

How are we making a difference to our communities?

Integrated Performance Report Quarter 1 (April to June 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 July 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 Service Assurance Team and financial information by the Head of Financial Services.

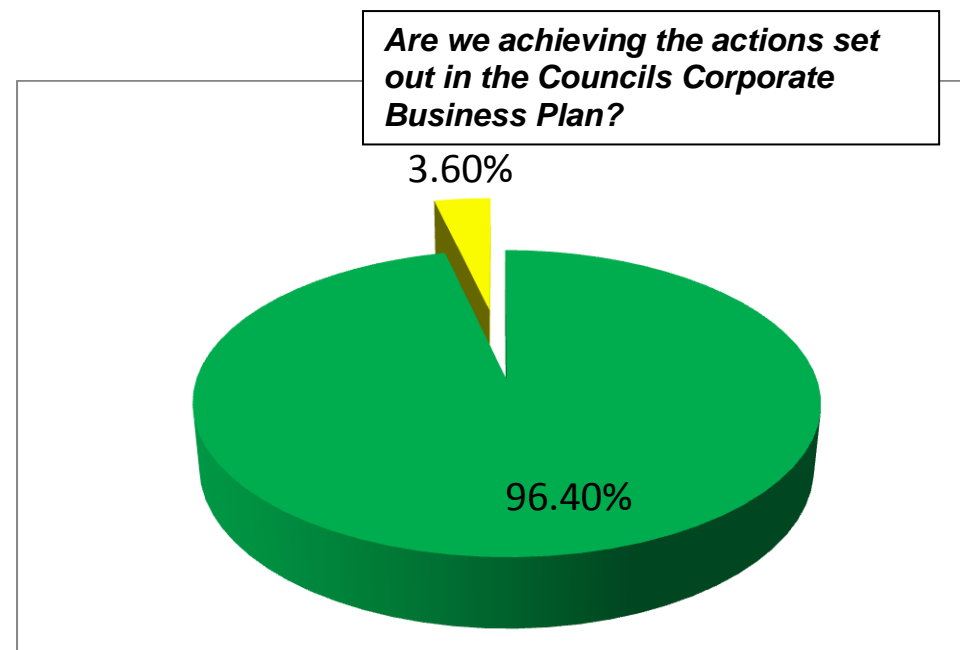
Section 1 – High level performance summary

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

1.1 Rossendale Council's Corporate Business Plan – project implementation





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

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	53	96.4%
Amber ▲	Some issues or risks which require action from the Council's Programme Board to keep the project on track	2	3.6%
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	55	100%



1.2 Performance Indicators – achieving targets?

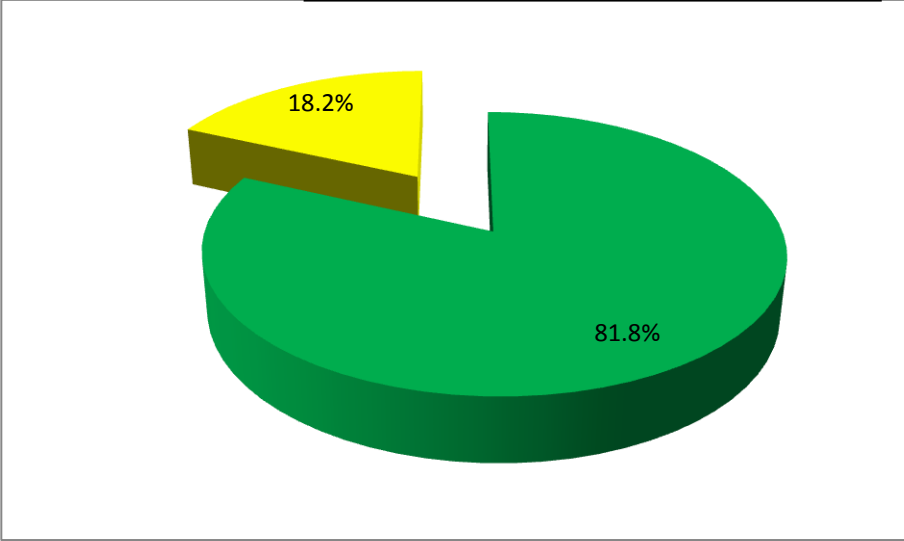
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators,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

Legend		Status	Performance Indicators	
			No.	%
On Target		The performance indicator has achieved or exceeded its quarterly target	19	76%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	3	12%
Below Target		The performance indicator is currently more than 5% of achieving its target	3	12%
Unknown		The status cannot be calculated	0	0%
Total for Quarter			25	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	27	81.8%
Amber ⚠	The likelihood and impact of the risk is medium	6	18.2%
Red ●	The likelihood and impact of the risk is high	0	0%
Unknown ?	The status cannot be calculated	0	0%
Total		33	100%



Reducing the Risks faced by the Council

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the Council considers and reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks – this information is then regularly monitored and reviewed.

We profile our risks using a standard matrix (shown below) which is based on our making two judgments about each potential risk faced by the Council

The Council's Risk Matrix

1. How likely is it that the risk may occur (likelihood)?

2. If the risk did occur, how serious might be the consequences (impact)?

(Therefore a risk rated A1 is the highest risk rating and a risk of F5 is the lowest rating.)

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
		Impact				





Section 2 – Performance against the Council’s Priorities

Each year the Council reviews and identifies its top priorities for achievement. The budget allocation and corporate and business planning processes are then used to direct the Council’s resources and efforts towards achieving its stated priorities. The following section of the report monitors the Council’s performance under each of the Council’s three priorities.

Priority 1 – A clean and green Rossendale

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**A clean and green Rossendale**”. We have also set ourselves a range of targets and deadlines to be achieved, and identified the ‘risks’ which are those things that might present a barrier to delivering the targets we have undertaken to achieve. This section of the report summarises how well we are performing in delivering this priority.





1.1 How are we performing in A clean and green Rossendale?

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	2	2	100%	0	0%	0	0%	0	0%
Performance Indicators	3	1	33.4%	1	33.3%	1	33.3%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
Total	5	3	60%	1	20%	1	20%	0	0%

Priority 2 – Regenerating Rossendale

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Regenerating Rossendale**”. We have also set ourselves a range of targets and deadlines to be achieved, and identified the ‘risks’ which are those things that might present a barrier to delivering the targets we have undertaken to achieve. This section of the report summarises how well we are performing in delivering this priority.





2.1 How are we performing in delivering A healthy and successful Rossendale?

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	10	10	100%	0	0%	0	0%	0	0%
Performance Indicators	3	3	100%	0	0%	0	0%	0	0%
Risks	2	2	100%	0	0%	0	0%	0	0%
Total	15	15	100%	0	0%	0	0%	0	0%

Priority 3 – Responsive and value for money local services

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Responsive and value for money local services**”. We have also set ourselves a range of targets and deadlines to be achieved, and identified the ‘risks’ which are those things that might present a barrier to delivering the targets we have undertaken to achieve. This section of the report summarises how well we are performing in delivering this priority.

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

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	43	41	95.3%	2	4.6%	0	0%	0	0%
Performance Indicators	19	15	79%	2	10.5%	2	10.5%	0	0%
Risks	31	25	81.8%	6	18.2%	0	0%	0	0%
Total	93	81	87.1%	10	10.8%	2	2.1%	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 2013.

Guide for Actions Report

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

Priority *

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

Risk/RAG (Red Amber Green) Status

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


Quarter 1 Actions Report 2014/15

Report Type: Actions Report
Report Author: Katie Gee_Admin
Generated on: 15 August 2014



Description Clean and Green Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
HHR7	Implement requirements of the Private Water Supply regulations 2010.	31-Mar-2015		08-Jul-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 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 regulation since 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, B&B, dairy farms, rentals, workplaces (where other people are employed). · In a public building. <p>The Council is in the final year of its five year sampling programme to visit all affected premises.</p>	11-Aug-2014	



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Over the last two years officers have prioritised sampling and inspections at those commercial premises and premises where members of the public frequent as well as responding to reactive complaints from residents. Over the next six months we will undertake sampling and where necessary undertaking risk assessments of private water supplies at domestic premises.		
HHR8	Implement the Declaration of Air Quality Management Areas	31-Mar-2015		08-Jul-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 has commenced to develop an action plan with key agencies and departments (such as Highways, Planning) as well as local stakeholder such as Ward Councillors, local businesses and residents in those areas to improve the air quality. Timescales for developing this action plan and engaging with stakeholders will be shared with members and all parties over the coming year. The Rawtenstall AQMA will work alongside the new Town Centre development work.</p>	11-Aug-2014	


Description Regenerating Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
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Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
DC3	Develop a revised Conservation Strategy timetable in conjunction with English Heritage and then implement Revised Conservation Strategy in accordance with new milestones.	31-Mar-2015		05-Aug-2014		Many of the actions from the original strategy have been progressed. A revised strategy with refreshed timescales to reflect some delays due to unexpected work commitments (eg Major applications etc and turnover of staff) has been drafted to then be provided to English Heritage. Separately as the Conservation Officer is now shared with Hyndburn a work programme is to be agreed upon hopefully within the next month to ensure key priorities within the respective authorities are delivered and timescales are realistic.	05-Aug-2014	✓
FP2	Implement Local Plan Part 2 - Allocations and Development Management DPD and update related documents such as the Statement of Community Involvement.	31-Mar-2015		08-Jul-2014		A Council Report (July 2014) produced for Green Belt & Urban Boundary Review. The Local Development Scheme (LDS) was updated as part of the Authority Monitoring Report (AMR). It is intended to publish and consult on Site Allocations late 2014.	11-Aug-2014	✓
FP4	Inform SPD / Masterplan prepared for Rawtenstall	31-Mar-2015		10-Jul-2014		The proposals for the "Spinning Point" development continue to be developed by Day Architects and the Joint Venture Partnership. An SPD cannot be developed until these are in place.	10-Jul-2014	✓
HHR1	Lead and deliver initiatives to redevelop and improve the economic prospects of Rossendale's Town Centre's.	31-Mar-2015		08-Jul-2014		The Council is involved in a number of regeneration projects focussing on our town centres. Rawtenstall The Council has established a Joint Venture Partnership to lead on the regeneration of Rossendale's Town Centres and in particular to lead on the redevelopment of the former Valley Centre site in Rawtenstall. The Joint Venture known as 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	11-Aug-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>approach to the regeneration and occupation of both sites ensuring that they compliment each other in terms of the retail offer. The RTB Partnership has appointed Day Architectural Ltd to lead the design process for the new development which includes the provision of a new bus station in Rawtenstall. Consultation on the early designs was undertaken in March 2014 and the original designs are now being reviewed to take account of feedback received and also the requirements of stakeholders / users if the proposed new bus station is agreed. A second consultation event will be undertaken in the coming months.</p> <p>Haslingden Haslingden Task Force was established in April 2014 and brings together representatives from town centre businesses, local community groups, the Police and Fire Services and local Councillors to develop ideas, initiatives and ways to attract investment into the area which will improve the lives and environment for local people. The Task Force has already identified some early projects to support and a joint action plan will be produced over the coming months to identify the key priorities.</p> <p>Bacup The Council's bid to the Heritage Lottery Fund for stage 2 of its Bacup Townscape Heritage initiative has been successful. The bid amounts to £2million and will focus on external building improvements to key shop premises in the centre of Bacup alongside public realm improvements and community initiatives to both support the scheme and the profile of the town centre. The delivery stage of the THI project commenced in April 2014. This is a 5 year programme and during the first year much of the work will focus on establishing the physical works programme and the action groups which support the Bacup THI Programme Board. A programme of events is being developed</p>		


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						to promote the heritage of Bacup and the THI programme.		
HHR11	Development of initiatives and projects to meet and support the housing needs of residents in Rossendale .	31-Mar-2015		08-Jul-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. 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 pre-let from October 2014. Planning permission has recently been passed for general affordable housing for seven units at Broadway, Helmshore and the old Irwell Vale Housing Association's Constablee Court site in Rawtenstall.</p> <p>Following the tender submissions for the borough's Strategic Housing Market Assessment (SHMA) NLP have been appointed to complete this work. This piece of work will include a Housing Needs Assessment and will be used to support the Planning Team's Site Allocations work and underpin the Council's Core Strategy, Housing Needs Assessments will be issued during the following quarters.</p>	11-Aug-2014	
HHR2	Identify, develop and support opportunities for the provision of business support and business growth initiatives for local businesses in Rossendale.	31-Mar-2015		08-Jul-2014		<p>The Council works with Regenerate Pennine Lancashire to provide business support and financial grants to local businesses. During 2013 - 2014 this resulted in Regenerate PL dealing with 76 enquiries from Rossendale leading to 18 new business starts with 18 jobs created, £505,515 in grants given out to 8 companies leading to 90 new jobs and 198 jobs safeguarded.</p> <p>Various schemes are available to help local businesses these include :</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 Innovation Network - The</p>	11-Aug-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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 with potential to grow through the use of new technology and innovation.</p> <p>* Boost Business Lancashire - This provides business support to fuel growth through training and support.</p> <p>* Lancashire 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>* Start Up Lancashire - This supports new start businesses including small grants and mentoring and coaching support.</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>More information on these schemes can be found at www.regeneratepl.co.uk</p> <p>Alongside this the Council supports Valley At Work valleyatwork.co.uk a business community for Rossendale, run by small businesses for small businesses and sponsors the annual Rossendale Business Awards.</p>		
HHR3	Development of a regeneration programme with the Joint Venture partners to identify proposals for regeneration opportunities throughout the borough.	31-Mar-2015		08-Jul-2014		The RTB Partnership (the Council's Joint Venture organisation) has developed a work programme in line with the Council's Corporate Objectives and seeks to maximise regeneration opportunities across the borough. the 2014 / 2015 work programme includes:-	11-Aug-2014	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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. The RTB Partnership has appointed Day Architectural Ltd to lead the design process for the new development which includes the provision of a new bus station in Rawtenstall. Consultation on the early designs was undertaken in March 2014 and the original designs are now being reviewed to take account of feedback received and also the requirements of stakeholders / users if the proposed new bus station. A second consultation event will be undertaken in the coming months.</p> <p>Continue to 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 delivery of the Bacup Townscape Heritage Initiative 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 has now started.</p> <p>Completion of the residential housing scheme on the site adjacent to Bacup Hub. Work is on-site with completion expected in November 2014</p> <p>Development of a scheme to bring the semi-derelict Waterside Mill back into use as a</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>commercial building. The feasibility, funding streams and costs for this project are currently being worked upon</p> <p>Completion of the residential housing scheme on the Mytholme house site, Waterfoot. Work is on site with completion expected October 2014</p> <p>Development of options for schemes for residential housing Development of a list of priority sites and projects for years 3 & 4. These items will be developed during 2014 / 2015.</p> <p>The RTB Partnership Board meets regularly throughout the year to monitor progress against the work programme and consider new opportunities as they arise.</p>		
HHR4	Development and support for initiatives to improve the environment and infrastructure of the borough.	31-Mar-2015		08-Jul-2014		<p>The Council has been working with colleagues from Lancashire and Rochdale to develop a Valley of Stone Greenway Project with the aim of creating a continuous cycle way through Rossendale and into Rochdale. Development of a continuous route based primarily on the old railway will provide a safe and relatively level route for local families to use for cycling or walking. It would also attract leisure riders from much further afield as well; it would provide a complementary attraction for those not wanting to try the more strenuous attractions of Lee Quarry; for horse riders the route would provide an important link to and from the Pennine Bridleway into other areas of Rossendale. The Strategy was approved by Cabinet in June 2013 and work is ongoing to finalise land arrangements and source funding to develop the route in full.</p>	08-Jul-2014	
HHR5	Development and support of initiatives to build and improve Rossendale's Visitor and Cultural activities.	31-Mar-2015		08-Jul-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</p>	10-Jul-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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 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 The Whitaker Organisation were appointed as the Council's preferred partner in March 2013 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. Officers are currently working with the Group to look at the future development of the Museum and adjacent buildings.</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>Promoting Rossendale Group This group brings together representatives from a range of local community, businesses and accommodation providers to establish a joint approach to promoting Rossendale and its attractions. The Board has had it's first meeting and has set up some Sub Groups on Communications & PR and Branding along with a</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Task and Finish Group on the Mountain Bike Trails. Action plans have been developed and ideas are progressing well.		
HHR6	Reduce the number of long term vacant domestic and commercial properties across the Borough.	31-Mar-2015		08-Jul-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.</p> <p>At the end of Quarter 1, 49 properties had been brought back into use across Pennine Lancashire, 11 of which were developed through the Revolving Loan model and 1 Purchase and Repair for Rossendale bringing 66 long-term empty properties brought back into use in Rossendale since the beginning of 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 abuse 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 2014.</p>	11-Aug-2014	

Description Responsive Value for Money Services

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
C&MS1	Promote Democracy and	31-Mar-2015		01-Apr-2014		The outgoing Mayor had her charity cheque	30-Jun-2014	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Equality					presentation in June where she distributed her raised charity funds to various youth organisations. The event was attended by many of the youth organisations who gave presentations about their organisations and had the opportunity to network with one another. Web site information has been updated with details of the new Mayor and the new Mayoral booking form has been uploaded. The Mayor has been attending booked events which have been requested and since taking office has also attended the Armed Forces flag raising event in St Mary's Gardens Rawtenstall.		
C&MS2	To maintain the requirements of the North West Charter for Member Development	31-Mar-2015		01-Apr-2014		A member training programme is in place and attendance is being monitored. The Council has a statement of intent and a Member Training and Development Strategy which was reviewed and agreed in March by the Governance and Training Working Group. Personal Development Plans will be reviewed on an ongoing basis.	11-Aug-2014	✔
C&MS3	Ensure Committee papers are prepared to a quality standards and in accordance with agreed processes.	12-Mar-2015		01-Apr-2014		To date, all public agendas have been published within 5 working days of the meeting. Reports and minutes of meetings have also been made available in a timely manner.	30-Jun-2014	✔
CS&ICT01	Explore new approaches to Counter rate avoidance tactics	31-Mar-2015		01-Jul-2014		The Council's internal administrative work in relation to this project has been completed. This matter is currently in the hands of the Council's legal representatives.	01-Jul-2014	✔
CS&ICT02	Adopt new targeting and monitoring procedures for the Council's contracted enforcement agents.	31-Mar-2015		01-Jul-2014		Meetings have been held with both bailiff companies that the Council uses. New Service Level Agreements are being finalised. Report will be submitted to Operational Board later in the year.	11-Aug-2014	✔
CS&ICT03	Install a self-service area with our OSS	31-Mar-2015		01-Jul-2014		We have identified an area within our OSS for self serve. A internet line has been ordered and once installed it is anticipated that the self serve area can be operational relatively quickly.	01-Jul-2014	✔
CS&ICT04	Replace existing 0845 telephone number, currently used by residents to contact	31-Mar-2015		01-Jul-2014		We have reserved three 0300 numbers from our provider. Two will be utilise by the call centre in Coventry, that deal with our Revenues and	11-Aug-2014	⚠

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	the Council in relation to Revenues and Benefit enquiries, to an 03 number.					Benefits calls. We are currently waiting for confirmation of implementation costs and timeframe from Capita colleagues, it is expected that we will implement prior to year end. The third number is reserved for our payments line. Civica is responsible for our current payments line and we are currently in separate negotiations with them around this change.		
CS&ICT05	Implement new PSN (Public Services Network) circuit	30-Sep-2014		01-Jul-2014	01-Jul-2014	The Public Services Network (PSN) circuit was successfully implemented in May 2014. All the service test were completed and the new Vodafone circuit is now live. In addition the replacement data transfer appliance has also been successfully implemented.	11-Aug-2014	✓
CS&ICT06	Implement new Data Centre	30-Sep-2014		01-Jul-2014		The new data centre has been selected, scoped and the purchasing has been completed. The service is on order waiting to be implemented. The implementation of the project has been delayed due to the specification for the wide area network needing to be rewritten to meet the needs of Rossendale Leisure Trust's XN system. RBC will receive the WAN quotation in week 1 in August, an assessment will be made and an implementation plan will be created. The anticipated delay will be in the region of 5 months.	11-Aug-2014	✓
CS&ICT07	Implement new ICT for Hyndburn shared services	31-Dec-2014		01-Jul-2014		The Hyndburn shared ICT planning, building control, LLPG specification has been completed, the RBC infrastructure upgrade will be completed in July 2014. Hyndburn / RBC are currently working the Idox the software provider to establish an implementation plan for the deployment of the application.	01-Jul-2014	✓
CS&ICT08	Obtain PSN compliance	30-Jun-2014		02-Jul-2014	02-Jul-2014	Work commenced on the PSN Code of Connection (CoCo) compliance in August 2013, the final submission was approved on 25th September 2013. Rossendale was the first Council in Lancashire to achieve PSN compliance. Following on from achieving PSN compliance, the next step was to transition the physical network from the existing Government Connect Framework (GCF) to the new PSN connection. This piece of work was	02-Jul-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						completed at the end of May 2014.		
CS&ICT09	Develop new business rate relief policy	30-Sep-2014		01-Jul-2014		Initial meetings have been held with portfolio holders and consultation documents have been drafted.	01-Jul-2014	✔
CS&ICT10	Develop UID and incorporate additional business processes into the product.	31-Mar-2015		01-Jul-2014	01-Jul-2014	The UID went live with waste services on 18th April 2013, the second phase of streets and neighbourhood related processes was completed by April 2014. In total there are 25 processes now being delivered through the integrated solution. Following on from consolidation of information from a number of key business systems in a single environment, the implementation project is now 100% complete providing a more comprehensive and proactive service to the customer.	02-Jul-2014	✔
CS&ICT11	Relocation of Bank Street CCTV following on from relocation of data centre.	30-Sep-2014		14-Jul-2014		A new line has been installed for ready for relocating the CCTV and this is planned to be done in Quarter 2.	17-Jul-2014	⚠
DC1	Implement changes in way of staff working across Hyndburn and rossendale Development Management Services.	31-Mar-2015		05-Aug-2014		Shared case loads have been introduced in relation to the Conservation Officer and Principal Planning Officer - Development Control. In addition arrangements are being finalised for Hyndburn to provide an officer covering tree matters for a trial period. Shared Service arrangements for Forward Planning and Management are not progressing though arrangements are being progressed to effectively manage those officers forming part of the shared service.	05-Aug-2014	✔
DC2	Implement changes to relevant policies and procedures for Development Management	31-Mar-2015		05-Aug-2014		Initial work on a review of changes to the General Permitted Development Order has commenced. This will lead on to appropriate revisions being made.	05-Aug-2014	✔
Elec1	Facilitate/enable the democratic process administering scheduled Borough elections, County, Parish, Parliamentary, European, Police and Crime Commissioners and by-elections.	31-Mar-2015		01-Apr-2014		European and Borough elections were held on 22 May 2014. These were run within current legislation and were monitored by the Electoral Commission. The next planned elections are Parliamentary, Borough and Parish elections on Thursday 7 May 2015 and outline planning for these has begun.	02-Jul-2014	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Elec2	Implement transition to individual electoral registration	31-Mar-2015		01-Apr-2014		Elector registration transferred onto the new system of Individual Electoral Registration on 10 June 2014. Electoral and front line staff have received training and the Xpress software system was upgraded prior to go live. We have a live link to DWP by whom new registration applications are now checked in order to ascertain the eligibility of electors. As part of the transition our current register will be matched with DWP during July and in August all electors will receive either notification of an automatic match or an invitation to register individually. Electors who have a postal vote will need to individually register by 30 November 2014 in order to retain their absent vote.	11-Aug-2014	✓
F&PS1	Continue to support Managers in financial matters together with overseeing the organisation's response to the challenges of its MTFS.	31-Mar-2015		15-Jul-2014		The Draft Q1 financial monitoring report shows a favourable forecast for 2014-15. Officers have been working with Managers across the Council to identify further savings and efficiencies where possible, as reported in the MTFS update provided to Cabinet in July. The process of detailed budget setting for 2015/16 has now begun and any impacts from savings made during 2014/15 are being incorporated all the time. Renewal of some of the larger contracts are now well under way, including gas and electricity to start this October and vehicle replacement arrangements.	15-Jul-2014	✓
F&PS2	Further integration of RLT finances	31-Mar-2015		15-Jul-2014		The Council's finance team has now extended the integration of the RLT finances, taking on a full management accountancy role for the Trust and two officers of the Trust have been made redundant. In Q2 the new procedures for both the Trust and Council officers will be embedded and financial reports and monitoring processes will be developed with the Duty Managers and the General Manager. In Q3 the knowledge developed during Q2 will provide the basis for developing a 3-yr forward budget and a MTFS for the Trust.	15-Jul-2014	✓
F&PS3	Undertake Insurance Tender	31-Mar-2015		14-Jul-2014		AON have been appointed as broker. RBC will be using an existing framework agreement for this exercise being the Insurance Services Framework Agreement (RM 958) dated 25/02/2013 between	14-Jul-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						the Minister for the Cabinet Office acting through Government Procurement Service.		
F&PS4	Continued infrastructure improvements and learning in matters of local water management.	31-Mar-2015		17-Jul-2014		The Making Space For Water (MSFW) meeting has proceeded and actions have arisen out of that. A update meeting is being held with Lancashire County Council's Consultants Jacobs and an update on this will be available in the next quarter.	17-Jul-2014	✔
F&PS5	Ensure improvements to management and inspection regimes for Car parks, footpaths and managed open space.	31-Mar-2015		14-Jul-2014		Property services will be formulating a series of check listing some of which will be in conjunction with Parks & Open Spaces.	14-Jul-2014	✔
FP3	Develop Synergy between Hyndburn and Rossendale Policies	31-Mar-2015		10-Jul-2014		<i>Work will progress separately on the Site Allocations and Development Management Policy documents of the two authorities. However where opportunities exist to enable consistency these will be taken.</i>	10-Jul-2014	✔
HHR10	Improved delivery of support mechanisms and assistance for vulnerable people.	31-Mar-2015		08-Jul-2014		The Council has a number of roles in the provision of services for supporting vulnerable people across the borough from landlord to auditor. The Health, Housing and Regeneration Team work with a number of support agencies to deliver services for those in need as well as taking a pro-active role through defined project work and hands-on management of supported housing schemes. The Council were recently awarded an Interim Management Order for Mount Pleasant (a large scale House in Multiple Occupation) situated in Whitworth. The order, which was granted on the 28th April 2014 by the Northern Residential Property Tribunal, follows the accumulation of months of work by Environmental Health and Legal Officers within the Council; Lancashire County Council's Adult Safeguarding Team; Rossendale CAB and volunteers from RAFT. The action which was taken by the Council was to protect a number of tenants within the property who were deemed vulnerable through illness, addiction, mental capacity etc. Petrus have been appointed to act on the Council's behalf in terms of managing the day to day	11-Aug-2014	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>running of the premises and supporting the tenants within the building through intensive housing management support. During the first quarter there has been an spike of activity by the Council's Facilities and Housing Teams to make the premises safe for occupation by undertaking necessary work and to set up a referral process for new tenants.</p> <p>Operation CARL (Co-Ordination Against Rogue Landlords) is midway through its funding programme and is taking new referrals as well as concentrating on the original Rogue Landlords identified as an issue to the borough. Contact has been made with HMRC, Police and Trading Standards and intelligence has been shared with a number of partners. The project is working alongside the Overview & Scrutiny Task and Finish Group looking at Rogue Landlords and the Private Rented Sector.</p>		
HHR9	Delivery of effective services for homeless households.	31-Mar-2015		08-Jul-2014		<p>Since the start of the year and the introduction of the welfare reforms from the 1st April 2013 including the Spare Room Subsidy the Housing Options Team have seen a marked increase in homelessness 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 Housing Options 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 quarters 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.</p>	11-Aug-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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; work with Secondary Schools through PSE lessons (recent event held at Fearn's focusing on staying safe and financial inclusion skills); and work with the STAR Centre to bring on line a safe house for victims fleeing domestic abuse and development of a Multi- Agency Domestic Abuse Strategy for Rossendale through our joint 'Get on the RADA' network and event.</p>		
Leg1	Provide training update on procurement and contract management.	31-Mar-2015		04-Jul-2014		Legal Services continues to provide advice and assistance to officers dealing with procurement processes and contract management. A new directive is anticipated in the near future so formal training will be given later in the financial year to take the new changes into account.	11-Aug-2014	✓
Leg2	To update Procurement Strategy	31-Mar-2015		04-Jul-2014		Work on the new strategy will be commenced soon taking into account the new EU directive.	11-Aug-2014	✓
LEU01	Implement the revised Statement of Licensing Policy (LA03)	30-Jun-2014		01-Apr-2014	01-Apr-2014	<p>The revision of this policy commenced in September 2013</p> <p>Consultation took place between 21/10/13 and 20/11/13</p> <p>On 11/03/14, the policy was determined at Licensing Committee</p> <p>On 17/03/14, the policy was determined at Corporate O&S where the recommendations from the Licensing Committee were reported</p> <p>On 26/03/14, the policy was adopted at full Council following the recommendation of the Licensing Committee and Corporate O&S</p>	11-Aug-2014	✓
LEU02	Implement the revised policy statement on guidelines to convictions including statement of police about relevant convictions (taxi trade)	30-Jun-2014		01-Apr-2014	01-Apr-2014	<p>Consultation on the revision of this policy took place between 17/10/13 and 13/11/13</p> <p>On 11/03/14, the policy was determined at Licensing Committee</p> <p>On 17/03/14, the policy was determined at Corporate O&S where the recommendations of the</p>	01-Jul-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Licensing Committee were reported On 26/03/14, the policy was adopted at full Council following the recommendations of the Licensing Committee and Corporate O&S		
LEU03	Revise and implement Street Trading policy including prohibited streets.	31-Mar-2015		29-Apr-2014		This project is currently being researched. Further updates will be provided in future quarters.	11-Aug-2014	✓
LEU04	Implementation and management of the policy, applications and enforcement requirements resulting from Scrap Metal Dealers Act 2013	30-Sep-2014		01-Jul-2014		This project is currently with the Council's Environmental Health Team. The policy was adopted in December 2013 at full Council Scrap metal dealers and operators are now licensed appropriately (in a clerical format) The next stage is for all applications to be input onto the IDOX system and a then a procedure will be written The final stage will be the handover to the LEU, for implementation and monitoring, which is expected by October 2014 subject to any other developments from Environmental Health.	11-Aug-2014	✓
LEU05	Engage with internals and external agencies to promote fraud awareness (on-going).	31-Mar-2015		01-Apr-2014		This is an ongoing project and links and awareness are constantly maintained. Recent communications have taken place with DWP, HMRC, Lancashire Constabulary, OSS, SAT and Capita and these will continue.	01-Jul-2014	✓
Ops1	Implement the refuse and recycling route review and move to area based collections.	07-Oct-2014		07-Jul-2014		Review and planning at advanced stage with weekly progress meetings in preparation for go live 7th October 2014.	11-Aug-2014	✓
Ops2	Develop options for supported self-management of various RBC owned sites.	31-Mar-2015		07-Jul-2014		The Property Services Officer and Parks and Open Spaces Manager met with Harry Pickles and other club members from Stubbylee (Bacup) Park Bowling Club on 22nd May to discuss and draft up terms of lease. Basic principles have been agreed and a draft lease is currently being drafted. The bowling club also submitted a grant submission to Sport England at the end of may 2014 for a new pavillion. The outcome of this funding is not yet known.	14-Aug-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Ops3	Implement changes to ground maintenance schedules, including grass cutting and planting schemes, in conjunction with active community groups where these exist.	31-Mar-2015		07-Jul-2014		Changes to grass cutting regimes implemented, with on-going review continuing to assess any changes required.	07-Jul-2014	✓
Ops4	Fuel use monitoring: (Service level information for monitoring fuel use, including amount of fuel purchased, date purchased, cost per ltr etc.)	31-Mar-2015		07-Jul-2014		TOWNSON Diesel 107.00ppl 8,000 ltrs; 04/04/2014 - TOWNSON Diesel 108.15ppl 8,000 ltrs; 17/04/2014 NWF FUELS Diesel 107.75ppl 8,000 ltrs; Gas oil 61.39ppl 1500 ltrs 01/05/2014 TOWNSON Diesel 107.35ppl 8000 ltrs; Gas oil 61.25ppl 1000 ltrs 01/05/2014 TOWNSON Diesel 106.80ppl 8,000 ltrs; Gas oil 60.75ppl 1000 ltrs 30/05/2014 TOWNSON Diesel 106.39ppl 13/06/2014 NWF FUELS Diesel 107.40ppl 8,000 ltrs; Gas oil 60.55ppl 1500 ltrs 30/06/2014	07-Jul-2014	✓
P&P1	Implement the Council's apprenticeship scheme in line with the refreshed Apprenticeship Policy	31-Mar-2015		04-Jul-2014		The Council's Apprenticeship Scheme Policy has been refreshed and approved by elected members. This is now being implemented. Funding has been agreed for 6 x apprenticeship posts – 3 x Operations and 3 x Office Based. These are expected to commence in approximately September 2014. The Council has also supported the Valley's Jobs Fair again this year - a partnership event at the Zone (old Fire Station, Rawtenstall) on 4th July 2014.	04-Jul-2014	✓
P&P2	Review the Council's Standard of Conduct for Employees	31-Mar-2015		17-Jul-2014		This is reviewed annually and is scheduled for a review in a later Quarter.	17-Jul-2014	✓
P&P3	Achieve the Workplace Wellbeing Charter	31-Mar-2015		08-Jul-2014		Awareness of Health and Wellbeing events and information continue to be promoted to all staff. In Quarter 2 work will be commenced to develop a presentation and completion of an evidence portfolio as part of the Charter accreditation submission to Lancashire Care for the Workplace Wellbeing Charter.	11-Aug-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P4	Undertake an organisational self-assessment based on Investing in People Framework criteria.	31-Mar-2015				This work is currently scheduled to commence in Quarter 2.	17-Jul-2014	✓
P&P5	To monitor Health and Safety provision	31-Mar-2015		29-Jul-2014		Accident statistics and trends continue to be monitored via Joint Consultative Committee (JCC). Health and Safety training/ refresher training will be identified on completion of training needs analysis and prioritised and implemented throughout the year.	29-Jul-2014	✓
P&P6	Clarify roles for the district council in the supporting partnership delivery outcomes	31-Mar-2015		04-Jul-2014		<p><u>Children and Young People's Trust (CYPT):</u> The Council is supporting and working with Trust partners to inform the partnership review that Lancashire Council Council is currently undertaking. The aim of the review is to work smarter with a more targeted approach and reduce the volume of meetings, pairing back a complex structure and governance arrangement. As a consequence of these changes it is likely that there will be less funding across the county in this area. The proposal sets out a move to disestablish the 12 District Children and Young People's Trusts, and establish 'Childrens Partnership Boards' on wider spatial footprint - North, Central and East Lancashire. However dividing East Lancashire into two for operational purposes is currently being explored as part of this too. There will also be a reduction in county wide groups. Work is ongoing on clarifying operational and implementation details and the role of the district council in the new proposed structure.</p> <p><u>Rossendale Domestic Abuse Partnership (RDAP):</u> The Council has been supporting RDAP for some time, as an enabler and facilitator in assisting the partnership set its strategic direction and key areas of joint focus. This role is continuing, together with more specific actions, from a coordination role, hosting and administrative support, liaison with the County Council, to leading on promotion and campaign awareness raising and organising an annual RADA ('Rossendale Against</p>	11-Aug-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Domestic Abuse') event for all agencies with an DA interest. The Council is also supporting the partnership's priority for tackling violence against women and girls through the support of the White Ribbon Campaign in Rossendale and is leading the partners' ambitions to become recognised as a White Ribbon Town in order to raise awareness and grass roots action.</p> <p><u>Pennine Lancashire Community Safety Steering Group (PLCCSG):</u> As a consequence of a partnership review, new arrangements see the joining together of the East Lancashire districts and Blackburn with Darwen Council and relevant public sector partners under a wider strategic spatial footprint - Pennine Lancashire Community Safety Steering Group, reporting to the Lancashire Community Safety Strategy Group and Lancashire Place Chief Executives Meeting. PLCCSG's aim is "to lead a collaborative approach to tackling crime and anti-social behaviour across Pennine and East Lancashire region in support of the Lancashire Community Safety Agreement". Rossendale is represented by the Council's Chief Executive.</p> <p><u>Public Health:</u> The Council is working with partners at Lancashire County Council to explore greater integration for health and wellbeing services on a locality basis. The Council's role in a new integrated service is being defined as part of this modelling. However, the Council has a clear role as an enabler and facilitator to ensure the model is right for residents of Rossendale.</p> <p><u>Rossendale Action Partnership (RAP):</u> This Partnership has developed out of the original Rossendale Financial Inclusion Group, which was administered and Chaired by the Council for several years, in order to widen its brief and to encompass many third sector agencies. Wide terms of reference have been agreed focusing on financial health and well being in its broadest sense. The Council continues to provide a</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						supportive role and is also actively involved in delivering the two priority projects selected by the Partnership – a financial literacy for young people pilot and work to support Credit Unions.		

Section 4 – Performance Indicators

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

Guide for Performance Indicator Report

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

Priority *

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

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

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

PI Code
LI – Local Indicators
NI – National Indicators

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

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

Quarter 1 Performance Indicator Report 2014/15

Report Type: PIs Report
Report Author: Katie Gee_Admin
Generated on: 14 August 2014



Rows are sorted by Code

Description Clean and Green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 1 2013-14			Quarter 1 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2013/14			Q1 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of Household Waste Recycled	Operations Manager	22.86%	23.50%		20.41%	24.00%		Aim to Maximise		Although the recycling target missed its Quarter 1 target, the amount of household waste being composted has increased, this may explain why this is marginally below target.	Marginally Below Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Operations Manager	13.24%	9.50%		15.85%	15.00%		Aim to Maximise		Target exceeded as a result of mild Winter & Spring.	Exceeding Target
NI 186 LAA	Per capita reduction in CO2 emissions in the LA area	Head of Finance and Property; Housing & Regeneration Manager Health; Property Services Manager	Not measured for Quarters			Not measured for Quarters			Aim to Minimise		The 2012 Carbon Emissions Directory was published by Department for Energy and Climate Change in June. Ktonnes per capita CO2 emissions in Rossendale were as follows; 3.1 for Industry; 2.6 for Domestic and 1.8 for transport giving an overall total of 7.5. This is slightly higher than previously (partly reflecting a cold winter and burning more fuel) and is the 4th highest in Lancashire. It is slightly higher than the national overall total of 7.1.	On Target
NI 191	Residual household waste per household	Operations Manager	130	123		131	130		Aim to Minimise		Quarter 1 figures indicate 130.94kg per household, which is in line with target	On Target

Description Regenerating Rossendale
















PI Code	Short Name	Responsible Officers	Quarter 1 2013-14			Quarter 1 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2013/14			Q1 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 16a	Percentage of Employees with a Disability	HR	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	This is an annual target. As at 31 March 2014 there were 167 employees and the percentage of employees with a disability was 2.39%. Figures for 2014/15 will be available at year end.	Exceeding Target
LI 17a	Ethnic Minority representation in the workforce - employees	HR	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	This is an annual target. As at 31 March 2014 there were 167 employees and the percentage of ethnic minority representation was 0.01%. Figures for 2014/15 will be available at year end.	Exceeding 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	12.00	8.00	✓	12.00	7.50	✓	Aim to Maximise	↑	11 Revolving Loans and 1 Purchase & Repair for Quarter 1.	Exceeding Target
NI 16 LAA	High Impact Acquisitive Crime (HIAC) Rate	Chief Executive	1.84	3	✓	0.5	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 0.50 (per 1,000) residents. HIAC is showing a downward trend in Rossendale compared to this quarter last year which is pleasing.	On Target
NI 20 LAA	Assault with injury crime rate	Chief Executive	1.34	2	✓	0.69	2	✓	Aim to Minimise	↑	Based on a population on 68,000 the Assault with Injury crime rate is 0.69 (per 1,000) residents.	Exceeding Target
NI 154	Net additional homes provided	Planning Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↑	This is an annual target. 265 additional houses were provided in 2013-14. This was in excess of the Core Strategy trajectory requirement figure of 256. 2014/15 figures	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 1 2013-14			Quarter 1 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2013/14			Q1 2014/15						
			Value	Target	Status	Value	Target	Status				
										will be provided at year end.		
NI 155 LAA	Number of affordable homes delivered (gross)	Housing & Regeneration Manager Health; Planning Manager; Strategic Housing and Partnerships Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	This is an annual target. 133 affordable and supported housing units were delivered in 2013/2014 with developments completed at Facit Mill, Whitworth (39 units), Acre Mill, Stacksteads (38 units) and Ashley Court, Whitworth (17 units). 15 affordable units were also completed at Rockcliffe Road, Bacup and Orama Mill, Whitworth is on-going. Figures for 2014/15 will be provided at year end.	On Target

Description Responsive Value for Money Services

PI Code	Short Name	Responsible Officers	Quarter 1 2013-14			Quarter 1 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2013/14			Q1 2014/15						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team		10mins		8mins	10mins	✓	Aim to Minimise	↑	The waiting time for this quarter was recorded at 8mins 34 seconds. An excellent performance with the majority of the footfall continuing to be Benefit queries, however taxi licensing is on par with benefits and a busy topic for the OSS.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	Capita; Service Assurance Team	74%	70%	✓	50%	65%	⊘	Aim to Maximise	↓	A target range of 65% to 70% has been set for 14/15. this is to take into account the increased number of calls due to the various changes implemented and allow for peaks and troughs a certain times of the year.	Marginally Below Target
CS6	% of abandoned calls - Coventry Call Centre	Capita; Service Assurance Team	6%	6.5%	⚠	10.1%	8%	⊘	Aim to Minimise	↓	Performance during the quarter has been affected by a month on month increase in calls. This is due to the increased charges on empty properties and increased recovery action. Performance has improved over the quarter but will continue to be challenging due to the increased volume of calls.	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 1 2013-14			Quarter 1 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2013/14			Q1 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 9	% of Council Tax collected	Capita; Service Assurance Team	29.55%	29.57%		29.02%	28.55%		Aim to Maximise		Performance is above target however collection is down by 0.24 compared to last year. Given the rise in CTS debt and empty property debt the small fall in collection can be viewed as above where we expected to be. We are facing large courts in June and July and expect many people to attend court. 1200 summonses for non-payment of council tax, for those entitled to council tax support, were issued in June. It is hoped that suitable arrangements can be made with those who contact us however it is expected the 2014/15 will be challenging given the increase from 8.5% to 20%. The changes to charges for unoccupied properties are still causing many customers to call the council and recovery in the area is expected to be challenging as well.	On Target
LI 10	Percentage of Non-Domestic Rates Collected	Capita; Service Assurance Team	30.45%	30.87%		31.10%	30.00%		Aim to Maximise		Another encouraging Quarter for NNDR collection. The avoidance challenge is still being organised. Inspection of empty properties is being specifically targeted to try and ensure ad hoc avoidance is being addressed. Small business rate relief and retail relief are promoted as much as possible and payment over 12 months has proved a popular option.	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR	1.73	2.00		1.61	2.00		Aim to Minimise		Long term sick 20 days or more is 1.31 days per fte Short term sick 0.30days per fte	Marginally Below Target
LI 79a	Accuracy of processing - HB/CTB claims	Capita; Service Assurance Team	95.40%	93.00%		96.00%	93.00%		Aim to Maximise		A pleasing performance ensuring that claims are calculated correctly first time.	Exceeding Target
LI 79bi	Percentage of Recoverable Overpayments	Capita; Service Assurance Team	64.39%	65.00%		78.36%	65.00%		Aim to Maximise		This indicator measures overpayments recovered against those created during the period. Staff aim to be as up to date as	On Target

PI Code	Short Name	Responsible Officers	Quarter 1 2013-14			Quarter 1 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2013/14			Q1 2014/15						
			Value	Target	Status	Value	Target	Status				
	Recovered (HB) that are recovered during period (LI 10)									possible when processing changes from customers but one fraud overpayment going back over a number of month/years can affect performance. This first quarter performance is the best Q1 for over 5 years , ensuring that overpaid benefit is minimised and recovered effectively		
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Team	10.72%	9.50%		10.72%	9.50%		Aim to Maximise		Performance this quarter. This is an accumulative target so actual outturn will show in Q4.This shows that the level of overpayments recovered continue to keep pace with the level of debt outstanding .	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	75.00%	65.00%		80.00%	65.00%		Aim to Maximise		Business plan target is 65%. First Quarter performance is 80%	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	89.00%	80.00%		88.00%	80.00%		Aim to Maximise		Business Plan target 80% - first quarter is 88%	Exceeding Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	100.00%	80.00%		91.00%	80.00%		Aim to Maximise		Business Plan target is 80%. First quarter performance is 91%	Exceeding Target
NI 181 (ai)	Time taken to process Housing Benefit New Claims	Capita; Service Assurance Team	25.8	25.0		27.0	25.0		Aim to Minimise		Performance this quarter has met target despite an increase in volumes and complexity of claims. Performance has been affected due to the issues caused by the DWP ATLAS system failing to send data to the local authority on a daily basis and then sending nine days at once - this impacts on workflow and performance. This is a DWP issue that Council Officers are working with	On Target

PI Code	Short Name	Responsible Officers	Quarter 1 2013-14			Quarter 1 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2013/14			Q1 2014/15						
			Value	Target	Status	Value	Target	Status				
										DWP on.		
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	Capita; Service Assurance Team	21.3	27.0		30.0	27.0		Aim to Minimise		Performance has been affected by an increase in claims received and the residue of year end increases still being processed. It is anticipated that quarter 2 performance will show an improvement.	On Target
NI 181 (bi)	Time taken to process Housing Benefit change events	Capita; Service Assurance Team	6.3	10		7.64	10		Aim to Minimise		Performance this quarter has met target despite an increase in volumes. Performance has been affected due to the issues caused by the DWP ATLAS system failing to send data to the local authority on a daily basis and then sending nine days at once - this impacts on workflow and performance. This is a DWP issue that Council Officers are working with DWP on.	On Target
NI 181 (bii)	Time taken to process Council Tax Benefit change events	Capita; Service Assurance Team	6.7	10.0		5.0	10.0		Aim to Minimise		Performance continues to be in target despite problems with the transfer of data from the DWP which impacts on performance.	On Target
PM2	% of new HB claims outstanding over 50 days	Capita; Service Assurance Team	11.01%	5%		0%	5%		Aim to Minimise		It is pleasing to report that no claims have been outstanding for more than 50 days during the first quarter of 2014. This ensures that customers claims are dealt with speedily.	Exceeding Target
STAN 1	Number of people accessing STAN	Service Assurance Team	172	120		389	150		Aim to Maximise		Footfall for Rossendale for quarter 1 was 389. STAN saw a total of 485 people for both Rossendale and Ribble Valley. The footfall in Rossendale represent 80.2% of the total footfall for both boroughs still involved in the project. Residents visiting STAN for help and assistance in relation to a welfare benefit remains high.	Exceeding Target
STAN 2	% of customers satisfied with the service received from	Service Assurance Team	100%	85%		100%	90%		Aim to Maximise		Overall customer satisfaction with the STAN service continues to be high and remains at 100% for quarter 1. This equates to 93.22% of customers who returned feedback forms being 'very	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 1 2013-14			Quarter 1 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2013/14			Q1 2014/15						
			Value	Target	Status	Value	Target	Status				
	STAN									<p>satisfied', with the remaining 6.78% 'satisfied'. These results were drawn from the returned surveys over the quarter. 147 customer satisfaction surveys were issued during the 1st quarter, 59 were returned. This represents a 40.14% response rate.</p> <p>Some comments from STAN customers: <i>"I have visited STAN in Rawtenstall, Haslingden and in Bacup, only a bus ride away. They were easy to understand and nothing was too much trouble. I can't praise the staff or the service received enough. I will definitely use the service again should I need to. Faultless."</i> <i>"People in Whitworth, Bacup and Rossendale area should be thankful for this service as I am. And the people who work there , thanks for what they have done for me. P.S. Keep this service going for us."</i> <i>"I was extremely grateful to the staff on STAN. They were helpful, kind and friendly. Without them I would have found it very difficult to deal with the issue I came with. I am very grateful for all the help and advice I received on my visit. A BRILLIANT SERVICE."</i> <i>"Visiting the market, saw the van, made my day. The staff are very good at what they do. When I left the van I felt a weight had been lifted. They just have the knack of putting things in order then giving me the right direction to go."</i> <i>"I was very impressed with both staff and service. Long may it continue as it is a much needed and appreciated service. The problem I had would not have been resolved without the help she (Caroline) gave me."</i></p>		

Section 5 – Performance Indicator Action Plans

Performance Indicator Action Plan – 2014/2015



Service Area:	Operations Team		Lead Officer for Performance Indicator:	Joseph Kennedy, Keith Jenkins			
Performance Indicator Number/s:	LI 82ai	Performance Indicator Name:	Percentage of the total tonnage of household waste arising's which has been recycled				
Target achieved in previous year? (2013/14)	<i>No</i>						
PERFORMANCE DURING CURRENT YEAR (2014-2015)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
21.59%	24.00%		22.00%		22.00%		24.00%

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

Yes, as we anticipate the fall in organic matter collected from October will have a positive effect on this figure due to the reduced level of total household waste arisings collected during this timeframe.

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

A significantly higher percentage of household waste is sent to landfill as opposed to getting recycled, reused or composted.

Historically there was a lack of monitoring regarding requests for second general waste bins (green), which led to significant numbers of properties acquiring two bins for general waste. Despite the introduction of a no side waste policy to encourage households to maximise recycling, households with two green bins palpably could still dispose of recyclable waste into the general waste bins rather than recycling bins.

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.

Also the next calendar for waste collections is due to be distributed in September and, alongside the actual dates, information will be provided on recycling.

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

See above, the effects of these changes will continue to be realised into the next financial year.

Performance Indicator Action Plan – 2014/2015



Service Area:	Customer Service & I.C.T.		Lead Officer for Performance Indicator:	Anita Hall			
Performance Indicator Number/s:	CS5	Performance Indicator Name:	% of telephone calls answered by Coventry Call Centre with 20 seconds				
Target achieved in previous year? (2013/14)	No. Target was 70%, out turn was 68% This outcome was affected by performance in Q4; all other quarters were on target.						
PERFORMANCE DURING CURRENT YEAR (2014-2015)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
50%	65% to 70%		65% to 70%		65% to 70%		65% to 70%

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

Various changes in the charging of empty homes mean that customers are requiring more detailed explanations of the notices they receive. In addition, recovery action will continue to be undertaken against non-payers which results in increased calls to call centre.

We have recently reported to Performance O& S in relation to this Indicator.

Quarter 1 and 4 are historically a busy time as bills are issued and changes take place, resulting in increased customer contact. With this in mind a target range has been set for 2014/15 of 65% to 70% and it is anticipated that this will take into account the peaks and troughs.

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

A provisional target was set for a number of indicators and it was agreed that these would be reviewed after the first quarter.

This was in order to see how the various changes made, due to Welfare reforms and empty property charges, were affecting service delivery.

The contract was amended in relation to the number of calls answered within 20 seconds from 90% to 70% from 1/7/2011.

We received a reduction in the Capita contract for this change.

Q4 and the beginning of Q1 are always difficult as this is the time for annual billing and calls to contact centre increase.

On top of this in Rossendale our working age benefit customers have received bills for 20% when they had to pay 8.5% last year and we have also made some technical changes in relation to Council Tax exemptions. The benefit and technical changes have added to the complexity of the calls as well as affecting call volumes. This has meant that the average call handling time has increased which impacts on staff's ability to answer calls within 20 seconds. Prior to 13/14 this indicator has always achieved target.

The volume of calls to call centre, mainly in respect of council tax queries has increased by over 29% during the period March 2014 to June 2014. This is as a result of increased bills for 2014/15 as opposed to 2013/14 and increased recovery action as more customers fail to make payments.

There were 5051 more notices issued by the Council Tax team in 2013/14 as compared to 2012/13. In April & May of the current year there have been 676 more pre summons notices issued. As at the end of quarter one 68% more summonses for non-payment of Council Tax have been issued than in 2013/14

All these have impacted on the number of calls received by the call centre. Although more calls were received and answered in March 2014 less were answered within 20 seconds. Inevitably this will impact on abandonment rates.

Performance on the whole is very good in this area it is just at certain times of the year, which is expected. As all Councils who utilise Capita's call centre in Coventry will experience year end at the same time there is very little spare capacity to move staff around at busy times, as at other times in the year.

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

All documentation issued advises customers of other means of contact such as the OSS in Bacup and email. A target range has been set of between 65% and 70% and it is anticipated that this will take into account the peaks and troughs of Customer interaction with the Call centre.

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

Performance and targets will monitored during this year to prepare for next year and any actioned needed considered.

Performance Indicator Action Plan – 2014/2015

Service Area:	Customer Service & I.C.T.		Lead Officer for Performance Indicator:	Anita Hall			
Performance Indicator Number/s:	CS6	Performance Indicator Name:	% of abandoned calls – Coventry Call Centre				
Target achieved in previous year? (2013/14)	Yes – although the target for Q4 was not achieved all other quarters were on target so annual target was achieved. Target was no more than 6.5% Out turn was 6%						
PERFORMANCE DURING CURRENT YEAR (2014-2015)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
10.1%	8.00%		8.00%		8.00%		8.00%

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

Various changes in the charging of empty homes mean that customers are requiring more detailed explanations of the notices they receive. In addition, recovery action will continue to be undertaken against non-payers which results in increased calls to call centre.

Targets for 14/15 have been set at <8% in order to factor in the above changes.

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

A provisional target was set for a number of indicators and it was agreed that these would be reviewed after the first quarter. This was in order to see how the various changes made, due to Welfare reforms and empty property charges, were affecting service delivery.

The contract was amended in relation to the number of calls answered within 20 seconds from 90% to 70% from 1/7/2011. We received a reduction in the Capita contract for this change.

Obviously this will have an impact on the abandonment rate.

Q4 and the beginning of Q1 are always difficult as this is the time for annual billing and calls to contact centre increase. On top of this in Rossendale our working age benefit customers have received bills for 20% when they had to pay 8.5% last year and we have also made some technical changes in relation to Council Tax exemptions. The benefit and technical changes have added to the complexity of the calls as well as affecting call volumes.

This has meant that the average call handling time has increased which impacts on staff's ability to answer calls within 20 seconds.

The volume of calls to call centre, mainly in respect of council tax queries has increased by over 29% during the period March 2014 to June 2014. This is as a result of increased bills for 2014/15 as opposed to 2013/14 and increased recovery action as more customers fail to make payments.

There were 5051 more notices issued by the Council Tax team in 2013/14 as compared to 2012/13. In April & May of the current year there have been 676 more pre summons notices issued. As at the end of quarter one 68% more summonses for non payment of Council Tax have been issued than in 2013/14

All these have impacted on the number of calls received by the call centre. Although more calls were received and answered in March 2014 less were answered within 20 seconds. Inevitably this will impact on abandonment rates.

Performance on the whole is very good in this area it is just at certain times of the year, which is expected. As all Councils who utilise Capita's call centre in Coventry will experience year end at the same time there is very little spare capacity to move staff around at busy times, as at other times in the year.

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

All documentation issued advises customers of other means of contact such as the OSS in Bacup and email.

A target for 14/15 have been set at <8% and this is felt to be more achievable taking into account the complex nature of many of the calls resulting in advisors spending longer speaking to each customer, which inevitably result in more abandoned calls.

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

Performance and targets will reviewed during this year to prepare for next year and any adjustments made

Section 6 – Risks

Guide for Risks Report

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

Priority *

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

Rows that have been shaded represent the Corporate Risks

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

Risk Status	
	OK
	Warning
	Alert

Quarter 1 Risk Report 2014/15

Report Type: Risks Report
Report Author: Katie Gee_Admin
Generated on: 15 August 2014












Description Regenerating Rossendale




Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Plan 1	Failure to deliver the Local Development Framework (LDF)	Planning Manager	3	E	3	E	4	F		Work has progressed on the urban boundary and green belt boundary review and necessary studies as evidence base for allocations have been commissioned. A revised timetable has been agreed and a project plan has been put in place to seek to ensure delivery in line with the agreed timetable.	05 Aug 2014	
Plan 2	Failure to deliver commitments to English Heritage re programme of work	Planning Manager	3	D	3	E	3	E		Risk has reduced as draft strategy developed to be put to English Heritage	05 Aug 2014	





Description Responsive Value for Money Services







Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
BC1	Failure to ensure corporate business continuity and staff capacity for Building Control service area.	Director for Business	2	F	2	F	2	F		No further mitigating actions have been progressed/carried out during this quarter and the current risk score has been maintained at its current level during this quarter	29 Aug 2014	



Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
C&MS1	Failure to ensure corporate business continuity and staff capacity for Committee and Member Services service area.	Director for Business; Civic Service Officer/Leader's PA; Committee and Member Services Manager	2	E	2	E	2	F		Remote System Access (RSA) is currently unavailable and we are aware of this and a replacement system is currently being tested for roll out. There remains limited access to emails via Mimecast. After reviewing the current situation changes, this does not change the current risk score as hard copies of the Mayoral diary and being made available to the Mayor's Attendants.	11 Aug 2014	
C&MS2	Ensuring a declaration of interest form is received and reviewed by each Councillor, each year, and details are amended on the website. This is to evidence sound decision making by Councillors.	Committee and Member Services Manager	2	B	2	F	2	F		The current risk score and target score has been maintain during Q1. Declaration of Interest forms have been sent to all members for review. To date, over half have been reviewed and returned as per the annual review process. This is in addition to the 28 day notification of change legal requirement.	30 Jun 2014	
CORP1 (CR)	Failure to ensure business continuity and staff capacity	Chief Executive	2	D	2	E	3	E		Service Area Business Continuity Plans are in place and updated regularly, as is the Corporate Business Continuity Plan. All service areas have their own business continuity risks so that this can be closely monitored. The risk status has remained at the current level for Quarter 1.	11 Aug 2014	
CORP2 (CR)	Risks to information assets are not effectively addressed which may lead to loss and legal challenge	Director for Business; Head of Customer Services & ICT	2	D	2	E	3	E	10-Jun-2014	This risk continues to be monitored, and quarter 1 saw nothing that would affect this risk, a such the score has remained the same.	11 Aug 2014	





Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
CS&ICT1	Failure to ensure business continuity and staff capacity in the Customer Service & ICT service area.		3	D	3	D	4	E		The current risk score is maintained, a data recovery test will be performed in Quarter 2 and updates will be provided, thereafter with any further actions required.	11 Aug 2014	
Elec 3	Failure to safeguard the service/ election from fraud and corruption	Elections Manager	2	D	2	F	2	F		At each election the council is appointed a Single Point of Contact (SPOC) from Lancashire Constabulary's fraud team who assists with planning and receives any issues arising suspicion. The current risk score is maintained at its target score.	11 Aug 2014	
Elec 4	Failure to implement Individual Electoral Registration (IER)	Elections Manager	3	C	4	F	5	F		IER plans are under regular review and since the introduction of IER on 10 June new processes are now in place. Full write out to electors and void properties will be completed during the first half of August so that electors will know whether they have been automatically transferred or are required to provide personal identifiers in order to remain on the Register of Electors. As such there has been no change in the risk score, this has been maintained in Quarter 1.	14 Aug 2014	
Elec 5	Failure to ensure corporate business continuity and staff capacity for Electoral Services service area.	Chief Executive; Planning Manager	2	D	2	E	3	F		Electoral services have been reviewed recently due to the introduction of Individual Electoral Registration which has impacted on the service. An additional assistant has been recruited for the transitional year up to April 2015. As such there has been no change to the risk score, this has been maintained in Quarter 1.	14 Aug 2014	
Elec1	Failure to hold robust and efficient	Elections Manager	2	B	2	E	2	F		The delivery of election materials is included in the election plan. The	14 Aug 2014	



Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
	elections (including failure to recruit staff, preparation of suitable venues; acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs)									plan is updated for each election to reflect the relevant legislation and ensure paperwork is completed and delivered on time. At elections in May 2014 all materials were delivered on time. As such there has been no change to the risk score, as the current risk score has been maintained in Quarter 1.		
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	5	A	5	A	5	B		As polling stations aren't owned by the council we are not able to ensure they are DDA compliant. The majority are however schools or public buildings that are covered by DDA. We check access at all buildings annually and use the most accessible locations available to us. As a result there has been no change to the risk score, it has been maintained in Quarter 1.	14 Aug 2014	
F&PS1 (CR)	Payment of Benefit claims, Creditors and Staff together with robust income collection.	Finance Manager	3	D	3	D	3	E		Current risk score is maintained in Quarter 1. Full business continuity testing is scheduled for Q2. Some testing of backup procedures for key staff were tested during the Strike Day. As a result one procedure was given a minor update and notes made to make contact with Capita colleagues in future to ensure that no essential processes are missed.	11 Aug 2014	
F&PS2 (CR)	Council does not align expenditure with future resources beyond 2015/16	Head of Finance and Property	4	D	4	D	3	E		The current risk score has been maintained. Draft Q1 Financial Monitoring Report is showing forecast favourable out-turn. Officers are working on renewals of major contracts such as gas, electricity and vehicle replacement. However, the	11 Aug 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										MTFS update delivered to Cabinet in July 2014 still shows a resource deficit of over £1.1m in 2018/19, even after some of the potential savings and additional income streams already identified.		
F&PS3	Failure to ensure business continuity and staff capacity in the Finance and Property Services Area.	Head of Finance and Property	2	E	2	E	3	E		The current risk score has been maintained in Quarter 1. Some testing of procedures for absence of key staff was undertaken on the recent Strike Day. As a result one procedure was given a minor update and notes put in place to ensure wider consultation with Capita colleagues in the event of a situation in the future. In Q2 a full IT business continuity test is scheduled and lessons learnt from this will be incorporated into procedures. In Q3 officers plan to document the procedures around ensuring continuity for the RLT transactions and processes, once the current role changes have been embedded.	11 Aug 2014	
HHR1	Failure to ensure corporate business continuity and staff capacity for Health, Housing and Regeneration service area.	Director for Business; Housing & Regeneration Head of Health	1	E	1	E	3	F		No change to the current status of this risk score. No additional activity has been undertaken in Quarter 1. A review of the service area Business Continuity Plan will be undertaken if/as required.	11 Aug 2014	
LC&CS1	Failure to ensure corporate business continuity and staff capacity for Land Charges and Corporate Support service areas.	Land Charges Officer	2	F	2	F	2	F		This risk score has been maintained at it's current level, there have been no issues or concerns in Quarter 1 that would affect the risk score.	14 Aug 2014	
Leg1	Fraud and Corruption	Director for Business	2	E	2	F	2	F		Current risk score is maintained at current level, also the target risk	11 Aug 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										score, in Quarter 1. Risk is being monitored and there is no change required at the present as current actions in place continue.		
Leg2	Failure to ensure corporate business continuity and staff capacity for Legal service area.	Director for Business; Legal Services Manager	2	D	2	E	2	F		Current risk score is maintained at current level in Quarter 1. Joint working with neighbouring authorities and Counsel chambers continues and has provided extra support as and when required. Budget monitoring continues and is well within spend.	11 Aug 2014	
LEU1	Failure to ensure corporate business continuity and staff capacity for Licensing and Enforcement Unit	Director for Business; Licensing and Enforcement Unit Manager	2	E	2	E	3	F		Actions listed in the description are in place, further actions are ongoing and the impact on business remains the same.	08 Jul 2014	
Ops1	Loss of financial income and potential income due to reduction in recycle rates.	Operations Manager	3	C	3	C	3	C		Monitoring income levels against recycling figures continues. The risk score maintained at current level for Quarter 1.	11 Aug 2014	
Ops2	The loss of income from recycling due to drop in market prices or involvement in the Lancashire Waste PFI.	Operations Manager	3	C	3	C	3	C		Monitoring income levels against recycling figures continues. The risk score maintained at current level for Quarter 1.	11 Aug 2014	
Ops3	Failure to ensure business continuity and staff capacity for the Operations Service Area	Head of Operations	2	F	2	F	2	F		Staff review currently in progress.	16 Jul 2014	
P&P01	Failure to ensure business continuity and staff capacity for People and Policy service area.	Chief Executive	3	E	3	E	4	E		At Q1 this risk continues to be maintained at its currently identified risk score 'E4'. A schedule for periodic updates /review of the People and Policy Service Area	11 Aug 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										Business Continuity Plan is in place and this was last updated in April 2014. All key officers in the Service area have a copy of the Plan should it need to be activated. Some desk top testing on contingency arrangements will be undertaken as we move forward, and the Plan will be updated as and where required. Remote System Access (RSA) is not currently in operation, but access to web-based emails via mimecast remains available. A replacement remote working access system is currently being tested for roll out. This considered sufficient to XX the risk in the interim.		
P&P2	Equal Pay Claims	Chief Executive	3	D	3	D	3	E		At Q1 this risk has been maintained at its current identified risk score 'D3'. Historic Equal Pay Claims (Equal Pay Review) have now nearly all been addressed. A robust Job Evaluation system is now in place to ensure fairness and consistency of approach across the Council therefore mitigating against the risk of future equal payment claims as far as possible. Equal pay claims have an historical life of 6 years. Any new equal pay claims will be considered on a case by case basis and appropriate legal advice sort.	11 Aug 2014	
P&P3	Non-Payment of Salaries	Chief Executive	3	F	3	F	3	F		At Q1 this risk continues to be maintained at its current risk score 'F3' which is also the target risk score. The People and Policy Service Area Business Continuity Plan is in place, which covered contingency arrangements to mitigate against this risk in terms of impact, as far as reasonably possible. A desk top audit	16 Jul 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										was recently carried out and a planned test will be undertaken - expected in Q2.		
P&P4 (CR)	Litigation due to Health and Safety breaches.	Chief Executive	3	F	3	F	3	F		At Q1 this risk continues to be maintained at its current identified risk score 'F3' which is also the target risk score. Audits of key high risk service areas have been undertaken / are in place, and all appropriate staff are informed as to how to correctly report health and safety concerns or incidents. The Council's Joint Consultative Committee regularly review Health and Safety updates / incidents and ensure appropriate and proportionate corrective measures are taken as needed. The organisations training plan identifies priority need for Health and Safety training and will be implemented/refreshed as required. It is considered that all reasonable mitigating actions are in place for this risk. In quarter 1 three employee claims were submitted, these are currently outstanding with the Council insurers.	29 Jul 2014	
Plan 3	Budget reduced by reduction in fees	Planning Manager	3	D	3	E	3	E		Budget predictions are on target and as such there has been no change to the Risk score, it remains the same.	15 Aug 2014	
Plan 4	Failure to determine planning applications in line with government targets	Planning Manager	3	E	3	E	3	E		First quarter shows figures in percentage terms of 80, 88 and 91 for major, minor and other apps which is ahead of the business plan requirements.	05 Aug 2014	
Plan 5	Failure to deliver commitments on Planning Performance Agreement	Planning Manager	4	D	4	E	4	F		The Planning Performance Agreement for condition discharge on Reaps Moss Windfarm is in place and work has been progressed. The consultants advising the Council are	05 Aug 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										still awaiting information related to a condition protecting Ecology. As this is in the applicant's court It is not considered there is a risk to the Council. In relation to Scout Moor assessment of proposals a PPA remains to be signed though it is understood agreement is likely in the near future.		
Plan 6	Monitoring delivery on time of requirements of Section 106 planning obligations	Forward Planning; Planning Manager	3	D	3	E	3	E		Regular cross service meetings are held to ensure requirements are on track. Risk level is maintained at its current level.	05 Aug 2014	
Plan 7	Failure to ensure corporate business continuity and staff capacity for the Planning service area.	Planning Manager	3	D	3	E	3	F		Shared service arrangements along with regular review of all case loads for officers involved is in place. Service is extremely busy and so some prioritisation of work is necessary and managing of service expectations. However, key performance areas remain on target. Post advertised for part time Planning Assistant in Forward Planning to maintain cover	05 Aug 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 April to June 2014 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 31/03/2014	Complaints Received During Q1	Complaints Closed During Q1	Complaints O/S at end of Q1
Action/response/communication		5	3	2
Advice/information given		2	2	
Application processing		3	2	1
Benefits Processing		1	1	
Bins/bin collection	1	3	4	
Council Policy/Procedure		1	1	
Council Tax charges/Decision		1	1	
Customer Service	1	4	4	1
Fly-tipping		1	1	
Housing/Landlord		1	1	
Neighbour Dispute		2	1	1
Noise Nuisance		1		1
Other	1	2*	3	
Property/land		2	2	
Quality of service		1	1	
Recovery/Payment of Council Tax		4	4	
Staff member/team		2	2	
Time Taken		2	2	
Total	3	38	35	6

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

- Planning (1), Operations (1), Capita (1) and Health, Housing and Regeneration (2) are dealing with complaints regarding to action/response/communication (3 of these have been dealt with and closed within Q1).
- Capita and Licensing and Enforcement each dealt with 1 complaint in relation to Advice/information given.
- Planning are dealing with 3 complaints in relation to Application processing (2 of these have been dealt with and closed within Q1).
- Operations dealt with 3 complaints relating to Bins/bin collection and also responded to a complaint received within the previous quarter.
- Capita dealt with 4 complaints in relation to Customer Service.
- Health, Housing and Regeneration and Planning are each dealing with 1 complaint in relation to a Neighbour dispute (1 of these has been dealt with and closed within Q1).
- Legal and Democratic dealt with 1 complaint in relation to Other (*please also see the note below).
- Health, Housing and Regeneration dealt with 2 complaints in relation to Property/land.
- Capita dealt with 4 complaints in relation to Recovery/payment of Council Tax.
- Capita and the Executive Office each dealt with 1 complaint in relation to Staff Member/Team.
- Capita and Planning are each dealt with 1 complaint in relation to Time taken.

*One complaint was originally logged for the Licensing and Enforcement department in the “Other” category however this was an issue to be resolved between both landlord and tenant for which the Council had no involvement. Whilst this is not a Council complaint and it was referred on, this figure remains within the complaint statistics.

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 April to 30th June 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 April to June 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:			
	July – September 2013	October – December 2013	January – March 2014	April – June 2014
Action/response/communication	6	1	3	5
Application Processing				1
Advice/information given	1			2
Customer service	2			2
Other	1			
Quality of service	16	12	18	15
Staff member/team	21	33	21	32
Total	47	46	42	57

In relation to compliments received during April – June 2014:

- Action/response/communication compliments were received for Planning (4) and Corporate Support (1).
- Advice/information given compliments were received for Planning (1) and Health Housing and Regeneration (1).
- Application processing compliments were received for Planning (1).
- Customer Service compliments were received for Customer Services and ICT (2).
- Quality of Service compliments were received for Customer Services and ICT (12), Health, Housing and Regeneration (1), Licensing and Enforcement (1) and Operations – Refuse and Cleansing (1).
- Staff Member/Team compliments were received for CAPITA (3), Corporate Support (2), Customer Services and ICT (8), Finance and Property (2), Health, Housing and Regeneration (7), Legal and Democratic (4), Local Land Charges (1) and Operations – Refuse and Cleansing (5).