

Subject:

Integrated Performance Report.
Quarter 3 (October to December
2008)

Status: For Publication

Report to: Cabinet

Date: 18th March 2009

Report of: Head of People and Policy

Portfolio Holder: Finance and Resources

Key Decision: No

Forward Plan

General Exception

Special Urgency

1. PURPOSE OF REPORT

1.1 The purpose of this report is to inform members of the Cabinet of:

- What progress is being made in relation to the Councils Partnerships.
- The financial monitoring for Quarter 3.
- Those indicators not achieving their targeted levels of performance at the end of quarter 3, together with the actions being taken to get performance back on target.
- The progress made in implementing the actions contained in the Council's Corporate Plan.

1.2

Appendix 1 – Integrated Performance Report

- Provides a Partnership Update
- Current performance against the Council's priorities.
- Current performance against all LPI's and NI's including the associated action plans.
- Position of identified risks.
- Financial Position.
- Complaints.

Appendix 2 – Comparison of Actions and Risks;
Quarter 2 to Quarter 3 2008/9.

2. CORPORATE PRIORITIES

2.1 The matters discussed in this report impact directly on all of the Council's corporate priorities and associated corporate objectives.

- Delivering Quality Services to Customers (Customers, Improvement)
- Delivering Regeneration across the Borough (Economy, Housing)
- Keeping Our Borough Clean and Green (Environment)
- Promoting Rossendale as a cracking place to live and visit (Economy)
- Improving health and well being across the Borough (Health, Housing)
- Well Managed Council (Improvement, Community Network)

3. RISK ASSESSMENT IMPLICATIONS

3.1 The risks are referred to in the integrated report.

4. BACKGROUND AND OPTIONS

4.1 Integrated Performance Report

The Integrated Performance Report for the second quarter evidenced that currently 87% of actions identified within the Corporate Plan are on track to be delivered. This is a 7% increase of Projects on track compared to Quarter 2 as illustrated in the attachment Appendix B.

4.2 Managing Risks

The Integrated Performance Report evidenced that the Council is improving in performance in terms of managing our risks. Appendix B illustrates that we have increased the number of risks that have a low impact and reduced the number of risks that have a high impact.

4.3 Performance Indicators not achieving their targets at the end of Quarter 3

The overall number of Performance Indicators achieving or exceeding targets has decreased slightly compared to the second quarter results. Three Performance Indicators are not meeting their target as detailed below:

1. LI 64 Number of private sector vacant dwellings that are returned into occupation or demolished
2. NI 156 LAA Number of households living in temporary accommodation
3. LI 156 Buildings Accessible to People with a Disability

4.4 What is being done about those indicators that are below target?

For each indicator that is under-target the relevant Head of Service (HoS) and/or the responsible officer is required to complete an action plan to provide a summary of the related issues and the actions being taken to improve performance which is included in the integrated report and reviewed by Overview and Scrutiny (Performance).

COMMENTS FROM STATUTORY OFFICERS:

5. SECTION 151 OFFICER

5.1 Financial implications are included within the Report attached at Appendix A.

6. MONITORING OFFICER

6.1 There are no immediate legal considerations attached to the recommendations within this report.

7. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE

7.1 There are no immediate human resource implications attached to the recommendations within this report.

8. CONCLUSION

8.1 The Performance Report indicates that overall the Council's performance is improving in the implementation of projects and managing risks. There has been a slight dip in the number of Performance Indicators on target as described in the Integrated Performance Report attached at Appendix A.

9. RECOMMENDATION(S)

9.1 That the Cabinet considers the levels of performance detailed in the report.

9.2 That the Cabinet continues to monitor performance of those indicators that are under-achieving targeted levels of performance and may wish to request further information upon this from the relevant HoS.

10. CONSULTATION CARRIED OUT

10.1 Overview and Scrutiny Committee Performance

11. EQUALITY IMPACT ASSESSMENT

Is an Equality Impact Assessment required Yes / No

Is an Equality Impact Assessment attached Yes / No

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Background Papers
Document
Covalent Performance Management System

Place of Inspection
Covalent system or ask Lee
Birkett

How are we performing?

Integrated Performance Report
Quarter 3 (October to December 2008)

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

The Council's Corporate Plan is available from the People and Policy Team or to download from: http://www.rossendale.gov.uk/downloads/rbc_corporate_plan_final_low_res.pdf.

How are we performing?

The Council's Corporate Plan for 2008–11 sets out the Council's six 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 – Partnerships Update

Section 2 – High level performance summary

Section 3 – 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 4 – Corporate Plan Actions, Covalent Report

Section 5 – Performance Indicators, Covalent Report

Section 6 – Risks, Covalent Report

Section 7 – Financial Health Indicators

Section 8 – Complaints

Data Quality

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

Who supplied the performance data for this report?

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in January 2009 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 was provided by the Service Assurance Team and financial information by the Head of Financial Services.

Data Quality Issues

The Overview and Scrutiny Committee March 2008 considered the abolition of the Best Value Performance Indicators and the introduction of the new set of National Indicators. Thirty Five of the National Indicators are included within the Local Area Agreement.

Consultation is still ongoing in relation to the definitions and the methodology for collection of some of the National Indicators. Furthermore, some performance data is not currently collated and consequently 2008/09 will be a year of benchmarking performance. This is specifically in relation to criminal damage preventing extremism and reducing incidents of domestic violence. Consultation is ongoing with Lancashire County Council and the Audit Commission.

It has been agreed that the BVPIs which continue to be collected will be recorded as Local Performance Indicators (LIs).

Section 1 – Partnerships Update

This section of the report provides an update of the Council's Partnerships.

1.1 Lancashire Area Agreement – Progress Update

The Lancashire Partnership is responsible for overseeing the delivery of the LAA.

The Council has established an internal LAA Coordinating Group made up of lead LAA Council officers, this is now meeting every six to eight weeks. The purpose of the Group is to discuss progress in delivering LAA targets, performance reporting, issues arising at County LAA meetings, plus strengthening links and identifying actions for improvements.

Rossendale is well represented at County wide thematic groups either via an LSP member, Council officer or an Elected Member. It is essential that the district representatives feed information from county meetings back to relevant district theme groups and lead officers. Where Members are unavailable a substitute Member or officer needs to attend to ensure the performance management cycle is maintained. In addition to the county wide thematic groups there are also specific county wide delivery groups for each LAA indicator. Council officers are also attending some of these LAA delivery groups.

The Lancashire Partnership Performance Group recently highlighted the need for Lancashire County Council to engage more effectively with district LSPs in order to better manage and mobilise LSPs in the delivery of the LAA.

The Lancashire Partnership is currently collecting performance information for the first monitoring of the LAA covering Quarter 1&2 and performance reporting arrangements are currently being developed in relation to Overview & Scrutiny.

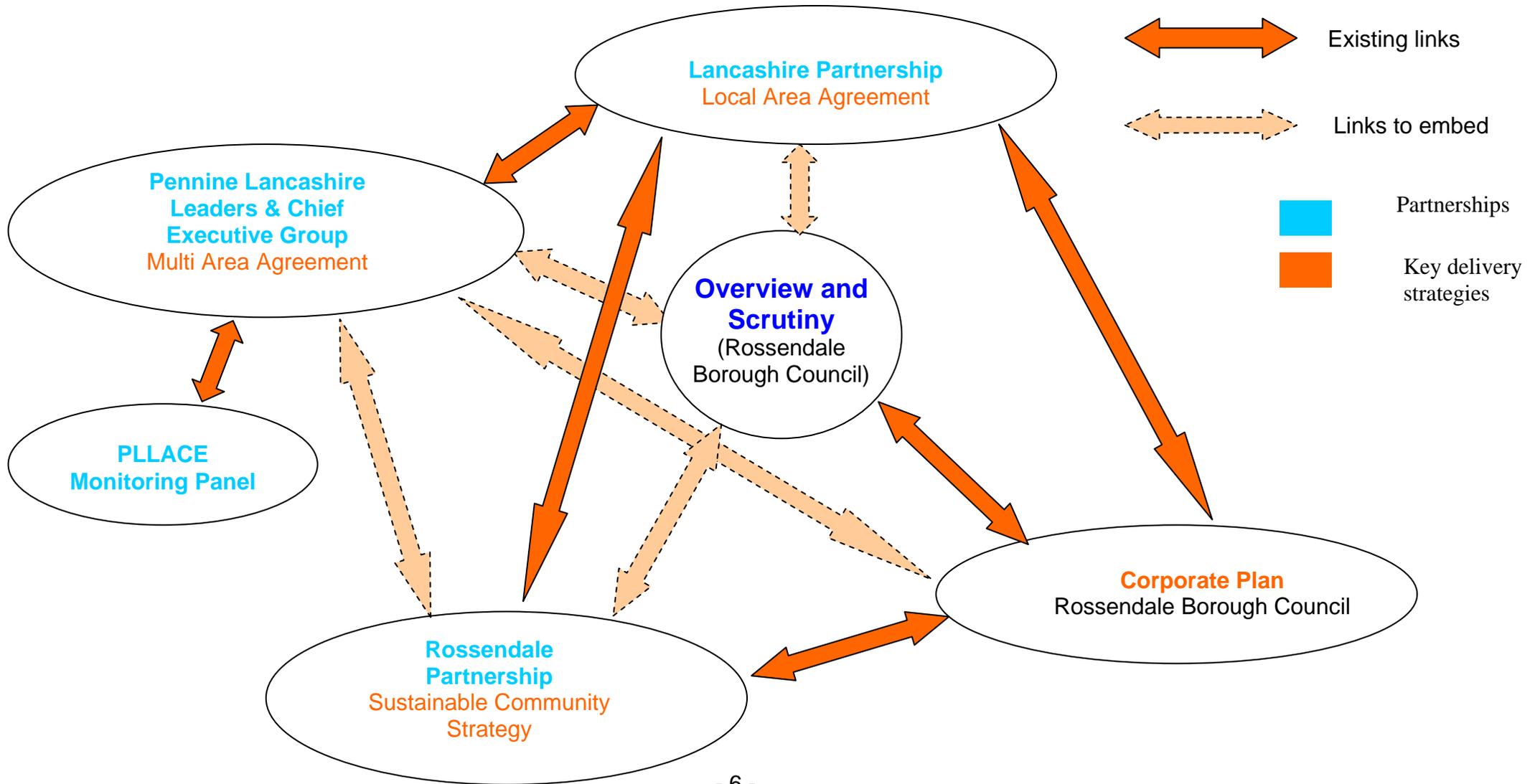
Last years LAA a number of targets have been hit and consequently performance reward grants of approximately £20million will be allocated. It is envisaged that up to 60% may be distributed to LSPs through District Councils however a protocol for allocation of spend is to be consulted on.

It has been recognised that there are challenges in relation to the collection of performance data on a County level however, officers have realised this is an issue and are exploring how this can be improved.

It is proposed that progress and activities delivered by the LAA will be reported to Overview & Scrutiny Performance Committee every 6 months.

Scrutiny of Major Partnerships

The following diagram details where currently effective scrutiny arrangements exist and those areas where further Scrutiny arrangements need to be applied and embedded.



1.2 Team Lancashire – Progress Update

Team Lancashire is the sub regional improvement and efficiency partnership comprising the 15 principal councils serving Lancashire's 1.5m people. The Partnership is founded on a common vision set out in the concordat "Working Better Together" signed up to by all 15 council leaders. At the heart of "Working Better Together" is the shared understanding that to deliver solutions to many of the problems facing Lancashire requires the efforts of more than just one player, and that our communities both want and deserve public services which are:

- High quality
- Accessible
- Cost effective, and
- Joined up

The Lancashire Leaders' Group who have overall control of the Sub Regional Improvement and Efficiency strategy are responsible for agreeing strategy and the outcome framework. The Chief Executives' Group is responsible for overseeing the programme of activity, including allocation of resources through two commissioning groups. The commissioning Groups are made of seven members drawn from the County Council and the districts within Lancashire. The first commissioning group is the Shared Agendas Board which broadly covers improvement and policy related activity. The second commissioning group is the Shared Services Board which broadly covers efficiency related activity including overseeing the Procurement Hub. Activity is co-ordinated through a small programme office based at South Ribble Civic Centre in Leyland. Updates on activity are presented to each cycle of Leaders' and Chief Executives' meetings. This structure is designed to provide a robust approach to managing sub-regional work generally.

It is proposed that progress and activities delivered by Team Lancashire will be reported to Overview & Scrutiny Performance Committee every 6 months.

Section 2 – 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.

2.1 Rossendale Council’s Corporate Plan – project implementation

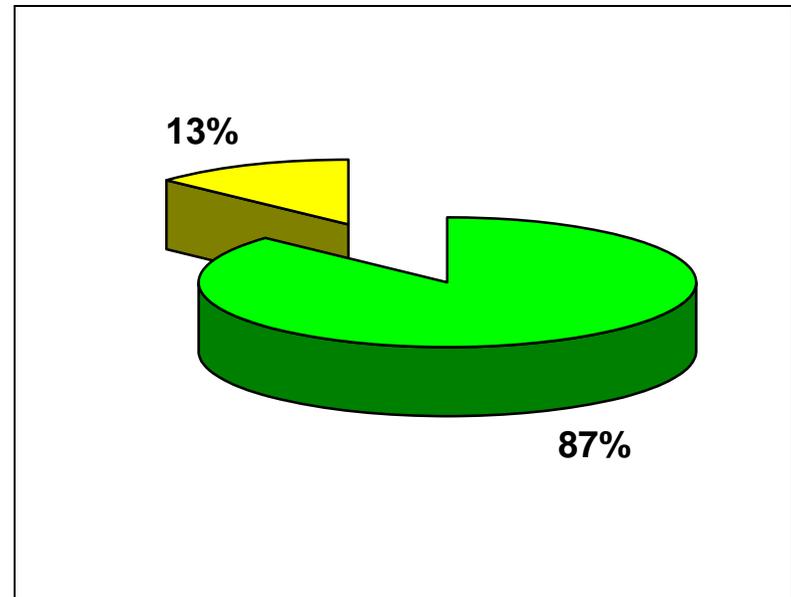
The actions contained in the Corporate Plan represent the Council’s highest priority projects - the effective implementation of these projects is essential in achieving the Council’s stated priorities. Each project is assigned to a ‘Portfolio Holder’, together with a ‘lead officer’ who is responsible 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 Plan Actions

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

Legend	Status	No	%
		.	
Green 	Project on track, no substantial issues or risks which require action from the Council’s Programme Board	33	87 %
Amber	Some issues or risks which require action from the Council’s	5	13

▲	Programme Board to keep the project on track	%
Red ●	Project in jeopardy – serious issues or risks needing urgent action	0 0%
	Total number of actions	38



2.2 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 contained in the Local Area Agreement for Lancashire.

Legend	Status	LANCASHIRE LOCAL AREA AGREEMENT (LAA35) INDICATORS		OTHER NATIONAL INDICATORS		LOCAL INDICATORS	
		No.	%	No.	%	No.	%
On Target	 The performance indicator has achieved or exceeded it's quarter 3 target	3	75%	3	100%	12	70%
Marginally Below Target	 The performance indicator is currently 5% or less from achieving its target	0	0%	0	0%	3	18%
Below Target	 The performance indicator is currently more than 5% of achieving its target	1	25%	0	0%	2	12%

Legend	Status	LANCASHIRE LOCAL AREA AGREEMENT (LAA35) INDICATORS		OTHER NATIONAL INDICATORS		LOCAL INDICATORS	
Unknown	 The status cannot be calculated	0	0%	0	0%	0	0%
Contextual	 Not measured against a target	0	0%	0	0%	0	0%
Total for Quarter 3		4		3		17	

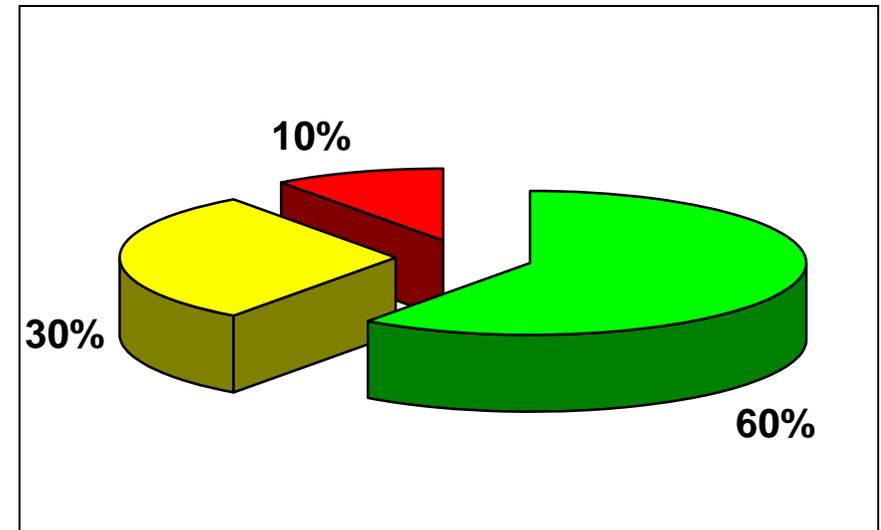
2.3 How are we performing in managing our risks?

Are we reducing the Likelihood and Impact of our Risks?

Legend	Status	No	%
	Risks	.	

Green	The likelihood and impact of the risk is low	49	60
			%
Amber	The likelihood and impact of the risk is medium	24	30
			%
Red	The likelihood and impact of the risk is high	8	10
			%

Total 81



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 F4 is the lowest rating.)

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

Section 3 – 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 six priorities.

Priority 1 – Delivering quality services to our customers

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Delivering quality services to our customers**”. 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 delivering quality services to our customers?

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN		AMBER		RED		UNKNOWN	
									
Corporate Plan Actions	13	13	100%	0	0%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	0	0	0%	0	0%	0	0%	0	0%
Other National Indicators	2	2	100%	0	0%	0	0%	0	0%
Local Indicators	3	1	33%	2	67%	0	0%	0	0%
Risks	32	20	63%	9	28%	3	9%	0	0%
Total	50	36	72%	11	22%	3	6%	0	0%

1.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

Net Budget £000	Net Forecast £000	Variance £000
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By Service Area

Operational Services

	Net Budget £000	Net Forecast £000	Variance £000
Place Operations	0	0	0
Customer Services and e Government	2,779	2,780	(1)
Communities	26	17	9
Regeneration	0	0	0

Business

Building Control	0	0	0
Planning	0	0	0
Environmental Health	0	0	0
Legal & Democratic Services	0	0	0

Support Services

	Net Budget £000	Net Forecast £000	Variance £000
Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	0	0	0
Non-Distributed Costs	0	0	0

(Variance in brackets denotes an overspend) **2,805** **2,797** **9**

N.B. Figures are rounded up to the nearest whole number.

Key variances

Recovery of Housing Benefit over payments	(32)
Staffing Vacancies	20
Court Cost Awarded - Council Tax	20
NNDR Collection Allowance	(4)
Software Licenses	17

Audit Fee for Benefit Subsidy	6
Purchase for new computers	(8)
Saving on outsourced revenues & benefits contract	3
Air Conditioning - IT Server Room	(5)
Bailiff Fees	(7)
Miscellaneous (includes alterations to One Stop Shop)	(10)
Markets Income	9
Total	9

Summary of Financial Monitoring

The main adverse item above, cash recovery of overpaid benefits, is mitigated partly by the fact that improvements in accuracy is reducing the instance of benefit overpayments in the first place, which consequently improves the subsidy grant position, by more recovery being made from ongoing benefit.

Staffing vacancies are expected to result in £20k favourable variance by year-end, all of which had been filled by the end of Q3.

Priority 2 – Delivering regeneration across the Borough

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

2.1 How are we performing in delivering regeneration across the borough?

Elements of performance that contribute towards the achievement of Priority 2				Totals	GREEN 	AMBER 	RED 	UNKNOWN 
Corporate Plan Actions				8	5 63%	3 37%	0 0%	0 0%
Lancashire	Local	Area	Agreement (LAA35)	0	0 0%	0 0%	0 0%	0 0%

Indicators									
Other National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	4	3	75%	0	0%	1	25%	0	0%
Risks	7	4	57%	2	29%	1	14%	0	0%
Total	19	12	63%	5	26%	2	11%	0	0%

2.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

Net Budget £000	Net Forecast £000	Variance £000
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By Service Area

Operational Services

Place Operations	0	0	0
Customer Services and e Government	0	0	0
Communities	0	0	0
Regeneration	546	522	25

Business

Building Control	134	123	11
Planning	528	621	(93)
Environmental Health	0	0	0
Legal & Democratic Services	0	0	0

Net Budget £000	Net Forecast £000	Variance £000
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Support Services

Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	0	0	0
Non-Distributed Costs	0	0	0

(Variance in brackets denotes an overspend)

	1,209	1,266	(57)
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N.B. Figures are rounded up to the nearest whole number.

Key variances

Regeneration Staff Vacancies	75
Homelessness Contract with Greenvale Homes	(6)
Homelessness pay to save & Homeless	(9)

Development	
Parking – investment in Car Parks & additional enforcement	(15)
Tourism	(9)
Recruitment Advertising	(11)
Building Control – Street Signs	9
Building Control – Non Pay Budgets	2
Land Charges Income	(80)
Planning - various non pay budgets	(13)
Total	(57)

Summary of Financial Monitoring

Land Charges income has been monitored closely throughout the year as the effects of the current economic climate reduce the levels of house sales nationally. Measures which have been put in to place include the disestablishment of an administrative vacancy and the provision of a Building Control Service to Ribble Valley Borough Council to increase income. Comparatively the Planning income has not been affected. Increased costs of recruitment advertising are mitigated by the favourable variances on staffing costs.

Priority 3 – Keeping our Borough clean and green

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Keeping our Borough clean and green**”. 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 performing in keeping our borough clean and green?

Elements of performance that contribute towards the achievement of Priority 3		Totals	GREEN 	AMBER 	RED 	UNKNOWN 
Corporate Plan Actions		3	2 67%	1 33%	0 0%	0 0%
Lancashire	Local Area Agreement (LAA35)	1	1 100%	0 0%	0 0%	0 0%

Indicators									
Other National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	5	5	100%	0	0%	0	0%	0	0%
Risks	1	1	100%	0	0%	0	0%	0	0%
Total	11	10	91%	1	9%	0	0%	0	0%

3.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

Net Budget £000	Net Forecast £000	Variance £000
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By Service Area

Operational Services

Place Operations	3,850	3,820	30
Customer Services and e Government	0	0	0
Communities	423	367	56
Regeneration	0	0	0

Business

Building Control	0	0	0
Planning	0	0	0
Environmental Health	0	0	0

Legal & Democratic Services	0	0	0
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Support Services

Finance & Property Services	0	0	0
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Corporate Management	0	0	0
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People and Policy	0	0	0
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Non-Distributed Costs	0	0	0
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(Variance in brackets denotes an overspend)

	4,273	4,188	86
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N.B. Figures are rounded up to the nearest whole number.

Key variances

Fuel for Refuse, Street Sweeping & Parks Vehicles	(39)
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Cemeteries Income	59
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Income from recycled paper	(7)
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Onward transportation of Glass, Cans & Plastics	38
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Publicity / Printing /Postage	(14)
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Vehicle Costs	(8)
Staffing / Agency Costs	(12)
Various under & over spends	12
Dog Warden Service	8
Area Team Staff Vacancies	59
Area Team Non Pay Budget	(10)
Total	86

Summary of Financial Monitoring

Fuel costs were originally predicted to result in a £48k adverse variance in May 2008 and have been carefully monitored throughout the year. Conversely the re-tendering of the contract for onward transportation of recyclates has resulted in a £38k saving. Further investigation is ongoing to re-design the service processes to identify efficiencies in recyclates handling.

The Area Teams have sustained several staff vacancies during the year, though some compensating external costs have been incurred. At the end of Q3 there were 3 full time equivalent vacancies.

Cemeteries income continues to be buoyant with around £59k favourable variance predicted by the end of the year.

Priority 4 – Promoting Rossendale as a cracking place to live and visit

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Promoting Rossendale as a cracking place to live and visit**”. 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.

4.1 How are we performing in promoting Rossendale as a cracking place to live and visit?

Elements of performance that contribute towards the achievement of Priority 4	Totals	GREEN 	AMBER 	RED 	UNKNOWN 				
Corporate Plan Actions	3	3	100%	0	0%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	1	0	0%	0	0%	1	100%	0	0%
Other National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	3	1	33%	1	33%	1	33%	0	0%
Total	7	4	57%	1	14%	2	29%	0	0%

4.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

Net	Net	Variance
Budget	Forecast	
£000	£000	

£000

By Service Area

Operational Services

	Net Budget £000	Net Forecast £000	Variance £000
Place Operations	0	0	0
Customer Services and e Government	0	0	0
Communities	368	334	34
Regeneration	0	0	0

Business

Building Control	0	0	0
Planning	0	0	0
Environmental Health	0	0	0
Legal & Democratic Services	0	0	0

Support Services

	Net Budget £000	Net Forecast £000	Variance £000
Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	157	148	9
Non-Distributed Costs	0	0	0
<i>(Variance in brackets denotes an overspend)</i>	525	482	43

N.B. Figures are rounded up to the nearest whole number.

Key variances

Income from Council Tax on 2nd Homes	11
Neighbourhood Forums – area footprints	(5)
Various other budgets	6
4 x local Plans	(12)
Community Development Initiatives	

Communities – Publicity/Research & Feasibilities	11
Communities - Consultancy budget	10
Local Strategic Partnership - various non pay budgets	22
Total	43

Summary of Financial Monitoring

Operational efficiencies and higher-than-expected income from Council Tax on second homes have had very favourable results in the Communities Team in relation to promoting Rossendale.

Priority 5 – Improving health and well being across the Borough

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**Improving health and well being across the Borough**”. 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.

5.1 How are we performing in improving health and well being across the Borough?

Elements of performance that contribute towards the achievement of Priority 5		Totals	GREEN 	AMBER 	RED 	UNKNOWN 
Corporate Plan Actions		2	1 50%	1 50%	0 0%	0 0%
Lancashire Local Area Agreement (LAA35) Indicators		2	2 100%	0 0%	0 0%	0 0%
Other National Indicators		0	0 0%	0 0%	0 0%	0 0%
Local Indicators		1	0 0%	0 0%	1 100%	0 0%
Risks		5	3 60%	1 20%	1 20%	0 0%
Total		10	6 60%	2 20%	2 20%	0 0%

5.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

Net Budget £000	Net Forecast £000	Variance £000
-----------------------	-------------------------	----------------------

By Service Area

	Net Budget £000	Net Forecast £000	Variance £000
<i>Operational Services</i>			
Place Operations	0	0	0
Customer Services and e Government	0	0	0
Communities	438	437	1
Regeneration	105	110	(4)
<i>Business</i>			
Building Control	0	0	0
Planning	0	0	0
Environmental Health	780	738	43
Legal & Democratic Services	0	0	0

	Net Budget £000	Net Forecast £000	Variance £000
<i>Support Services</i>			
Finance & Property Services	0	0	0
Corporate Management	0	0	0
People and Policy	0	0	0
Non-Distributed Costs	0	0	0
<i>(Variance in brackets denotes an overspend)</i>	1,323	1,284	39

N.B. Figures are rounded up to the nearest whole number.

Key variances

Regeneration – various adverse variances	(4)
Environmental Health - staff vacancies	10
Environmental Health - non pay budgets	3
Environmental Health - Income	3

Environmental - Misc (Public Burials etc)	6
Emergency Planning	10
Land Drainage - payments to Private Contractors	11
Total	39

Summary of Financial Monitoring

Operational improvements have reduced the Council's dependency on external contractors, thus resulting in reduced costs.

Priority 6 – A well managed Council

The Council has committed to deliver a range of actions and projects that are specifically aimed at maintaining “A well managed Council”. 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.

6.1 How are we performing in maintaining a well managed Council?

Elements of performance that contribute towards the achievement of Priority 6	Totals	GREEN 	AMBER 	RED 	UNKNOWN 				
Corporate Plan Actions	9	9	100%	0	0%	0	0%	0	0%
Lancashire Local Area Agreement (LAA35) Indicators	0	0	0%	0	0%	0	0%	0	0%
Other National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	6	3	50%	1	17%	0	0%	2	33%
Risks	33	20	61%	11	33%	2	6%	0	0%
Total	48	32	67%	12	25%	2	4%	2	4%

6.2 Financial Monitoring

The following table analyses the various service area net financial resources across the priority area. In some instances a service area may not be directly involved in delivering a corporate priority and therefore the financial resources involved will be zero (for example Financial Services department resources are focused entirely on a “Well Managed Council” whereas Street Scene and Neighbourhood Services” are focused across a variety of customer facing Council priorities.

The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

Net Budget £000	Net Forecast £000	Variance £000
-----------------------	-------------------------	----------------------

By Service Area

Operational Services

Place Operations	0	0	0
Customer Services and e Government	0	0	0
Communities	0	0	0
Regeneration	0	0	0

Business

Building Control	0	0	0
Planning	0	0	0
Environmental Health	0	0	0
Legal & Democratic Services	1,131	1,087	43

Support Services

Finance & Property Services	221	353	(132)
Corporate Management	541	542	(1)
People and Policy	144	137	7

Non-Distributed Costs	(421)	(569)	148
<i>(Variance in brackets denotes an overspend)</i>	1,616	1,550	66
Key variances			
Legal Salaries	38		
Legal Income	(6)		
Legal non pay budgets	(7)		
Various Democratic Services budgets	14		
Election expenses	7		
Cash receipting upgrade	(16)		
Salary savings	12		
Misc overspend	(8)		
NNDR & Water rates	(38)		
Rents: Futures Park & Industrial units	(40)		

N.B. Figures are rounded up to the nearest whole number.

insurances	(22)
H' & Safety reports	(7)
Reduced rechargeable value fees	(7)
Miscellaneous property services costs	(5)
Miscellaneous saving P&P	7
Miscellaneous Interest	(3)
Pension costs	(9)
Miscellaneous Insurances	13
Car loans - budget error	(11)
Interest on bank investment	154
Total	66

Summary of Financial Monitoring

The Legal team has experienced some staff vacancies during the year which are predicted to result in £38k saving by the year-end. The Facilities Management costs have increased significantly as a result of changes in NNDR rate relief entitlements applicable not only to office properties, but also to void industrial units, the levels of which have risen during the year. Increases in insurance costs are being tackled by a full re-tender of insurance premiums in Q4 of 2008/09. Bank interest is expected to result in £154k

favourable variance by the end of the year as a result of improved cash flow and some shrewd short-term investments at peak interest levels. The Treasury Management Strategy has been further tightened to ensure the robustness of decisions in light of the current financial climate. Some of the extra interest income has been re-invested in an upgrade to the financial receipting system which is being implemented in Q4, which provides greater security for our customers and for us.

Section 4 – Implementing the Council’s Corporate Plan

This section of the report provides a detailed performance up-date against each of the actions in the Council’s Corporate Plan which are due for completion by March 2009.

Guide for Actions Report

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



Theme: **Priority ***

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

Risk/RAG (Red Amber Green) Status

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

Quarter 3 Action Report 2008-9

Report Author: Lee Admin_Birkett

Report Type: Action Report

Generated on: 02 February 2009



Theme: Priority 1 - Delivering quality services to our customers

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
1.01 - P&OD	Achieve Level 3 of the Equality Standard through external accreditation process	31/03/2009	Head of People and Policy	08/10/2008		Staff Assessment completed. Not prepared to go to the external accreditor pending assessment against new Framework.	02/02/2009	
1.02 - P&OD	Achieve Level 3 of the Equality Standard through external accreditation process-	31/03/2009	Head of People and Policy	08/10/2008	26/01/2009	Equality Standard been revised looking to develop own external assessment process	20/10/2008	
1.01.3 - LE	Development of Pennine Lancashire CDC	31/03/2009	Executive Director for Business	01/04/2008		Report back to cabinet required Feb/March 09. Meetings between Chief Exec and Legal continue.	29/01/2009	
1.03 - LE	Development of a corporate approach to enforcement	31/03/2009	Building Control Manager; Environmental Health Manager; Executive Director for Business; Senior Enforcement Officer	07/10/2008		Report and Enforcement Strategy prepared and submitted for discussion at Policy Scrutiny Committee on 13th January 2009	05/01/2009	
1.03.5 - LE	Approach to s215 notices and s79 Building Act notices agreed to ensure " Place shaping role fully utilised "	31/03/2009	Building Control Manager; Senior Enforcement Officer	07/10/2008		Procedure agreed between communities section and Building Control	30/01/2009	
1.04 - Li	Street Trading Local Government (Miscellaneous Provisions) Act 1982	31/03/2009	Executive Director for Business; Licensing Manager	26/01/2009		New acting head of legal now in post, meeting to progress this project imminent	27/01/2009	

1.08 - DC	Improve performance against agreed measures	31/03/2009	Executive Director for Business; Planning Manager; Principal Planner Development Control; Senior Enforcement Officer	02/02/2009	Weekly team meetings Urban Vision Performance management by new planning unit manager	02/02/2009	
1.10 - DS	Encouraging participation in the democratic process	31/03/2009	Committee and Member Services Manager	07/10/2008	An action plan is currently being prepared to highlight ways that we are encouraging participation in the democratic process. A State of the Borough Debate was held in November and it is anticipated that this be an annual event.	26/01/2009	
1.02.2 - N&SS	Develop and implement "Pride in Rossendale"	31/03/2009	Communities Manager	06/10/2008	A 'Pride in Rossendale Action Plan' has been developed and progress against the outcomes are being delivered, monitored and reviewed. Some early deliverables have been a Grot Spot competition, placement of a further 90 bins in the Borough with the Pride logo, 15 benches purchased, and development of pride planting proposals.	27/01/2009	
1.07 - CS&ICT	Improve Quality of Benefits Services	30/03/2009	Service Assurance Manager	06/10/2008	Annual performance targets have been agreed to deliver continuous service improvement. Local targets are regularly reviewed and Rossendale benchmarks performance with neighbouring LAs to ensure that a high quality service is maintained. Rossendale has introduced a Take Up Strategy and this is supported by an action plan which targets different sectors in our community by customer profiling. Robust working procedures are in place to improve processing times whilst maintaining accuracy. A proactive program of work has been established to identify claims which require review. The majority of Housing Benefit payments are now paid by BACS and this has achieved speed and efficiency. A new project plan is now underway for the implementation of the E Benefits application. E Benefits will provide a much more customer	02/02/2009	

					focused service delivery. It will improve processing times and increase customer satisfaction.		
1.07.2 - CS&ICT	Promote Benefits Take up	30/03/2009	Service Assurance Manager	06/10/2008	Customer profiling information has been used to identify all customers, in Rossendale over 60, not currently claiming HB/CTB but who may qualify. A random sample of these cases has been selected and these customers will be written to/visited. Various other activities are taking place on a month by month basis to actively promote the take up of all benefits. A three month trial has just started to identify customers 60+ who have not provided enough information in order to process their HB/CTB. These customers' claims will be made ineligible. They are to be visited in order to obtain the info and so process the claim, which may lead to an entitlement to HB/CTB.	02/02/2009	
1.08 - CS&ICT	Improve Quality of Revenues Services	01/03/2009	Service Assurance Manager	16/10/2008	01-11-2008 Introducing a paperless direct debit instruction. Technical difficulties. Revised date June 09.	02/02/2009	
1.14 - Cs	Oversee the delivery of key Partnership events	15/11/2008	Communities Manager	06/10/2008	The review of the leisure trust has highlighted concerns about the capacity to assist in the ongoing delivery of events such as Rossendale Alive weekend. There are also concerns being flagged up by the Mary Hindle Resource Centre about the ongoing delivery of the Haslingden Street Fair. The Area Manager is in discussion with interested parties to ascertain how we can support them to deliver future events.	27/01/2009	

Theme: **Priority 2 - Delivering regeneration across the Borough**

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
2.02 - P&P	Make a skills pledge and commit to skills for life	30/10/2008	Head of People and Policy	08/10/2008	26/01/2009	Skills Pledge signed develop action plan for next year	26/01/2009	
2.03 - P&P	Promote the Council as an employer of choice	30/03/2009	Head of People and Policy	08/10/2008	20/10/2008	Attended Burnley Jobs Promotion to promote jobs opportunities within the BME Community.	18/08/2008	
2.01 - N&SS	Deliver local regeneration project	31/03/2009	Communities Manager	10/09/2008		s215 Town & Country Planning ASssSes Section 215 Town & Country Planning Act 1990 enforcement has now been brought fully in-house. This means that officers seek advice from the Building Control department before taking new cases on and at the point of drafting legal Notices. The database is now being maintained by the Communities Team and regular review meetings are taking place to update the team on progress, and provide advice and support. There are currently 47 cases ongoing and 125 cases have been successfully completed to date.	30/01/2009	
2.01.1 - N&SS	Implement enforcement powers to stimulate regeneration	31/03/2009	Communities Manager	10/09/2008		Section 215 Town & Country Planning Act 1990 enforcement has now been brought fully in-house. This means that officers seek advice from the Building Control department before taking new cases on and at the point of drafting legal Notices. The database is now being maintained by the Communities Team and regular review meetings are taking place to update the team on progress, and provide advice and support. There are currently 47 cases ongoing and 125 cases have been successfully completed to date.	27/01/2009	
2.01.2 - N&SS	Develop and deliver a programme of environmental enhancements within Elevate programme	31/03/2009	Environmental Health Manager	16/10/2008		Project within the Elevate Programme on going successful projects include the view, Bankside Lane and spring Terrace. Several other projects to be initiated.	30/01/2009	

2.03 - Rg	Development of enhanced programme management within the Regeneration Service	28/02/2009	Administration Assistant - Regeneration; Head of Regeneration	08/09/2008		Approved the proposed management arrangements. A programme delivery manager is now in post and enhanced programme management is underway.	07/01/2009	
2.05.1 - Rg	Put in place Programme leader, programme manager and project leads for each project within the programme	31/03/2009	Administration Assistant - Regeneration; Head of Regeneration	08/09/2008	10/12/2008	Programme leader, Steve Jackson and newly appointed programme manager Bill Mercer are now in place as are project leads for each of the projects within the programme.	10/12/2008	
2.08.1 - Rg	Monitor the tourism contract being delivered by Brighter Business Solutions	31/03/2009	Administration Assistant - Regeneration; Head of Regeneration			The monitoring of the Tourism contract is an ongoing task with a tourism action being adopted by the steering group and the database of tourism businesses being established which moving along.	06/01/2009	

Theme: Priority 3 - Keeping our Borough clean and green

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
3.02 - *	Promotion of Safer Communities *	31/12/2008	Executive Director for Business			No Progress to Report	29/01/2009	
3.02.4 - N&SS	Ensuring our town centres, gateways and corridors are clean and well maintained	31/03/2009	Communities Manager	08/09/2008		Work to improve and enhance the Council's gateway signs is commencing early February 09 completed May 09	27/01/2009	
3.04 - N&SS	Delivering appropriate Waste Management Infrastructure	31/03/2009	Deputy Chief Executive; Operations Manager	08/09/2008		Options appraisal and feasibility study now completed and now linked to Rossendale waste management strategy. Upgrades to existing waste management facilities phase 1 also completed. Phase 2 improvements linked to Rossendale waste management strategy currently Jason Foster and Keith Jenkins undertaking COTC training for waste management license with an anticipated completion dates as 31/03/2009. Rosendale waste management strategy currently being reviewed with a view to implementing an appropriate infrastructure to ensure cost effective	07/01/2009	

integrations with Lancashire's PFI.

Theme: Priority 4 - Promoting Rossendale as a cracking place to live and visit

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
4.01 - P&P	Maintain Corporate Publications Programme	01/03/2009	Communications Manager	08/10/2008		Grapevine was circulated to staff before Christmas and the next issue of Rossendale Alive goes to the Graphic Designers next week for circulation in March 09.	28/01/2009	
4.02 - P&P	Deliver effective promotion of specific campaigns and activities	01/03/2009	Communications Manager	08/10/2008		Successful publicity for State of the Borough Debate, Xtra Factor speed dating event with councillors and the Transport Debate. Publicity for the Council's Health and Wellbeing policy achieved on HR Magazine website www.hrmagazine.co.uk/news/849231/Staff-wellbeing-top-Rossendale-Councils-agenda	28/01/2009	
4.02.4 - P&P	Support and advise the NHS in relation to communication issues around the proposed Rossendale Health Campus and ongoing health campaigns	01/03/2009	Communications Manager	08/10/2008		Communications activity ongoing - photographs of the construction work will appear in the next edition of the Rossendale Alive newsletter.	16/01/2009	

Theme: Priority 5 - Improving health and well-being across the Borough

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
5.01 - P&P	Develop a Strategy which promotes Health and Well Being within the workforce and offers a range of	01/01/2009	Head of People and Policy; HR Manager	08/10/2008	02/02/2009	Strategy agreed by O&S and JCC.	02/02/2009	

	activities which will improve health and well being							
5.06 - EH	Responsibilities under Civil Emergencies Act	31/03/2009	Environmental Health Manager	10/11/2008		Letter has been received from Defra identifying new responsibilities for Local Authorities in relation to flooding. Further guidance also received. A Briefing Note has been prepared and is being reviewed before forwarding to EMT. Information currently held has been reviewed.	29/01/2009	

Theme: Priority 6 - A well managed council

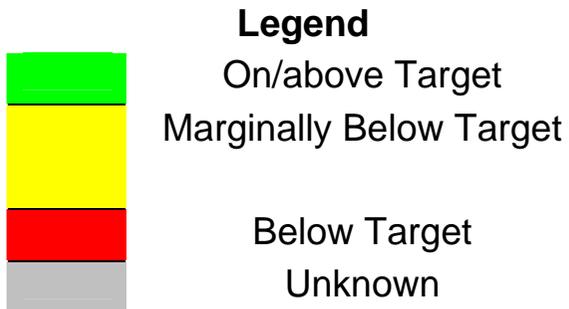
Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
6.02 - F&P	Extracting Costs	28/02/2009	Head of Finance and Property	16/12/2008		The 09/10 budget is now well under way. c £500k of cost saving has been identified though the Council has seen an equal value of technical and volume costs pressures. Currently a budget gap exists of £180k plus pressures regarding Leisure funding	26/01/2009	
6.03.6 - DC	Implementation of Local Government and Public Involvement in Health Act 2007	31/03/2009	Executive Director for Business	01/04/2008		Report will be presented to Cabinet April 09.	29/01/2009	
6.04.2 - DC	Delivery of the property Disposal Programme	31/03/2009	Executive Director for Business	01/04/2008		Work ongoing	29/01/2009	
6.04.4 - DC	Registration of all Council holdings with the Land Registry	31/03/2009	Executive Director for Business	01/04/2008		Work ongoing.	29/01/2009	
6.06.1 - DS	Actively promote training opportunities to members	31/03/2009	Committee and Member Services Manager	07/10/2008		The Member Development Strategy 2008/09 is on track to be delivered. Progress is monitored by the Member Development Working Group. Members have received Personal Development Plans and training requests have been analysed for inclusion in the 2009/10 Member Development Training Programme.	09/01/2009	

6.06.3 - DS	Review of Member Enquiry Service	30/11/2008	Committee and Member Services Manager	07/10/2008	07/10/2008	A review of the Member Enquiry Service has been undertaken. New reports are produced weekly for the Executive Management Team and Service Managers to support them in responding to queries in accordance with the Customer Service Standards. A quarterly report is also considered by the Member Development Working Group.	09/01/2009	
6.06.6 - DS	Promote the role of Councillors	01/11/2008	Committee and Member Services Manager	07/10/2008	07/10/2009	The role of Councillors is regularly promoted through the Rossendale Alive publication. Councillor's contact details are published in the One Stop Shop, Hardman Mill and libraries. New posters for Councillors' surgeries are being used which explain the role of the Councillor. Information about becoming a Councillor is also published on the website and a guide to being a councillor has been produced.	09/01/2009	
6.07.1 - DS	Implement Councillor Call for Action	31/03/2009	Committee and Member Services Manager	09/01/2009		The Local Government and Public Involvement in Health Act Commencement Regulations have been published. A meeting is being held with Lancashire Districts in February to discuss implementation of the Overview and Scrutiny arrangements. Guidance on the Councillor Call for Action is expected Mid February 2009.	29/07/2008	
6.09 - Le	Procurement	31/03/2009	Executive Director for Business	19/10/2008		Procedures embedded. Officers all working to required procedures with improved awareness.	29/01/2009	

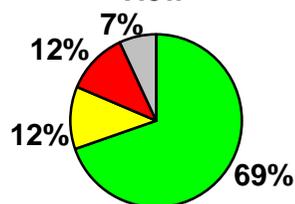
Section 5 – Performance Indicators

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

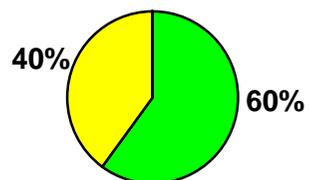
Corporate View of Performance Indicators – Quarter 3



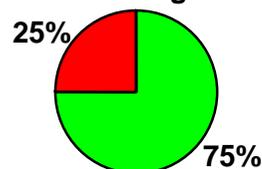
Q3 on Target - Corporate View



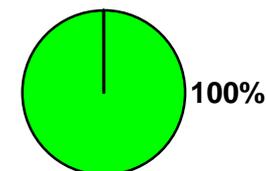
Priority 1: Delivering quality services to our customers



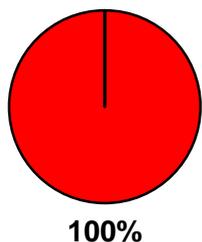
Priority 2: Delivering regeneration across the Borough



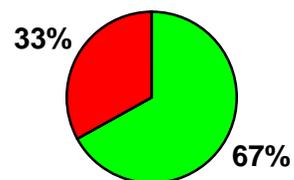
Priority 3: Keeping our Borough clean and green



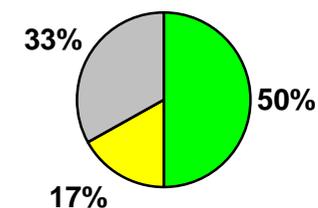
Priority 4: Promoting Rossendale as a cracking place to live and visit



Priority 5: Improve health and well-being across the Borough



Priority 6: A well managed Council



Guide for Performance Indicator Report

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

Theme: **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 3 2007-8			Quarter 3 2008-9			Annual 2008/09	Gauge Aim	Trend	Latest Note	Expected Outcome
			Value	Target	Status	Value	Target	Status					
LI ***													
NI ***													
NI *** LAA													

PI Code
LI – Local Indicators
LI 1-249 – Local Indicators which are ex BVPIs
NI – National Indicators
NI * LAA** – NIs which are part of the Local Area Agreement

Status

- This PI is significantly below target.
- This PI is slightly below target.
- This PI is on target.
- This PI cannot be calculated.
- This PI is a data-only PI.

Trend

- The value of this PI has improved in the short term.
- The value of this PI has worsened in the short term.
- The value of this PI has not changed in the short term.
- This Trend cannot be calculated.

Quarter 3 Performance Indicator Report 2008-9

Notes

There is no historic data for most National Indicators (NIs) as 2008-9 is the first year of collection.

Report Author: Lee Admin_Birkett

Report Type: PI Report

Generated on: 02 February 2009



Rows are sorted by PI Code.

Theme: Priority 1 - Delivering quality services to our customers

PI Code	Short Name	Responsible Officers	Quarter 3 2007-8			Quarter 3 2008-9			Annual 2008/09	Gauge Aim	Trend	Latest Note	Expected Outcome
			Value	Target	Status	Value	Target	Status					
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	86.00%	78.00%		77.78%	80.00%		80.00%	Aim To Maximise		35 of 45 Minor Applications Determined within the Statutory Period.	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	95.95%	80.00%		97.26%	85.00%		85.00%	Aim To Maximise		71 of 73 Other applications determined within the Statutory Period.	On Target
LI 78a	Speed of processing - new HB/CTB claims (LI 9)	Service Assurance Manager	27.0	28.0		20.3	20.0		20.0	Aim To Minimise		Performance has exceeded target this month however it should be noted that due to the credit crunch the number of new applications received is increasing rapidly and this is affecting performance times.	Exceeding Target

LI 213	(LAAH16) Housing Advice Service: preventing homelessness	Strategic Housing and Partnerships Manager	0.6	0.8		2.7	1.5		2.0	Aim To Maximise		There were 34 cases prevented from becoming homeless in the 3rd quarter which divided by 28 equals 1.21. added to the previous total this gives 2.7 to date.	Exceeding Target
LI 64	(LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	Administration Assistant - Regeneration; Strategic Housing and Partnerships Manager	31.00	30.00		0.00	30.00		45.00	Aim To Maximise			

Theme: **Priority 3 - Keeping our Borough clean and green**

PI Code	Short Name	Responsible Officers	Quarter 3 2007-8			Quarter 3 2008-9			Annual 2008/09	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2007/08 Value	Q3 2007/08 Target	Q3 2007/08 Status	Q3 2008/09 Value	Q3 2008/09 Target	Q3 2008/09 Status					
LI 218a	Abandoned vehicles - % investigated within 24 hrs	Communities Manager	100.00%	98.00%		100.00%	98.00%		98.00%	Aim To Maximise		In Quarter 3 there were 26 requests for service. 12 x 7 day notices were served and 3 x 24 hour notices.	Exceeding Target
LI 218b	Abandoned Vehicles - % removed within 24 hours of required time	Communities Manager	100.00%	98.00%		100.00%	100.00%		100.00%	Aim To Maximise		In Quarter 3 there were 26 requests for service. 12 x 7 day notices were served and 3 x 24 hour notices.	Exceeding Target
LI 82ai	% of Household Waste Recycled	Business Support Manager	27.16%	24.50%		28.02%	26.50%		26.50%	Aim To Maximise		We have increased our figures due to the implementation of the non side waste policy from stickers issued directly onto bins and a mail shot sent to all	On Target

												residents in Rossendale.	
LI 82a	Tonnes of Household Waste Recycled	Business Support Manager	1593.35	1475.06		1675.32	1575.21		6300.84	Aim To Maximise		We have increased our figures due to the implementation of the non side waste policy from stickers issued directly onto bins and a mail shot sent to all residents in Rossendale.	On Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	8.11%	6.20%		10.32%	7.50%		7.50%	Aim To Maximise		We have increased our organic recycling. This will be partly down to the increased number of brown bins allocated to householders.	On Target
NI 191	Residual household waste per household	Business Support Manager				121	128		510	Aim To Minimise		Currently on target, confident that yearly target of 510 will be achieved	On Target
NI 192 LAA	Percentage of household waste sent for reuse, recycling and composting	Business Support Manager				38.35%	33.00%		33.00%	Aim To Maximise		Currently exceeding target comfortably.	On Target

Theme: **Priority 4 - Promoting Rossendale as a cracking place to live and visit**

PI Code	Short Name	Responsible Officers	Quarter 3 2007-8			Quarter 3 2008-9			Annual 2008/09	Gauge Aim	Trend	Latest Note	Expected Outcome
			Value	Target	Status	Value	Target	Status					
NI 156 LAA	Number of households living in temporary accommodation	Administratio n Assistant - Regeneration; Strategic Housing and Partnerships				1	0		0	Aim To Minimise		This was reported through to CLG who are happy. They realise that the current target level of 0 that we are working to is unrealistic.	

Manager

Theme: **Priority 5 - Improving health and well-being across the Borough**

PI Code	Short Name	Responsible Officers	Quarter 3 2007-8			Quarter 3 2008-9			Annual 2008/09	Gauge Aim	Trend	Latest Note	Expected Outcome
			Value	Target	Status	Value	Target	Status					
			Q3 2007/08	Q3 2008/09	Annual 2008/09	Q3 2007/08	Q3 2008/09	Annual 2008/09					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	79.00%	98.00%		79.00%	99.00%		99.00%	Aim To Maximise			On Target
NI 16 LAA	Serious acquisitive crime rate PSA 23	Community Safety Manager				212	216		862	Aim To Minimise		The third quarter has seen a rise in this category of just over 11% (equating to 24 more crimes than recorded in Q2). However, there is still a 7.3% overall reduction in the category compared to the same period last year (April to Dec).	
NI 20 LAA	Assault with injury crime rate	Community Safety Manager				118	135		540	Aim To Minimise		Assault with less serious injury is showing a 35.6% reduction compared to the first 9 months of 07/08 and serious violent crime down 5.3%.	

Theme: **Priority 6 - A well managed council**

PI Code	Short Name	Responsible Officers	Quarter 3 2007-8			Quarter 3 2008-9			Annual 2008/09	Gauge Aim	Trend	Latest Note	Expected Outcome
			Value	Target	Status	Value	Target	Status					
			Q3 2007/08	Q3 2008/09	Annual 2008/09	Q3 2007/08	Q3 2008/09	Annual 2008/09					
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	87.20%	87.90%		85.61%	84.75%		97.50%	Aim To Maximise		Robust recovery procedures ensure that despite the extra collectable debt due to the increase in empty business rates the section is still ahead of target for the year.	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR Manager	6.49	6.00		5.63	6.38		8.50	Aim To Minimise		Monitoring is in place and continues to be managed. Sickness Absence Management Procedure applied consistently across the Council. Reduction in sickness figures continues to be a focus.	On Target
LI 76b	Housing Benefits Security number of fraud investigators	Capita; Service Assurance Team				2.00	2.00		2.00	Aim To Maximise		The Fraud Section is fully staffed	
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	Service Assurance Manager	75.33%	75.00%		N/A	90.00%		90.00%	Aim To Maximise		Following the changes in computer reporting, the total created and recovered is currently not reconcilable, so no totals can be reported. However, work is ongoing with the software suppliers to justify total outstanding, created and recovered for each month, quarter, etc. so the figures will be populated when resolved.	On Target

LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Manager	11.73%	14.25%		N/A	15.00%	60.00%	Aim To Maximise		Following the changes in computer reporting, the total created and recovered is currently not reconcilable, so no totals can be reported. However, work is ongoing with the software suppliers to justify total outstanding, created and recovered for each month, quarter, etc. so the figures will be populated when resolved.	On Target
LI 8	% of invoices paid on time	Finance Manager	97.94%	95.00%		96.06%	97.50%	97.50%	Aim To Maximise		All depts have been asked to maintain the emphasis on paying creditors on time, especially in the current economic climate. In line with government suggestions to support businesses, we are also monitoring payments within 14 days - in December over 38% of invoices met this target.	Exceeding Target

Performance Indicator Action Plan – 2008/9



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 relevant Business Plan.

This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together e.g. 76 a, b, c & d) not achieving target levels of performance. The template should be attached against the indicator in Covalent and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Performance Reports produced for Management Team and Members.

Service Area:	Regeneration				Lead Officer for P.I.	Steve Jackson									
Indicator name & number/s:	LI 64 (LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished														
Target achieved in 2007/8?	Yes ✓	No	Quartile position in 2008/9?	Top	2nd	3rd	Bottom	N/A ✓	Is it a KSI?	YES	NO ✓	Is a CPA P.I. ?	YES	NO ✓	
PERFORMANCE DURING 2008-9															
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?							
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2nd	3rd	Bottom	N/A			
0	11.25	0	18.75	0	30.00										

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

It is unlikely that this target will be met by the end of the year.

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

The main reason for the target not being met is due to post responsible for the projects which achieve this target being vacant. Other team members have covered some of the responsibilities and 3 properties are being taken through the CPO process but it has not been possible to cover the duties of this post to the full extent.

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

A recruitment process has been undertaken and an appointment made.

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

The 09/10 target will seek to redress the under achievement during 08/09 and a firm target will be agreed as part of the business planning process.

Performance Indicator Action Plan – 2008/9



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 relevant Business Plan.

This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together e.g. 76 a,b,c & d) not achieving target levels of performance. The template should be attached against the indicator in Covalent and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Performance Reports produced for Management Team and Members.

Service Area:	Regeneration				Lead Officer for P.I.	Steve Jackson								
Indicator name & number/s:	NI 156 LAA Number of households living in temporary accommodation													
Target achieved in 2007/8?	Yes	No ✓	Quartile position in 2007/8?	Top	2 nd	3 rd	Bottom	N/A ✓	Is it a KSI?	YES	NO ✓	Is a CPA P.I. ?	YES	NO ✓
PERFORMANCE DURING 2008/9														
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?						
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2 nd	3 rd	Bottom	N/A		
0	0	0	0	1	0									

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

Regeneration envisages that the indicator will be on target by Quarter 4.

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

The level of performance has dipped however this represents only one family.

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

Regeneration is working with Greenvale Homes to resolve the situation.

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

We do not anticipate any action required.

Performance Indicator Action Plan – 2008/9



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 relevant Business Plan.

This template should be filled in at the end of each quarter for every indicator (or grouping of indicators that belong together e.g. 76 a,b,c & d) not achieving target levels of performance. The template should be attached against the indicator in Covalent and updated for each quarter that the indicator remains under target. The completed template will also be appended to the Quarterly Performance Reports produced for Management Team and Members.

Service Area:	Property			Lead Officer for P.I.	Lee Childs									
Indicator name & number/s:	LI 156 Buildings Accessible to People with a Disability													
Target achieved in 2007/8?	Yes	No ✓	Quartile position in 2007/8?	Top	2 nd	3 rd	Bottom	N/A ✓	Is it a KSI?	YES	NO ✓	Is a CPA P.I. ?	YES	NO ✓
PERFORMANCE DURING 2008/9														
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?						
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2 nd	3 rd	Bottom	N/A		
79%	99%	79%	99%	79%	99%									

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

Rossendale Borough Council is now 79% compliant for DDA in public areas within buildings.

A further 17% (Rawtenstall Market, Whitworth Pool) will be made compliant this summer (2008 /09) within the capital repairs contract, making a total of 96%.

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

The remaining 4% is at Marl Pitts Pavilion; this has not been included in the 2008 / 09 capital repairs contract because of possible re-development of the site.

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

N/A

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

If re-development of Marl Pitts Pavilion does not go ahead the DDA works will be included in future contract.

Section 6 – Risks

Detailed performance information about the actions being taken to minimise the occurrence of risk

Guide for Risks Report

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



Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Business**

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

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

Risk Status	
	OK
	Warning
	Alert

Quarter 3 Risks Report 2008-9

Report Author: Lee Admin_Birkett

Report Type: Risk Report

Generated on: 02 February 2009



Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Business**

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
R1.10 - Rg	New location cannot be found for Rossendale Transport Limited's bus depot	Head of Regeneration	2	B	2	E	1	F		New location identified and delivered	02/02/2009	

Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Financial**

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
R1.01 - CS&ICT	Failure to submit LLPG updates to the National Hub	Head of Customer Services	1	D	1	F	1	F	28/07/2008	Rossendale have set up an emergency process to deal with any incidents of not being able to send the DTF 7.3. A copy of all the dtf files that are submitted to the hub are backed up onto the storage area	28/07/2008	

network, exchange and the local computer as well. If Rossendale was unable to submit the update a copy of the previous file would be sent to ensure compliance with the MSA is met.

Category Description: 1. Delivering Quality Services to our Customers
Strategy: Legal; Regulatory

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
R1.01 - Le	Provision of timely and effective support and advice to Officers	Executive Director for Business	4	D	3	E	2	E		we continue to provide timely and effective advice and systems are being embedded to ensure we can performance manage response times	24/10/2008	
R1.02 - Le	Provision of timely and effective support and advice to Elected Members	Executive Director for Business	2	D	3	E	2	E		We reviewed our member enquiry system and set up new procedures for response times and more effective performance management.	02/02/2009	
R1.03 - Le	Practice Manager	Executive Director for Business	2	D	3	E	2	E		The recent appointment of the acting assistant head of legal will assist in driving this forward and we are aiming for an action plan to be ready by Dec	24/10/2008	
R1.04 - Le	Procurement	Executive Director for Business	2	D	2	D	2	E		we are looking at a corporate approach to scanning reports will be presented to EMT - the focus is in planning at the moment . Collaborative procurement work continues contracts are being completed	24/10/2008	

R1.05 - Le	Court Work	Executive Director for Business	2	D	2	E	2	E		We manage the court work well and bring in extra capacity when needed. We are doing more and its working well with successful results.	24/10/2008	
R1.06 - Le	Equalities	Executive Director for Business	2	D	2	D	2	E		legal are working with HR on improving our service to take into account he EIA we have carried out	24/10/2008	
R1.07 - Li	Street Trading - Risk of legal action if the Council fail to enforce the formal adoption	Licensing Manager			3	E	4	F		Meeting with legal section on 30th Jan 2009	27/01/2009	
R1.08 - Li	DDA 1995 Accessibility Policy - Decrease in accessible vehicles	Licensing Manager	3	D	3	E	4	F		Meeting held with Lancashire Physical Disability Partnership. To date, no government consultation document published. Trade associations aware.	27/01/2009	
R1.09 - Li	Rossendale Test - Decrease in standards may identify public safety risk	Licensing Manager	3	C	2	E	4	B		Draft document produced and to be discussed with trade associations. Costings then to be assessed.	27/01/2009	
R1.10 - Li	Review of Tariff - Financial restraints on the Taxi Trade	Licensing Manager	3	D	4	F	4	B		task completed	10/10/2008	
R1.11 - Li	Review of 'mini-bus conversions - financial restraints of the taxi trade / public safety	Licensing Manager	3	D	4	F	4	B		Task completed	10/10/2008	
R1.12 - Dc	Improving levels of customer care	Executive Director for Business	3	D	2	C	4	E		All service areas now are sending out customer care forms and we are utilising results to make a difference to the way we deliver our services, Planning are now doing this.	29/01/2009	

R1.13 - Dc	Improvement in the way we provide the Regulatory Services business	Executive Director for Business	3	D	3	D	4	E		Further work is required and improvement plans are being worked on and we will use these as the area to focus on to march 2009	24/10/2008	
R1.14 - Dc	Delivery against the National Indicators	Executive Director for Business			3	E	4	E		Report presented to O&S Committee on DC. Quarter 3 performance very good, above average.	29/01/2009	
R1.15 - Dc	Delivery of the Equalities Action Plan	Executive Director for Business	2	C	2	D	3	D		Actions are being completed	29/01/2009	
R1.16 - Dc	Delivery of a public forum and developers forum	Executive Director for Business	4	F	4	F	4	F		Sessions have been arranged	29/01/2009	
R1.17 - Dc	Secure arrangements for conservation advice and arboriculture advice	Executive Director for Business	2	C	2	D	3	D		We secured funding for Conservation Officers Posts on 26/1/09, Report to cabinet Feb '09.	29/01/2009	
R1.18 - Dc	On line applications increase	Executive Director for Business	3	E	3	E	3	D		Performance remains good.	29/01/2009	
R1.19 - Dc	Greater attendance by the Team at LSP meetings/LPOS meetings	Executive Director for Business	3	F	3	F	4	F		Planning Manager will attend LPOS and LSP meetings.	29/01/2009	

Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Operational**

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
R1.20 - DS	Not reviewing procedures for public speaking at Committees	Committee and Member Services Manager	1	D	3	E	1	E		Discussions have taken place at the Governance Working Group on 26.1.09 and draft procedures will be drawn up to streamline speaking at meetings and to make it clearer for members of the public.	26/01/2009	

Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **People**

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
R1.07 - Cs	Neighbourhood plans not developed	Communities Manager	2	D	2	E	2	E		A report is due to be taken to Cabinet on 18 th February 2009 highlighting recommendations to allow for the development of the Neighbourhood Forums and Neighbourhood Plans. Key letters supporting a refresh of the Neighbourhood Forum have been received from the PCT, Police and Greenvale Homes.	27/01/2009	

Category Description: **1. Delivering Quality Services to our Customers**
 Strategy: **Reputational**

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
R1.08 - Cs	Community Cohesion action plan not delivered against	Communities Manager	2	C	2	D	2	E		Rossendale Council along with the County and the other 11 Districts have been nominated for Beacon Council status in the category of Cohesive and Resilient Communities. Part of the submission was Rossendale's Community Cohesion Plan. The position of Community Engagement Officer has been filled and their first priority is to refresh Rossendale's Community Cohesion Plan and action plan.	27/01/2009	

Category Description: **1. Delivering Quality Services to our Customers; Quarterly Risks 2008-9**
 Strategy: **Business**

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
R1.09 - Rg	Valley Center Project does not go ahead	Head of Regeneration	2	C	1	D	1	F		Ashbourne Properties are still committed to the project and regular liaison meetings are held.	07/01/2009	
R1.11 - Rg	Lancashire County Council is not able to commit	Head of Regeneration	2	B	2	B	1	E		There have been recent issues relating to the availability of funding from LCC, but assurances have	07/01/2009	

R1.12 - Rg	sufficient funding to development of sustainable new Rawtenstall bus interchange									been made by the Leader of LCC that funding will be available to deliver this project		
	External funding is not forthcoming from Elevate and North West development Agency	Head of Regeneration	2	C	2	C	3	D		All of the anticipated funding from Elevate for 2008/2009 is now confirmed and projects are on site. All concept forms will have been submitted to the NWDA by end August 2008 and officers continue to liaise with the NWDA regarding progression. in the meantime work continues in parallel to further develop the projects in anticipation of NWDA approving the submissions onto the next detail application stage.	07/01/2009	

Category Description: **1. Delivering Quality Services to our Customers; Quarterly Risks 2008-9**
Strategy: **Financial**

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
R1.04 - Cs	The Council fails to work with its partners to help achieve the targets in the LAA	Communities Manager	2	B	2	D	2	E		The mapping exercise has been completed and 'Responsible Officers' have been assigned to each LAA target. Regular meetings of responsible officers have been scheduled to assess progress and risk.	27/01/2009	

Category Description: **1. Delivering Quality Services to our Customers; Quarterly Risks 2008-9**
 Strategy: **People**

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
R1.03 - Cs	The Council fails to provide adequate resources in leading the development of partnership working across the LSP	Communities Manager	2	D	2	E	2	E		District authorities including Rossendale have agreed a protocol with the County Council whereby second homes fund is allocated to the LSP. At their meeting in January 2009 the LSP Executive agreed with the county council's protocol for the use of second homes fund and how such funds are being used in Rossendale to support the work of the LSP. A paper to ratify this is being presented to the Cabinet in March.	27/01/2009	
R1.05 - Cs	The new Place survey is not delivered to government requirements	Communities Manager	1	E	2	E	1	E		The Place Survey data and Metadata is expected from MORI on 27 th January 2009. This then requires updating onto the Audit Commission website and sent to the Collaborative Research and Consultation Service who are tasked to compile the report.	27/01/2009	
R1.06 - Cs	Staff & partners do not engage with Community Involvement and Engagement Strategy	Communities Manager	2	C	2	D	1	E		Staff will continue to be encouraged to utilise the Community Involvement and Engagement Strategy. The Council's Community Engagement Officer is also tasked with reviewing the Strategy.	27/01/2009	

Category Description: **1. Delivering Quality Services to our Customers; Quarterly Risks 2008-9**
 Strategy: **Reputational**

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
R1.02 - CS&ICT	Failure to implement customer service standards	Service Assurance Manager	4	C	3	E	4	F		Customer service standards are monitored; any breaches are reported to the respective Heads of Service for resolution.	21/08/2008	

Category Description: **2. Delivering Regeneration across the Borough**
 Strategy: **Legal; Regulatory**

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
R2.03 - Dc	Approach to S215 Notices and S79 Building Act notices agreed to ensure "place shaping role fully utilised"	Executive Director for Business	4	E	4	E	4	F		Building Control now working closely with Area Teams. Work continues to be successful with a team approach - Legal/ Building Control/ Area Teams.	29/01/2009	
R2.04 - FP	Core Strategy Preferred Option consultation (re) and submission	Principal Planner Forward Planning	2	C	2	C	3	E		No change since Oct 09. Work is progression with consultations taking place on the Area Visions, in discussion with GONW.	28/01/2009	
R2.07 - FP	Review of Interim Housing Policy	Principal Planner Forward Planning	4	E	4	E	4	F		No update needed - see below	28/01/2009	

Category Description: **2. Delivering Regeneration across the Borough; Quarterly Risks 2008-9**
 Strategy: **Legal; Regulatory**

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
R2.01 - Dc	Issuing of the Valley Centre planning application	Executive Director for Business	3	E	3	E	4	F		Meeting 27/1/09 with new owner discussing new application. Monthly meetings now planned.	29/01/2009	
R2.02 - Dc	Processing of other MAA planning applications/health campus application/adrenal gateway	Executive Director for Business	3	E	3	E	4	F		Application determined on time. Developer now on site 18 months build contract.	29/01/2009	
R2.05 - FP	Rawtenstall AAP delivery	Principal Planner Forward Planning	3	D	3	C	3	E		Further to GONW's advice submission of the AAP should follow examination of the Core Strategy. Work is being undertaken on preparing the Area Visions for the Core Strategy.	28/01/2009	
R2.06 - FP	Bacup AAP	Principal Planner Forward Planning	3	D	3	C	3	E		Further to GONW's advice, submission of this AAP should follow the examination of the Core Strategy. Work is being undertaken on the Area Visions for the Core Strategy.	28/01/2009	

Category Description: **3. Keeping Our Borough Clean and Green**
 Strategy: **Legal; Regulatory**

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
R3.01 - FP	Climate change/Lifetime homes	Principal Planner Forward Planning	3	E	3	E	3	F		No change. Core Strategy is being progressed. (See R2.04 - FP)	28/01/2009	

Category Description: **4. Promoting Rossendale as a cracking place to live and visit**
 Strategy: **Legal; Regulatory**

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
R4.01 - FP	Planning Powers are central to the role of place shaper - promotion of sustainable development/low carbon lifestyles and development resilient to climate change	Principal Planner Forward Planning	2	E	2	E	2	F		Core Strategy is being developed (See R4.01 FP)	28/01/2009	
R4.03 - FP	Ensure the delivery of affordable housing	Principal Planner Forward Planning	2	C	2	D	3	E		The interim policy is still being implemented. The Core Strategy will revise these policies	28/01/2009	

Category Description: **4. Promoting Rossendale as a cracking place to live and visit; Quarterly Risks 2008-9**
 Strategy: **Legal; Regulatory**

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
R4.02 - FP	Delivery of the LDF	Principal Planner Forward Planning	2	C	2	B	2	F		Based on GONW's advice we will be submitting the LDS (timetable) by March 09. Priority is given to the Core Strategy and the AAPs are being developed. Interim policies have been developed looking at residential extensions, housing provision (building affordable) and open space and play provision. Work is being undertaken on submitting 2 policies to Cabinet in March.	28/01/2009	

Category Description: **5. Improving health and well-being across the Borough**
 Strategy: **Legal; Regulatory**

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
R5.01 - BC	Implement Radon Gas precautions into building works in line with guidance from British Geological Survey	Building Control Manager	4	E	4	E	4	F		Policies are now in place	30/01/2009	
R5.02 - FP	Promotion of Health and Well	Principal Planner	4	E	4	E	4	F		The Core Strategy is being progressed.	28/01/2009	

	Being	Forward Planning										
R5.03 - FP	Play and Open Space SPD	Principal Planner Forward Planning	2	E	2	E	2	F		No risks - policy has been approved and is being implemented.	28/01/2009	

Category Description: **5. Improving health and well-being across the Borough**
Strategy: **Operational**

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
R5.01 - SSN	Failure to Implement improvement plans for Parks and Cemeteries	Business Support Manager	2	D	3	D	4	E		Improvements in parks and cemeteries are currently on target, however as the improvements are linked to stakeholder involvements and assistance from external funding opportunities failure to obtain enough match funding to achieve results still remains a risk.	07/10/2008	

Category Description: **5. Improving health and well-being across the Borough; Quarterly Risks 2008-9**
Strategy: **Operational**

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
R5.02 - SSN	Failure to Implement recommendations of Health & Safety	Business Support Manager	3	B	2	C	4	E		Health & Safety report drafted for refuse and recycling which propose a number of options for mitigating risks. Contract has been extended	08/01/2009	

Category Description: **6. A Well Managed Council**
 Strategy: **Information**

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
R6.03 - P&P	NI data is unreliable/inaccurate	Head of People and Policy	3	D	3	E	4	F		Recent Data Quality check confirmed. Data meeting required standards	24/10/2008	

Category Description: **6. A Well Managed Council**
 Strategy: **Legal; Regulatory**

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
R6.01 - P&P	Litigation	Head of People and Policy	1	E	2	E	2	E		Professional Legal Guidance being sought as necessary	22/10/2008	
R6.05 - CS&ICT	Litigation	Head of Customer Services	2	D	2	D	2	E		All the existing ICT contracts have been evaluated to determine there viability, technical capabilities and current commitments.	02/02/2009	
R6.12 - DS	Agendas not being published in accordance with statutory timescales	Committee and Member Services Manager	1	E	2	F	1	E		Regular monitoring by the Committee and Member Services Manager takes place. The office white board has deadline dates of reports, agendas and minutes to ensure we are on track with meeting deadlines. Lead-in times are produced for officers so that deadlines are clearly communicated.	07/10/2008	

R6.14 - DS	Procedure for dealing with Councillor Call for Actions not developed	Committee and Member Services Manager	1	D	2	E	1	E	Awaiting guidance from central government as Councillor Call for Actions not yet in place. Full guidance should be published mid-February.	15/08/2008	
R6.17 - EI	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs	Elections Manager	2	F	2	D	2	F	May 2008 elections were project managed using legislative deadlines and Electoral Commission guidelines. All processes were carried out within statutory timescales.	02/09/2008	
R6.18 - EI	Failure to comply or act within key legislation	Elections Manager	2	E	2	E	2	E	Project plans for elections and annual canvass are organised within electoral legislation and Electoral Commission guidelines to ensure legislation is complied with.	02/09/2008	
R6.22 - EI	Failure to adequately and appropriately staff the Electoral Service / Election.	Elections Manager	2	E	3	E	2	E	A project plan is devised several months prior to each election (with the exception of by-elections) and the number of staff required in the electoral team is incorporated into this plan. Staffing for polling stations and the count is also started three months prior to election day in order that adequate staff is sourced and there is sufficient time for effective training to be given. Standby staff is also recruited in case of emergencies on election day. The Emergency Plan contains details of outside organisations and bodies where senior electoral staff can be recruited.	03/09/2008	

Category Description: **6. A Well Managed Council**
 Strategy: **Legal; Regulatory; Reputational**

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
R6.02 - P&P	Payroll	Head of People and Policy	3	E	3	E	3	E		Continued to be monitored. Contingency Planning in place.	22/10/2008	

Category Description: **6. A Well Managed Council**
 Strategy: **Legal; Reputational**

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
R6.20 - EI	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	2	C	3	C	2	C		Polling stations are assessed each year and issues addressed or alternative venues located. It may not always be possible to have all stations DDA compliant as most of the buildings used do not belong to the Council and in many areas do not have other public buildings that can be utilised.	02/09/2008	

Category Description: **6. A Well Managed Council**
 Strategy: **Operational**

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
R6.01 - CS&ICT	Risk of data centre air conditioning failing	Head of Customer Services	1	E	1	E	1	F	28/07/2008	The replacement two 8.1KW air conditioning units have been successfully installed into the Hardmans Mill data centre. Rossendale now have three individual air conditioning units installed at Hardmans Mill.	02/02/2009	
R6.02 - CS&ICT	Maintenance contracts for air conditioning.	Head of Customer Services	1	D	1	D	1	F	28/07/2008	The new air conditioning units have been successfully installed at Hardmans Mill.	02/02/2009	
R6.02 - BC	Business continuity	Head of Finance and Property	3	D	3	D	4	D		Some remote ICT tested, further testing scheduled for March, following the implementation of internet banking transactions upgrades.	26/01/2009	
R6.07 - DS	Joint elected member training plan with the County Council not developed	Committee and Member Services Manager	3	E	3	E	3	F		A Team Lancashire Member Development Programme has been in place since September. This involves County Councillors and Lancashire District Councillors.	26/01/2009	
R6.10 - DS	Failure to apply for re-assessment of the North West Charter	Committee and Member Services Manager	2	D	3	E	2	F		The Member Development Working Group met North West Employers in November 2008. We were advised that the form and process was being reviewed.	26/01/2009	
R6.11 - DS	The "Know Your Councillor Guide" is not produced	Committee and Member Services Manager	3	E	3	E	3	E		The Know Your Councillor Guide will be published in 2008/09. Discussions are taking place with the publisher regarding timescales for publication.	15/08/2008	

R6.13 - DS	Staff not clear on decision making processes of the Council	Committee and Member Services Manager			2	F	1	E		Democratic Services are available to give advice to officers on committee processes. A Guide to Decision Making is being produced.	07/10/2008	
R6.15 - DS	Failure to implement Civic Protocol	Committee and Member Services Manager	2	E	3	E	2	E		Implementation of the Civic Protocol is monitored by the Civic Matters Working Group.	26/01/2009	
R6.16 - EI	Failure to safeguard data / key documentation	Elections Manager	2	F	2	D	2	F		Electoral data is stored on the Council's main server which is backed up and has systems in place to negate hackers. A limited number of Democratic staff have access to personal data required for elections and they are trained on the legislation surrounding its use. As information held now includes signatures and dates of birth of those persons requiring absent voting all staff are made aware of security and related data protection issues.	02/09/2008	

Category Description: **6. A Well Managed Council**
Strategy: **People**

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
R6.19 - EI	Failure to ensure the health and safety of staff and the public.	Elections Manager	2	E	2	E	2	E		Risk assessments are carried out annually for polling stations, electoral staff and canvassers to reduce risk to staff and the public. These are done using Electoral Commission and Association of Electoral Administrators guidelines and in conjunction with Beacon	02/09/2008	

councils.

Category Description: **6. A Well Managed Council**
 Strategy: **Reputational**

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
R6.02 - F&P	Business Continuity	Finance Manager; Head of Finance and Property	2	D	2	D	3	F		ICON upgrade is planned for first week of January. this includes the transfer of all financial systems to the SAN, so that back-up and DR will be covered by the off-site Capita support of the SAN. Finance emergency planning tests have been earmarked for early Feb once these transfers have been done.	11/12/2008	
R6.08 - DS	Programme of events not delivered during Local Democracy Week	Committee and Member Services Manager	2	D	4	F	2	E		A Programme of events has been delivered during Local Democracy Week.	26/01/2009	
R6.21 - EI	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	E	2	F		In order to safeguard the service and elections from fraud and corruption data and paper files are stored securely, forms are checked against information held and joint working is carried out with the Police. Legislation is also strictly adhered to and Electoral Commission guidelines are utilised.	03/09/2008	

Category Description: **6. A Well Managed Council; Quarterly Risks 2008-9**
 Strategy: **Financial**

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
R6.01 - F&P	Embedding Financial Management	Head of Finance and Property	1	C	3	E	3	F		A corporate wide steering group has been established to manage the U of R project for 2008. U of R methodology has changed to become more outcomes focused. Embedding financial management continues to play a key role with the U of R Key Lines of Enquiry (KLOE).	26/01/2009	
R6.04 - F&P	Asset Disposal Programme	Head of Finance and Property	2	D	2	D	3	E		Whitworth now completed via auction. Right to Buys have fallen significantly compared to previous years. A £250k gap has been identified in medium term resources. Confidential Cabinet paper re Asset Disposal has been deferred to February Cabinet	26/01/2009	

Category Description: **6. A Well Managed Council; Quarterly Risks 2008-9**
 Strategy: **Financial; Legal; People; Regulatory; Reputational**

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
R6.24 - EI	Failure to organise elections (Local, National, European, etc)	Elections Manager	2	B	2	F	4	F		Preparations underway for 2009 Electoral role	02/02/2009	

Category Description: **6. A Well Managed Council; Quarterly Risks 2008-9**
 Strategy: **Operational**

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
R6.03 - CS&ICT	Contractual difficulties with Sungard undermine key improvement processes in all areas of the council.	Head of Customer Services	1	B	1	D	1	F		The ICT service has been transferred back to R.B.C.	02/02/2009	
R6.04 - CS&ICT	Centralised Back up process	Head of Customer Services	1	C	1	D	1	D	28/07/2008	A centralised back up process has been implemented in the Hardmans Mill data centre. At present we are waiting replies back from a few suppliers such as Civica to complete the project.	28/07/2008	
R6.06 - CS&ICT	Business Continuity	Head of Customer Services	1	C	1	D	1	D	28/07/2008	A detailed Disaster recovery specification has been developed and it will go out to quote.	02/02/2009	
R6.09 - DS	Member Development Strategy for 2008/09 not implemented	Committee and Member Services Manager	1	E	3	E	1	F		The Member Development Strategy and Implementation Plan is on track to be delivered in 2008/09.	26/01/2009	

Category Description: **6. A Well Managed Council; Quarterly Risks 2008-9**
 Strategy: **Strategic**

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
R6.08 - SSN	Waste Strategy	Business Support Manager	2	A	2	A	3	D		Scheme of delegation has been drafted and signed for the use of Henrietta Street as a waste transfer station for dry recycling. Project requires planning permission with an expected decision date 31/03/09, with this in mind an amendment to environment permit will be required but only after planning permission, this will push the project overdue.	08/01/2009	

Section 7 – Financial Health Indicators

Section 7 - Financial Health Indicators

The Following table attempts to give some context to the financial performance reported to Members during 2008/09:

- Cash Balances – continued to be strong over the third quarter of 08/09, contributing to increased interest income earned during the year.
- Treasury Management – RBC have further strengthened the criteria for investments to manage risks in the current economic climate whilst still maintaining above average interest rates. The council will benefit from £3m locked in at 6.78% fixed for 12 months whilst base rates are predicted to fall even further below the 1.65% being earned on the short-term deposit accounts held at the end of December.
- Debtor management – steady improvement. New software system ARMS will produce benefits over the remainder of 08/09. Bad Debts Provision is currently well above minimum requirement, though debts need to be recovered quickly and monitored closely in the current economic climate.
- Steady and consistent use of electronic payment methods continue with joint implementation of paper-less Direct Debits (DD) facility alongside Capita colleagues to further encourage DD take-up. This will go live in Q4 ready for the 2009/10 financial year.
- Best procurement practices are being embedded, with benefits from the newly launched Team Lancashire procurement to come into play over the next 12 months as we see a transition from East Lancashire e-Procurement.

		As at 31 March 2008	End Q2 2008/09	End Q3 2008/09	Long Term Trend
1	Targeting a score of 3 (by 09/10) in the annual Use of Resources assessment by the Audit Commission	TBC	TBC	2	A Score of 2 is about to be confirmed for 2007/08 assessment. Methodology significantly changes for 2009. Corporate- wide steering group has been formed
2	Cash & Indebtedness (£000)	£4,058	£9,532	£11,175	Cash continues to be strong – assisted by some slippage in capital and continued strong C tax collections.
3	Average Debtor Days	66	92	69	Reducing debtor days leads to lower levels of bad debts.
4	% Proportion of debtors over	31%	33%	42%	Overall debt outstanding is falling and current

	6 months old				debt is pursued to better effect. Older debt needs to be rigorously tested ahead of year-end.
5	Level of CTax arrears (£000)	£2,374	Annual	Annual	Annual calculation
6	Level of NNDR arrears (£000)	£254	Annual	Annual	Annual calculation
7	% of payments made by electronic means (by volume)	74%	82%	92%	Increasing Benefits paid by BACS supports most vulnerable members of society.
8	% Interest earned (above SECTOR model portfolio)	0.18%	0.38%	0.66%	See above comment – this is based on cumulative interest on average balances
9	Corporate Spend (£000)	£7,074k	£1,383k	£1,287k	Spend in line with previous quarters
10	Corporate Spend placed with local companies (£000)	£948k	£261k	£240k	Spend with local companies in line with overall spend profile
11	% of above placed thro' collaborative arrangements	22.2%	18.8%	18.7%	No significant variation
12	No of invoices processed	4,084	1171	1,279	No significant variation
13	Average value of invoices	£853	£1,181	£1,006	General trend is fewer invoices for same value of goods, therefore improving efficiency
14	Average spend per supplier per quarter	£3,775	£5,362	£4,838	General trend is upwards for the year as a whole
15	Value of electronic payments (cumulative £000)	£58,955	£58,601	£92,817	£9.2m of which relates to housing benefit claimants
16	% value of electronic payments	85%	98.95%	99.52%	Comparisons with no. 7 above show that the higher value payments are targeted for electronic transfer, thus reducing risks.

Section 8 – Complaints

Section 8 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council & monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between October and December 2008 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints	Complaints	Complaints	Complaints
			O/S beginning 1/4	a Received	Closed	O/S at end 1/4
Chief Executive	People & Policy	Human Resources				
		Policy & Performance				
	Finance & Property	Communication s				
		Financial Services				
		Property Services				

Head of Service	Service Area	Team	Complaints		Complaints		Complaints		Complaints	
			O/S beginning 1/4	a Received	Closed	O/S at end 1/4				
Place	Street Scene	Refuse		2		2				
		Cleansing								
		Parks & Open Spaces								
	Customer Services	Capita - Council Tax Recovery		3		3				
		Capita- Council Tax		1		1				
		Capita - Call Centre		1		1				
		Capita - Benefits								

Head of Service	Service Area	Team	Complaints		Complaints		Complaints		Complaints	
			O/S beginning 1/4	a Received	Closed	O/S at end 1/4				
		Capita- NNDR								
		Capita - OSS			1		1			
		ICT								
		Customer Service			1		1			
		Community Safety								
	Communities	LSP Delivery Service Development								
		Area Offices								
	Regeneration	Regeneration Delivery								

Head of Service	Service Area	Team	Complaints		Complaints		Complaints	
			O/S beginning 1/4	a Received	Closed	O/S at end 1/4		
		Regeneration Progs						
		Economic Development						
		Traffic & Parking			1		1	
Business		Legal Services						
	Legal	Committee & Member Services						
		Elections						

Head of Service	Service Area	Team	Complaints		Complaints		Complaints	
			O/S beginning 1/4	a Received	Closed	O/S at end 1/4		
	Building Control	Building Control						
		Forward Planning						
	Planning	Development Control			4	4		
		Land Charges						
	Environmental Health	Environmental Health			1	1		
	Environmental Health	Licensing						
		Total			15	15		0

8.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	5
2	Poor communication	2
3	Delayed response/lack of response	3
4	Complaint against a named officer	1

When a complaint is received by the Council it is assigned to one of seven categories, according to the nature of the complaint. In this way we can monitor whether particular themes or issues are emerging.

5	Complaint received via MP	1
6	Complaint received via Councillor	0
7	Complaint about RBC policy or procedures	3
	No type of complaint assigned	
	Total	15

8.2 - Ombudsman Complaints

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

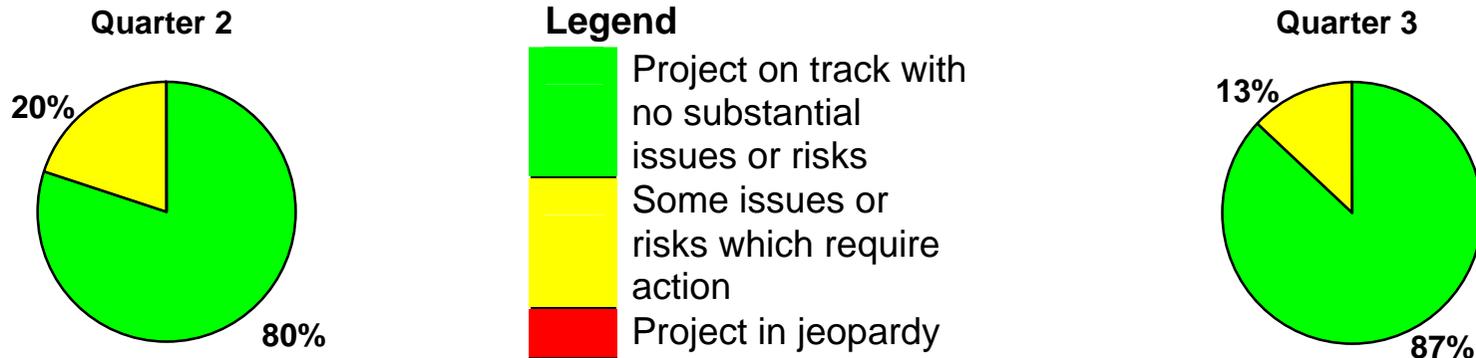
The Council has received recognition from the Ombudsman in relation to its work in improving the management of complaints and how this has resulted in much fewer complaints being made to the Ombudsman. This work has also led to a substantial reduction in the number of 'open' complaints being handled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

Ombudsman Complaints (1st October 2008 to 31st December 2008)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place	Capita – Council Tax	0	0	0	0
	Leisure and Culture	0	0	0	0
	Development Control	1	1	1	1
Business	Development Control - Enforcement	1	0	1	0

Executive	Other	–	Property	1	0	0	1
	Repairs						
	Total			3	1	2	2

Are We Achieving the Actions Set Out in the Councils Corporate Plan?



How Are We Performing in Managing Our Risks?

