

How are we making a difference to our communities?

Integrated Performance Report Quarter 3 (October to December 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 February 2014 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 Committee and Member Services Team.

Section 1 – High level performance summary

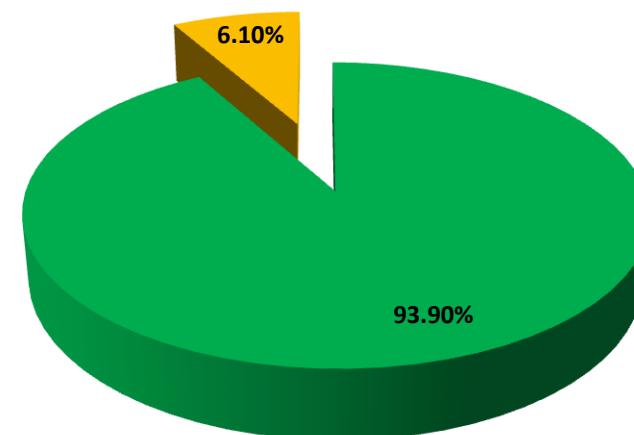
This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.

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.





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	93	93.9%
Amber ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	6	6.1%
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	99	100%

Are we achieving the actions set out in the Council's Corporate Business Plan?



1.2 Performance Indicators – achieving targets?

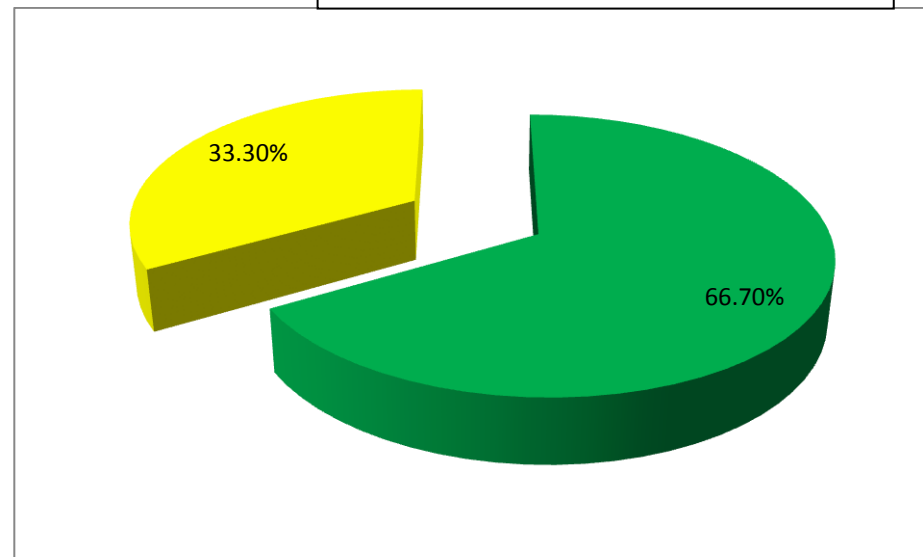
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators, 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	19	57.6%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	9	27.3%
Below Target		The performance indicator is currently more than 5% of achieving its target	5	15.1%
Unknown		The status cannot be calculated	0	0%
Total for Quarter			33	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	18	66.7%
Amber ▲	The likelihood and impact of the risk is medium	9	33.3%
Red ●	The likelihood and impact of the risk is high	0	0%
Unknown ?	The status cannot be calculated	0	0%
	Total	27	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 – Regenerating Rossendale

This priority focuses on regeneration in its broadest sense, so it means supporting communities that get on well together, attracting sustainable investment, promoting Rossendale, as well as working as an enabler to promote the physical regeneration of Rossendale.





1.1 How are we performing in regenerating Rossendale?

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	22	20	90.9%	2	9.1%	0	0%	0	0%
Performance Indicators	4	3	75%	1	25%	0	0%	0	0%
Risks	4	2	50%	2	50%	0	%	0	0%
Total	30	25	83.3%	5	16.7%	0	0%	0	0%

Priority 2 – Responsive and value for money local services

This priority is about the Council working collaboratively, being a provider, procurer and a commissioner of services that are efficient and that meet the needs of local people.





2.1 How are we providing responsive and value for money services?

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	70	67	95.7%	3	74.3%	0	0%	0	0%
Performance Indicators	26	16	61.5%	8	30.8%	2	7.7%	0	0%
Risks	22	15	68.2%	7	31.8%	0	0%	0	0%
Total	118	98	83%	18	15.3%	2	1.7%	0	0%

Priority 3 – A clean and green Rossendale

This priority focuses on clean streets and town centres and well managed open spaces, whilst recognising that the Council has to work with communities and as a partner to deliver this ambition.

3.1 How are we performing in a clean and green Rossendale?

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	7	6	85.7%	1	14.3%	0	0%	0	0%
Performance Indicators	3	0	0%	1	33.4%	2	66.6%	0	0%
Risks	1	1	100%	0	0%	0	0%	0	0%
Total	11	7	63.6%	2	18.2%	2	18.2%	0	0%

Section 3 – 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 2014.

Guide for Actions Report

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

Priority *

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status




Risk/RAG (Red Amber Green) Status

	Project on track, no substantial issues or risks which require action from the Council's Programme Board
	Some issues or risks which require action from the Council's Programme Board to keep the project on track
	Project in jeopardy – serious issues or risks needing urgent action


Quarter 3 Action Report 2013-14


Report Type: Actions Report
Report Author: Katie Gee_Admin
Generated on: 11 February 2014

Description Clean and Green Rossendale





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt 1	Deliver Cemeteries Strategy, including memorial safety testing programme and creation of new plots.	31-Mar-2014	Director for Customers & Communities	14-Jan-2014		Drainage works and construction of the single foundation beam have been completed in the new plot at Bacup Cemetery. The plot needs to settle and grass grow over disturbed areas (as a result of drainage works). This process will accelerate in spring. There is already considerable interest in the new plot. 50% of memorials have now been tested, allowing us to now begin estimated calculations for costs to make permanently safe those which are not being repaired by the owner. The testing schedule is on target with completion expected during 2014. The bereavement services pack has now been completed and has started to be distributed.	14-Jan-2014	
Cmt 2	Develop a service delivery plan and undertake implementation for parks and open spaces	31-Oct-2013	Director for Customers & Communities; Locality Manager	02-Aug-2013	10-Oct-2013	A review of the Communities Team has been underway, including the parks and open spaces service and taking account of wider staffing changes within the team. As a result of the review there are proposed changes to the team to include realignment of some of the services. As a result it is not proposed to pursue the implementation of the service delivery plan. Further plans or policies relating to the proposed changes will be developed as appropriate.	10-Oct-2013	
Cmt 4	Deliver a programme of sports pitch improvement works.	31-Mar-2014	Director for Customers & Communities; Locality Manager	02-Aug-2013		The requirement to consider completing a Playing pitch strategy has now given cause to temporarily reduce the overall investment in football pitches until the strategy has been completed. We are still exploring match funding with the LFA (next	14-Jan-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						meeting 30th January 2014) for the centre pitch at Marl Pits and are in discussions with Rossendale Rugby Club regarding the 1st plateau at Marl Pits, as these are known high priority pitches. However it was felt that investing all funds in to one sport or a limited number of existing facilities may not be wise. The strategy would highlight which sports and facilities to support, thus providing clear evidenced information on which to base decisions, taking in to account many factors and not just pitch condition (such as club development, cross boundary provision and future potential need). Consequently pitch improvements are still planned however exactly which pitch and which sport will be determined by the strategy. The strategy is likely to take up to one year to complete, thus the majority of physical improvement works will take place after this.		
FP 9(Joint F&PS)	Adapting to Climate Change	31-Mar-2014	Planning Manager; Property Services Manager	10-Jul-2013		A contribution has been made to a corporate response to Environment Agency on managing Flood Risk. Further detail on the major river catchments in Pennine Lancashire has seen a joint response by Property Services and Planning sent to the Environment Agency.	15-Jan-2014	✓
HHR07	Implement requirements of the Private Water Supply Regulations 2010. (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	10-Jul-2013		<p>The Private Water Supply Regulations were introduced in 2009. The Regulations apply to all who own or use a private water supply. The new Regulations have been introduced to ensure that water from private supplies is wholesome, so that people who drink water or consume food or drinks made from private supplies may do so without risk to their health.</p> <p>A private water supply is a supply of water which does not come from a public water supply (from a water company unless it is subsequently supplied by someone else). Private supplies may come from a variety of sources, including wells, springs, boreholes and streams. The Council is responsible for regulating private water supplies used for domestic purposes (such as drinking, cooking, and washing) in both domestic and commercial</p>	20-Jan-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>premises.</p> <p>From the introduction of the regulations in 2010 the Council has five years to undertake risk assessments and sampling at all premises that fall within the regulations. Premises subject to regulations are where a private water supply is used:</p> <ul style="list-style-type: none"> · For more than one house. · For commercial purposes in premises including, food businesses, Bed and Breakfast, dairy farms, rentals, a workplace (where you employ other people). · In a public building. <p>The Council has developed a five year sampling programme to visit all affected premises. Over the last two years officers have prioritised sampling and inspection at those commercial premises and premises where members of the public frequent as well as responding to reactive complaints from residents. Over the next 24 months we will be undertaking sampling and where necessary risk assessment of private water supplies at domestic premises. Owners have been contacted notifying them of the regulations and the role that the Local Authority has undertaken these regulations.</p>		
HHR08	Implement the Declaration of Air Quality Management Areas.(End 2014)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	10-Jul-2013		<p>Since December 1997 each local authority in the UK has been carrying out a review and assessment of air quality in their area. This involves measuring air pollution and trying to predict how it will change in the next few years. The aim of the reviews is to make sure that the national air quality objectives will be achieved throughout the UK by the relevant deadlines. These objectives have been put in place to protect people's health and the environment.</p> <p>Sampling and air quality reviews within Rossendale have shown an exceedance within two areas of the borough (Bacup Road, Rawtenstall and Tesco gyratory, Haslingden) and Air Quality Management</p>	20-Jan-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Areas have been declared for these two areas. Work is starting to pull together an action plan with key agencies and departments (such as Highways, Planning) as well as stakeholders such as Ward Councillors, local businesses and residents in those areas to improve the air quality. Timescales for developing this action plan and engaging with stakeholders will be shared with members and all parties in the Spring.		
P&P01	Develop and implement a Travel at Work Policy.	31-Mar-2014	Principal Policy Officer	20-Jun-2013	07-Oct-2013	<p>The new Travel at Work Policy and Subsistence Guidance was approved for implementation with the Trade Union via the Joint Consultative Committee on 19th September 2013. This has now been communicated internally to all staff with immediate effect.</p> <p>This Policy covers different modes of travel, individual employee and manager responsibilities in relation to organising travel, criteria for claiming car mileage, criteria for subsistence claims and an overview of the process and options available to employees when considering necessary business travel.</p> <p>Key underlying principles are:</p> <ul style="list-style-type: none"> - That Managers should seek to foster an ethos of green travel within their teams and positively challenge travel choices and behaviours; and - That each employees is responsible for researching their travel options and planing their travel effectively. All employees are expected to give active consideration and balance to travel options, taking into account practicality, cost and environmental impact. <p>Consideration of an individual's own circumstances, mobility, accessibility, and health and safety will always be taken on all travel choices/options in each instance.</p>	07-Oct-2013	


Description Regenerating Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt 5	Local delivery of Police and Crime Commissioner priorities and local implementation of new legislation following the White paper Putting Communities First: More Effective Responses to Anti-Social Behaviour	31-Mar-2014	Director for Customers & Communities; Locality Manager			The Council continues to work with the Police and other partners to reduce crime and disorder, including anti-social behaviour. Preparation is underway for the introduction of the new Anti-Social Behaviour Bill.	14-Jan-2014	
DC 1	Continue to implement actions of the English Heritage/ RBC updated Conservation Strategy.	31-Mar-2014	Planning Manager	02-Aug-2013		Due to ongoing organisational pressures and capacity, it is recognised by English Heritage and the Council that a revised timetable and revisions to the programme of works set out in February 2010 needs to be agreed with English Heritage. This is currently underway and the intention is to agree this in the next quarter.	10-Jan-2014	
DC 3	Continue to work towards Agreeing Planning Performance Agreement (PPA) and provide input with Rochdale and LCC into the IPCs consideration of the Scout Moor Windfarm proposal	31-Mar-2014	Planning Manager			Peel continue to struggle to progress a PPA due to legal issues but have indicated they anticipate progress over the next quarter in agreeing PPA arrangements	10-Jan-2014	
FP 1	Local Plan Part 2 – Allocations and CIL consultation and studies re: financial viability, Strategic Flood Risk Assessment level 2 and Landscape	31-Mar-2014	Planning Manager	10-Jul-2013		<p>Consultation on proposed boundary changes was completed in January 2013. All comments received from the whole consultation were published in February 2013. Responses to all the comments received are due to be published in February 2014.</p> <p>Nathaniel Lichfield & Partners (NLP) has commenced work on a Strategic Housing Management Assessment. A number of meetings are planned with stakeholders with completion of the Study due in April. Complementary to this an update of Housing Land Availability will be prepared internally.</p> <p>Assessment of individual sites is expected in late Winter/early Spring.</p> <p>A new Plan timetable (Local Development Scheme) was adopted by the Cabinet at their November</p>	07-Jan-2014	



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>meeting. This sets out a number of milestones with a January 2017 target for adoption. The due date has been amended to reflect the change in the timetable.</p> <p>The Council is in the process of commissioning updates of Studies on Wind Turbines and on Playing Pitch provision. These will each be undertaken together with neighbouring authorities.</p> <p>No firm decision has yet been taken on whether to pursue the Community Infrastructure Levy (CIL); this decision being subject to findings of a Viability Study, likely to be commissioned in summer 2014.</p>		
FP 2	Annual Monitoring Report 2013-14	31-Dec-2013	Planning Manager	10-Jul-2013	07-Jan-2014	The Authority Monitoring Report has been completed and was approved by Cabinet at their November meeting. It is now available on the Council's website	06-Jan-2014	✓
FP 4	Completion of Rawtenstall SPD	31-Mar-2014	Planning Manager	10-Jul-2013		A preferred scheme and Architect has now been selected. This proposal will now be worked up more fully to address a number of details in more detail, eg bus provision.	06-Jan-2014	✓
FP 5	Duty to cooperate with neighbouring authorities in the production of spatial planning documents	31-Mar-2014	Planning Manager	10-Jul-2013		Extensive "Duty to Co-operate" discussions have occurred including a meeting with representatives of AGMA. A meeting has been held with all Lancashire authorities about Gypsy provision. A meeting has been held with Sport England and Burnley/Pendle Council's about a Playing Pitch Strategy. The Council is working with Calderdale; Kirklees; Barnsley and Burnley to update the Wind Turbines in the Landscape Capacity Study. Further meetings are planned with Natural England and neighbouring authorities on a grassland enhancement bid. All adjoining authorities, and statutory consultees, as well as developers and estate agents will be invited to the SHMA workshop to be held 04/02/14. Co-ordinated Council's response to CLG's consultation on the proposal to establish a Combined Authority for West Yorkshire.	07-Jan-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
FP 6	Coordinate and implement actions in relation to climate change and the Green Deal	31-Mar-2014	Planning Manager	10-Jul-2013		A Report has been prepared for Management Team on 13th January setting out performance of the solar panels and the work of the Green Team. Meetings of the Lancashire Energy Officers Group have been attended including discussions on a Lancashire wide approach to ECO.	06-Jan-2014	✓
FP 7	Ensure RBC input into policy development and delivery of all key infrastructure including transport	31-Mar-2014	Planning Manager	10-Jul-2013		A formal response has been made on behalf of the Council with respect to the East Lancashire Transport Masterplan. There have also been discussions with respect to taking forward schemes for the East Lancashire Railway; Rawtenstall-Rochdale Cycle route and involvement in the PROW Overview and Scrutiny Study	06-Jan-2014	✓
FP 8	Planning input into key projects	31-Mar-2014	Planning Manager	10-Jul-2013		Involvement in the "Valley of Stone Greenway" has continued during this period. A final Report was received in October and a presentation held for Members in November. Ongoing implementation is being discussed.	06-Jan-2014	✓
HHR01	Lead and deliver initiatives to redevelop and improve the economic prospects of Rossendale's Town Centres (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	28-Jun-2013		The Council has established the RTB Partnership as its joint venture company with the aim of delivering regeneration projects across the borough. The RTB Partnership will be leading on the redevelopment of the former Valley Centre site and one of the partners (Barnfield) have been appointed by West Register as development managers for the New Hall Hey sites. This allows the RTB partnership to take a more cohesive approach to the regeneration and occupation of both sites ensuring that they compliment each other in terms of the retail offer. During May 2013 an Architects competition was launched seeking a preferred architectural partner to lead on the design of the redevelopment of the former Valley Centre site. DAY Architectural Ltd have been appointed to the role and undertake more detailed consultation and refinement of their designs during 2014.	02-Jan-2014	✓



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>The Council's bid to the Heritage Lottery Fund for stage 2 of its Bacup Townscape Heritage initiative has been successful. The bid amounts to £2million and will focus on external building improvements to key shop premises in the centre of Bacup alongside public realm improvements and community initiatives to both support the scheme and the profile of the town centre. The first year's programme of activity will commence in April 2014.</p> <p>Rawtenstall Town Team was established in 2012 to support a bid for the Portas Pilots Scheme. Whilst the bid was unsuccessful the Town Team has continued to lead on the development of initiatives to support Rawtenstall Town Centre and local business. The team are developing a number of initiatives which aim to increase visitor number to Rawtenstall and footfall to its businesses.</p>		
HHR02	Identify, develop and support opportunities for the provision of business support and business growth initiatives for local businesses in Rossendale. (Ongoing)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	26-Jun-2013		<p>We work closely with Regenerate Pennine Lancashire in the development of new initiatives and bids to gain funding to support local businesses.</p> <p>Accelerating Business Growth: This scheme offers grants between £20,000 - £100,000 to support new businesses that seek to grow and provide new jobs.</p> <p>Lancashire Business Start Up This provides advice and training and start up support for new businesses.</p> <p>Pennine Leap This supports new businesses with high growth potential by providing grants for the development of product prototypes and mentoring to develop ideas further.</p> <p>Lancashire Innovation Network The Lancashire Innovation Network scheme is</p>	02-Jan-2014	✔


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>delivered by a team of experienced, independent advisers who can provide free impartial advice, guidance and financial assistance to businesses with potential to grow through the use of new technology and innovation.</p> <p>Fuse Fund The Fuse Fund is a £4m enterprise programme designed to support new businesses trading less than 3 years in partnership with Lancashire Business View. The Fuse Fund is a competitive capital grant scheme that will help new businesses to finance growth projects creating new jobs and investment across Lancashire</p> <p>In addition, we make referrals to develop local networking opportunities through the Valley At Work initiative.</p>		
HHR03	Development of a regeneration programme with the Joint Venture partners to identify proposals for regeneration opportunities throughout the borough. (Ongoing)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	25-Jun-2013		<p>The RTB Partnership (Rossendale's Joint Venture Company) have developed a Forward Programme of activity which was approved by Cabinet in March 2013. the Programme includes:-</p> <ul style="list-style-type: none"> * Development of a viable and feasible option for the site of the former Valley Centre. This is likely to include land assembly, financing and availability of external funding, potential occupiers, bus station proposals and conservation issues. * Support for the development of the draft Rawtenstall Supplementary Planning Document to ensure that the development of options for the site of the former Valley Centre compliment development in the wider town centre. * Work with the owners of the New Hall Hey site to find a solution for its redevelopment. * Work to support the development of the Bacup Townscape Heritage Initiative bid and the subsequent delivery of the programme. * Development of options for a scheme for residential housing on the site adjacent to Bacup Hub. * Development of options for a scheme for 	02-Jan-2014	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>residential housing on land off Co-operation Street, Cloughfold.</p> <p>* Development of options for a scheme for residential housing on land at Pennine Road, Bacup.</p> <p>* Development of a list of priority sites and projects for years 2 & 3.</p> <p>Current progress on these actions is as follows:</p> <p>* Development of a viable and feasible option for the site of the former Valley Centre. This is likely to include land assembly, financing and availability of external funding, potential occupiers, bus station proposals and conservation issues.</p> <p>* Support for the development of the draft Rawtenstall Supplementary Planning Document to ensure that the development of options for the site of the former Valley Centre compliment development in the wider town centre.</p> <p>A national competition to select a suitable architect to work with the partnership to develop ideas for the scheme was launched in May. Following the selection process DAY Architectural Ltd have now been appointed to lead the design process.</p> <p>* Work with the owners of the New Hall Hey site to find a solution for its redevelopment. Barnfield have been appointed as development managers for the New Hall Hey sites and the partnership are now in a much better position to make sure that the sites are developed to completion. The development of New Hall Hey is a regular item on the RTB Board Agenda and is one of the Board's key priorities.</p> <p>* Work to support the development of the Bacup Townscape Heritage Initiative bid and the subsequent delivery of the programme. The THI bid was successful and will provide a £2m investment fund to support the project over the</p>		


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>next 5 years. The first year programme of activity will commence in April 2014.</p> <p>* Development of options for a scheme for residential housing on the site adjacent to Bacup Hub. Planning consent was granted by the Development Control committee in November 2013. work has since commenced on site and completion is expected in October 2014.</p> <p>* Development of options for a scheme for residential housing on land off Co-operation Street, Cloughfold. Members of the Partnership are currently considering the viability of a scheme on this site.</p>		
HHR04	Development and support for initiatives to improve the environment and infrastructure of the borough. (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	28-Jun-2013		<p>The Council has been working with colleagues from Lancashire and Rochdale to develop a Valley of Stone Greenway Project with the aim of creating a continuous cycle way through Rossendale and into Rochdale. Development of a continuous route based primarily on the old railway will provide a safe and relatively level route for local families to use for cycling or walking. It would also attract leisure riders from much further afield as well; it would provide a complementary attraction for those not wanting to try the more strenuous attractions of Lee Quarry; for horse riders the route would provide an important link to and from the Pennine Bridleway into other areas of Rossendale. The Strategy was approved by Cabinet in June 2013 and work is ongoing to finalise land arrangements and source funding to develop the route in full.</p>	02-Jan-2014	
HHR05	Development and support of initiatives to build and improve Rossendale's Visitor & Cultural activities. (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	26-Jun-2013		<p>The Council is involved in a number of initiatives which aim to support and develop Rossendale's Visitor and Cultural activities.</p> <p>Rossendale Tourism & Heritage Group We are a member of the Rossendale Tourism and Heritage Group who are leading initiatives to increase the number of visitors to the area. the</p>	02-Jan-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>group will develop Tourist Information Points across the Borough to provide visitors with up to date information about local attractions and events. The group have also been instrumental in developing a new Visit Rossendale website. The group includes members from local businesses and attractions and are also represented on the East Lancs Railway Joint Marketing Group.</p> <p>Rossendale Museum During the early part of 2013, the Council invited expressions of interest to manage and operate Rossendale Museum. The Whitaker Group were appointed as the Council's preferred partner and have since revitalised the Museum bringing in exciting new exhibitions whilst retaining the local history and natural history theme. This has resulted in significantly more visitors to the museum over the first quarter and the group hope to build on this success in the future.</p> <p>Rawtenstall Town Team The Rawtenstall Town Team is led by local businesses and community representatives and have been instrumental in bringing in a number of events in Rawtenstall Town Square and many members of the team are involved in other event planning across the borough all of which not only bring more visitors to the area but also boosts the local economy.</p> <p>Rossendale Lifestyle Sports Group This group brings together representatives from a range of local sporting interests, cycling, horseriding, skiing to develop opportunities to support, promote and develop local sporting activities and look at opportunities to join up events across the borough to increase the offer to families and sporting enthusiasts.</p> <p>The Council has appointed Proffitts CIC to act as lead partner to develop a bid for Sport England's Community Sport Activation Fund (CSAF) - the bid</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						will focus on the various sports associated with the use of Lee Quarry (i.e. cycling, climbing, horse riding) and has the potential to increase community awareness and participation in these sports. Work on the bid is ongoing with the aim of submitting a bid in January 2014		
HHR06	Reduce the number of long term vacant domestic and commercial properties across the borough. (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	10-Jul-2013		<p>The Pennine Lancashire LinkedUp Scheme (http://www.linkedup.org.uk/) is now entering its second year and a steady number of properties are starting to come through across Pennine Lancashire and within Rossendale. At the end of Quarter 3, 7 properties had been developed through the Revolving Loan model for Rossendale bringing 23 long-term empty properties brought back into use in Rossendale since the beginning of year. The scheme is being used to support a number of other housing initiatives that the Council are developing with partners including a pilot safe house scheme for Domestic Violence victims and engagement work with Probation and Inspire.</p> <p>Work is also underway to progress the enforced sale of the old Kar Kare Building, Rawtenstall (located off Doo Dah's carpark) paperwork has been submitted to the Land Registry to acquire the necessary title so that the building can be sold to repay the debt to the Council and bring the building back into use. The Council are hoping to be able to progress the sale of the building in Spring.</p>	20-Jan-2014	
HHR09	Delivery of effective services for homeless households. (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	10-Jul-2013		<p>Since the start of the year and the introduction of the welfare reforms from the 1st April including the 'Bedroom Tax' the team have seen a marked increase in presentations and more complex cases requiring multi-agency support to address the issues presented including specialist mental health needs, translators, domestic violence. Increases in presentation have been amongst single, young men and families.</p> <p>The team have also noted a slight increase in the</p>	20-Jan-2014	

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						<p>number of rough sleepers within the Valley. There are also making more referrals for support from organisations such as The Raft Foundation and Inspire. Over the coming quarter the service will be undertaking the annual Rough Sleeper Count which will be calculated using anecdotal evidence from peer agencies. We will also be promoting the Street Link Rough Sleeper online referral scheme to peer agencies and the public in order to provide targeted, direct support to those who are sleeping rough in Rossendale. This online referral form can be accessed from http://www.streetlink.org.uk/</p> <p>The Housing Options Team has also been involved in a number of activities and initiatives to support the service. Work is currently underway to develop a Single Private Rented Access Scheme across Pennine Lancashire; working with St. Vincent's Housing Association to roll out their 'Snug Bug' Scheme within Rossendale; work with Secondary Schools through PSE lessons; and work with the STAR Centre to bring on line a safe house for victims fleeing domestic violence and development of a Multi- Agency Domestic Violence Strategy for Rossendale through our joint 'Get on the RADA' network and event. These schemes will start to be rolled out over the coming year.</p>		
HHR10	Improved delivery of support mechanisms and assistance for vulnerable people. (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	10-Jul-2013		<p>The Council has a number of roles in the provision of services for supporting vulnerable people across the borough from landlord to auditor. We work with a number of support agencies to deliver services for those in need. The Council services and chairs the Rossendale Financial Inclusion Group (FIG) who have recently secured funding (approx. of £250,000) through one of the partners, CAB, for transition funding to develop partnership working around advice services.</p> <p>We are also working more closely with STAR and the Rossendale Domestic Abuse Partnership (RDAP) to secure funding for several projects</p>	20-Jan-2014	

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						<p>identified as priorities within by the board including the development of a series of DASH (Domestic Abuse Safe House) properties across the borough.</p> <p>The Environmental Health Team has also been working closely with a number of support agencies to resolve management issues at a large HMO within the borough. On-going engagement and support work with the manager (with Social Services, Env. Health and the Police) has failed to deliver an increase in management standards at the property so the Council have been left with no alternative option but to pursue enforcement action against the owner. This will include revoking the licence and applying for an Interim Management Order for a 12 month period. The owner has chosen to appeal this Notice and Revocation so officers are preparing to attend a Residential Property Tribunal in November to hear the outcome of this appeal. Funding has also been granted for a 15month programme aimed at reducing the number of Rogue Landlords operating within Rossendale.</p> <p>The Private Sector Housing Renewal Team are responsible for the delivery of Disabled Facilities Grants to help people living with disability to remain in their own homes. in the period October to December the team completed 16 DFGs and delivered 8 adaptations on behalf of Green Vale Homes (funded by GVH).</p>		
HHR11	Development of initiatives and projects to meet and support the housing needs of residents in Rossendale. (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	10-Jul-2013		<p>The team have been working with a number of Housing Associations to develop affordable housing schemes across the borough these are now coming to completion and letting and pre-lettings have begun on these sites. Over, the coming month's tenants will be moving into schemes at Facit Mill and Weaver Dene.</p> <p>Work has started on the Mytholme House development with Green Vale Homes.</p>	20-Jan-2014	

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						Following the tender submissions for the borough's Strategic Housing Market Assessment (SHMA) NLP have been appointed to complete this work. This piece of work will include a Housing Needs Assessment and will be used to support the Planning Team's Site Allocations work and underpin the Council's Core Strategy, Housing Needs Assessments will be issued during the following quarter.		
P&P02	Support the Children's Trust in delivering outcomes for CYP in Rossendale	31-Mar-2014	Principal Policy Officer	20-Jun-2013		<p>Rossendale Children and Young People's Trust continues to work in partnership to deliver the priorities set out in its action plan for 2013-14. Reporting on priorities is on a rolling schedule. Lancashire County Council are currently reviewing all of its partnership structures and arrangements, this includes the Children and Young People's Trusts (CYPT). The outcome is not expected until approx. March 2014. This may have an impact for Rossendale locally.</p> <p>An overview of the last CYPT Board progress update on: <u>Young People not in employment education or training (NEET)</u></p> <ul style="list-style-type: none"> · The number of young people who are NEET has reduced in September 2013 compared with the previous year by 54. · There is still a high number of NEET young people who are 'Not Known', however there is intensive follow up currently ongoing by both the local centre as well as through the Raising Participation Age team. YPS will be planning future provision for NEET young people. <p><u>Perinatal Health project – targeted at BME women</u> Consultation with women in the BME community we now know what messages are, and aren't, getting through to pregnant women, and informed a focused action plan on the following priorities: 1. Promote early access to perinatal and postnatal maternity services by women from the BME communities who reside in the Rossendale</p>	08-Jan-2014	

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						<p>Longholme ward (pilot area) 2. Promote usage of the birthing centre located at the Rossendale Primary Health Care Centre 3. Promote attendance on Blooming Bump and Birth, Bump and beyond pre natal courses. LCC to refresh parent education programme to make it more accessible and relevant to BME community. Community health champions are being looked at.</p> <p><u>CYP Participation – Rossendale’s Dragons’ Den</u> The Trust’s ‘alcohol and its implications’ priority is the key focus for this year’s active participation with children and young people. To encourage greater active participation in local issues that affect them, groups of children and young people in Rossendale have been asked to develop and submit ideas for an awareness campaign on the important local issue of alcohol and its implications as well as design a Rossendale CYP Participation logo. They will be invited to pitch their idea to the Rossendale’s Dragons’ Den and the winners will see their campaign / product rolled out across the borough, as well as a small reward for their school council, or group. We will even hear from our youngest early years children, who will be developing ‘wise words’ on what makes a drink healthy. The panel of ‘dragons’ will pick the best ‘wise words’ to be part of an awareness poster that will be seen across Rossendale. We are currently seeing local sponsorship for this competition. Further information can be found on the District Trust website: http://www.lancashirechildrenstrust.org.uk/district/index.asp?siteid=3767&pageid=12879&e=e Or the council website: http://www.rossendale.gov.uk/info/100003/community_and_living/458/children_and_young_people_s_trust-rossendale</p>		



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P&P13	Ensure the web/events calendar is updated to reflect the offer within Rossendale.	31-Mar-2014		21-Jun-2013		The Council's website is regularly updated with local events, news and activities. The online events calendar continues to grow, as does the emailed version of the 'What's On Calendar' links have been set up with the Corporate Officer and the Rossendale Tourism and Heritage Group in order to help facilitate to communicating of events. Local events continued to be promoted in the free Lancashire Living Magazine to promote the Rossendale offer more widely. The Council continues to utilise social media for events promotion, and the local press, as well as Visit Rossendale.	15-Jan-2014	✓
P&P19	Development of Community Rights Policies and Guidance (Community Right to Challenge, Community Right to Bid, Community Asset Transfer)	30-Sep-2013	Principal Policy Officer	21-Jun-2013	08-Oct-2013	<p>The Council now has clear policies, guidance and procedures in place for managing:</p> <ul style="list-style-type: none"> - Community Asset Transfers: http://www.rossendale.gov.uk/info/200059/land_and_premises/430/community_asset_transfer - Community Right to Challenge: http://www.rossendale.gov.uk/info/100003/community_and_living/429/community_right_to_challenge - Community Right to Bid: http://www.rossendale.gov.uk/info/100003/community_and_living/457/community_right_to_bid_assets_of_community_value <p>These are published on the Council's website.</p> <p>All expressions of interest and assets of community value nominations in relation to community rights will be dealt with in accordance with the Council's locally agreed policies and procedures, in line with the relevant regulations and legislative requirements set out by the Localism Act 2011.</p>	08-Oct-2013	✓

Description Responsive Value for Money Services

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
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Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
BC 1	Joint working with other Borough councils in relation to Building Control	31-Mar-2014	Director for Business	09-Jul-2013		Working jointly with Hyndburn Building Control team, towards delivering a, fully integrated Building Control service.	15-Jan-2014	✓
C&MS1.1	Promote democracy and equality through: Ensuring information is accessible on the Council's website and public are aware that they can book the Mayor for events.	31-Mar-2014	Committee and Member Services Manager	01-Apr-2013		All relevant pages on the web site are up to date. Information regarding the current Mayor, details of how to book the Mayor, and a copy of the Mayoral booking form are available on the web site. Annual Council, Civic Sunday, Armed Forces Day flag raising and Remembrance Sunday events have taken place and press releases were issued for Civic Sunday and Armed Forces Day. Councillor details are amended on an ongoing basis, once Committee and Member Services have been notified of any changes.	02-Jan-2014	✓
C&MS1.2	Promote democracy and equality through: Promoting the role of the Mayor and engaging in civic life with young people through visits to schools or visits to Council Chamber.	31-Mar-2014	Committee and Member Services Manager	01-Apr-2013		The Mayor is promoted on the Council web site, and booking information can be found in the Mayoral section. Visits to events are available year round on request. Mayoral visits to schools have been promoted and Christmas visits have been completed. All secondary schools were contacted in relation to getting involved in Local Democracy Week activity in October. Activity was offered on a bespoke basis, and Haslingden High School attended a Council decision making democracy event on 16th October, where pupils took part in 2 mock committees, visited the Council Chamber and met the Mayor.	02-Jan-2014	✓
C&MS2	To maintain the requirements of the North West Charter for Member Development	31-Mar-2014	Committee and Member Services Manager	01-Apr-2013		All requirements of the North West Charter are currently being maintained: the Council has a statement of intent; members are made aware of training and development opportunities; there are processes in place to identify individual development needs; there is a dedicated officer for member development, and the Council has a Training and Development Strategy (which is implemented locally). All councillors have a full Personal Development Plan in place, and Personal Development Plan reviews are currently at 80% (target 75%).	02-Jan-2014	✓
C&MS3	Ensure Committee papers are prepared to a Quality	31-Mar-2014	Committee and Member Services	01-Apr-2013		All public meetings dates are available on the Committee Schedule and the Forward Plan	02-Jan-2014	✓






Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Standard and in accordance with agreed processes		Manager			identifies key decisions being taken by the Cabinet. To date, all agendas and minutes have been published within the required deadlines.		
Cmt 3	Oversee the introduction / implementation and distribution of funding through a newly adopted commissioning framework.	31-Mar-2014	Director for Customers & Communities; Locality Manager			Cabinet agreed in October 2013 to focus grant funding on financial inclusion and domestic abuse services. An allocation of £6000 per annum was agreed to LCC to contribute to the commissioning of domestic abuse support and prevention services in Rossendale. An allocation of £60,000 was agreed for the provision of grants for services to facilitate financial inclusion in Rossendale and £20,000 was allocated to support the continuation of neighbourhood forum grants, to be reviewed annually. The grants application process for grants to facilitate financial inclusion services opened in December and closed on 13 January. The grants evaluation panel is currently assessing the applications and details of grants to be awarded will be announced in due course.	14-Jan-2014	✔
Cmt 6	Confirm a fair and affordable approach to grant funding	31-Mar-2014	Director for Customers & Communities; Locality Manager	17-Oct-2013		Cabinet agreed in October 2013 to focus grant funding on financial inclusion and domestic abuse services. An allocation of £6000 per annum was agreed to LCC to contribute to the commissioning of domestic abuse support and prevention services in Rossendale. An allocation of £60,000 was agreed for the provision of grants for services to facilitate financial inclusion in Rossendale and £20,000 was allocated to support the continuation of neighbourhood forum grants, to be reviewed annually. Cabinet agreed the grant application process for grants to facilitate financial inclusion services in November and the application process opened in December and closed on 13 January. The grants evaluation panel is currently assessing the applications and details of grants to be awarded will be announced in due course. Discussions are taking place regarding the future of neighbourhood Forums, including the allocation of Neighbourhood Forum grants.	14-Jan-2014	✔
Corp1	Relocate service areas to Futures Park Bacup	31-Dec-2013	Head of Finance and Property	23-Oct-2013	23-Oct-2013	Relocations continued on schedule in Quarter 2, and the One Stop Shop successfully moved to	23-Oct-2013	✔

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						Futures Park on August 19th 2013. Relocation of Service Areas are now complete.		
Corp2	Explore opportunities to increase income.	31-Mar-2014	Director for Business; Director for Customers & Communities; Chief Executive	24-Oct-2013		Further to the reviewing of option in Quarter 1, New Homes Bonus has the following update; Council and Capita completed in September 2013 an exercise to ensure all empty property classifications were recorded correctly and that all new builds capable of habitation were registered. The exercise, amongst other things, included: direct mail shots, physical inspection and Experian credit checks. As a result and assuming the same unit reward rate for New Homes Bonus (NHB) we anticipate an increase in our grant for 2014/15 of £244k which compares to budget expectations of £70k and compares to a £70k uplift in the previous year.	24-Oct-2013	
Corp3	Implement new back office database – Idox system	31-Mar-2014	Head of Customer Services & ICT	10-Jul-2013		Work is underway to bring six Council departments under one IT System. The Council has entered into a contract with IDOX to introduce the UNiform Property and Land System into the Council. Environmental Health, Planning, Land and Property Gazetteer, Building Control, Licencing, Communities and Housing Options will all merge onto the one system. There will be a number of efficiencies generated through the new system which allows officers from different teams to see action being undertaken or historical actions from other teams around properties. The scheme will also introduce a corporate Document Management System (which will reduce postage where email is identified as preferred contact) and a workflow / management tool for officers and line managers to allocate and oversee officer's workloads. The system will also work alongside the new Corporate Admin Team who will be able to use the main reception to screen to log issues, respond to customers queries around on-going cases (as they will have an overview of the work undertaken to date) and undertake initial actions (issuing diary sheets, acknowledgement letters) which will trigger the next stage of actions for officers	11-Feb-2014	

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						<p>through automated processes.</p> <p>There are currently 10 officers with the Council (within the six teams) who are acting as super users and their role is to populate the UNIFORM shell with code lists, document templates and action processes as well as overseeing the mapping and transfer of current records in current systems. They will then train their respective teams and the new Corporate Admin Team in how to use the system and the Document Management System and workflow management programmes. IT are working with the Core Team to develop solutions for linking the new system with the Council's website so that members of the Public will be able to continue to receive the same online service.</p> <p>Remaining teams are due to be added into the Idox user system in this remainder of this business year and the next.</p>		
CS&ICT 1	Implement Local Council Tax Scheme	31-Mar-2014	Head of Customer Services & ICT	25-Jun-2013	15-Jan-2014	This is now 100% complete the scheme has been fully implemented. Ongoing monitoring of council tax support will form part of the general assurance function of the revenues & benefits service.	15-Jan-2014	✔
CS&ICT 3	Implement new Hardship policy for Local Council Tax Scheme	31-Mar-2014	Head of Customer Services & ICT	25-Jun-2013	23-Oct-2013	The policy is in place. To date we have had no applications for extra help through the hardship scheme. We are being proactive and where a customer is experiencing difficulty we have looked to maximise their income, in other areas to enable them to budget in order to meet their Council Tax liability. Customers who are experiencing difficulty are advised to access the Council's Money Management Service or STAN. Here they can have a benefit health check, receive budgeting/debt advise and staff will endeavour to help them maximise their income.	23-Oct-2013	✔
CS&ICT 4	Implement new Land systems application	31-Mar-2014	Head of Customer Services & ICT	25-Jun-2013	25-Jun-2013	New land systems LLPG have been successfully implemented and are now live. This is required to support the implementation of idox. Successful	25-Jun-2013	✔

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						transmissions to geoplace of LLPG updates have taken place.		
CS&ICT 5	Implement ICT for RLT including mobile telephony provision	31-Mar-2014	Head of Customer Services & ICT	25-Jun-2013	15-Jan-2014	This is now 100% complete RLT have all the new mobile devices and they are working fine.	15-Jan-2014	✔
CS&ICT 6	Move the OSS ICT to Futures Park	31-Oct-2013	Head of Customer Services & ICT	25-Jun-2013	23-Oct-2013	The One Stop Shop Service successfully moved to the new Futures Park based and opened on August 19th 2013.	23-Oct-2013	✔
DC 2	Provide input into Town Heritage Initiative phase 2 bid development for Bacup	31-Mar-2014	Planning Manager	02-Aug-2013		Phase 2 THI bid has now been approved by the HLF, so conservation officer role will be to support actions in phase 2	10-Jan-2014	✔
DC 4	Income generation – Planning Services	31-Dec-2013	Planning Manager	02-Aug-2013	10-Jan-2014	Shared service agreed with Hyndburn, accordingly, pre app charging policy needs to be reviewed with a view to having a consistent approach across Rossendale and Hyndburn	10-Jan-2014	✔
Elec 1	Provide democracy by administering scheduled Borough Elections, County, Parish, Parliamentary, European, Police and Crime Commissioners and by-elections	31-Mar-2014	Director for Business; Elections Manager	01-Apr-2013	04-Oct-2013	Lancashire County Council elections were held across Rossendale on 2 May 2013. They were run in line with current legislation and in conjunction with the Returning Officer at County Hall. All Electoral Commission performance indicators were met.	21-Jun-2013	✔
Elec 2	Implement individual electoral registration (Transfer & Test).	31-Mar-2014	Director for Business; Elections Manager	01-Apr-2013		Canvass for Register of Electors is complete and further work is being carried out to find the occupants of properties where forms were not returned. This will produce an accurate register which which to go forward into IER transition. Training has begun for electoral registration staff and will continue until IER go live on 10 June 2014.	06-Jan-2014	✔
F&PS 1	Continue to contribute fully to the exploration of a joint county-wide approach to financial information systems	31-Mar-2014	Finance Manager; Head of Finance and Property	15-Oct-2013	15-Oct-2013	After exploration, this project has now closed as there was no significant appetite across the rest of Lancashire.	15-Oct-2013	✔
F&PS 2	Continue to support managers across the Council	31-Mar-2014	Finance Manager; Head of Finance and Property	12-Aug-2013		The budget process for 2014/15 and beyond is on track with accounts staff working closely with Managers to define cost pressures and potential areas for efficiency. The Annual Audit Letter contained compliments about the Council's attitude	02-Jan-2014	✔


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						towards financial resilience and noted the way both managers and members ensured that "the financial position is a key consideration in decision making".		
F&PS 3	Conclude the Customer Services Review	31-Mar-2014	Finance Manager; Head of Finance and Property	15-Oct-2013	24-Jan-2014	This has now been superseded by the development of the new Corporate Support Team which is now operational.	24-Jan-2014	✔
F&PS 4	Continue to oversee the organisations response to the challenges of its MTFS	31-Mar-2014	Head of Finance and Property	21-Jun-2013		The provisional DCLG settlement was received 18/12/13 and was in line with our previous expectations. Progress is going well in producing a balanced budget for 2014/15 aided by savings generated by all service departments across the Council. 2015/16 also looks achievable in terms of producing a balanced budget. The key test is 2016/17 and beyond in which we are predicting further decreases in Central Government resources and renewed cost pressures.	02-Jan-2014	✔
F&PS 5	Review the performance and capacity of Finance & Property Services	30-Jun-2013	Head of Finance and Property	12-Aug-2013	15-Oct-2013	Restructure over the Summer is now complete. Target savings have been exceeded.	15-Oct-2013	✔
F&PS 6	Integrate and imbed RLTrust finance into RBC and deliver the promises SLA with RLT and continuing to deliver service efficiencies	30-Jun-2013	Finance Manager; Head of Finance and Property	11-Jul-2013		All transactions are now running through the system smoothly. Data is being fed from RLT to RBC on a regular weekly basis and being processed in a more timely fashion. A monthly reporting deadline has now been set for the 7th of each month to allow managers adequate time to prepare a report to the RLT Finance Committee. There are still some improvements being made to the reports but these are cosmetic to improve readability. In December Council staff have been working closely with RLT facility managers to streamline the payroll data required - the initial tests have been well received and produced time savings on both sides. Full implementation went live on 1st January 2014. Monitoring and evaluation will be undertaken to ensure efficiencies are delivered as required.	02-Jan-2014	⚠
F&PS 7	Insurance tender	31-Mar-2014	Head of Finance and Property	16-Jan-2014	16-Jan-2014	This matter has now been deferred until 2014/15 with a 12 month extension to the LTA	16-Jan-2014	✔

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F&PS 8a	To secure funding from the Environmental Agency or other external sources to enable a programme of minor works to reinstate identified damaged infrastructure arising from the 2012 flooding incidents and to liaise with such Agencies in the resolution...	31-Mar-2014	Head of Finance and Property; Property Services Manager	13-Aug-2013		Funding is now 100% committed. 90% of the work is now completed, with the remainder to be completed before the end of the financial year.	15-Jan-2014	
F&PS 8b	To agree a programme of general infrastructure improvement works to be funded by Lancashire County Council through the MSFW Group and to continue liaison meetings with all the other Flooding Agencies (EA, UU, LCC) to facilitate agreement as to Lead...	31-Mar-2014	Head of Finance and Property; Property Services Manager	13-Aug-2013		Another Making Space For Water meeting was held on 17th December 2013. LCC are still taking the lead in this area and have since the meeting committed to do additional work at Dale Street, Bacup. Also, several other recently identified flooding issues to be pursued through the group and the joint agency working.	15-Jan-2014	
F&PS 8c	To liaise with Communities to ensure the identification and resolution of flooding/drainage issues, including the provision of services such as Flood Prevention Measures by other Agencies.	31-Mar-2014	Head of Finance and Property; Property Services Manager	09-Oct-2013		Further meetings to be held about the gym flooding from July 2013, with the aim to resolve any outstanding actions for agencies involved in the resolution of the problem.	15-Jan-2014	
F&PS 8d	To ensure a programme of inspections and maintenance of all existing land drainage infrastructure.	31-Mar-2014	Head of Finance and Property; Property Services Manager	13-Aug-2013		The programme of inspections done by ourselves is continuing and we are aware of some problems and they are being passed on to the relevant agencies to be dealt with.	15-Jan-2014	
FP 3(Joint DC)	Review of Residential Alterations and Extensions SPD	31-Mar-2014	Planning Manager	10-Jul-2013		In light of amendments to the General Permitted Development Order (May 2013) it is recognised that this document will need amending. It is likely that this document will be delayed as a result of further Government updates and changes, and implementation of the Shared Planning Service. Working with the Portfolio Holder, the review of the residential Alterations and Extensions SPD will be explored as per the joint planning arrangements with Hyndburn.	07-Jan-2014	

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Leg1	Provide training to officers on Localism Act Procurement and changes to Regulation of Investigatory Powers Act 2000	31-Mar-2014	Director for Business	11-Jul-2013		One to One training continues as necessary on all matters. Procurement training has been identified for a more formal session in 2014/15 business plan however assistance continues as projects require.	10-Jan-2014	✔
Leg2	Ongoing advice and assistance in implementation of new Standards Code of Conduct and procedure	31-Mar-2014	Director for Business	11-Jul-2013		Such advice will continue as required.	10-Jan-2014	✔
Leg3	Provide legal advice and support for the following projects Futures Park Development (Trail Head Centre) Regeneration of Bacup, the Valley Centre	31-Mar-2014	Director for Business	11-Jul-2013		Legal advice continues to be provided to the various departments involved in these projects.	10-Jan-2014	✔
LEU 1	Revise and implement new service level agreement authorised garages (taxi trade)	01-Apr-2013	Licensing and Enforcement Unit Manager	01-Apr-2013	04-Apr-2013	The new service level agreement (SLA) has now been implemented from 14th April 2013, changes include authorised testing centres sending MOT/Rossendale Test direct to the LEU. This will run until 23/04/15.	05-Aug-2013	✔
LEU 2	Revise and implement Statement of Licensing Policy (LA03)	31-Jan-2014	Licensing and Enforcement Unit Manager	29-Jul-2013		Consultation has now closed, Policy to go to Licensing Committee to recommend approval on Tuesday 11th March 2014	31-Dec-2013	✔
LEU 3	Revise and implement Policy statement on guidelines to convictions including statement of policy about relevant convictions (taxi trade)	31-Jan-2014	Licensing and Enforcement Unit Manager	01-Apr-2013		Consultation now complete, Policy to go before Licensing Committee 11th March 2014 to recommend adoption	31-Dec-2013	✔
LEU 4	Revise and implement new benefit fraud prosecution policy	30-Sep-2013	Licensing and Enforcement Unit Manager	20-May-2013	31-Dec-2013	BIU is now single fraud investigation service, all options have been pursued and we have explored as far as we can this business plan period, at a local level, however the policy has been abandoned as there is to be a national Policy. We will adopt the national policy when then comes into force.	31-Dec-2013	✔
LEU 5	Revise and implement Street Trading policy including prohibited streets	31-Mar-2014	Licensing and Enforcement Unit Manager	15-Oct-2013		This project will be rolled over to the new financial year	31-Dec-2013	✔



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LEU 6	Improve all administrative processes for the maintenance of licences. (On-going)	31-Mar-2014	Licensing and Enforcement Unit Manager	01-Apr-2013		This is an ongoing action and will be rolled over into the New Year with the next significant improvements being the implementation of IDOx in January and the adoption of a new convictions policy and Licensing Policy due to go to the Licensing Committee on 11th March 2014.	31-Dec-2013	✓
Ops01	Continued joint working with Hyndburn Borough council - Operations	31-Mar-2014	Director for Customers & Communities	01-Aug-2013		Joint Operational and Transport Management arrangements are continuing.	11-Feb-2014	✓
Ops02	Undertake a service review of clinical waste collections	30-Apr-2013	Director for Customers & Communities; Operations Manager	01-Aug-2013	01-Aug-2013	Clinical waste collections have been reviewed and contact was made with all customers. As per waste regulations, hygiene waste is now collected within the household refuse waste stream. The £12,000 contract with an external contractor to collect this waste has now been cancelled.	26-Jul-2013	✓
Ops03	Undertake a service review of waste collection rounds across the borough	30-Oct-2013	Director for Customers & Communities; Operations Manager	01-Aug-2013		The rounds review took place and the required ICT changes are due to take place in Spring 2014 and so will be reported on in Q4.	11-Feb-2014	✓
Ops04	Undertake a service review of Street Cleansing service (Note: including brief information on fly tipping; numbers of incidents, and the trend and any hot spots)	30-Oct-2013	Director for Customers & Communities; Operations Manager	01-Aug-2013		Service review of street cleansing has taken place and changes were approved by Cabinet in September 2013. Staff consultation took place in October and November 2013 and the results will be reported on in Q4.	11-Feb-2014	✓
Ops05	Develop Service Standards and Policies document	30-Mar-2014	Director for Customers & Communities; Operations Manager	01-Aug-2013	11-Feb-2014	Development of this is now underway.	11-Feb-2014	✓
Ops06	Develop a produce a Driver Safety Policy and Handbook	30-Jun-2013	Director for Customers & Communities; Operations Manager	01-Aug-2013	01-Aug-2013	The Driver Safety Policy and Handbook has now been adopted as a RBC-wide policy and handbook via JCC and Management Team and is now being rolled out across RBC.	26-Jul-2013	✓
Ops07	Review and develop a set of Safe Working Procedures and Risk Assessments for works tasks	30-Sep-2013	Director for Customers & Communities; Operations Manager	01-Aug-2013	23-Oct-2013	All these have now recently updated.	23-Oct-2013	✓
Ops08	Undertake a review of the current method for purchasing vehicles and plant	30-Apr-2013	Director for Customers & Communities; Operations Manager	01-Aug-2013	23-Oct-2013	Usual procurement rules are followed. The purchase of vehicle, plant and equipment is now discussed and agreed via the monthly Transport Management Meetings, which are attended by the	23-Oct-2013	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Director of Customers and Communities and representatives from the Vehicle Maintenance and Transport Management Teams, Parks and Open Spaces and Operations		
Ops10	Fuel use monitoring: (Service level information for monitoring fuel use, covering the quarterly period - including amount of fuel purchased, date purchased...	31-Mar-2014	Director for Customers & Communities; Operations Manager	01-Aug-2013		The service operates to standard rounds so fluctuations in fuel use are minimal. Weekly tracking of fuel prices takes place with a view to securing the best price and buying in bulk.	11-Feb-2014	✔
P&P03	Undertaken an annual review and update of key emergency and business continuity documents in consultation with the relevant leads and the corporate team.	31-Mar-2014	Principal Policy Officer	21-Jun-2013		<p>Local Civil Emergency Plan, Corporate Business Continuity Plans and Local Flood Plan will be updated at least annually during 2013-14 or as circumstances require throughout the year.</p> <p>The annual refresh was recently undertaken in consultation with key staff and agencies in November - December 2013. Copies have been circulated to all relevant staff, Councillors and partners. Arrangements are in place to manage ongoing modifications and communication to all plan holders.</p> <p>Flooding preparation guidance and information leaflets have been produced and 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 and are regularly promoted via social media.</p> <p>On 18th November the Council joined the Environment Agency's Extended Floodline Service, to provide a single point of contact for more information and guidance to residents with regards to flooding. Flooding advice remains the same; ring the Floodline Service on 0845 988 1188 to report any flooding concerns or to get any information on how to protect your home and what to do in the event of a flooding incident.</p>	08-Jan-2014	✔
P&P04	Oversee CRACS partnership, ensuring arrangements are in	31-Mar-2014	Principal Policy Officer	21-Jun-2013		The Council's website 'Have Your Say' consultation pages provide information on the Council's	08-Jan-2014	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	place so that future consultation needs are met.					<p>consultations and how to get involved.</p> <p>The Council is committed to The Collaborative Research and Consultation Partnership (CRACS) with other Lancashire authorities for the provision of consultation, research, intelligence and data analysis support for 2013-14. A work programme of support has been established to meet Council's needs for 2013-14, although remains flexible dependent on the Council's need.</p> <p>A decision will be made as part of the Council's business planning and budget setting process for 2014-15 on the continued budget for this resource. It is expected that this budget will be reduced.</p> <p>In line with its Equality Duty, Duty of Best Value and its Duty to Inform, Involve and Consult, the Council will continue to undertake a proportionate and relevant approach to all consultation to inform its policy and decision making.</p> <p><u>Recent consultations / work activity include:</u></p> <ul style="list-style-type: none"> - Council Tax for Empty Properties and Second Homes – Consultation in relation to proposed changes - Public Consultation on the Council's 2014/15 Budget - Overview & Scrutiny Public Right of Way Consultation - Planning Team advice / support - General consultation and engagement advice - Data inputting and analysis / reports - Management of the Rossendale Citizens Panel. 		
P&P05	Development of the Corporate Plan	30-Apr-2013	Principal Policy Officer	01-Apr-2013	30-Apr-2013	<p>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</p>	14-May-2013	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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		
P&P06	Support Service Areas in reviewing and restructuring Council service areas to meet the requirements of the medium term financial strategy.	31-Mar-2014	Chief Executive; HR Manager	21-Jun-2013		Service reviews are undertaken as and where appropriate as part of efficiency savings and commitment to continuous service improvement. In Q3 this has been conducted in Refuse and Recycling and Planning.	17-Jan-2014	✓
P&P07	Support the Council in assessing the equality implications of its decision making process.	31-Mar-2014	Principal Policy Officer	21-Jun-2013		People and Policy continue to provide comments on 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 Committee have been fully briefed on the legal duties and the equality impact assessment process. As part of Councillor's inductions and ongoing personal development needs, all Councillors have been offered equality and diversity awareness training. Relevant officers have also received equality impact assessment training and refresher training will be offered as required.	07-Jan-2014	✓
P&P09	Review statement of particulars	31-Mar-2014	HR Manager	21-Jun-2013		This will be completed in Q4	11-Feb-2014	✓
P&P10	Refresh the Equal Pay Policy	31-Mar-2014	HR Manager			This is refreshed periodically in Q4.	15-Jan-2014	✓
P&P11	Undertake Health and Safety Audits	31-Mar-2014		12-Jul-2013		No further Health and Safety audits have been completed but from January 2014 a new health and safety checklist will be used across all service areas.	15-Jan-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P12	Review Fire Risk Assessments	31-Mar-2014		15-Oct-2013		Fire risk assessments are scheduled in for January 2014. Futures Park had a fire evacuation and risk assessment on 29th November 2013.	15-Jan-2014	✓
P&P14	Promote pensions scheme and respond to any changes in pensions legislation	31-Mar-2014	HR Manager	21-Jun-2013		We have provided staff with regular updates in relation to pension changes. This will continue as required. Another pensions meeting is due to be schedule for Q4.	17-Jan-2014	✓
P&P15	Develop and deliver relevant equality and diversity training to staff and elected members during induction and through annual equality and diversity targeted training/refreshers as needed	31-Mar-2014	Principal Policy Officer	21-Jun-2013		<p><u>Councillors:</u> 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 Councillors 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 meet. The Council is committed to ensuring all of its Councillors have undertaken Equality & Diversity training and that this is refreshed at least every 2 years or as changes in legislation requires. The Member Development Working Group has agreed that a full Equality and Diversity Induction Briefing can be provided for those Councillors not able to attend a face to face session. This includes a declaration of understanding of legal requires and responsibilities as a Councillor. This has now been established and rolled out.</p> <p><u>Employees:</u> Equality & Diversity awareness is built into the new employee induction. The Council's commitment is to ensure all employees receive appropriate and proportionate equality and diversity awareness training. In house training will be offered annually where possible; going forward, where capacity allows, at least every three years for those that require refresher sessions or as changes in legislation require. This will be rolled out on a priority needs basis. Targeted/specialist training needs are identified through the one to</p>	08-Jan-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>ones and annual performance reviews. Briefings and awareness raising on equality related issues and campaigns etc. are promoted on a regular basis.</p> <p>A bit size toolbox talk is under development for non-office based employees.</p>		
P&P16	Produce an Annual Equality Report	30-Jan-2014	Principal Policy Officer	21-Jun-2013	07-Oct-2013	<p>The Annual Equality Report for 2012-13 has been completed. This was reviewed by Corporate Overview and Scrutiny Committee on 23rd September 2013 and has been published on the Equality and Diversity pages of the Council's website. Which can be found here: http://www.rossendale.gov.uk/info/200041/equality_and_diversity/385/the_councils_annual_equality_report</p> <p>The report and the appendices provide an overview of the Council's key progress and achievements during 2012/13, in relation to equality and diversity. It also presents the Council's key equality data.</p> <p>The report highlights that despite some difficult financial challenges and changes the Council has been able to support a range of projects within the community, with some real positive results. Although the Council will continue to ensure it is compliant with its required duties, it should be noted that as financial challenges and changes within the Council continue, this could have an impact on the extent of the Council's involvement in this agenda in future years.</p>	07-Oct-2013	
P&P17	Refresh the Council's Domestic Abuse Policy (including Forced Marriage)	30-Sep-2013	Principal Policy Officer	21-Jun-2013	07-Jan-2014	<p>The Council's Domestic Abuse Policy (for employees) has been refreshed in line with best practice and guidance. This has been consulted on with Management Team, partners who are specialist of domestic abuse support services, and the Trade Union via Joint Consultative Committee (JCC). This was approved for implementation in November 2013 and has been communicated internally. To support this, a domestic abuse</p>	07-Jan-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						awareness session for managers is being delivered on 22nd January 2014.		
P&P18	Standards of Conduct for Employees	31-Mar-2014	HR Manager	21-Jun-2013		Q3 saw no disciplinary action.	24-Jan-2014	✓
P&P20	Review & Refresh Equality Objectives (required every 4 years)	31-Mar-2014	Principal Policy Officer	11-Jul-2013		<p>The Council's three equality objectives were agreed in 2012. The objectives are to:</p> <ul style="list-style-type: none"> - Ensure community engagement and consultation is effective - Embed equalities throughout the Council - Improve data and analysis in relation to equality and customer information <p>Further information can be found on the Council's website: www.rossendale.gov.uk/info/200041/equality_and_diversity/386/the_councils_equality_objectives</p> <p>Annual updates are reported on via the Council's Annual Equality Report, which is published on its website: http://www.rossendale.gov.uk/info/200041/equality_and_diversity/385/the_councils_annual_equality_report</p> <p>In line with the legislation, objectives will be reviewed/refreshed and published at least every four years.</p>	07-Jan-2014	✓
P&P21	Achieve the Workplace Wellbeing Charter	31-Mar-2014	HR Manager	21-Jun-2013		In Q3 we promoted the following in our commitment to the Workplace Wellbeing Charter; Bowel Cancer awareness, National Lift Share Week, Lung Cancer awareness month, Mouth Cancer Awareness month, Diabetes Day, Alcohol Awareness week, food allergy awareness, Stress Awareness, and Bikes for Staff Scheme.	17-Jan-2014	✓
P&P22	Refresh HR processes and procedures with Operations	31-Mar-2014	HR Manager	21-Jun-2013		Support is ongoing, and will potentially increase due to the Director of Customers and Communities leaving the authority at the end of February.	11-Feb-2014	✓
P&P23	Review Safeguarding Children and Adults Policies) and Guidance in line with best	31-Mar-2014	Director for Business	21-Jun-2013		Adult and Children Safeguarding policies have both been reviewed and updated, with the policies being re-communicated to all staff. Training for	17-Jan-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	practice (required at least every 3 years or as legislation / learning determines). Next formal review due 2016.					safeguarding is being looked at and will be reported on in Q4. Any changes to Safeguarding legislation continues to be monitored.		
P&P24	Undertake Section 11 Audit – LSCB Lancashire Safeguarding Children Board (completed annually)	31-Mar-2014	Director for Business	21-Jun-2013		The Lancashire Safeguarding Children Board (LSCB) Section 11 Audit is completed annually as part of a three year rolling programme. The Council's annual assessment progress update has been completed and has been submitted to the LSCB and will respond to any request for further information and / or evidence as required until March 2014. As part of the Council's policy cycle, it has updated it's safeguarding policies and refresher training identified. Information on staff responsibilities and reporting processes in relation safeguarding are communicated on a regular basis.	07-Jan-2014	✓
P&P25	Deliver an organisational development plan which supports organisational change	31-Mar-2014	HR	11-Jul-2013		Training needs have been identified and work to get people on the relevant training is currently being undertaken.	24-Jan-2014	✓
P&P26	Develop effective partnership to support the Council in the delivery of its promoting the borough priority.	31-Mar-2014	Chief Executive	21-Jun-2013		The Corporate Officer has set up a relationship with the Rossendale Tourism and Heritage Group in order to facilitate promoting the Rossendale offer more widely. The relationship with the local press continues, as Lancashire Living and a large number of event providers up and down the borough, including libraries, Age UK, Young Peoples Service, NHS, and local sports facilities.	15-Jan-2014	✓

Section 4 – Performance Indicators

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

Guide for Performance Indicator Report

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

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		Status	QX 20XX/XX		Status				
			Value	Target		Value	Target					
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 3 Performance Indicator Report 2013-14

Report Type: PIs Report
Report Author: Katie Gee_Admin
Generated on: 13 February 2014



Rows are sorted by Code













Description Clean and Green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of Household Waste Recycled	Operations Manager	25.28%	28.50%		20.70%	23.50%		Aim to Maximise	↓	Actual tonnages from LCC - not estimates.	Marginally Below Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Operations Manager	5.91%	9.50%		7.62%	9.50%		Aim to Maximise	↓	Actual tonnages from LCC - not estimates.	Exceeding Target
NI 185	CO2 reduction from local authority operations	Property Services Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↑	All council building internal and external have low energy usage fittings and lamps installed and utility areas controlled with automatic sensors / photo cell. We have smart electric meters fitted in most our building so electricity usage can be continuously monitored. We just signed for a new electricity supply contract starting in October using Green energy that's made generated from renewable means note we have had green energy contracts since 2004. We have a 100 kw Photo voltaic solar panel array installed on Futures Park generating approximately 40 % of all electricity consumed in the building and electricity not consumed is exported into the national grid.	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
NI 186 LAA	Per capita reduction in CO2 emissions in the LA area	Housing & Regeneration Manager Health; Planning Manager	Not measured for Quarters			Not measured for Quarters			Aim to Minimise		The Council relies on nationally available figures published by DECC for this data. The latest available figures are for 2010 and indicate that Rossendale was one of only 14 authorities nationally to have a decrease in CO2 production over the previous year (4% reduction). This was in the Industrial/Commercial sector. Residential emissions however are, per capita, the highest in Lancashire.	On Target
NI 188 LAA	Planning to Adapt to Climate Change	Environmental Health Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise		The Council is actively working with partners such as Environment Agency and LCC to manage Flood Risk. Development of the Site Allocations document will address a range of climate change issues	On Target
NI 191	Residual household waste per household	Operations Manager	131	123		134	130		Aim to Minimise		Actual figures used - not estimates. This Quarters target was marginally missed. However, it is expected that the annual target should be met based on performance so far.	Marginally Below Target

Description Regenerating Rossendale

PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
LI 16a	Percentage of Employees with a Disability	HR	Not measured for Quarters			Not measured for Quarters			Aim to Maximise		6 out of 212 employees are registered as disabled = 2.83%	Exceeding Target
LI 17a	Ethnic Minority representation in the workforce - employees	HR	Not measured for Quarters			Not measured for Quarters			Aim to Maximise		6 out of 212 employees who declared information are from an ethnic minority background = 2.83%	Exceeding Target








PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
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	No comparable data			7.00	7.00		Aim to Maximise		7 Revolving Loans properties through LinkedUp Scheme.	Exceeding Target
NI 16 LAA	Serious acquisitive crime rate	Director for Customers & Communities	2.29	3		2.2	3		Aim to Minimise		Based on a population of 67,982, Serious Acquisitive Crime rate of 2.2 (per 1000 population). This is has decreased since Q2 which is positive.	On Target
NI 20 LAA	Assault with injury crime rate	Director for Customers & Communities	1.5	2		1.46	2		Aim to Minimise		Based on a population of 67,982 Assault with Injury Rate is 1.46 (per 1,000 population). This is a slight increase on the previous quarter but is still below target which is positive.	Exceeding Target
NI 154	Net additional homes provided	Planning Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise		The Authority Monitoring Report (AMR) was published in November 2013. 135 houses were constructed over the year 2012/13 which was less than target. Over a two year period there is a net deficit of 16 houses compared with the approved trajectory.	Below Target
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		22 affordable homes were delivered in 2012/13.	Marginally Below Target
NI 192 LAA	Percentage of household waste sent for reuse, recycling and composting	Business Support Manager	No Comparable Data			28.20%	35.50%		Aim to Maximise		Actual tonnages used - not estimated.	On Target













Description Responsive Value for Money Services










PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team		10mins		9mins	10mins		Aim to Minimise		The waiting time recorded for this quarter was 8mins 56 secs, the majority of the footfall continues to be Benefit queries.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	Capita; Service Assurance Team	73%	70%		71.01%	70%		Aim to Maximise		Another pleasing performance this quarter	Exceeding Target
CS6	% of abandoned calls - Coventry Call Centre	Capita; Service Assurance Team	6%	2.5%		4.7%	6.5%		Aim to Minimise		Another pleasing quarter where performance has again met target ensuring customer calls are dealt with swiftly	Exceeding Target
LI 8	% of invoices paid on time	Head of Finance and Property	97.24%	98.00%		97.02%	98.00%		Aim to Maximise		Following actions at the end of Qtr 2 the monthly trend during Qtr 3 has been upwards, with the December result at 97.97% barely below the target of 98%. Emphasis will continue to be on suppliers providing the right information on invoices to help the council process payment as quickly as possible, but staff are also investigating the possibility of a report to run before each payment process to identify invoices approaching the late deadline so that these can be given attention before the run is processed.	On Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team	86.33%	86.08%		85.57%	85.33%		Aim to Maximise		Ahead of target at the end of December however 0.76 down on same time last year. Collection is affected by CTS accounts where customers are having to pay council tax for the first time and are finding it difficult to budget their incomes. As at the end of December collection on CTS accounts is 67.04%. Recovery action will commence	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
										<p>against these nonpayers later in January.</p> <p>Another factor that has affected collection is the closure of Reedley Magistrate Court and relocation to Burnley in December 2013. The closure meant that the liability order hearing due in December had to be cancelled. The loss of this court will increase capacity in February and March and has also delayed recovery action at a critical time of the year.</p>		
LI 10	Percentage of Non-domestic Rates Collected	Capita; Service Assurance Team	86.42%	86.27%		84.92%	86.27%		Aim to Maximise		<p>Although down on target , compared to 2012/13 collection is only down by 0.35%. An occupier of a large new assessment has been summonsed for non payment and payment of £123k is expected shortly.</p> <p>On going problems with avoidance tactics continue to be investigated.</p>	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR	6.23	6.00		7.89	6.00		Aim to Minimise		<p>long term sickness, 20 days or more is 5.90days per fte,</p> <p>Short term sickness is 1.99 days per fte</p>	Marginally Below Target
LI 79a	Accuracy of processing - HB/CTB claims	Capita; Service Assurance Team	93.34%	93.00%		96.00%	93.00%		Aim to Maximise		<p>Another pleasing performance ensuring that claims are calculated correctly first time</p>	Exceeding Target
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	Capita; Service Assurance Team	65.68%	65.00%		96.96%	65.00%		Aim to Maximise		<p>The increased performance this quarter is mainly due to there being 4 main benefit runs within this 3 month cycle, so a greater amount of overpayments were recovered from ongoing benefit. Furthermore, the overpayment team secured the repayments of a £16,000 Housing Benefit overpayment in full, which also contributed to this excellent outturn.</p>	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Team	12.41%	10.00%		15.55%	9.50%		Aim to Maximise		An excellent quarterly outturn has only slightly increased this cumulative performance as this is measured against the whole outstanding debt (£665,572.19) A total of £103,493.74 was recovered this quarter, resulting this outturn.	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	75.00%	65.00%		80.00%	65.00%		Aim to Maximise		3rd quarter shows a return of 80% meaning the running total for performance on majors for the 3 quarters is 73%, above target.	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	88.00%	80.00%		91.00%	80.00%		Aim to Maximise		performance for the 3rd quarter is 91 % and performance for the 3 quarters to date is also 91 %, above target.	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	98.00%	80.00%		92.00%	80.00%		Aim to Maximise		Performance for the 3rd quarter is 92%, performance for the year is 96%	On Target
NI 181(a)	Time taken to process Housing Benefit and Council Tax Benefit new claims	Capita; Service Assurance Team	23.5	25.0		27.5	25.0		Aim to Minimise		Performance is outside target for the quarter however it is pleasing to note that recent monthly performance is on target.	On Target
NI 181 (ai)	Time taken to process Housing Benefit New Claims	Capita; Service Assurance Team	No Comparable Data			27.5	25.0		Aim to Minimise		Performance is outside target for the quarter however it is pleasing to note that recent monthly performance is on target.	On Target
NI 181 (aii)	Time taken to process Council Tax Benefit	Capita; Service Assurance Team	No Comparable Data			27.0	25.0		Aim to Minimise		Prior to April 2013 HB/CTB performance was calculated as a combined figure. With the introduction of Council Tax Support in April	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
	new claims									2013 it was separated. Our software system still provided us with performance in relation to HB claims and HB Change events, but Northgate had to update the software in order to meet the needs of LA's with different CTS schemes. We are in the process of obtaining performance information from April 2013 and will shortly be updating Covalent. In reality when a claim is processed, if it is a joint HB/CTS claim the days taken process are usually the same. There may be a slight delay in relation to CTS if the customer needs to be registered for Council Tax.		
NI 181(b)	Time taken to process Housing Tax Benefit and Council Tax Benefit change events	Capita; Service Assurance Team	10.6	10.0		11.2	10.0		Aim to Minimise		Performance has dipped this quarter due to a number of factors. Priority has been given to new claims for the last 2 months to ensure claimants receive their benefits swiftly and this has impacted on the length of time taken to process other changes. There is also the factor of the Christmas closures which again mean that changes show as taking longer to process as these days are counted for statistical purpose	On Target
NI 181 (bi)	Time taken to process Housing Benefit change events	Capita; Service Assurance Team	No Comparable Data			11.2	10		Aim to Minimise		Performance has dipped this quarter due to a number of factors. Priority has been given to new claims for the last 2 months to ensure claimants receive their benefits swiftly and this has impacted on the length of time taken to process other changes. There is also the factor of the Christmas closures which again mean that changes show as taking longer to process as these days are counted for statistical purpose	On Target
NI 181 (bii)	Time taken to process Council Tax Benefit change events	Capita; Service Assurance Team	No Comparable Data			7.5	10.0		Aim to Minimise		Prior to April 2013 HB/CTB performance was calculated as a combined figure. With the introduction of Council Tax Support in April 2013 it was separated. Our software system still provided us with	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
										performance in relation to HB claims and HB Change events, but Northgate had to update the software in order to meet the needs of LA's with different CTS schemes. We are in the process of obtaining performance information from April 2013 and will shortly be updating Covalent. In reality when a claim is processed, if it is a joint HB/CTS claim the days taken process are usually the same. There may be a slight delay in relation to CTS if the customer needs to be registered for Council Tax.		
PM2(a)	% of new HB claims outstanding over 50 days	Capita; Service Assurance Team	4.14%	5%		0%	5%		Aim to Minimise		Work has been targetted towards New Claims this quarter ensuring that claims are paid as quickly as possible. It is pleasing to report that no claims , where all he information is available, are outstanding for more than 50 days.	Exceeding Target
PM3	% of new claims decided within 14 days of recieving all Information	Capita; Service Assurance Team	87.99%	85%		84.83%	85%		Aim to Maximise		Performance for the quarter is only marginally below target with target being achieve in 2 of the 3 months of the quarter	Exceeding Target
PM4	% of rent allowance claims paid on time or within 7 days of decision being made	Capita; Service Assurance Team	95.43%	92%		94.65%	92%		Aim to Maximise		Another pleasing quarter reaching target which ensures customers are paid swiftly	Exceeding Target
PM17	% of applications for reconsideration /revision actioned & notified within 6 weeks	Capita; Service Assurance Team	94.74%	94%		88.88%	94%		Aim to Maximise		Of the 9 reconsiderations logged, 8 were revised within timescale. The one exception was due to temporary absence, where claimant could not be contacted within six weeks, which was outside the Local Authority's control.	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 3 2012-13			Quarter 3 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2012/13			Q3 2013/14						
			Value	Target	Status	Value	Target	Status				
PM18	% of appeals submitted to the tribunals Service in 4 weeks	Capita; Service Assurance Team	75%	90%		50%	90%		Aim to Maximise		The outstanding appeals have now been submitted to the Tribunal Service (only 2). Furthermore, another 2 appeals have been received within this quarter and submitted within time resulting in this 50% outturn. All of these appeals are pending awaiting a hearing date.	Exceeding Target
STAN 1	Number of people accessing STAN	Service Assurance Team	247	360		271	120		Aim to Maximise		Footfall for Rossendale for quarter 3 was 271. Pendle withdrew from the project at the end of quarter 2. STAN is now shared between Rossendale and Ribble valley Borough Councils. The 271 cases represented 76% of the 355 total across both boroughs.	Exceeding Target
STAN 2	% of customers satisfied with the service received from STAN	Service Assurance Team	99.09%	80%		98%	85%		Aim to Maximise		Overall Customer satisfaction with the STAN service remains high at 98% for quarter 3. This equates to 87.5% of customers who returned feedback forms being 'very satisfied', with the remaining 12.5% 'satisfied'. These results were drawn from the returned surveys over the quarter.	Exceeding Target

Section 5 – Performance Indicator Action Plans

Performance Indicators that are either red or unknown in status are required to complete a detailed action plan.

Performance Indicator Action Plan – 2013/2014

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.

Service Area:	Operations				Lead Officer for Performance Indicator:	Fiona Meechan						
Performance Indicator Number/s:	LI82ai		Performance Indicator Name:	% of household waste recycled								
Target achieved in previous year? (2012/13)	No											
PERFORMANCE DURING CURRENT YEAR (2013-2014)												
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?				
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2 nd	3 rd	Bottom	N/A
24.24%	23.5%	21.68%	23.5%	20.7%	23.5%							

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

The percentage of household waste recycled has reduced slightly year on year since 2009/10 and the target was reduced accordingly. The performance in Q1 was above target, however the performance in Q2 and Q3 have not met the target.

Based on a further reduction in actual recycling rates compared to target from Q2 it is unlikely that the yearend target will be met should this trend continue.

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

We have previously been advised by the Local Authority Recycling Advisory Committee (LARAC) that our ability to encourage greater recycling by residents (which would contribute to the reduction of residual waste) is limited due to the demographics of the Borough. This is backed up by the figures for the past 5 years which have been relatively consistent, we will however work hard to promote recycling to residents.

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

We are delivering a project to focus on ensuring that the Council's bin policy is enforced appropriately, with a view to aiming to reduce residual waste and encourage recycling. This involves engaging with residents who have more than one green bin, to remove additional green bins, and replace them with recycling bins. Over 500 green bins have been removed/replaced with recycling bins in the past 12 months. This is a large number of bins for the one officer working on it to have dealt with, however this represents only around 2% of the total number of green bins in the Borough. It is therefore anticipated that, whilst this project will impact on the recycling and residual waste of the households involved, it will take some time before there is a tangible impact on the Borough wide target.

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

The project set out above will continue but it is likely to be some time (perhaps years) before this impacts on Borough wide performance.

Performance Indicator Action Plan – 2013/2014

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.

Service Area:	Operations				Lead Officer for Performance Indicator:	Fiona Meechan						
Performance Indicator Number/s:	LI82bi		Performance Indicator Name:	% of household waste composted								
Target achieved in previous year? (2012/13)	Yes											
PERFORMANCE DURING CURRENT YEAR (2013-2014)												
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?				
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2 nd	3 rd	Bottom	N/A
13.42%	9.5%	14.97%	9.5%	7.62%	9.5%							

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

The performance in Q1 and Q2 was above target, however the performance in Q3 have not met the target by just under 2%.

Based on previous quarters being so much better than target it is expected that this PI will meet its annual target despite being behind target in Q3.

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

This Pi is likely to be affected by seasonal variation and Q3 sees weather that is not prohibitive to a high turnout of compostable waste.

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

We are delivering a project to focus on ensuring that the Council's bin policy is enforced appropriately, with a view to aiming to reduce residual waste and encourage recycling and composting. This involves engaging with residents who have more than one green bin, to remove additional green bins, and replace them with recycling bins. Over 500 green bins have been removed/replaced with recycling bins in the past 12 months. This is a large number of bins for the one officer working on it to have dealt with, however this represents only around 2% of the total number of green bins in the Borough. It is therefore anticipated that, whilst this project will impact on the recycling and residual waste of the households involved, it will take some time before there is a tangible impact on the Borough wide target.

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

The project set out above will continue but it is likely to be some time (perhaps years) before this impacts on Borough wide performance.

Performance Indicator Action Plan – 2013/2014

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.

Service Area:	Operations				Lead Officer for Performance Indicator:	Fiona Meechan						
Performance Indicator Number/s:	NI192 LAA		Performance Indicator Name:	% of household waste sent for reuse, recycling and composting								
Target achieved in previous year? (2012/13)	This PI was not reported on last year											
PERFORMANCE DURING CURRENT YEAR (2013-2014)												
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?				
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2 nd	3 rd	Bottom	N/A
36.10%	35.50%	35.20%	35.50%	28.20%	35.50%							

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

The performance in Q1 was above target and Q2 very fractionally behind target, however the performance in Q3 has not met the target by just over 7%.

Based on the previous quarters it is expected that this PI will meet its annual target despite being behind target in Q3.

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

This Pi is likely to be affected by seasonal variations and it is expected that Quarter 4 will see this PI returning to being ahead of target.

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

We are delivering a project to focus on ensuring that the Council's bin policy is enforced appropriately, with a view to aiming to reduce residual waste and encourage recycling and composting. This involves engaging with residents who have more than one green bin, to remove additional green bins, and replace them with recycling bins. Over 500 green bins have been removed/replaced with recycling bins in the past 12 months. This is a large number of bins for the one officer working on it to have dealt with, however this represents only around 2% of the total number of green bins in the Borough. It is therefore anticipated that, whilst this project will impact on the recycling and residual waste of the households involved, it will take some time before there is a tangible impact on the Borough wide target.

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

The project set out above will continue but it is likely to be some time (perhaps years) before this impacts on Borough wide performance.

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.

Service Area:	People and Policy		Lead Officer for Performance Indicator:	Angela Yates/ Clare Law								
Performance Indicator Number/s:	LI12	Performance Indicator Name:	Number of work days lost due to sickness									
Target achieved in previous year? (2011/12)	No											
PERFORMANCE DURING CURRENT YEAR (2012-2013)												
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?				
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2 nd	3 rd	Bottom	N/A
1.73	2.00	4.50	4.0	7.89	6.0							

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

It is unlikely that the end of year target will be reached, based on current figures the end of year target is likely to be 3 days over target.

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

Long term sickness absence is why this Performance Indicator is below target.

Long term sickness at 5.9 per full time equivalent employee (1.99 short term per full time equivalent employee) is still the main reason for not achieving the target level of performance, this is mainly due to sickness absence relating to consequences of service area reviews and lost time indicator injuries at work.

Due to the small numbers of staff, any sickness greatly affects this Performance Indicator. April to Jan 2014 we have had 21 staff taking long term sick leave, of which 7 are no longer employed with us. We have had 71 staff taking short term sick, of which 11 are no longer employed by us.

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

All sickness absence continues to be managed within the Council's Absence Management Policy, which includes the use of supportive measures to help facilitate employees return to work.

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

Absence management training for managers and a commitment to the Workplace Wellbeing Charter, to promote health and wellbeing to staff, should improve the performance of this Performance Indicator.

Performance Indicator Action Plan – 2013/2014

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.

Service Area:	Customer Services & I.C.T.				Lead Officer for Performance Indicator:	Anita Hall						
Performance Indicator Number/s:	PM18		Performance Indicator Name:	% of appeals submitted to the tribunals Service in 4 weeks								
Target achieved in previous year? (2012/13)	NO											
PERFORMANCE DURING CURRENT YEAR (2012-2013)												
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?				
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2 nd	3 rd	Bottom	N/A
66.67%	90%	100%	90%	50%	90%		90%					

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

Because of the small numbers involved the target is drastically affected when the month to submit has lapsed. Therefore, the target is not achieved if 1 appeal is submitted out of time. This is often outside the Local Authorities control when further information is required and customers delay sending supporting information.

Whilst this target will probably not be met performance in this area is good. We are to review how we monitor going forward.

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

There were 4 appeals received this quarter. Two were submitted within the 4 week timeframe. The remaining two have now been submitted, but the delay was due to a delay in the customer providing further supporting information, which is out of our control. All 4 appeals have now been logged and we await hearing dates.

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

Given that the delay in submission relates to the customer not providing all the information in time it hard for the council to put corrective actions in place. However we will continually review this performance.

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

From April 2013 CTS (which replaced CTB) appeals are dealt with by the valuation tribunal and monitored separately. Performance in relation to appeals has always been good. There are not many that go to appeal, and these cases can take a while to prepare and are dependent on customers providing documentation. Just once appeal not sent in on time can significantly affect the % sent within the required timeframe as the numbers are so low, therefore feel it does not give a true reflection of performance of the service. Therefore, while this information will continue to be recorded for operational purposes, it is proposed that the locally adopted indicator is removed from 2014-15 onwards. The Service Assurance Team produces an annual performance report which goes to Capita Strategic Governance Board (Cllr Serridge, Cllr Ashworth and Cllr Morris sit on this Board) which covers performance in all areas of the service. Previously this report was also reviewed by O&S Committee, but it was agreed this was an unnecessary duplication of work as Capita performance is scrutinised in detail at Strategic Governance Board.





Section 6 – Risk

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	
	Low
	Medium
	High

Quarter 3 Risk Report 2013-14

Report Type: Risks Report
Report Author: Katie Gee_Admin
Generated on: 11 February 2014





Description 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
HHR3	Private water supply regulation not implemented	Housing & Regeneration Head of Health	3	E	3	E	5	E		Progress on the delivery plan is monitored through the year	24 Jan 2014	





Description Regenerating 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	The number of long term empty properties increases	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	3	C	3	C	4	F		The number of empty homes is monitored on a quarterly basis and any significant increase is reported to Management Team. The council has also received funding from the HCA to tackle long term empty homes and progress on this is reported quarterly. whilst action on the empty homes programme is proving to be successful the risk remains that that further properties will fall into the category of long term empty homes due to the difficulties in obtaining suitable and affordable mortgage finance.	02 Jan 2014	
Plan1	Failure to deliver the Local Development	Planning Manager	3	E	3	E	4	F		The Local Development Scheme has been updated as part of the preparation of this year's Authority	07 Jan 2014	






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
	Framework (LDF)									Monitoring Report (AMR). The next timetabled consultation will now be in late summer/autumn 2014 with adoption anticipated in January 2017.		
Plan2	Failure to deliver commitments to English Heritage re programme of work for co funded posts	Planning Manager	3	D	3	D	5	F		The Conservation Officer has focussed on achieving specific tasks. There is slippage from the original programme of the conservation strategy and priorities are currently being audited and a revised timetable prepared for agreement with English Heritage.	10 Jan 2014	
Plan5	Failure to deliver commitments on Planning Performance Agreement for Scout Moor Windfarm	Planning Manager	4	E	4	E	4	F		A PPA now exists in relation to condition discharge of the Reaps Moss Windfarm development by coronation power. RBC, Calderdale and Rochdale remain in discussions re developing a PPA with PEEL energy	24 Jan 2014	




Description Responsive Value for Money Services



Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
BC1	Not achieving self-financing status after three year accounting period and Failure to implement changes to the fee legislation	Director for Business	4	E	4	E	4	F		Financial monitoring with the aim of maintaining self-financing status aided by the section's accountant to ensure it is maintained.	15 Jan 2014	
Elec1	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll	Elections Manager	3	E	3	E	3	F		Regular meetings are in place with the Regional Returning Officer and Blackburn BC staff who are appointed by him to lead for the Lancashire area. Directions have begun to be circulated which must be adhered to	06 Jan 2014	

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
	cards, postal ballot packs									and will be monitored by the RRO and Electoral Commission.		
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	5	A	5	A	5	B		The polling district review concluded that three polling stations would close at Bleakholt Animal Sanctuary, St Mary's School and Oakenhead Resource Centre (which had been shut by Lancashire County Council). The remaining buildings were checked for accessibility during the review and were either fully accessible or the most accessible available building in the area. Polling station access is monitored at each election.	06 Jan 2014	
Elec3	Failure to safeguard the service/election from fraud and corruption	Elections Manager	3	F	3	F	3	F		Planning is underway for Local and European election to be held on 22 May 2014 and will include a schedule of meetings with the SPOC and document systems to be carried out in order to prevent fraud and action to be taken where concerns arise.	06 Jan 2014	
Elec4	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	4	E	4	E	4	F		Regular meetings are in place with the Regional Returning Officer and Blackburn BC staff who are appointed by him to lead for the Lancashire area. Directions have begun to be circulated which must be adhered to and will be monitored by the RRO and Electoral Commission.	06 Jan 2014	
Elec5	Failure to implement individual electoral registration (transfer & test)	Elections Manager	4	E	4	E	5	E		All processes required to date have been successfully completed. Training for administrators has begun and will continue during 2014 with front line staff in the One Stop Shop and other supporting roles to be trained close to implementation. Now the format of forms (A3) is known schedules for external and internal printing and scanning requirements	06 Jan 2014	

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
										will be assessed. Outline funding has been allocated by Cabinet Office which will cover costs in addition to the existing registration budget.		
HHR1	Continued national economic decline	Housing & Regeneration Head of Health	4	C	4	C	4	C		The National economy continues to have a direct effect on inward investment. the pending development of the New Hall Hey site and the former Valley Centre could act as a catalyst for investment in Rossendale. However, businesses remain cautious.	02 Jan 2014	
Leg1	Fraud and Corruption	Director for Business	3	E	3	E	3	E		This continues to be monitored and managed.	10 Jan 2014	
Op1	Loss of financial income and potential income due to reduction of, or failure to increase, recycling rates.	Operations Manager	3	E	3	E	3	E		Policies are 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.	11 Feb 2014	
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		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.	11 Feb 2014	
PD1	Financial and reputational consequences of litigation due to Health & Safety Breaches	Director for Customers & Communities	3	E	3	E	4	E		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.	11 Feb 2014	
Plan3	Budget reduced by reduction in fees from Development Control and Land	Planning Manager	3	E	3	E	3	E		Budget remains ahead of target	24 Jan 2014	

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
	Charges due to recession, reduced personal searches claims and reduced support from CLG											
Plan4	Failure to determine planning applications in line with government targets	Planning Manager	3	E	3	E	3	E		Figures for latest quarter mean we are performing better than the business plan target - average for the year so far is Majors 73%, Minors 91% and others 92%	10 Jan 2014	
Res1 (CR)	Pay to benefits & creditors and staff plus Income collection	Head of Finance and Property	3	D	3	D	3	F		The business continuity plans will be tested with assistance from the IT team in Q4. Concerns about the resilience of processes run by key staff following the staff restructure has led to additional training to widen abilities within the Finance team to take electronic receipts and process essential payments and direct debit update processes.	10 Jan 2014	
Res2(CR)	The Council does not deliver net revenue reductions and align its expenditure with available resources over the medium term	Head of Finance and Property	3	D	3	D	4	D		The council is on track with the required revenue deductions for 2014/15 and 15/16. As with all local authorities uncertainty remains for 16/17 and beyond. However, there is reassurance in, amongst other things, a 2013 report from Grant Thornton that confirms that our processes in dealing with future revenue deficits are robust.	16 Jan 2014	
Res3(CR)	Maintenance, security and management of Council's open spaces and estate	Head of Finance and Property	3	D	3	D	3	E		The risk continues to be monitored on a regular basis. There are however signs of an increasing compensation claims for "slips and trips" which is part of a national trend.	16 Jan 2014	
Res4	Equal Pay Claims	Chief Executive	3	D	3	D	4	F		This has been reviewed. Risks do exist but all actions to minimise the risk are being taken.	17 Jan 2014	

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
Res5	Non-payment of salaries	Chief Executive	3	F	3	F	5	F		Business Continuity Plans have been reviewed with particular attention paid to the actions in relations to payment of salaries. Risks will continue to be closely monitored.	17 Jan 2014	
Res6	Litigation due to Health & Safety Breaches	Chief Executive	4	E	4	E	4	E		Health and Safety inspection by the Health and Safety Executive by two Health and Safety inspectors where we were externally audited for 2 days in October (23rd/24th) in which we were given a clean bill of health following intense inspection of out waste recycling and street cleansing teams, consisting of viewing of documents risk assessment safe systems of work and multiple observations of crew working.	15 Jan 2014	
Res7 (CR)	Failure to ensure Business Continuity	Chief Executive	3	D	3	D	3	F		<p>The risk score remain at its current level, which is identified as a medium risk.</p> <p>The following processes /measures remain place to maintain likelihood/impact level of this risk:-</p> <ul style="list-style-type: none"> - Business Continuity Plans are in place for all service area as well as a Corporate Business Continuity Plan. Copies have been circulated to all relevant staff. Plan will be updated at least annually or as circumstances require throughout the year. - Arrangements are in place to manage ongoing modifications and communication to all plan holders. - A period of soft testing/auditing is underway to ensure preparedness for emergencies. Any actions arising from Service Area testing will also be reflected as appropriate in the Corporate Business Continuity Plan. <p>Linkage to Action P&P03.</p>	08 Jan 2014	

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
Res8 (CR)	Loss of key skills in essential roles due to uncertainty	Chief Executive	3	D	3	D	3	D		This risk continues to be monitored and reviewed.	15 Jan 2014	
Res9	Climate of Uncertainty	Chief Executive	4	E	4	E	4	E		This risk continues to be monitored and reviewed.	15 Jan 2014	

Section 7 – Complaints

Section 7 – Complaints

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

Nature of Complaint	Complaints O/S at 30/9/2013	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
Action/response/communication	2	3	3	2
Application processing		3	3	
Benefits Processing		2	1	1
Bins/bin collection	2	2	4	
Council Decision		2	2	
Customer Services		1		1
Noise nuisance	1		1	
Other	2	1	1	2
Property/land	1	2	1	2
Quality of service		1	1	
Signage		1	1	
Staff member/team		2	2	
Trees	1		1	
Total	9	20	21	8

In relation to the complaint categories with more than one complaint:

- Capita, Finance and Planning are each dealing with 1 complaint each regarding action/response/communication.
- Licensing are dealing with 2 complaints and Planning 1 complaint in relation to Application processing.

- Capita are dealing with 2 complaints in relation to benefits processing.
- Operations are dealing with 2 complaints relating to Bins/bin collection.
- Operations and Customer Services are dealing with 2 complaints relating to Council decisions.
- Communities and the Executive Office are dealing with 2 complaints relating to Property/land.
- Capita and the Executive Office are dealing with 2 complaints relating to a Staff member/team.

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st October to 31st December 2013)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place		0	0	0	0
Business		2	0	2	0
Executive		0	0	0	0
	Total	0	0	2	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 8 – Compliments

Section 8 – Compliments

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

Nature of compliment	Compliments received during:			
	January – March 2013	April – June 2013	July – September 2013	October – December 2013
Action/response/communication	1		6	1
Advice/information given	1	1	1	
Application processing	1			
Customer service		2	2	
Other			1	
Quality of service	5	5	16	12
Staff member/team	18	22	21	32
Time taken	2			
Total	28	30	47	45

In relation to compliments received during October to December 2013:

- CAPITA received 4 compliments (1) for Quality of Service and (3) for Staff Member/Team
- The STAN service received 19 compliments (9) for Staff Member/Team (10) Quality of Service
- Communities received 1 compliment for Staff Member/Team
- Health, Housing & Regeneration received 1 compliment Staff Member/Team
- Legal and Democratic received 8 compliments (1) action/response/communication (7) for Staff Member/Team
- Licensing and Enforcement received 1 compliment for Staff member/Team
- Operations received 5 compliments (1) Quality of Service (4) Staff Member/Team
- The Planning Team received 2 compliments for Staff Member/Team
- Finance and Property received 3 compliments for Staff Member/Team
- People & Policy Team received 1 compliment for Staff Member/Team