-Jul-2012 | ✔          |
| CS&ICT1     | Implement Local Council Tax Support Scheme                 | 28-Feb-2013 | Head of Customer Services & ICT | 10-Jul-2012 |                | Draft scheme and options produced, consultation scheduled to commence during August 2012   | 10-Jul-2012 | ✔          |
| CS&ICT2     | Review the Pest Control and Animal Warden contract         | 31-Jul-2012 | Head of Customer Services & ICT | 10-Jul-2012 | 10-Jul-2012    | Pest Control review completed, procurement exercise completed waiting to award the contract to the provider.   | 10-Jul-2012 | ✔          |
| CS&ICT3     | Produce a data centre                                      | 30-Jun-2012 | Head of Customer                | 10-Jul-2012 | 10-Jul-2012    | Options developed, document has been to EMT for  | 10-Jul-2012 | ✔          |













| Action Code | Action Title  | Due Date    | Responsible Officer             | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status |
|-------------|---|-------------|---------------------------------|-------------|----------------|---|-------------|------------|
|             | migration options appraisal   |             | Services & ICT                  |             |                | discussion, project on hold until financial approval been given to commence work.   |             |            |
| CS&ICT4     | Implement the new RBC website   | 31-Mar-2013 | Head of Customer Services & ICT | 10-Jul-2012 |                | New website developed currently in test environment. Ability net to conduct user ability testing, RBC users to be trained in July / August. New website will go live in Sept 2012.  | 10-Jul-2012 | ✔          |
| CS&ICT5     | Deliver the Council's ICT Strategy  | 31-Mar-2013 | Head of Customer Services & ICT | 10-Jul-2012 |                | ICT strategy developed and has been approved by EMT. A programme of works has been developed along with an implementation plan  | 10-Jul-2012 | ✔          |
| DC3         | Agree Planning Performance Agreement and provide input with Rochdale MBC and LCC into the IPC's consideration of the Scout Moor Windfarm proposal | 31-Dec-2012 | Planning Manager                | 05-Jul-2012 |                | Submitted Scoping opinion in March to IPC. Ongoing discussions regarding Planning Performance Agreement (PPA).  | 05-Jul-2012 | ✔          |
| DC4         | Review of Residential Alterations and Extensions SPD  | 31-Mar-2013 | Planning Manager                |             |                | Work is yet to commence but this does not mean the work is behind. Will seek to start its review in next quarter  | 06-Jul-2012 | ✔          |
| DC5         | Income generation review  | 31-Mar-2013 | Planning Manager                | 06-Jul-2012 |                | Pre application consultation charging review paper has been considered by management team and now needs consultation. The paper may require additions related to charging for the provision of information records that the Council holds to reflect officer time for the research, especially to commercial operations. This will be considered as part of review. | 06-Jul-2012 | ✔          |
| F&P1        | Continue to contribute fully to the exploration of a joint county-wide approach to financial information systems                                  | 31-Mar-2013 | Finance Manager                 |             |                | Initial investigations were supported fully by RBC and then reported by Chorley lead officers to the Chief Finance Officers meeting at LCC at the end of March. At that point CFOs deferred consideration until a full bid by LCC/BT One Connect could be submitted later during 2012/13. When the project resumes RBC will continue to provide input.              | 02-Jul-2012 | ⚠          |
| F&P2        | Continue to support managers across the Council   | 31-Mar-2013 | Finance Manager                 |             |                | First monitoring report of 2012/13 included full analysis of current variances for future year impacts. This information has provided an initial discussion document for more detailed reviews with managers across the Council in order to find  | 02-Jul-2012 | ✔          |

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|-------------|---|-------------|------------------------------|------------|----------------|--|-------------|------------|
|             |   |             |                              |            |                | further savings and cost pressures.  |             |            |
| F&P3        | Conclude the Customer Services Review   | 31-Mar-2013 | Head of Finance and Property |            |                | The project team has undertaken a citizen's panel survey on how customers want to communicate with the Council, both now and in the future, to feed into the initial options proposals. Staff have also begun a series of internal data gathering exercises across key areas of customer interaction to identify the services provided, the staff providing those services and the current method of request and delivery. The project is now planning to produce a report for the September Cabinet on the "as is" as well as the "to be" options, with a view to further consultation on those options in the autumn in conjunction with the accommodation strategy review.  | 02-Jul-2012 | 🟢          |
| F&P4        | Assist in the development of a Council strategy and policy for the implementation of legislation changes to the benefits administration process and the collection of non-domestic rates. | 31-Mar-2013 | Finance Manager              |            |                | Rosendale is still very much involved in the discussions across the County on the changes to benefits administration. Officers have reported progress and issues both to Members and Management at several points, including a presentation to all members in May. Detailed work is ongoing to produce a consultation document which explores the impact of the options being considered across several typical example customers, as well as the impact to the Council. The intention is to commence a 12-week consultation process in September. Work on the localisation of non-domestic rates is not as far advanced because of a lack of details from central government. There has been only been one introductory pan-Lancashire meeting held to date. Officers are due to commence more detailed investigations into data held by Capita in July and expect to provide a first report to Cabinet in September. | 02-Jul-2012 | 🟢          |
| F&P5        | Oversee the organisations response to the challenges of its MTFs  | 31-Mar-2013 | Head of Finance and Property |            |                | First tranche of potential areas of saving have been presented to Members (June 2012 Cabinet). Further savings are required to bridge the £1.3m target.  | 02-Jul-2012 | 🟢          |
| F&P6        | Review current procedures and status for the control of   | 31-Mar-2013 | Property Services Manager    |            |                | This matter has been carried over from the 2011/12 business plan. Amongst other matters to   | 17-Jul-2012 | 🟡          |

| Action Code | Action Title   | Due Date    | Responsible Officer | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status |
|-------------|--|-------------|---------------------|-------------|----------------|---|-------------|------------|
|             | "unmanaged" open space   |             |                     |             |                | be reviewed being: Insurance, risks, resources, financial costs.  |             |            |
| FP1         | Completion of the Annual Monitoring Report to monitor delivery of policy outcomes in the Core Strategy and national Core Output Indicators | 31-Dec-2012 | Planning Manager    | 03-Jul-2012 |                | The Localism Act 2011 legislates that Annual Monitoring Reports have to be produced at least annually. However in a change to previous Regulations they do not have to be submitted to the Secretary of State and the date of production is not specified. Rossendale Borough Council intends to produce Annual Monitoring Reports in the summer of each year, as soon as possible after the financial year has finished. This will ensure that the document is up to date when produced. The first such Report was published in its new format in July 2012. | 03-Jul-2012 | ✔          |
| FP2         | Preparation of an allocations / Development Management DPD and Community Infrastructure Levy charging schedule                             | 31-Mar-2013 | Planning Manager    | 03-Jul-2012 |                | Consultation on the Draft Criteria for Changes to the Green Belt and Urban Boundaries took place between 5th March – 16th March 2012. This criterion will be used to conduct a review of the boundaries before a full public consultation on the proposed changes later this year. This work is ongoing.  | 03-Jul-2012 | ✔          |
| FP3         | Ensure compliance with the Duty to Cooperate with neighbouring authorities in the production of spatial policy documents                   | 31-Mar-2013 | Planning Manager    | 05-Jul-2012 |                | Met with Ribble Valley and neighbouring authority to discuss duty to cooperate issues. Liaising with South Pennine Authority with respect to a memorandum of a duty to cooperate and pursuing discussions with Greater Manchester Authorities. A partner forum on the Site Allocations document including neighbouring authorities and utilities has been arranged for the 19th July.   | 05-Jul-2012 | ✔          |
| FP5         | Ensure RBC input into policy development and delivery of all key infrastructures including transport.                                      | 31-Mar-2013 | Planning Manager    |             |                | Discussions ongoing with Lancashire County Council (LCC) regarding the new bus station in Rawtenstall. Lancashire County Council (LCC) investigating site options. East Lancs Railway MP organised meeting with Site Minister and report received from Transport for Greater Manchester which shows poor value for money for suggested schemes. Further discussions to be held.   | 05-Jul-2012 | ✔          |
| FP6         | Rawtenstall SPD preparation and adoption   | 31-Mar-2013 | Planning Manager    | 06-Jul-2012 |                | Consultations have taken place, the next stage taking on board comments and proposing changes is the next stage   | 06-Jul-2012 | ✔          |









| Action Code | Action Title  | Due Date    | Responsible Officer                    | Start Date  | Completed Date | Latest Note   | Latest Date | RAG Status |
|-------------|---|-------------|--|-------------|----------------|---|-------------|------------|
| FP7         | Income generation review related energy efficiency and code for sustainable homes | 31-Mar-2013 | Planning Manager                       | 03-Jul-2012 |                | The Council has been successful in a bid to the Climate Change Local Area Support Programme for allowable solutions and has received £5,000 to develop a framework / policy to allow the borough council to receive money for Rossendale to offset developments within the borough which cannot meet carbon neutral development. The Forward Planning team is looking to work closer with Building Control to promote more carbon neutral development through assessment.   | 06-Jul-2012 | ✓          |
| HHR10       | Improving standards in Houses in Multiple Occupation                              | 31-Mar-2013 | Health, Housing & Regeneration Manager | 10-Jul-2012 |                | <p>The Housing Act 2004 introduces the licensing of certain Houses in Multiple Occupation (HMOs). From 6th April 2006, it became compulsory for Councils to licence larger, higher risk HMOs. Within Rossendale we currently have two licensed HMOs with a third that has been recently approved by Planning Committee (but not in operation). Licensing is intended to make sure that:-</p> <ul style="list-style-type: none"> <li>· Landlords of HMOs are fit and proper people, or they employ managers who are fit and proper to manage the property on their behalf.</li> <li>· Each HMO is suitable for occupation by the number of people as specified under the licence.</li> <li>· The standard of management of the HMO is adequate and meets requirements.</li> <li>· High risk HMOs can be identified and targeted for improvement.</li> </ul> <p>HMO properties are subject to annual inspections and officers are currently working with the fire brigade to undertake these annual inspections. Officers have been working very closely with Planning colleagues and the owner of the new HMO to ensure the premises is fit for purpose.</p> | 10-Jul-2012 | ✓          |
| HHR13       | Delivery of effective services for homeless households                            | 31-Mar-2013 | Health, Housing & Regeneration Manager | 10-Jul-2012 |                | 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  | 10-Jul-2012 | ✓          |





| Action Code | Action Title   | Due Date    | Responsible Officer                    | Start Date  | Completed Date | Latest Note  | Latest Date | RAG Status |
|-------------|--|-------------|--|-------------|----------------|--|-------------|------------|
|             |  |             |  |             |                | <p>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 areas will form a prime focus for the 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> |             |            |
| HHR5        | Development of effective and efficient protocols within the Health, Housing and Regeneration Service with both internal and external partners. | 31-Mar-2013 | Health, Housing & Regeneration Manager | 10-Jul-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-Jul-2012 | ✔          |
| L&EU1       | Develop a Policy for the control of sexual entertainment venues  | 31-Oct-2012 | Licensing and Enforcement Unit Manager | 13-Jul-2012 |                | Draft Policy agreed at Management Team 02/07/12, Policy to go to consultation  | 13-Jul-2012 | ✔          |

| Action Code | Action Title  | Due Date    | Responsible Officer                    | Start Date  | Completed Date | Latest Note  | Latest Date | RAG Status  |
|-------------|---|-------------|--|-------------|----------------|--|-------------|---|
| L&EU2       | Review Planning Enforcement Policy  | 30-Jun-2012 | Licensing and Enforcement Unit Manager | 13-Jul-2012 |                | Draft Policy agreed at management team, next stage is consultation   | 13-Jul-2012 |    |
| L&EU3       | Review Benefit Fraud Prosecution Policy   | 31-Mar-2013 | Licensing and Enforcement Unit Manager | 13-Jul-2012 |                | Currently under research   | 13-Jul-2012 |    |
| L&EU4       | Establish a new part time hackney carriage stand for Bacup                                    | 30-Jun-2012 | Licensing and Enforcement Unit Manager | 13-Jul-2012 | 13-Jul-2012    | Part time hackney carriage stand for 2 vehicles created at the Todmorden bus stop  | 13-Jul-2012 |    |
| L&EU5       | Review the Statement of Principles for the Gambling Policy                                    | 31-Jan-2013 | Licensing and Enforcement Unit Manager | 13-Jul-2012 |                | Initial meetings have taken place, currently under research  | 13-Jul-2012 |    |
| L&EU6       | Further develop joint working relationships with external agencies                            | 31-Mar-2013 | Licensing and Enforcement Unit Manager | 13-Jul-2012 |                | Joint working with DWP, Police, VOSA, LCC, Capita etc. continues to be positive  | 13-Jul-2012 |    |
| L&EU7       | Establish a Service Level Agreement with Capita in relation to Benefit Fraud                  | 31-Oct-2012 | Licensing and Enforcement Unit Manager | 13-Jul-2012 |                | Initial research taking place  | 13-Jul-2012 |    |
| L&EU8       | Establish a Service Level Agreement with Jobcentre Plus in relation to Benefit Fraud          | 31-Dec-2012 | Licensing and Enforcement Unit Manager | 13-Jul-2012 |                | Initial research taking place  | 13-Jul-2012 |    |
| L&EU9       | Finalise Service Level Agreement with Development Control in relation to Planning Enforcement | 30-Jun-2012 | Licensing and Enforcement Unit Manager | 13-Jul-2012 |                | Awaiting comments from DC & Legal  | 13-Jul-2012 |   |
| Leg1        | To develop and monitor Service Standards in line with best practice                           | 31-Mar-2013 | Principal Legal Officer                |             |                | New Legal Services Manager appointed who will develop and monitor Service Standards in line with best practice as appropriate. | 16-Jul-2012 |  |
| Leg2        | Undertake and report benchmarking to ensure best practice                                     | 31-Mar-2013 | Principal Legal Officer                |             |                | New Legal Services Manager appointed who will undertake and report benchmarking to ensure best practice as appropriate.        | 16-Jul-2012 |  |
| Leg3        | Community Governance Review   | 31-Mar-2013 | Principal Legal Officer                |             |                | New Legal Services Manager appointed who will undertake the Community Governance Review as appropriate.                        | 16-Jul-2012 |  |
| Leg4        | Provide training to officers on Localism Act and The Equality                                 | 31-Mar-2013 | Principal Legal Officer                |             |                | New Legal Services Manager appointed who will provide training to officers on Localism Act and                                 | 16-Jul-2012 |  |



| Action Code | Action Title  | Due Date    | Responsible Officer       | Start Date  | Completed Date | Latest Note  | Latest Date | RAG Status |
|-------------|---|-------------|---------------------------|-------------|----------------|--|-------------|------------|
|             | Act support effective implementation  |             |                           |             |                | The Equality Act to support effective implementation as appropriate.   |             |            |
| Leg5        | Advise and assist in implementation of new Standards Code of Conduct and procedure            | 31-Mar-2013 | Principal Legal Officer   |             |                | New Legal Services Manager appointed who will advise and assist in implementation of new Standards Code of Conduct and procedure as appropriate.   | 16-Jul-2012 | ✔          |
| Leg6        | Ensure the relevant lead officers undertake community impact assessments for the service area | 31-Mar-2013 | Principal Legal Officer   |             |                | New Legal Services Manager appointed who will Ensure the relevant lead officers undertake community impact assessments for the service area as appropriate.  | 16-Jul-2012 | ✔          |
| Op2         | Undertake a customer satisfaction survey and needs analysis for clinical waste service.       | 31-Mar-2013 | Operations Manager        | 13-Jul-2012 |                | Questionnaires to be sent to all clinical waste customers by end of August 2012.   | 13-Jul-2012 | ✔          |
| Op3         | Develop locality working within refuse collection and street cleansing                        | 31-Mar-2013 | Operations Manager        | 13-Jul-2012 |                | Questions in Citizens Panel questionnaire to go out in July 2012. Performance data analysis and options to be developed by December 2012.  | 13-Jul-2012 | ✔          |
| P&P11       | Review Policy areas.  | 31-Mar-2013 | Head of People and Policy | 09-Jul-2012 |                | Pay Policy Statement has been developed, approved and is now live. The Organisational Development Plan has been developed, approved and work commencing for next year's plan. A Volunteering Policy has been developed, approved and is now live providing opportunities for young people to gain work experience. A Retirement Policy has been developed, approved and is now live, enabling employees to work beyond 65 years and providing clear guidance on providing support to employees if they cannot continue to work and are required to retire due to ill health. An Honorary and Secondment Policy has been developed, approved and implemented, ensuring there is a clear and transparent approach to making any additional payments. The Flexi-Time Policy has been refreshed ensuring there is a consistent approach to the application of the Flexi-time Scheme. | 17-Jul-2012 | ✔          |
| P&P12       | Review statement of particulars   | 31-Mar-2013 | Head of People and Policy |             |                | This action has been allocated to the relevant officer, work has not commenced yet.  | 20-Jul-2012 | ⚠          |
| P&P13       | Develop an Equal Pay Policy   | 31-Mar-2013 | Head of People and        |             |                | Work ongoing.  | 20-Jul-2012 | ⚠          |

| Action Code | Action Title  | Due Date    | Responsible Officer                                 | Start Date  | Completed Date | Latest Note  | Latest Date | RAG Status  |
|-------------|---|-------------|---|-------------|----------------|--|-------------|---|
|             |   |             | Policy  |             |                |  |             |   |
| P&P14       | Undertake Health and Safety Audits  | 31-Mar-2013 | Head of People and Policy                           |             |                | This action has been allocated to the relevant officer, work has not commenced yet. Meeting arranged with Health & Safety Advisor in July.   | 20-Jul-2012 |    |
| P&P15       | Review Fire Risk Assessments  | 31-Mar-2013 | Head of People and Policy                           |             |                | This action has been allocated to the relevant officer, work has not commenced yet. Meeting arranged with health and safety advisor in July.   | 20-Jul-2012 |    |
| P&P17       | Maintain review of timesheets   | 31-Mar-2013 | Head of People and Policy                           |             |                | This action has been allocated to the relevant officer, work has not commenced yet.  | 20-Jul-2012 |    |
| P&P18       | Respond to any changes in pensions, promote thinking of the future amongst staff & promote the Pensions Scheme  | 31-Mar-2013 | Head of People and Policy                           | 17-Jul-2012 |                | A Retirement Policy has been developed providing guidance in relation to working over 65 years and ill health retirement.  | 17-Jul-2012 |    |
| P&P19       | Produce guidance on the production of references  | 31-Mar-2013 | Head of People and Policy                           |             |                | This action has been allocated to the relevant officer, work has not commenced yet.  | 20-Jul-2012 |    |
| P&P20       | Improve and refresh Elected Members awareness of and involvement in Equality and Diversity issues through annual equality and diversity training/refreshers | 31-Mar-2013 | Head of People and Policy; Principal Policy Officer | 09-Jul-2012 |                | <p>Equality &amp; Diversity Training has been integrated into the Council's induction sessions for all new incoming Councillors following local elections. In addition, sessions will be run on a demand basis at least annually for those that require a refresher or as changes require. Briefings on various equality and diversity issues will be circulated to members if it is considered that a training session is not appropriate.</p> <p>The Council is committed to ensuring all of its Councillors have undertaken Equality &amp; Diversity training and that this is refreshed at least every 2 years.</p> <p>Councillor induction training in relation to equality and diversity took place on 15th May 2012 and another session as been scheduled for 9th October 2012.</p> | 09-Jul-2012 |   |
| P&P21       | Produce an Annual Equalities Report   | 31-Mar-2013 | Principal Policy Officer                            | 09-Jul-2012 |                | The Annual Equality Report 2011-12 is currently being compiled.  | 09-Jul-2012 |  |
| P&P22       | Ensure that there are a range of equality & diversity learning  | 31-Mar-2013 | Head of People and Policy                           | 17-Jul-2012 |                | Work has been progressing with Accrington and Rossendale College in relation to the provision of   | 17-Jul-2012 |  |

| Action Code | Action Title   | Due Date    | Responsible Officer       | Start Date  | Completed Date | Latest Note  | Latest Date | RAG Status  |
|-------------|--|-------------|---------------------------|-------------|----------------|--|-------------|---|
|             | opportunities available to the workforce to meet needs at all levels                                 |             |                           |             |                | an on line Equalities training module. People and Policy Team piloted the module, all achieving the EDI level 2 in Equality and Diversity. Currently evaluating gaps across the Council.   |             |   |
| P&P3        | Commission a range of interventions which support the Council's core competencies for the future.    | 31-Mar-2013 | Head of People and Policy | 17-Jul-2012 |                | Appraisals currently being undertaken across the whole council and personal development plans in the process of being submitted. Development will be prioritised according to the needs of the service. Some development is in the process of being commissioned in relation to building personal resilience and supporting employees through change, this is planned for September. Development in relation to updating content on the website is due to take place during July 2012, this will be key in terms of improving the customer experience and will support the implementation of the new website in September 2012. A range of operational courses are being commissioned to meet the needs of the service | 17-Jul-2012 |    |
| P&P4        | Review the Sustainability Community Strategy and Rossendale Forum                                    | 31-Mar-2013 | Principal Policy Officer  |             |                | This action has been allocated to the relevant officer, work has not commenced yet.  | 20-Jul-2012 |    |
| P&P5        | Complete new and update existing Flood Plans for Rossendale  | 31-Mar-2013 | Principal Policy Officer  | 09-Jul-2012 |                | The Council's Multi Agency Flood Plan Part 2 has been refreshed and updated accordingly following the Environment Agency identification of a number of new flood risk areas within the Borough. The Borough now has 14 flood risk warning areas according to the Environment Agency. The Council's Flood Plan was updated in consultation with Council's Communities Team, Property Services, Management Team, Help Direct and the Emergency Planning Team at Lancashire County Council and has been implemented. The Plan will be updated at least annually or as required.<br><br>In addition, a communication strategy will be developed in relation to the Flood Plan.   | 09-Jul-2012 |  |
| P&P6        | Oversee CRACS including appropriate exit strategy, ensuring arrangements are in place so that future | 31-Mar-2013 | Principal Policy Officer  | 09-Jul-2012 |                | Discussions are ongoing to fully understand the Council's future consultation and research support needs before possible options are developed for consideration.  | 09-Jul-2012 |  |

| Action Code | Action Title  | Due Date    | Responsible Officer  | Start Date  | Completed Date | Latest Note  | Latest Date | RAG Status |
|-------------|---|-------------|--|-------------|----------------|--|-------------|------------|
|             | consultation needs are met  |             |  |             |                |  |             |            |
| P&P7        | Development of the Corporate Plan and Consultation  | 31-Jan-2013 | Principal Policy Officer   | 09-Jul-2012 |                | A priority review session was held with Cabinet on 14th June where the corporate plan was considered. It was agreed that a 'page on a page' would be taken forward for consultation. This would enable it to be accessible to all whilst ensuring that the Council's strategic direction remained focused. A draft will be developed for consultation. | 09-Jul-2012 | ✓          |
| P&P8        | Support Service areas in reviewing their structures, job roles and ways of working.   | 31-Mar-2013 | Head of People and Policy  | 17-Jul-2012 |                | Review of Refuse, Street Cleansing and Clinical Waste commenced full consultation taking place with staff and Trade Unions. Review of Environmental Health commenced consultation due to take place with staff and Trade Unions during July.   | 17-Jul-2012 | ✓          |
| P&P9        | Refresh the Corporate Business Continuity Plan and support service areas in updating service specific business continuity plans | 31-Mar-2013 | Head of People and Policy; Project & Performance Improvement Officer | 17-Jul-2012 |                | Service Area Business Continuity templates have been developed and rolled out to service areas. Meetings been arranged to review each service area Business Continuity Plan  | 12-Jul-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 1 2011-12 |        | Quarter 1 2012-13 |       |        | Gauge Aim | Trend | Latest Note | Outcome |        |
|               |            |                      | Q1 2011/12        |        | Q1 2012/13        |       |        |           |       |             |         |        |
|               |            |                      | Value             | Target | Status            | Value | Target |           |       |             |         | Status |
| LI ***        |            |                      |                   |        |                   |       |        |           |       |             |         |        |
| NI ***        |            |                      |                   |        |                   |       |        |           |       |             |         |        |
| NI ***<br>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 1 Performance Indicator Report 2012-13

**Report Type:** PIs Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 24 July 2012



Rows are sorted by Code

## Description A clean and green Rossendale

| PI Code | Short Name                               | Responsible Officers     | Quarter 1 2011-12 |        |        | Quarter 1 2012-13 |        |        | Annual 2012/13 | Gauge Aim       | Trend | Latest Note   | Expected Outcome        |
|---------|--|--------------------------|-------------------|--------|--------|-------------------|--------|--------|----------------|-----------------|-------|---|-------------------------|
|         |  |                          | Q1 2011/12        |        |        | Q1 2012/13        |        |        |                |                 |       |   |                         |
|         |  |                          | Value             | Target | Status | Value             | Target | Status |                |                 |       |   |                         |
| LI 82ai | % of Household Waste Recycled            | Business Support Manager | 23.21%            | 28.50% |        | 23.54%            | 28.50% |        | 28.50%         | Aim to Maximise |       | The recent trends in the economic climate has continued and with the change of government times are hard, therefore there is less disposable income which results in less products being purchased which reflects in our recycling targets. | Marginally Below Target |
| LI 82bi | (CP3.2.2) % of Household Waste Composted | Business Support Manager | 14.51%            | 9.50%  |        | 13.85%            | 9.50%  |        | 9.50%          | Aim to Maximise |       | As the weather has improved recently the amount of organic matter generated has steadily increased.   | Exceeding Target        |

## Description A healthy and successful Rossendale













| PI Code   | Short Name                     | Responsible Officers                  | Quarter 1 2011-12 |        |        | Quarter 1 2012-13 |        |        | Annual 2012/13 | Gauge Aim       | Trend | Latest Note   | Expected Outcome |
|-----------|--------------------------------|---------------------------------------|-------------------|--------|--------|-------------------|--------|--------|----------------|-----------------|-------|---|------------------|
|           |                                |                                       | Q1 2011/12        |        |        | Q1 2012/13        |        |        |                |                 |       |   |                  |
|           |                                |                                       | Value             | Target | Status | Value             | Target | Status |                |                 |       |   |                  |
| NI 16 LAA | Serious acquisitive crime rate | Communities Manager; Community Safety | 0.65              | 3      |        | 1.79              | 3      |        |                | 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 1 2011-12 |        |        | Quarter 1 2012-13 |        |        | Annual 2012/13 | Gauge Aim       | Trend | Latest Note                         | Expected Outcome |
|-----------|--------------------------------|--|-------------------|--------|--------|-------------------|--------|--------|----------------|-----------------|-------|-------------------------------------|------------------|
|           |                                |  | Q1 2011/12        |        |        | Q1 2012/13        |        |        |                |                 |       |                                     |                  |
|           |                                |  | Value             | Target | Status | Value             | Target | Status |                |                 |       |                                     |                  |
|           |                                | Manager  |                   |        |        |                   |        |        |                |                 |       |                                     |                  |
| NI 20 LAA | Assault with injury crime rate | Communities Manager;<br>Community Safety Manager | 0.55              | 1.35   |        | 1.77              | 2      |        | 2              | Aim to Minimise |       | Outturn is on target for Quarter 1. | On Target        |

### Description Responsive and value for money local services

| PI Code | Short Name  | Responsible Officers  | Quarter 1 2011-12 |        |        | Quarter 1 2012-13 |        |        | Annual 2012/13 | Gauge Aim       | Trend | Latest Note   | Expected Outcome |
|---------|---|---|-------------------|--------|--------|-------------------|--------|--------|----------------|-----------------|-------|---|------------------|
|         |   |   | Q1 2011/12        |        |        | Q1 2012/13        |        |        |                |                 |       |   |                  |
|         |   |   | Value             | Target | Status | Value             | Target | Status |                |                 |       |   |                  |
| CS2     | Customer waiting times in the one stop shop                             | ICT Technical Support Officer;<br>Service Assurance Manager | 5mins             | 10mins |        | 6mins             | 10mins |        | 10mins         | Aim to Minimise |       | The figure recorded for the month of June was 3,027. The breakdown of the figure is as follows: Council tax queries 293, Housing Benefit queries 1,206, GreenVale Homes customers 463 and other council services 1,065. The waiting time recorded was 7.38mins this is an increase from last month due to staffing issues in OSS. | On Target        |
| CS5     | % of telephone calls answered by Coventry call centre within 20 seconds | ICT Technical Support Officer;<br>Service Assurance Manager | 98%               | 93%    |        | 79.33%            | 70%    |        | 70%            | Aim to Maximise |       | Performance has dipped slightly this month due to increased work volumes in the back office but is still within target.   | On Target        |
| CS6     | % of abandoned calls - Coventry Call Centre                             | ICT Technical Support Officer;<br>Service Assurance Manager | 1%                | 2.5%   |        | 4.3%              | 2.5%   |        | 2.5%           | Aim to Minimise |       | Performance affected by year end and increased volume of calls due to increased workloads caused by ATLAS (the name of the software used).  | Exceeding Target |
| LI 8    | % of invoices paid on time  | Finance Manager   | 96.92%            | 97.50% |        | 97.03%            | 98.00% |        | 98.00%         | Aim to Maximise |       | The outturn for Quarter 1 is slightly better than for the same period last year.  | Exceeding Target |



| PI Code | Short Name   | Responsible Officers   | Quarter 1 2011-12 |        |   | Quarter 1 2012-13 |        |   | Annual 2012/13 | Gauge Aim       | Trend   | Latest Note   | Expected Outcome |
|---------|--|--|-------------------|--------|---|-------------------|--------|---|----------------|-----------------|---|---|------------------|
|         |  |  | Q1 2011/12        |        |   | Q1 2012/13        |        |   |                |                 |   |   |                  |
|         |  |  | Value             | Target | Status  | Value             | Target | Status  |                |                 |   |   |                  |
| LI 9    | % of Council Tax collected                                 | Capita; Service Assurance Team                                     | 29.81%            | 29.57% |    | 29.62%            | 29.57% |    | 97.80%         | Aim to Maximise |    | Again collection is slightly above target at the end of quarter 1. The statistics show that less summonses have been issued in the first 3 months of the financial year as opposed to 2011/12 and taking this information alone is good news however the effect of the ATLAS changes on council tax benefit indicates that less benefit has been awarded so far this year. As the recovery section do not summons monthly for less than the amount of summons costs (£95) it is possible that relatively small amounts of council tax from benefit claimants will remain uncollected. The section remains positive however despite the major challenges of Revenue collection given the ongoing economic climate. | On Target        |
| LI 10   | Percentage of Non-domestic Rates Collected                 | Service Assurance Team   | 30.87%            | 32.08% |    | 31.44%            | 32.08% |    | 98.00%         | Aim to Maximise |    | A very pleasing result at the end of quarter 1 of which is a very challenging year ahead in terms of revenue collection from business rate payers. dealing with avoidance factors in the collection of empty business rates is the sections number one challenge for this year. This buoyant % collection should enable the NNDR section to move into quarter 2 with confidence.  | On Target        |
| LI 12   | (CP6.3.2) Working Days Lost Due to Sickness Absence (days) | Payroll Manager  | 1.45              | 2.00   |  | 2.56              | 2.00   |  | 8.00           | Aim to Minimise |  | long term sick 20 days or more 2.21 days per fte<br>short term sick 0.35 per fte - movement between initial short term to long term has reduced short term figures from previously  | On Target        |
| LI 76c  | Housing Benefits Security number of                        | Licensing and Enforcement Unit Manager; Senior Enforcement Officer | 23.00             | 60.00  |  | 36.00             | 60.00  |  |                | Aim to Maximise |  | There are still a number of investigations raised during this period that are still being investigated.   | Exceeding Target |

| PI Code  | Short Name   | Responsible Officers   | Quarter 1 2011-12 |        |   | Quarter 1 2012-13 |        |   | Annual 2012/13 | Gauge Aim       | Trend   | Latest Note   | Expected Outcome        |
|----------|--|--|-------------------|--------|---|-------------------|--------|---|----------------|-----------------|---|---|-------------------------|
|          |  |  | Q1 2011/12        |        |   | Q1 2012/13        |        |   |                |                 |   |   |                         |
|          |  |  | Value             | Target | Status  | Value             | Target | Status  |                |                 |   |   |                         |
|          | fraud investigations   | - Licensing  |                   |        |   |                   |        |   |                |                 |   |   |                         |
| LI 76d   | Housing Benefits Security number of prosecutions & sanctions                                   | Licensing and Enforcement Unit Manager; Senior Enforcement Officer - Licensing | 9.00              | 11.01  |    | 11.00             | 12.49  |    |                | Aim to Maximise |    | Investigators have concluded on 36 investigations this quarter. Of these 4 have progressed to prosecution an 3 administrative penalties and 4 Cautions have been delivered. | Exceeding Target        |
| LI 79a   | Accuracy of processing - HB/CTB claims   | ICT Technical Support Officer; Service Assurance Manager                       | 93.34%            | 93.00% |    | 96.00%            | 93.00% |    | 93.00%         | Aim to Maximise |    | Another pleasing performance ensuring that claims are calculated correctly first time   | Marginally Below Target |
| LI 79bi  | Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10) | ICT Technical Support Officer; Service Assurance Manager                       | 53.66%            | 82.03% |    | .00%              | 65.00% |    | 65.00%         | Aim to Maximise |    | Unfortunately due to computer system problems caused by the manufacturer accurate information is not available for the quarter  | On 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               | 15.34%            | 11.49% |  | 0.00%             | 10.00% |  | 40.00%         | Aim to Maximise |  | Unfortunately due to computer system problems caused by the manufacturer accurate information is not available for the quarter  | On Target               |
| LI 109a  | Major applications determined in 13 weeks  | Technical Assistant - Planning   | 100.00%           | 68.00% |  | 100.00%           | 68.00% |  |                | Aim to Maximise |  | All determined in time  | On Target               |
| LI 109b  | Minor applications determined in 8 weeks   | Technical Assistant - Planning   | 93.00%            | 85.00% |  | 97.00%            | 85.00% |  |                | Aim to Maximise |  | 38 out of 39 determined in time   | On Target               |

| PI Code   | Short Name  | Responsible Officers                                     | Quarter 1 2011-12 |        |        | Quarter 1 2012-13 |        |        | Annual 2012/13 | Gauge Aim       | Trend | Latest Note   | Expected Outcome |
|-----------|---|--|-------------------|--------|--------|-------------------|--------|--------|----------------|-----------------|-------|---|------------------|
|           |   |  | Q1 2011/12        |        |        | Q1 2012/13        |        |        |                |                 |       |   |                  |
|           |   |  | Value             | Target | Status | Value             | Target | Status |                |                 |       |   |                  |
| LI 109c   | Planning Applications: 'Other' applications                             | Technical Assistant - Planning                           | 96.00%            | 90.00% |        | 97.00%            | 90.00% |        |                | Aim to Maximise |       | 62 out of 64 determined in time   | On Target        |
| NI 181(a) | Time taken to process Housing Benefit/Council Tax Benefit new claims    | ICT Technical Support Officer; Service Assurance Manager | 19.6              | 28.0   |        | 30.1              | 25.0   |        | 25.0           | Aim to Minimise |       | Performance has dipped this quarter due to an increase in work volumes through ATLAS (the name of the software used).   | On Target        |
| NI 181(b) | Time taken to process Housing Benefit/Council Tax Benefit change events | ICT Technical Support Officer; Service Assurance Manager | 6.4               | 17.0   |        | 5.8               | 10.0   |        | 10.0           | 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 claimants circumstances are changing more often as they take temp jobs.   | On Target        |
| STAN 1    | Number of people accessing STAN   | Service Assurance Manager                                | 428               | 360    |        | 319               | 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 received from STAN            | Service Assurance Manager                                | 100%              | 70%    |        | 96.42%            | 80%    |        | 80%            | Aim to Maximise |       | Customer satisfaction with the service we provide via STAN continues to remain high. 234 customer satisfaction surveys were issued during the 1st quarter, 86 were returned. This represents a 36.75% response rate. Of those returned only three customers expressed a level of dissatisfaction with the service. Feedback from STAN customers during quarter 1 include:<br>"The Service I received from the staff was | Exceeding Target |

| PI Code | Short Name | Responsible Officers | Quarter 1 2011-12 |        |        | Quarter 1 2012-13 |        |        | Annual 2012/13 | Gauge Aim | Trend  | Latest Note | Expected Outcome |
|---------|------------|----------------------|-------------------|--------|--------|-------------------|--------|--------|----------------|-----------|--|-------------|------------------|
|         |            |                      | Q1 2011/12        |        |        | Q1 2012/13        |        |        |                |           |  |             |                  |
|         |            |                      | Value             | Target | Status | Value             | Target | Status |                |           |  |             |                  |
|         |            |                      |                   |        |        |                   |        |        |                |           | <p>excellent. They went out of their way to give me the help and information I needed."</p> <p>"The information provided maybe life changing in a positive way. Infact it will be life changing in a positive way."</p> <p>"Information given on my first visit enabled my 89 year old friend to apply for attendance allowance, which has made such a difference."</p> <p>"Popped in out of curiosity and ended up with information that I needed but wouldn't have known to ask. Very friendly yet professional."</p> <p>"The staff at STAN are very good and very helpful and very kind to me. I don't know what I would do without them helping me."</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 1 Risks Report 2012-13





**Report Type:** Risks Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 24 July 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 | Environmental Health Manager;<br>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 Jul 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. | 09 Jul 2012 |  |
| HHR3      | The number of long term empty properties increases | Head of Health Housing & Regeneration | 3               | C                   | 3              | C                  | 4             | F                 | 31-Mar-2012 | Work is ongoing to deliver the Vacant Property Strategy Action Plan, actions by all departments across the Council will reduce this risk. The three year empty funding money  | 09 Jul 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  |
|-----------|---|--|-----------------|---------------------|----------------|--------------------|---------------|-------------------|-------------|---|-------------|---|
|           |   |  |                 |                     |                |                    |               |                   |             | from the HCA will support this programme of work  |             |   |
| HHR4      | Private water supply regulation not implemented   | Environmental Health Manager;<br>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 Jul 2012 |  |
| Plan1     | Failure of Delivery of the LDF  | Planning Manager;<br>Principal Planner Forward Planning                | 1               | F                   | 1              | F                  | 2             | D                 | 31-Mar-2012 | Ongoing work on Site Allocations and Development Planning Document (DPD) in respect of Urban Boundary. Forums to be held in July and consultation to take place early autumn. | 17 Jul 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.  | 17 Jul 2012 |  |
| Res6      | None viability of the Business Centre   | Head of Finance and Property   | 3               | C                   | 3              | C                  | 4             | D                 | 31-Mar-2012 | The Business Centre is now part of the Council's wider review of accommodation and the optimisation of space. The lettings market, however, remains difficult.                | 02 Jul 2012 |  |







#### 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 | Building Control Manager | 4               | E                   | 4              | E                  | 3             | E                 | 31-Mar-2011 | working with finance accounts manager to monitor financial position | 12 Jul 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  |
|-----------|--|---------------------------------|-----------------|---------------------|----------------|--------------------|---------------|-------------------|-------------|---|-------------|---|
|           | implement changes to the fee legislation   |                                 |                 |                     |                |                    |               |                   |             |   |             |   |
| 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 | RBC have met the GCF standard, work is commencing on determining the next stage that involves the public sector network. RBC has two years to decide on the psn. Also the siro function has been implemented as part of the information governance process. | 10 Jul 2012 |    |
| 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 and risk registers are now in place for Police and Crime Commissioner elections being held on 15 November 2012. Statutory timescales are included in the plans in order to ensure that deadlines are met.                                    | 02 Jul 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 15 November and have been monitored to assess their suitability for users on that date. Where the lack of daylight hours may cause serious problems alternative venues are to be considered.                      | 02 Jul 2012 |  |
| Elec3     | Failure to safeguard the service/election from fraud and corruption  | Elections Manager               | 2               | F                   | 2              | F                  | 2             | F                 | 31-Mar-2012 | There are no updates to this risk at present.   | 02 Jul 2012 |  |
| Elec4     | Failure to hold robust and efficient Local   | Elections Manager               | 1               | E                   | 1              | E                  | 1             | F                 | 31-Mar-2012 | Election plans are in place for Police and Crime Commissioner elections to be held for the Lancashire   | 02 Jul 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  |
|-----------|---|-----------------------------------|-----------------|---------------------|----------------|--------------------|---------------|-------------------|-------------|---|-------------|---|
|           | (constituency / district), National and European Elections  |                                   |                 |                     |                |                    |               |                   |             | Constabulary on 15 November 2012. The election in Lancashire will be run by the Police Acting Returning Officer (PARO), Graham Burgess, Chief Executive at Blackburn with Darwen Unitary Authority. The PARO will issue directions relating to the running of these elections and the verification/count of ballot papers. Local plans at Rossendale have been drawn up in line with electoral legislation and in line with Electoral Commission guidelines: they will be submitted to and monitored by the PARO. |             |   |
| Leg1      | Fraud and Corruption  | Executive Director for Business   | 2               | E                   | 2              | E                  | 2             | E                 | 31-Mar-2012 | New Legal Services Manager appointed who will ensure the risk is monitored and any necessary actions will be carried out as appropriate.  | 16 Jul 2012 |    |
| Op1       | Loss of financial income and potential income due to reduction of, or failure to increase, recycling rates.     | Operations Manager                | 3               | D                   | 3              | E                  | 3             | E                 | 31-Mar-2013 | Policies are now being more consistently applied to encourage recycling. Income from recycling is held in a volatility reserve for the following year – there is no in-year reliance on the income  | 13 Jul 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               | E                   | 3              | E                  | 4             | E                 | 31-Mar-2013 | Income from recycling is held in a volatility reserve for the following year – there is no in-year reliance on the income. LCC have applied their claim on half of our recycling income. Market remains volatile.   | 13 Jul 2012 |  |
| PD1       | Financial and reputational consequences of litigation due to Health & Safety Breaches                           | Head of Customers and Communities | 3               | E                   | 3              | E                  | 4             | E                 | 31-Mar-2012 | Health and Safety Audit Action Plans have been completed and followed up by site inspections by the Health & Safety Advisor and Director of Customers and Communities. All risk assessments have been brought up to date. H&S Statement of Intent has   | 13 Jul 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  |
|-----------|---|---|-----------------|---------------------|----------------|--------------------|---------------|-------------------|-------------|--|-------------|---|
|           |   |   |                 |                     |                |                    |               |                   |             | been refreshed and will be reissued to all staff in August 2012.   |             |   |
| PD2       | 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 | Member Task and Finish Group on Street Cleansing will be asked to consider expectations and will feed into review of services. This will take place from July to September 2012. Public consultation will begin in July 2012.  | 13 Jul 2012 |    |
| 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 | Risk being monitored by the Planning Manager.  | 17 Jul 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 | All planning applications achieved their respective targets for quarter 1. All major planning applications determined on time for quarter 1. 38 out of 39 minor planning applications determined on time for Quarter 1. 62 out of 64 other planning applications determined on time for Quarter 1. | 17 Jul 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. BACs card reader software is leading to an upgrade to the overall BACs software and this will take slightly longer than expected.   | 02 Jul 2012 |  |
| Res10     | Loss of key skills in essential roles due to uncertainty.   | Head of People and Policy                               | 2               | D                   | 2              | D                  | 3             | D                 | 01-Apr-2012 | There is no change with this risk in Quarter 1.  | 20 Jul 2012 |  |
| Res2      | The Council does not achieve the financial savings  | Finance Manager   | 3               | D                   | 3              | D                  | 4             | D                 | 31-Mar-2012 | First monitoring report of 2012/13 showed £230k favourable variance. Future year impacts of these  | 02 Jul 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  |
|-----------|--|--|-----------------|---------------------|----------------|--------------------|---------------|-------------------|-------------|---|-------------|---|
|           | identified in the MTFS which are necessary to deliver its priorities within a balanced budget      |  |                 |                     |                |                    |               |                   |             | variances are being monitored closely as a starting point for MTFS savings discussions with departments.  |             |   |
| Res3      | Unmanaged open spaces and land   | Head of Finance and Property                               | 2               | D                   | 2              | D                  | 2             | D                 | 31-Mar-2012 | No change - Risk status remains at D2   | 02 Jul 2012 |    |
| Res4      | 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.  | 20 Jul 2012 |    |
| Res5      | 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.   | 20 Jul 2012 |    |
| Res7      | 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.   | 20 Jul 2012 |    |
| Res8      | The Marl Pits Leisure extension & the Valley Centre project are not delivered on time or to budget | Head of Finance and Property                               | 3               | C                   | 3              | C                  | 3             | D                 | 31-Mar-2012 | This project is under regular review and scrutiny. No issues have been raised. Savings in the Equipment budget have allowed for the upgrade on M&E in the original structure. On track both budget and Time.                                  | 02 Jul 2012 |    |
| Res9      | Failure to ensure Business Continuity  | Head of Finance and Property;<br>Head of People and Policy | 2               | D                   | 2              | D                  | 2             | F                 | 31-Mar-2012 | Business Continuity is under constant review particularly by the Finance Manager and Exchequer manager in areas of Finance. Last potential issue was the nationwide NatWest IT problem (June 2012) - evasive action was not however required. | 02 Jul 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 April to June 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 31/03/2012 | Complaints Received During Q1 | Complaints Closed During Q1 | Complaints O/S at end of Q1 |
|-----------------|--------------------|-------------------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|
| Resources       | People & Policy    | Executive Office              |                              |                               |                             |                             |
|                 |                    | Human Resources               |                              |                               |                             |                             |
|                 |                    | Policy & Performance          |                              |                               |                             |                             |
|                 |                    | Communications                |                              |                               |                             |                             |
|                 | Finance & Property | Financial Services            |                              | 1                             | 1                           |                             |
|                 |                    | Property Services             |                              | 1                             |                             | 1                           |
| Place           | Operations         | Refuse & Cleansing            |                              | 4                             | 1                           | 3                           |
|                 |                    | Emergency Planning            |                              |                               |                             |                             |
|                 |                    | Parks & Open Spaces           |                              |                               |                             |                             |
|                 | Customer Services  | Capita - Council Tax Recovery |                              | 3                             | 3                           |                             |
|                 |                    | Capita- Council Tax           |                              |                               |                             |                             |
|                 |                    | Capita - Call                 |                              |                               |                             |                             |

| Head of Service | Service Area                   | Team                        | Complaints O/S at 31/03/2012 | Complaints Received During Q1 | Complaints Closed During Q1 | Complaints O/S at end of Q1 |
|-----------------|--------------------------------|-----------------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|
|                 |                                | Centre                      |                              |                               |                             |                             |
|                 |                                | Capita - Benefits           |                              | 5                             | 5                           |                             |
|                 |                                | Capita – NNDR               |                              |                               |                             |                             |
|                 |                                | Capita - OSS                |                              |                               |                             |                             |
|                 |                                | ICT                         |                              | 1                             |                             | 1                           |
|                 |                                | Customer Service            |                              |                               |                             |                             |
|                 | Communities                    | Community Safety            |                              | 1                             |                             | 1                           |
|                 |                                | Community Engagement        |                              |                               |                             |                             |
|                 |                                | Service Development         |                              |                               |                             |                             |
|                 |                                | Locality Teams              |                              | 5                             | 3                           | 2                           |
| Business        | Health, Housing & Regeneration | Regeneration Delivery       |                              | 2                             | 2                           |                             |
|                 |                                | Regeneration Progs          |                              |                               |                             |                             |
|                 |                                | Economic Development        |                              |                               |                             |                             |
|                 |                                | Traffic & Parking           |                              |                               |                             |                             |
|                 |                                | Environmental Health        |                              |                               |                             |                             |
|                 | Legal                          | Legal Services              |                              |                               |                             |                             |
|                 |                                | Committee & Member Services |                              |                               |                             |                             |
|                 |                                | Elections                   |                              |                               |                             |                             |
|                 |                                | Public Protection Unit      |                              |                               |                             |                             |
|                 | Building                       | Building Control            |                              |                               |                             |                             |

| Head of Service | Service Area | Team                | Complaints O/S at 31/03/2012 | Complaints Received During Q1 | Complaints Closed During Q1 | Complaints O/S at end of Q1 |
|-----------------|--------------|---------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|
|                 | Control      |                     |                              |                               |                             |                             |
|                 | Planning     | Forward Planning    |                              |                               |                             |                             |
|                 |              | Development Control | 1                            | 2                             | 2                           | 1                           |
|                 |              | Land Charges        |                              |                               |                             |                             |
|                 |              | <b>Total</b>        | <b>1</b>                     | <b>25</b>                     | <b>17</b>                   | <b>9</b>                    |

## 7.1 Category of Complaint

|   | Type of Complaint                        | Number    |
|---|--|-----------|
| 1 | Technical/legal/regulatory issue         | 2         |
| 2 | Poor communication                       | 2         |
| 3 | Delayed response/lack of response        | 2         |
| 4 | Complaint against a named officer        | 1         |
| 5 | Complaint received via MP                | 0         |
| 6 | Complaint received via Councillor        | 3         |
| 7 | Complaint about RBC policy or procedures | 15        |
|   | No type of complaint assigned            | 0         |
|   | <b>Total</b>                             | <b>25</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> April to 30<sup>th</sup> June 2012)

| Head of Service | Service Area | O/S at start | New      | Completed | O/S at end |
|-----------------|--------------|--------------|----------|-----------|------------|
| Place           |              | 0            | 0        | 0         | 0          |
| Business        |              | 0            | 0        | 0         | 0          |
| Executive       |              | 0            | 0        | 0         | 0          |
|                 | <b>Total</b> | <b>0</b>     | <b>0</b> | <b>0</b>  | <b>0</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 April to June 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: |                         |                      |                   |
|-----------------|--------------------|-------------------------------|------------------------------|-------------------------|----------------------|-------------------|
|                 |                    |                               | July – September 2011        | October – December 2011 | January – March 2012 | April – June 2012 |
| Chief Executive | People & Policy    | Human Resources               |                              |                         |                      |                   |
|                 |                    | Policy & Performance          |                              |                         |                      | 1                 |
|                 |                    | Communications                | 2                            |                         |                      |                   |
|                 | Finance & Property | Financial Services            |                              |                         |                      |                   |
|                 |                    | Property Services             | 2                            |                         | 1                    |                   |
| Place           | Operations         | Refuse & Cleansing            | 7                            | 8                       | 6                    | 3                 |
|                 |                    | Emergency Planning            |                              |                         |                      |                   |
|                 |                    | Parks & Open Spaces           |                              |                         |                      |                   |
|                 | Customer Services  | Capita - Council Tax Recovery |                              |                         |                      |                   |
|                 |                    | Capita – Business Rates       | 1                            |                         |                      |                   |
|                 |                    | Capita - Council Tax          |                              |                         |                      |                   |

|          |                                |                       |    |    |    |    |
|----------|--------------------------------|-----------------------|----|----|----|----|
|          |                                | Capita - Call Centre  |    |    |    |    |
|          |                                | Capita - Benefits     |    | 1  |    | 1  |
|          |                                | Capita - OSS          | 2  | 1  |    |    |
|          |                                | ICT                   |    |    |    |    |
|          |                                | Customer Services     | 1  |    |    | 1  |
|          |                                | STAN the Van          | 21 | 32 | 24 | 25 |
|          | Communities                    | Community Safety      |    |    |    |    |
|          |                                | Community Engagement  | 2  |    |    |    |
|          |                                | Emergency Planning    |    |    |    |    |
|          |                                | Service Development   |    |    |    |    |
|          |                                | Locality Teams        | 4  |    | 3  | 4  |
| Business | Health, Housing & Regeneration | Regeneration Delivery |    |    |    |    |
|          |                                | Regeneration Progs    |    | 1  |    |    |
|          |                                | Economic Development  |    |    |    |    |
|          |                                | Environmental Health  | 1  |    |    | 3  |
|          |                                | Traffic & Parking     |    |    |    |    |
|          | Legal                          | Legal Services        | 24 | 3  | 1  | 1  |
|          |                                | Committee & Member    | 3  | 7  | 8  |    |

|              |                  |                        |           |           |           |           |
|--------------|------------------|------------------------|-----------|-----------|-----------|-----------|
|              |                  | Services               |           |           |           |           |
|              |                  | Elections              | 4         |           | 13        | 2         |
|              |                  | Public Protection Unit | 2         | 4         | 1         | 1         |
|              | Building Control | Building Control       |           | 1         |           |           |
|              | Planning         | Forward Planning       |           |           |           |           |
|              |                  | Development Control    | 2         |           | 5         | 5         |
|              |                  | Land Charges           | 1         |           |           |           |
| <b>Total</b> |                  |                        | <b>79</b> | <b>58</b> | <b>62</b> | <b>47</b> |