

# How are we making a difference to our communities?

## Integrated Performance Report Quarter 4 (January to March 2015)

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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 May 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**

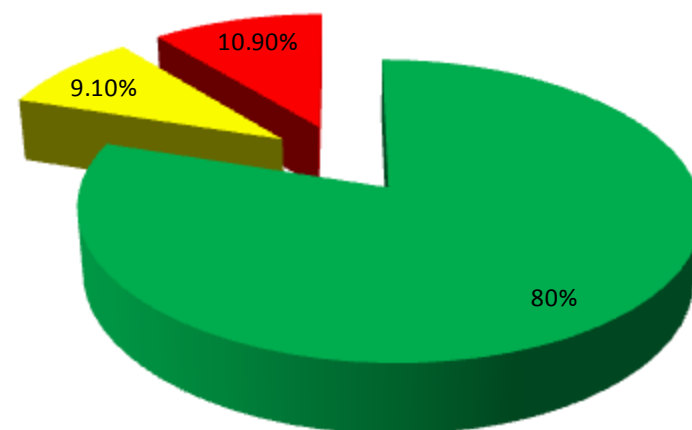
**This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.**

## 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.





Corporate Business Plan Actions			
Legend	Status	No.	%
<b>Green</b> ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	<b>44</b>	<b>80%</b>
<b>Amber</b> ⚠	Some issues or risks which require action from the Council's Programme Board to keep the project on track	<b>5</b>	<b>9.1%</b>
<b>Red</b> ●	Project in jeopardy – serious issues or risks needing urgent action	<b>6</b>	<b>10.9%</b>
<b>Unknown</b> ?	The status cannot be calculated	<b>0</b>	<b>0%</b>
	Total number of actions	<b>55</b>	<b>100%</b>

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



## 1.2 Performance Indicators – achieving targets?

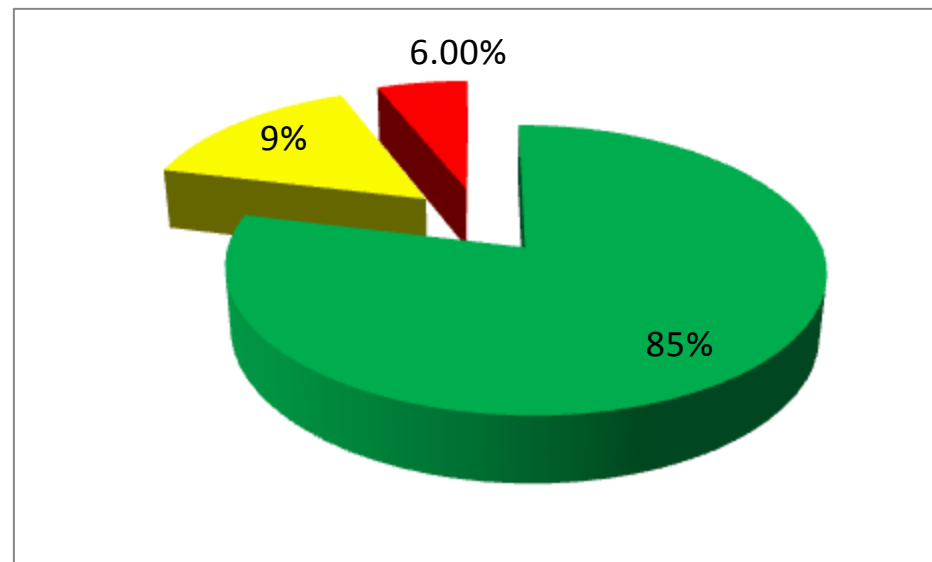
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators,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

Legend		Status	Performance Indicators	
			No.	%
<b>On Target</b>		The performance indicator has achieved or exceeded its quarterly target	<b>24</b>	<b>96%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>0</b>	<b>0%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>1</b>	<b>4%</b>
<b>Unknown</b>		The status cannot be calculated	<b>0</b>	<b>0%</b>
<b>Total for Quarter 2</b>			<b>25</b>	<b>100%</b>

### 1.3 How are we performing in managing our risks?

*Are we reducing the Likelihood and Impact of our Risks?*

Risks			
Legend	Status	No.	%
<b>Green</b> ✔	The likelihood and impact of the risk is low	<b>28</b>	<b>85%</b>
<b>Amber</b> ▲	The likelihood and impact of the risk is medium	<b>3</b>	<b>9%</b>
<b>Red</b> ●	The likelihood and impact of the risk is high	<b>2</b>	<b>6%</b>
<b>Unknown</b> ?	The status cannot be calculated	<b>0</b>	<b>0%</b>
	<b>Total</b>	<b>33</b>	<b>100%</b>



## 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%
Performance Indicators	3	2	67%	0	0%	1	33%	0	0%
Risks	0	0	0%	0	0%	0	%	0	0%
<b>Total</b>	<b>5</b>	<b>4</b>	<b>80%</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>20%</b>	<b>0</b>	<b>0%</b>

## 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	9	90%	1	10%	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%
<b>Total</b>	<b>15</b>	<b>14</b>	<b>93.3%</b>	<b>1</b>	<b>6.7%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

## 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	33	76.7%	4	9.3%	6	14%	0	0%
Performance Indicators	19	19	100%	0	0%	0	0%	0	0%
Risks	31	26	83.8%	3	9.7%	2	6.5%	0	0%
<b>Total</b>	<b>93</b>	<b>78</b>	<b>83.9%</b>	<b>7</b>	<b>7.5%</b>	<b>8</b>	<b>8.6%</b>	<b>0</b>	<b>0%</b>

## **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 4 Actions Report 2014/15

**Report Type:** Actions Report  
**Report Author:** Katie Gee\_Admin  
**Generated on:** 07 May 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	09-Apr-2015	<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"> <li>. For more than one house.</li> <li>. For commercial purposes in premises including food businesses, B&amp;B, dairy farms, rentals, workplaces (where other people are employed).</li> </ul>	09-Apr-2015	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>. In a public building.</p> <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	09-Apr-2015	<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>	09-Apr-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		-- Unfortunately, limited progress has been made on the completing the strategy revision due to the Conservation officer needing to prioritise assessment of a number of planning applications which could not have been fully anticipated. In addition there has been the need for the conservation officer to be involved in Bacup THI progression in the final quarter of the year 2014/15 and involvement on certain listed buildings identified as at risk. The completion of the conservation strategy action has now been rolled forward in to the light touch refresh for the 2014-16 plan to be completed in the year 2015-16. Changes to the shared service arrangement with Hyndburn BC since the end of March 2015 mean that the conservation officer will now be able to provide an additional day per week on Rossendale to aid completion of the work. This should mean the action is completed during the 2015/16 year which still fits within the lifetime of the 2014 to 2016 business plan in which the action of a revising the over heritage strategy had been first identified.	28-Apr-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	28-Apr-2015	A re-consultation on the Green Belt boundaries took place in December with a Summary Report on responses taken to Council in February.  The Council is currently on track to meet target of undertaking a consultation on a draft Plan in late July/August.	08-Apr-2015	
FP4	Inform SPD / Masterplan	31-Mar-2015		10-Jul-2014	28-Apr-	A planning application has been submitted for the	08-Apr-2015	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	prepared for Rawtenstall				2015	new bus station with a decision expected in June.  Broader issues such as parking are under separate consideration but there is no current scheduled timescale to produce a SPD/Masterplan.		
HHR1	Lead and deliver initiatives to redevelop and improve the economic prospects of Rossendale's Town Centre's.	31-Mar-2015		08-Jul-2014	09-Apr-2015	<p>The Council is involved in a number of regeneration projects focussing on our town centres.</p> <p><b>Rawtenstall</b> The Council has established a Joint Venture Partnership to lead on the regeneration of Rossendale's Town Centres and in particular to lead on the redevelopment of the former Valley Centre site in Rawtenstall. The Joint Venture known as the RTB Partnership is leading on the redevelopment of the former Valley Centre site and one of the partners (Barnfield) have been appointed by West Register as development managers for the New Hall Hey sites. This allows the RTB partnership to take a more cohesive 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 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 and responses from this have informed the final design. The formal Planning Application has been submitted and will be considered in June 2015.</p> <p><b>Haslingden</b> 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</p>	13-Apr-2015	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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. The Task Force has developed an Action Plan which focusses on 5 main priorities; further meetings of the Task Force will take place through 2015.</p> <p><b>Bacup</b> The Council's bid to the Heritage Lottery Fund for stage 2 of its Bacup Townscape Heritage initiative was 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. The physical works phase will start during April 2015.</p>		
HHR11	Development of initiatives and projects to meet and support the housing needs of residents in Rossendale .	31-Mar-2015		08-Jul-2014	09-Apr-2015	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 now been completed on the Mytholme	09-Apr-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>House development with Green Vale Homes in Waterfoot and these properties are now being let . 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 compete this work. This piece of work will include a Housing Needs Assessment and will be used to support the Planning Team's Site Allocations work and underpin the Council's Core Strategy. Consultation has started on issuing and collating Housing Needs Assessments. These results have been collated to form an integral part of the SHMA which is currently in a draft form awaiting officer's comments.</p>		
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	09-Apr-2015	<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>* <b>Accelerating Business Growth</b> - This scheme offers grants between £20,000 - £100,000 to support new businesses that seek to grow and provide new jobs.</p> <p>* <b>Lancashire Innovation Network</b> - The Lancashire Innovation Network scheme is delivered by a team of experienced, independent advisers who can provide free impartial advice, guidance and financial assistance to businesses</p>	09-Apr-2015	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>with potential to grow through the use of new technology and innovation.</p> <p><b>*Boost Business Lancashire</b> - 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>* <b>Start Up Lancashire</b> - This supports new start businesses including small grants and mentoring and coaching support.</p> <p>* <b>Fuse Fund</b> - The Fuse Fund is a £4m enterprise programme designed to support new businesses trading less than 3 years in partnership with Lancashire Business View. The Fuse Fund is a competitive capital grant scheme that will help new businesses to finance growth projects creating new jobs and investment across Lancashire</p> <p>More information on these schemes can be found at <a href="http://www.regeneratepl.co.uk">www.regeneratepl.co.uk</a></p> <p>Alongside this the Council supports Valley At Work <a href="http://valleyatwork.co.uk">valleyatwork.co.uk</a> 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	09-Apr-2015	<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><b>Consultation and development of a viable and feasible option for the site of the former Valley Centre. This is likely to include land</b></p>	13-Apr-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p><b>assembly, financing and availability of external funding, potential occupiers, bus station proposals and conservation issues.</b> 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 has been submitted and will be considered in June 2015.</p> <p><b>Continue to work with the owners of the New Hall Hey site to find a solution for its redevelopment.</b> Barnfield have been appointed as development managers for the New Hall Hey sites and the partnership are now in a much better position to make sure that the sites are developed to completion. The development of New Hall Hey is a regular item on the RTB Board Agenda and is one of the Board's key priorities. Marks &amp; Spencer have now signed up as the anchor tenant for this development.</p> <p><b>Work to support the delivery of the Bacup Townscape Heritage Initiative programme.</b> 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 and the physical works phase is due to start on site in April 2015.</p> <p><b>Completion of the residential housing scheme on the site adjacent to Bacup Hub.</b> Work is on-site with completion expected in April 2015.</p> <p><b>Development of a scheme to bring the semi-derelict Waterside Mill back into use as a commercial building.</b> The feasibility, funding streams and costs for this</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>project are currently being worked upon</p> <p><b>Completion of the residential housing scheme on the Mytholme house site, Waterfoot.</b> Work on site was completed and the scheme was formally opened in March 2015.</p> <p><b>Development of options for schemes for residential housing</b> <b>Development of a list of priority sites and projects for years 3 &amp; 4.</b> These items will be developed during 2014 / 2015.</p> <p>The RTB Partnership Board meets regularly throughout the year to monitor progress against the work programme and consider new opportunities as they arise.</p>		
HHR4	Development and support for initiatives to improve the environment and infrastructure of the borough.	31-Mar-2015		08-Jul-2014	09-Apr-2015	<p>The Council has been working with colleagues from Lancashire and Rochdale to develop a Valley of Stone Greenway Project with the aim of creating a continuous cycle way through Rossendale and into Rochdale. Development of a continuous route based primarily on the old railway will provide a safe and relatively level route for local families to use for cycling or walking. It would also attract leisure riders from much further afield as well; it would provide a complementary attraction for those not wanting to try the more strenuous attractions of Lee Quarry; for horse riders the route would provide an important link to and from the Pennine Bridleway into other areas of Rossendale. The scheme has been included in part of the 2014 Lancashire Economic Partnership "Growth Fund" bid. This was successful in obtaining over £2 million of Government support. Match funding is being provided by Lancashire County Council as part of the Local Transport Plan (East Lancashire Transport Masterplan). The total value to Rossendale up to 2018/19 including contingencies is expected to be in excess of £4 million. Rossendale Borough Council is working closely with Lancashire county council to</p>	13-Apr-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						commence the delivery of this in 2015.		
HHR5	Development and support of initiatives to build and improve Rossendale's Visitor and Cultural activities.	31-Mar-2015		08-Jul-2014	09-Apr-2015	<p>The Council is involved in a number of initiatives which aim to support and develop Rossendale's Visitor and Cultural activities.</p> <p><b>Rossendale Museum</b> 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 with a view to developing a major funding bid. in the meantime, the Council has provided further financial support to invest in the building itself to ensure that the facilities have the capacity to accommodate the growing number of customers and visitors to the museum. This work will be complete by the end of March 2015 ready for the Easter weekend.</p> <p><b>Rawtenstall Town Team</b> The Rawtenstall Town Team is led by local businesses and community representatives and have been instrumental in bringing in a number of events in Rawtenstall Town Square and many members of the team are involved in other event planning across the borough all of which not only bring more visitors to the area but also boosts the local economy.</p> <p><b>Promoting Rossendale Group</b> 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</p>	13-Apr-2015	



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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 ( <a href="http://southpennines.co.uk/explore/rossendale/">http://southpennines.co.uk/explore/rossendale/</a> ). 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.		
HHR6	Reduce the number of long term vacant domestic and commercial properties across the Borough.	31-Mar-2015		08-Jul-2014	09-Apr-2015	<p>We are now in the final year of the Pennine Lancashire LinkedUp Scheme (<a href="http://www.linkedup.org.uk/">http://www.linkedup.org.uk/</a>) 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 4, 82 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 <b>92 long-term empty properties brought back into use in Rossendale since the beginning of the LinkedUp Programme</b>. The scheme is being used to support a number of other housing initiatives that the Council are developing with partners including a pilot safe house scheme for Domestic abuse victims and engagement work with Probation and Inspire.</p> <p>A bid to continue the Empty Homes Programme for Rossendale for the HCA's 15 – 18 funding programme was successful and will see an</p>	09-Apr-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>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 CTAX, unbanded/deleted from the ratings list, or with a rateable NNDR 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
C&MS1	Promote Democracy and Equality	31-Mar-2015		01-Apr-2014	31-Mar-2015	<p>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</p>	01-Apr-2015	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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 Helmsore and Haslingden events. The Mayor's Ball took place in March which was the main charity fundraising event. The Mayor will continue to attend individual bookings until the end of his Mayoral term.		
C&MS2	To maintain the requirements of the North West Charter for Member Development	31-Mar-2015		01-Apr-2014	31-Mar-2015	A member training programme is in place and attendance is being monitored, at present 88% 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 91% have a full PDP in place, and of those will a full PDP completed 84% have undertaken a PDP review.	01-Apr-2015	✔
C&MS3	Ensure Committee papers are prepared to a quality standards and in accordance with agreed processes.	12-Mar-2015		01-Apr-2014	31-Mar-2015	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 meetings.	01-Apr-2015	✔
CS&ICT01	Explore new approaches to Counter rate avoidance tactics	31-Mar-2015		01-Jul-2014		There has been no further update from the Council's external legal provider regarding this issue. This action will need carrying forward into the new financial year.	30-Mar-2015	●
CS&ICT02	Adopt new targeting and monitoring procedures for the Council's contracted enforcement agents.	31-Mar-2015		01-Jul-2014	01-Apr-2015	-Everything is now in place and a final summary report will be presented to Operational Board.	01-Apr-2015	✔
CS&ICT03	Install a self-service area with our OSS	31-Mar-2015		01-Jul-2014	30-Mar-2015	Signage has been installed and publicity underway.	30-Mar-2015	✔
CS&ICT04	Replace existing 0845 telephone number, currently used by residents to contact	31-Mar-2015		01-Jul-2014	30-Mar-2015	The 0300 numbers for Revs and Bens contact and the emergency out of hours service are both in place and active. Publicity re the change has taken	30-Mar-2015	⚠

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	the Council in relation to Revenues and Benefit enquiries, to an 03 number.					place. The civic payment line is the only 0845 line not changed, although a 0300 number has been obtained for this purpose. The payment line issue currently sits with the Finance team. All aspects of this project under the control of the Customer Services Department have been completed.		
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		The new fibre circuit dig has been completed into Futures Park. The hole has been reinstated, we are now waiting for the circuits to be installed into the internal infrastructure of Futures Park. Once this has been completed the circuit will be completed at the A end of the data centre, following this activity migration will be invoked. This project will need to be carried over into 15/16.	02-Apr-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	✔
CS&ICT09	Develop new business rate relief policy	31-Mar-2015		01-Jul-2014		This project will need 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	30-Mar-2015	⚠


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						quarter of 15/16 when an updated plan should be available.		
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	27-Apr-2015	A shared service arrangement remains in place for the Conservation post. This entails 3.5 days on RBC work and 1.5 days with HBC. The council has appointed a full time Principal Development Management post to commence in early May 15. Cover on tree matters will be found from elsewhere. No further changes are anticipated on shared service arrangements.	27-Apr-2015	✔
DC2	Implement changes to relevant policies and procedures for Development Management	31-Mar-2015		05-Aug-2014	28-Apr-2015	<p>A paper on the IHFTA was taken to policy overview and scrutiny committee explaining that it would be appropriate to delay preparation of this paper until the Site Allocations and Development Management policies DPD has been further progressed. This would also have synergy with work being done in the Regeneration team. There was also clear evidence that the IHFTA policy was still effective in appeals in respect of Hot Food Takeaways.</p> <p>In respect of the IHFTA policy and other existing SPDs, the Council is currently preparing Development Management policies for consultation in July 15. This work will include where appropriate use of the policies gleamed from the current SPDs and will be updated to take account of any regulation changes. This will then inform what content needs to be in any fresh SPDs to be</p>	28-Apr-2015	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>prepared subsequent to the DPD preparation. This approach fits with the 2015 light touch refresh of the business plan and makes sense for the SPDs refresh to fit with the timescale preparation of the DM policies DPD.</p> <p>As indicated in previous notes, the council has completed the pre-app charging policy documents committed to be done in 2014 - 2016.</p> <p>Overall, progress on the policy documents progression over the period 2014-2016 remains on track.</p>		
Elec1	Facilitate/enable the democratic process administering scheduled Borough elections, County, Parish, Parliamentary, European, Police and Crime Commissioners and by-elections.	31-Mar-2015		01-Apr-2014	30-Apr-2015	Preparatory work for the May 2015 Elections is underway and on track. Joint working continues to be successful. Legislation and Electoral Commission guidance continues to be followed.	30-Apr-2015	
Elec2	Implement transition to individual electoral registration	31-Mar-2015		01-Apr-2014	05-Dec-2014	<p>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).</p> <p>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</p>	09-Jan-2015	







Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						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.		
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	09-Apr-2015	The 2015/16 Budget and MTFS update was agreed by Members in February 2015. The MTFS identified 4 key actions in order to bridge the anticipated funding gap over the medium term.	13-Apr-2015	✓
F&PS2	Further integration of RLT finances	31-Mar-2015		15-Jul-2014	09-Apr-2015	The 2015/16 budget has now been completed alongside Council approval for a £275k investment into "The Vertical Playground" with the aim of bridging the funding gap in the short term. 2014/15 close down has now commenced with a view to external audit in May 2015.	09-Apr-2015	✓
F&PS3	Undertake Insurance Tender	31-Mar-2015		14-Jul-2014	09-Apr-2015	Tender has now been completed, with Zurich Municipal retaining the majority of the portfolio (Property, Combined Liability, Statutory Inspections, Crime and Motor). New providers have gained Fine Arts and Terrorism. Overall there will be a marginal saving on the previous years premiums with the added benefit of continuing back office systems and procedures.	09-Apr-2015	✓
F&PS4	Continued infrastructure improvements and learning in matters of local water management.	31-Mar-2015		17-Jul-2014	09-Apr-2015	Partnership working is progressing well with EA about to commence schemes at Whitworth and Crawshawbooth. EA have also completed some works at Rockcliffe Road, Bacup with other work to follow. (LCC will shortly be submitting funding bids to the EA for some of their scheme requirements). The Council's Bury Road scheme is completed subject to final surfacing. 2 separate Council lead Whitworth schemes have been commissioned (Eastgate & Leavengreave). c £30k has been committed from the original £50k 14/15 budget allocation. For 2015/16 the key area of focus for Council Offices will be the problematic watercourse at Strongstry.	09-Apr-2015	✓
F&PS5	Ensure improvements to	31-Mar-2015		14-Jul-2014	09-Apr-	Property services continue to test the robustness	09-Apr-2015	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	management and inspection regimes for Car parks, footpaths and managed open space.				2015	of inspection regimes. Capital resource continue to target risks associated with trips and falls in order to mitigate insurance claims.		
FP3	Develop Synergy between Hyndburn and Rossendale Policies	31-Mar-2015		10-Jul-2014	28-Apr-2015	There is no longer a shared working arrangement on Forward Planning issues with Hyndburn. Work on producing the Development Management policies and Supplementary Planning Documents (SPD's) is to be undertaken by a private consultant on behalf of the Council. This is to ensure that the necessary timescales are met. This work will be undertaken in liaison with the local authority and will take into account good practice from a variety of authorities including Hyndburn.	08-Apr-2015	✔
HHR10	Improved delivery of support mechanisms and assistance for vulnerable people.	31-Mar-2015		08-Jul-2014	09-Apr-2015	<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 112 DFGs of which 46 were on behalf of Green Vale Homes. These adaptations provide much needed aids and adaptations to 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</p>	09-Apr-2015	✔






Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Health Centre. The enxt stage is to consider the role of Mount Pleasant going forward over the next five years.</p> <p>Operation CARL (Co-Ordination Against Rogue Landlords) has now completed its funding programme however we will still continue to take new referrals as well as concentrating on the original Rogue Landlords identified as an issue to the borough. The project worked alongside the Overview &amp; Scrutiny Task and Finish Group looking at Rogue Landlords and the Private Rented Sector and a number of recommendations will come through this work. Over the last twelve months Operation CARL has inspected 175 properties and served 136 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 427 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	09-Apr-2015	<p>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 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</p>	13-Apr-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>(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>		
Leg1	Provide training update on procurement and contract management.	31-Mar-2015		04-Jul-2014	30-Apr-2015	Training continues to be provided and will carry on into the next business year. new regulations are now in place and Training will be given accordingly. There is to be a refresh of the current constitution and the Procurement Strategy will form of this review.	30-Apr-2015	✔
Leg2	To update Procurement Strategy	31-Mar-2015		04-Jul-2014	30-Apr-2015	New regulations are now in place and the Procurement Strategy will be amended in the new business year to reflect these changes and to bring the same up to date.	30-Apr-2015	✔
LEU01	Implement the revised Statement of Licensing Policy (LA03)	30-Jun-2014		01-Apr-2014	01-Apr-2014	<p>The revision of this policy commenced in September 2013</p> <p>Consultation took place between 21/10/13 and 20/11/13</p> <p>On 11/03/14, the policy was determined at Licensing Committee</p> <p>On 17/03/14, the policy was determined at Corporate O&amp;S where the recommendations from the Licensing Committee were reported</p> <p>On 26/03/14, the policy was adopted at full Council following the recommendation of the</p>	11-Aug-2014	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Licensing Committee and Corporate O&S		
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		Research is ongoing and this project will roll over into the business plan for 2015/16.	29-Apr-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 the Council's Environmental Health Team who are currently in the process of writing a procedural guide and inputting applications onto IDOX. Further updates will be available in the new business plan 2015/16.	29-Apr-2015	
LEU05	Engage with internals and external agencies to promote fraud awareness (on-going).	31-Mar-2015		01-Apr-2014	29-Apr-2015	This year has been a successful year and the team have successfully prosecuted 6 people, delivered 5 Administration Penalties and 8 Cautions throughout 2014-2015. Liaison with partner agencies with successful links being maintained throughout the year. With the implementation of SFIS (Single Fraud Investigation Service) benefit fraud has now transferred to DWP.	29-Apr-2015	
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		Bacup park Bowling Club (Stubbylee) are currently working with us drawing up terms of a lease agreement. The club has recently submitted an application to Sport England for funding to replace the pavilion on site, however despite being unsuccessful they received encouraging feedback and a suggestion to re-apply. We will be supporting them with their resubmission. Meetings are regularly held between Rossendale	10-Apr-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Leisure Trust, Rossendale BC and user groups at Marl Pits to establish a more cohesive plan to manage and develop the whole site. The playing pitch strategy is currently drawing to a close and the Council is awaiting the final report scheduled for late June 2015, which will indicate if any external funding could be obtained to support the current capital budget for playing fields improvements.		
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	10-Apr-2015	2nd Jan 2015 – NWF, 7,500 litres of diesel @ 89.77ppl and 1,500 gas oil at 43.23 ppl 16th Jan 2015 – Townson, 7,000 litres of diesel @ 88.00ppl 3rd Feb 2015 – Crown, 8,000 litres of diesel @ 90.8ppl and 1,000 gas oil at 44.45 ppl 19th Feb 2015 – NWF, 8,000 litres of diesel @ 93.24.00ppl 2nd March 2015 – Townson, 7,500 litres of diesel @ 93.65ppl 17th March 2015 – Townson, 8,000 litres of diesel @ 90.8ppl and 1,000 gas oil at 44.85 ppl	10-Apr-2015	✓
P&P1	Implement the Council's apprenticeship scheme in line with the refreshed Apprenticeship Policy	31-Mar-2015		04-Jul-2014	13-Apr-2015	In Quarter 4 we implemented the Get Britain working scheme, alongside our apprentices.	13-Apr-2015	✓
P&P2	Review the Council's Standard of Conduct for Employees	31-Mar-2015		17-Jul-2014		This has unfortunately not been done in this business plan year due to staff constraints in the office. This will be rolled forward to the business plan for 2015/16.	22-Apr-2015	●
P&P3	Achieve the Workplace Wellbeing Charter	31-Mar-2015		08-Jul-2014		Awareness of Health and Wellbeing continued to be promoted to all staff. Charter accreditation will now have to be done in the next business plan.	13-Apr-2015	●

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P4	Undertake an organisational self-assessment based on Investing in People Framework criteria.	31-Mar-2015		13-Apr-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 4 and this work will now take place in the next business plan.	13-Apr-2015	
P&P5	To monitor Health and Safety provision	31-Mar-2015		29-Jul-2014	22-Apr-2015	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 on; Plant training courses for the parks and cemetery team. Fire Warden courses Lone Worker Working at Heights First Aid Courses	22-Apr-2015	
P&P6	Clarify roles for the district council in the supporting partnership delivery outcomes	31-Mar-2015		04-Jul-2014	17-Apr-2015	<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 which has informed a joint action plan. 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; domestic abuse, child sexual exploitation, infant mortality, preventative work around emotional health, wellbeing and resilience as well as effective engagement and participation of children and young people in Children's Partnership Board priorities. The Board also has an underpinning scrutiny role.  The £15k funding role has been agreed to by undertaken by Hyndburn BC.  You can access the Membership, Terms of Reference and Meeting Papers here: <a href="http://www.lancashirechildrenstrust.org.uk/">http://www.lancashirechildrenstrust.org.uk/</a>	17-Apr-2015	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p><a href="#">meetings/meetings.asp?siteid=4414&amp;pageid=45396</a></p> <p><b>Public Health:</b> 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. Recruitment to a post related to this role will be undertaken in the next business plan year.</p> <p><b>Pennine Lancashire Community Safety Steering Group (PLCSSG):</b> As a consequence of a partnership review, new arrangements see the joining together of the East Lancashire districts and Blackburn with Darwen Council and relevant public sector partners under a wider strategic spatial footprint - Pennine Lancashire Community Safety Steering Group, reporting to the Lancashire Community Safety Strategy Group and Lancashire Place Chief Executives Meeting. 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><b>Rossendale Action Partnership (RAP)</b></p>		

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

## **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 4 Performance Indicator Report 2014/15

**Report Type:** PIs Report  
**Report Author:** Katie Gee\_Admin  
**Generated on:** 07 May 2015



Rows are sorted by Code

## Description Clean and Green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of Household Waste Recycled	Operations Manager	23.85%	23.50%		26.03%	24.00%		Aim to Maximise		Household waste recycled exceeded target for Q4. Figures for 2 periods running Q3 & Q4 show above target which is the first time since 2009.	On Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Operations Manager	5.48%	9.50%		3.07%	8.00%		Aim to Maximise		Figures for Q4 reflect the earlier decision to change organic collections to demand led service in Winter months. Targets for 2015/16 will be amended to reflect service changes. Additional Brown bins have been purchased for distribution, to maximise tonnages in Spring/ Summer season.	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 previous (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	Operations Manager	129	130		124	128		Aim to Minimise		Residual waste per household continues to exceed target. Potential for further reduction	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
	waste per household									in 2015-16 as a result of recycling campaign targeted at specific areas as identified following changes to collection methodology and analysis.		










### Description Regenerating Rossendale

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 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	↓	As Of 31 March 2015 there were 170 employees. The percentage of employees with a disability is 0.02% There is no target for this PI it is monitored for equality reporting. Please note that employees do not always have to disclose a disability.	Exceeding Target
LI 17a	Ethnic Minority representation in the workforce - employees	HR	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	As of 31 March 2015 we had 170 employees. Ethnic minority disclosed representation in the workforce : 0.006% There is no target for this PI it is monitored for equality reporting purposes. Please note that employees do not always have to disclose their ethnicity.	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	15.00	7.00	✓	42.00	30.00	✓	Aim to Maximise	↑		Exceeding Target
NI 16 LAA	High Impact Acquisitive Crime (HIAC)	Chief Executive	1.01	3	✓	0.92	3	✓	Aim to Minimise	↑	For this category the Police now record High Impact Acquisitive Crime (HIAC) rather than Serious Acquisitive Crime, this means that	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
	Rate									vehicle crime is no longer included. Based on a population of 68,000 HIAC rate is 0.92(per 1,000) residents for Quarter 4. This has gone down since Q3		
NI 20 LAA	Assault with injury crime rate	Chief Executive	1.15	2		1.3	2		Aim to Minimise		Based on a population on 68,000 the Assault with Injury crime rate is 1.3 (per 1,000) residents. This is significantly below target and is also a decrease on last quarter.	Exceeding Target
NI 154	Net additional homes provided	Planning Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise		This is an annual indicator. Work has started on gathering the information for producing the Authority Monitoring Report. The Report is due to be published later this year and will contain housing figures for the year 2014/15.	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. Work has started on gathering the information for producing the Authority Monitoring Report. The Report is due to be published later this year and will contain housing figures for the year 2014/15.	On Target

### Description Responsive Value for Money Services

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team	7mins	10mins		7mins	10mins		Aim to Minimise		Another pleasing performance in Quarter 4 with a recorded average waiting time of 7mins29secs. Quarter 1 saw a recorded average of 8mins34secs, quarter 2 was set at 8mins29secs and quarter 3 saw an average of 7mins. Licensing queries are still the main topic in the OSS overtaking benefit queries each month. For this quarter	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
										January footfall was 2,325 with a recorded waiting time of 6mins36secs, February footfall was 2,534 with a waiting time of 8mins04sec and March footfall was 2,509 with a waiting time of 7mins29secs.		
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	Capita; Service Assurance Team	61.15%	70%		69.7%	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 has improved this quarter despite an increase in the volume of calls in March when 2015/16 council tax bills and benefit letters are sent out	Marginally Below Target
CS6	% of abandoned calls - Coventry Call Centre	Capita; Service Assurance Team	8%	6.5%		4.9%	8%		Aim to Minimise		A target of under 8% has been set for 14/15. This is to take account of the increased volume and complexity of calls which means staff spend longer explaining issues to customers. This impacts on the abandonment rate. Historically performance dips in March as this is the month that the new council tax bills are sent out however target for the quarter has been achieved.	Marginally Below Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team	97.10%	96.50%		96.90%	96.10%		Aim to Maximise		Collection for Council Tax has exceeded target by 0.8% which is an excellent achievement. The collection rate is however down on the previous years collection rate by 0.2% however the actual amount of council tax to collect rose by 6.3% in 14/15 and this equates to a 6.3% increase in collectable debt. The drop in the collection rate is also affected by other factors including increasing the amount that those in receipt of council tax support have to pay and various increases in charges for empty properties including a 50% premium for properties empty for 2 years or more. The council tax team collected in excess of 1.4	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
										million more than in 13/14		
LI 10	Percentage of Non-Domestic Rates Collected	Capita; Service Assurance Team	97.20%	97.90%		97.60%	97.50%		Aim to Maximise		<p>Collection of Business Rates has exceeded target in 14/15 and collection of business rates has increased from 97.2% in 13/14 , an increase of 0.4% which equates to almost £315k extra collected during 14/15.</p> <p>This result is even more of an achievement given on-going issues Rossendale and indeed many other Lancashire authorities are facing with avoidance measures in place to try and avoid paying rates on empty premises. Rossendale and other local authorities are tackling these issues however it remains very difficult to collect payment for empty premises.</p>	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR	9.78	7.33		5.78	8.00		Aim to Minimise		<p>Overall sickness figures for the year stand at 5.78 days per FTE employee Short term: 2.55 days per fte Long term: 3.23 days per fte</p>	Marginally Below Target
LI 79a	Accuracy of processing - HB/CTB claims	Capita; Service Assurance Team	95.40%	93.00%		95.40%	93.00%		Aim to Maximise		<p>Performance continues to meet target ensuring that claims are calculated correctly first time. Staff are monitored on all aspects of work and this feeds into training programs and refresher courses as required. It is pleasing to note that target has been achieved throughout 2014/15</p>	Exceeding Target
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	Capita; Service Assurance Team	83.06%	65.00%		85.71%	70.00%		Aim to Maximise		<p>An excellent outturn has been reported this quarter. £96,593 was created and £82,360 recovered has resulted in an improved cumulative outturn</p>	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Team	13.55%	9.50%		12.25%	8.75%		Aim to Maximise		This is an accumulative target so the actual outturn will show in the cumulative total. The Quarter return is always relatively low as this measures the total recovered in a quarter against the total outstanding debt. This shows that the level of overpayments recovered continue to keep pace with the level of debt outstanding .	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00%	65.00%		100.00%	65.00%		Aim to Maximise		In Quarter 4 100% of Major applications were determined in 13 weeks.  Performance for the year was at 86% in part helped by agreement with the applicant for time extensions on the major applications which is permitted having regard to the government regulations on performance.	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	88.00%	80.00%		91.00%	80.00%		Aim to Maximise		91% of Minor Applications were determined in 8 weeks.  Performance for the year on minors was 89% which is above the business plan and national targets of 80%	Exceeding Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	93.00%	80.00%		94.00%	80.00%		Aim to Maximise		Final quarter had performance at 94% and an overall figure for the year at 95% which is above business plan and national targets.	Exceeding Target
NI 181 (ai)	Time taken to process Housing Benefit New Claims	Capita; Service Assurance Team	23.5	25.0		18.2	26.0		Aim to Minimise		Its pleasing to report a good quarter of performance improving by over 7 days on the previous quarter. New claims continue to be processed swiftly ensuring customers receive their benefits on time.	On Target
NI 181 (aii)	Time taken to process Council Tax Benefit new claims	Capita; Service Assurance Team	26.3	27.0		21.2	27.0		Aim to Minimise		Its pleasing to report a good quarter of performance. New claims continue to be processed swiftly ensuring customers receive their benefits on time. Performance	On Target

PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
										has improved by over 5 days from quarter 3		
NI 181 (bi)	Time taken to process Housing Benefit Change in Circumstance	Capita; Service Assurance Team	3.65	10		3.29	9		Aim to Minimise		Its pleasing to report a good of performance on processing changes in circumstances. This time of year we have to amend benefit rates for the new financial year both manually and automatically and therefore the number of changes processed is far in excess of an average month. Performance has improved by over 7 days on the previous quarter	On Target
NI 181 (bii)	Time taken to process Council Tax Benefit Change in Circumstance	Capita; Service Assurance Team	6.1	10.0		4.3	10.0		Aim to Minimise		Its pleasing to report a good quarter of performance on processing changes in circumstances. This time of year we have to amend benefit rates for the new financial year both manually and automatically and therefore the number of changes processed is far in excess of an average month. Performance has improved by over 3 days on the previous quarter	On Target
PM2	% of new HB claims outstanding over 50 days	Capita; Service Assurance Team	0%	5%		0%	5%		Aim to Minimise		The focus on new claims means that claims are being processed quickly and not left outstanding ensuring that customers receive their benefit speedily Performance for the month has been excellent	Exceeding Target
STAN 1	Number of people accessing STAN	Service Assurance Team	331	120		344	150		Aim to Maximise		Footfall for Rossendale for quarter 4 was 344. STAN has only been going out in Rossendale since October as Ribble valley ceased being involved with the project at the end of September 2014. STAN is a well utilised service, in Rossendale and regularly receives positive feedback. This supports some of our most vulnerable residents and is highly regarded by residents and partner agencies.	Exceeding Target
STAN 2	% of customers	Service Assurance Team	100%	85%		100%	90%		Aim to Maximise		Overall customer satisfaction with the STAN service continues to be high and stands at	Exceeding Target



PI Code	Short Name	Responsible Officers	Quarter 4 2013-14			Quarter 4 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2013/14			Q4 2014/15						
			Value	Target	Status	Value	Target	Status				
	satisfied with the service received from STAN									<p>100% for quarter 4. This equates to 96.77% of customers who returned feedback forms being 'very satisfied', with 3.23% 'satisfied'.</p> <p>137 customer satisfaction surveys were issued during the 4th quarter, 31 were returned. This represents a 22.63% response rate.</p> <p>Some comments from STAN customers:  "Staff were wonderful. Felt calm and relaxed with Caroline she is a lovely person. I don't think I could have dealt with this application without her help. I found the forms confusing. Thank you."  "Had I not taken the opportunity of visiting "STAN" and receiving such great help from your super staff and their initiating the help and benefits I am now receiving I would still be in my original position. Many Thanks"  "Due to the concern shown by the staff, we were able to get benefits which we were not aware of. First Class."  "They are very professional, gave us dignity. They were efficient and explained things thoroughly. Very friendly staff who went the extra mile. Very good excellent service."  "Very good service, I felt I wasn't on my own with my problems. Very impressed with the staff. Caroline Jarvis helped me loads. She made me feel special again."  "Please will you thank Caroline Jarvis, on STAN, for her kindness and help. I did not expect such excellent assistance."  "Impressed with this service. I have used this service on several occasions on differing subjects. All staff are excellent, Friendly with nothing but a PURE GOLD STANDARD service everytime."</p>		

## **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.

<b>Service Area:</b>	Operations Team		<b>Lead Officer for Performance Indicator:</b>	Joseph Kennedy, Keith Jenkins			
<b>Performance Indicator Number/s:</b>	LI 82bi	<b>Performance Indicator Name:</b>	Percentage of the household waste composted				
<b>Target achieved in previous year? (2013/14)</b>	<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%	6.66%	8.00%	3.07%	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 have not exceeded 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 was provided on organic recycling.

Also further 200 brown bins are being procured within the current budgetary constraints which will be delivered in June 2015.

**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.

## **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 4 Risk Report 2014/15

**Report Type:** Risks Report  
**Report Author:** Katie Gee\_Admin  
**Generated on:** 12 May 2015



## Description Regenerating Rossendale


Traffic Light: Green 2

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		In order to ensure that production of the Plan remains on schedule with that set out in the Local development Scheme (LDS) a detailed workplan has been produced. Taking this into account, consultancy help has been sought for preparation of the Development Management policies to ensure that preparation does not fall behind schedule. Consideration is also being given to a further full-time extension of the Planning Assistant's post.	08 Apr 2015
	Plan 2	Failure to deliver commitments to English Heritage re programme of work (Links to Action DC3)	Planning Manager	Gwen Marlow; Stephen Stray	3	E	05-Aug-2014	3	E	05-Aug-2014	3	E		The Conservation Officer has needed to prioritise input on a number of planning applications in the final quarter which could not have been fully foreseen. She has also needed to prioritise work related to listed buildings at	28 Apr 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
														risk and the Bacup THI. As a result, the strategy has not been completed when envisaged. However, assessment has shown that a significant number of actions in the 2010 strategy have been completed whilst others have been overtaken by the need for changes in priorities. A revised strategy with new priorities will be completed by March 2016. It is considered that both through the actions undertaken to date, the need in any event for changes in priorities since 2010 and the passage of time that English Heritage - now called Historic England - would not be in a position to claw back monies given.	




**Description** Responsive Value for Money Services





Traffic Light: Red 2 Amber 3 Green 26





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	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	12 May 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
		service area.												means the risk status has remained the same this Quarter.	
	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.	01 Apr 2015
	C&MS2	Ensuring a declaration of interest form is received and reviewed by each Councillor, each year, and details are amended on the website. This is to evidence sound decision making by Councillors.	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 100% of councillors.	01 Apr 2015
	CORP1 (CR)	Failure to ensure business	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	12 May 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												the Corporate Business Continuity Plan. All service areas have their own business continuity risks so that this can be closely monitored. The risk status has therefore remained the same.	
	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 4 saw nothing that would affect this risk, as such the score has remained the same.	12 May 2015
	CS&ICT1	Failure to ensure business continuity and staff capacity in the Customer Service & ICT service area.	Katie Gee_Admin		3	E	03-Jun-2014	3	E	03-Jun-2014	4	E		The risk has been maintained at the same score, however, it is becoming clear that the control environment imposed by PSN is not compatible with previous plans for business continuity and in particular disaster recovery. During 15/16 solutions will be further explored and tested (eg: immediate implementation of encrypted C drives on service laptops required as part of the DR process).	29 Apr 2015
	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		Work for the May 2015 Elections continues and there is no change to the current level of risk.	30 Apr 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
	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		This risk continues to be managed as previously advised as we work towards the May 2015 Elections.	30 Apr 2015
	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		This risk continues to be managed as previously advised as we work towards the May 2015 Elections. Daily updates are made to the staffing plan as substitutes are made.	30 Apr 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 timescales i.e. poll cards, postal ballot packs)	Director for Business	Joanne Smith	2	B	03-Sep-2014	2	E	03-Sep-2014	2	F		This risk continues to be managed as we work towards the May 2015 Elections.	30 Apr 2015
	Elec2	Failure to ensure polling stations are	Director for Business	Joanne Smith	5	C	10-Oct-2014	5	C	10-Oct-2014	5	B		This risk continues to be managed as we work towards the May 2015	30 Apr 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
		DDA compliant / accessible to all												Elections. Polling Stations will be monitored and appraised by the Inspectors on Election day to ensure the station is accessible for all and any concerns are highlighted for future consideration.	
	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		Linked to F&PS3 (Business continuity) - to be reviewed further in relation PSN restraints.	09 Apr 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		As noted in Action F&PS1 - the updated MTFS highlights 4 key areas in order to align Council expenditure and resources.	09 Apr 2015
	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		Given PSN restraints we need to seek new flexible solutions to IT related business continuity and the number of potential disaster scenarios (eg: loss of council offices, including Hardmans Mill, loss of council network.	09 Apr 2015
	HHR1	Failure to ensure corporate business continuity and	Housing & Regeneration Head of Health	Steve Jackson; Ann McCue	1	E	09-Apr-2015	1	E	09-Apr-2015	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	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
		staff capacity for Health, Housing and Regeneration service area.												Business Continuity Plan will be undertaken if/as required.	
✔	LC&CS1	Failure to ensure corporate business continuity and staff capacity for Land Charges and Corporate Support service areas.	Director for Business; Katie Gee_Admin	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 which enabled business continuity when the system was unavailable to customers. The risk score thus remains the same.	12 May 2015
✔	Leg1	Fraud and Corruption	Director for Business	Clare Birtwistle	2	F	09-Sep-2014	2	F	09-Sep-2014	2	F		No changes are necessary.	30 Apr 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		This risk continues to be managed.	30 Apr 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 as follows: -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	05 May 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
														<p>assessments carried out where appropriate. -Regular one-to-ones.</p> <p>Further actions as follows are ongoing: -Improved and more frequent communication. -Regular Business Continuity Plan review. -Regular discussion at team meetings. -Review of staffing levels.</p> <p>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.</p>	
	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		<p>Recycling participation rates have exceeded target for the last 2 quarters. Continued efforts to further increase recycling levels will be implemented in 2015/16 as part of Recycling campaign.</p>	10 Apr 2015
	Ops2	The loss of income from recycling due to drop in market prices or involvement in the	Operations Manager	Tony Akrigg; Joe Kennedy; Operations Team	2	A	13-Oct-2014	2	A	13-Oct-2014	3	C		<p>Current market values have decreased further in the last quarter and show no indication of improvement in the near future. Long term financial forecasts require amending to reflect future market projections.</p>	10 Apr 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
		Lancashire Waste PFI.													
	Ops3	Failure to ensure business continuity and staff capacity for the Operations Service Area	Head of Operations		2	F	14-May-2014	2	F	14-May-2014	2	F		New structure scheme of delegation approved with consultation period due to commence. Business continuity and Contingency plans to be updated to reflect changes as part of annual review.	10 Apr 2015
	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 Q4 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. 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.	22 Apr 2015
	P&P2	Equal Pay	Chief	Katie	3	E	14-May-	3	E	14-May-	3	E		At Q4 this risk has been	22 Apr 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
		Claims	Executive	Gee_Admin			2014			2014				maintained at its current identified risk score 'D3'. A robust Job Evaluation system is now in place to ensure fairness and consistency of approach across the Council therefore mitigating against the risk of future equal payment claims as far as possible. Equal pay claims have an historical life of 6 years. Any new equal pay claims will be considered on a case by case basis and appropriate legal advice sought.	
	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 Q4.	22 Apr 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 Q4 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	22 Apr 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
														measure are take as needed. The organisations training plan identifies priority need for Health and Safety training and will be implemented/refreshed as required. It is considered that all reasonable mitigating actions are in place for this risk. Of the incident reports submitted in Quarter 4 none were major relating to slips, trips and falls but with no further action needed. In Quarter 4 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		It is understood that budget predictions remained above target by the end of the four quarter and so risk was unaffected.	28 Apr 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		Figures for the final quarter were Major applications - 100%, minors 91% and others 94%. For the year majors were 86%, 89% minors and 95% other. Accordingly performance was above business plan targets and national targets.	28 Apr 2015
	Plan 5	Failure to deliver commitments on Planning Performance	Planning Manager	Gwen Marlow; Stephen Stray	4	E	14-May-2014	4	E	14-May-2014	4	F		The Planning application for Scout Moor was submitted significantly later than initially envisaged (final documentation received in	08 Apr 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
		Agreement												<p>April). This has had an impact on the initial stages of the Project Plan but it is still envisaged that both Scout Moor and Rooley Moor will go to July DC Committee unless there are any significant outstanding planning issues. The level of risk of delays occurring can only be ascertained after the application is thoroughly appraised.</p> <p>The Council has employed Enplan to process both the Scout Moor and Rooley Moor applications as well as a number of specialist consultants to undertake assessment of individual topics.</p>	
	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.	08 Apr 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		Due to the need to meet work requirements, ensure continuity and recognise staff capacity, as and when required added capacity has been brought in via consultancy support. It is considered these actions should ensure no change in risk status.	28 Apr 2015

# 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 January to March 2015 - broken down by the nature of the complaint.

Nature of Complaint	Complaints O/S at 31/12/2014	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
Action/response/communication		3	3	
Application processing	3	2	4	1
Benefits processing		2	2	
Bin collection		4	4	
Council policy/ procedure		1		1
Council decision		1		1
Council Tax charges/decision		2	1	1
Customer service	1	3	4	
Dog fouling		1	1	
Litter / debris / flytipping		1	1	
Other		1	1	
Quality of service		3	2	1
Staff member/team		1	1	
Time taken	1		1	
<b>Total</b>	<b>5</b>	<b>25</b>	<b>25</b>	<b>5</b>

In relation to the complaints received in Quarter 4:

- Capita (2) and Customer Services & ICT (1) have dealt with complaints relating to action/response/communication. (All complaints have been responded to within Q4).
- Planning (1) and Licensing and Enforcement (1) each dealt with a complaint in relation to application processing and two were dealt with from the previous quarter. One complaint remains outstanding for which an interim response has been sent.

- Capita dealt with 2 complaints in relation to benefits processing, which were both responded to within Q4.
- Operations dealt with 4 complaints in relation to bin collections, which were all responded to within Q4.
- Licensing and Enforcement are dealing with one complaint in relation to a Council decision, which remains open at the end of Q4.
- Health, Housing and Regeneration are dealing with a complaint relating to a Council policy or procedure.
- Capita are dealing with 2 complaints in relation to Council Tax Charges/Decision (one has been responded to and the other received in March remains open at the end of Q4).
- Capita (2) and Customer Services & ICT (1) have dealt with complaints in relation to Customer Service. (All complaints have been responded to within Q4).
- Health, Housing and Regeneration dealt with a dog fouling complaint.
- Operations have dealt with once complaint in relation to litter/debris/flytipping.
- Finance and Property dealt with one complaint in relation to other (\*see below).
- Licensing & Enforcement, Health Housing and Regeneration and Customer Services and ICT are each dealing with complaints in relation to quality of service (2 have been responded to and one received in March remains open at the end of Q4).
- Planning dealt with 1 complaint in relation to staff member/team.

\*The “Other” complaint was in relation to public toilet facilities.

## 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 (1<sup>st</sup> January to 31<sup>st</sup> March 2015)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
<b>Place</b>		0	0	0	0
<b>Business</b>	Planning	0	1	0	1
<b>Executive</b>		0	0	0	0
	<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

**Explanation:** The Council has responded to the planning complaint within the required deadline and is now awaiting the Ombudsman decision.

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

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

## **Section 8 – Compliments**

## Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between January to March 2015 - broken down by the area of service that the compliment related to as well as a comparison of the previous 3 quarters.

Nature of compliment	Compliments received during:			
	April – June 2014	July – September 2014	October – December 2014	January – March 2015
Action/response/communication	5	4	4	
Application Processing	1			
Advice/information given	2	1		
Customer service	2	1	1	2
Footpaths			1	
Quality of service	15	7	16	14
Staff member/team	32	12	26	23
Trees			1	
<b>Total</b>	<b>57</b>	<b>25</b>	<b>49</b>	<b>39</b>

In relation to compliments received during January – March 2015:

- Customer Service compliments were received for Legal and Democratic Services (1) and People and Policy (1)
- Quality of Service compliments were received for Customer Services and ICT (11), Planning (1), Licensing and Enforcement (1) and Health, Housing and Regeneration (1).
- Staff Member/Team compliments were received for Capita (2), Customer Services and ICT (7), Finance and Property (1), Health, Housing and Regeneration (5), Legal and Democratic (1) Licensing and Enforcement (3), Operations (3) and Planning (1)