

How are we making a difference to our communities?

Integrated Performance Report Quarter 4 (January to March 2013)

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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 – Corporate Plan Actions, Covalent Report

Section 4 – Performance Indicators, Covalent Report

Section 5 – Performance Indicator Action Plans

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

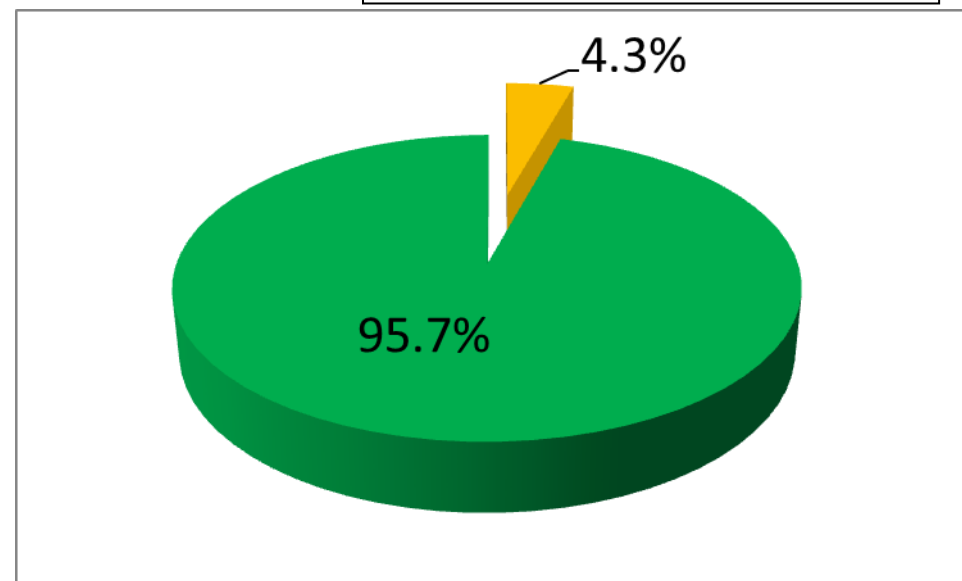
This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.

1.1 Rossendale Council's Corporate Business Plan – project implementation

The actions contained in the Corporate Business 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.

Are we achieving the actions set out in the Councils Corporate Business Plan?





Corporate Business Plan Actions			
Legend	Status	No.	%
Green ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	89	95.7%
Amber ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	4	4.3%
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%
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1.2 Performance Indicators – achieving targets?

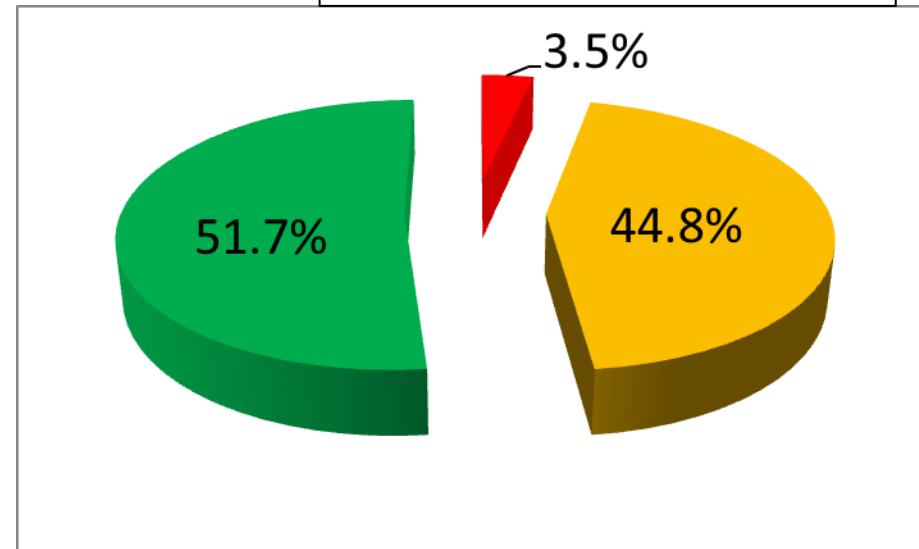
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators, 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	12	50%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	5	20.8%
Below Target		The performance indicator is currently more than 5% of achieving its target	5	20.8%
Unknown		The status cannot be calculated	2	8.4%
Total for Quarter 4			24	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	15	51.7%
Amber ⚠	The likelihood and impact of the risk is medium	13	44.8%
Red ●	The likelihood and impact of the risk is high	1	3.5%
Unknown ?	The status cannot be calculated	0	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 Business Plan Actions	8	8	100%	0	0%	0	0%	0	0%
Performance Indicators	24	12	50%	5	20.8%	5	20.8%	2	8.4%
Risks	1	0	0%	1	100%	0	0%	0	0%
Total	33	20	60.6%	6	18.2%	5	15.1%	2	6.1%

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 Business Plan Actions	17	17	100%	0	0%	0	0%	0	0%
Performance Indicators	2	2	100%	0	0%	0	0%	0	0%
Risks	6	2	33.3%	3	50%	1	16.7%	0	0%
Total	25	21	84%	3	12%	1	4%	0	0

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 providing responsive and value for money services?

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	68	64	94.1%	4	5.9%	0	0%	0	0%
Performance Indicators	20	10	50%	4	20%	4	20%	2	10%
Risks	22	13	59.1%	9	40.9%	0	0%	0	0%
Total	110	87	79.1%	17	15.5%	4	3.6%	2	1.8%

Section 4 – Implementing the Council's Corporate Business Plan

This section of the report provides a detailed performance up-date against each of the actions in the Council's Corporate Business 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 4 Action Report 2012-13

Report Type: Actions Report
Report Author: Katie Gee_Admin
Generated on: 24 April 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		The project has been completed. However, there are some remedial works to be carried out in early summer 2013 to ensure the site achieves the high standard required. Works include levelling and over seeding grass areas, replanting plants lost due to damage and vandalism, formalisation of some desire lines to prevent further erosion to soft landscaping and resetting of loose flags after winter frost heave.	10-May-2013	✓
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		Actions being progressed with agreed action plan	09-May-2013	✓
DC2	Provide input into Town Heritage Initiative phase 2 bid development for Bacup	31-Mar-2013	Planning Manager	06-Jul-2012		On target for the bid timescales.	09-May-2013	✓
FP4	Coordinate and implement an agreed action plan as the Council's response to environmental and climate change issues including bidding for funding. Responding to the	31-Mar-2013	Planning Manager	03-Jul-2012	08-Apr-2013	The Council's Green Team continue to identify ways to implement the broader Action Plan. Among recent completed actions are installation of Solar panels at Futures Park and driver training in more fuel efficient driving techniques. The Council, through the Regeneration Team, has	08-Apr-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	government's green deal.					<p>been involved in promoting Community Energy Switching together with other Lancashire authorities.</p> <p>Overall implementation is progressing but available resources remain a challenge.</p>		
HHR8	Implement the Declaration of Air Quality Management Areas.	28-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012	16-Apr-2013	<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 modeling 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 notified those affected by the declaration as well as publicising the declaration.</p>	16-Apr-2013	
HHR9	Revision of the Contaminated Land Strategy	12-Mar-2013	Housing & Regeneration Manager Health	09-Jul-2012	16-Apr-2013	<p>There is currently on-going consultation on the development of national guidance to support Local Authorities in making decisions on when land should be remediated. This guidance will feed into the Council's existing Contaminated Land Strategy (as it identifies criteria for classing potentially contaminated land under four classes / degrees of contamination). This guidance is expected to be released Summer 2012 and work on the Contaminated Land Strategy will commence then.</p>	16-Apr-2013	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
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.	09-May-2013	✓
P&P1	Implement a Travel at Work Policy	31-Mar-2013	Principal Policy Officer	09-Jul-2012		A new car user policy has been agreed with the Trade Union effective from 1.4.2013. Work will progress into 2014 re the Travel at Work Policy.	10-Apr-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> <p>Worked with other local authorities on the route to share the costs of the event where possible.</p> <p>Engaged with local organisations, churches, community groups, activity groups, schools, bands, and individuals and supported them to be involved in the event, from animating the route to</p>	12-Jul-2012	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>providing entertainment and activities, before during and after the event.</p> <p>Communicated the event throughout the borough (supported by regional and national publicity) including providing thorough information in a variety of media about how to get there, infrastructure on the day, avoiding traffic delays, and ensuring all residents and businesses on or close to the route directly affected had a full understanding of the event, with extra support offered to vulnerable residents.</p> <p>Worked with transport organisations, health authority, ambulance service, and fire service with regard to minimising disruption to public transport and vital services.</p> <p>Recruited, trained and managed a team of council staff and volunteer marshalls 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 Alcohol Action Team (LDAAT) funding for diversionary activities	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 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.	10-Jan-2013	✓
Elec1	Administer Borough, Parish, and by-elections; Polling	31-Mar-2013	Elections Manager	02-Jul-2012	29-Mar-2013	County Council election plans and Electoral Commission performance submissions are up to	11-Apr-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	district review and referendum.					date and the elections are being run in conjunction with Lancashire County Council.		
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	16-Apr-2013	This is an ongoing relationship with the Lancashire enterprise Partnership and involves developing and supporting initiatives which enhance the economy of Lancashire which in turn benefits local people and businesses. it also provides an opportunity to access funding provided by Central Government for example Regional Growth Fund and the Growing Places Fund which we couldn't access directly as a local authority. An Economic Development Directors groups sits below the LEP and is Chaired by Lancashire County Council.	16-Apr-2013	✔
HHR11	Development of a Park Homes Strategy and Action Plan	28-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012	16-Apr-2013	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 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. Following a Government Select Committee in	16-Apr-2013	✔



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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	16-Apr-2013	<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. 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 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. The Rossendale Tenancy Strategy was adopted by Cabinet in March 2013. http://www.rossendale.gov.uk/meetings/meeting/743/cabinet.</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</p>	16-Apr-2013	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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 Rockliffe Road, Bacup; Acre Mill, Stacksteads; and Ashley Court, Whitworth. Preparatory work to support planning application submissions has commenced for Facit Mill, Whitworth; Burnley Road, Bacup, Mytholme 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.		
HHR14	Delivery of the Safe Houses Pilot Programme	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012	16-Apr-2013	<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 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</p>	16-Apr-2013	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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 have established a working group with the Rossendale Domestic Abuse Partnership and have identified 2 properties to support the pilot and are currently seeking funding from the Childrens Trust to support Victims and their families.</p>		
HHR15	Improved delivery of support mechanisms and assistance for vulnerable people	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012	16-Apr-2013	<p>At the end of Qtr.4 we have 24 cases at various stages in the system such as awaiting planning approval, top up funding from LCC and out to tender. We have 31 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 2013/14. The preliminary budget for 2013/14 that we are working to is £466,717k (which is made up from £357,717k from Central Government and £109,000 carried forward for works in progress from 2012/13). Green Vale Homes have also committed up to £200k for adaptations to their properties.</p> <p>During Qtr. 4 the service completed:-</p> <ol style="list-style-type: none"> 1) 21 Disabled Facilities Grants. 2) 18 Adaptations to Green Vale Home properties funded by Green Vale Homes. 3) 112 minor adaptations funded via Lancashire County Council's Social Services Directorate (under £500.00) 	18-Apr-2013	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>For the full financial year 2012/2013 the service completed:-</p> <ol style="list-style-type: none"> 1) 98 Disabled Facilities Grants. 2) 52 Adaptations to Green Vale Home properties funded by Green Vale Homes. 3) 489 minor adaptations funded via Lancashire County Council's Social Services Directorate (under £500.00) <p>The Home Improvement Agency Managed by St Vincents HomeCare and Repair provided the following:</p> <ol style="list-style-type: none"> 1) 217 jobs completed during the year as part of their core service 2) 241 jobs completed by the Handyperson 3) 578 jobs completed through the minor adaptations contract with Lancashire County Council 4) 113 jobs completed to provide home safety equipment <p>The Homecare and Repair service was also selected as our delivery partner for the Warm Homes Health People scheme which delivered the following to local residents.</p> <ol style="list-style-type: none"> 1) Delivered 334 warm homes packs direct to service users and a further 39 were collected by service users. 2) Delivered 518 warm homes packs packs to partner agencies 3) Provided and fitted radiator reflector panels and/or draughtproofing to over 300 homes. 4) Supplied 91 replacement electric blankets. 5) Supplied electric fan heaters for emergency needs. We arranged for servicing to gas heating systems in 27 homes and essential repairs and modifications as identified 		
HHR2	Lead and deliver initiatives to	31-Mar-2013	Housing &	09-Jul-2012	16-Apr-	The Council is developing a number of initiatives to	16-Apr-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	redevelop and improve the economic prospects of Rossendale's Town Centres		Regeneration Head of Health		2013	<p>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 and has developed a year 1 programme which was approved by Cabinet in March 2013. An Operational Group has been established to support the Board and this group is responsible for the delivery of the agreed JV programme. http://www.rossendale.gov.uk/meetings/meeting/743/cabinet</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 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 workplan for Rawtenstall.</p> <p>Rawtenstall Town Square The site continues to be a popular site for events and Markets. The Easter Markets were both successful and there is now a programme of future</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						events throughout the year.		
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	16-Apr-2013	<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 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>	16-Apr-2013	
HHR4	Development of Rossendale's Visitor & Cultural activities.	31-Mar-2013	Housing & Regeneration Head of Health	10-Jul-2012	16-Apr-2013	The Council is working in partnership with the Rossendale Tourism 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	16-Apr-2013	



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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> <p>In addition a Lifestyle Sports Group has been established consisting of representatives from the equestrian, cycling walking and skiing sectors. The role of the group is both as a strategy group, articulating a long term vision, and as a working group, adding capacity and joining up initiatives to promote the opportunities for these pastimes which are available in Rossendale.</p>		
HHR6	Delivery of the Vacant Property Strategy	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012	16-Apr-2013	<p>The service chairs and co-ordinates the action of the Vacant Property Task Group (comprising all Council Depts.). The task group has pulled together a working spreadsheet of all the properties that officers are dealing with as a Council as there tends to be some crossover with officers from different departments. Through the group, departments can work more effectively to deal with properties through an agreed course of action that is identified collectively. New properties and land are brought to the meeting (6 week basis) and action plans for each property / land with a lead department are identified - this saves on duplication of work and saves officer time in serving the most appropriate notice for the circumstances. The group has an active</p>	16-Apr-2013	

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						<p>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 the Private Water Supply Regulations 2010	28-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012	16-Apr-2013	<p>Following the adoption of the Private Water Supply Regulations 2009 at full Council in early 2011. The team are implementing the inspection plan which will initially 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 are sent to homeowners notifying them of charges and inspection programme for the next four years over the coming months. However, those residents who</p>	16-Apr-2013	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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	10-Apr-2013	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.	10-Apr-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	31-Mar-2013	The website is now being updated with all events. In addition a "Rossendale Whats On" is now being produced and circulated within the Council, externally and to the Media.	10-Apr-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	31-Mar-2013	The Young People Service has been offering outreach activities for young people in Rossendale's parks. Fusion Project is continuing	10-Apr-2013	✓

Description Responsive and value for money local services

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
C&MS1	Promote democracy and equality.	31-Mar-2013	Committee and Member Services Manager	02-Jul-2012	28-Mar-2013	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	02-Apr-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						mock election activity and another school visited the council offices and participated in a mock committee and session on decision making within the council.		
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	28-Mar-2013	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 68% of those required to undertake a personal development plan review have completed their review (target 75%) it is expected that more than 75% will be achieved in the next few weeks as 8 reviews have recently expired and are awaiting return. There is also a dedicated Committee and Member Services Officer who promotes development opportunities to members through the Members' Bulletins, Annual Training Schedule and Member Training Programmes.	02-Apr-2013	
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	28-Mar-2013	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 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 ongoing as and when further guidance is released. The Constitution has been updated with the required amendments.	02-Apr-2013	




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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	28-Mar-2013	Committee agendas have been published within the required deadlines and have met the Access to Information Requirements. 87% of minutes were published within 4 working days of the meeting. Some late minutes were published in draft format prior to final publication.	02-Apr-2013	✔
C&MS5	Undertake benchmarking exercise in relation to C&MS	31-Mar-2013	Committee and Member Services Manager	02-Jul-2012	27-Feb-2013	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. The Remuneration Panel Report was approved at the February Council meeting.	02-Apr-2013	✔
Cmt1	Undertake a service improvement review of Street Cleansing services	31-Mar-2013	Locality Manager	12-Jul-2012		<p>As part of the on-going street cleansing and operations review, and taking account of changes in staffing and capacity, there has been a management change in the council's street cleansing services which were part of the Communities Team. The Street Cleansing Team Leader will continue to manage the Town Centre Caretakers and Mobile Gangs (who empty litter bins and collect fly-tipping), but is based in the Operations Team and is supported by Operations Management and Locality Officers. He in turn is providing support to the wider operations services.</p> <p>The street litter bin review is on-going, with options being considered about location of bins, number of bins, frequency of collection and collection arrangements.</p> <p>Litter picking and litter bin emptying is being reviewed in line with the wider operational review, to look at most efficient use of resources.</p>	14-May-2013	✔
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	10-Jan-2013	✔


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						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.		
Cmt5	Refresh Community Engagement Strategy	31-Jul-2012	Locality Manager	13-Jul-2012	10-Oct-2012	<p>Full Council on 23rd September 2012 formally approved the adoption of the Community Engagement Strategy and Toolkit.</p> <p>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.</p> <p>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 and fulfil our legal and statutory duties.</p>	10-Oct-2012	✓
Cmt7	Develop a commissioning model for commission grant funding	31-Mar-2013	Communities Manager	24-Jul-2012		Following consultation with current grant recipients, proposals for commissioning are now being developed.	09-May-2013	✓
CS&ICT1	Implement Local Council Tax Support Scheme	28-Feb-2013	Head of Customer Services & ICT	10-Jul-2012		On 12th December 2012, full Council approved a CTS Scheme with a 20% reduction after entitlement had been assessed. The Council also	22-Feb-2013	✓

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						approved that the LA apply for central governments one year transitional grant, which would mean that the reduction would be 8.5% for 13/14. This grant has been applied for. All software needed to implement our Local scheme has been purchased and installed on test. Testing has not identified any issues. Annual year end testing is also taking place in preparation for the Council tax bills to be sent out to customers in March. Letters have been sent to people currently in receipt of CTB advising them of the outcome of the consultation and how this will affect them. We will also be sending all previous CTB now CTS recipients a further letter advising them that the bill they have received is correct and ways they can pay. The letter will also provide advice re where to seek help if experiencing difficulty in paying. The implementation of this project is nearly complete and everything is in place for go live on 1st April 2013.		
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 awaiting 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	30-March-2013	The RBC ICT strategy has been developed, agreed and actions implemented in accordance with all the prescribed timescales.	14-May-2013	✔
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		Confirmation is still awaited from the Developer that they will look to proceed with a PPA	09-May-2013	⚠

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DC4	Review of Residential Alterations and Extensions SPD	31-Mar-2013	Planning Manager	15-Oct-2012		Review to roll forward once confirmation of the government's proposed changes to the General Permitted Development Order is confirmed.	09-May-2013	✔
DC5	Income generation review	31-Mar-2013	Planning Manager	06-Jul-2012	30-Mar-2013	Cabinet approved the policy at March cabinet and income from this approach has commenced being received	09-May-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		Update to last Lancs CFOs indicated that this project has been placed on hold due to lack of interest across other authorities at a time when projects which may result in larger savings have to be prioritised. The project may resume at a later date.	06-Feb-2013	✔
F&P2	Continue to support managers across the Council	31-Mar-2013	Finance Manager	01-Aug-2012		Month 11 monitoring is now reporting a £480k favourable variance and the budget for 2013/14 has been set.	11-Mar-2013	✔
F&P3	Conclude the Customer Services Review	31-Mar-2013	Head of Finance and Property	01-Aug-2012		No further progress in the customer Services Review until the overall accommodation strategy concludes the physical move to Futures Park.	11-Mar-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	06-Feb-2013	All finance input on this action is now complete and awaiting final budget confirmation from Members in February. Monitoring methodologies for 2013/14 have been developed to ensure that the key variable elements are examined on a monthly basis.	06-Feb-2013	✔
F&P5	Oversee the organisations response to the challenges of its MTFS	31-Mar-2013	Head of Finance and Property	12-Oct-2012		An update to the MTFS was included and published in the February 2013 report to Cabinet and Full Council. The report highlighted that over the medium term the Council will be required to identify c. £1.5m of annual savings in order to bridge the gap between current forecast expenditure and resources.	09-May-2013	✔
F&P6	Review current procedures and status for the control of "unmanaged" open space	31-Mar-2013	Property Services Manager	12-Oct-2012		-- Review of databases on-going --	13-Mar-2013	⚠
FP1	Completion of the Annual Monitoring Report to monitor delivery of policy outcomes in the Core Strategy and national	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	21-Dec-2012	✔

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	Core Output Indicators					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.		
FP2	Preparation of an allocations / Development Management DPD and Community Infrastructure Levy charging schedule	31-Mar-2013	Planning Manager	03-Jul-2012	08-Apr-2013	<p>Consultation on proposed boundary changes was completed in January 2013. This was undertaken in three stages:</p> <p>Rawtenstall and Waterfoot areas – 31/10 to 28/11 Whitworth and Bacup Areas – 23/11 to 21/12 South West and Haslingden areas – 12/12 to 16/01</p> <p>In total more than 500 comments were received overall, and these were published in February 2013. The Council's response to all the comments received are due to be published in Summer 2013.</p> <p>Work has commenced on commissioning a Strategic Housing Market Area Assessment (SHMAA). Criteria are also being developed for the next stage in the Plan preparation process which involves the assessment of individual sites. We expect to be consulting on sites towards the end of this year.</p>	08-Apr-2013	✓
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	08-Apr-2013	Regular meetings are held with colleagues from Pennine Lancashire on planning issues, including housing and employment land provision. Pennine Lancashire authorities along with Lancashire County Council are holding meetings to develop a Transport Masterplan for the area. A number of meetings are scheduled with Burnley Borough Council to discuss planning issues. A meeting has been held at Rochdale, with adjoining Greater Manchester authorities on housing numbers and policy.	08-Apr-2013	✓
FP5	Ensure RBC input into policy development and delivery of all key infrastructure including transport.	31-Mar-2013	Planning Manager	08-Oct-2012	08-Apr-2013	Meetings with Lancashire County Council about transport proposals for Rawtenstall Town centre and Pennine Lancashire as a whole are scheduled for April. A transport masterplan for Pennine Lancashire is also being developed, led by	08-Apr-2013	✓

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						<p>Lancashire County Council.</p> <p>Contributions have been made towards developing an EA led strategy for the management of Water Quality on the Irwell Corridor.</p> <p>Infrastructure providers will continue to be engaged throughout the preparation of the Site Allocations, and discussions have been held, and are on-going with LCC, including the Education Authority to discuss school provision.</p>		
FP6	Rawtenstall SPD preparation and adoption	31-Mar-2013	Planning Manager	06-Jul-2012		The Joint Venture Partnership is continuing to develop ideas for Rawtenstall town centre. A Stakeholder Meeting with Lancashire County Council on transport issues is scheduled for mid April.	08-Apr-2013	
FP7	Income generation review related energy efficiency and code for sustainable homes	31-Mar-2013	Planning Manager	03-Jul-2012	08-Apr-2013	A Final Report on the feasibility of implementing Allowable Solutions by consultants, Verco, is expected shortly.	08-Apr-2013	
HHR10	Improving standards in Houses in Multiple Occupation	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012	16-Apr-2013	<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</p>	16-Apr-2013	

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						<p>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>		
HHR13	Delivery of effective services for homeless households	31-Mar-2013	Housing & Regeneration Manager Health	10-Jul-2012	22-Apr-2013	<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 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</p>	22-Apr-2013	

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						<p>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 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</p>		

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						response. During 2012/2013 the Housing Options Team dealt with 1137 cases presenting themselves as homeless or potentially homeless. The main causes were friends/relatives no longer willing to accommodate (24%), and Debt - mortgage/rent arrears (22%).		
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	16-Apr-2013	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.	16-Apr-2013	✔
L&EU1	Develop a Policy for the control of sexual entertainment venues	31-Oct-2012	Licensing and Enforcement Unit Manager	13-Jul-2012	20-Mar-2013	Adopted at Council 20/03/13	10-Apr-2013	✔
L&EU2	Review Planning Enforcement Policy	30-Jun-2012	Licensing and Enforcement Unit Manager	13-Jul-2012	06-Mar-2013	Adopted at Cabinet 06/03/13	10-Apr-2013	✔
L&EU3	Review Benefit Fraud Prosecution Policy	31-Mar-2013	Licensing and Enforcement Unit Manager	13-Jul-2012	31-Mar-2013	Rolled over to 2013/2014	10-Apr-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	31-Mar-2013	Licensing and Enforcement Unit	13-Jul-2012	31-Mar-2013	Joint working relations with external agencies remain and roll over to 2013/2014	10-Apr-2013	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	agencies		Manager					
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	31-Mar-2013	Awaiting a response from legal services, roll over to 2013/2014	10-Apr-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 planner, therefore the SLA is no longer required	10-Jan-2013	⚠
LC1	Income generation review	31-Mar-2013	Planning Manager	11-Jan-2013		In house Service to be included in pre app discussions from April 2013	09-May-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. 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 feedback sheet together with department checklists.	26-April-2013	✔
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. Shared working takes place with both Burnley and Pendle Council's.	26-April-2013	✔
Leg3	Community Governance Review	31-Mar-2013	Legal Services Manager	01-Nov-2012		This is on-going with nothing to report at present.	26-April-2013	✔
Leg4	Provide training to officers on Localism Act and The Equality Act support effective implementation	31-Mar-2013	Legal Services Manager	01-Nov-2012		On-going and further training to be delivered in May 2013 and thereafter as required.	26-April-2013	✔
Leg5	Advise and assist in implementation of new Standards Code of Conduct and procedure	31-Mar-2013	Legal Services Manager	01-Nov-2012		The necessary changes to the constitution have been approved by the Council.	26-April-2013	✔
Leg6	Ensure the relevant lead officers undertake equality impact assessments for the service area	31-Mar-2013	Legal Services Manager	01-Nov-2012	24-Apr-2013	Advice provided to other departments as necessary. Legal continue to ensure that equality impact assessments are completed as required. This is also monitored by democratic services and	26-Apr-2013	✔

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						the monitoring officer.		
Op2	Undertake a customer satisfaction survey and needs analysis for clinical waste service.	31-Mar-2013	Operations Manager	13-Jul-2012		Following the needs analysis questionnaire, all customers on the clinical waste collection service were contacted by letter, phone or, in the main and where possible, face to face with regards to their collection needs. The type of waste collected from households is in group 'E', as identified by the 'Safe Disposal of Clinical Waste (Health Services Advisory Committee 1999)', which can be disposed of in the normal household collection. Additional green bins have been provided to any customers who need extra capacity and this waste is now collected as part of the regular residual waste collection service.	09-May-2013	✓
Op3	Develop locality working within refuse collection and street cleansing	31-Mar-2013	Operations Manager	13-Jul-2012		Following community consultation, 88% of respondents agreed that The Council should consider a review of refuse and recycling collections, which may mean collecting refuse and recycling on a different day. As a consequence of this, a review of collection routes is now underway.	09-May-2013	✓
P&P11	Review Policy areas.	31-Mar-2013	Head of People and Policy	09-Jul-2012	31-Mar-2013	<p>A number of policy areas have been review / developed during 2012-13, including: The Council's Young People's Safeguarding Policy has been refreshed. A consistent approach to dealing with safeguarding issues is being developed across Lancashire.</p> <p>The Council has drafted a Fostering Policy which looks to support employees who wish to become Foster parents, this Policy has been shared with 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</p>	17-Apr-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>developed, approved and is now live.</p> <p>The Organisational Development Plan has been developed, approved and work commencing for next years 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 Honorarium 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> <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 the next couple of months.</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<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 policy reviews have been delayed due to staff relocation into Futures park from One Stop Shop and Stubbylee. However, both policies will be reviewed before end of June 2013.</p> <p>People & Policy continues 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	31-Mar-2013	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.	02-Oct-2012	✓
P&P13	Develop an Equal Pay Policy	31-Mar-2013	Head of People and Policy	01-Aug-2012	31-Mar-2013	<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</i></p>	02-Oct-2012	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<i>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 it's workforce statistics, annually at the end of December and will include as assessment of it's gender pay gap at this stage.		
P&P14	Undertake Health and Safety Audits	31-Mar-2013	Head of People and Policy	01-Aug-2012	31-Mar-2013	A programme of Health and Safety Audit work has been completed 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 for Finance, the Executive Office, Legal and Democratic Services, and People and Policy have been rescheduled and will be completed in 2013. Timescale currently being determined with relevant Heads of Service. This will be part of the Council's three year rolling programme of Health and Safety Audits.	17-Apr-2013	✓
P&P15	Review Fire Risk Assessments	31-Mar-2013	Head of People and Policy	01-Aug-2012	31-Mar-2013	Fire risk assessments at Henrietta Street offices and Futures Park offices are now complete.	17-Apr-2013	✓
P&P17	Maintain review of timesheets	31-Mar-2013	Head of People and Policy	01-Aug-2012	31-Mar-2013	Meeting taken place with People and Policy and Operations, new timesheet has been developed and Operations need to respond by 19th April 2013.	10-Apr-2013	✓
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	31-Mar-2013	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	31-Mar-2013	Head of People and	01-Aug-2012	28-Sep-	Guidance has been produced and circulated to all	02-Oct-2012	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	production of references		Policy		2012	supervisors and line managers in relation to the production of references ensuring that the Council meets the requirements of the Data protection Act 1998.		
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	10-Apr-2013	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. The Council is committed to ensuring all of its Councillors have undertaken Equality & Diversity training and that this is refreshed at least every 3 years or as changes in legislation requires.	10-Apr-2013	✓
P&P21	Produce an Annual Equalities Report	31-Mar-2013	Principal Policy Officer	09-Jul-2012	25-Feb-2013	The Annual Equality Report 2011-12 was reviewed by Performance Overview and Scrutiny on 25th February 2013 due to committee meeting schedules. The final report has been published on the Council's Equality Annual Report page of its website: http://www.rossendale.gov.uk/downloads/download/384/annual_equality_report The 2012-13 Annual Equality Report will be compiled and published in due course.	10-Apr-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	31-Mar-2013	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 based. Sessions will be targeted and based on need.	16-Apr-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	31-Mar-2013	Training continues to be identified through the personal development review process.	15-Jan-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
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 it's strategic vision with partners as part of the development of the Sustainable Community Strategy in 2008. The 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."	02-Oct-2012	✓
P&P5	Complete new and update existing Flood Plans for Rossendale	31-Mar-2013	Principal Policy Officer	09-Jul-2012	10-Apr-2013	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 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. 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.	10-Apr-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	10-Apr-2013	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-Apr-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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 ongoing 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. 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&P7	Development of the Corporate Plan and Consultation	31-Jan-2013	Principal Policy Officer	09-Jul-2012	20-Mar-2013	The Council's Corporate Plan 2013-16 was approved at Full Council on 20th March 2013 and is now live. The Corporate Plan is a 'plan on a page' based on the Council's recently refreshed priorities and budget. It is a simple and accessible explanation of the Council's areas of focus during this financially challenging time. The key projects section will be kept under annual review. The Corporate Plan will be delivered through our annual business plan, progress of which is monitored through the Quarterly Performance Report and is open for public scrutiny/challenge. A copy of the Corporate Plan can be found on the Council's website: http://www.rossendale.gov.uk/downloads/download/297/the_councils_corporate_plan_2013-2016_approved_by_full_council_20th_march_2013	10-Apr-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	30-Apr-2013	Accommodation Changes being implemented. Review of Environmental Health complete, Consultation commenced with Development Control and Finance Teams.	10-Apr-2013	✓
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		All business continuity plans have been updated and a process of constant review and updating has been established. A Corporate Business Continuity Plan has been drafted and will be considered by management team in April 2013	10-Apr-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

Priority *

Value & Target
These figures show the actual performance value and the target performance value

Gauge Aim
This indicates whether the aim of the gauge is to have a high or a low number as possible

PI Code	Short Name	Responsible Officers	Quarter X 20XX-XX			Quarter X 20XX-XX			Gauge Aim	Trend	Latest Note	Outcome
			QX 20XX/XX Value	QX 20XX/XX Target	Status	QX 20XX/XX Value	QX 20XX/XX Target	Status				
LI ***												
NI ***												
NI ***												

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 4 Performance Indicator Report 2012-13

Report Type: PIs Report
Report Author: Katie Gee_Admin
Generated on: 24 April 2013



Rows are sorted by Code

Description A clean and green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
LI 82ai	% of Household Waste Recycled	Business Support Manager	26.96%	28.50%		27.58%	28.50%		28.50%	Aim to Maximise		The trend in the economic climate has continued. Therefore, there is less disposable income which results in less products being purchased which has resulted in us being under target in Q4.	Marginally Below Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	4.36%	9.50%		3.42%	9.50%		9.50%	Aim to Maximise		The figure is low due to the seasonal climate.	Exceeding Target







Description A healthy and successful Rossendale







PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
NI 16 LAA	Serious acquisitive crime rate	Communities Manager; Chief Executive Directors	2.6	3		2.25	3			Aim to Minimise		Based upon a population of 67,982, SAC total of 153	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
NI 20 LAA	Assault with injury crime rate	Communities Manager; Chief Executive Directors	1.33	1.35		1.1	2		2	Aim to Minimise		Based upon a population of 67,982, VWI of 75	
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 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
CS2	Customer waiting times in the one stop shop	ICT Technical Support Officer; Service Assurance Manager	4mins	10mins		No figures available	10mins	No figures available	10mins	Aim to Minimise		The OSS saw a total of 2,686 customers. The breakdown of this figure is as follows: Council tax queries 484, Housing Benefit queries 1,275, GreenVale Homes customers 369 and other council services 558. Footfall has reduced slightly due to the relocation of the licensing team. Technical issues have been experienced with the Scan Coin software, as a result customer waiting times could not be recorded. However, it should be noted that all One Stop Shop customers have been seen without complaint. It is anticipated that the technical issues will be resolved once the One Stop Shop has located to Futures Park.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20	ICT Technical Support Officer; Service Assurance Manager	84.93%	70%		63.6%	70%		70%	Aim to Maximise		Performance for March was affected by a number of factors - the impact of the new Council Tax Reduction Scheme on customers having to pay council tax for the first time resulted in a number of increased calls,	

PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
	seconds										customers also querying their Housing Benefit entitlement due to the size criteria restrictions, normal increase in calls for annual council tax bills being issued and an overall longer call length due to the number of changes happening to welfare claimants. It is anticipated that performance will be back within target next month.		
CS6	% of abandoned calls - Coventry Call Centre	ICT Technical Support Officer; Service Assurance Manager	3%	2.5%		7.86%	2.5%		2.5%	Aim to Minimise		Performance for the quarter has been impacted by the downturn in performance for March due to Welfare Reform issues - the impact of the new Council Tax Reduction Scheme on customers having to pay council tax for the first time resulted in a number of increased calls, customers also querying their Housing Benefit entitlement due to the size criteria restrictions, normal increase in calls for annual council tax bills being issued and an overall longer call length due to the number of changes happening to welfare claimants. It is anticipated that performance will be back within target next month.	Exceeding Target
LI 8	% of invoices paid on time	Finance Manager	98.10%	97.50%		97.52%	98.00%		98.00%	Aim to Maximise		Managers were reminded in April 2013 that payment of invoices within the agreed terms is important. From 16th March 2013 the EU Late Payment Directive is being extended to give businesses the right to charge late payment penalties where undisputed invoices are not paid within the agreed terms. Those penalties are being standardised and an acceptable minimum of €40 will be chargeable. It was reiterated to managers that dispute reasons should be made clear to the Exchequer Team and lodged against the invoice for future reference, even when the disputes have been resolved and outstanding amounts have been paid.	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
LI 9	% of Council Tax collected	Capita; Service Assurance Team	97.60%	97.80%		97.50%	97.80%		97.80%	Aim to Maximise		2012/13 has been a difficult year for collection of Council Tax as the economic climate continues to be affect customers. Due to many more changes in Council Tax Benefit through the Atlas program has resulted in almost £50k less CTB being granted in 12/13 which equates to 0.2% of the total collectable debt. A robust recovery schedule has been followed all year with timely reminders and summonses being issued as people fail to pay on time. 284 more attachment of earning orders were obtained than in 2011/12. The increase in committal costs has resulted in far fewer cases being sent to Magistrate court for committal to prison. The billing and collection of empty properties remains challenging particularly for those people who enter sheltered housing or have inherited properties and are unable to sell due to the current housing market. Although slightly down on last years achievement of 97.6% the collection for 2012/13 of 97.5% is still a positive result as we move to the challenges of 2013/14 including the introduction of Council Tax Support.	On Target
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	97.80%	98.00%		96.70%	98.00%		98.00%	Aim to Maximise		A challenging year for collection of business rates due in the main to the difficulty in collecting business rates for empty premises. Our largest debtor owes £250k for a large empty office block in Helmshore. Due to the size of the debt, a winding up order has been made against the company and it is hoped that taking this action will realise payment of the debt. This is the first time Rossendale BC has taken this action however it does highlight the difficulty in collecting rates for empty commercial and industrial properties. Robust recovery action	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
											is taken when ratepayers do not pay their monthly instalments. Both bailiff companies have had major difficulties in collecting money and this is seen as a national trend.		
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR; Payroll Manager	6.93	8.00		8.64	8.00		8.00	Aim to Minimise		Long term sick, 20 days or more 5.59 days per fte short term sick is 3.15 days per fte adjustments for year end not yet completed	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	42.00							Aim to Maximise			Exceeding Target
LI 76c	Housing Benefits Security number of fraud investigations	Licensing and Enforcement Unit Manager; Senior Enforcement Officer - Licensing	37.00	240.00		149.00	240.00			Aim to Maximise		There has been a number of HBMS referrals received this quarter. Following a restructure, the number of investigators has now reduced to one full time post	Exceeding Target
LI 76d	Housing Benefits Security number of prosecutions & sanctions	Licensing and Enforcement Unit Manager; Senior Enforcement Officer - Licensing	8.00	11.00		7.00	12.49			Aim to Maximise		5 prosecutions and 2 Caution's this quarter. Following restructure the number of investigators has reduced to 1 full time post from March 2013	Exceeding Target
LI 79a	Accuracy of processing - HB/CTB claims	ICT Technical Support Officer; Service Assurance Manager	95.40%	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.	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	ICT Technical Support Officer; Service Assurance Manager	60.64%	82.03%		68.53%	65.00%		65.00%	Aim to Maximise		This encouraging outturn reported despite some large fraud overpayments being created during the final months of the year, on which recovery has only just commenced.	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	10.52%	11.49%		13.87%	10.00%		40.00%	Aim to Maximise		The total recovered in this 3 month period against total created and outstanding, equates to 13.87%. This is a very good outturn but the target of 40% appears to have been set cumulatively. The cumulative total for 2012/13 is reported at 31.40% which is comparable to other Local Authorities.	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00%	68.00%		100.00%	65.00%			Aim to Maximise		All determined in time	On Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	97.30%	85.00%		94.00%	80.00%			Aim to Maximise		34 out of 36 determined in time	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	100.00%	90.00%		93.00%	80.00%			Aim to Maximise		41 out of 42 determined in time	On Target
NI 181(a)	Time taken to process Housing Benefit/Council Tax Benefit new claims	ICT Technical Support Officer; Service Assurance Manager	21.2	28.0		24.0	25.0		25.0	Aim to Minimise		A slight drop on quarter 3 performance but still within target	On Target
NI 181(b)	Time taken to process	ICT Technical Support Officer;	4.8	17.0		5.1	10.0		10.0	Aim to Minimise		Performance is in target for the year despite an increase in workloads due to welfare	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
	Housing Benefit/Council Tax Benefit change events	Service Assurance Manager									benefits being uprated and the migration of all claims to the new local Council Tax Reduction Scheme		
STAN 1	Number of people accessing STAN	Service Assurance Manager	296	360		188	360		1,440	Aim to Maximise		Footfall is slightly below target. A number of factors have impacted on footfall this year. Quarter 4 performance has been hit due to the resignation of the STAN advisor/driver and going through the recruitment process. We have now recruited to the post and expect footfall to improve over the coming months. We will be embarking on a number of targeted initiatives and general promotion of the service and it is anticipated that this will further raise awareness of the service and so increase footfall. It should also be noted that three Authorities are part of this project, all impact on the targets. The target of 1440 is the annual target from the whole service (each Authority should aim to contribute to this target by at least 480). For 12/13 whilst in Rossendale staff on STAN saw 510 customers. So whilst the overall target was missed our individual target was exceeded.	Exceeding Target
STAN 2	% of customers satisfied with the service received from STAN	Service Assurance Manager	95.83%	70%		100%	80%		80%	Aim to Maximise		Customer satisfaction with the service we provide via STAN continues to remain high. Due to the STAN advisor/driver leaving the Authority in December and pending recruitment, Help Direct provided the STAN service. It was not possible to take the van out so the service was provided as close to the original STAN venue as possible. Footfall was not as high during this quarter but a lower footfall is usual during the Winter months. 46 customer satisfaction surveys were issued during the 4th quarter, 14 were returned. This represents a 30.43%	Exceeding Target


PI Code	Short Name	Responsible Officers	Quarter 4 2011-12			Quarter 4 2012-13			Annual 2012/13	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2011/12			Q4 2012/13							
			Value	Target	Status	Value	Target	Status					
											<p>response rate. Of those returned all were satisfied with the service.</p> <p>A STAN customer, during quarter 4 fed back: Would recommend STAN to anyone, excellent service. I have visited STAN a few times and was very impressed. The staff have very good knowledge and explain things so you leave knowing it was well worth visiting. If I ever need help again STAN will be the place I visit. Outstanding.</p>		

Section 6 – Performance Indicator Action Plans

Performance Indicator Action Plan – 2012/2013

The Council is committed to developing a ‘performance culture’ through embedding a Performance Management Framework that is robust, transparent and accountable. An important part of this process is taking timely, corrective action to improve performance against an indicator that is not achieving the target level of performance as set out within the Corporate Business Plan.

This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together) not achieving target levels of performance. The template should be attached against the indicator in Covalent, as a document upload, and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Integrated Performance Reports produced for Management Team and Corporate Overview and Scrutiny.

Service Area:	Operations Team		Lead Officer for Performance Indicator:	Keith Jenkins			
Performance Indicator Number/s:	LI82bi	Performance Indicator Name:	% of Household Waste Composted				
Target achieved in previous year? (2011/12)	Yes			Gauge Aim			
PERFORMANCE DURING CURRENT YEAR (2012-2013)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
13.85%	9.50%	14.48%	9.50%	5.91%	9.50%	3.42%	9.50%

1. Please give an objective assessment as to whether the end of year target will be met?

The outturn for 2012/2013 is 9.41%, annual target is 9.50%, while the outturn for Q4 was below target.

2. Please explain the reasons why the indicator is not achieving the targeted level of performance:

The reason why the indicator has not achieved the Quarter 4 target is the intensification of seasonal variation in temperature and precipitation which dramatically reduces the amount of organic growth in during winter and consequently results in low volume of household waste sent for composting.

Also the reclassification of leaves from the public highway to general waste has impacted on this indicator as in previous years this material was composted but is now sent to landfill.

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

It was noted as part of the recent PI review and performance Overview and Scrutiny that the Council has little or no control of the amount of waste composted. There are no further corrective actions within the Council's direct control that can be taken to address this.

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

Information on composting and availability of garden recycling receptacles will remain available to residents.
No further actions identified.


It is also recommended that the target for performance should be seasonal therefore the



Performance Indicator Action Plan – 2012/2013

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This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together) not achieving target levels of performance. The template should be attached against the indicator in Covalent, as a document upload, and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Integrated Performance Reports produced for Management Team and Corporate Overview and Scrutiny.

Service Area:	Customer Services & I.C.T.		Lead Officer for Performance Indicator:	Andrew Buckle/Anita Hall			
Performance Indicator Number/s:	CS6	Performance Indicator Name:	% of abandoned calls – Coventry Call Centre				
Target achieved in previous year? (2011/12)	NO – narrowly missed target			Gauge Aim			
PERFORMANCE DURING CURRENT YEAR (2012-2013)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target

4.3%	2.5%	3.6%	2.5%	6%	2.5%	7.86%	2.5%
------	------	------	------	----	------	-------	------

5. Please give an objective assessment as to whether the end of year target will be met?

Call Centre resources will continue to be targeted at peak handling times to manage the SLA including abandonment rate. Discussions throughout 2012/13 highlighted that the Welfare changes would place significant pressure on front and back office functions and in the first five months of the year over 900 more phone enquiries were made than in 2012/13.

A text messaging service has recently been introduced. A text message is sent to account holders to inform them that their account is overdue. The text give advice on payment methods and for enquiries advertises the 0845 number.

These texts are sent in batches over a particular day and up to 100 texts could be sent in each batch. The nature of a text message is that it is instant and is received by many people at the same time. This new service may affect the abandonment rate however it must be decide whether the benefits of text messaging outweighs the possible loss of callers in the instant that a text message is used.

The call centre manager and revenues manager will monitor performance moving forward.

6. Please explain the reasons why the indicator is not achieving the targeted level of performance:

Rossendale and Capita negotiated a change in the service levels from 1st July 2011. It was agreed that staff at Coventry Call centre would answer 70% of all calls within 20 seconds. This change means that at certain times customers may have to wait longer to speak to an advisor and this may have a knock on effect of increasing abandonment rates.

Calls to the call centre during March and April are always high due to the issuing of the Council tax Bills. Recovery calls are at their highest in May when the summonses for non-payment are issued.

Quarter 3 - A high volume of abandoned calls came from 27/12/11, which was a statutory holiday.

Quarter 4 - Performance for the quarter has been impacted by the downturn in performance for March due to Welfare Reform issues - the impact of the new Council Tax Reduction Scheme on customers having to pay council tax for the first time resulted in a number of

increased calls, customers also querying their Housing Benefit entitlement due to the size criteria restrictions, normal increase in calls for annual council tax bills being issued and an overall longer call length due to the number of changes happening to welfare claimants. It is anticipated that performance will be back within target next month.

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

Service provision will be monitored by the SAT Team & Revenues Manager.

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


Welfare changes will continue to put pressure on the service. Additional resources may be required.

Performance Indicator Action Plan – 2012/2013



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Service Area:	People and Policy		Lead Officer for Performance Indicator:	Angela Yates
Performance Indicator Number/s:	LI12	Performance Indicator Name:	Working days lost due to sickness absence (days)	
Target achieved in previous year? (2011/12)	YES		Gauge Aim	
PERFORMANCE DURING CURRENT YEAR (2012-2013)				
Quarter 1	Quarter 2	Quarter 3	Quarter 4	

Actual	Target	Actual	Target	Actual	Target	Actual	Target
2.56	2.00	4.09	4.00	6.23	6.00	8.64	8.00

1. Please give an objective assessment as to whether the end of year target will be met?

The end of year target was slightly missed on this PI, by 0.64 days per fte.

2. Please explain the reasons why the indicator is not achieving the targeted level of performance:

This PI has not achieved its target this business year as long term sick was 5.38 days per fte compared to 4.57 for the previous year. Short term sick was 3.09 days per fte compared with 2.36 days per fte the previous year.

Often with small staff numbers small amounts of sickness, and in particular long term sick, can skew the figures.

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

Absence management is closely monitored throughout the Council in accordance with the Absence Management Policy, although often with sickness the matter is outside of the Council's direct control.

The HR Manager continues to work with managers and employees effected by sickness absence to manage this efficiently.

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


A review of the target was undertaken for the 2013-2014 Corporate Business Plan. The target for this PI is now set at 6 days, annually, so that we can work to reduce the amount of days lost to sickness.

Performance Indicator Action Plan – 2012/2013



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Service Area:	Licensing & Enforcement Unit		Lead Officer for Performance Indicator:	Tracy Brzozowski
Performance Indicator Number/s:	76C	Performance Indicator Name:	Number of Investigations	
Target achieved in previous year? (2011/12)	<i>No – Change to service</i>		Gauge Aim	
PERFORMANCE DURING CURRENT YEAR (2012-2013)				
Quarter 1	Quarter 2	Quarter 3	Quarter 4	

Actual	Target	Actual	Target	Actual	Target	Actual	Target
36	80	46	80	31	80	41	80

1. Please give an objective assessment as to whether the end of year target will be met?

The target has not been met – see below.

2. Please explain the reasons why the indicator is not achieving the targeted level of performance:

RBC is not receiving the referrals that were received previously due to the uncertainty surrounding the new 'single fraud investigation service' (SFIS). 'Universal Credit' (UC) is set to replace 6 existing types of benefits, one of which includes Housing Benefit. UC was launched in April 2013 and is currently being tested in selected pathfinder offices in the Greater Manchester and Cheshire areas. Once tested, UC will be rolled out to all offices, it is anticipated that this will happen in October 2013 – so that anyone making a claim to any of the existing 6 benefit types, will automatically be paid UC instead. By 2017, DWP hope to have migrated all the 'old' benefit claims to the new UC system and this will be delivered by DWP. The intention by the Government to create a SFIS in April 2013 has been delayed due to IT problems and structuring matters but will be reviewed on an ongoing basis. It is recommended at this stage that a fixed target would be impractical in this current, uncertain work climate, this can be reviewed once SFIC, UC and the referral systems have been properly bedded in.

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

There is still a lot of uncertainty surrounding the new 'single fraud investigation service' (SFIS). 'Universal Credit' (UC) is set to replace six existing types of benefits, the knock on effect is that RBC is not receiving the referrals that were received previously. Until the implementation of SFIS & UC settles down it is unknown what if any future action can be taken.


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

It is recommended that this performance indicator is removed at this time and revised once it is known how RBC will receive future referrals and how RBC will work with SFIS/UC.

Performance Indicator Action Plan – 2012/2013

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Service Area:	Customer Services & I.C.T.		Lead Officer for Performance Indicator:	Anita Hall/Andrew Buckle			
Performance Indicator Number/s:	STAN 1	Performance Indicator Name:	Number of people accessing STAN				
Target achieved in previous year? (2011/12)	YES			Gauge Aim			
PERFORMANCE DURING CURRENT YEAR (2012-2013)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
319	360	337	360	247	360	188	360
Rossendale only performance							
168	120	149	120	106	120	87	120

1. Please give an objective assessment as to whether the end of year target will be met?

Whilst the joint partnership target was not met, Rossendale's individual target for 2012/13 was exceeded. It is anticipated that the target for 2013/14 will also be met.

2. Please explain the reasons why the indicator is not achieving the targeted level of performance:

STAN is a shared service between Rossendale, Pendle and Ribble Valley Borough Councils. Help Direct also provide staffing support to this project. Performance on Covalent is currently reported for the overall project. The target of 1440 is the annual target form the whole service (each Authority should aim to contribute to this target by at least 480). For 12/13 whilst in Rossendale staff on STAN saw 510 customers. So whilst the overall target was missed our individual target was exceeded.

A number of factors have impacted on footfall this year. Quarter 4 performance has been effected due to the resignation of the STAN advisor/driver and going through the recruitment process. There were nearly three months when no STAN advisor was in place. During this time Help Direct provided a limited STAN service in Rossendale and Pendle but no service was provided in Ribble Valley. Footfall does tend to drop off during bad weather and picks up again as the weather improves.

We have now recruited to the post and expect footfall to improve over the coming months. We will be embarking on a number of targeted initiatives and general promotion of the service and it is anticipated that this will further raise awareness of the service and so increase footfall. It should also be notes that three Authorities are part of this project, all impact on the targets.

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

Rossendale has met its target for 2012/13. Moving forward it has been agreed that we will report Rossendale only performance on Covalent. Performance of the project as a whole will be annotated in the notes.

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

Ensure consistent publicity and marketing of the service in all three Boroughs. Link in with other partner initiatives i.e. Health and “ellbeing.

We have already seen an increase in footfall due to the various Welfare reforms. There has been many customers visiting STAN for help with the changes and help and support completing various welfare benefit forms.

Performance Indicator Action Plan – 2012/2013



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Service Area:	Health, Housing & Regeneration		Lead Officer for Performance Indicator:	Steve Jackson / Rebecca Lawlor			
Performance Indicator Number/s:	LI 64	Performance Indicator Name:	Number of Private Sector Vacant Dwellings That are Returned Into Occupation or Demolished				
Target achieved in previous year? (2011/12)	Yes		Gauge Aim	↓			
PERFORMANCE DURING CURRENT YEAR (2012-2013)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
						34	30

1. Please give an objective assessment as to whether the end of year target will be met?

An end of year target was not set for this PI, although previous years had been set at 40.

2. Please explain the reasons why the indicator is not achieving the targeted level of performance:

Resources within the service unit have reduced to such a scale that there is no longer an officer available to carry out the pro-active work which was undertaken in previous years.

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

In view of this we are working in partnership with other Pennine Lancashire authorities and key Registered Providers to tackle empty homes and have been successful in gaining £4.8million Homes & Communities Agency funding to support this.

The agreed targets for Rossendale within this programme are 2012/13 = 30 / 2013/14= 40 / 2014/15 = 50 over the next three years.

These will be delivered by our partners Together Housing and a private sector company AAW.

Note the programme allows variant between years but the agreed aim is to return 120 homes back into use by March 2015.

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

The programme is also monitored externally by the Homes & Communities Agency and meetings are held through the year to discuss progress and issues.

Section 7 – Risks

Detailed performance information about the actions being taken to minimise the occurrence of risk

Guide for Risks Report

This heading displays the Category Description and Strategy grouping for the following batch of Indicators

Priority *

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

Rows that have been shaded represent the Corporate Risks


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

Risk Status	
	OK
	Warning
	Alert




Quarter 4 Risks Report 2012-13




Report Type: Risks Report
Report Author: Katie Gee_Admin
Generated on: 10 May 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-2013	Officers are working with partners and National advisory agencies to mitigate this risk.	10 May 2013	







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	31-Mar-2013	The National economy continues to have a direct effect on inward investment.	16 Apr 2013	
HHR3	The number of long term empty properties increases	Housing & Regeneration Head of Health	3	C	3	C	4	F	31-Mar-2013	Officers are working with partners and National advisory agencies to mitigate this risk.	16 Apr 2013	
HHR4	Private water supply regulation not implemented	Environmental Health Manager; Housing & Regeneration Head of Health	3	E	3	E	5	E	31-Mar-2013	Officers are working on an implementation plan to deliver the regulations over the next four years.	10 May 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
Plan1	Failure of Delivery of the LDF	Planning Manager; Principal Planner Forward Planning	1	F	1	F	1	F	31-Mar-2013	The situation remains unchanged. The timetable remains challenging due to the amount of background work required. A revised Local Development Scheme is being prepared and will be published shortly.	08 Apr 2013	
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-2013	Ne 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-2013	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.	10 May 2013	
CS&ICT1	Information security breach and removal of access to DWP information (which is required to delivery revenues and benefits	Head of Customer Services & ICT	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 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	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
	services) as a result of failure to meet Government Connect required standards									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-2013	There are no updates for this indicator at this time.	11 Apr 2013	
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	5	A	5	A	4	A	31-Mar-2013	There are no updates to this risk at present.	11 Apr 2013	
Elec3	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31-Mar-2013	There are no changes to this risk at present.	11 Apr 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-2013	There are no changes to this risk at present.	11 Apr 2013	
Leg1	Fraud and Corruption	Executive Director for Business	2	E	2	E	2	E	31-Mar-2013	The director of business will ensure the risks are monitored and any necessary actions will be carried out as appropriate.	10 May 2013	
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	10 May 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
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	10 May 2013	
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 Control and Land Charges due recession	Planning Manager; Principal Planner Development Control	2	E	2	E	2	D	31-Mar-2013	Similar to report in last quarter. Planning income from applications as remained ahead of budget target for the year. Land charges income shows some signs of improvement	11 Jan 2013	
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-2013	the performance for the whole year was Majors 86% Minor 94% Others 97% therefore targets were surpassed	09 May 2013	
Res1	Pay to benefits &	Finance	4	D	4	D	2	F	31-Mar-2012	Officers will be contributing to the	11 Mar 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
	creditors and staff plus Income collection	Manager								planned disaster recovery test in April to test the plans for business continuity of financial systems.		
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	No change to this risk in Quarter 4	10 Apr 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	Risks do exist but all actions to minimise the risk are being taken	10 Apr 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	10 Apr 2013	
Res7	Litigation due to Health & Safety Breaches	Head of People and Policy	4	E	4	E	4	E	31-Mar-2012	Audits in Place, Health and Safety Mgr escalating concerns	10 Apr 2013	
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	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	10 May 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
		Policy								remote working via Laptop have necessitated interim BC arrangements.		

Section 8 – Complaints

Section 7 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council & monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between January 2013 to March 2013 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints O/S at 31/12/12	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
Resources	People & Policy	Executive Office				
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services				
		Property Services		2		2
Place	Operations	Refuse & Cleansing		2	2	
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery	2	4	5	1
		Capita- Council Tax		1	1	
		Capita - Call				

Head of Service	Service Area	Team	Complaints O/S at 31/12/12	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
		Centre				
		Capita - Benefits		5	4	1
		Capita – NNDR				
		Capita - OSS				
		ICT				
		Customer Service				
	Communities	Community Safety				
		Community Engagement				
		Service Development				
		Locality Teams				
Business	Health, Housing & Regeneration	Regeneration Delivery				
		Regeneration Progs	1			1
		Economic Development				
		Traffic & Parking				
		Environmental Health				
	Legal	Legal Services				
		Committee & Member Services				
		Elections				
		Public Protection Unit	1	1	2	
	Building	Building Control				

Head of Service	Service Area	Team	Complaints O/S at 31/12/12	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
	Control					
	Planning	Forward Planning				
		Development Control		3	2	1
		Land Charges				
		Total	4	18	16	6

* **NB** We have had 1 complaint in relation to a Waste Transfer Station which was referred to LCC.

7.1 Category of Complaint

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

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

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st January 2013 to 31st March 2013)

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

Note: Only complaints under 'full investigation' have been included in this report.

Premature complaints, preliminary enquiries and those which we know of but have not been officially notified of have been removed to avoid duplication with Service Assurance's figures.

Section 9 – Compliments

Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between January 2013 to March 2013 - broken down by the area of service that the compliment related to as well as a comparison of the previous 3 quarters.

Directorate	Service Area	Team	Compliments received during:			
			April – June 2012	July – September 2012	October – December 2012	January – March 2013
Chief Executive	People & Policy	Human Resources				
		Policy & Performance	1			
		Communications				
	Finance & Property	Financial Services				
		Property Services			1	1
Place	Operations	Refuse & Cleansing	3	1	1	2
		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				4
		ICT				
		Customer Services	1	3		1
		STAN the Van	26	35	35	
	Communities	Community Safety				
		Community Engagement				
		Emergency Planning				
		Service Development				
Locality Teams		4		7	2	
Business	Health, Housing & Regeneration	Regeneration Delivery				
		Regeneration Progs				
		Economic Development				
		Environmental Health	3	4	1	1
		Traffic & Parking				

	Legal	Legal Services	1	2		
		Committee & Member Services		2		
		Elections	2	5	2	4
		Public Protection Unit	1	1		
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control	5	11	3	13
Land Charges			1			
Total			48	65	52	28