

How are we making a difference to our communities?

Integrated Performance Report Quarter 3 (October to December 2014)

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How are we performing?

Rossendale Borough Council has three priority themes which represent the main aims of Rossendale Borough Council. Against each of these priorities we have set out a range of actions, measures and targets for achievement. This report will tell you how well we are doing in delivering our priorities by; demonstrating the progress we are achieving in completing the actions and targets in our corporate plan, together with providing key performance management information about the Council's performance.

Section 1 – High level performance summary

Section 2 – Our Performance by Priority

The report is supported by more detailed statistical information on the achievement of targets and descriptive commentary on current levels of performance, as follows:

Section 3 – Corporate Plan Actions, Covalent Report

Section 4 – Performance Indicators, Covalent Report

Section 5 – Performance Indicator Action Plans

Section 6 – Risks, Covalent Report

Section 7 – Complaints

Section 8 – Compliments

Data Quality

Rossendale Council is committed to improving services for local people; we recognise that strong performance management and robust data quality processes are an important part of helping us achieve this. Data Quality is about making sure that the data and information we use to compile this report is accurate, reliable and is provided in a timely manner. The council has introduced a Performance Management & Data Quality Strategy to ensure that all performance information (including the information you find in this document) continues to be collected and used efficiently and effectively to drive improvements in our services.

Who supplied the performance data for this report?

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in January 2015 by the Council's People & Policy Team using the latest performance information input onto the covalent performance management system by officers with responsibility for performance information from each of the Council's service areas. The data on complaints and compliments was provided by the Service Assurance Team and financial information by the Head of Financial Services.

Section 1 – High level performance summary

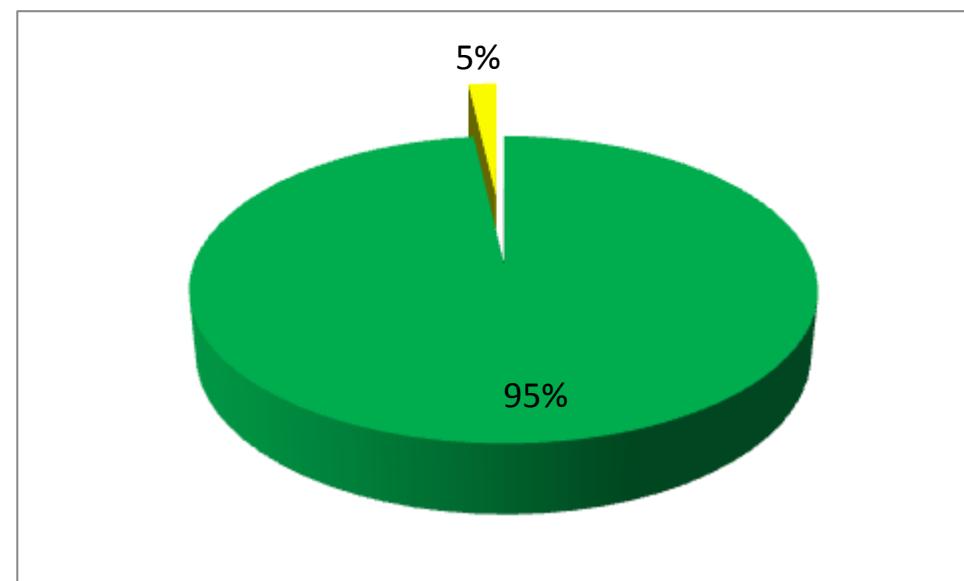
This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.

1.1 Rossendale Council's Corporate Business Plan – project implementation

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





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

Corporate Business Plan Actions			
Legend	Status	No.	%
Green ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	52	95%
Amber ▲	Some issues or risks which require action from the Council's Programme Board to keep the project on track	3	5%
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?

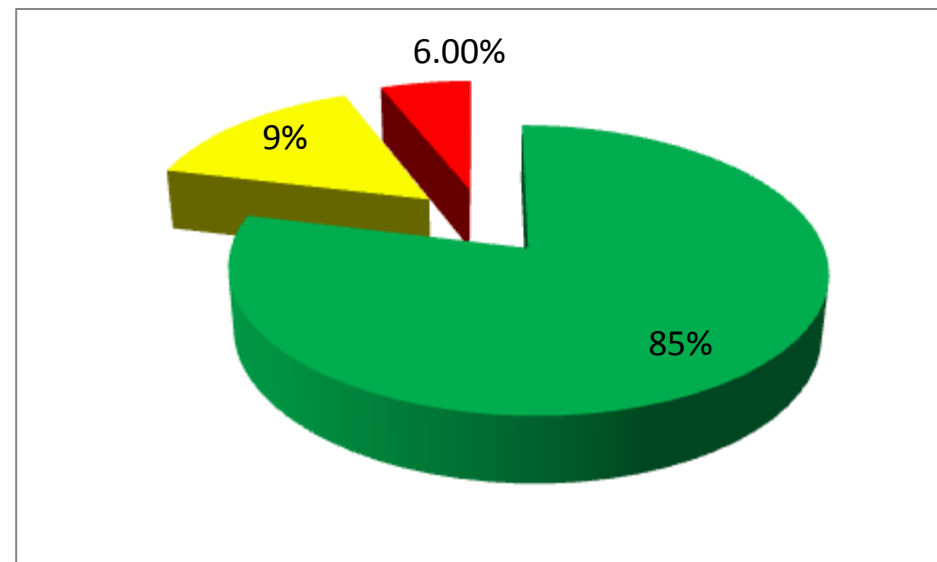
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators, 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	20	80%
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	2	8%
Unknown		The status cannot be calculated	0	0%
Total for Quarter 2			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	28	85%
Amber ▲	The likelihood and impact of the risk is medium	3	9%
Red ●	The likelihood and impact of the risk is high	2	6%
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	2	66%	0	0%	1	34%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
Total	5	4	80%	0	0%	1	20%	0	0%

Priority 2 – A 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 Regenerating 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	40	93%	3	7%	0	0%	0	0%
Performance Indicators	19	15	79%	3	15%	1	6%	0	0%
Risks	31	26	84%	3	10%	2	6%	0	0%
Total	93	81	87%	9	10%	3	3%	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 2015.

Guide for Actions Report

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



Priority *

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

Risk/RAG (Red Amber Green) Status	
	Project on track, no substantial issues or risks which require action from the Council's Programme Board
	Some issues or risks which require action from the Council's Programme Board to keep the project on track
	Project in jeopardy – serious issues or risks needing urgent action


Quarter 3 Actions Report 2014/15

Report Type: Actions Report
Report Author: Katie Gee_Admin
Generated on: 06 February 2015



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. 	08-Jan-2015	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>The Council is in the final year of its five year sampling programme to visit all affected premises. 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. Assessments have been undertaken on all Regulation 9 properties. Sampling has now commenced on all those properties that have been risk assessed. The remaining Regulation 10 supplies will be completed over the next 6 months as per an agreement with the Drinking Water Inspectorate.</p>		
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</p>	08-Jan-2015	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						AQMA will work alongside the new Town Centre development work and the project will greatly impact on reducing the exceedances in the Rawtenstall AQMA.		


Description Regenerating Rossendale


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		No further progress has been made in the past quarter but it is intended to complete this work and have English Heritage agreement by the final quarter	07-Jan-2015	✓
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		Since the previous update, a revised consultation process was identified as being necessary for legal compliance with the national regulations. This involved re-consultation of a revised proposed Green belt boundary changes response document. In December a report was taken to full Council for a revised Local Development Scheme and Statement of Community Involvement. Both were approved. The council is on track with implementing Local Plan part 2 having regard to the new LDS timetable.	07-Jan-2015	✓
FP4	Inform SPD / Masterplan prepared for Rawtenstall	31-Mar-2015		10-Jul-2014		Proposals for Spinning Point were consulted upon during October and November. It is understood Phase 1 proposals for a bus interchange continue to be developed in readiness for submission of a planning application during 2015.	07-Jan-2015	✓
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	09-Jan-2015	✓


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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 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 have now been reviewed to take account of feedback received. A second consultation event was undertaken from the 23rd October through to the end of November 2014 .</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. One of these has been to place 53 new hanging baskets around the main town centre to help make the environment attractive. Businesses have agreed to maintain the hanging baskets as necessary. Further meeting of the Task Force will take place through 2015.</p> <p>Bacup The Council's bid to the Heritage Lottery Fund for stage 2 of its Bacup Townscape Heritage initiative</p>		


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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. Public consultation on the proposed public realm improvements was carried out in July 2014 and following this 101 people have made formal comments and responses to the ideas. These comments have now been fed back to the scheme designers who will consider how these may be incorporated into the next design stages.		
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 now. 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. Consultation has started on issuing and collating Housing Needs Assessments and the deadline date for return of these assessments was the 17th October 2014. These results have been collated to form an</p>	08-Jan-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						integral part of the SHMA which is currently in a draft form awaiting officer's comments.		
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 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</p>	09-Jan-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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		<p>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:-</p> <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.</p> <p>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 and October / November 2014 and the the formal planning application for this first phase of the development will be submitted early in 2015.</p> <p>Continue to work with the owners of the New Hall Hey site to find a solution for its redevelopment.</p> <p>Barnfield have been appointed as development managers for the New Hall Hey sites and the partnership are now in a much better position to</p>	09-Jan-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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. Marks & Spencer have now signed up as the anchor tenant for this development.</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 March 2015.</p> <p>Development of a scheme to bring the semi-derelict Waterside Mill back into use as a 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 Myholme house site, Waterfoot. Work is on site with completion expected March 2015.</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	31-Mar-2015		08-Jul-2014		The Council has been working with colleagues from Lancashire and Rochdale to develop a Valley of	08-Jan-2015	






Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	environment and infrastructure of the borough.					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		
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 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>	14-Jan-2015	







Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Promoting Rossendale Group This group brings together representatives from a range of local community, businesses and accommodation providers and the Council to establish a joint approach to promoting Rossendale and its attractions. The Board has had 3 meetings (quarterly) and has set up 3 Sub Groups on Tourism, Communications & PR, Events and Branding. The Task and Finish group for the Mountain Bike trails have successfully sorted out waymarkers for the Rolling Boar Trails. They are also now sorting out waymarkers for the Rossendale way which should be available by the end of January 2015. The Tourism, Communications and PR group have successfully secured a fantastic feature on Rossendale on the South Pennines website (http://southpennines.co.uk/explore/rossendale/). The events group have set up work on a spine of events throughout the year that will strengthen the Rossendale offer. The whole board and all the sub groups are working well towards their action plans and real progress is being made.</p>		
HHR6	Reduce the number of long term vacant domestic and commercial properties across the Borough.	31-Mar-2015		08-Jul-2014		<p>We are now in the final year of the Pennine Lancashire LinkedUp Scheme (http://www.linkedup.org.uk/) and the focus of the project has switched to completing all the properties before the 31st March 2015. 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 3, 75 properties had been brought back into use across Pennine Lancashire, 9 of which were developed through the Revolving Loan model and 5 under the Purchase and Repair Model for Rossendale bringing 92 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</p>	08-Jan-2015	







Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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>A bid to continue the Empty Homes Programme for Rossendale for the HCA's 15 – 18 funding programme was successful and will see an additional 100 units be brought back into use/</p> <p>A Cabinet Report has also been submitted and agreed on the 26th November 2014 to Compulsory Purchase 24 long-term empty properties including land across Rossendale; work is now underway to prepare the Statement of Case for each property in order to facilitate the order.</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. Rossendale's Legal team are progressing the title transfer with the Land Registry and will pass to Estates to progress the sale of the building once this has been approved.</p> <p>The team were also successful in securing funding through the Government's Counter Fraud Fund. The funding will facilitate a pilot project looking at properties both residential and commercial classified as exempt from Council Tax, unbanded/deleted from the ratings list, or with a rateable NNDR (Business Rates) value of 0. Project inception work has commenced on this and a data review will commence over the next six months.</p>		



Description Responsive Value for Money Services

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
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Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
C&MS1	Promote Democracy and Equality	31-Mar-2015		01-Apr-2014		Web site information is available with details of the Mayor, and the Mayoral booking form is also available online. The Mayor visited Rossendale schools in the run up to Christmas. Earlier in the year he attended the Armed Forces flag raising event in St Mary's Gardens Rawtenstall, an official reception for a German delegation, as well as day to day booked events. The Mayor hosted a Festival of Remembrance Concert with the Mayor of Whitworth on 2nd November at the Riverside in Whitworth. On Remembrance Sunday he attended the Whitworth and Rawtenstall events and the Deputy Mayor attended the Helmshore and Haslingden events. Preparations are now under way for the Mayor's Ball, which is the main charity fundraising event.	22-Dec-2014	
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, at present 61% of councillors have attended five or more training sessions. The Council has a statement of intent and a Member Training and Development Strategy, the strategy will be reviewed again in 2015/2016 by the Governance Working Group. Personal Development Plans (PDP's) are reviewed on an ongoing basis and at present 92% have a full PDP in place, and of those will a full PDP completed 94% have undertaken a PDP review.	22-Dec-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 being presented at the meetings have also been made available in a timely manner and minutes have been made available within 4 working days of the meeting.	22-Dec-2014	
CS&ICT01	Explore new approaches to Counter rate avoidance tactics	31-Mar-2015		01-Jul-2014		Progress with this issue has been slow due to the complexity of the issues involved. Matters are being progressed by the Council's external legal provider.	08-Jan-2015	
CS&ICT02	Adopt new targeting and monitoring procedures for the Council's contracted enforcement agents.	31-Mar-2015		01-Jul-2014		New service level agreements have been adopted. Monitoring meetings are now ongoing. No issues have arisen and a final briefing and summary report will be presented to the March 2015	08-Jan-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Operational Board.		
CS&ICT03	Install a self-service area with our OSS	31-Mar-2015		01-Jul-2014		Self serve area now in place and signage ordered. Publicity re this service will be undertaken during quarter 4.	08-Jan-2015	
CS&ICT04	Replace existing 0845 telephone number, currently used by residents to contact the Council in relation to Revenues and Benefit enquiries, to an 03 number.	31-Mar-2015		01-Jul-2014		The 0300 number has been implemented and is working. Once the wording for the telephone message for the 0845 number has been agreed we can publicise the number change. The old 0845 number will run in tandem with the new 0300 number until Summer 2015. A draft letter to stakeholders re the telephone change has been drafted and once agreed will be sent to partners and agencies. All documentation, letters and Council tax bills are in the process of being amended to show the new telephone number. There has still been no progress in relation to the Civica payment line.	08-Jan-2015	
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	31-Mar-2015		01-Jul-2014		A site survey has been completed that has found that no virgin fibre exists in the Futures park building. A proposal to set up and install fibre has been completed and signed off. At present we are waiting for the timelines for implementation.	08-Jan-2015	
CS&ICT07	Implement new ICT for Hyndburn shared services	31-Dec-2014		01-Jul-2014	30-Sep-2014	The implementation is now complete.	30-Sep-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 completed at the end of May 2014.	02-Jul-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
CS&ICT09	Develop new business rate relief policy	31-Mar-2015		01-Jul-2014		This project is likely to be carried over into the next financial year. This is due to Central government consultation on general reform of the NNDR tax as a whole, which means that the proposed update to our current scheme may no longer be relevant. To be reviewed in the 1st quarter of 15/16 when an updated plan should be available.	08-Jan-2015	
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	03-Oct-2014	The relocation is now complete.	03-Oct-2014	
DC1	Implement changes in way of staff working across Hyndburn and rossendale Development Management Services.	31-Mar-2015		05-Aug-2014		The Principal Officer post - shared service arrangement is finishing by no later 31 March 2015. The Conservation Post is to remain shared for the time being. The Hyndburn tree officer has provided work up to the end of December. The approach is now under review as Hyndburn now wish for Rossendale to employ the role directly.	07-Jan-2015	
DC2	Implement changes to relevant policies and procedures for Development Management	31-Mar-2015		05-Aug-2014		The Council has now adopted as of 26th November a pre-app charging policy for minor and other applications - It is being converted into a proforma of all types of charging to assist applicants and agents. The residential alterations and Extensions update, validation policy update and the Interim Hot Food takeaway policy review still need to be undertaken.	07-Jan-2015	
Elec1	Facilitate/enable the democratic process administering scheduled Borough elections, County,	31-Mar-2015		01-Apr-2014		Preparations are underway for Parliamentary, Borough and Parish elections due to be held on 7 May 2015 including joint working with Blackburn and Hyndburn authorities to facilitate cross	09-Jan-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Parish, Parliamentary, European, Police and Crime Commissioners and by-elections.					boundaries which occur in the Parliamentary election.		
Elec2	Implement transition to individual electoral registration	31-Mar-2015		01-Apr-2014	05-Dec-2014	A new register of electors was published on 5 December (delayed due to a borough by-election on 4 December). Electors have all been either matched by DWP under the initial exercise or have provided personal details. 85 electors with postal votes did not supply personal identifiers (date of birth and national insurance number) and therefore lost their absent vote but still retain their registration until 30 November 2015 and are able to vote in May elections. This number is included in 1576 electors currently on the register who have not provided identifiers and will be removed from the register on 30 November 2015). Rossendale's electorate fell by 1% when the register was published on 5 December and we hope to recover some of this number by carrying out a write out to all properties in February which will inform residents of the names of persons registered and advise them how to register. We are also utilising council tax records to find residents who have moved and inviting them to register. It should be noted that under new legislation we are no longer able to add the names of people we know reside at properties: we must invite them to register and process their application once received.	09-Jan-2015	
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 Q3 monitoring report shows that the 2014/15 financial position continues to improve through tight financial controls and ongoing support for Managers in their efforts to reduce costs. Robust procedures for setting budgets are thoroughly embedded now and this means that the Medium Term Financial Strategy (MTFS) is under constant review. Though there is an ongoing challenge to help the authority balance its MTFS, most of the 2014/15 activity is now complete as we approach the conclusion of the 2015/16 budget-setting process.	09-Jan-2015	






Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
F&PS2	Further integration of RLT finances	31-Mar-2015		15-Jul-2014		The draft budget for 2015/16 has now been completed, including detailed forecasts of employee costs and income targets. The first draft was reported to the Trust Board in December. The remaining integration relates to the year-end accounts and the support for the subsequent audit - this will occur between March and July.	09-Jan-2015	✓
F&PS3	Undertake Insurance Tender	31-Mar-2015		14-Jul-2014		Tender document were produced in December for a pre-Christmas deadline. AON are currently evaluating all tenders. Officer will be meeting AON (Council advisors) on the 22/01/15 for a final review and recommendation	14-Jan-2015	✓
F&PS4	Continued infrastructure improvements and learning in matters of local water management.	31-Mar-2015		17-Jul-2014		A number of schemes in partnership with either the Environment Agency or Lancashire County Council are about to commence. Council are leading on a scheme at Bury Road where a culvert has been compromised due to previous/historical building demolitions.	13-Jan-2015	✓
F&PS5	Ensure improvements to management and inspection regimes for Car parks, footpaths and managed open space.	31-Mar-2015		14-Jul-2014		Systems of inspections continue. Property services will shortly test the robustness of this regime compared to recent initiatives from Parks colleagues re the inspection of pathways.	13-Jan-2015	✓
FP3	Develop Synergy between Hyndburn and Rossendale Policies	31-Mar-2015		10-Jul-2014		The shared service position is being revised but where there is benefit in shared policies regarding SPDs and validation, appropriate work will be undertaken	07-Jan-2015	✓
HHR10	Improved delivery of support mechanisms and assistance for vulnerable people.	31-Mar-2015		08-Jul-2014		<p>The Council has a number of roles in the provision of services for supporting vulnerable people across the borough. 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.</p> <p>Since the 1st April the Council's Disabled Facilities Grant have completed 70 DFGs of which 23 were on behalf of Green Vale Homes. These adaptations provide much needed aids and adaptations to</p>	08-Jan-2015	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>vulnerable people across the borough to support them to remain in their properties.</p> <p>The Council's Interim Management Order for Mount Pleasant (a large scale House in Multiple Occupation) situated in Whitworth is ongoing and progressing well. Petrus have been appointed to act on the Council's behalf in terms of managing the day to day running of the premises and supporting the tenants within the building through intensive housing management support. Work is finishing to make the premises safe for occupation by undertaking necessary work to the premises and the support from Petrus is being well received by the tenants and local community including the Health Centre.</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 and this report will be going to November Cabinet. Over the last nine months Operation CARL has inspected 121 properties and served 64 notices on premises using housing and planning legislation. There have been seven cases of joint action with agencies including Fire and HMRC. Enforcement action including formal correspondence has been issued 232 times and the team have undertaken detailed investigation of two illegal evictions which are now being considered for prosecution.</p>		
HHR9	Delivery of effective services for homeless households.	31-Mar-2015		08-Jul-2014		Presentations continue to average 81 new cases per month with a rising trend in the complexity of cases which require a more substantial level of multi-agency case work, and which are therefore	08-Jan-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>taking a greater level of HOT Team involvement, and a longer time to process. Also, as resources are increasingly under pressure, especially Supporting People accommodation and support projects, we are seeing an increase in people from outside Rossendale approaching for assistance and accommodation.</p> <p>The changing pattern of the causes of homelessness in the Borough is similar to the last quarter. Compared to the a similar period last year, a Section 21 Notice to Quit from a private landlord is now the main reason for presentations, overtaking families of 18-25 year olds being unwilling to accommodate them. Rent arrears (both in the private and social sectors) is the second main cause. Both factors demonstrate a high level of churn in the private rented sector in Rossendale.</p> <p>The Housing Options Team has been working closely to support the Interim Management Order at Mount Pleasant, and the five Adult Safeguarding referrals that were made during the process. A total of 39 clients from HOT have been referred into Mount Pleasant for accommodation and support since the IMO came into effect.</p> <p>Two domestic abuse safe houses are up and running, with 4 families and 5 single women having received help and assistance to make the break and move on. Procedures for support from CAB, Children Social Care, Calico Floating Support, STAR and HOT are regularly reviewed and updated to ensure good service.</p> <p>Using specific Government funding, the Single Homelessness Project across Pennine Lancashire was launched from the 1st September 2014. The project, led by Rossendale BC, is for the provision of accommodation (including shared for the under 35s) tenancy training and support for single people who are not eligible for priority housing duty under</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						the Homelessness legislation. This will include provision for the most vulnerable singles, including rough sleepers.		
Leg1	Provide training update on procurement and contract management.	31-Mar-2015		04-Jul-2014		We are continually providing advice and training to officers during tender processes, contract award and subsequent contract management to ensure the correct procedures are being followed.	15-Jan-2015	✓
Leg2	To update Procurement Strategy	31-Mar-2015		04-Jul-2014		We are continuing to review the strategy alongside the transparency code and legislative changes.	15-Jan-2015	✓
LEU01	Implement the revised Statement of Licensing Policy (LA03)	30-Jun-2014		01-Apr-2014	01-Apr-2014	The revision of this policy commenced in September 2013 Consultation took place between 21/10/13 and 20/11/13 On 11/03/14, the policy was determined at Licensing Committee On 17/03/14, the policy was determined at Corporate O&S where the recommendations from the Licensing Committee were reported On 26/03/14, the policy was adopted at full Council following the recommendation of the Licensing Committee and Corporate O&S	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	Consultation on the revision of this policy took place between 17/10/13 and 13/11/13 On 11/03/14, the policy was determined at Licensing Committee On 17/03/14, the policy was determined at Corporate O&S where the recommendations of the 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	01-Jul-2014	✓
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 final quarter.	09-Jan-2015	✓
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 Environmental Health who are looking to hand over to the LEU in January 2015 following inputting applications onto IDOX and writing a procedural guide	31-Dec-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
LEU05	Engage with internals and external agencies to promote fraud awareness (on-going).	31-Mar-2015		01-Apr-2014		This project continues with successful links maintained with a number of internal and external agencies	31-Dec-2014	✓
Ops1	Implement the refuse and recycling route review and move to area based collections.	07-Oct-2014		07-Jul-2014	09-Oct-2014	New rounds commenced 7th October, currently being monitored.	09-Oct-2014	✓
Ops2	Develop options for supported self-management of various RBC owned sites.	31-Mar-2015		07-Jul-2014		There are no further updates regarding specific sites as detailed in previous update. All sports pitches including bowling greens have been included in to the playing pitch strategy currently being developed. This will allow us to identify where facilities are below standard, where they are required and what improvement measures would be required. The strategy is due to be completed spring 2015.	09-Jan-2015	✓
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	09-Oct-2014	Review of seasonal mowing currently underway in preparation for 2015/16	09-Oct-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		3rd October 2014 NWF FUELS 7000 of Diesel at 103.3ppl 17th October 2014 TATEOIL 8000 of Diesel at 100.7ppl 1000 of Gas Oil at 54.6ppl 31st October 2014 TOWNSON 7300 of Diesel at 101.98ppl 13th November 2014 TATEOIL 7500 of Diesel at 101.45ppl 1500 of Gas Oil at 54.93ppl 28th November 2014 TATEOIL 7750 of Diesel at 96.83ppl 1000 of Gas Oil at 50ppl 16th December 2014 TOWNSON 8000 of Diesel at 92.4ppl 500 of Gas Oil at 46.25ppl	27-Jan-2015	✓
P&P1	Implement the Council's apprenticeship scheme in line with the refreshed Apprenticeship Policy	31-Mar-2015		04-Jul-2014		In Quarter 3 we recruited an Apprentice in Licensing. We also recruited an Apprentice in Legal. In Quarter 4 we will be looking to recruiting to the Get Britain Working scheme.	06-Feb-2015	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P2	Review the Council's Standard of Conduct for Employees	31-Mar-2015		17-Jul-2014		This will be reviewed in Quarter 4.	06-Feb-2015	
P&P3	Achieve the Workplace Wellbeing Charter	31-Mar-2015		08-Jul-2014		Awareness of Health and Wellbeing continues to be promoted to all staff. We are now moving forward with collating the evidence for the Charter accreditation.	22-Jan-2015	
P&P4	Undertake an organisational self-assessment based on Investing in People Framework criteria.	31-Mar-2015				As part of the Blackburn with Darwen Service Level agreement, who were supporting us on this project, supporting other areas took priority in Quarter 3 and this work will now take place at a later date.	06-Feb-2015	
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 has commenced and the following has been completed for relevant Officers; General Health and Safety Awareness for Grounds Maintenance Operatives, COSH Awareness Training, Lone Worker Training, Working at Heights, and Fire Warden Training. We have also undertaken an audit at the Henrietta Street depot, the outcome was 83 compliance, all systems were in place but a few updates were needed.	06-Feb-2015	
P&P6	Clarify roles for the district council in the supporting partnership delivery outcomes	31-Mar-2015		04-Jul-2014		<u>Children's Partnership Board - (formerly Children and Young People's Trust)</u> The Rossendale, Hyndburn and Ribble Valley Children's Partnership Board (CPB) has reviewed its priorities and agreed its shared priorities to inform a joint action plan, which is currently under development. The Board recognises that it cannot seek to address all issues, and that covering a wider spatial footprint, all partners do not share the same issues and challenges, but it has agreed as a strategic board, that it has the following shared priorities, with a view to review these annually as the Board and local agenda embeds. Shared priorities had been identified as; domestic abuse, child sexual exploitation, preventative work around emotional health, wellbeing and resilience as well as effective engagement and participation	20-Jan-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>of children and young people in Children's Partnership Board priorities. The Board also has an underpinning scrutiny role.</p> <p>As the new Board is still developing, clarification of the operational and implementation details and the role of the district council in the new CPB structure is ongoing. As a result of the central partnership review, financial and officer support from Lancashire County Council has been reduced for the new CPBs. The date of the new CPB meeting is 24th February 2015.</p> <p>You can access the Membership, Terms of Reference and Meeting Papers here: http://www.lancashirechildrenstrust.org.uk/meetings/meetings.asp?siteid=4414&pageid=45396</p> <p><u>Public Health</u>: The Council is working with partners at Lancashire County Council Public Health, East Lancashire CCG and others on a programme of wellbeing work related to early help and prevention which all focus on better co-alignment of resources and services and using shared intelligence better, targeted to those most in need of support to ensure the right people get the right support at the right time on a locality basis. As part of a partnership bid with Lancashire County Council and Chorley Council, we have been successful in securing £1.23m funding from the Transformational Challenge Award to develop and implement a multi-agency wellbeing and resilience system. The Council's role this programme of work is being defined as part of the modelling development. 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>Pennine Lancashire Community Safety Steering Group (PLCSSG)</u>: As a consequence of a partnership review, new arrangements see the joining together of the East Lancashire districts</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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. PLCSSG'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 (or nominated officer as required).</p> <p><u>Rossendale Action Partnership (RAP)</u> RAP agrees priorities within its terms of reference annually and progresses action on these through sub-group meetings between its quarterly meetings. The 2014/15 priorities are identifying and delivering appropriate support for third sector organisations delivering the RAP agenda, and agreeing the future direction of RAP in order to maintain appropriate funding after August 2015 when the ASTF grant ends. Additionally the RAP agenda always includes an update from Credit Unions and from financial literacy work with young people.</p> <p>A workshop was held with social enterprises in May 2014 which identified support needed. The main items focused on governance, coordinated approaches to sustainability, easy access to research and data, and reviewing the potential to share some "back room services". RAP meetings since then have included a presentation from Peter Jordan, Newground Together, highlighting their services. Social enterprises have welcomed the opportunities RAP provides to connect closely with the statutory sector both through the formal agenda and also through the networking time which is always available before and after the meeting as RBC ensures the chamber is available from 9am to 1230pm.</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						At its December meeting, RAP approved a proposal to fund the continuation of the coordinator post and to continue partnership development. It was also agreed to work closely with key stakeholders including RBC so their websites could be of maximum benefit to RAP's targeted residents.		

Section 4 – Performance Indicators

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

Guide for Performance Indicator Report

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

Priority *

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

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

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

PI Code
LI – Local Indicators
NI – National Indicators

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

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

Quarter 3 Performance Indicator Report 2014/15

Report Type: PIs Report
Report Author: Katie Gee_Admin
Generated on: 27 January 2015



Rows are sorted by Code

Description Clean and Green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of Household Waste Recycled	Operations Manager	20.70%	23.50%		22.01%	22.00%		Aim to Maximise		Recycling recovery rate on target for Quarter 3 for the first time since 2008/09. Full impact of area based working still to be established, but early signs are encouraging.	On Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Operations Manager	7.62%	9.50%		6.66%	8.00%		Aim to Maximise		recovery rates below target partly due to changes to organic waste collections during winter period, due to service change to demand led service	Below 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	134	130		125	129		Aim to Minimise		Residual waste per household continues to exceed target with further improvement anticipated following the introduction of area based working. Targeted education campaign is planned to ensure the trend for	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
										waste reduction and increased recycling continues to show improvements.		
















Description Regenerating Rossendale



















PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 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	7.00	7.00	✓	37.00	22.50	✓	Aim to Maximise	↑	9 Revolving Loans and 5 Purchase and Repair.	Exceeding Target
NI 16 LAA	High Impact Acquisitive Crime (HIAC) Rate	Chief Executive	2.2	3	✓	1.1	3	✓	Aim to Minimise	↑	For this category the Police now record High Impact Acquisitive Crime (HIAC) rather than Serious Acquisitive Crime, this means that vehicle crime is no longer included. Based on a population of 68,000 HIAC rate is 1.1 (per 1,000) residents for Quarter 3. This has gone down since Q2.	On Target
NI 20 LAA	Assault with injury crime	Chief Executive	1.46	2	✓	1.5	2	✓	Aim to Minimise	↓	Based on a population on 68,000 the Assault with Injury crime rate is 1.5 (per	Exceeding Target













PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
	rate									1,000) residents. This is significantly below target. This is however, an increase on last Quarter.		
NI 154	Net additional homes provided	Planning Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↑	This is an annual indicator so no update from last quarter. Review for 2014/15 will be post 1st April 2015.	Exceeding Target
NI 155 LAA	Number of affordable homes delivered (gross)	Housing & Regeneration Manager Health; Planning Manager; Strategic Housing and Partnerships Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	This is an annual indicator so no update from last quarter. Review for 2014/15 will be post 1st April 2015.	On Target




Description Responsive Value for Money Services

PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team	9mins	10mins	✓	7mins	10mins	✓	Aim to Minimise	↑	Another pleasing performance with licensing issues being the main footfall in the OSS.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	Capita; Service Assurance Team	71.01%	70%	✓	62.1%	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. Performance for the quarter has just missed target. This is predominantly due to an increase in call volumes in relation to council tax queries and payments	Marginally Below Target
CS6	% of abandoned calls - Coventry Call Centre	Capita; Service Assurance Team	5%	6.5%	✓	7%	8%	⚠	Aim to Minimise	↑	A pleasing quarter where performance has met target ensuring customer calls are dealt with swiftly.	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 9	% of Council Tax collected	Capita; Service Assurance Team	85.57%	85.33%		84.81%	84.57%		Aim to Maximise		Collection remains 0.24% above target. In percentage terms, collection is actually lower than in 13/14 when 85.57% was collected, due to the technical changes for empty properties and the increase in charges for CTS payers. The actual amount of money collected has risen significantly though with over 1.3 million more being collected than at the end of December 2013.	On Target
LI 10	Percentage of Non-Domestic Rates Collected	Capita; Service Assurance Team	84.92%	86.27%		82.61%	84.92%		Aim to Maximise		The major factor in the failure to hit target is the introduction of legislation allowing ratepayers to pay over 12 months rather than 10. This means that over £480k will be collected in February and March 2015 rather than by the 1st of January as has been the case in previous years. This equates to approx 3.4% of the overall collectable debt. The target should be met once business rates are paid in February and March	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR	7.89	6.00		4.16	6.00		Aim to Minimise		Sick is 4.16 days per fte Short term (under 20 days) is 1.44 days per fte Long term is 2.72 days per fte	Marginally Below Target
LI 79a	Accuracy of processing - HB/CTB claims	Capita; Service Assurance Team	96.00%	93.00%		93.33%	93.00%		Aim to Maximise		Another pleasing quarter achieving targets ensuring customers receive their correct benefit entitlement.	Exceeding Target
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	Capita; Service Assurance Team	96.96%	65.00%		75.90%	70.00%		Aim to Maximise		A substantial increase in overpayments has been reported during this quarter, totalling £315K. This has been inflated due to the correction of the 'no rent due' week period on Green Vale Homes, 2 large fraud overpayments and the introduction of Real Time Initiative where earnings from employers are loaded directly into the benefits system. However, an increased amount recovered (£239K), mainly due to the underpayment of Green Vale Homes,	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
										has resulted in the 75.9% outturn; and it is envisage the agreed target will be achieved in this area		
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Team	15.55%	9.50%		28.43%	8.75%		Aim to Maximise		An excellent performance this quarter ensuring overpaid benefit is recovered from claimants, although this is inflated due to the correction of the 'no rent due' weeks on all Green Vale Homes properties. This performance is expected to put Rossendale in the top quartile of local authorities for this indicator.	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	80.00%	65.00%		67.00%	65.00%		Aim to Maximise		Whilst performance has dropped from the previous quarter, it is still in line with national and business plan targets and the average for the year is above target	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	91.00%	80.00%		92.00%	80.00%		Aim to Maximise		Performance is above business plan and national targets	Exceeding Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	92.00%	80.00%		100.00%	80.00%		Aim to Maximise		The Performance Indicator is again bove target	Exceeding Target
NI 181 (ai)	Time taken to process Housing Benefit New Claims	Capita; Service Assurance Team	27.5	25.0		25.0	26.0		Aim to Minimise		Performance has been achieved for the quarter and it is anticipated that performance will continue to be within target in the coming months due to the drive to clear new claims undertaken in December.	On Target
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	Capita; Service Assurance Team	27.0	27.0		26.7	27.0		Aim to Minimise		The focus during December has been to clear new claims to ensure claimants receive their benefits before the Christmas holidays. Over 30% more new claims were processed in December than in the preceding months and this has impacted on the average time for processing along with the Christmas	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
										bank holidays which form part of the elapsed time. However with most outstanding claims now cleared it is anticipated that performance for January will be within target.		
NI 181 (bi)	Time taken to process Housing Benefit Change in Circumstance	Capita; Service Assurance Team	11.2	10		11.02	9		Aim to Minimise		Performance for the quarter is just outside target. The factors affecting performance include the drive to process new claims in December to ensure customers receive their benefit before Christmas, increased volumes of work and the Christmas break which affects the calculation for the time taken to process as weekends and bank holidays are included. It is anticipated that performance will be within target in the coming months	On Target
NI 181 (bii)	Time taken to process Council Tax Benefit Change in Circumstance	Capita; Service Assurance Team	7.5	10.0		7.5	10.0		Aim to Minimise		The focus during December was on processing new claims however we have also targeted significant changes with an increase in the volume of changes processed this month. ATLAS changes have now started to be sent by DWP for pension and benefit uprating's from April 2015 and this has helped to maintain performance at current levels due to the swift processing of these.	On Target
PM2	% of new HB claims outstanding over 50 days	Capita; Service Assurance Team	0%	5%		0%	5%		Aim to Minimise		Another pleasing performance The focus on new claims means that claims are being processed quickly and not left outstanding ensuring that customers receive their benefit speedily	Exceeding Target
STAN 1	Number of people accessing STAN	Service Assurance Team	266	120		276	150		Aim to Maximise		Footfall for Rossendale for quarter 2 was 352. STAN saw a total of 451 people for both Rossendale and Ribble Valley. The footfall in Rossendale represent 78.05% 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

PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
STAN 2	% of customers satisfied with the service received from STAN	Service Assurance Team	100%	85%		100%	90%		Aim to Maximise 	<p>Overall customer satisfaction with the STAN service continues to be high and stands at 100% for quarter 3. This equates to 88.89% of customers who returned feedback forms being 'very satisfied', with 11.11% 'satisfied'.</p> <p>209 customer satisfaction surveys were issued during the 3rd quarter, 66 were returned. This represents a 31.58% response rate.</p> <p>Some comments from STAN customers: "Brilliant! The staff were very helpful and understanding. I think this service is excellent. The staff also spend a long time filling out forms, they are very patient with everything. STAN the van is an excellent service and the programme of where the van is certain days and dates. Excellent!" "How glad I was of this service. It was so convenient and the staff were both friendly and helpful. They dealt with me and my enquiry with compassion and expertise. I cannot thank them enough!" "The van was easy to access and the schedule was easy to view on line. The service was invaluable to me and invaluable to the Community. The whole experience with STAN the Van was a wonderful, friendly and invaluable one. Their kindness, efficiency, sincerity and friendly approach stopped my situation and health from getting much, much worse. I can't thank them enough. THIS SERVICE IS INVALUABLE." "Please keep this service as it is valuable in helping the elderly who shop at the market." "The staff were very helpful and friendly, felt like family. I had a successful outcome to my enquiry and would recommend the</p>	Exceeding Target	

PI Code	Short Name	Responsible Officers	Quarter 3 2013-14			Quarter 3 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2013/14			Q3 2014/15						
			Value	Target	Status	Value	Target	Status				
										service to anyone."		

Section 5 – Performance Indicator Action Plans

Performance Indicator Action Plan – 2014/2015

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

Service Area:	Operations Team		Lead Officer for Performance Indicator:	Joseph Kennedy, Keith Jenkins			
Performance Indicator Number/s:	LI 82bi	Performance Indicator Name:	Percentage of the household waste composted				
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
16%	15.00%	15.79%	16.00%	6.60%	8.00%		8.00%

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

The levels for this quarter have fallen in comparison with previous years due to the financial decision to operate an on request service during the winter period. This year we are unlikely to exceed the end of year target as the targets set for the final two quarters are unrealistic. The data will be analysed and in future the targets will be amended to more realistic levels.

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 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 and composting, households with two green bins palpably could still dispose of organic matter into the general waste bins rather than garden waste 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 which is the process of getting implemented 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 calendar for waste collections that was distributed in September and, alongside the actual dates, information will be provided on organic 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

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

Service Area:	Customer Services & I.C.T		Lead Officer for Performance Indicator:	Andrew Buckle			
Performance Indicator Number/s:	NI 181b(i)	Performance Indicator Name:	Time taken to process Housing Benefit Change in Circumstance				
Target achieved in previous year? (2013/14)	YES						
PERFORMANCE DURING CURRENT YEAR (2013-2014)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
7.64 days	5 – 9 days	9.95 days	5 – 9 days	11.02 days	5 – 9 days		5 – 9 days

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

Moving forward the aim is to focus resources on both New Claims and Change in Circumstances depending on the numbers received to ensure a consistent approach and that targets are achieved. The collative figure for the year to date is 9.49 and therefore the end of year target should be achieved

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

The target for this indicator is a range – 5 to 9 days.

Performance was not achieved during quarter 3 as resources were concentrated on clearing the outstanding

New claims for Housing benefit and prioritising information received from HMRC in relation to potential earnings discrepancies for over 100 claims.

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

Moving forward the aim is to focus resources on both New Claims and Change in Circumstances depending on the numbers received to ensure a consistent approach and that targets are achieved.

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

Moving forward the aim is to focus resources on both New Claims and Change in Circumstances depending on the numbers received to ensure a consistent approach and that targets are achieved. We were prioritising clearing New Claims previously so now we will be able to focus on both and this should result in this Performance Indicator being back on target.

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 3 Risk Report 2014/15

Report Type: Risks Report
Report Author: Katie Gee_Admin
Generated on: 06 February 2015









Description Regenerating Rossendale



Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
	Plan 1	Failure to deliver the Local Development Framework (LDF)	Planning Manager; Katie Gee_Admin	Gwen Marlow; Stephen Stray	3	E	14-May-2014	3	E	14-May-2014	4	F		It has been necessary to re-consult on a revised Green Belt boundaries response in November / December 14. A revised Local Development Scheme (LDS) has been published to take account of this change and revisions to the timetable for the stages of consultation that remain. It is anticipated the end date will remain unchanged. In order to address additional work, a planning assistant recruited part time in October has been made full time since November until May 15 when the position will be reviewed. This means any risk has not been exacerbated.	06 Feb 2015
	Plan 2	Failure to deliver commitments to English Heritage re programme of work (Links to	Planning Manager	Gwen Marlow; Stephen Stray	3	E	05-Aug-2014	3	E	05-Aug-2014	3	E		It is anticipated that the revised conservation strategy will be completed and agreed by English Heritage by the end of the final quarter	06 Feb 2015



Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		Action DC3)													




Description Responsive Value for Money Services




Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
	BC1	Failure to ensure corporate business continuity and staff capacity for Bulding Control service area.	Director for Business	Katie Gee_Admin	2	F	14-May-2014	2	F	14-May-2014	2	F		Continued financial monitoring by the section's accountant, with monthly monitoring of external competition's increasing share of our income stream, and our ability to maintain a self-financing status. This means the risk status has remained the same this Quarter.	06 Feb 2015
	C&MS1	Failure to ensure corporate business continuity and staff capacity for Committee and Member Services service area.	Director for Business	Carolyn Sharples	2	E	15-May-2014	2	E	15-May-2014	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 is access to emails via Mimecast, but no diary function. After reviewing the current situation, this does not change the current risk score as hard copies of the Mayoral diary is being made available to the Mayor's Attendants.	22 Dec 2014
	C&MS2	Ensuring a declaration of interest form	Director for Business	Carolyn Sharples	2	F	09-Sep-2014	2	F	09-Sep-2014	2	F		Updated Declaration of Interest forms have been completed and received for	22 Dec 2014




Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		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.												100% of councillors.	
	CORP1 (CR)	Failure to ensure business continuity and staff capacity	Chief Executive	Katie Gee_Admin	2	E	09-Sep-2014	2	E	09-Sep-2014	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. A review of Service Areas Business Continuity Plans is taking place in Quarter 4. The risk status has therefore remained the same.	06 Feb 2015
	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	Andrew Buckle	2	E	14-May-2014	2	E	14-May-2014	3	E	10-Jun-2014	This risk continues to be monitored, and Quarter 3 saw nothing that would affect this risk, a such the score has remained the same.	06 Feb 2015
	CS&ICT1	Failure to ensure	Katie Gee_Admin		3	E	03-Jun-2014	3	E	03-Jun-2014	4	E		The current risk score has been maintained in Quarter	09 Jan 2015




Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		business continuity and staff capacity in the Customer Service & ICT service area.	n											3.	
	Elec 3	Failure to safeguard the service/ election from fraud and corruption	Director for Business	Joanne Smith	2	E	03-Sep-2014	2	F	03-Sep-2014	2	F		Preparations are underway for the forthcoming Parliamentary, Borough and Parish elections and due to the high profile nature of the Parliamentary election meetings and communications have already begun with Lancashire Constabulary and guidance from the Electoral Commission will be incorporated into our election planning in order to keep this risk at it's current level.	09 Jan 2015
	Elec 4	Failure to implement Individual Electoral Registration (IER) (Links to Action Elec 2)	Director for Business	Joanne Smith	4	F	09-Sep-2014	4	F	09-Sep-2014	5	F		Individual electoral registration has now been implemented in Rossendale and new working methods are being used by administrators. The ongoing development of the service continues under the guidance and direction of the Cabinet Office and Electoral Commission in order to keep this risk low. Risk to the service in relation to the period prior to elections remains at it's original level however because the Government's	09 Jan 2015



Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
														digital service has experienced some faults resulting in a delay of information. To mitigate we are developing local methods which can be used as an alternative although these are labour intensive and will clash with other election deadlines, should they occur.	
	Elec 5	Failure to ensure corporate business continuity and staff capacity for Electoral Services service area.	Director for Business	Joanne Smith	2	E	15-May-2014	2	E	15-May-2014	3	F		The electoral services risk register is up to date and training on both elections software and processes will take place in January and February for elections staff. An apprentice has been recruited for 1 year to relieve the additional burdens associated with IER and will be in place until December 2015. This risk score has been maintained during Quarter 3.	09 Jan 2015
	Elec1	Failure to hold robust and efficient elections (including failure to recruit staff, preparation of suitable venues; acquire timely and accurate documentation within statutory	Director for Business	Joanne Smith	2	B	03-Sep-2014	2	E	03-Sep-2014	2	F		A second borough by-election was held in Longholme Ward on 4 December 2014. Detailed election plans were in place and followed to ensure the election was robust and efficient and risk avoided. Planning is now underway for Parliamentary, Borough and Parish elections on 7 May 2015 and these will be carried out along the same lines.	09 Jan 2015



Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		timescales i.e. poll cards, postal ballot packs)													
	Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Director for Business	Joanne Smith	5	C	10-Oct-2014	5	C	10-Oct-2014	5	B		At all elections we try to use the same set of polling stations, where possible, to make finding the voting place simplified for voters. Polling stations and their allocation is considered formally every five years and also at each election. As buildings are generally used one day each year and most do not belong to the authority there is very limited possibility of reducing the area of risk further.	09 Jan 2015
	F&PS1 (CR)	Payment of Benefit claims, Creditors and Staff together with robust income collection.	Finance Manager	Janice Crawford; Phil Seddon	3	E	09-Jan-2015	3	E	09-Jan-2015	3	E		In late December the remote access to main council services was resolved and this reduced the likelihood that a situation might arise where the Council could not pay benefits, creditors or staff on time.	09 Jan 2015
	F&PS2 (CR)	Council does not align expenditure with future resources beyond 2015/16 (Links to Action F&PS1)	Head of Finance and Property	Janice Crawford; Phil Seddon	4	E	09-Jan-2015	4	E	09-Jan-2015	3	E		The 2015/16 budget setting process is drawing to a close and officers have now extended the Medium Term Financial Strategy (MTFS) range into 2019/20. Though the process for updating the MTFS is now almost constant, there are still many external factors which	06 Feb 2015




Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
														impact on the Council's future resources for which officers can only maintain vigilance. On the expenditure side of the Council's efforts to balance the books, Officers continue to apply strong financial controls to keep costs down.	
	F&PS3	Failure to ensure business continuity and staff capacity in the Finance and Property Services Area.	Head of Finance and Property	Janice Crawford; Phil Seddon	3	E	09-Jan-2015	3	E	09-Jan-2015	3	E		Fortunately the section has very good sickness records, so the likelihood of any sickness absence causing a problem is low. Plans have been drawn up now to further spread the workload of the closure of the 2014/15 accounts, including greater emphasis on development of procedure notes and wider experience for staff to help provide cover in future should it be required.	09 Jan 2015
	HHR1	Failure to ensure corporate business continuity and staff capacity for Health, Housing and Regeneration service area.	Housing & Regeneration Head of Health	Steve Jackson; Ann McCue	1	E	14-May-2014	1	E	14-May-2014	3	F		No change to the current status of this risk score. No additional activity has been undertaken in Quarter 3. A review of the service area Business Continuity Plan will be undertaken if/as required.	06 Feb 2015
	LC&CS1	Failure to ensure corporate business	Director for Business; Katie	Katie Gee_Admin	2	F	14-May-2014	2	F	14-May-2014	2	F		The web submissions system remains intermittent. However, we have put measures in place	22 Jan 2015



Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		continuity and staff capacity for Land Charges and Corporate Support service areas.	Gee_Admin											which enabled business continuity when the system was unavailable to customers. The risk score thus remains the same.	
	Leg1	Fraud and Corruption	Director for Business	Clare Birtwistle	2	F	09-Sep-2014	2	F	09-Sep-2014	2	F		Having reviewed the risks there are no changes necessary as the mitigation continues to be applied.	15 Jan 2015
	Leg2	Failure to ensure corporate business continuity and staff capacity for Legal service area.	Director for Business	Clare Birtwistle	2	E	09-Sep-2014	2	E	09-Sep-2014	2	F		We have just appointed a new Trainee Solicitor which will assist in ensuring staff capacity for the Legal Services area.	15 Jan 2015
	LEU1	Failure to ensure corporate business continuity and staff capacity for Licensing and Enforcement Unit	Director for Business	Tracy Brzozowski	2	E	15-May-2014	2	E	15-May-2014	3	F		Appropriate actions are in place with regard to improved IT systems and reliability, ongoing staff training, essential material is backed up, disaster recovery equipment (IT) in place, regular budget monitoring. health and wellbeing of staff monitored with risk assessments carried out where appropriate and regular 1:1's. Further actions as ongoing such as improved and more frequent communication, regular Business Continuity Plan review, regular	31 Dec 2014

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
														discussion at team meetings and a constant review of staffing levels. The impact on Business remains the same: -Failure to deliver statutory services in a timely and efficient manner. (Licensing Act, Gambling Act). -Failure to deliver timely and effective advice / service. -Reputational damage.	
	Ops1	Loss of financial income and potential income due to reduction in recycle rates.	Joe Kennedy	Tony Akrigg; Joe Kennedy; Operations Team	2	C	13-Oct-2014	2	C	13-Oct-2014	3	C		Current recycling rates are low during the last quarter in keeping with the seasonal reduction in organic waste. It is anticipated that the recent introduction of area based working will have a positive impact on participation rates.	09 Jan 2015
	Ops2	The loss of income from recycling due to drop in market prices or involvement in the Lancashire Waste PFI.	Operations Manager	Tony Akrigg; Joe Kennedy; Operations Team	2	C	13-Oct-2014	2	C	13-Oct-2014	3	C		Current market values have remained low during the last quarter. It is anticipated that while fuel prices remain low there will be no significant increase in market rate for materials.	09 Jan 2015
	Ops3	Failure to ensure business continuity and staff capacity for the	Head of Operations		2	F	14-May-2014	2	F	14-May-2014	2	F		Following a recent review of structure it is intended to finalise a flexible structure moving forward to compliment the business and facilitate the ending of	09 Jan 2015

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		Operations Service Area												the joint arrangement with Hyndburn.	
	P&P01	Failure to ensure business continuity and staff capacity for People and Policy service area.	Chief Executive	Katie Gee_Admin	3	E	14-May-2014	3	E	14-May-2014	4	E		At Q3 this risk continues to be maintained at its currently identified risk score. A schedule for periodic updates /review of the People and Policy Service Area Business Continuity Plan is in place. No significant amendments have been made to the Plan since September 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/disaster recover arrangements will be undertaken as we move forward with Finance and ICT colleagues, and the Plan will be updated as and where required. The 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 manage the risk in the interim.	06 Jan 2015
	P&P2	Equal Pay Claims	Chief Executive	Katie Gee_Admin	3	E	14-May-2014	3	E	14-May-2014	3	E		At Q3 this risk has been maintained at its current identified risk score 'D3'. A	03 Feb 2015

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
														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.	
	P&P3	Non-Payment of Salaries	Chief Executive	Katie Gee_Admin	3	F	17-Jul-2014	3	F	17-Jul-2014	3	F		The People and Policy Service Area Business Continuity Plan has been reviewed, as such the risk remains the same in Q3.	06 Feb 2015
	P&P4 (CR)	Litigation due to Health and Safety breaches. (Links to Action P&P5)	Chief Executive	Katie Gee_Admin	3	F	14-May-2014	3	F	14-May-2014	3	F		At Q3 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	06 Feb 2015

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
														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. Of the incident reports submitted in Quarter 3 none were major relating to slips, trips and falls but with no further action needed. In Quarter 3 no new employee claims were submitted. Previous ones are still being investigated.	
	Plan 3	Budget reduced by reduction in fees	Planning Manager	Gwen Marlow; Stephen Stray	3	E	14-May-2014	3	E	14-May-2014	3	E		Budget predictions are above target so risk unaffected.	06 Feb 2015
	Plan 4	Failure to determine planning applications in line with government targets	Planning Manager	Gwen Marlow; Stephen Stray	3	E	14-May-2014	3	E	14-May-2014	3	E		The council remains on target to meet its business plan and national targets. In respect of majors, a number have been subject to agreed time extensions which means the applications were determined beyond 13 weeks with the agreement of the applicants. This approach is in line with provisions within government guidance	06 Feb 2015
	Plan 5	Failure to deliver commitments on Planning	Planning Manager	Gwen Marlow; Stephen Stray	4	E	14-May-2014	4	E	14-May-2014	4	F		The work related to the Planning Performance Agreement (PPA) on condition discharge for	06 Feb 2015

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		Performance Agreement												Reaps Moss wind turbines has now been completed. In relation to Scout Moor, the PPA has been signed for an application anticipated at the end of January. The requirements for this PPA will need to be carefully monitored and met by the Local Planning Authority (LPA). In respect of Rooley Moor, the developer has not been willing to enter into a PPA following initial dialogue.	
	Plan 6	Monitoring delivery on time of requirements of Section 106 planning obligations	Director for Business	Gwen Marlow; Stephen Stray	3	E	05-Aug-2014	3	E	05-Aug-2014	3	E		The corporate working group continues to meet quarterly and keep on track progress as and when agreements are made, triggers reached and monies spent.	07 Jan 2015
	Plan 7	Failure to ensure corporate business continuity and staff capacity for the Planning service area.	Director for Business	Gwen Marlow; Stephen Stray	3	E	14-Jan-2015	3	E	14-Jan-2015	3	F		Arrangements have been put in place for planning enforcement officer to do 3 days per week planning applications and 2 days planning enforcement. Planning enforcement for the next 6 months will have an officer who was 50% planning 50% licensing to be 100% planning enforcement and licensing will recruit temporary licensing officers to back fill. A Planning Performance Agreement (PPA) has been signed regard the anticipated application for	06 Feb 2015

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
														the Scout Moor windfarm application and will also cover the Rooley Moor planning application which is predominantly in Rochdale. A Scheme of Delegation has been put in place to provide for consultants to process this work using the PPA monies to resource the work. It is considered these measures have resolved the pressures that would have exacerbated matters. The position will be kept under review.	

Section 7 – Complaints

Section 7.1 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council and monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between October to December 2014 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 30/09/2014	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
Action/response/communication	2	4	6	
Advice/information given		1	1	
Application processing	1	8	6	3
Benefits Processing		2	2	
Council decision		2	2	
Council Tax charges/Decision		1	1	
Customer Service	3	7	9	1
Footpaths		1	1	
Noise Nuisance	1		1	
Other		1	1	
Property/land	2	1	3	
Staff member/team		1	1	
Time Taken	1	4	4	1
Trees		1	1	
Total	10	34	39	5

In relation to the complaints received in Quarter 3:

- Capita (1), Operations (1), Planning (1) and Health, Housing and Regeneration (1), each dealt with a complaint relating to action/response/communication. The 2 complaints outstanding in the previous quarter were also closed.
- Operations dealt with 1 complaint in relation to Advice/information given.

- Planning (6) and Licensing and Enforcement (2) are dealing with complaints in relation to Application processing. Three remain outstanding at the end of this quarter, with one of these having an interim response sent pending further information.
- Capita dealt with 2 complaints in relation to Benefits Processing, which were both responded to within Q3.
- Planning dealt with 2 complaints relating to a Council decision which were both responded to within Q3.
- Capita dealt with 1 complaint in relation to Council Tax Charges/Decision which was responded to within Q3.
- Capita (4) Licensing and Enforcement (3) are dealing with complaints in relation to Customer Service. (All complaints have been responded to within Q3 with the exception of one which was received at the end of December).
- Health, Housing and Regeneration closed a Noise nuisance complaint which had been outstanding in Q2.
- The Executive Office dealt with 1 complaint in relation to Other (*see below). This was responded to with within Q3.
- Finance and Property dealt with 1 complaint in relation to Property/land and also closed 1 which was outstanding at the close of Q2. Operations also closed 1Property/land complaint that was outstanding at the close of Q2.
- Legal and Democratic Services dealt with 1 complaint in relation to Staff Member/Team, which was responded to within Q3.
- Licensing and Enforcement dealt with 4 complaints in relation to Time taken. One complaint remains open which is being dealt with by Planning, and an interim response has been sent in relation to this matter.
- Operations dealt with one complaint in relation to Trees.

The one "Footpaths" complaint recorded should not have been included in the complaint figures as it was regarding a matter over which the council had no responsibility. The customer was referred to the appropriate authority.

*The "Other" complaint was in response to a newspaper article.

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st October to 31st December 2014)

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

Explanation – of the 2 closed Planning complaints:

- One was a full investigation – The Ombudsman completed the investigation and issued the following decision: *Not upheld: no further action.*
- One was a Notification of Closure (this is where the Ombudsman considers a complaint and makes a decision without investigation). The closure notice states: *Not upheld: no maladministration.* (This one has been included even though it was not a full investigation, as it does not duplicate with the complaint figures at Section 7).

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

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

Section 8 – Compliments

Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between October to December 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:			
	January – March 2014	April – June 2014	July – September 2014	October – December 2014
Action/response/communication	3	5	4	4
Application Processing		1		
Advice/information given		2	1	
Customer service		2	1	1
Footpaths				1
Quality of service	18	15	7	16
Staff member/team	21	32	12	26
Trees				1
Total	42	57	25	49

In relation to compliments received during October – December 2014:

- Action/response/communication compliments were received for Planning (2), Legal and Democratic (1) and Operations (1)
- A Customer Service compliment was received for Capita (1)
- A Footpaths compliment was received for Operations (1)
- Quality of Service compliments were received for Customer Services and ICT (16)
- Staff Member/Team compliments were received for Capita (1), Corporate Support (Land Charges) (1), Customer Services and ICT (5), Finance and Property (2), Health, Housing and Regeneration (7), Legal and Democratic (3) Licensing and Enforcement (1), Operations (3), People and Policy (1) and Planning (2)
- A Trees compliment was received for Finance and Property (1)