

How are we making a difference to our communities?

Integrated Performance Report Quarter 2 (July to September 2014)

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How are we performing?

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

Section 1 – High level performance summary

Section 2 – Our Performance by Priority

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

Section 3 – Corporate Plan Actions, Covalent Report

Section 4 – Performance Indicators, Covalent Report

Section 5 – Performance Indicator Action Plans

Section 6 – Risks, Covalent Report

Section 7 – Complaints

Section 8 – Compliments

Data Quality

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

Who supplied the performance data for this report?

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in October 2014 by the Council's People & Policy Team using the latest performance information input onto the covalent performance management system by officers with responsibility for performance information from each of the Council's service areas. The data on complaints and compliments was provided by the Service Assurance Team and financial information by the Head of Financial Services.

Section 1 – High level performance summary

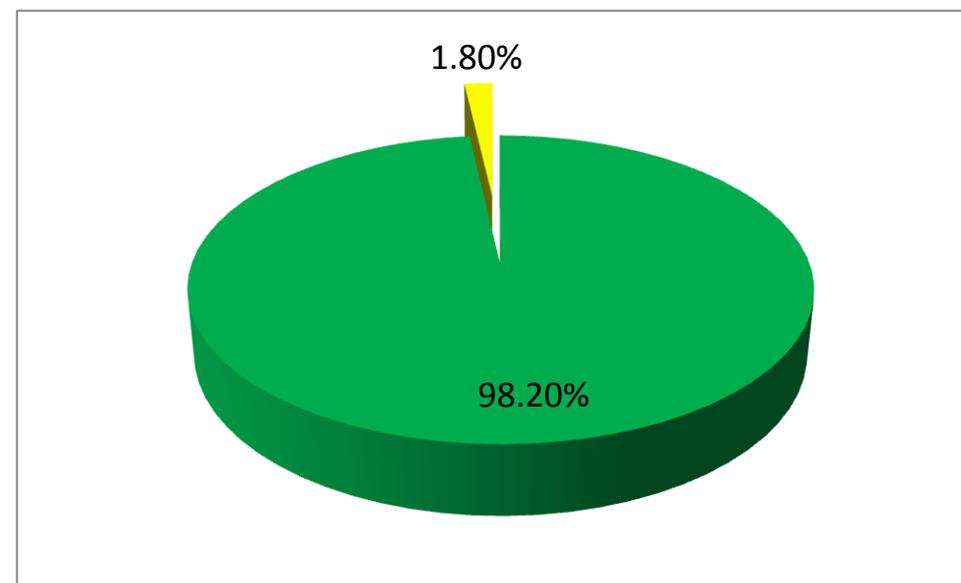
This section of the report provides an overall summary of how the Council is performing against a range of key measures of performance.

1.1 Rossendale Council’s Corporate Business Plan – project implementation

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

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

Corporate Business Plan Actions			
Legend	Status	No.	%
Green ✔	Project on track, no substantial issues or risks which require action from the Council’s Programme Board	54	98.2%
Amber ▲	Some issues or risks which require action from the Council’s Programme Board to keep the project on track	1	1.8%
Red ●	Project in jeopardy – serious issues or risks needing urgent action	0	0%
Unknown ?	The status cannot be calculated	0	0%
Total number of actions		55	100%



1.2 Performance Indicators – achieving targets?

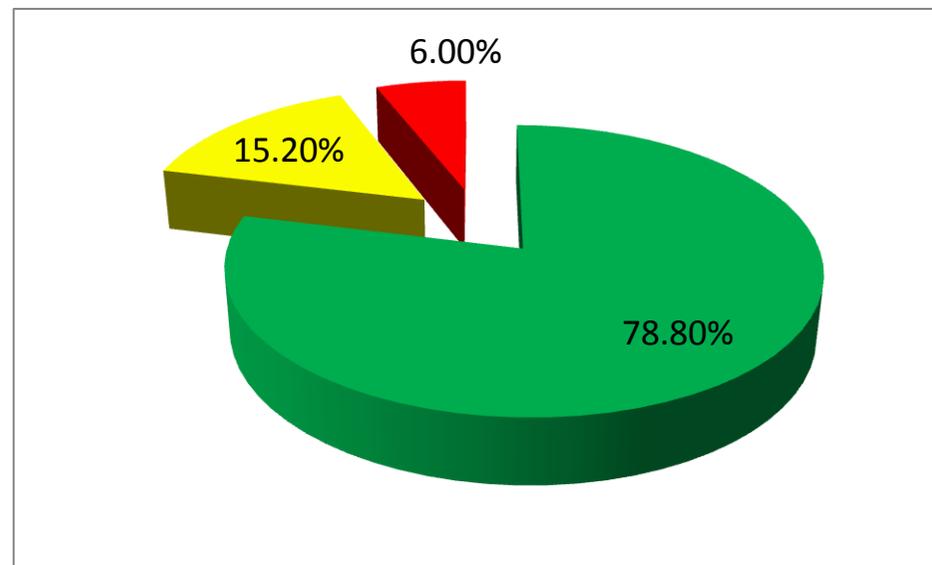
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators,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

Legend		Status	Performance Indicators	
			No.	%
On Target		The performance indicator has achieved or exceeded its quarterly target	17	68%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	6	24%
Below Target		The performance indicator is currently more than 5% of achieving its target	2	8%
Unknown		The status cannot be calculated	0	0%
Total for Quarter 2			25	100%

1.3 How are we performing in managing our risks?

Are we reducing the Likelihood and Impact of our Risks?

Risks			
Legend	Status	No.	%
Green ✓	The likelihood and impact of the risk is low	26	78.8%
Amber ▲	The likelihood and impact of the risk is medium	5	15.2%
Red ●	The likelihood and impact of the risk is high	2	6%
Unknown ?	The status cannot be calculated	0	0%
	Total	33	100%



Reducing the Risks faced by the Council

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

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

The Council's Risk Matrix

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

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

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

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

Section 2 – Performance against the Council’s Priorities

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

Priority 1 – A clean and green Rossendale

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

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

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

Priority 2 – A Regenerating Rossendale

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

2.1 How are we performing in Regenerating Rossendale?

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

Priority 3 – Responsive and value for money local services

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

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

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Business Plan Actions	43	42	97.7%	1	2.3%	0	0%	0	0%
Performance Indicators	19	13	68.4%	5	26.3%	1	5.3%	0	0%
Risks	31	24	77.4%	5	16.1%	2	6.5%	0	0%
Total	93	79	84.9%	11	11.8	3	3.3%	0	0%

Section 3 – Implementing the Council’s Corporate Business Plan

This section of the report provides a detailed performance up-date against each of the actions in the Council’s Corporate Business Plan which is due for completion by March 2015.

Guide for Actions Report

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

Priority *

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

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

Quarter 2 Actions Report 2014/15

Report Type: Actions Report
Report Author: Katie Gee_Admin
Generated on: 16 October 2014



Description Clean and Green Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
HHR7	Implement requirements of the Private Water Supply regulations 2010.	31-Mar-2015		08-Jul-2014		<p>The Private Water Supply Regulations were introduced in 2009. The regulations apply to all who own or use a private water supply. The regulations have been introduced to ensure that water from private supplies is wholesome, so that people who drink water or consume food or drinks made from private supplies may do so without risk to their health.</p> <p>A private water supply is a supply of water which does not come from a public water supply (from a water company unless it is subsequently supplied by someone else). Private supplies may come from a variety of sources, including wells, springs, boreholes and streams. The Council is responsible for regulating private water supplies used for domestic purposes (such as drinking, cooking, and washing) in both domestic and commercial premises.</p> <p>From the introduction of the regulation since 2010 the Council has five years to undertake risk assessments and sampling at all premises that fall within the regulations. Premises subject to regulations are where a private water supply is used:</p> <ul style="list-style-type: none"> . For more than one house. . For commercial purposes in premises including food businesses, B&B, dairy farms, rentals, workplaces (where other people are employed). . In a public building. <p>The Council is in the final year of its five year sampling programme to visit all affected premises.</p>	09-Oct-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Over the last two years officers have prioritised sampling and inspections at those commercial premises and premises where members of the public frequent as well as responding to reactive complaints from residents. Assessments have been undertaken on all Regulation 9 properties bar one which will be completed by the end of October 2014. Sampling is due to commence on these properties by the end of October. The remaining Regulation 10 supplies will be completed over the next 6 months.		
HHR8	Implement the Declaration of Air Quality Management Areas	31-Mar-2015		08-Jul-2014		<p>Since December 1997 each local authority in the UK has been carrying out a review and assessment of air quality in their area. This involves measuring air pollution and trying to predict how it will change in the next few years. The aim of the reviews is to make sure that the national air quality objectives will be achieved throughout the UK by the relevant deadlines. These objectives have been put in place to protect people's health and the environment.</p> <p>There are 27 sampling points across Rossendale that are sampled on a regularly basis and the data uploaded to DEFRA annually. Sampling and air quality reviews within Rossendale have shown an exceedance within two areas of the borough (Bacup Road, Rawtenstall and Tesco gyratory, Haslingden) and Air Quality Management Areas have been declared for these two areas. Work has commenced to develop an action plan with key agencies and departments (such as Highways, Planning) as well as local stakeholder such as Ward Councillors, local businesses and residents in those areas to improve the air quality. Timescales for developing this action plan and engaging with stakeholders will be shared with members and all parties over the coming year. The Rawtenstall AQMA will work alongside the new Town Centre development work and consultation around the Rawtenstall AQMA will form part of the Consultation for the new Bus Station on the 23rd</p>	09-Oct-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						October 2014.		

Description Regenerating Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
DC3	Develop a revised Conservation Strategy timetable in conjunction with English Heritage and then implement Revised Conservation Strategy in accordance with new milestones.	31-Mar-2015		05-Aug-2014		Arrangements for shared working and priorities for the Conservation officer across the shared service have been firmed up. The revised strategy still needs to be agreed with EH.	14-Oct-2014	✓
FP2	Implement Local Plan Part 2 - Allocations and Development Management DPD and update related documents such as the Statement of Community Involvement.	31-Mar-2015		08-Jul-2014		An update was provided to Council in Sept 2014 to advise on progress and in particular the 6-week consultation scheduled for November/December 2014 on an Initial Draft of the Local Plan Part 2. This will identify potential allocations and designations as well as a list of proposed Development Management policies.	09-Oct-2014	✓
FP4	Inform SPD / Masterplan prepared for Rawtenstall	31-Mar-2015		10-Jul-2014		Revised Proposals for Spinning Point continue to be developed by Day architecture and the Joint Venture Partnership. A fresh consultation will be undertaken during late October.	14-Oct-2014	✓
HHR1	Lead and deliver initiatives to redevelop and improve the economic prospects of Rossendale's Town Centre's.	31-Mar-2015		08-Jul-2014		<p>The Council is involved in a number of regeneration projects focussing on our town centres.</p> <p>Rawtenstall The Council has established a Joint Venture Partnership to lead on the regeneration of Rossendale's Town Centres and in particular to lead on the redevelopment of the former Valley Centre site in Rawtenstall. The Joint Venture known as the RTB Partnership is leading on the redevelopment of the former Valley Centre site and one of the partners (Barnfield) have been appointed by West Register as development managers for the New Hall Hey sites. This allows</p>	09-Oct-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>the RTB partnership to take a more cohesive approach to the regeneration and occupation of both sites ensuring that they compliment each other in terms of the retail offer. The RTB Partnership has appointed Day Architectural Ltd to lead the design process for the new development which includes the provision of a new bus station in Rawtenstall. Consultation on the early designs was undertaken in March 2014 and the original designs are have now been reviewed to take account of feedback received. A second consultation event will be undertaken towards the end of October 2014.</p> <p>Haslingden Haslingden Task Force was established in April 2014 and brings together representatives from town centre businesses, local community groups, the Police and Fire Services and local Councillors to develop ideas, initiatives and ways to attract investment into the area which will improve the lives and environment for local people. The Task Force has already identified some early projects to support and a joint action plan will be produced over the coming months to identify the key priorities. One of these has been to place 53 new hanging baskets around the main town centre to help make the environment attractive. Businesses have agreed to maintain the hanging baskets as necessary.</p> <p>Bacup The Council's bid to the Heritage Lottery Fund for stage 2 of its Bacup Townscape Heritage initiative has been successful. The bid amounts to £2million and will focus on external building improvements to key shop premises in the centre of Bacup alongside public realm improvements and community initiatives to both support the scheme and the profile of the town centre. The delivery stage of the THI project commenced in April 2014. This is a 5 year programme and during the first year much of the work will focus on establishing</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						the physical works programme and the action groups which support the Bacup THI Programme Board. Public consultation on the proposed public realm improvements was carried out in July 2014 and following this 101 people have made formal comments and responses to the ideas. These comments have now been fed back to the scheme designers who will consider how these may be incorporated into the next design stages.		
HHR11	Development of initiatives and projects to meet and support the housing needs of residents in Rossendale .	31-Mar-2015		08-Jul-2014		<p>The team have been working with a number of Housing Associations to develop affordable housing schemes across the borough these have now been completed and lettings have begun on these sites. Work has started on the Myholme House development with Green Vale Homes in Waterfoot and it is expected that these will be in a position to be pre-let from Winter 2014. Planning permission has recently been passed for general affordable housing for seven units at Broadway, Helmshore and the old Irwell Vale Housing Association's Constablee Court site in Rawtenstall.</p> <p>Following the tender submissions for the borough's Strategic Housing Market Assessment (SHMA) NLP have been appointed to compete this work. This piece of work will include a Housing Needs Assessment and will be used to support the Planning Team's Site Allocations work and underpin the Council's Core Strategy. Consultation has started on issuing and collating Housing Needs Assessments and the deadline date for return of these assessments is the 17th October 2014. These results will then be collated to form an integral part of the SHMA.</p>	09-Oct-2014	
HHR2	Identify, develop and support opportunities for the provision of business support and business growth initiatives for local businesses in Rossendale.	31-Mar-2015		08-Jul-2014		The Council works with Regenerate Pennine Lancashire to provide business support and financial grants to local businesses. During 2013 - 2014 this resulted in Regenerate PL dealing with 76 enquiries from Rossendale leading to 18 new business starts with 18 jobs created, £505,515 in grants given out to 8 companies leading to 90 new jobs and 198 jobs safeguarded.	09-Oct-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Various schemes are available to help local businesses these include :</p> <p>* Accelerating Business Growth - This scheme offers grants between £20,000 - £100,000 to support new businesses that seek to grow and provide new jobs.</p> <p>*Lancashire Innovation Network - The Lancashire Innovation Network scheme is delivered by a team of experienced, independent advisers who can provide free impartial advice, guidance and financial assistance to businesses with potential to grow through the use of new technology and innovation.</p> <p>*Boost Business Lancashire - This provides business support to fuel growth through training and support.</p> <p>* Lancashire LEAP - This supports new businesses with high growth potential by providing grants for the development of product prototypes and mentoring to develop ideas further.</p> <p>* Start Up Lancashire - This supports new start businesses including small grants and mentoring and coaching support.</p> <p>* Fuse Fund - The Fuse Fund is a £4m enterprise programme designed to support new businesses trading less than 3 years in partnership with Lancashire Business View. The Fuse Fund is a competitive capital grant scheme that will help new businesses to finance growth projects creating new jobs and investment across Lancashire</p> <p>More information on these schemes can be found at www.regeneratepl.co.uk</p> <p>Alongside this the Council supports Valley At Work valleyatwork.co.uk a business community for</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Rossendale, run by small businesses for small businesses and sponsors the annual Rossendale Business Awards.		
HHR3	Development of a regeneration programme with the Joint Venture partners to identify proposals for regeneration opportunities throughout the borough.	31-Mar-2015		08-Jul-2014		<p>The RTB Partnership (the Council's Joint Venture organisation) has developed a work programme in line with the Council's Corporate Objectives and seeks to maximise regeneration opportunities across the borough. the 2014 / 2015 work programme includes:-</p> <p>Consultation and development of a viable and feasible option for the site of the former Valley Centre. This is likely to include land assembly, financing and availability of external funding, potential occupiers, bus station proposals and conservation issues.</p> <p>The RTB Partnership has appointed Day Architectural Ltd to lead the design process for the new development which includes the provision of a new bus station in Rawtenstall. Consultation on the early designs was undertaken in March 2014 and the original designs are now being reviewed to take account of feedback received and also the requirements of stakeholders / users if the proposed new bus station. A second consultation event will be undertaken in the coming months.</p> <p>Continue to work with the owners of the New Hall Hey site to find a solution for its redevelopment.</p> <p>Barnfield have been appointed as development managers for the New Hall Hey sites and the partnership are now in a much better position to make sure that the sites are developed to completion. The development of New Hall Hey is a regular item on the RTB Board Agenda and is one of the Board's key priorities</p> <p>Work to support the delivery of the Bacup Townscape Heritage Initiative programme.</p> <p>The THI bid was successful and will provide a £2m investment fund to support the project over the</p>	09-Oct-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>next 5 years. The first year programme of activity has now started.</p> <p>Completion of the residential housing scheme on the site adjacent to Bacup Hub. Work is on-site with completion expected in February 2015.</p> <p>Development of a scheme to bring the semi-derelict Waterside Mill back into use as a commercial building. The feasibility, funding streams and costs for this project are currently being worked upon</p> <p>Completion of the residential housing scheme on the Mytholme house site, Waterfoot. Work is on site with completion expected February 2015.</p> <p>Development of options for schemes for residential housing Development of a list of priority sites and projects for years 3 & 4. These items will be developed during 2014 / 2015.</p> <p>The RTB Partnership Board meets regularly throughout the year to monitor progress against the work programme and consider new opportunities as they arise.</p>		
HHR4	Development and support for initiatives to improve the environment and infrastructure of the borough.	31-Mar-2015		08-Jul-2014		<p>The Council has been working with colleagues from Lancashire and Rochdale to develop a Valley of Stone Greenway Project with the aim of creating a continuous cycle way through Rossendale and into Rochdale. Development of a continuous route based primarily on the old railway will provide a safe and relatively level route for local families to use for cycling or walking. It would also attract leisure riders from much further afield as well; it would provide a complementary attraction for those not wanting to try the more strenuous attractions of Lee Quarry; for horse riders the route would provide an important link to and from</p>	10-Oct-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						the Pennine Bridleway into other areas of Rossendale. The Strategy was approved by Cabinet in June 2013 and work is ongoing to finalise land arrangements and source funding to develop the route in full.		
HHR5	Development and support of initiatives to build and improve Rossendale's Visitor and Cultural activities.	31-Mar-2015		08-Jul-2014		<p>The Council is involved in a number of initiatives which aim to support and develop Rossendale's Visitor and Cultural activities.</p> <p>Rossendale Tourism & Heritage Group We are a member of the Rossendale Tourism and Heritage Group who are leading initiatives to increase the number of visitors to the area. The group have also been instrumental in developing and maintaining the new Visit Rossendale website. The group includes members from local businesses and attractions and are also represented on the East Lancs Railway Joint Marketing Group.</p> <p>Rossendale Museum The Whitaker Organisation were appointed as the Council's preferred partner in March 2013 and have since revitalised the Museum bringing in exciting new exhibitions whilst retaining the local history and natural history theme. This has resulted in significantly more visitors to the museum over this first year and the group hope to build on this success in the future. Officers are currently working with the Group to look at the future development of the Museum and adjacent buildings.</p> <p>Rawtenstall Town Team The Rawtenstall Town Team is led by local businesses and community representatives and have been instrumental in bringing in a number of events in Rawtenstall Town Square and many members of the team are involved in other event planning across the borough all of which not only bring more visitors to the area but also boosts the local economy.</p>	09-Oct-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Promoting Rossendale Group This group brings together representatives from a range of local community, businesses and accommodation providers to establish a joint approach to promoting Rossendale and its attractions. The Board has had it's first meeting and has set up some Sub Groups on Communications & PR and Branding along with a Task and Finish Group on the Mountain Bike Trails. Action plans have been developed and ideas are progressing well.</p>		
HHR6	Reduce the number of long term vacant domestic and commercial properties across the Borough.	31-Mar-2015		08-Jul-2014		<p>The Pennine Lancashire LinkedUp Scheme (http://www.linkedup.org.uk/) has now completed its second year and a steady number of properties are starting to come through across Pennine Lancashire and within Rossendale. Rossendale Borough Council is the primary lead for the scheme and due to changes in the programme will be delivering 394 homes back into use.</p> <p>At the end of Quarter 2, 51 properties had been brought back into use across Pennine Lancashire, 9 of which were developed through the Revolving Loan model for Rossendale bringing 75 long-term empty properties brought back into use in Rossendale since the beginning of the LinkedUp Programme. The scheme is being used to support a number of other housing initiatives that the Council are developing with partners including a pilot safe house scheme for Domestic abuse victims and engagement work with Probation and Inspire.</p> <p>We are also preparing a case to Compulsory Purchase a number of long-term empty properties including land across Rossendale, approval will be sought at November Cabinet.</p> <p>Work is also underway to progress the enforced sale of the old Kar Kare Building, Rawtenstall (located off Doo Dah's carpark). Paperwork has been submitted to the Land Registry to acquire the necessary title so that the building can be sold to</p>	09-Oct-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						repay the debt to the Council and bring the building back into use. Rossendale's Legal team are progressing the title transfer with the Land Registry and will pass to Estates to progress the sale of the building once this has been approved.		

Description Responsive Value for Money Services

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
C&MS1	Promote Democracy and Equality	31-Mar-2015		01-Apr-2014		Web site information is available with details of the Mayor, and the Mayoral booking form is also available online. The Mayor has been attending booked events requested, and since taking office he has attended the Armed Forces flag raising event in St Mary's Gardens Rawtenstall. An official reception was held for a German delegation from Bocholt who visited the Council Chamber in September. The Mayor attended the event and gave a speech, and German delegates had the opportunity to learn about the civic insignia at Rossendale. The Mayor will be jointly hosting a Festival of Remembrance Concert with the Mayor of Whitworth on 2nd November at the Riverside in Whitworth. On Remembrance Sunday the Mayor will be attending the Whitworth and Rawtenstall events and the Deputy Mayor will be attending the Helmshore and Haslingden events. The Mayor is now taking bookings for Christmas visits to Rossendale Schools.	30-Sep-2014	
C&MS2	To maintain the requirements of the North West Charter for Member Development	31-Mar-2015		01-Apr-2014		A member training programme is in place and attendance is being monitored, at present 44% of councillors have attended five or more training sessions and 31% only need to attend one more training session to achieve attendance at five sessions. The Council has a statement of intent and a Member Training and Development Strategy which was reviewed and agreed in March by the Governance Working Group. Personal Development Plans (PDP's) are reviewed on an ongoing basis and at present 97% have a full PDP in place and	30-Sep-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						83% have undertaken a PDP review.		
C&MS3	Ensure Committee papers are prepared to a quality standards and in accordance with agreed processes.	12-Mar-2015		01-Apr-2014		To date, all public agendas and minutes have been published within 5 working days of the meeting. Reports being presented at the meetings have also been made available in a timely manner.	30-Sep-2014	✔
CS&ICT01	Explore new approaches to Counter rate avoidance tactics	31-Mar-2015		01-Jul-2014		Barrister is currently preparing the case papers. These papers should be issued within the next quarter.	25-Sep-2014	✔
CS&ICT02	Adopt new targeting and monitoring procedures for the Council's contracted enforcement agents.	31-Mar-2015		01-Jul-2014		New service level agreements have been adopted. Monitoring meetings to take place within the next month. To date no issues have arisen and so report to Operational Board will be produced in quarter 4.	25-Sep-2014	✔
CS&ICT03	Install a self-service area with our OSS	31-Mar-2015		01-Jul-2014		All furniture ordered for the self serve area within our OSS has arrived and is awaiting assembly. A dedicated internet line for the Self Serve area will shortly be installed. It is anticipated that this resource will be fully functioning sometime during quarter 3.	25-Sep-2014	✔
CS&ICT04	Replace existing 0845 telephone number, currently used by residents to contact the Council in relation to Revenues and Benefit enquiries, to an 03 number.	31-Mar-2015		01-Jul-2014		We are currently waiting for Capita to get back to us with a future implementation date. Once this has been received we will work with our colleagues in P & P re the communication of this change. It is anticipate that this project will be completed (as far as the Coventry call centre is concerned) during quarter 3. There has to date been no progress in relation to the Civica payment line. Civica have provided costings in relation to the proposed change and we have asked them to look at these costs again. we are currently awaiting a response.	25-Sep-2014	⚠
CS&ICT05	Implement new PSN (Public Services Network) circuit	30-Sep-2014		01-Jul-2014	01-Jul-2014	The Public Services Network (PSN) circuit was successfully implemented in May 2014. All the service test were completed and the new Vodafone circuit is now live. In addition the replacement data transfer appliance has also been successfully implemented.	11-Aug-2014	✔
CS&ICT06	Implement new Data Centre	30-Sep-2014		01-Jul-2014		Quotations have been received, Scheme Of Delegation has been prepared as soon as it has	30-Sep-2014	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						been agreed orders will be raised for the data centre. Implementation is likely to be in Q1 2015.		
CS&ICT07	Implement new ICT for Hyndburn shared services	31-Dec-2014		01-Jul-2014	30-Sep-2014	The implementation is now complete.	30-Sep-2014	✓
CS&ICT08	Obtain PSN compliance	30-Jun-2014		02-Jul-2014	02-Jul-2014	Work commenced on the PSN Code of Connection (CoCo) compliance in August 2013, the final submission was approved on 25th September 2013. Rossendale was the first Council in Lancashire to achieve PSN compliance. Following on from achieving PSN compliance, the next step was to transition the physical network from the existing Government Connect Framework (GCF) to the new PSN connection. This piece of work was completed at the end of May 2014.	02-Jul-2014	✓
CS&ICT09	Develop new business rate relief policy	30-Sep-2014		01-Jul-2014		Plans are in place to progress consultation within the next quarter.	25-Sep-2014	✓
CS&ICT10	Develop UID and incorporate additional business processes into the product.	31-Mar-2015		01-Jul-2014	01-Jul-2014	The UID went live with waste services on 18th April 2013, the second phase of streets and neighbourhood related processes was completed by April 2014. In total there are 25 processes now being delivered through the integrated solution. Following on from consolidation of information from a number of key business systems in a single environment, the implementation project is now 100% complete providing a more comprehensive and proactive service to the customer.	02-Jul-2014	✓
CS&ICT11	Relocation of Bank Street CCTV following on from relocation of data centre.	30-Sep-2014		14-Jul-2014	03-Oct-2014	The relocation is now complete.	03-Oct-2014	✓
DC1	Implement changes in way of staff working across Hyndburn and rossendale Development Management Services.	31-Mar-2015		05-Aug-2014		Shared service continues for the Principal Officer Development Control and the Conservation Officer and the relevant officers are now settling into the roles with appropriate management systems for supervision now in place. The tree officer role still needs addressing for the period after christmas	14-Oct-2014	✓
DC2	Implement changes to relevant policies and procedures for Development Management	31-Mar-2015		05-Aug-2014		A pre-app charging policy on major types of applications has now been introduced and a new charging regime for minors and others is anticipated to be published for cabinet approval in	14-Oct-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						the quarter before Christmas. The influx of more planning applications including for larger proposals and likely revisions to the approach on progressing the Site allocations and Development Management DPD means that resourcing policy changes for the Alterations and Extensions SPD and a revised Hot Food Takeaway SPD is challenging to deliver by March 2015. This may therefore require additional capacity being needed to deliver on time or a review on delivery of timescales. Accordingly, capacity needs within the planning team are being kept under review by Planning Manager and Director of Business.		
Elec1	Facilitate/enable the democratic process administering scheduled Borough elections, County, Parish, Parliamentary, European, Police and Crime Commissioners and by-elections.	31-Mar-2015		01-Apr-2014		A ward by-election will be held in Hareholme Ward on 16 October 2014. It is being run within current legislation and is being monitored by the Electoral Commission.	10-Oct-2014	✓
Elec2	Implement transition to individual electoral registration	31-Mar-2015		01-Apr-2014		91% of existing electors matched initially under IER checks against DWP. The remaining 9% have had initial and reminder forms delivered and a personal visit to encourage return of a second reminder form. Checks are made against council tax records to verify residence and identify new occupiers and those who are no longer resident. A new register will be published on 1 December 2015 and rolling registration will continue on a monthly basis to ensure the register accurately reflects elector movements.	10-Oct-2014	✓
F&PS1	Continue to support Managers in financial matters together with overseeing the organisation's response to the challenges of its MTFS.	31-Mar-2015		15-Jul-2014		Q2 monitoring shows favourable variances for 2014/15 continue to grow and accounts staff are working with managers on responses to the MTFS, particularly the replacement of the refuse fleet and the staffing restructure in Operations along with initial investigations into the successor to the current Capita contract for revenues and benefits, which is due to end in 2015.	13-Oct-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
F&PS2	Further integration of RLT finances	31-Mar-2015		15-Jul-2014		New budget monitoring regime has now been embedded, focussing on the full-year impacts of current variances. Officers have been working with RLT managers to draft a 3-year budget going forward. Day-to-day financial transactions and processes have now been embedded within the Finance team.	13-Oct-2014	✓
F&PS3	Undertake Insurance Tender	31-Mar-2015		14-Jul-2014		Officers are currently completing AON's information questionnaire which will form the basis of information to be given to companies on the framework. Deadline for completion 24th October 2014.	13-Oct-2014	✓
F&PS4	Continued infrastructure improvements and learning in matters of local water management.	31-Mar-2015		17-Jul-2014		Update from Jacobs is still awaited, and is due in Q3 now. Further MSFW Group meeting September, actions from that to follow. There are continuing infrastructure improvements.	17-Oct-2014	✓
F&PS5	Ensure improvements to management and inspection regimes for Car parks, footpaths and managed open space.	31-Mar-2015		14-Jul-2014		Inspections of car parks has taken place. System is in place for checks to continue.	17-Oct-2014	✓
FP3	Develop Synergy between Hyndburn and Rossendale Policies	31-Mar-2015		10-Jul-2014		There have been no recent changes. Work will progress separately on the Site Allocations and Development Management Policy documents of the two authorities. However where opportunities exist to enable consistency these will be taken.	10-Oct-2014	✓
HHR10	Improved delivery of support mechanisms and assistance for vulnerable people.	31-Mar-2015		08-Jul-2014		The Council has a number of roles in the provision of services for supporting vulnerable people across the borough. The Health, Housing and Regeneration Team work with a number of support agencies to deliver services for those in need as well as taking a pro-active role through defined project work and hands-on management of supported housing schemes. Since the 1st April the Council's Disabled Facilities Grant have completed 55 DFGs of which 19 were on behalf of Green Vale Homes. These adaptations	09-Oct-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>provide much needed aids and adaptations to vulnerable people across the borough to support them to remain in their properties.</p> <p>The Council's Interim Management Order for Mount Pleasant (a large scale House in Multiple Occupation) situated in Whitworth is ongoing and progressing well. Petrus have been appointed to act on the Council's behalf in terms of managing the day to day running of the premises and supporting the tenants within the building through intensive housing management support. Work is finishing to make the premises safe for occupation by undertaking necessary work to the premises and the support from Petrus is being well received by the tenants and local community including the Health Centre.</p> <p>Operation CARL (Co-Ordination Against Rogue Landlords) is midway through its funding programme and is taking new referrals as well as concentrating on the original Rogue Landlords identified as an issue to the borough. Contact has been made with HMRC, Police and Trading Standards and intelligence has been shared with a number of partners. The project is working alongside the Overview & Scrutiny Task and Finish Group looking at Rogue Landlords and the Private Rented Sector and this report will be going to November Cabinet. Over the last six months Operation CARL has inspected 95 properties and served 51 notices on premises using housing and planning legislation. There have been seven cases of joint action with agencies including Fire and HMRC. Enforcement action including formal correspondence has been issued 189 times and the team have undertaken detailed investigation of two illegal evictions which are now being considered for prosecution.</p>		
HHR9	Delivery of effective services for homeless households.	31-Mar-2015		08-Jul-2014		New housing advice/ homelessness presentations have averaged 81 new cases per month (Jan. 2014 – end September 2014). There is a rising	10-Oct-2014	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>trend in the complexity of cases which require a more substantial level of multi agency case work, and which are therefore taking a greater level of HOT Team involvement, and a longer time to process.</p> <p>Also, as resources are increasingly under pressure, especially Supporting People accommodation and support projects, we are seeing an increase in people from outside Rossendale approaching for assistance and accommodation.</p> <p>It is interesting to look at the changing pattern of the causes of homelessness in the Borough. Compared to the same period last year, a Section 21 Notice to Quit from a private landlord is now the main reason for presentations, overtaking families of 18-25 year olds being unwilling to accommodate them. Rent arrears (both in the private and social sectors) is the second main cause this year to date, whereas this was showing as the fourth highest cause last year. Both factors demonstrate a high level of churn in the private rented sector in Rossendale. The number of homeless 16/17 year olds (including pregnancy) remains fairly static at 19 cases, and interestingly, domestic abuse is showing a small downward trend from last year. This could be a reflection of the development of other services, in particular the LCC joint commissioning of domestic abuse early support services across Lancashire.</p> <p>As a result of the Council's legal duty to provide temporary accommodation, the HOT Team have had to make increased use, year to date, of Bed and Breakfast as a last resort; this is partly as a result of action at Mount Pleasant. Wherever possible the Team try and find temporary occupancy in a supported housing scheme, with B&B used when alternatives are either full, or if clients are refused alternative provision. One client even failed the risk assessment for B&B, due to his potential for physical assault and extreme drunkenness.</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Production of Rossendale's new Homelessness Strategy will look at the reasons for the changing patterns of presentations and temporary accommodation in more detail, and the multi agency Action Plan will include proposals for further policy developments.</p> <p>The Housing Options Team has been working closely to support the Interim Management Order at Mount Pleasant, with five Adult Safeguarding referrals being made during the process. A total of 22 clients from HOT have been referred into Mount Pleasant for accommodation and support.</p> <p>Two domestic abuse safe houses are up and running, with 3 families and 4 single women having received help and assistance to make the break and move on. Procedures for support from CAB, Children Social Care, Calico Floating Support, STAR and HOT are regularly reviewed and updated to ensure good service.</p> <p>Using specific Government funding, the Single Homelessness Project across Pennine Lancashire was launched from the 1st September 2014. The project, led by Rossendale BC, is for the provision of accommodation (including shared for the under 35s) tenancy training and support for single people who are not eligible for priority housing duty under the Homelessness legislation. This will include provision for the most vulnerable singles, including rough sleepers.</p> <p>The Council is due to undertake the Borough's annual Rough Sleeper estimate in November.</p> <p>The Queen Street Project for Young People is continuing to do well, and is quite rightly celebrating the successful launch to university this autumn of one of their residents who had been living at the Project for just over two years. They are also the very grateful recipients of Harvest Festival food donations, which have been</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						welcomed for communal cooking sessions as well as food parcels for individuals.		
Leg1	Provide training update on procurement and contract management.	31-Mar-2015		04-Jul-2014		Legal Services continues to provide support to officers in the various tender processes that have been undertaken recently. Advice on contract management, in particular contract notice periods, continues to be given to mitigate the risk of challenge by incumbent suppliers.	09-Oct-2014	✓
Leg2	To update Procurement Strategy	31-Mar-2015		04-Jul-2014		Preparatory work has been commenced in order to progress the update of the strategy taking into current procedures and legislative updates.	09-Oct-2014	✓
LEU01	Implement the revised Statement of Licensing Policy (LA03)	30-Jun-2014		01-Apr-2014	01-Apr-2014	The revision of this policy commenced in September 2013 Consultation took place between 21/10/13 and 20/11/13 On 11/03/14, the policy was determined at Licensing Committee On 17/03/14, the policy was determined at Corporate O&S where the recommendations from the Licensing Committee were reported On 26/03/14, the policy was adopted at full Council following the recommendation of the Licensing Committee and Corporate O&S	11-Aug-2014	✓
LEU02	Implement the revised policy statement on guidelines to convictions including statement of police about relevant convictions (taxi trade)	30-Jun-2014		01-Apr-2014	01-Apr-2014	Consultation on the revision of this policy took place between 17/10/13 and 13/11/13 On 11/03/14, the policy was determined at Licensing Committee On 17/03/14, the policy was determined at Corporate O&S where the recommendations of the Licensing Committee were reported On 26/03/14, the policy was adopted at full Council following the recommendations of the Licensing Committee and Corporate O&S	01-Jul-2014	✓
LEU03	Revise and implement Street Trading policy including prohibited streets.	31-Mar-2015		29-Apr-2014		Research on this project is ongoing. Updates will be provided in future quarters	10-Oct-2014	✓
LEU04	Implementation and management of the policy, applications and enforcement requirements resulting from	30-Sep-2014		01-Jul-2014		This project is currently with Environmental Health who are looking to hand over to the LEU in January 2015 following inputting applications onto IDOX and writing a procedural guide	10-Oct-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Scrap Metal Dealers Act 2013							
LEU05	Engage with internals and external agencies to promote fraud awareness (on-going).	31-Mar-2015		01-Apr-2014		This project continues with successful links maintained with a number of internal and external agencies	10-Oct-2014	✓
Ops1	Implement the refuse and recycling route review and move to area based collections.	07-Oct-2014		07-Jul-2014	09-Oct-2014	New rounds commenced 7th October, currently being monitored.	09-Oct-2014	✓
Ops2	Develop options for supported self-management of various RBC owned sites.	31-Mar-2015		07-Jul-2014		<p>. Bacup park Bowling Club (Stubbylee) are currently working with us drawing up terms of a lease agreement. The club has recently submitted an application to Sport England for funding to replace the pavilion on site, however despite being unsuccessful they received encouraging feedback and a suggestion to re-apply. We will be supporting them with their resubmission.</p> <p>. Festival Park Bowlers have also had discussion regarding the potential of leasing facilities, however have decided to hold off for the immediate future.</p> <p>. Meetings are now being regularly held between Rossendale Leisure Trust, Rossendale BC and user groups at Marl Pits to establish a more cohesive plan to manage and develop the whole site.</p>	13-Oct-2014	✓
Ops3	Implement changes to ground maintenance schedules, including grass cutting and planting schemes, in conjunction with active community groups where these exist.	31-Mar-2015		07-Jul-2014	09-Oct-2014	Review of seasonal mowing currently underway in preparation for 2015/16	09-Oct-2014	✓
Ops4	Fuel use monitoring: (Service level information for monitoring fuel use, including amount of fuel purchased, date purchased, cost per ltr etc.)	31-Mar-2015		07-Jul-2014		<p>TOWNSON Diesel 105.35ppl 8,000 ltrs 14/07/2014</p> <p>TATE OIL Diesel 105.10ppl 7,500 ltrs; Gas oil 1,500ltrs 57.81ppl 29/07/2014</p> <p>TOWNSON Diesel 106.15ppl 8,000 ltrs 11/08/2014</p> <p>CROWN OIL Diesel 105.65ppl 7,500 ltrs Gas oil 1,500 ltrs 59.35ppl 26/08/2014</p> <p>CROWN OIL Diesel 105.65ppl 7,500 ltrs Gas Oil 2,000ltrs 58.65ppl 09/09/2014</p> <p>NWF FUELS Diesel 105.00ppl 8,000 ltrs</p>	09-Oct-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						22/09/2014		
P&P1	Implement the Council's apprenticeship scheme in line with the refreshed Apprenticeship Policy	31-Mar-2015		04-Jul-2014		In Quarter 2 we have recruited 3 new apprentices. These are in Corporate Support, Planning, and Licensing There is just the Apprentice Mechanic, Apprentice Gardener and Apprentice Licensing left to fill. This will be done in Quarter.	16-Oct-2014	✓
P&P2	Review the Council's Standard of Conduct for Employees	31-Mar-2015		17-Jul-2014		This is reviewed annually and is scheduled for a review in a later Quarter.	14-Oct-2014	✓
P&P3	Achieve the Workplace Wellbeing Charter	31-Mar-2015		08-Jul-2014		Awareness of Health and Wellbeing events and information continue to be promoted to all staff. In Quarter 3 we will develop a presentation and completion of an evidence portfolio as part of the Charter accreditation submission to Lancashire Care for the Workplace Wellbeing Charter.	09-Oct-2014	✓
P&P4	Undertake an organisational self-assessment based on Investing in People Framework criteria.	31-Mar-2015				This work is currently scheduled to commence in Quarter 3.	16-Oct-2014	✓
P&P5	To monitor Health and Safety provision	31-Mar-2015		29-Jul-2014		Accident statistics and trends continue to be monitored via Joint Consultative Committee (JCC). Health and Safety training/ refresher training will be identified on completion of training needs analysis and prioritised and implemented throughout the year.	29-Jul-2014	✓
P&P6	Clarify roles for the district council in the supporting partnership delivery outcomes	31-Mar-2015		04-Jul-2014		<u>Children's Partnership Board (formerly Children and Young People's Trust)</u> Following a recent review of partnerships, it was agreed that the District Children and Young People's Boards and Locality Safeguarding Children Groups would be disestablished to be replaced by locality based Children Partnership Boards (CPBs). The CPBs will provide a means by which local agencies come together to ensure effective collaboration in the development and delivery of services to children and their families. Established on the following footprints, the first meetings of the new Boards will take place during October, and Early November: . Rossendale, Hyndburn and Ribble Valley (23rd	14-Oct-2014	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>October)</p> <ul style="list-style-type: none"> . Burnley and Pendle . Lancaster, Wyre and Fylde . Preston Chorley, South Ribble and West Lancashire <p>Work is ongoing to clarify operational and implementation details and the role of the district council in the new CPB structure. Further clarification is worked through by Lancashire County Council in relation to financial support and capacity to support the new CPBs. You can access the Terms of Reference for the Boards here: http://www.rossendale.gov.uk/info/100003/community_and_living/458/children_and_young_people</p> <p><u>Public Health:</u> The Council is working with partners at Lancashire County Council Public Health, East Lancashire CCG and others on a programme of wellbeing work related to early help and prevention which all focus on better co-alignment of resources and services and using shared intelligence better, targeted to those most in need of support to ensure the right people get the right support at the right time on a locality basis. The Council's role this programme of work is being defined as part of the modelling development. However, the Council has a clear role as an enabler and facilitator to ensure the model is right for residents of Rossendale.</p> <p><u>Rossendale Domestic Abuse Partnership (RDAP):</u> The Council has been supporting RDAP for some time, as an enabler and facilitator in assisting the partnership set its strategic direction and key areas of joint focus. This role is continuing, together with more specific actions, from a coordination role, hosting and administrative support, liaison with the County Council, to leading on promotion and campaign awareness raising and organising an annual RADA ('Rossendale Against Domestic Abuse') event for all agencies with an DA interest. The Council is also supporting the</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>partnership's priority for tackling violence against women and girls through the support of the White Ribbon Campaign in Rossendale and is leading the partners' ambitions to become recognised as a White Ribbon Town in order to raise awareness and grass roots action and is currently exploring with partners local activities /awareness events to mark 25th November a key date in the campaign.</p> <p><u>Pennine Lancashire Community Safety Steering Group (PLCCSG):</u> As a consequence of a partnership review, new arrangements see the joining together of the East Lancashire districts and Blackburn with Darwen Council and relevant public sector partners under a wider strategic spatial footprint - Pennine Lancashire Community Safety Steering Group, reporting to the Lancashire Community Safety Strategy Group and Lancashire Place Chief Executives Meeting. PLCCSG's aim is "to lead a collaborative approach to tackling crime and anti-social behaviour across Pennine and East Lancashire region in support of the Lancashire Community Safety Agreement". Rossendale is represented by the Council's Chief Executive (or nominated officer as required).</p> <p>RAP - to be added</p>		

Section 4 – Performance Indicators

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

Guide for Performance Indicator Report

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

Priority *

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

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

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

PI Code
LI – Local Indicators
NI – National Indicators

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

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

Quarter 2 Performance Indicator Report 2014/15

Report Type: PIs Report
Report Author: Katie Gee_Admin
Generated on: 16 October 2014



Rows are sorted by Code

Description Clean and Green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 82ai	% of Household Waste Recycled	Operations Manager	20.33%	23.50%		20.15%	22.00%		Aim to Maximise		Figure for dry recyclate below target level. Recent circulation of recycling information may result in increase moving forward.	Marginally Below Target
LI 82bi	(CP3.2.2) % of Household Waste Composted	Operations Manager	14.85%	9.50%		15.79%	16.00%		Aim to Maximise		Figure marginally short of target in spite of best figures produced within last 10 years. May possibly need to review target figures.	Exceeding Target
NI 186 LAA	Per capita reduction in CO2 emissions in the LA area	Head of Finance and Property; Housing & Regeneration Manager Health; Property Services Manager	Not measured for Quarters			Not measured for Quarters			Aim to Minimise		The 2012 Carbon Emissions Directory was published by Department for Energy and Climate Change in June. Ktonnes per capita CO2 emissions in Rossendale were as follows; 3.1 for Industry; 2.6 for Domestic and 1.8 for transport giving an overall total of 7.5. This is slightly higher than previously (partly reflecting a cold winter and burning more fuel) and is the 4th highest in Lancashire. It is slightly higher than the national overall total of 7.1.	On Target
NI 191	Residual household waste per household	Operations Manager	129	130		122	128		Aim to Minimise		Target exceeded for this quarter.	On Target

Description Regenerating Rossendale

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 16a	Percentage of Employees with a Disability	HR	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	This is an annual target. As at 31 March 2014 there were 167 employees and the percentage of employees with a disability was 2.39%. Figures for 2014/15 will be available at year end.	Exceeding Target
LI 17a	Ethnic Minority representation in the workforce - employees	HR	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	This is an annual target. As at 31 March 2014 there were 167 employees and the percentage of ethnic minority representation was 0.01%. Figures for 2014/15 will be available at year end.	Exceeding Target
LI 64	(LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	Administration Assistant - Regeneration; Housing & Regeneration Manager Health; Strategic Housing and Partnerships Manager	4.00	6.00	🛑	23.00	15.00	✅	Aim to Maximise	↑	9 Revolving Loans and 2 CPO properties brought back into use.	Exceeding Target
NI 16 LAA	High Impact Acquisitive Crime (HIAC) Rate	Chief Executive	2.37	3	✅	1.4	3	✅	Aim to Minimise	↑	For this category the Police now record High Impact Acquisitive Crime (HIAC) rather than Serious Acquisitive Crime, this means that vehicle crime is no longer included. Based on a population of 68,000 HIAC rate is 1.4 (per 1,000) residents. This has gone up since Q1 but in general, compared to other years, HIAC is showing a downward trend in Rossendale which is pleasing. It is also significantly below target.	On Target
NI 20 LAA	Assault with injury crime rate	Chief Executive	1.35	2	✅	0.98	2	✅	Aim to Minimise	↑	Based on a population on 68,000 the Assault with Injury crime rate is 0.69 (per 1,000) residents. This is significantly below target.	Exceeding Target
NI 154	Net additional homes	Planning Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↑	This is an annual indicator so no update from last quarter. Review for 2014/15 will	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
	provided									be post 1st April 2015.		
NI 155 LAA	Number of affordable homes delivered (gross)	Housing & Regeneration Manager Health; Planning Manager; Strategic Housing and Partnerships Manager	Not measured for Quarters			Not measured for Quarters			Aim to Maximise	↓	This is an annual indicator so no update from last quarter. Review for 2014/15 will be post 1st April 2015.	On Target

Description Responsive Value for Money Services

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
CS2	Customer waiting times in the one stop shop	Capita; Service Assurance Team	9mins	10mins	✓	8mins	10mins	✓	Aim to Minimise	↑	The waiting time for this quarter was recorded at 8mins 29 seconds. The majority of queries continue to be Benefits and taxi licensing.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	Capita; Service Assurance Team	70.83%	70%	✓	56.6%	65%	⬮	Aim to Maximise	↓	A target range of 65% to 70% has been set for 14/15. this is to take into account the increased number of calls due to the various changes implemented and allow for peaks and troughs a certain times of the year. Performance has not achieved target this quarter due to the increase in calls and increased recovery activity for Council Tax Support customers	Marginally Below Target
CS6	% of abandoned calls - Coventry Call Centre	Capita; Service Assurance Team	4%	6.5%	✓	5.3%	8%	⚠	Aim to Minimise	↑	A target of under 8% has been set for 14/15. This is to take account of the increased volume and complexity of calls which means staff spend longer explaining issues to customers. This impacts on the abandonment rate. Performance has been achieved this Quarter.	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
LI 9	% of Council Tax collected	Capita; Service Assurance Team	57.47%	57.68%		57.00%	56.47%		Aim to Maximise		At the end of Quarter 2 collection remains 0.53% above target. In percentage terms collection is actually lower than the same period in 13/14 , when 57.47% was collected. This is mainly due to the technical changes for empty properties and the increase in charges to Council Tax Support (CTS) payers. The actual amount of money collected has risen significantly though with £925k more being collected at the end of Quarter 2 than in Quarter 2 13/14. The collection rate for CTS customers, excluding pensioners, remains below target at 42.44% however as with national trends this is a realistic percentage collection given the issues around CTS cases.	On Target
LI 10	Percentage of Non-Domestic Rates Collected	Capita; Service Assurance Team	60.92%	60.92%		61.01%	60.92%		Aim to Maximise		At the end of Quarter 2 the percentage collection target has been exceeded so overall target of 97.5% remains on target. However there are still major issues concerning avoidance of paying empty rates and legal discussions are being held to address this. These ongoing issues will however affect collection as we move towards year end. An excellent result at the halfway point of the year.	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	HR	4.50	4.00		2.48	4.00		Aim to Minimise		Long term sick, over 20 days, is 1.42days per fte. Short term sick is 0.66days per fte.	Marginally Below Target
LI 79a	Accuracy of processing - HB/CTB claims	Capita; Service Assurance Team	95.40%	93.00%		96.00%	93.00%		Aim to Maximise		Performance is within target ensuring customers benefits are calculated right first time.	Exceeding Target
LI 79bi	Percentage of Recoverable Overpayments Recovered	Capita; Service Assurance Team	64.38%	65.00%		56.74%	70.00%		Aim to Maximise		This indicator measures overpayments recovered against those created during the period. Staff aim to be as up to date as possible when processing changes from	On Target

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
	(HB) that are recovered during period (LI 10)									customers but one fraud overpayment going back over a number of month/years can affect performance. Quarter 2 has shown a drop in performance however we are still on track to achieve target at the end of the year.		
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; Service Assurance Team	11.07%	9.50%	✓	12.04%	8.75%	✓	Aim to Maximise	↓	An excellent performance this Quarter ensuring overpaid benefit is recovered from claimants. This performance is expected to put Rossendale in the top quartile of local authorities for this indicator.	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	66.00%	65.00%	✓	80.00%	65.00%	✓	Aim to Maximise	↓	Quarter 2 performance is 80%, this is significantly above target and demonstrates continued success in the Indicator.	Exceeding Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	94.12%	80.00%	✓	85.00%	80.00%	✓	Aim to Maximise	↓	A slight drop from Quarter 1 but Quarter 2 is still above target, and indicators continues to perform above target.	Exceeding Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	94.44%	80.00%	✓	94.00%	80.00%	✓	Aim to Maximise	↑	This indicator is significantly above target in Quarter 2 and continues the strong performance of this indicator.	Exceeding Target
NI 181 (ai)	Time taken to process Housing Benefit New Claims	Capita; Service Assurance Team	24.8	25.0	✓	26.5	26.0	⚠	Aim to Minimise	↓	The focus on new claims this quarter has improved performance over previous month. We continue to see an increase in in-work claims which are more complex to calculate and require more evidential information from customers and therefore take longer to process as information is gathered and assessed.	On Target
NI 181 (aii)	Time taken to process Council	Capita; Service Assurance Team	28.2	27.0	⚠	27.1	27.0	⚠	Aim to Minimise	↑	Performance is just within target (22 to 27 days) for the quarter. The focus this quarter	On Target

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
	Tax Benefit new claims									has been on new claims but as we see an increase in more in-work claims, which are more complex and require more evidential information from customers, this impacts on the speed at which claims are processed		
NI 181 (bi)	Time taken to process Housing Benefit Change in Circumstance	Capita; Service Assurance Team	8.7	10		9.95	9		Aim to Minimise		Performance has achieved target this quarter and it is anticipated that this trend will continue.	On Target
NI 181 (bii)	Time taken to process Council Tax Benefit Change in Circumstance	Capita; Service Assurance Team	6.2	10.0		7.3	10.0		Aim to Minimise		Performance is within target for the quarter despite the focus on new claims over the previous months. It is anticipated this trend will continue.	On Target
PM2	% of new HB claims outstanding over 50 days	Capita; Service Assurance Team	1.2%	5%		0%	5%		Aim to Minimise		An excellent performance again this Quarter. The focus on new claims means that claims are being processed quickly and not left outstanding ensuring that customers receive their benefit speedily.	Exceeding Target
STAN 1	Number of people accessing STAN	Service Assurance Team	237	120		352	150		Aim to Maximise		Footfall for Rossendale for Quarter 2 was 352. STAN saw a total of 451 people for both Rossendale and Ribble Valley. The footfall in Rossendale represent 78.05% of the total footfall for both boroughs still involved in the project. Residents visiting STAN for help and assistance in relation to a welfare benefit remains high.	Exceeding Target
STAN 2	% of customers satisfied with the service received from STAN	Service Assurance Team	100%	85%		96.3%	90%		Aim to Maximise		Overall customer satisfaction with the STAN service continues to be high and stands at 96.30% for quarter 2. This equates to 85.19% of customers who returned feedback forms being 'very satisfied', with 11.11% 'satisfied'. There was only one customer who expressed dissatisfaction with the service. This was a Ribble Valley customer. having investigated,	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
										<p>this customer was given all the information that was requested and stated that he was satisfied with all aspects of the service. When asked about overall level of satisfaction the customer stated "dissatisfied".</p> <p>These results were drawn from the returned surveys over the quarter.</p> <p>65 customer satisfaction surveys were issued during the 2nd quarter, 27 were returned. This represents a 41.54% response rate.</p> <p>Some comments from STAN customers: "The staff are wonderful and do everything possible to help you. They explained everything so I would understand, in plain english. Excellent people on STAN doing a wonderful job." "The staff provide an excellent service providing information and support for people in the valley. Too often people can struggle with knowing where help is available and how to access that help. STAN the van offers that help and directs people to the right service in a kind and friendly manner." "My brother Robert told me about you because you had helped him out a lot with filling forms in. As we get older it gets more difficult with the paper work and problems, so it is nice to know there are people like you to help people like us, so thank you very much. The STAN service is central and very convenient, your staff were very nice and helpful and great at explaining what to do and where to go next. What more do I need to say 10 out of 10. Keep up the good work and thank you very much indeed for your help. I wish there were more people like you." "Cannot fault them, nothing was too much</p>		

PI Code	Short Name	Responsible Officers	Quarter 2 2013-14			Quarter 2 2014-15			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2013/14			Q2 2014/15						
			Value	Target	Status	Value	Target	Status				
										trouble. Very impressed. I would certainly recommend STAN to any body. They are very friendly people. A credit to be able to talk to them without any back chat or snobbiness. They don't look down their nose at you. They listen to your problem then sort it for you. Keep up the good work."		

Section 5 – Performance Indicator Action Plans

Performance Indicator Action Plan – 2014/2015

Service Area:	Operations Team		Lead Officer for Performance Indicator:	Joseph Kennedy, Keith Jenkins			
Performance Indicator Number/s:	LI 82ai	Performance Indicator Name:	Percentage of the total tonnage of household waste arisings which has been recycled				
Target achieved in previous year? (2013/14)	<i>No</i>						
PERFORMANCE DURING CURRENT YEAR (2014-2015)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
21.59%	24.00%	20.15%	22.00%		22.00%		24.00%

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

Yes, as we anticipate the fall in organic matter collected from October will have a positive effect on this figure due to the reduced level of total household waste arisings collected during this timeframe. The organic matter that is composted is including in household waste arisings and an increase in organic matter has a negative impact on this figure.

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

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

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

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

The current route/ round review which is the process of getting implemented is designed to deliver an area based working model which will allow for more focused supervision and intelligence gathering. This will allow informed decision making in term of education and enforcement targeting in order to increase awareness of recycling initiatives to residents.

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

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

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

Performance Indicator Action Plan – 2014/2015

Service Area:	Customer Service & I.C.T.		Lead Officer for Performance Indicator:	Anita Hall			
Performance Indicator Number/s:	CS5	Performance Indicator Name:	% of telephone calls answered by Coventry Call Centre with 20 seconds				
Target achieved in previous year? (2013/14)	No. Target was 70%, out turn was 68% This outcome was affected by performance in Q4; all other quarters were on target.						
PERFORMANCE DURING CURRENT YEAR (2014-2015)							
Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Actual	Target	Actual	Target	Actual	Target	Actual	Target
50%	65% to 70%	56.6%	65% to 70%		65% to 70%		65% to 70%

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

Although target has not been met this Quarter this Performance Indicator has improved since last quarter. Moving forward we will continue monitor however if this trajectory in the right direction continues we will meet target

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

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

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

In Rossendale our working age benefit customers have received bills for 20% when they had to pay 8.5% last year and we have also made some technical changes in relation to Council Tax exemptions. The benefit and technical changes have added to the complexity of the calls as well as affecting call volumes.

This has meant that the average call handling time has increased which impacts on staff's ability to answer calls within 20 seconds. Prior to 13/14 this indicator has always achieved target.

All Councils who utilise Capita's call centre in Coventry will experience year end at the same time, and thus all the same pressure points, and there is very little spare capacity to move staff around at busy times.

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

During Q2 we've undertaken a number of recovery exercise in order to maintain our collection rate performance and ultimately reach our outturn a consequence of this has been increased phone calls and e.g. Q1 10,942 calls answered in Q2 10,160 answered. What is pleasing to note is the percentage of calls answered in 20secs has increased from Q1 and number of calls abandoned has reduced.

Complexity of calls means they take longer to deal with which has a knock on affect with time the calls are answered in.

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

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

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

Performance and targets will monitored during this year to prepare for next year and any actioned needed considered. We have recently reported to Performance O& S in relation to this Indicator.

Section 6 – Risks

Guide for Risks Report

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

Priority *

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

Rows that have been shaded represent the Corporate Risks

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

Risk Status	
	OK
	Warning



Quarter 2 Risk Report 2014/15

Report Type: Risks Report
Report Author: Katie Gee_Admin
Generated on: 17 October 2014



Description Regenerating Rossendale

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
Plan 1	Failure to deliver the Local Development Framework (LDF)	Planning Manager	3	E	3	E	4	F	Although challenging the team is committed to consulting (for 8 weeks) on a First Draft starting in November this year.	10 Oct 2014	
Plan 2	Failure to deliver commitments to English Heritage re programme of work (Links to Action DC3)	Planning Manager	3	E	3	E	3	E	The draft strategy remains to be agreed with English Heritage as the conservation officer has had to focus on shared service priorities and addressing conservation matters related to an influx of planning applications and pre-application proposals on buildings at risk. However, it is not considered that the risk status has changed since the last update.	14 Oct 2014	

Description Responsive Value for Money Services

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
BC1	Failure to ensure corporate business continuity and staff capacity for Bulding Control service area.	Director for Business	2	F	2	F	2	F	No further mitigating actions have been progresses/carried out during this Quarter and the current risk score has been maintained at its current level during this Quarter.	09 Oct 2014	
C&MS1	Failure to ensure corporate business continuity and staff capacity for Committee and Member Services service area.	Director for Business; Civic Service Officer/Leader's PA; Committee and Member Services Manager	2	E	2	E	2	F	Remote System Access (RSA) is currently unavailable and we are aware of this and a replacement system is currently being tested for roll out. There remains to be limited access to emails via Mimecast. After reviewing the current situation, this does not change the current risk score as hard copies of the Mayoral diary is being made available to the Mayor's Attendants.	30 Sep 2014	
C&MS2	Ensuring a declaration of interest form is received and reviewed by each Councillor, each year, and details are amended on the website. This is to evidence sound decision making by Councillors.	Committee and Member Services Manager	2	F	2	F	2	F	Updated Declaration of Interest forms have been completed and received for 97% of councillors. The Committee and Member Services Officer is following up non-returned forms directly with councillors and reporting progress to the Monitoring Officer.	30 Sep 2014	
CORP1 (CR)	Failure to ensure business continuity and staff capacity	Chief Executive	2	E	2	E	3	E	Service Area Business Continuity Plans are in place and updated regularly, as is the Corporate Business Continuity Plan. All service areas have their own business continuity risks so that this can be closely monitored. A review of Service Areas Business Continuity Plans and a request for updates has taken place in Quarter 2. The risk status has remained at the	14 Oct 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
									current level for Quarter 2.		
CORP2 (CR)	Risks to information assets are not effectively addressed which may lead to loss and legal challenge	Director for Business; Head of Customer Services & ICT	2	E	2	E	3	E	This risk continues to be monitored, and Quarter 2 saw nothing that would affect this risk, as such the score has remained the same.	14 Oct 2014	
CS&ICT1	Failure to ensure business continuity and staff capacity in the Customer Service & ICT service area.		3	D	3	D	4	E	The current risk score is maintained, a data recovery test will be performed in Quarter 2 and updates will be provided, thereafter with any further actions required.	11 Aug 2014	
Elec 3	Failure to safeguard the service/ election from fraud and corruption	Planning Manager	2	D	2	F	2	F	We are currently working on a by-election in the Helmshore Ward. This poses less risk than a whole borough election as it is easier to spot anomalies and keep track of proceedings.	10 Oct 2014	
Elec 4	Failure to implement Individual Electoral Registration (IER) (Links to Action Elec 2)	Elections Manager	4	F	4	F	5	F	Electoral staff have been trained on the implementation of IER processes and the use of software systems to ensure a thorough understanding of new legislation and how to put it into practice. This alongside close working with the Cabinet Office and other Lancashire borough councils has reduced the risk associated with the transfer of registration systems. A new register of electors will be published on 1 December 2014 in line with requirements.	10 Oct 2014	
Elec 5	Failure to ensure corporate business continuity and staff capacity for Electoral Services service area.	Chief Executive; Planning Manager	2	E	2	E	3	F	The electoral services risk register has been updated within the last quarter and training has been carried out by the Election Services Manager regarding the changes to electoral registration in the run up to a parliamentary election. Staffing for the service has been reviewed and additional canvassers were	10 Oct 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
									recruited for a 1 month period to cover new tasks associated with IER. The risk score has been maintained during Quarter 2.		
Elec1	Failure to hold robust and efficient elections (including failure to recruit staff, preparation of suitable venues; acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs)	Elections Manager	2	B	2	E	2	F	A borough by-election is being held in Helmshore Ward on 16 October 2014. Detailed election plans are in place and monitored daily to ensure tasks are carried out in a timely manner in order to ensure that the election is robust and risk avoided. This risk score remains accurate.	10 Oct 2014	
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	5	C	5	C	5	B	There is a ward by-election on 16 October 2014 in the Helmshore Ward. Polling stations remain unchanged from May 2014 elections when they were last monitored to assess their suitability. There is less likelihood of polling stations being accessible at this election therefore the current likelihood indicator has been reduced to B.	10 Oct 2014	
F&PS1 (CR)	Payment of Benefit claims, Creditors and Staff together with robust income collection.	Finance Manager	3	D	3	D	3	E	Full business continuity testing is now scheduled in November and this will test all aspects of both network connectivity and internal procedures.	13 Oct 2014	
F&PS2 (CR)	Council does not align expenditure with future resources beyond 2015/16 (Links to Action F&PS1)	Head of Finance and Property	4	D	4	D	3	E	The Medium Term Financial Strategy update presented to Cabinet in July showed that the Transitional Reserve needed to be at least £2,072k by the end of 2014/15 in order to cover the Council's budget funding deficit up to 2017/18. In the Q2 monitoring report the Transitional Reserve is forecast to reach £2,007k by March 2015. Therefore, we still have some way to go to cover the Council's resource requirements for the next three years.	13 Oct 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
									In the mean time officers continue to support managers in their efforts to find savings now to transfer into the Transitional Reserve and savings for future years to help reduce the demands on the Reserve.		
F&PS3	Failure to ensure business continuity and staff capacity in the Finance and Property Services Area.	Head of Finance and Property	2	E	2	E	3	E	Officers are improving the level of procedure notes across Accountancy activities and roles are being circulated to give more staff experience to cover key jobs and functions which occur throughout the year. However, with such a small team there will still be critical times of the year when dependence on key staff is high in order to complete highly technical tasks which only occur once a year.	13 Oct 2014	
HHR1	Failure to ensure corporate business continuity and staff capacity for Health, Housing and Regeneration service area.	Director for Business; Housing & Regeneration Head of Health	1	E	1	E	3	F	No change to the current status of this risk score. No additional activity has been undertaken in Quarter 1. A review of the service area Business Continuity Plan will be undertaken if/as required.	09 Oct 2014	
LC&CS1	Failure to ensure corporate business continuity and staff capacity for Land Charges and Corporate Support service areas.	Land Charges Officer	2	F	2	F	2	F	During Quarter 2 our Web Submissions system went down. We did expect this would have a very low likelihood of happening but it has, our mitigating actions have been put in place which are working and enabling business continuity.	13 Oct 2014	
Leg1	Fraud and Corruption	Director for Business	2	F	2	F	2	F	Having taken into account the mitigating factors surrounding this risk the assessment has been reviewed and amended to reflect the very low likelihood of this occurring.	09 Oct 2014	
Leg2	Failure to ensure corporate business continuity and	Director for Business; Legal Services Manager	2	E	2	E	2	F	Having reviewed the mitigating factors and the procedures in place, in particular the updated Business Continuity Plan, this risk has been amended to reduce the likelihood factor to low	09 Oct 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
	staff capacity for Legal service area.								likelihood.		
LEU1	Failure to ensure corporate business continuity and staff capacity for Licensing and Enforcement Unit	Director for Business; Licensing and Enforcement Unit Manager	2	E	2	E	3	F	<p>Appropriate actions are in place with regard to improved IT systems and reliability, ongoing staff training, essential material is backed up, disaster recovery equipment (IT) in place, regular budget monitoring. health and wellbeing of staff monitored with risk assessments carried out where appropriate and regular 1:1's.</p> <p>Further actions are ongoing such as improved and more frequent communication, regular Business Continuity Plan review, regular discussion at team meetings and a constant review of staffing levels.</p> <p>The impact on Business remains the same: -Failure to deliver statutory services in a timely and efficient manner. (Licensing Act, Gambling Act). -Failure to deliver timely and effective advice / service. -Reputational damage.</p>	10 Oct 2014	
Ops1	Loss of financial income and potential income due to reduction in recycle rates.	Head of Operations; Joe Kennedy	2	C	2	C	3	C	Current recycling participation rates remain constant. Following distribution of leaflets containing waste management tips and advice further monitoring will take place to assess impact.	14 Oct 2014	
Ops2	The loss of income from recycling due to drop in market prices or involvement in the Lancashire Waste PFI.	Head of Operations; Joe Kennedy	2	C	2	C	3	C	Material market values remain relatively low in comparison to last year but have recently improved slightly. Market values monitored on a monthly basis to inform budgetary pressures.	14 Oct 2014	
Ops3	Failure to ensure business	Head of Operations;	2	F	2	F	2	F	Updated Business continuity and contingency plans in place from September.	14 Oct 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
	continuity and staff capacity for the Operations Service Area	Joe Kennedy									
P&P01	Failure to ensure business continuity and staff capacity for People and Policy service area.	Chief Executive	3	E	3	E	4	E	At Q2 this risk continues to be maintained at its currently identified risk score. A schedule for periodic updates /review of the People and Policy Service Area Business Continuity Plan is in place and this was last updated in September 2014. All key officers in the Service area have a copy of the Plan should it need to be activated. Some desk top testing on contingency arrangements will be undertaken as we move forward, and the Plan will be updated as and where required. Remote System Access (RSA) is not currently in operation, but access to web-based emails via mimecast remains available. A replacement remote working access system is currently being tested for roll out. This considered sufficient to manage the risk in the interim.	03 Oct 2014	
P&P2	Equal Pay Claims	Chief Executive	3	D	3	D	3	E	At Q2 this risk has been maintained at its current identified risk score 'D3'. A robust Job Evaluation system is now in place to ensure fairness and consistency of approach across the Council therefore mitigating against the risk of future equal payment claims as far as possible. Equal pay claims have an historical life of 6 years. Any new equal pay claims will be considered on a case by case basis and appropriate legal advice sort.	16 Oct 2014	
P&P3	Non-Payment of Salaries	Chief Executive	3	F	3	F	3	F	The People and Policy Service Area Business Continuity Plan has been updated as more testing has been done, as such the risk remains the same in Q2.	16 Oct 2014	
P&P4 (CR)	Litigation due to Health and Safety breaches. (Links to Action P&P5)	Chief Executive	3	F	3	F	3	F	At Q2 this risk continues to be maintained at its current identified risk score 'F3' which is also the target risk score. Audits of key high risk service areas have been undertaken / are in place, and all appropriate staff are informed as	17 Oct 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
									to how to correctly report health and safety concerns or incidents. The Council's Joint Consultative Committee regularly review Health and Safety updates / incidents and ensure appropriate and proportionate corrective measure are take as needed. The organisations training plan identifies priority need for Health and Safety training and will be implemented/refreshed as required. It is considered that all reasonable mitigating actions are in place for this risk. Of the incident reports submitted in Quarter 2 none were major. In Quarter 2 no new employee claims were submitted. Previous ones are still being investigating.		
Plan 3	Budget reduced by reduction in fees	Planning Manager	3	E	3	E	3	E	Budget predictions are on or above target so no need to change risk score.	14 Oct 2014	
Plan 4	Failure to determine planning applications in line with government targets	Planning Manager	3	E	3	E	3	E	The Council remains on target to meet its business plan targets though careful management is required in relation to the majors target as some majors have had to go over in the second quarter due to committee timing in relation to resolution of the planning issues.	14 Oct 2014	
Plan 5	Failure to deliver commitments on Planning Performance Agreement	Planning Manager	4	E	4	E	4	F	Scout Moor - this Planning Performance Agreement (PPA) is currently being re-negotiated as the Council will now be the sole Local Authority signatory and it is highly probably that the decision will now be taken at local level. The Council is also in discussions with the developer of Rooley Moor Wind Farm about a possible (Planning Performance Agreement (PPA).	10 Oct 2014	
Plan 6	Monitoring delivery on time of requirements of Section 106	Forward Planning; Planning Manager	3	E	3	E	3	E	Corporate working group meets quarterly to discuss all S.106's and provides updates on monies paid, triggers reached and opportunities and updates of spending. Report to Cabinet	09 Oct 2014	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Latest Note	Latest Date	Status
	planning obligations								(Oct 2014) details the current situation. An audit of the process has been undertaken by Lancashire County Council.		
Plan 7	Failure to ensure corporate business continuity and staff capacity for the Planning service area.	Planning Manager	3	D	3	D	3	F	Planning Manager and Director are aware of challenges presented by increase of applications during the summer and the likely influx of large schemes in the autumn based on pre-app discussions. Enforcement officer is to focus on applications during this quarter with an officer currently split on planning enforcement and licensing to focus on planning. This may lead to a higher level of cases in Enforcement temporarily which will be kept under review. In addition, the Council is seeking to enter into Planning Performance Agreements with the prospective applicants for the large scale wind proposals anticipated which can then be used for additional capacity.	14 Oct 2014	

Section 7 – Complaints

Section 7 – Complaints

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

Nature of Complaint	Complaints O/S at 30/06/2014	Complaints Received During Q2	Complaints Closed During Q2	Complaints O/S at end of Q2
Action/response/communication	2	1	1	2
Advice/information given				
Application processing	1	1	1	1
Bailiff Charges		1	1	
Benefits Processing		2	2	
Bins/bin collection		2	2	
Council Policy/Procedure				
Council Tax charges/Decision		1	1	
Customer Service	1	4	2	3
Fly-tipping				
Housing/Landlord				
Neighbour Dispute	1		1	
Noise Nuisance	1			1
Other		1	1	
Property/land		1		1
Quality of service		1	1	
Recovery/Payment of Council Tax				
Staff member/team		1	1	
Time Taken		2	1	1
Total	6	18	15	9

In relation to the complaints received in Quarter 2:

- Operations dealt with 1 complaint relating to action/response/communication which was still outstanding at the close of Q2. Capita closed 1 that was still outstanding from Q1.
- Planning dealt with 1 complaint in relation to Application processing which received a partial response within Q2. Planning also closed 1 complaint that was still outstanding from Q1.
- Capita dealt with 1 complaint in relation to Bailiff Charges/Action which was responded to within Q2.
- Capita dealt with 2 complaints in relation to Benefits Processing which were both responded to within Q2.
- Operations dealt with 2 complaints relating to Bins/bin collection which were both responded to within Q2.
- Capita dealt with 1 complaint in relation to Council Tax Charges/Decision which was responded to within Q2.
- Capita (1) Licensing and Enforcement (2) and Planning (1) are dealing with complaints in relation to Customer Service. (Capita and Planning complaints have been responded to within Q2 and both the Licensing and Enforcement complaints were outstanding at the close of Q2, but these have since been closed).
- Legal and Democratic (Elections) dealt with 1 complaint in relation to Other (*please also see the note below). This was responded to with within Q2.
- Finance and Property were dealing with 1 complaint in relation to Property/land which was still outstanding at the close of Q2, but has since been closed)
- Operations dealt with 1 complaint in relation to Quality of Service which was responded to within Q2
- Health, Housing and Regeneration (1) dealt with 1 complaint in relation to Staff Member/Team, which was responded to within Q2
- Planning were dealing with 2 complaints in relation to Time taken, one of which was responded to within Q2 and one was still outstanding at the close of Q2.

*The "Other" complaint was concerning polling stations at schools during school term. The customer complained that 2 polling stations were only 2 minutes away from each other, they were both at schools and the schools would be closed on polling day.

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st July to 30th September 2014)

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

Explanation – 1 is a full investigation – a provisional view has been issued with a final view expected shortly. The other is a 'notification of provisional view' which is when the Ombudsman considers a complaint and makes a provisional decision without investigation. This one has been included even though it is not a full investigation, as it does not duplicate with the complaint figures at Section 7.

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

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

Section 8 – Compliments

Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between July to September 2014 - broken down by the area of service that the compliment related to as well as a comparison of the previous 3 quarters.

Nature of compliment	Compliments received during:			
	October – December 2013	January – March 2014	April – June 2014	July – September 2014
Action/response/communication	1	3	5	4
Application Processing			1	
Advice/information given			2	1
Customer service			2	1
Other				
Quality of service	12	18	15	7
Staff member/team	33	21	32	12
Total	46	42	57	25

In relation to compliments received during July – September 2014:

- Action/response/communication compliments were received for Planning (4)
- Advice/information given compliments were received for Planning (1)
- Customer Service compliments were received for Customer Services and ICT (1)
- Quality of Service compliments were received for Customer Services and ICT (6), Capita (1)
- Staff Member/Team compliments were received for Capita (1), Corporate Support (Events Safety) (1), Customer Services and ICT (3), Finance and Property (4), Health, Housing and Regeneration (1), and Operations – Refuse and Cleansing (1) and Planning (1)