

How are we making a difference to our communities?

Integrated Performance Report Quarter 4 (January to March 2014)

For further information or copies of this report, contact the People and Policy Team: Katie Gee Tel: 01706 252454, e-mail: katiegee@rossendalebc.gov.uk .

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 May 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

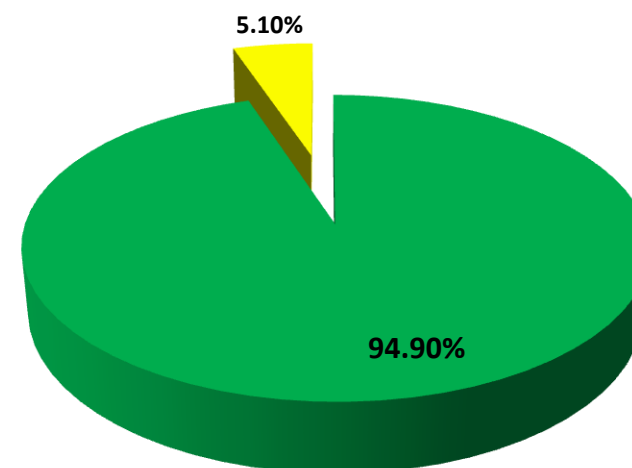
This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.

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	94	94.9%
Amber ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	5	5.1%
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?

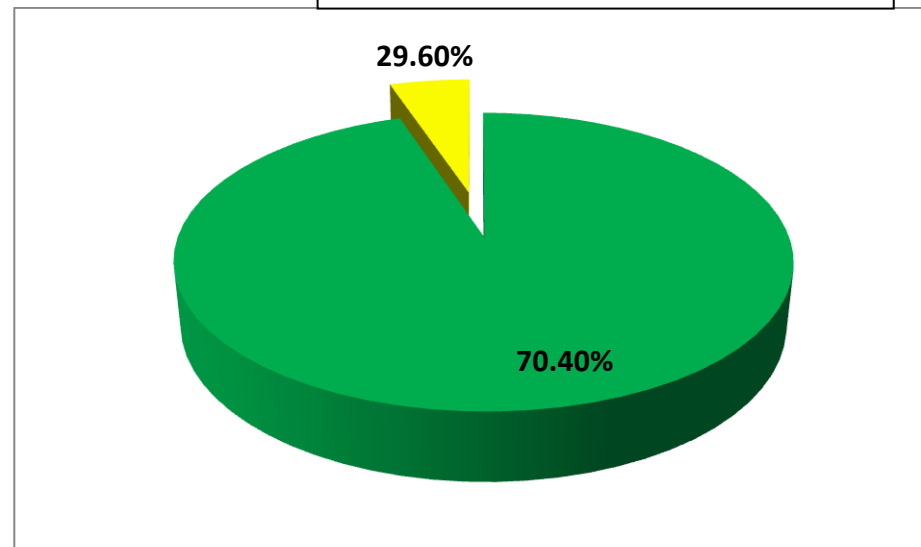
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators, 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	25	75.8%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	2	6.1%
Below Target		The performance indicator is currently more than 5% of achieving its target	6	18.1%
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	19	70.4%
Amber ▲	The likelihood and impact of the risk is medium	8	29.6%
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	5	4	3	2	1
	B	4	3	2	1	0
	C	3	2	1	0	-1
	D	2	1	0	-1	-2
	E	1	0	-1	-2	-3
	F	0	-1	-2	-3	-4
		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%	0	0%	1	25%	0	0%
Risks	4	2	50%	2	50%	0	0%	0	0%
Total	30	25	83.3%	4	13.3%	1	3.4%	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	4.3%	0	0%	0	0%
Performance Indicators	26	20	76.9%%	2	7.7%	4	15.4%	0	0%
Risks	22	16	72.7%	6	27.3%	0	0%	0	0%
Total	118	103	87.3%	11	9.3%	4	3.4%	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	7	100%	0	0%	0	0%	0	0%
Performance Indicators	3	2	66.7%	0	0%	1	33.3%	0	0%
Risks	1	1	100%	0	0%	0	0%	0	0%
Total	11	10	90.9%	0	0%	1	9.1%	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 4 Action Report 2013-14


Report Type: Actions Report
Report Author: Katie Gee_Admin
Generated on: 09 May 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	31-Mar-2014	Cemeteries strategy implemented satisfactorily with specific actions completed: Risk assessments and safe systems of work reviewed and updated; memorial trees and benches continuing to be a successful service provided; constructed new Muslim vaults at Rawtenstall Cemetery; footpath resurfacing in Bacup Cemetery; drainage and creation of new burial plot at Bacup Cemetery; completion and distribution of bereavement services information pack; changes to grounds maintenance schedules agreed and new work tickets produced; and memorial safety testing over 50% completed (on target).	03-Apr-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	31-Mar-2014	The requirement to carry out a playing pitch strategy and the policies set by Sport England and the national governing bodies of relevant sports has meant that delivering a full suite of improvements has not been possible this year. Completion of the strategy will allow increased	02-May-2014	✓




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						opportunity of funding, thus potentially improving and increasing the level and of pitch improvements for each sport. It will also ensure we are able to identify where there is most need for investment and improvement thus ensuring monies are spent wisely based on informed decisions backed up by evidence. This is being carried forward into the next Business Plan (2014/15) and will be monitored by Planning under their action on the Local Plan.		
FP 9(Joint F&PS)	Adapting to Climate Change	31-Mar-2014	Planning Manager; Property Services Manager	10-Jul-2013	10-Apr-2014	Number of consultations, briefings and conferences responded to/ attended.	10-Apr-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	10-Apr-2014	<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 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, 	10-Apr-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>rentals, a workplace (where you employ other people).</p> <ul style="list-style-type: none"> · 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	09-Apr-2014	<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>There are 27 sampling points across Rossendale that are sampled on a regularly basis and the data uploaded to DEFRA annually. 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 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</p>	09-Apr-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						parties over the coming year. The Rawtenstall AQMA will work alongside the new Town Centre development work.		
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	31-Mar-2014	Director for Customers & Communities; Locality Manager	01-Apr-2014	01-Apr-2014	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.	01-Apr-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Communities First: More Effective Responses to Anti-Social Behaviour							
DC 1	Continue to implement actions of the English Heritage/ RBC updated Conservation Strategy.	31-Mar-2014	Planning Manager	02-Aug-2013	06-May-2014	Due to change over in staffing for the conservation officer post a revised timetable has not yet been agreed for the work beyond March 2014. This revised timetable will now need to be agreed for the quarter April to June 2014. However, the milestone to the end of March 14 have been completed.	06-May-2014	
DC 3	Continue to work towards Agreeing Planning Performance Agreement (PPA) and provide input with Rochdale and LCC into the Infrastructure Planning Commission's (IPC) consideration of the Scout Moor Windfarm proposal	31-Mar-2014	Planning Manager	08-May-2014		It remains the case that the parties have not been able to agree a PPA though Peel have agreed to make some payments for work done to date. However, it is anticipated that one will signed soon. A separate PPA is up and running for Reaps Moss Windfarm. A separate PPA may also be needed for a new application at Rooley Moor.	06-May-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	08-May-2014	<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 June 2014.</p> <p>NLP has commenced work on a Strategic Housing Market Assessment. A number of meetings have been undertaken with stakeholders including a workshop held Tuesday 4th February, which was attended by a number of developers, agents Registered Providers and neighbouring authorities with completion of the Study due in May. Complementary to this an update of Housing Land Availability will be prepared and is due for completion in July 2014.</p> <p>Assessment of individual sites is expected in late Summer/Autumn.</p> <p>A new Plan timetable (Local Development Scheme) was adopted by the Cabinet at their November</p>	09-Apr-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.</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; 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	08-May-2014	A preferred scheme and Architect has been selected. A proposal has been worked up and consulted upon. This will continue to be monitored in the next Business Plan (2014/15).	08-May-2014	✓
FP 5	Duty to cooperate with neighbouring authorities in the production of spatial planning documents	31-Mar-2014	Planning Manager	10-Jul-2013	08-May-2014	<p>Extensive "Duty to Co-operate" discussions have occurred. A meeting has been held with Sport England and Burnley/Pendle and Ribble Valley Council's about developing a Playing Pitch Strategy. The Council is working with Calderdale; Kirklees; Barnsley and Burnley to update the Wind Turbines in the Landscape Capacity Study.</p> <p>A Successful Strategic Housing Market Assessment (SHMA) workshop was held on 04/02/14.</p> <p>A response was submitted to Burnley Borough Council on their 'Issues and Options' Consultation. Rossendale is a member of the Pennine Lancashire Planning Officers Group. We have responded to Rochdale's update of their SHMA, and held a meeting with officers from Association of Greater Manchester Authorities (AGMA). We also responded positively to a new combined Authority for West Yorkshire.</p>	09-Apr-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	08-May-2014	Meetings of the Lancashire Energy Officers Group have been attended including discussions on a Lancashire wide approach to ECO.	09-Apr-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	08-May-2014	Following on from the East Lancashire Masterplan, Lancashire Council Council has commissioned a study of the A56/M66 corridor involving a wide range of partners. Forward Planning represent Rossendale Council on this group. There have also been discussions with respect to taking forward the Rawtenstall to Rochdale Cycle Route.	09-Apr-2014	✓
FP 8	Planning input into key projects	31-Mar-2014	Planning Manager	10-Jul-2013	08-May-2014	There has been ongoing involvement in transport projects as well as delivery through Section 106 Agreements.	09-Apr-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	31-Mar-2014	<p>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 is 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 have undertaken the first stage consultation on the outline plans for the new development on the former Valley Centre site including proposals for a new bus terminus. The partnership and the architects will compile all comments received following the consultation during April before revising the plans and undertaking more detailed consultation and refinement of their designs during 2014.</p> <p>The Council's bid to the Heritage Lottery Fund for stage 2 of its Bacup Townscape Heritage initiative</p>	31-Mar-2014	✓



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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	09-Apr-2014	<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 delivered by a team of experienced, independent advisers who can provide free impartial advice, guidance and financial assistance to businesses</p>	31-Mar-2014	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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	31-Mar-2014	<p>The RTB Partnership (Rossendale's Joint Venture Company) have developed a Forward Programme of activity for year 2 of the partnership which was approved by Cabinet in March 2014. the Programme includes:-</p> <ul style="list-style-type: none"> · Consultation and 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. · Continue to work with the owners of the New Hall Hey site to find a solution for its redevelopment. · Work to support the delivery of the Bacup Townscape Heritage Initiative programme. · Completion of the residential housing scheme on the site adjacent to Bacup Hub. · Development of a scheme to bring the semi-derelict Waterside Mill back into use as a commercial building. · Completion of the residential housing scheme on the Myholme house site, Waterfoot. · Development of options for schemes for residential housing · Development of a list of priority sites and 	31-Mar-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>projects for years 3 & 4.</p> <p>Progress at the end of the year 1 Programme was 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>DAY Architectural Ltd were appointed to lead the design for the new development following a national architectural competition. Consultation for the first stage designs took place in March 2014 and the architects will use this feedback to inform the next version of their proposals leading to further consultation during 2014.</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 next 5 years. The first year programme of activity will commence in April 2014.</p>		



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<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 have 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	31-Mar-2014	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.	31-Mar-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	01-Apr-2014	<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 group will develop Tourist Information Points across the Borough to provide visitors with up to date information about local attractions and</p>	01-Apr-2014	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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 this first year 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 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</p>		


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						community awareness and participation in these sports. Unfortunately, due to the number of competitive bids received by Sport England our initial bid for CSAF funding has been unsuccessful but we have been invited to re-submit to the next funding round which opens in summer 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	10-Apr-2014	<p>The Pennine Lancashire LinkedUp Scheme (http://www.linkedup.org.uk/) has now completed its second year and a steady number of properties are starting to come through across Pennine Lancashire and within Rossendale. Rossendale Borough Council is the primary lead for the scheme and due to changes in the programme will be delivering 394 homes back into use. At the end of Year 2, the scheme has over performed on its Year 2 targets and has delivered 50% of the scheme.</p> <p>At the end of Quarter 4, 14 properties had been developed through the Revolving Loan model for Rossendale bringing 37 long-term empty properties brought back into use in Rossendale since the beginning of year through the LinkedUp Programme. 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 Summer.</p>	10-Apr-2014	
HHR09	Delivery of effective services for homeless households. (On-going)	31-Mar-2014	Housing & Regeneration Head of Health; Housing &	10-Jul-2013	10-Apr-2014	Since the start of the year and the introduction of the welfare reforms from the 1st April 2013 including the Spare Room Subsidy the team have	10-Apr-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
			Regeneration Manager Health			<p>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 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	10-Apr-2014	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 chairs the Rossendale Action Partnership previously the	10-Apr-2014	



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Financial Inclusion Group (FIG) who secured funding (approx. of £250,000) through one of the partners, CAB, for transition funding to develop partnership working around advice services. This has allowed for a dedicated project officer to be appointed to support the network's partners in delivering the aims of the partnership and secure funding for projects.</p> <p>We are also working more closely with STAR and the Rossendale Domestic Abuse Partnership (RDAP) to secure funding for several projects 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 April to hear the outcome of this appeal.</p> <p>Funding has also been granted for a 15month programme aimed at reducing the number of Rogue Landlords operating within Rossendale. This programme has been named Operation CARL and a dedicated Project Co-ordinator has been appointed. The programme is also working closely on the Overview & Scrutiny Task and Finish Group looking at Rogue Landlords and the Private Rented Sector.</p>		




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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. Over the last year the team have completed 88 DFGs and delivered 52 adaptations on behalf of Green Vale Homes (funded by GVH).		
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	09-Apr-2014	<p>The team have been working with a number of Housing Associations to develop affordable housing schemes across the borough these have now been completed and lettings have begun on these sites. Over, the coming month's tenants will be moving into schemes at Acre Mill, Facit Mill and Weaver Dene. The Weaver Dene site included five shared ownership properties and these have proved an alternative affordable housing option to local households.</p> <p>Work has started on the Myholme House development with Green Vale Homes in Waterfoot and it is expected that these will be in a position to be preOlet from October 2014. Planning permission has recently been passed for general affordable housing for seven units at Broadway, Helmshore.</p> <p>Following the tender submissions for the borough's Strategic Housing Market Assessment (SHMA) NLP have been appointed to compete 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>	09-Apr-2014	
P&P02	Support the Children's Trust in delivering outcomes for CYP in Rossendale	31-Mar-2014	Principal Policy Officer	20-Jun-2013	15-Apr-2014	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. Evaluation returns are currently being compiled for LCC and will be published on their website in due course. Lancashire County Council are currently reviewing	15-Apr-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>all of its partnership structures and arrangements, this includes the Children and Young People's Trusts (CYPT). The outcomes are expected over the next few months. This may have an impact for Rossendale locally as this emerges. Some streamlining of meetings and posts at a LCC level has already taken place and a slight reduction in funding to support districts Trusts.</p> <p>Funding for projects to support the delivery of the Trust's Action Plan Priorities include:</p> <ul style="list-style-type: none"> - Perinatal Health - focus on increasing early access to maternity services within the BME community - Alcohol and its implications - U Choose Game production and marketing for young people - Summer Fun Booklet Publication <p>Further information can be found on the District Trust website: http://www.lancashirechildrenstrust.org.uk/district/index.asp?siteid=3767&pageid=12879&e=e</p> <p>Based on the Lancashire Children's Plan and Joint Strategic Needs Assessment Data, the Trust is now developing its 2-14-15 Action Plan priorities and will need to be taken into account during any partnership changes arising.</p>		
P&P13	Ensure the web/events calendar is updated to reflect the offer within Rossendale.	31-Mar-2014		21-Jun-2013	22-Apr-2014	<p>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 communicating of events. Local events continued to be promoted in the free Lancashire Living Magazine to promote the Rossendale offer more widely, as well as the local newspapers. The Council continues to utilise social media for events promotion, and the local press, as well as Visit Rossendale, which the Corporate</p>	22-Apr-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Officer is working with the Tourism and Heritage Group in order to get the website more visitors and promotion.		
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
BC 1	Joint working with other Borough councils in relation to Building Control	31-Mar-2014	Director for Business	09-Jul-2013	02-May-2014	Working jointly with Hyndburn Building Control team, towards delivering a, fully integrated Building Control service.	02-May-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	31-Mar-2014	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, Commonwealth flag raising and	01-Apr-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Remembrance Sunday events have taken place and press releases were issued for Civic Sunday and Armed Forces Day and web notifications uploaded for Remembrance Sunday and the Commonwealth flag raising. Councillor details are amended on an ongoing basis, once Committee and Member Services have been notified of any changes. The Mayor has continued to engage with schools.		
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	31-Mar-2014	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. The Mayor has continued to engage with schools and more visits to schools are planned for the coming year.	01-Apr-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	31-Mar-2014	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 92% (target 75%).	01-Apr-2014	
C&MS3	Ensure Committee papers are prepared to a Quality Standard and in accordance with agreed processes	31-Mar-2014	Committee and Member Services Manager	01-Apr-2013	31-Mar-2014	All public meetings dates are available on the Committee Schedule and the Forward Plan identifies key decisions being taken by the Cabinet. To date, all agendas have been published within the required deadlines and 98% of minutes	01-Apr-2014	








Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						have been published within four working days of the meeting.		
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	01-Apr-2014	01-Apr-2014	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 awarded funding to both the Citizens Advice Bureau and Rossendale's Credit Unions and this was confirmed by Cabinet at its March 2014 meeting.	01-Apr-2014	✔
Cmt 6	Confirm a fair and affordable approach to grant funding	31-Mar-2014	Director for Customers & Communities; Locality Manager	17-Oct-2013	01-Apr-2014	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 has awarded funding to the Citizens Advice Bureau and Rossendale's Credit Unions which has been confirmed by Cabinet at its March 2014 meeting. Cabinet has also agreed new working arrangements for Rossendale's Neighbourhood Forums, including the allocation of Neighbourhood Forum grants.	01-Apr-2014	✔
Corp1	Relocate service areas to	31-Dec-2013	Head of Finance and	23-Oct-2013	23-Oct-	Relocations continued on schedule in Quarter 2,	23-Oct-2013	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Futures Park Bacup		Property		2013	and the One Stop Shop successfully moved to 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	02-May-2014	The New Homes Bonus for 2014/15 is £540k, an increase of £250k from 2013/14. The 2014/15 final budget for New Homes Bonus is £356k, so we will achieve a surplus of £184k against budget.	02-May-2014	✔
Corp3	Implement new back office database – Idox system	31-Mar-2014	Head of Customer Services & ICT	10-Jul-2013	10-Apr-2014	<p>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.</p> <p>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 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</p>	10-Apr-2014	⚠

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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 ton 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 transmissions to geoplace of LLPG updates have taken place.	25-Jun-2013	✔
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	✔


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
DC 2	Provide input into Town Heritage Initiative phase 2 bid development for Bacup	31-Mar-2014	Planning Manager	02-Aug-2013	06-May-2014	Support is continuing from the new conservation officer. However, objectives for up to end of March 2014 were agreed.	06-May-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	31-Mar-2014	Planning and testing is in progress and training is underway in line with Cabinet Office requirements.	31-Mar-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	04-Apr-2014	Completed with the successful production of of the 2014/15 budget and an updated MFTS. As noted in the previous update, the Annual Audit Letter contained compliments about the Council's attitude towards financial resilience and noted the way both managers and members ensured that "the financial position is a key consideration in decision making".	04-Apr-2014	✓
F&PS 3	Conclude the Customer Services Review	31-Mar-2014	Finance Manager; Head of Finance and Property	15-Oct-2013	25-Feb-2014	This has now been superseded by the development of the new Corporate Support Team which is now operational.	25-Feb-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	04-Apr-2014	Similarly to F&PS2, the MFTS has been updated in February 2014 and agreed with Members. Uncertainty remains beyond 2016 with regard to a available centrally funded resources. However, the Annual Audit Letter contained compliments about the Council's attitude towards financial resilience and noted the way both managers and members ensured that "the financial position is a key	04-Apr-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						consideration in decision making".		
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	04-Apr-2014	All transactional and reporting arrangements are working. The final test now being year end close down and external audit.	04-Apr-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	✔
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	10-Apr-2014	All schemes completed and funding utilised.	10-Apr-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	10-Apr-2014	Programmes agreed and liaison meetings arranged.	10-Apr-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	10-Apr-2014	Numerous issues notified and addressed during drainage.	10-Apr-2014	✔
F&PS 8d	To ensure a programme of	31-Mar-2014	Head of Finance and	13-Aug-2013	10-Apr-	Programme of inspection and maintenance carried	10-Apr-2014	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	inspections and maintenance of all existing land drainage infrastructure.		Property; Property Services Manager		2014	out during current year.		
FP 3(Joint DC)	Review of Residential Alterations and Extensions SPD	31-Mar-2014	Planning Manager	10-Jul-2013		Work on a shared Residential Alterations and Extensions SPD document for the area of Hyndburn and Rossendale is now intended.	06-May-2014	
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	08-May-2014	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.	08-May-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	02-May-2014	Such advice will continue as required.	02-May-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	02-May-2014	Legal advice continues to be provided to the various departments involved in these projects.	02-May-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 14st 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	26-Mar-2014	The Council resolved to adopt the Statement of Licensing Policy relating to the Licensing Act 2003 for a further five years on 26th March 2014.	01-May-2014	
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	26-Mar-2014	The Council resolves to adopt the revised Policy Statement on Guidelines to Convictions including Statement of Policy about Relevant Convictions, amend the Council Constitution to reflect matters falling outside the scope of the policy are delegated to the Licensing & Enforcement Manager for determination and all future minor amendments to the policy to be delegated to the <i>Director for Business</i> in consultation with the Portfolio Holder on 26th March 2014.	01-May-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
LEU 4	Revise and implement new benefit fraud prosecution policy	30-Sep-2013	Licensing and Enforcement Unit Manager	20-May-2013	31-Dec-2013	Benefit Investigation Unit (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.	25-Feb-2014	✓
LEU 5	Revise and implement Street Trading policy including prohibited streets	31-Mar-2014	Licensing and Enforcement Unit Manager	15-Oct-2013	31-Mar-2014	The project has rolled over into the new financial year	01-May-2014	✓
LEU 6	Improve all administrative processes for the maintenance of licences. (On-going)	31-Mar-2014	Licensing and Enforcement Unit Manager	01-Apr-2013	31-Mar-2014	This is an ongoing project, new Licensing Policy and Convictions Policy adopted at Council 26/03/14.	01-May-2014	✓
Ops01	Continued joint working with Hyndburn Borough council - Operations	31-Mar-2014	Director for Customers & Communities	01-Aug-2013	25-Apr-2014	Joint Operational and Transport Management arrangements have continued and another 12 months has been agreed.	25-Apr-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	25-Apr-2014	This has been completed has the new rounds are being implemented.	25-Apr-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	25-Apr-2014	the review has been done; there is on-going implementation with new footpath sweepers which are due for delivery April 2014.	25-Apr-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	✓


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
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 Director of Customers and Communities and representatives from the Vehicle Maintenance and Transport Management Teams, Parks and Open Spaces and Operations	23-Oct-2013	✓
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	25-Apr-2014	Fuel use is constantly monitored. 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.	25-Apr-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	01-Apr-2014	<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</p>	01-Apr-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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&P04	Oversee CRACS partnership, ensuring arrangements are in place so that future consultation needs are met.	31-Mar-2014	Principal Policy Officer	21-Jun-2013	04-Apr-2014	<p>The Council's website 'Have Your Say' consultation pages provide information on the Council's consultations and how to get involved.</p> <p>The Council is committed to the Infusion Research partnership (formerly 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>As part of the Council's business planning and budget setting process for 2014-15 commitment was agreed for reduced funding to support this resource. To be reviewed annually.</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>Consultations / work activity during 2013-14 includes:</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 - Haslingden Swimming Pool Consultation - Advice and input to Strategic Housing Market 	04-Apr-2014	





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Area Assessment work - Planning Team advice / support - general - General consultation and engagement advice - Data inputting and analysis / reports - Consultation training session - 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	The Council's Corporate Plan 2013-16 was approved at Full Council on 20th March 2013 and is now live. The Corporate Plan is a 'plan on a page' based on the Council's recently refreshed priorities and budget. It is a simple and accessible explanation of the Council's areas of focus during this financially challenging time. The key projects section will be kept under annual review. The Corporate Plan will be delivered through our annual business plan, progress of which is monitored through the Quarterly Performance Report and is open for public scrutiny/challenge. A copy of the Corporate Plan can be found on the Council's website: http://www.rossendale.gov.uk/downloads/download/297/the_councils_corporate_plan_2013-2016_approved_by_full_council_20th_march_2013	14-May-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	02-May-2014	Service reviews are undertaken as and where appropriate as part of efficiency savings and commitment to continuous service improvement. No services were reviewed in Q4.	02-May-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	01-Apr-2014	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	01-Apr-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						needs, all Councillors have been offered equality and diversity awareness training. Relevant officers have also received equality impact assessment training and refresher training is offered as required.		
P&P09	Review statement of particulars	31-Mar-2014	HR Manager	21-Jun-2013	02-May-2014	This has been completed.	02-May-2014	✓
P&P10	Refresh the Pay Policy	31-Mar-2014	HR Manager	08-May-2014	08-May-2014	This was refreshed in Q4.	08-May-2014	✓
P&P11	Undertake Health and Safety Audits	31-Mar-2014		12-Jul-2013	02-May-2014	The Council recognises its responsibilities under the Health & Safety at Work, etc Act 1974 and the Management of Health & Safety at Work Regulations 1999. The Council carries out regular internal audits – by professionally-qualified H&S management and advisory staff – on an ongoing rolling programme, and uses external experts to provide independent checks and balances. Findings and required actions are reported to, acted upon and monitored by the relevant senior, departmental and corporate services management with support from the H&S advisor.	02-May-2014	✓
P&P12	Review Fire Risk Assessments	31-Mar-2014		15-Oct-2013	02-May-2014	The Council recognises its responsibilities under the Regulatory Reform (Fire Safety) Order 2005. The Council carries out internal fire risk assessments for all workplaces and public buildings – by professionally-qualified H&S and fire management and advisory staff on an ongoing rolling programme; these risk assessments are reviewed at suitable and appropriate intervals. Findings and required actions are reported to, acted upon and monitored by the relevant senior, departmental and corporate services management with support from the H&S advisor.	02-May-2014	✓
P&P14	Promote pensions scheme and respond to any changes in pensions legislation	31-Mar-2014	HR Manager	21-Jun-2013	02-May-2014	We have successfully implemented the new LGPS 2014 scheme which introduced Career Average benefit calculations, the most radical change to the scheme for many years. We have made changes to the definition of pensionable pay so that payroll elements now reflect this, such as non-contractual overtime which is now classed as pensionable.	02-May-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>More tiered contribution bandings are in place and all employees were notified of their contribution rate as the tier is now defined by actual rather than full time equivalent pay. Individual pension contributions and pensionable pay will now be submitted to Lancashire Pensions, on a monthly basis rather than yearly.</p> <p>The LGPS online service is now available for both employees and employers to check records & perform benefit calculations. Almost 50% of members attended two roadshow presentations at Futures Park & Henrietta Street run by pensions staff in April and an earlier presentation on AVC benefits was also well attended. We are currently communicating and implementing the withdrawal of the scheme to Councillor members.</p> <p>Our staging date for Auto enrolment was 1 February 2014 , we registered with the Pension regulator, complied with all our duties and advised all employees by letter of our obligations. We were allowed to defer automatic enrolment for current employees at that date, who were not in the LGPS, until 1 October 2017. However, all employees still have the right to join the LGPS at any time before then.</p>		
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	15-Apr-2014	<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 met. No specific tailored training needs or gaps have been identify this year. 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.</p>	15-Apr-2014	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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. All Councillors have now undertaken face to face training or signed the briefing declaration. A Councillor equality and diversity session is schedules for after the election aimed at new councillors.</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. Bite size sessions on equality and diversity have been agreed for operations and parks staff and are being delivered through April. For all office based staff an equality and diversity e-learning module is being rolled out during April, prioritised for new starters and those that require refresher training.</p> <p>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 ones and annual performance reviews. No specific tailored needs or gaps have been identified this year. Briefings and awareness raising on equality related issues and campaigns etc. are promoted on a regular basis.</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/equalit</p>	07-Oct-2013	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>y_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>		
P&P17	Refresh the Council's Domestic Abuse Policy (including Forced Marriage)	30-Sep-2013	Principal Policy Officer	21-Jun-2013	07-Jan-2014	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 awareness session for managers will be provided during 2014.	07-Jan-2014	✓
P&P18	Standards of Conduct for Employees	31-Mar-2014	HR Manager	21-Jun-2013	02-May-2014	Q4 saw no disciplinary action.	02-May-2014	✓
P&P20	Review & Refresh Equality Objectives (required every 4 years)	31-Mar-2014	Principal Policy Officer	11-Jul-2013	01-Apr-2014	<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</p>	03-Apr-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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>		
P&P21	Achieve the Workplace Wellbeing Charter	31-Mar-2014	HR Manager	21-Jun-2013	08-May-2014	In Q4 we promoted the following in our commitment to the Workplace Wellbeing Charter; Alcohol Brief Training Sessions, Love Your Liver month, Cancer Talk Week, National Heart Month, and National No Smoking Day. Staff also raised money for sport relief as well as support National Downs Syndrome Awareness Day by wearing odd socks and promoted this on social media.	08-May-2014	
P&P22	Refresh HR processes and procedures with Operations	31-Mar-2014	HR Manager	21-Jun-2013	02-May-2014	This support continues and we are now working with the new Head of Operations who came into post in April.	02-May-2014	
P&P23	Review Safeguarding Children and Adults Policies and Guidance in line with best practice (required at least every 3 years or as legislation / learning determines). Next formal review due 2016.	31-Mar-2014	Director for Business	21-Jun-2013	09-May-2014	Adult and Children Safeguarding policies have both been reviewed and updated, with the policies being re-communicated to all staff. Training for safeguarding is being looked at for this business plan year. Any changes to Safeguarding legislation continues to be monitored.	09-May-2014	
P&P24	Undertake Section 11 Audit – LSCB Lancashire Safeguarding Children Board (completed annually)	31-Mar-2014	Director for Business	21-Jun-2013	01-Apr-2014	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. As part of the Council's policy cycle, it has updated its safeguarding policies. Refresher training /	01-Apr-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						awareness has been identified and is being rolled out. Information on staff responsibilities and reporting processes in relation safeguarding are communicated on a regular basis.		
P&P25	Deliver an organisational development plan which supports organisational change	31-Mar-2014	HR	11-Jul-2013	02-May-2014	Training policy has been reviewed, consulted and agreed at JCC and circulated, as has the appraisal forms and guidance.	02-May-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	03-Apr-2014	The Corporate Officer's relationship with the Rossendale Tourism and Heritage Group continues and facilitates 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. Going forward the Corporate Officer is working with the Portfolio Holder for Regeneration, Tourism and Leisure to set up a Promoting Rossendale Board which will further enhance the promotion of the borough.	03-Apr-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

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

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

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

PI Code
LI – Local Indicators
NI – National Indicators

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

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




Quarter 4 Performance Indicator Report 2013-14

Report Type: PIs Report
Report Author: Katie Gee_Admin
Generated on: 09 May 2014




Description Clean and Green Rossendale



PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of Household Waste Recycled	Operations Manager	27.58%	28.50%		23.85%	23.50%		Aim to Maximise		These are only estimated figures as the actual figures produced by LCC are not available until Tuesday 15th April 2014.	On Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Operations Manager	3.42%	9.50%		5.48%	9.50%		Aim to Maximise		These are only estimated figures as the actual figures produced by LCC are not available until Tuesday 15th April 2014. Figures are always low in this quarter due to winter and the service being suspended over the festive period.	Below Target
NI 185	CO2 reduction from local authority operations	Property Services Manager	Not measured for Quarters			Not measured for Quarters Year End figure =			Aim to Maximise		We have now had a full year's production of electricity from the solar panels and are able to make a full comparison with pre installation. In this period, November 2012 to October 2013 the staff population of Futures park has grown by a 25 % which includes the new One Stop Shop, and a £3,000 saving has been made on electricity purchased. We have produced a total 74,659 kwh electricity which equals £8,591 in feed in tariff (FIT) payments. The electricity supply contract for all council buildings is due for renewal in September 2014; again we will be looking at a green energy supply contract making all electricity	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
										we consume carbon natural. Along with the smarts meters for electricity, gas and water consumption is also monitored monthly with any irregularities investigated.		
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 however, 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 EA 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	127	123		129	130		Aim to Minimise		These are only estimated figures as the actual figures produced by LCC are not available until Tuesday 15th April 2014.	Marginally Below Target






Description Regenerating Rossendale










PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 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 Year End Figure = 2.39% Target = 5%			Aim to Maximise		As at 31 March 2014 there were 167 employees and the percentage of employees with a disability was 2.39%. Please note this is based on equality data employees have chosen to disclose.	Below Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
LI 17a	Ethnic Minority representation in the workforce - employees	HR	Not measured for Quarters			Not measured for Quarters Year End Figure = 0.01% Target = 3%			Aim to Maximise	↓	As at 31 March 2014 there were 167 employees and the percentage of ethnic minority representation was 0.01%. Please note this is based on equality data employees have chosen to disclose.	Below Target
LI 64	(LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	Administration Assistant - Regeneration; Housing & Regeneration Manager Health; Strategic Housing and Partnerships Manager	N/A	N/A	N/A	15.00	7.00	✓	Aim to Maximise	↑	14 Revolving Loans for Qtr4. 1 DASH / Temp. Accommodation unit using s106 Funding.	Exceeding Target
NI 16 LAA	Serious acquisitive crime rate	Director for Customers & Communities	2.25	3	✓	1.01	3	✓	Aim to Minimise	↑	For this category the Police now record High Impact Acquisitive Crime (HIAC) rather than Serious Acquisitive Crime, this means that vehicle crime is no longer included. Based on a population of 68,000 HIAC rate is 1.01 (per 1,000 population). This is a decrease on the previous quarter however the change in categories will have impacted this.	On Target
NI 20 LAA	Assault with injury crime rate	Director for Customers & Communities	1.1	2	✓	1.15	2	✓	Aim to Minimise	↑	Based on a population on 68,000 the Assault with Injury crime rate is 1.15 (per 1,000) residents. This is a decrease on the previous quarter.	Exceeding Target
NI 154	Net additional homes provided	Planning Manager	Not measured for Quarters			Not measured for Quarters Year End Figure = 135			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. A survey of completions in 2013/2014 is close to finalisation.	Below Target
NI 155 LAA	Number of affordable homes delivered	Housing & Regeneration Manager Health; Planning Manager;	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	22 affordable homes were delivered in 2012/13. This will be updated shortly as part of the Rossendale 5 Year Housing Land Supply document.	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
	(gross)	Strategic Housing and Partnerships Manager										
NI 192 LAA	Percentage of household waste sent for reuse, recycling and composting	Business Support Manager	N/A	N/A	N/A	29.33%	35.50%		Aim to Maximise		These are only estimated figures as the actual figures produced by LCC are not available until Tuesday 15th April 2014.	Below Target














Description Responsive Value for Money Services
















PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team	N/A	10mins	N/A	7mins	10mins		Aim to Minimise		The waiting time for this quarter was recorded at 6mins 53. An excellent performance with the majority of the footfall continuing to be Benefit queries with an increase in council tax enquiries due to bills issued in March.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	Capita; Service Assurance Team	63.6%	70%		61.15%	70%		Aim to Maximise		Performance for quarter 4 has been affected by March's performance. Performance in March was affected by an increase in calls as new annual bills were issued to customers for 2014/15. There was an increase of over 15% in the number of calls to the call centre in a 2 week period when the bills were issued. The main queries were about the increase in the amounts payable by CTS customers from 8.5% to 20% and the technical changes made. The increase in calls over a condensed period happens annually and it is expected performance will improve in the coming months.	Below Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
CS6	% of abandoned calls - Coventry Call Centre	Capita; Service Assurance Team	7.86%	2.5%		8%	6.5%		Aim to Minimise		Historically performance dips in March as this is the month that the new council tax bills are sent out. For 2014/15 CTS customers have seen an increase in the amount that they now have to pay towards their Council tax. It has gone up from 8.5 in 13/14 to 20% in 14/15. The Council has also introduced a number of technical changes. These have resulted in increased call volumes and the length of telephone call. This has a knock on effect in relation to abandonment rates.	Below Target
LI 8	% of invoices paid on time	Head of Finance and Property	97.52%	98.00%		97.88%	98.00%		Aim to Maximise		Almost back on target in Q4 following tighter processes for requesting Goods Receipt Notes when invoices are received.	On Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team	97.50%	97.80%		97.10%	96.50%		Aim to Maximise		97.10% is a very good achievement given the introduction of Council Tax Support in April 2013. As with all local authorities there were many uncertainties around what the collection rate for CTS cases would be. Collection rates for those on CTE are as follows : Pensioners 109%, Working Age Employed 79.11% and Working Age Other 72.32%. These collection rates are far lower than the total collection rate however they are higher than the anticipated collection rate of 50% from CTS payers. It does highlight however the difficulties to be faced in collecting a 20% debt in 2014/15 rather than 8.5% in 2013/14. Overall the +0.6 above target is welcoming given all the barriers faced in 2013/14 which included another move of court from Reedley to Burnley which caused the loss of court time in December. 2014/15 also sees the introduction of technical changes including a 50% premium on properties empty for over 2 years and	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
										changes to short term empty properties.		
LI 10	Percentage of Non-domestic Rates Collected	Capita; Service Assurance Team	96.70%	98.00%		97.20%	97.90%		Aim to Maximise		NNDR has seen a pleasing increase in the collection rate from 96.8% in 2012/13 to 97.2% in 2013/14. This equates to an extra £474k in monetary terms. Capita continue to work with Finance and Legal to combat persistent non payers and it is hoped these actions bear dividends in 2014/15.	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR	8.64	8.00		9.78	8.00		Aim to Minimise		Long term sickness, 20 days or more, 7.21 days per fte Short term sickness 2.51 days per fte.	Marginally Below Target
LI 79a	Accuracy of processing - HB/CTB claims	Capita; Service Assurance Team	95.40%	93.00%		95.40%	93.00%		Aim to Maximise		Performance continues to meet target ensuring that claims are calculated correctly first time. Staff are monitored on all aspects of work and this feeds into training programs and refresher courses as required. It is pleasing to note that target has been achieved throughout 2013/14.	Exceeding Target
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	Capita; Service Assurance Team	68.53%	65.00%		83.06%	65.00%		Aim to Maximise		Performance has been excellent during 2013/14 and an outturn of 77.09% is expected to be in the top quartile performance of local authorities.	On Target
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Team	13.87%	10.00%		13.55%	9.50%		Aim to Maximise		An excellent performance for 2013/14 ensuring overpaid benefit is recovered from claimants. This performance is expected to put Rossendale in the top quartile of local authorities for this indicator.	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00%	65.00%		100.00%	65.00%		Aim to Maximise		For the final quarter the figures were Majors 100% and for the year were 79%, therefore exceeding target.	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	94.00%	80.00%		88.00%	80.00%		Aim to Maximise		Final quarter was 88% and for the year was 90% which is above target.	Exceeding Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	93.00%	80.00%		93.00%	80.00%		Aim to Maximise		Final quarter performance is 93% and 96% for the whole year.	Exceeding Target
NI 181(a)	Time taken to process Housing Benefit and Council Tax Benefit new claims	Capita; Service Assurance Team	24.0	25.0		23.5	25.0		Aim to Minimise		Performance for the year is slightly outside the target however it is pleasing to note that the last quarter of the year saw improved performance. There have been a number of changes to benefits in the last 12 months with the introduction of the "benefit cap" and the social sector size criteria restrictions, both of which have increased the work required to maintain claims along with a substantial increase in applications for Discretionary Housing Payments all of which impact on the ability to process new claims.	On Target
NI 181 (ai)	Time taken to process Housing Benefit New Claims	Capita; Service Assurance Team	N/A	N/A	N/A	23.5	25.0		Aim to Minimise		Processing times have increased this month due to the volume of work received at year end and the Easter bank holiday which counts as "time taken to process" even though the offices are closed. It is anticipated that performance will again be affected in May by Bank Holidays although the increase in work received should reduce.	On Target
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	Capita; Service Assurance Team	M/A	N/A	N/A	26.3	25.0		Aim to Minimise		Processing times have increased this month due to the volume of work received at year end and the Easter bank holiday which counts as "time taken to process" even though the offices are closed. It is	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
										anticipated that performance will again be affected in May by Bank Holidays although the increase in work received should reduce.		
NI 181(b)	Time taken to process Housing Tax Benefit and Council Tax Benefit change events	Capita; Service Assurance Team	5.1	10.0		3.7	10.0		Aim to Minimise		Performance for the year is excellent despite an increase in the number of changes being received along with additional changes required due to legislative changes around the Benefit Cap and Social Sector Size Criteria Restrictions.	On Target
NI 181 (bi)	Time taken to process Housing Benefit change events	Capita; Service Assurance Team	N/A	N/A	N/A	3.65	10		Aim to Minimise		Quarter 4 performance (and the month of March) is exceptional due to considerable changes to action at this time of year due to benefit uprating's and rent increases from housing Associates, some of which are automated. This can result in an uncharacteristic spike in performance due to the volumes of transactions which is not representative of normal monthly performance.	On Target
NI 181 (bii)	Time taken to process Council Tax Benefit change events	Capita; Service Assurance Team	N/A	N/A	N/A	6.1	10.0		Aim to Minimise		It is pleasing to report that Q4 performance achieved target. There are considerable changes to action at this time of year due to benefit uprating's, some of which are automated, which can result in an uncharacteristic spike in performance due to the volumes of transactions.	On Target
PM2(a)	% of new HB claims outstanding over 50 days	Capita; Service Assurance Team	3.04%	5%		0%	5%		Aim to Minimise		Performance has been excellent this year, with only 1.18% (approx. 35 customers from a total processed number of over 3500) having to wait than 50 days for their claim to be processed. It should be noted that no customers have had to wait more than 50 days during the last 6 months.	Exceeding Target
PM3	% of new claims decided within 14 days of receiving all	Capita; Service Assurance Team	76.85%	85%		70.33%	85%		Aim to Maximise		Target has not been achieved this year due to a number of factors including the changes to benefits legislation with the introduction of the benefit cap and social sector size	Below Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
	Information									criteria restrictions which have meant more changes to be processed along with an increase in DHP applications all of which impact on the speed at which new claims are processed. It is expected that performance will improve in the coming months.		
PM4	% of rent allowance claims paid on time or within 7 days of decision being made	Capita; Service Assurance Team	93.77%	92%		95.62%	92%		Aim to Maximise		It is pleasing to report that performance has achieved target in 11 of the 12 months this financial year ensuring that customers receive their benefit payments promptly.	Exceeding Target
PM17	% of applications for reconsideration /revision actioned & notified within 6 weeks	Capita; Service Assurance Team	83.78%	94%		91.18%	94%		Aim to Maximise		Thirty four (34) requests for reconsideration were received during the 4th quarter with 31 being revised within the required 6 weeks ensuring that the target is achieved.	Exceeding Target
PM18	% of appeals submitted to the tribunals Service in 4 weeks	Capita; Service Assurance Team	66.67%	90%		66.67%	90%		Aim to Maximise		Three (3) appeals were received for submission to tribunal and 2 of these were completed within the 4 weeks target. Whilst the number of appeals received is low the work involved in submitting to tribunal is complex and time consuming and performance can be adversely affected by just one claim.	Exceeding Target
STAN 1	Number of people accessing STAN	Service Assurance Team	188	360		330	120		Aim to Maximise		Footfall for Rossendale for quarter 4 was 330. STAN saw a total of 455 people for both boroughs. The footfall in Rossendale represent 72.73% of the total footfall for both boroughs still involved in the project.	Exceeding Target
STAN 2	% of customers satisfied with the service	Service Assurance Team	100%	80%		100%	85%		Aim to Maximise		Overall Customer satisfaction with the STAN service remains high at 100% for quarter 4. This equates to 94.12% of customers who returned feedback forms being 'very	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 4 2012-13			Quarter 4 2013-14			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2012/13			Q4 2013/14						
			Value	Target	Status	Value	Target	Status				
	received from STAN									satisfied', with the remaining 5.88% 'satisfied'. These results were drawn from the returned surveys over the quarter.		

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:	Place Directorate		Lead Officer for Performance Indicator:	Joe Kennedy			
Performance Indicator Number/s:	LI 82bi	Performance Indicator Name:	(CP3.2.2) % of Household Waste Composted				
Target achieved in previous year? (2011/12)	<i>NO</i>						
PERFORMANCE DURING CURRENT YEAR (2013-2014)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
13.24%	9.50%	14.85%	9.50%	7.62%	9.50%	5.48%	9.50%

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

The year-end target has been achieved when the 4 quarter calculations are combined.

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

The quartile targets are unrealistic and do not take into account seasonal variance.

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

Targets to be realigned to realistic seasonal expectation which will be affected by climatic conditions.

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

As the PI is subjective and largely weather dependant, the performance will be dictated primarily by the conditions in each quarter.

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:	Place Directorate		Lead Officer for Performance Indicator:	Joe Kennedy			
Performance Indicator Number/s:	NI192LAA	Performance Indicator Name:	(% of household waste sent for reuse, recycling and composting)				
Target achieved in previous year? (2011/12)	Not reported						
PERFORMANCE DURING CURRENT YEAR (2013-2014)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
36.10%	35.50%	35.20%	35.50%	28.20%	35.50%	29.33%	35.50%

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

The year-end target was not achieved

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

The Indicator performance was aligned to target levels in quarter 1 & 2, but fell below during quarters 3 & 4 due to reduced levels of organic waste collected during winter period. Target levels should reflect seasonal variation in order to be meaningful and achievable.

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

The current route/ round review is designed to deliver an area based working model which will allow for more focused supervision and intelligence gathering. This will allow informed decision making in term of education and enforcement targeting in order to increase awareness of recycling initiatives to residents. Further consideration to the proposed ending of the cost share agreement with LCC will be required to inform future decision making on service delivery options.

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

The current route/ round review is designed to deliver an area based working model which will allow for more focused supervision and intelligence gathering. This will allow informed decision making in term of education and enforcement targeting in order to increase awareness of recycling initiatives to residents. Further consideration to the proposed ending of the cost share agreement with LCC will be required to inform future decision making on service delivery options.

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 Service & I.C.T		Lead Officer for Performance Indicator:	Andrew Buckle & Anita Hall (Lesley Lowe – Capita)			
Performance Indicator Number/s:	CS5	Performance Indicator Name:	% of telephone calls answered by Coventry call centre within 20 seconds				
Target achieved in previous year? (2012/13)	Yes						
PERFORMANCE DURING CURRENT YEAR (2013-2014)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
74%	70%	70.83%	70%	71.01%	70%	61.15%	70%

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

It is anticipated that the target will be narrowly missed due to the impact of performance in quarter 4 on the annual out turn.

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

Performance in relation to this indicator for the three months of quarter 4 is as follows:

January - 61% performance against a target of 70%
February - 74.2% performance against a target of 70%
March - 48.25% performance against a target of 70%

Performance for quarter 4 has been affected by March's performance. Performance in March was affected by an increase in calls as new annual bills were issued to customers for 2014/15. There was an increase of over 15% in the number of calls to the call centre in a 2 week period when the bills were issued. The main queries were about the increase in the amounts payable by CTS customers from 8.5% to 20% and the technical changes made. The increase in calls over a condensed period happens annually and it is expected performance will improve in the coming months.

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

Historically performance in March does take a dip due to an increase in the volume of calls once Council tax bills have been issued. There is no extra resource available to mitigate against this expected increase in call volumes.

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

Historically performance in March does take a dip due to an increase in the volume of calls once Council tax bills have been issued. There is no extra resource available to mitigate against this expected increase in call volumes.

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:	Andrew Buckle/Anita Hall			
Performance Indicator Number/s:	CS6	Performance Indicator Name:	% of abandoned calls – Coventry Call Centre				
Target achieved in previous year? (2012/13)	No – narrowly missed target						
PERFORMANCE DURING CURRENT YEAR (2013-2014)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
6%	6.5%	4%	6.5%	5%	6.5%	8%	6.5%

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

Call Centre resources will continue to be targeted at peak handling times to manage the SLA including abandonment rate. Welfare changes have placed significant pressure on front and back office functions and enquiry rates have increased.

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

Historically performance usually dips in March as this is the month that the new council tax bills are sent out.

The volume of calls received has increased in April for council tax calls as a result of text reminders and written reminders being issued to customers who have not paid their first instalment. Recovery action against customers in receipt of council tax reduction has started in April this year as opposed to starting in July during 2013. The reason for this is two-fold - the amount due to be paid by working age customers in receipt of CTR has increased from 8.5% to 20% and this is now the second year of CTR and customers who had not previously paid should be aware that they have a duty to pay. The Council has also introduced a number of technical changes. These have resulted in increased call volumes and the length of telephone call. This has a knock on effect in relation to abandonment rates.

The average handling time for calls has also increased - up 9% for benefit calls and up 14.6% for council tax calls which impacts on the staff's ability to answer calls within 20 seconds. This is as a result of the increase from 8.5% to 20% and the technical changes in relation to empty homes etc.

The increase in text reminders and mailed reminders (up 58% on last year) led to an increase in calls during the third week in April which severely affected performance and performance was also affected by the Easter bank holiday as calls were concentrated into two weeks of 4 days - again hampering performance.

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

Service provision will be monitored by the SAT Team & Revenues Manager and it is hoped that performance will improve in the coming months.

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

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

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 Service & I.C.T		Lead Officer for Performance Indicator:	Andrew Buckle & Anita Hall (Lesley Lowe – Capita)								
Performance Indicator Number/s:	PM3	Performance Indicator Name:	New Claims decided within 14 days of receipt of all the information									
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
64.83%	80%	77.9%	80%	84.83%	80%	70.33%	80%	N/A	N/A	N/A	N/A	N/A

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

Due to the introduction of various welfare reforms, target setting was delayed until we could ascertain the effect of these changes on performance. Targets have not yet been agreed but were ratified at the Strategic Governance Board on 14th October 2013.

The outturn performance for this target is 73.09%, slightly below the annual target of 80%.

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

Target is slightly down during quarter 4 due to a focus on clearing Change in Circumstance Claims.

Change in Circumstances for HB claims stood at 11.2 days at the end of quarter 3 this was improved to 3.65 days at the end of quarter 4.

Performance in processing of New HB Claims and New CTS claims for quarter 4 stand at 23.5 days and 26.3 days respectively, against a target of 25 days. The Annual outturn for both of these indicators is 25 days.

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

This Performance Indicator shows the number of new claims processed with 14 days of receipt of all the information. We aim to process claims as quickly as possible. Resources are allocated according to current priorities. Whilst this may affect this indicator our target for speed of processing new claims is still on track.

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

Approval has been given for this indicator to be removed from Covalent for 2014/15 as NI181a (i) & (ii) New Claims processing and NI181b (i) & (ii) Change in Circumstances processing are a more useful indicator of 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:	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? (2012/13)	No						
PERFORMANCE DURING CURRENT YEAR (2012-2013)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
1.73	2.00	4.50	4.0	7.89	6.0	9.78	8.0

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

The end of year target has not been reached.

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 7.21 per full time equivalent employee (2.51 short term per full time equivalent employee) is still the main reason for not achieving the target level of performance, this is mainly due sickness absence relating to consequences of service area reviews and lost time indicator injuries at work.

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.

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 4 Risk Report 2013-14



Report Type: Risks Report
Report Author: Katie Gee_Admin
Generated on: 06 May 2014

Description Clean and Green Rossendale




Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	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	22 Apr 2014	








Description Regenerating Rossendale






Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
HHR2	The number of long term empty properties increases	Housing & Regeneration Head of Health; Housing & Regeneration Manager Health	3	D	3	D	4	F	The economy continues to have an effect upon the buoyancy of the housing market which also effects the number of homes remaining empty for prolonged periods. The Council's empty homes scheme is doing much to address this by tackling long term vacant properties but the risk remains that further homes may fall into this category over time.	31 Mar 2014	
Plan1	Failure to deliver the Local Development Framework (LDF)	Planning Manager	3	E	3	E	4	F	The Local Development Scheme has been updated as part of the preparation of this year's AMR. The next timetabled consultation will now be in late 2014 with adoption anticipated in January 2017. Development of a joint Planning Service with Hyndburn Borough Council means that delivery of the Local Development Framework will need to be even more carefully managed.	09 Apr 2014	







Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
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.	06 May 2014	
Plan5	Failure to deliver commitments on Planning Performance Agreement for Scout Moor Windfarm	Planning Manager	4	E	4	E	4	F	The PPA with Peel for the Scout Moor Extension is being progressed and is now close to being signed off. As some work has been done by the authorities, Peel have agreed to commit to payments for work already done.	06 May 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	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.	01 May 2014	
Elec1	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs	Elections Manager	3	E	3	E	3	F	Risk registers and election plans for 22 May 2014 European and Borough elections are complete and have been produced in line with Electoral Commission standards and Regional Returning Officer directions.	31 Mar 2014	
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	5	A	5	A	5	B	Polling stations have been booked for European and Borough elections to be held on 22 May 2014. The Returning Officer uses the most accessible buildings available to her and where not fully DDA compliant	31 Mar 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
									staff are trained to be flexible in their approach and negate affects to the electorate.		
Elec3	Failure to safeguard the service/election from fraud and corruption	Elections Manager	3	F	3	F	3	F	The elections manager has had a series of meetings with the Regional Returning Officer, Lancashire Constabulary Fraud Team and local police units in order to update fraud plans and ensure measures are in place to reduce, identify and report potential and actual electoral fraud.	31 Mar 2014	
Elec4	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	4	E	4	E	4	F	Election plans are complete and work is being monitored by the Electoral Commission and the Regional Returning Officer for the North West (European Elections). Venues and staff are booked as are the stationery required to undertake both polls.	31 Mar 2014	
Elec5	Failure to implement individual electoral registration (transfer & test)	Elections Manager	4	E	4	E	5	E	Funding has been received for the additional task of producing IER forms in A3 and to promote registration prior to the start of IER. IER tasks are up to date and will be monitored by the Cabinet Office during the election period to ensure work continues on time.	25 Apr 2014	
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.	31 Mar 2014	
Leg1	Fraud and Corruption	Director for Business	3	E	3	E	3	E	This continues to be monitored and managed.	02 May 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	25 Apr 2014	
Op2	The loss of income from recycling due to a drop in market prices and or involvement in the	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.	25 Apr 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
	Lancashire Waste PFI										
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.	02 May 2014	
Plan3	Budget reduced by reduction in fees from Development Control and Land Charges due to recession, reduced personal searches claims and reduced support from CLG	Planning Manager	3	E	3	E	3	E	Budget expectations were met.	06 May 2014	
Plan4	Failure to determine planning applications in line with government targets	Planning Manager	3	E	3	E	3	E	Government targets for the year were met.	06 May 2014	
Res1 (CR)	Pay to benefits & creditors and staff plus Income collection	Head of Finance and Property	3	D	3	D	3	F	Business continuity full test has been deferred to Q2 of 2014/15 in agreement with IT. Some interim procedures have been put in place to maintain the business continuity abilities until the VPN remote access to the systems is replaced.	02 May 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 Annual Audit Letter contained compliments about the Council's attitude towards financial resilience and noted the way both managers and members ensured that "the financial position is a key consideration in decision making". The Council delivered £1.4m of savings for its 2014/15 budget (cumulatively this is c. £5.0 over the last 5yrs) with further savings identified to be delivered over the medium term and resources made available to boost its Transitional Reserve. With uncertainty beyond 2016 the focus will concentrate on the following 2 years 2014/16.	10 Apr 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
Res3(CR)	Maintenance, security and management of Council's open spaces and estate	Head of Finance and Property	3	E	3	E	3	E	There have been recent signs in an increase in claims for "slips and trips" within parks. This is following national trends and may in part be due to a more robust approach to Highways claims and therefore compensation lawyers focusing on easier options. That said, the case of McGeown Vs Northern Ireland Housing Executive is an aid to councils in defending unmanaged open space.	04 Apr 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.	02 May 2014	
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. Meetings have been held with Finance and ICT to affirm the position. Risks will continue to be closely monitored.	02 May 2014	
Res6	Litigation due to Health & Safety Breaches	Chief Executive	4	E	4	E	4	E	Health and safety continues to be reviewed and managers escalate concerns where necessary.	02 May 2014	
Res7 (CR)	Failure to ensure Business Continuity	Chief Executive	3	D	3	D	3	F	The risk score remain at its current level, which is identified as a medium risk. The following processes /measures remain place to maintain likelihood/impact level of this risk:- - 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. Linkage to Action P&P03.	04 Apr 2014	
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.	02 May 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
Res9	Climate of Uncertainty	Chief Executive	4	E	4	E	4	E	This risk continues to be monitored and reviewed.	02 May 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 January to March 2014 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 30/09/2013	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
Action/response/communication	2	2	3	1
Application processing		2	2	
Benefits Processing	1		1	
Bins/bin collection		2	1	1
Council Decision		1	1	
Customer Services	1	2	2	1
Council Tax charges/Decision		2	2	
Other	2		1	1
Property/land	2		2	
Quality of service		1	1	
Staff member/team		1	1	
Total	8	13	17	4

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

- Building Control and Operations are each dealing with 1 complaint regarding action/response/communication.
- Licensing and Finance & Property are each dealing with 1 complaint in relation to Application processing.
- Capita are dealing with 2 complaints in relation Council Tax Charges
- Operations are dealing with 2 complaints relating to Bins/bin collection.
- Customer Services and ICT and Building Control are dealing with 1 complaint each in relation to Customer Service

*One complaint was responded to in Quarter 3 but the response was received for recording during the Q4 period.

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st January to 31st March 2014)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place		0	0	0	0
Business		0	0	0	0
Executive		0	0	0	0
	Total	0	0	0	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 January to March 2014 - 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:			
	April – June 2013	July – September 2013	October – December 2013	January – March 2014
Action/response/communication		6	1	3
Advice/information given	1	1		
Customer service	2	2		
Other		1		
Quality of service	5	16	12	18
Staff member/team	22	21	33*	21
Total	30	47	46*	42

In relation to compliments received during January to March 2014:

- CAPITA received 1 compliment for Staff Member/Team for Customer Service
- The STAN service received 20 compliments (2) for Staff Member/Team (18) Quality of Service
- Communities received 2 compliments for Staff Member/Team
- Health, Housing & Regeneration received 2 compliments for Staff Member/Team
- Legal and Democratic received 6 compliments (2) action/response/communication (4) for Staff Member/Team
- Corporate Support Team received 5 compliments for Staff Member/Team
- Operations received 2 compliments for Staff Member/Team
- The Planning Team received 3 compliments for Staff Member/Team
- Customer Service & ICT received 1 compliment for Action/Response/Communication

*** One compliment had been missed from the Quarter 3 figures for October – December 2013, this has now been included in the figures reported above.** This compliment was in relation to the STAN service and a compliment for Staff Member/Team.