

How are we making a difference to our communities?

Integrated Performance Report Quarter 3 (October to December 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 January 2013 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.

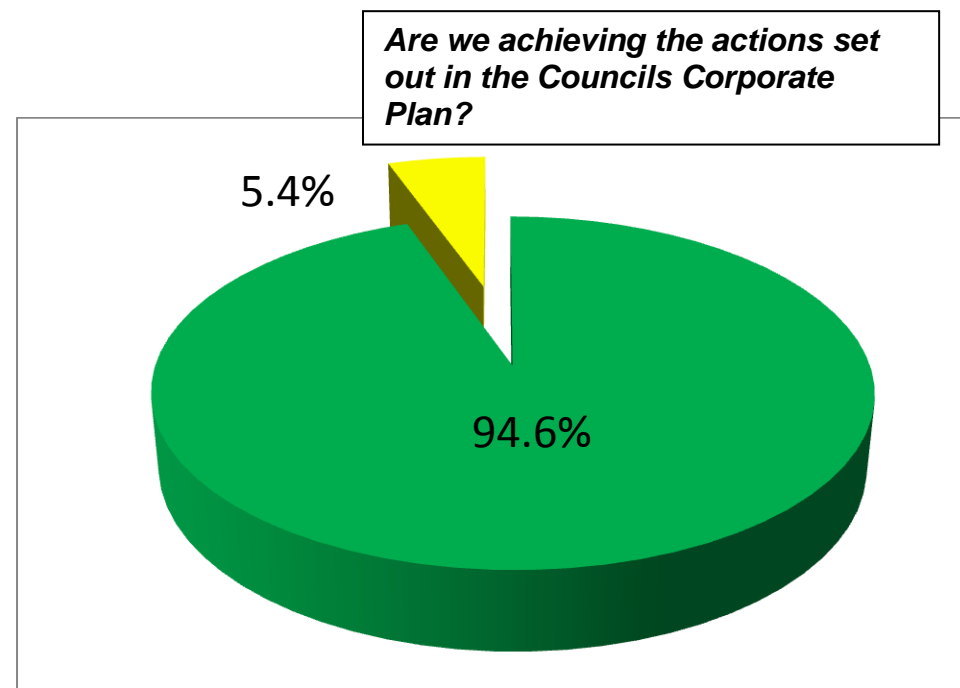
Section 1 – High level performance summary

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

1.1 Rossendale Council's Corporate Plan – project implementation





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

Corporate Plan Actions			
Legend	Status	No.	%
Green ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	88	94.6%
Amber ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	5	5.4%
Red ●	Project in jeopardy – serious issues or risks needing urgent action	0	0%
Unknown ?	The status cannot be calculated	0	0%
	Total number of actions	93	100%



1.2 Performance Indicators – achieving targets?

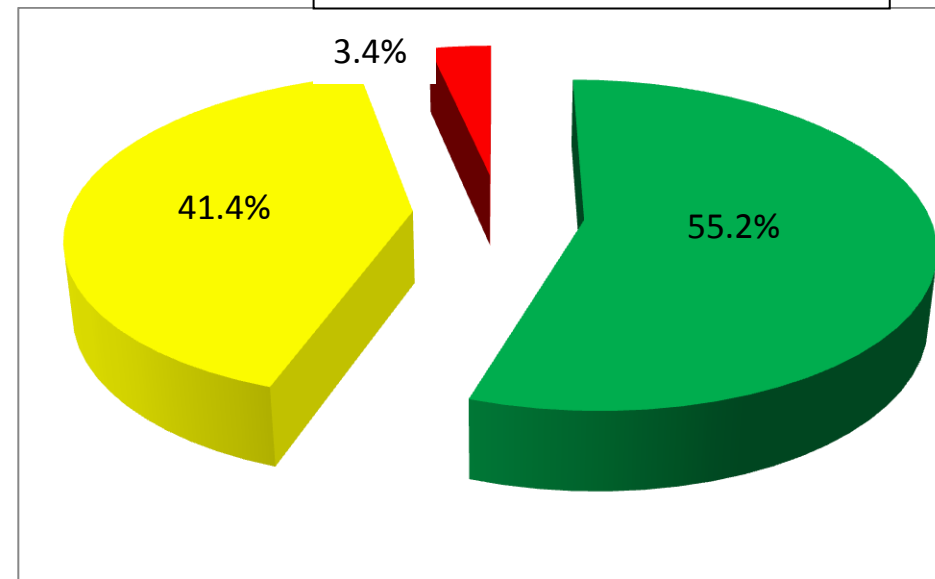
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators,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

Legend		Status	Performance Indicators	
			No.	%
On Target		The performance indicator has achieved or exceeded its quarterly target	18	50%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	7	19.4%
Below Target		The performance indicator is currently more than 5% of achieving its target	9	25%
Unknown		The status cannot be calculated	2	5.6%
Total for Quarter 3			36	100%

1.3 How are we performing in managing our risks?

Are we reducing the Likelihood and Impact of our Risks?

Risks			
Legend	Status	No.	%
Green ✓	The likelihood and impact of the risk is low	16	55.2%
Amber ▲	The likelihood and impact of the risk is medium	12	41.4%
Red ●	The likelihood and impact of the risk is high	1	3.4%
Unknown ?	The status cannot be calculated	0	0%
Total		29	100%



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	9	9	100%	0	0%	0	0%	0	0%
Performance Indicators	12	3	25%	1	8.3%	8	66.7%	0	0%
Risks	1	0	0%	1	100%	0	0%	0	0%
Total	22	12	54.6%	2	9%	8	36.4%	0	0%

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	17	100%	0	0%	0	0%	0	0%
Performance Indicators	3	2	66.7%	0	0%	0	0%	1	33.3%
Risks	6	2	33.3%	3	50%	1	16.7%	0	0%
Total	26	21	80.8%	3	11.5%	1	3.85%	1	3.85%

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	68	63	92.6%	5	7.4%	0	0%	0	0%
Performance Indicators	21	13	61.9%	6	28.6%	1	4.75%	1	4.75%
Risks	22	13	59%	9	41%	0	0%	0	0%
Total	111	89	80.2%	20	18%	1	0.9%	1	0.9%

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 3

The revenue monitoring exercise at the end of Quarter 3 is predicting an out-turn for the full year of £9,375k, on an original budget of £9,829k, i.e. a favourable variance of £454k.

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 £193k 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.
2. **Communities**: significant savings on emergency planning cover and agency costs.
3. **Customer Services & E-Government**: The service contract inflation is based upon RPI inflation levels in September, which were lower than those predicted within the original budget, leading to expected savings of around £28k. 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, corroborated by the maintained collection rate for council tax. Disaster recovery and circuit costs are showing an adverse £24k for the year at this stage, though some investigations are on-going into the circuits in dispute.
4. **Operations**: Though agency costs are higher than anticipated the adverse variance is more than covered by savings in salaries. Fuel savings have built to almost £35k as prices remain lower than expected and the fuel duty rise has been postponed twice during the year. However, the favourable variance here is required to fund the costs of vehicle maintenance and road tax. Recycling income is down given the price applicable when the new contract was finalised in September. Not producing and delivering a Christmas collections calendar has saved a further £13k.
5. **Business**: Fee income is up over £208k across the business directorate, including £90k for taxi licences and £107k for planning, though additional costs have reduced the overall favourable variance to £186k. Given the volatile nature of this income £78k is planned as a

contribution to reserves to support income in future years. 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 costs have not materialised to the level within the original budget, saving almost £20k. Internal and external audit fees are expected to be £45k under budget whilst savings in property running costs are helping to support adverse variances in repairs and maintenance. NNDR appeals have netted a one-off £35k in refunds to date. Children's Trust admin grant has been received of £20k, enabling the addition of an Alcohol Prevention programme support grant of £10k.
7. Non-Distributed Costs - Interest income is currently forecast at a favourable variance of £40k and interest costs at a saving of £13k, which will more than fund a £14k adverse variance predicted on the pension strain contributions for retired members of staff.

Major revenue variances predicted for 2011/12 (as at the end of quarter 2)

Major Variances end December 2012	Favourable /(Adverse)	Net
Communities		
Salaries & agency workers	50.0	
Open spaces maintenance	(17.2)	
Vehicles (hire, maintenance, tyres & tools)	(3.4)	
Other variances	7.8	37.2
Customer Services and e Government		
Salaries & agency workers	36.3	
Court costs recovered	(20.0)	
Revenues & Benefits Administration contract	28.0	
Disaster recovery protection & IT circuits	(24.7)	
Computer switches to facilitate Accom project	(9.5)	
Other variances	10.5	20.6
Place Operations		
Salaries, modern apprentices & agency workers	52.8	
Trade waste & Bulk waste income	16.0	
Trade Waste tipping fees	(12.2)	
Recycling income	(36.0)	
Bulk collections income (net of costs)	(6.5)	
Vehicles (hire, maintenance, tyres & tools)	(15.5)	
Fuel	34.8	
Christmas calendars and delivery	13.0	
Other minor variances	5.0	51.4
Business Directorate		
Staffing and agency cover	40.2	
Planning income	106.9	
Planning income transfer to Volatility Reserve	(77.9)	
Planning professional fees	(8.0)	
Public Protection income (net of related costs)	79.4	
Members allowances and travel costs	8.2	
Mayoralty - various savings	6.5	
Other variances	12.6	167.9

Major Variances end December 2012	Favourable /(Adverse)	Net
Business - Health, Housing & Regeneration		
Staffing and agency cover	11.0	
Museum management fee	(15.8)	
Other variances	18.2	13.4
Corporate Management		
Staffing and agency cover	7.5	
Concessionary fares support	19.8	
Corporate Subscriptions/Contributions	11.5	
Other variances	7.3	46.1
Finance & Property Services		
Staffing and agency cover	3.0	
Audit Commission Fees	29.7	
Internal Audit Fees	15.6	
Business rate refunds	35.2	
Building running costs (gas, electric, water)	8.7	
Repairs & Maintenance	(21.0)	
Communications (ISDN lines & call charges)	(9.6)	
Rental income	(4.7)	
Other variances	(13.3)	43.6
People & Policy (incl P&P & Comm)		
Staffing and agency cover	5.4	
Newsletter design & production	7.1	
External photography & printing	4.6	
Children's Trust admin grant	20.0	
Alcohol Prevention project grant	(10.0)	
Other variances	7.2	34.3
Non-Distributed Costs & Capital Financing		
Interest receivable/payable	52.9	
Pension strain for retired employees	(13.7)	
Other variances	0.6	39.8
Favourable/(adverse) on General Fund		454.3

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 over the summer, any improvement now expected to be Q1 of 2015 at the earliest. 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 on-going in March which were brought forward to 2012/13, along with their respective funding sources, including the leisure investment at Marl Pits. Additional projects totalling £1,439k have been approved during the year so far bringing the revised capital programme up to £5,340k. The Q3 changes to the capital programme included £41k grant-funded investment in Sharneyford play area, £162 of grant-funded land remediation works in Whitworth, £160k for the accommodation strategy project and withdrawal of the £200k decent homes assistance project.

Property sales have netted a useable £471k (after related costs are removed) compared to the original target of £100k. The only allocation of these additional funds so far has been to the accommodation strategy project above which should produce revenue savings for future years.

The Collection Fund

A high number of residences in the borough have been granted banding reductions over recent months, some going back as far as 1993. Following these reviews and the resulting refunds the Collection Fund deficit could now extend to around £170k equating to a loss of £29k for Rossendale Borough Council. Whilst any resulting deficit will eventually be split between all preceptors Rossendale Borough Council is obligated to pay over funds based on the original estimates during the year, thereby standing the full cash flow impact until any preceptor portions of the deficit can be recovered.

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 will reduce the Q4 balances significantly.
- Bank Interest generated – the Council has £5.5m on fixed deposits with banks at the end of Q3 which is earning between 3.1% and 1.3% interest until February and March 2013. To date 96% of the revised revenue interest forecast for 2012/13 has already been achieved.
- 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 2012	End Q1 2012/13	End Q2 2012/13	End Q3 2012/13	End Q4 2012/13	Long Term Trend
1	Cash on deposit Indebtedness Net Position	£5,545k -£4,232k =£1,313k	£9,565k -£4,232k = £5,333k	£10,773k -£4,140k £6,633k	£13,216k -£4,140k £9,076k		Movement in cash March 2012 to March 2013 will reflect expenditure on capital projects and the normal annual revenues receipting patterns.
2	Collection of old debts Council Tax NNDR Sundry Debtors	£3,348k £571k £468k	£2,898k £636k £209k	£2,712k £597k £107k	£2,516k £542k £63k		2012/13 debts Figures show current balance outstanding on debts raised before the 31 st March 2012. The 2012/13 debts will not be shown until Q4.
3	Collection of current yr debt Council Tax NNDR Sundry Debtors	97.6% 98.6% 84.2%	29.6% 31.4% 43.6%	57.8% 61.8% 85.5%	86.3% 86.4% 86.5%		Collection of Council Tax target is 97.8% Collection of in-year sundry debt increases throughout the year as April invoices include may payable by instalments.
4	Interest v. SECTOR portfolio Revenue Interest (cum) Capital Interest (cum)	+0.36% +£19.7k +£39.0k	+0.53% +£16.3k +£6.5k	+0.51% +£34.3k +£8.3k	+0.63% +£40.2k +£8.3k		Benefitting from increased cash flow position as above and improved interest rates on deposits
5	Corporate Spend (non pay) - with local companies (£000 & %) - through collaborative contracts (£000 & %)	£9,261k £1,062k 11.5% £1,212k 13.1%	£2,698k £134k 5.0% £779k 29%	£5,565k £383k 6.9% £1,739k 31%	£8,506k £644k 7.6% £2,449k 29%		Excl staff, benefits & treasury management and capital purchase of Valley Centre. All values & percentages are cumulative each quarter. Cumulative annual target =19% Cumulative annual target =12%

Section 4 – Implementing the Council's Corporate Plan

This section of the report provides a detailed performance up-date against each of the actions in the Council's Corporate Plan which is due for completion by March 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 3 Action Report 2012-13



Report Type: Actions Report

Report Author: Emma Hussain

Generated on: 15 January 2013

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		<p>The new public Square (former valley centre) officially opened on 6th October 2012 coinciding with the annual Rawtenstall Annual Fair. Theo Bishop age 9 cut the ribbon and declare the square open.</p> <p>The feedback from businesses and visitors to the square have been really positive.</p> <p>There are on-going talks with Rossendale Revival about encouraging the use of the square to bring visitors into Rossendale including talks with an artisan market group looking at bringing a Christmas market to the town.</p> <p>The Rossendale Council's grounds maintenance team will be on site finishing of some snagging work and along with the street cleansing team they have it in their annual work programme to maintain the upkeep of the site.</p>	10-Oct-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		<p>New temporary conservation officer now in post. Work plan now being reviewed and actions progressed within agreed timescales</p>	10-Jan-2013	✓
DC2	Provide input into Town Heritage Initiative phase 2 bid development for Bacup	31-Mar-2013	Planning Manager	06-Jul-2012		<p>Responses prepared and sent to THI officer as and when required to progress the project</p>	10-Jan-2013	✓
FP4	Coordinate and implement an	31-Mar-2013	Planning Manager	03-Jul-2012		<p>The Final report has been received. A report was</p>	21-Dec-2012	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	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.					taken to Management Team on 17 December and the Council will continue to monitor the situation and identify suitable ways of progressing this issue.		
HHR8	Implement the Declaration of Air Quality Management Areas.	28-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012		<p>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.</p> <p>A report recommending the declaration of the AQMA was agreed at November Cabinet http://www.rossendale.gov.uk/meetings/meeting/731/cabinet. Officers have now started the process of notifying those affected by the declaration as well as publicising the declaration.</p>	09-Jan-2013	
HHR9	Revision of the Contaminated Land Strategy	12-Mar-2013	Housing & Regeneration Manager Health	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	09-Jan-2013	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Contaminated Land Strategy will commence then.		
Op1	Develop a Strategy to increase recycling and minimise waste	31-Mar-2013	Operations Manager	13-Jul-2012		Advice from Local Authority Recycling Advisory Committee 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 schools, and examining trade waste as a potential recycling generator.	31-Oct-2012	✔
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 Policy Working Group and the Green Team. It is expected that that Policy will be finalised and agreed for implementation during 2013.	04-Jan-2013	✔


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		12-Jul-2012	<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>	12-Jul-2012	✔


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<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 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>		
Cmt6	Support the delivery of Fusion projects with young people as part of Lancashire Drug and	31-Mar-2013	Locality Manager	13-Jul-2012		Additional funding is being sought to ensure the continuation of some of the projects funded through LDAAT, including Fusion sessions in	10-Jan-2013	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Alcohol Action Team (LDAAT) funding for diversionary activities					Haslingden, summer activities in the MUGAs throughout the Borough and basketball sessions for young people at Bacup Hub. Additional funding may be available through LDAAT, or Neighbourhood Forum funding will be applied for.		
Elec1	Administer Borough, Parish, and by-elections; Polling district review and referendum.	31-Mar-2013	Elections Manager	02-Jul-2012		County Council elections will be held on Thursday 2 May 2013. These elections will elect five County Councillors for the borough and will be run in line with current legislation and will be monitored by the Electoral Commission.	10-Jan-2013	✔
F&P7	Complete construction of new leisure facilities @ Marl Pits	31-Oct-2012	Head of Finance and Property	02-Jul-2012	17-Dec-2012	Construction element completed - some fit out remaining (RBC / RLT responsibility)	17-Dec-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	Housing & Regeneration Head of Health	09-Jul-2012		This is an on-going 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-Jan-2013	✔
HHR11	Development of a Park Homes Strategy and Action Plan	28-Mar-2013	Housing & Regeneration Manager Health	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 fire fighting 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	09-Jan-2013	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Standards represent good practice on sites. Local authorities have the power to monitor and enforce compliance of their adopted conditions. A report adopting the 2008 Model Standard Conditions for Rossendale was agreed at November Cabinet. Officers have contact current Park Home Operators to notify them of this adoption and to set up meetings to discuss how these parks can meet the new requirements.</p> <p>Following a Government Select Committee in March (2012) a number of recommendations were proposed to "tighten" up powers connected to the regulation and enforcement of park homes. To protect the occupiers of these homes from rogue operators. Communities and Local Government provided a response to these recommendations on the 1st August 2012 (http://www.communities.gov.uk/documents/housing/pdf/2192400.pdf). A private members bill is now expected to develop these recommendations further. The park homes enforcement policy for Rossendale has been delayed until further information regarding the content of this bill is known.</p>		
HHR12	Improved access and delivery of a choice of affordable and decent, housing across Rossendale	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012		<p>Rents are being restructured both with the HCA Development Programme funding through 'affordable' rents, and as determined through the Localism Bill as well as the development of a Tenancy Strategy for the district by January 2013. Before the bill councils and housing associations were required to let their properties on the most secure form of tenancy possible, allowing indefinite residence. The Localism Bill now allows, housing associations the option to let properties on shorter, fixed-term tenancies. Regulations require tenancies to be for a minimum of five years, or in exceptional cases the statutory minimum of two years may be used.</p> <p>The role of the Tenancy Strategy is to provide a guide for housing associations operating within the</p>	14-Jan-2013	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>district about what type of tenancies to offer. This needs to be responsive to current housing and job markets and the actual "affordability" of properties. Work is in progress gathering the analysis and market data to underpin the strategy and we will be developing the Strategy in the early part of 2013.</p> <p>The team has also been working with a number of housing associations to submit funding portfolios for affordable housing over the next 4 years to the HCA these will form part of a Pennine Lancashire Local Investment Plan. 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. Work on site has started at Rockcliffe Road, Bacup; Acre Mill, Stacksteads; and Ashley Court, Whitworth. Preparatory work to support planning application submissions has commenced for Facit Mill, Whitworth; Myholme House, Waterfoot and the Rossendale Hospital Site, Rawtenstall. Subject to planning approval these sites would form part of the 2013/14 delivery programme. Indicative allocations for 2014/15 are currently being reviewed against potential sites and preliminary discussions with Planning Colleagues. We are currently on target to deliver the Affordable Housing Programme allocation for Rossendale.</p>		
HHR14	Delivery of the Safe Houses Pilot Programme	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012		<p>The team secured funding from the Community Safety Partnership in March 2012 to establish a pilot scheme for two distinct vulnerable client groups that we face on a regular basis within the Housing Options Service. The scheme is looking at safe houses for those fleeing Domestic Violence and those ex-offenders who face homelessness.</p> <p>The Council's Housing Options Team find it difficult to place ex-offenders and this difficulty in finding suitable, sustainable accommodation can</p>	09-Jan-2013	

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						<p>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 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. 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 & Alcohol issues then referrals will be made to the necessary agencies including Inspire and Calico Floating Support. The first property for the ex-offender element of the scheme has been secured and working with probation and the HOT this has now been occupied.</p> <p>As part of the pilot safe houses for Domestic Violence victims we will be working with the Star Centre and housing providers 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). A task and finish group has been established as part of the Rossendale Domestic Abuse Partnership and the first meeting to develop the model is scheduled for the end of January 2013.</p>		
HHR15	Improved delivery of support mechanisms and assistance for vulnerable people	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012		At the end of Qtr. 3 we have 22 cases at various stages in the system such as awaiting planning approval, top up funding from LCC and out to tender. We have 23 cases on the waiting list awaiting visits or classification from O/Ts (urgent or non-urgent). These will form the main part of the workload for 2012/13. The preliminary budget	09-Jan-2013	

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						<p>for 2012/13 that we are working to is £669,871k (which assumes £418,871k from Central Government an additional £65,871 received at the end of Qtr3). Plus, the potential of up to £200k for Greenvale Homes adaptations.</p> <p>During Qtr. 3 the service completed:- 1) 28 Disabled Facilities Grants. 2) 16 Adaptations to Green Vale Home properties funded by Green Vale Homes. 3) 115 minor adaptations funded via Lancashire County Council's Social Services Directorate (under £500.00)</p>		
HHR2	Lead and deliver initiatives to redevelop and improve the economic prospects of Rossendale's Town Centres	31-Mar-2013	Housing & Regeneration Head of Health	09-Jul-2012		<p>The Council is developing a number of initiatives to improve the economic prospects of our town centres.</p> <p>Rossendale Regeneration Development Partner The Council has now concluded this procurement process and has appointed Barnfield Investment Properties with Together Housing as its Preferred Regeneration Development Partner. The Shadow Board is developing the overall strategic direction for the Partnership with a view to agreeing the priority sites and projects for the partnership over the coming years. An Operational Group has been established to support the Board and this group is currently reviewing potential projects for the JV to deliver.</p> <p>Townscape Heritage Initiative 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. The aim of the project at this first stage is to develop an acceptable and 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. A project plan has been developed and a Working</p>	14-Jan-2013	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Group established to deliver this plan up to the point to which an agreed bid can be submitted.</p> <p>Portas Pilots The Rawtenstall Town Team has been successful in its bid for 'Our Town First' funding and has been awarded £10,000 to support the Town Team's work plan for Rawtenstall.</p> <p>The Valley Centre The Christmas Artisan Market and Clogs On't Cobbles events which took place during November / December were successful in attracting visitors to the town centre. it hoped to build on this success during 2013 and a range of activities are being developed to make best use of this opportunity.</p>		
HHR3	Identify and develop opportunities for the provision of business support and business growth initiatives for local businesses in Rossendale	31-Mar-2013	Housing & Regeneration Head of Health	09-Jul-2012		<p>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 Regenerate Pennine Lancashire and Lancashire County Council and more locally focussed provision through the PEER Mentorship Programme and Valley At Work.</p> <p>In addition the following business support programmes have been developed to help local enterprise:-</p> <p>Pennine Leap The Pennine Leap project managed by Regenerate Pennine Lancashire will bring £1.8million of investment into start up support for businesses over the next 2 years. the programme offers support to individuals in Rossendale and will provide intensive coaching, mentoring, HR specialists, social enterprise and international trade support to non-retail enterprises.</p> <p>Accelerating Business Growth</p>	14-Jan-2013	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>The Accelerating Business Growth Programme is also up and running and is a comprehensive grant scheme that will help to fund business growth projects in Rossendale which commit to significant job creation and can demonstrate additional investment from other sources.</p> <p>Start-Up Lancashire The Start Up Lancashire Programme focuses on delivering support for the establishment and survival of new businesses including social enterprise.</p>		
HHR4	Development of Rossendale's Visitor & Cultural activities.	31-Mar-2013	Housing & Regeneration Head of Health	10-Jul-2012		<p>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 renewed tourism website is now live and provides the opportunity for local communities and businesses to promote their activities. The group are also considering the development of a local visitor guide and the introduction of Tourist Information Points across the valley. In addition to this a group has been established to bring together those businesses and clubs which are involved in providing and supporting Rossendale's sporting / outdoor activities. This group will work to develop linkages with all sporting venues across the borough and with those businesses (accommodation providers etc) who provide much needed support to these events with a view to improving the overall awareness of what Rossendale has to offer.</p>	14-Jan-2013	✔
HHR6	Delivery of the Vacant Property Strategy	31-Mar-2013	Housing & Regeneration Manager Health	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</p>	09-Jan-2013	✔



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						<p>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. We are currently taking four properties in the Haslingden area to auction and are proceeding with an enforced sale on the Kar Kare building, Rawtenstall (this should be proceeding to sale in the new year).</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 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.</p> <p>The Pennine Lancashire Empty Home Scheme is called 'Linked Up' and interested home owners can view available options at http://www.linkedup.org.uk/</p>		
HHR7	Implement requirements of	28-Mar-2013	Housing &	10-Jul-2012		Following the adoption of the Private Water Supply	09-Jan-2013	


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	the Private Water Supply Regulations 2010		Regeneration Manager Health			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.		
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		People and Policy providing comments to Committee, Cabinet and Full Council Reports and advise on Equality Impact Assessments across service areas within the Council's decision making framework. Guidance in relation to the requirements under the Equality Duty has been communicated. Cabinet Portfolio Holders and Overview and Scrutiny Committees have been fully briefed on the legal duties and the equality impact assessment process. As part of Councillor's inductions and on-going personal development needs, all councillors have been offered equality and diversity awareness training. Relevant officers have also received equality impact assessment training.	04-Jan-2013	✔
P&P16	Ensure the web/events is updated to reflect the offer within Rossendale.	31-Mar-2013	Project & Performance Improvement Officer	12-Jul-2012	02-Oct-2012	Corporate Support Officer has now been appointed who will support the delivery of this agenda.	15-Jan-2013	✔
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		The Working Together With families Project has been launched and council officers are involved as necessary. A joint Burnley and Rossendale Local Management Group has been established. 194 families have been identified in Rossendale who meet one of the WTWF criteria. 9 families meet all of the criteria.	15-Jan-2013	✔

Description Responsive and value for money local services

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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. Events such as Armed Forces Day flag raising event, Remembrance Day, Civic Sunday and Christmas school visits were attended by the Mayor. School visits will also continue into the New Year. During Local Democracy Week one school participated in a mock election activity and another school visited the council offices and participated in a mock committee and session on decision making within the council.	31-Dec-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. 100% of members have a personal development plan in place (target 75%) and 79% 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 to members through the Members' Bulletins, Annual Training Schedule and Member Training Programmes.	31-Dec-2012	✔
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 new Code of Conduct was agreed at Council on the 11th July along with a procedure for dealing with standards complaints. The Standards Committee terms of reference were transferred to	31-Dec-2012	✔







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						the Audit and Accounts Committee. It was agreed that the Standards Committee would become a Standards Panel to deal with hearings only. The standards hearing procedure will continue to be reviewed and additional actions will be on-going as and when further guidance is released. The Constitution is currently being updated with the required amendments.		
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 have been published within the required deadlines and have met the Access to Information Requirements. 82% of minutes were published within 4 working days of the meeting. Some late minutes were published in draft format prior to final publication.	31-Dec-2012	✔
C&MS5	Undertake benchmarking exercise in relation to C&MS	31-Mar-2013	Committee and Member Services Manager	02-Jul-2012		Information was collated from other authorities to enable the Remuneration Panel to undertake their review of member allowances and travel expenses. This included information from a few Cumbria authorities as well. Regular benchmarking activity is undertaken with other authorities regarding committee structures and working practices.	31-Dec-2012	✔
Cmt1	Undertake a service improvement review of Street Cleansing services	31-Mar-2013	Locality Manager	12-Jul-2012		<p>An Overview and Scrutiny Street Cleansing Task and Finish Group has met over a period of weeks to cover the following terms of reference:</p> <ul style="list-style-type: none"> • To identify potential changes in the context of £1.3m savings required • To work closely with the Director of Customer and Communities on the review of street cleansing services. • To consider how Whitworth Town Council contributes to street cleansing • To review the current situation, processes and the condition of the street scene • To look at current working patterns • To consider current levels of action • To consider current levels of concern – what are the major issues? <p>The groups last meeting was held on 4th October 2012 where they have made a number of service change recommendations and requested that</p>	10-Oct-2012	✔



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						officers undertake the necessary work to explore there possible implementation before presenting their findings to full council. An update will be given in the next quarter.		
Cmt3	Deliver Cemeteries Strategy	31-Mar-2013	Locality Manager	10-Jul-2012		Continue to implement Cemeteries Strategy and hold regular governance meetings. Memorial safety testing has begun at Haslingden Cemetery where three plots have been tested with a total of 1532 graves and 881 memorials. of the 881 memorials, 12 have been found to require immediate action - these have been repaired. A further 28 have been found to need some repair, but not required urgently. Some urgent repairs have also been carried out on memorials at Whitworth and Bacup cemeteries. The cemeteries have recently taken delivery of a gantry for lifting of headstones needing repairs, and staff have been trained in use of the equipment. A further meeting of the friends of group will be arranged shortly. Digitisation of the cemetery records is underway - a contract has been agreed with a company to provide a computer system for cemetery records and transfer of information has commenced.	10-Jan-2013	
Cmt5	Refresh Community Engagement Strategy	31-Jul-2012	Locality Manager	13-Jul-2012	10-Oct-2012	Full Council on 23rd September 2012 formally approved the adoption of the Community Engagement Strategy and Toolkit. Community engagement is a responsibility for the council and teams will be required to co-ordinate and carry out their own engagement. The strategy and toolkit will enable teams to ensure that they are doing this in the right way. The strategy and vision will direct the reader to a toolkit that will provide a clear process for carrying out robust, open and transparent community engagement ensuring relevant sectors of the community are engaged in council decision-making at the appropriate level and at the appropriate time. This will thereby ensure that the decisions taken by the council are well-informed	10-Oct-2012	

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						and fulfil our legal and statutory duties.		
Cmt7	Develop a commissioning model for commission grant funding	31-Mar-2013	Communities Manager	24-Jul-2012		<p>At their meeting in September Cabinet recommended that the Council moves from its present arrangement of funding the third sector through its Rossendale Council Grant to one of a commissioning model and that the council should consult on this issue.</p> <p>The Communities Manager has visited all of the groups presently in receipt of Rossendale Council Grant firstly to confirm that:</p> <ul style="list-style-type: none"> · Their present 'Rossendale Council Grant' funding is secured until 31st March 2014. · The Council has a significant reduction in financial resources available from central government. · Rossendale Borough Council expects to see its government funding cut by 39% over the 4 years to 15/16; during which time it will have very little opportunity to increase income streams such as council tax. · The Council needs to cut its present forecast budget of £10.9 million to £9.6 million, a £1.3million cut by 2016. <p>The Communities Manager discussed the principle of introducing a commissioning model to allocate funding that delivers agreed outcomes set by the Council and confirmed that at this stage no decision has been made as to what level of funding, if any would be available and that there were no guarantees that any of the groups presently in receipt of a Rossendale Council grant would receive funding past 31st March 2014 or be successful in securing funding via a commissioning model.</p> <p>A questionnaire was also issue to the groups seeking their views on the potential impact, if any on their organisation/group and if they would like to be involved in the development of a commissioning model.</p> <p>In the next quarter the parameters and draft</p>	16-Oct-2012	

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						framework for a future commissioning model will be mapped out including securing an understanding of what priorities could potentially be commissioned.		
CS&ICT1	Implement Local Council Tax Support Scheme	28-Feb-2013	Head of Customer Services & ICT	10-Jul-2012		We are currently 2/3 through the consultation period (6th August 2012 to 26th October 2012). Once concluded the results will be analysed and will inform the E.I.A. and final report. The report will follow the decision making process and a decision will be made by cabinet in December 2012, before the deadline on 31st January 2013. The SAT will then work closely with representatives from Capita with regard to implementation ensuring that everything is in place prior to annual billing.	27-Sep-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 migration options appraisal	30-Jun-2012	Head of Customer Services & ICT	10-Jul-2012	10-Jul-2012	Options developed, document has been to EMT for discussion, project on hold until financial approval been given to commence work.	10-Jul-2012	✔
CS&ICT4	Implement the new RBC website	31-Mar-2013	Head of Customer Services & ICT	10-Jul-2012	27-Sep-2012	The new RBC web site was successfully implemented on 4th September 2012. All content editor training has been completed. In addition it is proposed to conduct 1 2 1 bespoke training in specific service areas.	27-Sep-2012	✔
CS&ICT5	Deliver the Council's ICT Strategy	31-Mar-2013	Head of Customer Services & ICT	10-Jul-2012		The implementation plan is currently under discussion and will be aligned with the MTFP, project deliverables will also be aligned with this.	27-Sep-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		Meeting with Peel Energy and other local authorities now expected to take place in March 2013. Slippage is solely in the court of the developer due to land ownership issues.	09-Jan-2013	⚠
DC4	Review of Residential Alterations and Extensions SPD	31-Mar-2013	Planning Manager	15-Oct-2012		Residential alterations and extensions SPD review has been put on hold due to Government consultation on permitted changes which commenced in October and ended 24.12.12.	10-Jan-2013	✔

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						Rossendale Officer response was sent on the consultation and the government has indicated it will publish its response to all the consultation responses it has received in Spring 2013. Given impending potential changes to the permitted development regulations, it is considered appropriate to await the government's response before revising the document		
DC5	Income generation review	31-Mar-2013	Planning Manager	06-Jul-2012		Revised paper has now been prepared. Consultation planned in January 13 with a view to a finalised document being adopted by cabinet in March 13	10-Jan-2013	✔
F&P1	Continue to contribute fully to the exploration of a joint county-wide approach to financial information systems	31-Mar-2013	Finance Manager	01-Aug-2012		Awaiting progress by the lead authority, Chorley.	15-Jan-2013	✔
F&P2	Continue to support managers across the Council	31-Mar-2013	Finance Manager	01-Aug-2012		Continuing to investigate operational savings with Managers and better understand the impacts of localisation of Council Tax Support and NNDR	15-Jan-2013	✔
F&P3	Conclude the Customer Services Review	31-Mar-2013	Head of Finance and Property	01-Aug-2012		Joint meetings with accommodation project on-going to implement the Council decision over the next 12 months. CSR work moving into consultation with Capita on how they can assist more efficient operations. UID implementation still ongoing.	15-Jan-2013	✔
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	01-Aug-2012		Central government tax base forms have been completed and submitted within the required deadlines. Officers have digested the draft settlement notice received just before Christmas and are now feeding that into the budget consultation exercise on-going in January.	15-Jan-2013	✔
F&P5	Oversee the organisations response to the challenges of its MTFS	31-Mar-2013	Head of Finance and Property	12-Oct-2012		Further update presented to November 2012 Cabinet, this has now commenced the 2013/14 budget consultation	17-Dec-2012	✔
F&P6	Review current procedures and status for the control of "unmanaged" open space	31-Mar-2013	Property Services Manager	12-Oct-2012		Property Services to review all current data-bases, with a view to consolidation.	17-Dec-2012	⚠

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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	09-Jan-2013	The Authority's Annual Report 2011-2012 was produced in its new format in July 2012. Producing the report as soon as possible after the financial year ensures the document is up-to-date when published. The Annual Monitoring Report (Authority's Report) is available on the Council's Website. The next report is due in the Summer of 2013.	21-Dec-2012	
FP2	Preparation of an allocations / Development Management DPD and Community Infrastructure Levy charging schedule	31-Mar-2013	Planning Manager	03-Jul-2012		Consultation started on the 31 October 2012 on the proposed Green Belt and Urban Boundary Changes. The borough was broken down into three sections for Consultation starting with Rawtenstall (including Goodshaw, Loveclough, and Crawshawbooth), Waterfoot (including Cowpe, Lumb and Water) which took place 31 October to 28 November 2012. The second section to be consulted was Whitworth (including Facit and Shawforth), and Bacup (including Stacksteads, Britannia and Weir) which took place from 23 November to 21 December 2012. The final section is still open to consultation which is South West (including Helmshore, Edenfield, Ewood Bridge, Irwell Vale, Stubbins and Chatterton), and Haslingden (including Rising Bridge). Consultation on the final phase ends on the 16 January 2013. Responses are in the process of being collated.	21-Dec-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		Responses have been made to Rochdale, Bury and Calderdale on consultations on their Local Plans. We are working within Pennine Lancashire on establishing an Evidence Base framework and attend the Pennine Lancs Planning Officers Group	21-Dec-2012	
FP5	Ensure RBC input into policy development and delivery of all key infrastructure including transport.	31-Mar-2013	Planning Manager	08-Oct-2012		The situation continues to be monitored, with updates to the Evidence Base expected in the New Year	21-Dec-2012	
FP6	Rawtenstall SPD preparation and adoption	31-Mar-2013	Planning Manager	06-Jul-2012		Wider discussions are taking place with partners regarding joint venture and the bus station. The SPD cannot be developed further until these discussions are successfully concluded.	21-Dec-2012	
FP7	Income generation review	31-Mar-2013	Planning Manager	03-Jul-2012		As part of the development of Allowable Solutions,	21-Dec-2012	

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	related energy efficiency and code for sustainable homes					possible options will be considered.		
HHR10	Improving standards in Houses in Multiple Occupation	31-Mar-2013	Housing & Regeneration Manager Health	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 currently being developed). Licensing is intended to make sure that:-</p> <ul style="list-style-type: none"> · Landlords of HMOs are fit and proper people, or they employ managers who are fit and proper to manage the property on their behalf. · Each HMO is suitable for occupation by the number of people as specified under the licence. · The standard of management of the HMO is adequate and meets requirements. · High risk HMOs can be identified and targeted for improvement. <p>HMO properties are subject to annual inspections and officers have been working with the fire brigade to undertake annual inspections.</p> <p>We are expecting to see an increase in the number of the HMOs (both licensed and unlicensed) across the borough as the impact of the Welfare Reform Act start to come through. 111 Burnley Road East has recently secured planning and is now the third HMO in the borough to have a licence. The applicant worked with both the Planning and Environmental Health Officers to develop a HMO that met all the requirements and was well managed.</p>	09-Jan-2013	
HHR13	Delivery of effective services for homeless households	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012		<p>In August this year the Government has published 'Making Every Contact Count: A joint Approach to Preventing Homelessness' (http://www.communities.gov.uk/document/s/housing/pdf/2200459.pdf) which describes how Government, local authorities and voluntary sector partners can work together to prevent</p>	14-Jan-2013	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>homelessness by intervening earlier to tackle underlying issues that can lead to a housing crisis. This approach underpins the whole of the Council's homelessness services whereby the Housing Options Team carry out casework in liaison with other agency partners to resolve major housing issues at an early stage wherever possible, and at a point of housing crisis, in accordance with the Homelessness legislation. In most cases the issues are far beyond just housing as homelessness can be rooted in mental health, addiction and substance abuse and relationship breakdown.</p> <p>The forthcoming review of Rossendale's Homelessness Strategy will focus on multi agency prevention work and the continuation of funding for services to prevent homelessness such as; Private Rented Scheme Rent Bond, Spend to Save Programme and a specialist mental health worker, which are all currently funded for this purpose.</p> <p>Currently, there are major challenges for the Housing Options Team resulting from the impact of the welfare benefit changes in the private rented sector, especially the single room rate being extended to Under 35s. 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 and will form a prime focus for the service going forward. Many of these changes are negatively impacting on single people who are not always covered by the legislative homelessness safety net. Rossendale Council is working with other councils in Lancashire to develop services aimed at this client group linked to an £500,000 allocation from DCLG (to be split across the Lancashire authorities).</p> <p>The Housing Options Service is seeing an increase in the numbers of reported rough sleepers (although the numbers are still relatively low) and in vulnerable people who are struggling to</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>maintain tenancies and to cope with wider health and social issues. In several cases, the Team have asked for food and furniture donations to help people with nothing.</p> <p>Close working with the new Home Group staff team at Queen St. young people's project is working well and resulting in an improved service. A Steering Group to review any operational issues and performance is being set up and will meet quarterly. Joint working between young people agencies in the Borough is continuing to be developed to provide a more joined up and holistic service.</p> <p>From April 2013 the introduction of Universal Credit will affect housing association properties and will greatly increase the numbers affected by some form of welfare benefit reform. The Housing Options Team will be looking to develop information guidance and self-help on the website, and will be working with the Rossendale Financial Inclusion Group to develop a multi-agency response.</p>		
HHR5	Development of effective and efficient protocols within the Health, Housing and Regeneration Service with both internal and external partners.	31-Mar-2013	Housing & Regeneration Manager Health	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.	09-Jan-2013	✔
L&EU1	Develop a Policy for the control of sexual entertainment venues	31-Oct-2012	Licensing and Enforcement Unit Manager	13-Jul-2012		Consultation has ended with no responses, Policy will go to Overview & Scrutiny in February and Licensing Committee & Council in March	10-Jan-2013	✔

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		Consultation period has now ended, 9 responses were received which led to appropriate amendments. Reports for Development Control & Cabinet are currently with statutory officers for comments	10-Jan-2013	✔
L&EU3	Review Benefit Fraud Prosecution Policy	31-Mar-2013	Licensing and Enforcement Unit Manager	13-Jul-2012		Preparing for consultation	10-Jan-2013	✔
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	12-Dec-2012	Statement of principles adopted at Council	10-Jan-2013	✔
L&EU6	Further develop joint working relationships with external agencies	31-Mar-2013	Licensing and Enforcement Unit Manager	13-Jul-2012		The LEU continues to benefit from excellent joint working initiatives, quarter 3 complete and quarter 4 diarised in	10-Jan-2013	✔
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		Draft SLA with legal for consultation	10-Jan-2013	✔
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	10-Jan-2013	No longer required following single fraud investigation unit	10-Jan-2013	✔
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	10-Jan-2013	The LEU has excellent relations with DC and benefits from a planning enforcement officer, therefore the SLA is no longer required.	10-Jan-2013	⚠
LC1	Income generation review	31-Mar-2013	Planning Manager	11-Jan-2013		Income position appears to have commenced some improvement. In reviewing income generation ways, focus to be on promoting service to house builders as planning under take meetings on planning applications.	11-Jan-2013	✔
Leg1	To develop and monitor Service Standards in line with best practice	31-Mar-2013	Legal Services Manager	01-Nov-2012		Progress with this is on-going. We are developing instruction sheets with Service Areas with anticipated timescales for progressing matters from client department in line with expectations. Continuing to work with and monitor client	02-Nov-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						feedback sheet together with department checklists.		
Leg2	Undertake and report benchmarking to ensure best practice	31-Mar-2013	Legal Services Manager	01-Nov-2012		Legal Services continue to benchmark and work closely with other neighbouring and north west authorities.	01-Nov-2012	✓
Leg3	Community Governance Review	31-Mar-2013	Legal Services Manager	01-Nov-2012		This is on-going with nothing new to report at present.	01-Nov-2012	✓
Leg4	Provide training to officers on Localism Act and The Equality Act support effective implementation	31-Mar-2013	Legal Services Manager	01-Nov-2012		Training on Standards Governance Ethics and Equality was delivered on 15th May 2012 with further training to be delivered in December 2012 and May 2013.	01-Nov-2012	✓
Leg5	Advise and assist in implementation of new Standards Code of Conduct and procedure	31-Mar-2013	Legal Services Manager	01-Nov-2012		The new Governance and Standards arrangements introduced by the Localism At 2011 were introduced by the Council in July 2012. On-going advice as necessary and the necessary change to the constitution are being submitted to the next Council meeting.	01-Nov-2012	✓
Leg6	Ensure the relevant lead officers undertake equality impact assessments for the service area	31-Mar-2013	Legal Services Manager	01-Nov-2012		New Head of Legal appointed who will ensure the relevant lead officers undertake community impact assessments for the service area as appropriate.	02-Nov-2012	✓
Op2	Undertake a customer satisfaction survey and needs analysis for clinical waste service.	31-Mar-2013	Operations Manager	13-Jul-2012		Needs analysis of the questionnaire that was sent to all residents who receive a clinical waste collection from Rossendale Borough Council is currently underway.	31-Oct-2012	✓
Op3	Develop locality working within refuse collection and street cleansing	31-Mar-2013	Operations Manager	13-Jul-2012		Community consultation is currently underway.	31-Oct-2012	✓
P&P11	Review Policy areas.	31-Mar-2013	Head of People and Policy	09-Jul-2012		A number of policy areas have been review / developed during 2012-13, including: The Council's Young People's Safeguarding Policy is in the process of being refreshed. A consistent approach to dealing with safeguarding issues is being developed across Lancashire. The Council has drafted a Fostering Policy which looks to support employees who wish to become Foster parents, this Policy has been shared with	15-Jan-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>colleagues across Lancashire with a view to supporting employees across Lancashire who wish to become Foster parents.</p> <p>The Council has developed a new policy in relation to dealing with Drugs and Alcohol issues within the workplace in line with best practice and is currently being consulted on the Trade Union.</p> <p>The Council's Pay Policy Statement has been developed, approved and is now live.</p> <p>The Organisational Development Plan has been developed, approved and work commencing for next year's plan.</p> <p>A Volunteering Policy has been developed, approved and is now live providing opportunities for young people to gain work experience.</p> <p>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.</p> <p>An Honorary and Secondment Policy has been developed, approved and implemented, ensuring there is a clear and transparent approach to making any additional payments.</p> <p>The Flexi-Time Policy has been refreshed ensuring there is a consistent approach to the application of the Flexi-time Scheme.</p> <p>The Council's Equality Policy has been reviewed and update. This has been this was approved by Council in July and is now live.</p> <p>The Council's Absence Management Policy has been refreshed and is being implemented.</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>The Council's Domestic Violence Policy is currently being redeveloped to reflect best practice, recommendations from the Overview and Scrutiny Task and Finish Group, and in line with the current refresh of the Lancashire wide Domestic Violence Strategy and Rossendale's Community Safety Partnership priorities. It is expected that this will be consulted on with key partners and members accordingly in early 2013.</p> <p>A new Health and Safety Policy developed for the Management of Contractors that also includes requirement for Induction of contractors and also completion of permits to work. Extensive consultation with Facilities Management on application and introduction of this policy which have been successfully concluded.</p> <p>In house Health and Safety training modules developed [1 hour] to be used for refresher training in subjects such as risk assessment, manual handling, COSHH (Control of Substances Hazardous to Health) , safe use of PPE (Personal Protective Equipment), work at height plus various other subjects.</p> <p>Risk Assessment and First Aid policies to be shortly reviewed.</p> <p>People & Policy continue to provide on-going support and advice to colleagues in Communities and Operations regarding content of risk assessments.</p>		
P&P12	Review statement of particulars	31-Mar-2013	Head of People and Policy	01-Aug-2012		<p>The statement of particulars has been updated to address the pension changes associated with auto-enrolment. Employers must ensure that their documentation makes reference to employees being automatically enrolled into a pension scheme. In addition the document has been updated to include relevant break clauses where fixed term contracts are in place.</p>	02-Oct-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P13	Develop an Equal Pay Policy	31-Mar-2013	Head of People and Policy	01-Aug-2012		<p>Gender pay gap information</p> <p>This was one of the provisions in the equality act that the coalition government decided not to take forward. Extract from the Gov Equalities Office: <i>"The government has said that it will not require employers to publish information relating to the gender pay gap while it is working with business to increase transparency on a voluntary basis... The government believes a voluntary approach will give better information and is more likely to drive positive changes. We will annually review the number of companies releasing information and its quality to make sure it is working. If not we will look at alternatives such as commencing or amending Section 78 of the act."</i> After consultation in September 2011, the Equalities Minister launched a voluntary initiative - The aim of Think, Act, Report is to improve transparency on pay and wider workplace equality issues to help drive change, including closing down the gender pay gap. The Council already reviews its workforce statistics, annually at the end of December and will include as assessment of its gender pay gap at this stage.</p>	02-Oct-2012	✔
P&P14	Undertake Health and Safety Audits	31-Mar-2013	Head of People and Policy	01-Aug-2012		Health and Safety Audits are undertaken every two years. A programme is in place for 2012-13. Health and Safety Audits have been completed within the following areas Building Control, ICT, Customer Services, Planning and Henrietta Street vehicle workshop. Further audits are scheduled prior to end of March 2013 for Finance, the Executive Office, Legal and Democratic Services, and People and Policy.	15-Jan-2013	✔
P&P15	Review Fire Risk Assessments	31-Mar-2013	Head of People and Policy	01-Aug-2012		Fire risk assessments are completed for Clare House, New Henrietta Street vehicle workshop and Rawtenstall Market. Assessments at Henrietta Street offices and Futures Park offices are currently being undertaken.	15-Jan-2013	✔
P&P17	Maintain review of timesheets	31-Mar-2013	Head of People and Policy	01-Aug-2012		Looking to develop a new time sheet which will ensure clearer communication between payroll	15-Jan-2013	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						and operations.		
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		The head of People and Policy has met with all staff to brief them on auto enrolment.	15-Jan-2013	✔
P&P19	Produce guidance on the production of references	31-Mar-2013	Head of People and Policy	01-Aug-2012	28-Sep-2012	Guidance has been produced and circulated to all supervisors and line managers in relation to the production of references ensuring that the Council meets the requirements of the Data protection Act 1998.	02-Oct-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 & 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/needs 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. Further, individual one to one sessions on equality and diversity are available to all councillors on request to ensure that their needs are met.</p> <p>In conjunction with the Planning Advisory Service and the Local Government Association, free a Gypsies and Travellers Awareness Training Programme was held on 13th December in Rossendale. This session was open to Councillors, Council officers and public sector partners. The sessions aims were to:</p> <ul style="list-style-type: none"> · Explain the current Government's position and policies particularly on planning and enforcement · Cover the history of Gypsies and Travellers in the UK · Discuss inappropriate encampments and unauthorised developments · Consider the issues in the light of the National Planning Policy Framework (NPPF), Localism Act 2011 and the abolition of Regional Spatial Strategies (RSS) · Look at the cultural, equalities, education and 	10-Jan-2013	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>health issues</p> <ul style="list-style-type: none"> · Discuss the highly contentious issue of community opposition · Explain funding availability for provision · Explore the options available for making provision and explain the financial consequences of both action and inaction. <p>The Council is committed to ensuring all of its Councillors have undertaken Equality & Diversity training and that this is refreshed at least every 2 years or as changes in legislation require. The last induction E&D session was held on 15th May. A targeted equality and diversity training session was delivered on 13th December 2012 for those Councillors who have not yet undertaken any equality and diversity training or require refresher training. For those Councillors that were not able to attend this session, they have been invited to attend a Councillors only session being run at Bury in January 2013.</p>		
P&P21	Produce an Annual Equalities Report	31-Mar-2013	Principal Policy Officer	09-Jul-2012		The Annual Equality Report 2011-12 has been compiled. This was reviewed by the Council's Management Team in December 2012 and is scheduled to be reviewed by Performance Overview and Scrutiny on 25th February 2013 due to committee meeting schedules. The final report will be published on the Council's dedicated equality and diversity pages of its website.	04-Jan-2013	✔
P&P22	Ensure that there are a range of equality & diversity learning opportunities available to the workforce to meet needs at all levels	31-Mar-2013	Head of People and Policy	17-Jul-2012		The online training not proved successful. On this basis Principle Policy Officer will run annual E&D session for staff and Members plus an annual Equality Impact Assessment half day training course.	15-Jan-2013	✔
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		Training continues to be identified through the personal development review process.	15-Jan-2013	✔
P&P4	Review the Sustainability Community Strategy and Rossendale Forum	31-Mar-2013	Principal Policy Officer	01-Aug-2012	02-Oct-2012	The Council developed its strategic vision with partners as part of the development of the Sustainable Community Strategy in 2008. The	02-Oct-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						current position of the strategy is that the coalition government has announced plans to repeal the Duty to Prepare a Sustainable Community Strategy. This will have to be taken through the required parliamentary process before a formal decision is made. In light of this, Rossendale Council has taken the decision to suspend any activity in relation to the Rossendale Forum and the Sustainable Community Strategy until the outcome of a formal decision nationally. Until the time that this is reviewed the vision for the Borough is as detailed in the Community Strategy: "By 2018 Rossendale will have a strong communities with an enhanced environment and heritage. It will be an attractive place to live, where tourists visit and employers invest."		
P&P5	Complete new and update existing Flood Plans for Rossendale	31-Mar-2013	Principal Policy Officer	09-Jul-2012		<p>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 - now during 2013-14 or as required.</p> <p>Flooding preparation guidance and information leaflets have been produced community and neighbourhood networks have been advised. Copies are available on STAN and in the One Stop Shop, as well as on the Council's website.</p>	04-Jan-2013	✔
P&P6	Oversee CRACS including appropriate exit strategy, ensuring arrangements are in place so that future consultation needs are met	31-Mar-2013	Principal Policy Officer	09-Jul-2012		A new Community Engagement Strategy toolkit has been implemented to give guidance on how managers should engage with customers and communities. The Council's website 'Have Your Say' consultation pages provide information on the Council's consultations and how to get involved. Management Team have agreed to continue with	10-Jan-2013	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>the Collaborative Research and Consultation Partnerships with other Lancashire authorities for the provision of consultation, research and data analysis support for 2013-14. Discussions will be on-going to fully understand the Council's future consultation and research support needs before beyond this and possible options for consideration will be developed in due course.</p> <p>In line with its Equality Duty, Duty of Best Value and its Duty to Inform, Involve and Consult the Council will continue to undertake a proportionate and relevant approach to all consultation to inform its policy and decision making.</p>		
P&P7	Development of the Corporate Plan and Consultation	31-Jan-2013	Principal Policy Officer	09-Jul-2012		<p>Consultation on priorities has and continues to be undertaken and will be agreed with the Council's 2013-14 budget in February 2013. We will be developing the Corporate Plan for 1st April 2013. Consultation as appropriate will be undertaken in early 2013.</p>	10-Jan-2013	✔
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		<p>Accommodation Review - Consultation commenced with staff based at the One Stop Shop. Licensing and Planning Enforcement - Consultation and discussions have been taking place with staff in relation to if further efficiencies could be achieved.</p>	02-Oct-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		<p>All business continuity plans have been updated. Operations outstanding, once received corporate business continuity plan will be refreshed.</p>	15-Jan-2013	✔

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 2 2011-12		Quarter 2 2012-13			Gauge Aim	Trend	Latest Note	Outcome	
			Value	Target	Status	Value	Target					Status
			LI ***									
NI ***												
NI *** LAA												

PI Code
LI – Local Indicators
NI – National Indicators

Status	
	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on track to achieve the annual target.
	This PI cannot be calculated.
	This PI is a data-only PI.

Trend	
	This performance has improved compared to the previous quarters.
	This performance has worsened compared to the previous quarters.
	The value of this PI has not changed compared to the previous quarters.
	This Trend cannot be calculated.

Quarter 3 Performance Indicator Report 2012-13










Report Type: PIs Report
















Report Author: Emma Hussain

Generated on: 15 January 2013

Rows are sorted by Code

Description A clean and green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
LI 82ai	% of Household Waste Recycled	Business Support Manager	23.50%	28.50%		22.97%	28.50%		28.50%	Aim to Maximise		The recent trends in the economic climate have 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 us failing to meet our recycling targets. There has been a slight increase from the previous quarter due to spending habits associated with Christmas.	Marginally Below Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	14.56%	9.50%		14.48%	9.50%		9.50%	Aim to Maximise		The figure is low due to the seasonal climate.	Exceeding Target
LI OP 2a (i)	Average Fuel Usage (Paper)	Operations Manager	6,317.6	6,142.55		7,425.9	6,438.18			Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years.	

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
LI OP 2a (ii)	Average Fuel Cost (Paper)	Operations Manager	£7,099.71	£6,922.36		£8,397.34	£7,321.52		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years. Through the quarter there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.		
LI OP 2b (i)	Average Fuel Usage (Glass, Cans & Plastics)	Operations Manager	6,927	6,694.75		7,604.9	7,012.78		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years.		
LI OP 2b (ii)	Average Fuel Cost (Glass, Cans & Plastics)	Operations Manager	£7,783.74	£7,544.19		£8,593.90	£7,977.12		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years. Through the quarter there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.		
LI OP 2c (i)	Average Fuel Usage (Garden Waste)	Operations Manager	5,477.8	5,652.8		6,622.4	4,695.6		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years.		
LI OP 2c (ii)	Average Fuel Cost (Garden Waste)	Operations Manager	£6,147.91	£6,371.10		£7,487.20	£5,325.49		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data.		

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
											This year's data will be analysed to ensure that challenging targets are set for future years. Through the quarter there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.		
LI OP 2d (i)	Average Fuel Usage (Residual)	Operations Manager	17,126.5	17,168.65		16,961.9	17,221.2		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years.		
LI OP 2d (ii)	Average Fuel Cost (Residual)	Operations Manager	£19,237.70	£19,351.11		£19,073.17	£19,587.72		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years. Through the quarter there has been a steady increase in the cost per litre for fuel which has an adverse impact on this figure.		
LI OP 2e (i)	Average Fuel Usage (Street Sweeping Activities)	Operations Manager	10,415.6	10,886.05		10,812.1	10,233.6		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years.		
LI OP 2e (ii)	Average Fuel Cost (Street Sweeping Activities)	Operations Manager	£9,801.76	£10,215.85		£9,926.70	£9,695.69		Aim to Minimise		This was a new local indicator created last year therefore no baseline data was available, the target for this PI has been drawn from an average of last year's data. This year's data will be analysed to ensure that challenging targets are set for future years. Through the quarter there has been a steady increase in the cost per litre for		

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
											fuel which has an adverse impact on this figure.		















Description A healthy and successful Rossendale
















PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
NI 16 LAA	Serious acquisitive crime rate	Communities Manager; Chief Executive Directors	2.3	3		1.95	3			Aim to Minimise		Based upon a population of 67,982, SAC total of 156	On Target
NI 20 LAA	Assault with injury crime rate	Communities Manager; Chief Executive Directors	1.2	1.35		1.3	2		2	Aim to Minimise		Based upon a population of 67,982, VWI total of 95.	
NI 155 LAA	Number of affordable homes delivered (gross)	Housing & Regeneration Manager Health; Planning Manager; Strategic Housing and Partnerships Manager	Not measured for Quarters			Not measured for Quarters				Aim to Maximise			Below Target

Description Responsive and value for money local services

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
CS2	Customer waiting times in the one stop shop	ICT Technical Support Officer; Service Assurance Manager	6mins	10mins		9mins	10mins		10mins	Aim to Minimise		The footfall recorded for the month of December was 2,573, a decrease of 600 from the month of November. The breakdown of the figure is as follows: Council tax queries 267, Housing Benefit queries 985, GreenVale Homes customers 215 and other council services 1,106. There was no waiting time recorded due to some technical difficulties with the software. This has been reported and will be addressed in due course.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	ICT Technical Support Officer; Service Assurance Manager	78%	70%		78.36%	70%		70%	Aim to Maximise		Performance has improved this month as expected and exceeded target.	
CS6	% of abandoned calls - Coventry Call Centre	ICT Technical Support Officer; Service Assurance Manager	2%	2.5%		3.6%	2.5%		2.5%	Aim to Minimise		The quarterly outturn is disappointing this quarter, but a high volume of abandoned calls came from 27/12/11, which was a statutory holiday	Exceeding Target
LI 8	% of invoices paid on time	Finance Manager	98.68%	97.50%		97.57%	98.00%		98.00%	Aim to Maximise			On Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team	57.92%	57.68%		57.76%	57.68%		97.80%	Aim to Maximise		Target was surpassed this month by 0.25% which is excellent as the Christmas period proves a difficult time to collect Council Tax. It is hopefully an indication that households are attempting to treat council tax as a priority debt. Direct Debit take-up remains high at 73.62%. This strong performance is a great boost as we now move into the last quarter of 2012/13.	On Target

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	60.92%	63.58%		61.76%	60.92%		98.00%	Aim to Maximise		NNDR collection remains buoyant at the end of quarter 3. It is envisaged that quarter 4 will be a difficult time for collection due to the economic climate businesses are operating in. Many of the debts outstanding are subject to recovery action. A winding up order was made on the 14th December against the authority's largest debtor.	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Payroll Manager	2.86	4.00		4.09	4.00		8.00	Aim to Minimise		long term sickness 20 days or more is 4.16 days per fte & short term 4 periods or 10 days is 2.07 days per fte	On Target
LI 64	(LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	Administration Assistant - Regeneration; Housing & Regeneration Manager Health; Strategic Housing and Partnerships Manager				14.00				Aim to Maximise			Exceeding Target
LI 76c	Housing Benefits Security number of fraud investigations	Licensing and Enforcement Unit Manager; Senior Enforcement Officer - Licensing	10.00	120.00		46.00	120.00			Aim to Maximise		Q1=36, Q2=46, Q3=31 / target of 80 for each quarter. Target is unlikely to be achieved as there has been a reduction in the number of HBMS and ATLAS changes received, no NFI referrals. This is likely to be due to mergers as a result of preparations for the Universal Credit in April.	Exceeding Target
LI 76d	Housing Benefits Security number of prosecutions & sanctions	Licensing and Enforcement Unit Manager; Senior Enforcement Officer - Licensing	1.00	11.00		8.00	12.49			Aim to Maximise		6 Cautions and 3 successful prosecutions during this quarter	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
LI 79a	Accuracy of processing - HB/CTB claims	ICT Technical Support Officer; Service Assurance Manager	98.00%	93.00%		95.40%	93.00%		93.00%	Aim to Maximise		The accuracy rate has achieved target ensuring that claims are assessed correctly first time. It is pleasing to note that this has been achieved despite increasing complexities of the scheme and increased volumes of work through ATLAS. Work to improve accuracy rates continues to be undertaken with refresher training for staff on a regular basis. All errors identified are communicated back to staff to assist with training	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	47.94%	82.03%		69.12%	65.00%		65.00%	Aim to Maximise		Target again exceeded this quarter ensuring that overpaid housing benefit is being recovered.	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	10.37%	11.49%		12.75%	10.00%		40.00%	Aim to Maximise		This outturn is a measure against the total outstanding debt and created in a 3 month period against what has been recovered in the same 3 month period. Subsequently the outturn is relatively low, but this is comparable with other local authorities.	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	75.00%	68.00%		100.00%	68.00%			Aim to Maximise		3 out of 4 determined in time	On Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	86.00%	85.00%		93.00%	85.00%			Aim to Maximise		21 out of 24 determined in time	On Target

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	95.00%	90.00%		96.00%	90.00%			Aim to Maximise		40 out of 41 determined on time	On Target
LI OP 1	Missed Collections of bins not returned within 24 hours	Operations Manager	191	105		190	105			Aim to Maximise		This is a new indicator and once the data has been gathered over a long period of time, the target will be reviewed to ensure that it is challenging.	
NI 181(a)	Time taken to process Housing Benefit/Council Tax Benefit new claims	ICT Technical Support Officer; Service Assurance Manager	20.4	28.0		27.6	25.0		25.0	Aim to Minimise		Performance has been achieved this quarter despite the holiday season and technical difficulties receiving information from DWP>	On Target
NI 181(b)	Time taken to process Housing Benefit/Council Tax Benefit change events	ICT Technical Support Officer; Service Assurance Manager	7.4	17.0		10.7	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 claimant's circumstances are changing more often as they take temp jobs.	On Target
STAN 1	Number of people accessing STAN	Service Assurance Manager	951	360		337	360		1,440	Aim to Maximise			Exceeding Target
STAN 2	% of customers satisfied with the service received from STAN	Service Assurance Manager	97.56%	70%		97.52%	80%		80%	Aim to Maximise		Customer satisfaction with the service we provide via STAN continues to remain high. 264 customer satisfaction surveys were issued during the 3rd quarter, 112 were returned. This represents a 42.42% response rate. Of those returned only one customer expressed a level of dissatisfaction but this was due to 3rd	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
											<p>party. (i.e. agency/organisation)Customer had not received the information that was sent to them in the post. The information was sent again. This time the customer received it and was happy. Cases where a customer expresses dissatisfaction on a survey form are followed up in order to achieve a positive outcome for the customer.</p> <p>Feedback from STAN customers during quarter 3 include:</p> <p>"Your staff were not only helpful, compassionate but friendly to which helped to put me more at ease with my situation. They also answered honestly any queries I had. My grateful thanks to them for that."</p> <p>"The staff were very helpful and they made you feel comfortable and were very good. Hope they keep doing what they do as they do help people like myself. Thank you all for helping me. Also, we could do with more people like the staff on STAN."</p> <p>"STAN staff actually LISTEN. Those people (on STAN) were brilliant. We could use a lot more like them to get this valley back on track. I was very impressed with both staff and service. Lots of common sense and a really good knowledge of available help/services. Lets have more of them! Get rid of the halo for scrap and finance another van!"</p> <p>"Nothing was any trouble to them. Within one week of seeing STAN, the DWP had arranged a visit. My pension is now being upgraded and I will get help with glasses. I am very grateful. Thank you."</p> <p>"The service on STAN the van is fantastic. I would just like to say Keith (Charnock) who I dealt with is a top man. Anything I wanted to know he would always find out for me.</p>		

PI Code	Short Name	Responsible Officers	Quarter 2 2011-12			Quarter 2 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2011/12			Q2 2012/13							
			Value	Target	Status	Value	Target	Status					
											They are so friendly and helpful. Please keep STAN the van going. Don't know what I would have done without them."		

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 3 Risks Report 2012-13

Report Type: Risks Report




Report Author: Emma Hussain




Generated on: 15 January 2013

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; Housing & Regeneration Head of Health	4	D	4	D	3	E	31-Mar-2012	Officers are working with partners and National advisory agencies to mitigate this risk.	09 Oct 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	Housing & Regeneration Head of Health	1	C	1	C	1	C	30-Apr-2012	The National economy continues to have a direct effect on inward investment.	14 Jan 2013	
HHR3	The number of long term empty properties increases	Housing & Regeneration Head of Health	3	C	3	C	4	F	31-Mar-2012	Officers are working with partners and National advisory agencies to mitigate this risk.	09 Oct 2012	
HHR4	Private water supply regulation not implemented	Environmental Health Manager; Housing & Regeneration	3	E	3	E	5	E	31-Mar-2012	Officers are working on an implementation plan to deliver the regulations over the next four years.	12 Oct 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
		Head of Health										
Plan1	Failure of Delivery of the LDF	Planning Manager; Principal Planner Forward Planning	1	F	1	F	1	F	31-Mar-2012	Some slippage due to the amount of sites submitted. Work is on-going. It is anticipated that the small amount of slippage will be caught up later in 2013, and it is expected that we will update the Local Development Scheme shortly.	21 Dec 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	New officer in post who is reviewing work strategy and commencing work on tasks identified in the strategy. Some slippage but still within revised timescales	11 Jan 2013	
Res6	None viability of the Business Centre	Head of Finance and Property	3	C	3	C	4	D	31-Mar-2012	Consolidation of accommodation and OSS needs will ensure the buildings sustainability.	17 Dec 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 implement changes to the fee legislation	Building Control Manager	4	E	4	E	4	F	31-Mar-2011	Quarterly reports and discussion with finance accounts manager and building control manager to monitor income/expenditure to ensure self financing of the trading account is achieved. Changes to fee legislation implemented May 2012 to ensure charges made for building regulations function covers cost of service.	02 Oct 2012	
CS&ICT1	Information security breach and removal of	Head of Customer Services &	1	D	1	D	1	C	31-Mar-2012	There has been no change to this risk since quarter 1. RBC have met the GCF standard, work is	02 Nov 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
	access to DWP information (which is required to delivery revenues and benefits services) as a result of failure to meet Government Connect required standards	ICT								commencing on determining the next stage that involves the public sector network. RBC have two years to decide on the PSN. Also the Siro function has been implemented as part of the information governance process.		
Elec1	Failure to acquire timely and accurate documentation within statutory timescales ie poll cards, postal ballot packs	Elections Manager	2	E	2	E	2	F	31-Mar-2012	Election Plans for the County Council elections being held on 2 May 2013 are well underway and will be monitored by the Electoral Commission when complete. Statutory timescales included in the plans ensure that deadlines are met.	10 Jan 2013	
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	5	A	5	A	4	A	31-Mar-2012	Polling stations to be used in May 2013 will be booked during January so that any issues arising can be addressed by the Returning Officer well in advance of the election.	10 Jan 2013	
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.	10 Jan 2013	
Elec4	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	1	E	1	E	1	F	31-Mar-2012	Election plans are being produced for the County Council elections to be held on 2 May 2013. The Returning Officer for these elections is the Chief Executive at Lancashire County Council with Helen Lockwood being Deputy Returning Officer in charge of the running of the election in Rossendale. The elections will be run in line with the relevant legislation and performance will be monitored by the Electoral Commission.	10 Jan 2013	

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
Leg1	Fraud and Corruption	Executive Director for Business	2	E	2	E	2	E	31-Mar-2012	New Head of Legal 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	31 Oct 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	31 Oct 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	Revised H&S Statement of Intent has been issued to staff. Risk Assessments and Safe Systems of work are continually updated and developed as work practices change, following advice from the Corporate Health and Safety Advisor and in conjunction with Union representatives.	31 Oct 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	Public consultation is underway and the Member Task and Finish Group on Street Cleansing has now reported. This feedback is informing a review of services which will be delivered in 2013/14.	31 Oct 2012	
Plan3	Budget reduced by reduction in fees from Development	Planning Manager; Principal	2	E	2	E	2	D	31-Mar-2012	Similar to report in last quarter. Planning income from applications as remained ahead of budget target for	11 Jan 2013	

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
	Control and Land Charges due recession	Planner Development Control								the year. Land charges income shows some signs of improvement		
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	Performance in quarter 2 has been as follows: Majors 100% Minors 93 % Others 97 % Business plan target therefore on course	15 Oct 2012	
Res1	Pay to benefits & creditors and staff plus Income collection	Finance Manager	3	D	3	D	2	F	31-Mar-2012	PayAway upgrade booked for 5th February so that mobile BACs payment will be fully operational again.	15 Jan 2013	
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 3.	15 Jan 2013	
Res2	The Council does not achieve the financial savings identified in the MTFS which are necessary to deliver its priorities within a balanced budget	Finance Manager	3	D	3	D	4	D	31-Mar-2012	Various initiatives presented to members during November 2012. Underlying funding gap forecast at £1m	17 Dec 2012	
Res3	Unmanaged open spaces and land	Head of Finance and Property	2	D	2	D	2	E	31-Mar-2013	Following the O&S, next years register will refer to: Maintenance, security and management of Council's open space and estate	17 Dec 2012	
Res4	Equal Pay Claims	Head of People and Policy	3	D	3	D	4	F	31-Mar-2012	People and Policy continue to provide robust advice.	15 Jan 2013	
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.	15 Jan 2013	
Res7	Litigation due to	Head of	4	E	4	E	4	E	31-Mar-2012	Audits of service areas progressing,	15 Jan 2013	

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
	Health & Safety Breaches	People and Policy								Health and Safety escalating concerns.		
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	Construction completed	17 Dec 2012	
Res9	Failure to ensure Business Continuity	Head of Finance and Property; Head of People and Policy	2	D	2	D	2	F	31-Mar-2012	Business Continuity remains under constant review particularly by the Finance Manager and Exchequer manager in areas of Finance. Current required upgrades required for remote working via Laptop have necessitated interim BC arrangements.	17 Dec 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 October – December 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 30/09/2012	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
Resources	People & Policy	Executive Office				
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services				
		Property Services	1		1	
Place	Operations	Refuse & Cleansing	2	4	6	
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery		3	1	2
		Capita- Council	1	2	3	

Head of Service	Service Area	Team	Complaints O/S at 30/09/2012	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Tax				
		Capita - Call Centre				
		Capita - Benefits		4	4	
		Capita – NNDR				
		Capita - OSS		1	1	
		ICT				
		Customer Service				
	Communities	Community Safety				
		Community Engagement				
		Service Development				
Locality Teams			1	1		
Business	Health, Housing & Regeneration	Regeneration Delivery				
		Regeneration Progs		1		1
		Economic Development				
		Traffic & Parking				
		Environmental Health				
	Legal	Legal Services				
		Committee & Member Services		2	1	1
		Elections				
		Public Protection				

Head of Service	Service Area	Team	Complaints O/S at 30/09/2012	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Unit				
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control		3	3	
		Land Charges				
		Total	4	21	21	4

* NB We have had 2 complaints in relation to Highways which were referred to LCC

7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	3
2	Poor communication	1
3	Delayed response/lack of response	1
4	Complaint against a named officer	1
5	Complaint received via MP	0
6	Complaint received via Councillor	0
7	Complaint about RBC policy or procedures	15
	No type of complaint assigned	
	Total	21

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

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st October to 31st December 2012)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place	Council Tax recovery	1	0	1	0
	Communities	0	1	0	1
Business		0	0	0	0
Executive		0	0	0	0
	Total	1	1	1	1

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 October - December 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:			
			January – March 2012	April – June 2012	July – September 2012	October – December 2012
Chief Executive	People & Policy	Human Resources				
		Policy & Performance		1		
		Communications				
	Finance & Property	Financial Services				
		Property Services	1			1
Place	Operations	Refuse & Cleansing	6	3	1	1
		Emergency Planning				
		Parks & Open Spaces				2
	Customer Services	Capita - Council Tax Recovery				
		Capita – Business Rates				
		Capita - Council Tax				

		Capita - Call Centre				
		Capita - Benefits		1		
		Capita - OSS				
		ICT				
		Customer Services		1	3	
		STAN the Van	24	26	35	35
	Communities	Community Safety				
		Community Engagement				
		Emergency Planning				
		Service Development				
		Locality Teams	3	4		7
Business	Health, Housing & Regeneration	Regeneration Delivery				
		Regeneration Progs				
		Economic Development				
		Environmental Health		3	4	1
		Traffic & Parking				
	Legal	Legal Services	1	1	2	
		Committee & Member	8		2	

		Services				
		Elections	13	2	5	2
		Public Protection Unit	1	1	1	
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control	5	5	11	3
		Land Charges			1	
Total			62	48	65	52