

How are we making a difference to our communities?

Integrated Performance Report Quarter 3 (October to December 2009)

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

How are we performing?

The Council's Corporate Plan for 2009–12 sets out the Council's six priority themes which represent the main aims of Rossendale Borough Council. Against each of these priorities we have set out a range of actions, measures and targets for achievement. This report will tell you how well we are doing in delivering our priorities by; demonstrating the progress we are achieving in completing the actions and targets in our corporate plan together with providing key performance management information about the Council's performance.

Section 1 – 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 – Risks, Covalent Report

Section 6 – Financial Health Indicators

Section 7 – Complaints

Section 8 – Compliments

Data Quality

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

Who supplied the performance data for this report?

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in January 2010 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.

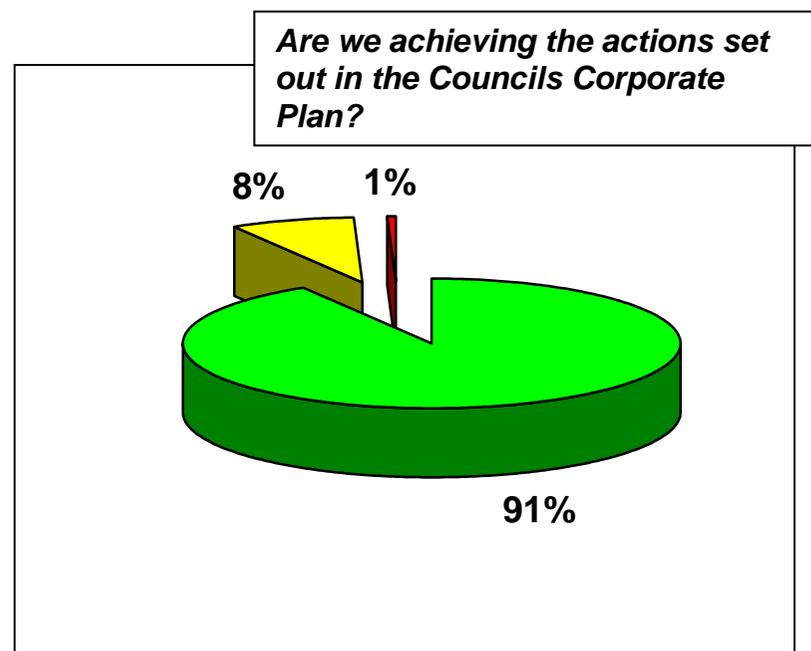
Section 1 – High level performance summary

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

2.1 Rossendale Council's Corporate Plan – project implementation

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

Corporate Plan Actions			
Legend	Status	No.	%
Green ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	198	91.2%
Amber ▲	Some issues or risks which require action from the Council's Programme Board to keep the project on track	18	8.3%
Red ●	Project in jeopardy – serious issues or risks needing urgent action	1	0.5%
	Total number of actions	217	



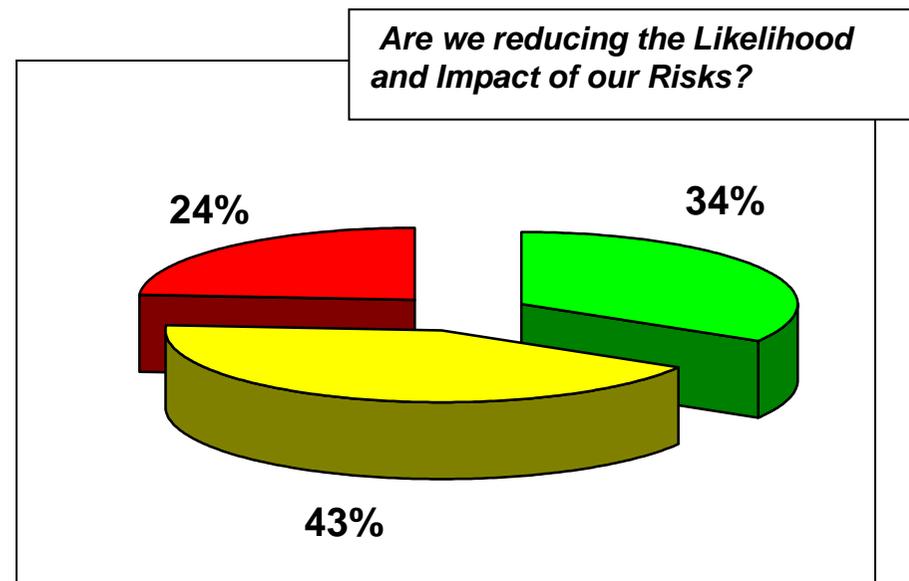
2.2 Performance Indicators – achieving targets?

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

Legend		Status	NATIONAL INDICATORS		LOCAL INDICATORS		LAA INDICATORS	
			No.	%	No.	%	No.	%
On Target		The performance indicator has achieved or exceeded it's quarter 4 target	2	100%	12	75%	3	75%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	0	0%	1	6%	0	0%
Below Target		The performance indicator is currently more than 5% of achieving its target	0	0%	3	19%	1	25%
Unknown		The status cannot be calculated	0	0%	0	0%	0	0%
Contextual		Not measured against a target	0	0%	0	0%	0	0%
Total for Quarter 3			2		16		4	

2.3 How are we performing in managing our risks?

Risks			
Legend	Status	No.	%
Green ✓	The likelihood and impact of the risk is low	12	34%
Amber ▲	The likelihood and impact of the risk is medium	16	43%
Red ●	The likelihood and impact of the risk is high	9	24%
	Total	37	



Reducing the Risks faced by the Council

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

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

The Council's Risk Matrix

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

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

(Therefore a risk rated A1 is the highest risk rating and a risk of F4 is the lowest rating.)

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		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 six priorities.

Priority 1 – Delivering quality services to our customers

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

1.1 How are we performing in delivering quality services to our customers?

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	133	124	93%	8	6%	1	1%	0	0%
National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	6	5	83%	1	17%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	10	4	40%	6	60%	0	0%	0	0%
Total	150	134	89%	15	10%	1	1%	0	0%

1.2 Financial Monitoring

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

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

1 - Delivering Quality Services to	Net Budget	Net Forecast	Variance (Adv)/Fav	1 - Delivering Quality Services to our Customers	
	£000	£000	£000	Key Variances (+ve = favourable / -ve = adverse)	£000
By Service Area					
Operational Services					
Place Operations	-	-	-	Recovery of Housing Benefit over payments	34
Customer Services and e Government	2,841	2,733	108	Courts Costs awarded for non payment of CTax & NNDR	29
Communities	7	8	(0)	Loss of subsidy - Supported Housing Rents above	(40)
Regeneration	-	-	-	Rent officer Determination	
				Saving arising from bringing the IT contract in-house	108
Business				Software Licences / Purchase of new computers	(21)
Building Control	-	-	-	Outsourced Revenue & Benefits contract - inflation saving	13
Planning	-	-	-	Government Connect	(16)
Local Land Charges	-	-	-	Senior Manager pay review (includes arrears from prior year)	(15)
Environmental Health	-	-	-	Other favourable variances (incl. purchase of new computers)	
Legal & Democratic Services	-	-	-	Switchboard & Associated One Stop Shop costs	7
Support Services				Alterations to One Stop Shop (CCTV etc)	(10)
Finance & Property Services	-	-	-	Concessionary Fares	19
Corporate Management	-	-	-		
People and Policy	-	-	-		
Non-Distributed Costs	-	-	-		
Total	2,849	2,740	108	Total	108

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

Summary of Financial Monitoring

Bringing IT services back in-house continues to provide further opportunities to review costs and savings. £108k of further savings are anticipated in 2009/10, though this is mitigated slightly by £21k anticipated overspend on software licenses. It is now proposed to put some of these net savings back into the earmarked IT Reserve, which funded the contract termination costs.

In terms of concessionary fares, take-up continues to rise and more accurate data reports from software improvements are predicting adverse variances for the year as a whole.

Benefits take-up is being actively monitored in the current economic climate. The number of benefit claimants at the end of Q3 2009 has risen to over 7,200. In tandem with this, work to identify benefit fraud and pursue recovery of benefit over payments (excluding recovery from on-going benefit) is set to achieve at least £34k more in the year than was originally expected.

Priority 2 – Delivering regeneration across the Borough

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

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

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	29	27	93%	2	7%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	2	2	100%	0	0%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	7	1	14%	2	29%	4	57%	0	0%
Total	38	30	79%	4	11%	4	11%	0	0%

2.2 Financial Monitoring

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

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

2 - Delivering Regeneration across the Borough	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000	2 - Delivering Regeneration across the Borough Key Variances (+ve = favourable / -ve = adverse)	£000
By Service Area					
Operational Services					
Place Operations	-	-	-	Termination of On-Street Parking Enforcement with LCC	45
Customer Services and e Government	-	-	-	Building Control Income	(46)
Communities	-	-	-	Building Control Street Signs	9
Regeneration	530	485	45	Planning Income reduction	(123)
				Forward Planning - vacancy	12
Business				Planning Consultancy / Professional Fees	34
Building Control	152	195	(43)	Planning - Document Scanning	11
Planning	482	572	(91)	Planning Computer Licenses / computer purchases	(24)
Local Land Charges	72	47	25	Land Charges - Income	13
Environmental Health	-	-	-	Land Charges - Search Fees	5
Legal & Democratic Services	-	-	-		
Support Services					
Finance & Property Services	-	-	-		
Corporate Management	-	-	-		
People and Policy	-	-	-		
Non-Distributed Costs	-	-	-		
Total	1,235	1,299	(64)	Total	(64)

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

Summary of Financial Monitoring

The recession continues to affect the number of planning applications being received, leading to a predicted adverse variance of £123k in planning income for the year. Actions to mitigate this include reductions in consultancy costs and some staff savings.

The 5-year agreement with LCC for On-street parking enforcement has ceased. Final payment from LCC for the deficit accrued in 08-09 and 09-10 pertaining to RBC's parking enforcement of the streets is expected to result in a £45k favourable variance.

Land Charges income is above target due in part to charging personal search companies for component questions. The ability of Council to charge for component questions is currently subject to legal challenge.

Priority 3 – Keeping our Borough Clean, Green and Safe

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

3.1 How are we performing in Keeping our Borough Clean, Green and Safe?

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	14	14	100%	0	0%	0	0%	0	0%
National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	4	3	75%	0	0%	1	25%	0	0%
LAA Indicators	1	1	100%	0	0%	0	0%	0	0%
Risks	3	1	33%	1	33%	1	33%	0	0%
Total	23	20	87%	1	4%	2	9%	0	0%

3.2 Financial Monitoring

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

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

3 - Keeping our Borough Clean, Green & Safe	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000	3 - Keeping our Borough Clean, Green & Safe Key Variances (+ve = favourable / -ve = adverse)	£000
By Service Area					
Operational Services					
Place Operations	3,745	3,749	(3)	Vehicle Lease & Repair budgets	59
Customer Services and e Government	-	-	-	Tipping Fees - Glass Cans & Plastics	(26)
Communities	646	609	37	Refuse / Street Sweeping Sacks	(11)
Regeneration	-	-	-	Recycling Income & Glass, Cans, Plastics & Paper Income	44
				Fuel	(30)
Business				Salaries / Agency	37
Building Control	-	-	-	Cemeteries Income	(10)
Planning	-	-	-	Street Sweeping- Vehicle Hire	11
Local Land Charges	-	-	-	Upgrade of Henrietta St Offices	(21)
Environmental Health	-	-	-	Trade Waste Tipping Fees	(10)
Legal & Democratic Services	-	-	-	Tipping Fees - Street Sweeping	(13)
Support Services				Refuse Bin Deliveries	(10)
Finance & Property Services	-	-	-	Materials / Tools - Open Spaces	(10)
Corporate Management	-	-	-	Other Adverse variances	(13)
People and Policy	-	-	-	Area Team Vacancies	33
Non-Distributed Costs	-	-	-	Dog Warden Service	4
Total	4,391	4,358	34	Total	34

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

Summary of Financial Monitoring

It was originally envisaged that RBC would bulk up its recyclates (Glass, Cans & Plastics) at its Henrietta Depot, and thus eliminate the need to pay a third party for tipping off, a member decision was made not to proceed with this plan. Consequently, there has been an adverse impact on the council's budget of £26k.

The budget assumed paper income at £10 per tonne, the market price has moved through the financial year and is currently £30 per tonne. Paper income is therefore projected to exceed budget by £44k.

The current vehicle lease contract was due to expire in November 2009, it has been extended to March 2010 pending formal completion of a tender exercise. The delay in leasing new *additional* vehicles has resulted in a projected under spend of £75k, but this has been reduced by the need to acquire some new vehicles not previously anticipated, therefore the saving to £59k.

The projected over spend on fuel is due primarily to the increases in fuel charges early in the current financial year, current charges are in line with budgeted expectations.

Vacancies within the Area Team and new appointments at lesser grades have resulted in a projected salary under spend of £33k.

Priority 4 – Promoting the Borough

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

4.1 How are we performing in Promoting the Borough?

Elements of performance that contribute towards the achievement of Priority 4	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	7	6	86%	1	14%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	0	0	0%	0	0%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	1	100%	0	0%
Risks	1	1	100%	0	0%	0	0%	0	0%
Total	8	7	88%	1	12%	0	0%	0	0%

4.2 Financial Monitoring

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

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

4 - Promoting the Borough	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000	4 - Promoting the Borough Key Variances (+ve = favourable / -ve = adverse) £000
By Service Area				
Operational Services				
Place Operations	-	-	-	
Customer Services and e Government	-	-	-	
Communities	41	38	2	Projected over spend on xmas light Refurbishment (5)
Regeneration	-	-	-	No Contribution to Rossendale Alive Festival in 2009-10 7
Business				
Building Control	-	-	-	
Planning	-	-	-	
Local Land Charges	-	-	-	
Environmental Health	-	-	-	
Legal & Democratic Services	-	-	-	
Support Services				
Finance & Property Services	-	-	-	
Corporate Management	-	-	-	
People and Policy	143	137	6	Communications - Misc expenses on publications 6
Non-Distributed Costs	-	-	-	
Total	184	175	8	Total 8

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

Summary of Financial Monitoring

Newsletter publication efficiencies are expected to save £6k for the year.

Otherwise, the budget is running more or less to plan at present.

Priority 5 – Encouraging Healthy and Respectful Communities

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

5.1 How are we performing in Encouraging Healthy and Respectful Communities?

Elements of performance that contribute towards the achievement of Priority 5	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	11	10	91%	1	9%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	1	0	0%	0	0%	1	100%	0	0%
LAA Indicators	2	2	100%	0	0%	0	0%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
Total	14	12	86%	1	7%	1	7%	0	0%

5.2 Financial Monitoring

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

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

5 - Encouraging Healthy and Respectful Communities	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000	5 - Encouraging Healthy and Respectful Communities Key Variances (+ve = favourable / -ve = adverse) £000
By Service Area				
Operational Services				
Place Operations	-	-	-	LSP - 2nd homes income more than budget 8
Customer Services and e Government	-	-	-	Discretionary Business Rate Relief for Charities 2
Communities	545	535	9	Management Agreement with LCC re Whittaker Park 5
Regeneration	-	-	-	Communities Mgmt - Salary & misc non pay o/spends (6)
Business				Environmental Health - Salary vacancies 8
Building Control	-	-	-	Environmental Health Income - permitted processes (5)
Planning	-	-	-	Environmental Health Noise Meter (5)
Local Land Charges	-	-	-	Emergency Planning 10
Environmental Health	832	815	17	Licensing - Salary savings 6
Legal & Democratic Services	-	-	-	Licensing - Miscellaneous License Income 4
Support Services				
Finance & Property Services	-	-	-	
Corporate Management	-	-	-	
People and Policy	-	-	-	
Non-Distributed Costs	-	-	-	
Total	1,377	1,350	27	Total 27

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

Summary of Financial Monitoring

Staff savings (vacancies) within the Environmental Health team are offset by reduced income from permitted process applications.

Priority 6 – Providing Value for Money Services

The Council has committed to deliver a range of actions and projects that are specifically aimed at maintaining “**Providing Value for Money 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.

6.1 How are we performing in Providing Value for Money Services?

Elements of performance that contribute towards the achievement of Priority 6	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	23	17	74%	6	26%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	3	2	67%	0	0%	1	33%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	16	5	31%	7	44%	4	25%	0	0%
Total	42	24	57%	13	31%	5	12%	0	0%

6.2 Financial Monitoring

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

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

6 - Providing Value for Money Services	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000	6 - Providing Value for Money Services Key Variances (+ve = favourable / -ve = adverse) £000
By Service Area				
Operational Services				
Place Operations	-	-	-	Support Services salary savings (total) 127
Customer Services and e Government	-	-	-	Legal Income (17)
Communities	20	20	-	Legal - Professional Fees (5)
Regeneration	-	-	-	Members Services - salary vacancies 21
				Members Allowances 5
Business				Audit Fees 31
Building Control	-	-	-	Finance - Professional Fees/Bank Charges (8)
Planning	-	-	-	Operational Buildings - Gas & Electric (72)
Local Land Charges	-	-	-	Operational Buildings - Water (16)
Environmental Health	-	-	-	Income from Industrial Units (68)
Legal & Democratic Services	1,116	1,088	28	Car Parks - Repairs & Maintenance 5
				Legionella Works (6)
Support Services				Asbestos costs (9)
Finance & Property Services	284	398	(114)	Equal Pay Claim professional legal support (18)
Corporate Management	537	494	43	Pensions - Past employees (21)
People and Policy	106	91	15	2009-10 pay award less than budgeted 108
Non-Distributed Costs	(252)	(524)	273	Insurance savings 115
				Insurance claim settled - (National Grid) 22
				Interest Income 56
				Other miscellaneous items (5)
Total	1,811	1,566	245	Total 245

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

Summary of Financial Monitoring

Recent re-structures and staff savings include £25k within Legal Services and £23k in Democratic Support, £45k within Corporate Management, £33k within the Finance Department and £25k in the People & Policy Team.

Operational building running costs are actively monitored. Gas and electric usage are checked monthly and the budgets have been revised to show an adverse £72k at Q3, reduced from £85k adverse reported at the end of Q1. Water charges are also an area where the details of invoices are being checked carefully to ensure that new surface water charges and water usage meter readings are correct. Rental income from investment property is still struggling in the current recession, though £21k of one-off losses have been incurred as part of a complete review of tenancies and debts outstanding.

The cost of pensions for former employees has increased by £21k beyond the original budget as a result of inflation, though the pay award for 2009/10 was lower than expected, resulting in a saving of £108k.

Re-tendering the Council's insurance requirements in full this spring has resulted in a saving of £115k compared to the original budget.

Interest and other capital financing costs continue to perform ahead of target and ahead of the Sector model portfolio. At the end of Q3, the Council expects to earn an extra £59k in interest income for the year.

Section 3 – Implementing the Council's Corporate Plan

This section of the report provides a detailed performance up-date against each of the actions in the Council's Corporate Plan which is due for completion by March 2010.

Guide for Actions Report

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



Theme: **Priority ***

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

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

Quarter 3 Action Report 2009-10

Report Type: Actions Report

Author: Lee Admin_Birkett

Generated on: 22 January 2010



Description 1. Delivering Quality Services to our Customers; Corporate Plan Actions

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
DC5	Work with new owner of Valley Centre to determine an amended scheme	31 Mar 2010	Technical Assistant - Planning			No further progress since last report	04 Jan 2010	

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

Theme: **Priority ***

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

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

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09		Status	Q3 2009/10		Status				
			Value	Target		Value	Target					
LI ***												
NI ***												
NI *** LAA												

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 target.
	This PI cannot be calculated.
	This PI is a data-only PI.

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

Quarter 3 Performance Indicator Report 2009-10

Report Type: PIs Report

Author: Lee Admin_Birkett

Generated on: 22 January 2010



Rows are sorted by Code

Theme Priority 3 - Keeping our Borough clean, Green and Safe

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 82a	Tonnes of Household Waste Recycled	Business Support Manager	1688.70	1575.21		1433.48	1625.06		6500.23	Aim to Maximise		There has been a national downturn with the amount waste recycled which has affected Rossendale at a local level.	On Target

Theme Priority 4 - Promoting the Borough

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
NI 156 LAA	Number of households living in temporary accommodation	Administration Assistant - Regeneration ; Regeneration Delivery Manager; Strategic Housing and Partnerships	1	0		1	0		0	Aim to Minimise		There was 1 household living in temporary accommodation at the end of Qtr 3. This indicator is designed to monitor progress towards halving the number of households in temporary accommodation provided under the homelessness legislations by 2010.	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
		Manager									<p>Rossendale's baseline was established at the same time as every other District across England and was set at 1 household living in temporary accommodation at the beginning of Qtr 4 in 2004. The target for Rossendale by 2010 is to have reduced this to 0. However, this is a Lancashire Countywide Target and overall performance will be assessed on a county basis. Rossendale is fortunate in having a dedicated Housing Advice Team who works closely with applicants to prevent homelessness.</p> <p>This target is additionally monitored via CLG's Homelessness Advisory Team on a Quarterly Basis through the completion of P1E Monitoring Forms with the information correlated by the Housing Advice and Options Team on a quarterly basis and sent through to the District Monitoring Officer the Strategic Housing and Partnerships Manager. This is reported through to CLG (using Interform) and the Lancashire LAA Health and Wellbeing Thematic (via the Lancashire Homelessness Forum).</p>		

Theme **Priority 5 - Encouraging Healthy and Respectful Communities**

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	79.00%	99.00%		85.00%	99.00%		99.00%	Aim to Maximise		No change with this indicator.	On Target

Theme **Priority 6 - Providing Value For Money Services**

PI Code	Short Name	Responsible Officers	Quarter 3 2008-9			Quarter 3 2009-10			Annual 2009/10	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2008/09			Q3 2009/10							
			Value	Target	Status	Value	Target	Status					
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Payroll Manager	5.63	6.38		8.72	6.00		8.00	Aim to Minimise		Long term sickness (over 20 days) is 6.43 days per fte short term sickness is 2.29days per fte sickness relating to flu like symptoms is 0.85 days per fte	On Target

Performance Indicator Action Plan – 2009/10



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

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

Service Area:	Operations					Lead Officer for P.I.	Sam Wardley							
Indicator name & number/s:	LI 82aii Tonnes of Household Waste Recycled													
Target achieved in 2008/9?	Yes ✓	No	Quartile position in 2009/10?	Top	2nd	3rd	Bottom	N/A ✓	Is it a KSI?	YES	NO ✓	Is it a CPA P.I. ?	YES	NO ✓
PERFORMANCE DURING 2009-10														
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?						
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2nd	3rd	Bottom	N/A		
1577.51	1625.06	1536.00	1625.06	1433.48	1625.06									✓

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

There has been a national downturn with the amount of waste recycled which has affected Rossendale at a local level.

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

We are in the process of identifying properties that are currently on a weekly non-recycling collection to see if it is possible to covert them on to alternate week recycling collection.

Performance Indicator Action Plan – 2009/10



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

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

Service Area:	People & Policy				Lead Officer for P.I.	Liz Murphy								
Indicator name & number/s:	LI 12 Working Days Lost Due to Sickness Absence (Days)													
Target achieved in 2008/9?	Yes ✓	No	Quartile position in 2009/10?	Top	2nd	3rd	Bottom	N/A ✓	Is it a KSI?	YES	NO ✓	Is it a CPA P.I. ?	YES	NO ✓
PERFORMANCE DURING 2009-10														
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?						
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2nd	3rd	Bottom	N/A		
2.30	2.00	5.83	4.00	8.72	6.00									✓

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

Revised Sickness Absence Procedure has been developed and sent for consultation with Trade Unions. The split in sickness represents 2.29 days short term absence which would indicate that short term absence is being effectively managed. In addition 0.85 days accounts for flu including some cases of swine flu. The amount of long term absence is 6.43 days which is due to a number of employees being off long term sick.

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

Performance Management will continue.

Performance Indicator Action Plan – 2009/10



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

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

Service Area:	Property				Lead Officer for P.I.	Lee Childs								
Indicator name & number/s:	LI 156 Buildings Accessible to People with a Disability													
Target achieved in 2008/9?	Yes	No ✓	Quartile position in 2009/10?	Top	2nd	3rd	Bottom	N/A ✓	Is it a KSI?	YES	NO ✓	Is it a CPA P.I. ?	YES	NO ✓
PERFORMANCE DURING 2009-10														
Quarter 1		Quarter 2		Quarter 3		Quarter 4		Targeted Quartile Position?						
Actual	Target	Actual	Target	Actual	Target	Actual	Target	Top	2nd	3rd	Bottom	N/A		
85%	99%	85%	99%	85%	99%									✓

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

N/A

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

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

Section 5 – Risks

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

Guide for Risks Report

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

Description: **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

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

Risk Status	
	OK
	Warning
	Alert

Quarter 3 Risks Report 2009-10

Report Type: Risks Report

Author: Lee Admin_Birkett

Generated on: 22 January 2010

Description 1. Delivering Quality Services to our Customers

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
C&MS1	Not achieving NW Charter Level II - capacity for gathering evidence/ submitting application	Committee and Member Services Officer	3	C	3	C	5	E	31 Mar 2010	Evidence will be gathered for both Level 1 and Level 2 but submission will be made for L1 first.	14 Dec 2009	
EH1	Lack of continuity through retirement of Business Continuity Officer	Environmental Health Manager	3	D	3	D	5	B	31 Mar 2010	No further progress made about business continuity	15 Jan 2010	
EH2	Lack of licensing enforcement staff and staff with sufficient experience	Licensing Manager	3	D	3	D	5	C	31 Mar 2010	Progress has been made, the situation is currently stable.	15 Jan 2010	
Elec1	Failure to safeguard data/key documentation	Elections Manager	2	F	2	F	2	F	31 Mar 2010	Elections data is strictly controlled in line with current legislation and access is limited to core staff only.	23 Oct 2009	
Elec2	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot	Elections Manager	2	F	2	F	2	F	31 Mar 2010	The canvass for the new Register of Electors will begin on 14th August 2009 and will make contact with each property within the Borough to ensure that an accurate revised Register is published on 1st December 2009.	23 Oct 2009	

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
	packs											
Elec3	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	4	B	4	B	4	A	31 Mar 2010	Polling District Reviews are carried out in the Borough every four years in line with legislation to ensure that polling district allocation reflects the electorate. In addition, the Returning Officer checks polling station provision and Presiding Officers report on individual polling stations at each election.	23 Oct 2009	
Elec4	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31 Mar 2010	In the run up to an election strict controls are in place to ensure that election results are correct and elections petitions are avoided. When undertaking the annual canvass and monthly rolling registration individual properties are contracted to ensure the correct electors are registered and cross checks are made against records available to the Electoral Team.	23 Oct 2009	
Res2	Business Continuity risks:- Payments to benefits/creditors Payments to staff Income collection	Finance Manager	2	D	2	D	2	F	31 Mar 2010	No further progress on moving financial services systems to the SAN, still awaiting Civica to effect the transfer. Mobile bank processing testing has all been positive so far, but will need to be tested again once the SAN transfer is complete to ensure that lap-top based systems and file transfers can still occur as planned. Need to review the section's Business Continuity plan & contacts list then store a paper copy off site.	09 Dec 2009	
Res4	Fail to implement IFRS effectively and efficiently	Finance Manager	3	E	3	E	4	E	31 Mar 2010	Progress and implementation plans were reported to the Audit & Accounts Cttee on 3rd December. Chased up joint working on team initiation and training by PwC but no progress yet on arranging training/meeting session. Audit Commission confirmed	09 Dec 2009	

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
										that they have no formal plans to review transition calculations until June 2011, but will accept workings informally in March 2010 if they are prepared. Current plan is to maintain the original timetable irrespective of the auditor schedules to ensure that figures are available for WGA completion under IFRS in July/August 2010.		
Rg2	Insufficient resources available to maintain Rossendale's Parking Services	Head of Regeneration	3	C	3	C	5	D	31 Mar 2010	The decision of the Cabinet was implemented from 1st September 2009. A small contingency budget has been identified within the current Regeneration Service Budget to support any additional costs which are incurred post September. This risk partly related to the operational costs the Council would incur if it was to operate restrictions on its own car parks. as this is no longer the case the risk has been reduced.	15 Jan 2010	

Description 2. Delivering Regeneration across the Borough

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
Plan1	Delivery of the Equalities Action Plan	Technical Assistant - Planning	2	C	2	C	3	D	31 Mar 2009	In relation to the Equality Action Plan, information has been provided to Emma Hussain just before xmas to be incorporated into the overall corporate document	15 Jan 2010	
Plan2	Delivery of the LDF	Technical Assistant - Planning	2	C	2	C	2	D	31 Mar 2010	LDF progress in relation to regulation 25 done with extensive consultation of core strategy in November and December 09. A new Local	15 Jan 2010	

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
										Development Scheme has been prepared and will be given to February 2010 cabinet and March 10 Full Council. This will significantly amend the programme of LDF work and milestones. The revised programme will then need to be monitored against progress and updated in covalent and also the annual submission of the AMR.		
Plan3	Ensure the delivery of affordable housing	Technical Assistant - Planning	2	C	2	C	3	D	31 Mar 2010	Affordable Housing provision under performing due to the recession. Rebecca Lawlor updated PI in July 09 and regen now monitoring indicator, actions and risk.	15 Jan 2010	
Rg1	Continued national economic decline	Head of Regeneration	2	C	2	C	1	C	31 Mar 2010	The team and Pennine Lancashire Partners continue to monitor the effects of the Economic Downturn and have developed support packages for those individuals and businesses affected	15 Jan 2010	
Rg3	Lack of interest from developers in Rossendale's key sites	Head of Regeneration	3	C	3	C	2	D	31 Mar 2010	Some interest is now being shown from potential developers in the key regeneration sites. However, the situation continues to be monitored closely.	10 Dec 2009	
Rg6	Significant reduction in HMR resources	Head of Regeneration	2	E	2	E	2	D	31 Mar 2010	Housing Market Renewal resources for 2009/10 and 2010/2011 have now been confirmed by Elevate Board. the risk has been reduced accordingly.	15 Jan 2010	
Rg7	The number of long term empty properties increases	Head of Regeneration	3	C	3	C	4	F	31 Mar 2010	A number of initiatives are being developed to address this through the establishment of the Empty Properties Working Group and the implementation of the Home Renewal Project as a pilot in Haslingden	15 Jan 2010	

Description 3. Keeping Our Borough Clean, Green and Safe

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
Op1	Impact of legislative changes regarding reclassification of waste on strategic recycling and division targets	Business Support Manager; Operations Manager	3	D	3	D	3	E	31 Mar 2010	<p>Some waste that is currently classified as trade waste is to be reclassified as domestic waste. The majority of schools, charities Residential homes and places of worship are now to be treated in the same capacity as household waste collections. So far approximately 25% of all schedule 2 customers are using Rossendale's domestic collection service.</p> <p>The remaining 75% which includes some large schools currently have existing trade waste arrangement with 3rd party originations. At present we are managing a risk well, with all customers being provided with 1 240ltr bin as per domestic customers and as many recycling containers as required. This allows us to manage the amount of waste sent to landfill as well as promoting recycling opportunities.</p> <p>Should the remaining 75% wish to access our service this could seriously affect our domestic collections, we have little capacity, although we do envisage that we could accommodate our current customers however any new customers could overstretch our current operation.</p> <p>In addition to this central government are reviewing schedule 2 waste allocations, it is estimated that this review may see a relaxing of the schedule 2 waste to involve more organisations which will have a even greater effect on service provisions.</p>	07 Oct 2009	

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
Op2	Implementation of the Health and Safety Action Plan against the management of customer expectations	Business Support Manager	2	B	2	B	3	D	31 Mar 2010	Currently undertaking a PID for the delivery of the health & safety action plan, this document will outline communication strategy along with any input required from other service areas. It is expected that members will be involved at all levels of implementation. This includes workshops on complexities of the challenge with the key message being to understand the difficulties in balancing the expectations of residents against the need to operate a risk managed service.	07 Oct 2009	
Op3	Meeting the requirements of the Landfill Directive	Operations Manager	1	E	1	E	3	E	31 Mar 2010	Currently the requirements of the landfill directive overall has a greater effect on LCC than Rossendale. Whilst this is acknowledged at Rossendale and a part to play in the reduction of waste, this is linked to a wide county strategy. Currently Rossendale are not meeting its own targets for waste minimisation although this is due to a down turn in the economy, as Rossendale are collecting the same amount of waste recycled as 2008-09. Rossendale are currently working on its own waste minimisation strategy to supplement the Lancashire waste strategy. An action plan will be drafted and sent to members for approval for the future of recycling of Rossendale.	07 Oct 2009	

Description 4. Promoting the Borough

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
Cmt1	GIS system delayed	Communities Manager	3	E	3	E	3	F	31 Mar 2010	A final revision of the audit is being carried out. The business and project plan have been revised to take this delay into account; the overall timescale for achieving the project outcomes has not changed.	18 Jan 2010	

Description 6. Providing Value for Money Services

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
BC1	Not achieving self financing status after three year accounting period	Building Control Manager	3	D	3	D	3	E	31 Mar 2010	Income monitored monthly, Accounts Manager monitors income.	14 Jan 2010	
C&MS2	Community Governance Review not commenced – not complied with legislation.	Committee and Member Services Officer; Elections Manager; Principal Legal Officer	2	D	2	D	5	D	31 Mar 2010	Guidance states that a community governance review is required every 10-15 years, but there is no requirement to undertake a review at present.	14 Dec 2009	
Cmt2	Leisure Review - litigation and financial risk associated with the delivery of the outcomes of the Leisure Review	Communities Manager	2	D	2	D	2	E	31 Mar 2010	A report was presented to cabinet in December for recommendation to full Council in February, the risk assessment remains unchanged.	12 Jan 2010	
CS&ICT1	Data / Information security	Head of Customer	1	A	1	A	1	C		Rosendale are 90% complete with moving both officers and members	05 Jan 2010	

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
		Services								onto the new secure domain, only Finance has to be moved over, this will be carried out by the end of Feb 2010 or sooner. The next stage is for the laptop encryption and port blocking to be implemented.		
CS&ICT2	ICT Business Continuity / Disaster Recovery	Head of Customer Services	1	C	1	C	1	D		All the storage hardware has been implemented, just waiting for the F5 (remote box to enable users to log on to be implemented). Following this applications will be tested, all the applications that have not been moved over to the infrastructure have been made aware to the respective Head of Service.	05 Jan 2010	
Elec5	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	1	F	1	F	1	F	31 Mar 2010	European, County Council and Borough elections held on 4th June 2009 were run in line with the election timetable.	23 Oct 2009	
Leg1	To achieve LEXCEL accreditation	Principal Legal Officer	2	D	2	D	2	E	31 Mar 2009	No changes required at this time	10 Sep 2009	
Plan4	Budget reduced by reduction in fees from Development Control and Land Charges due recession	Technical Assistant - Planning	2	C	2	C	2	D	31 Mar 2010	Projected income remains down with fees down, though significant variations between individual months. Cost saving measures have been identified including greatly reduced use of consultants, savings from scanning and a review of staffing posts.	15 Jan 2010	
Res1	Use of Resources not getting 3 due to methodology changes (Currently 2)	Principal Policy Officer	5	F	5	F	3	F	31 Mar 2010	Rossendale Borough Council has been assessed as Achieving Level 3, an organisation that performs well and exceeds the minimum requirements. This is an excellent achievement for Rossendale and an improvement on last year's assessment. This is a reflection of the hard work and	09 Dec 2009	

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
										commitment of Officers and Members. Therefore this is no longer a corporate risk. The Use of Resources Working Group is already underway with the 2009-10 assessment process and Officers have met with the Audit Commission to discuss key areas of focus for the 2009-10 UoR assessment. The Council now needs to ensure it maintains Level 3.		
Res3	Delivery of the Accommodation Strategy	Head of Finance and Property	3	D	3	D	2	E	31 Mar 2009	Legal and financial negotiations to transfer the Futures Park Business Centre to RBC have now been completed. Operational transfers are under way with bills now being raised to tenants and staff being integrated into the Council 'family'. Tenders for the conversion of the Council Chamber are due back 4th December and the tender evaluation to be complete mid December ahead of on-site commencement in early January. Planned transfer of Council Chamber service is for the last week in March, first week of April when usage is at a minimum. The delivery team continue to meet once a month, though attending officers are likely to change once the negotiations stage is complete. Discussion of Phase 3 options for the development of Rawtenstall Town Centre are still within the budget-setting process for 2010/11.	09 Dec 2009	
Res5	The Council does not achieve the financial savings identified in the MTFS which are necessary to	Finance Manager	3	D	3	D	2	D	31 Mar 2010	New financial management report issued for end of October to all senior managers and EMT by 18th Nov. End of November results to be issued on 11th December to senior managers and Cabinet Briefing. All savings	09 Dec 2009	

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
	deliver its priorities within a balanced budget									identified in 2009/10 budget were fully allocated to budgets and budget holders, enabling accurate monitoring throughout the year.		
Res6	Litigation	Head of People and Policy	3	F	3	F	3	F	31 Mar 2010	legal Guidance being requested as necessary	21 Jan 2010	
Res7	Payroll	Payroll Manager	2	F	2	F	5	F	31 Mar 2010	Emergency Planning been updated	21 Jan 2010	
Rg4	Developer does not develop Valley Centre	Head of Regeneration	2	B	2	B	3	D	31 Mar 2010	Regular meetings have taken place with the owner of the site. The Council is now considering options which might be available to progress the redevelopment of the centre.	15 Jan 2010	
Rg5	Development of Bus station delayed due to partnership difficulties with LCC	Head of Regeneration	2	D	2	D	3	D	31 Mar 2010	LCC officers are in discussions with Executive Officers regarding the delivery of the new bus interchange. This is effectively strengthening the partnership arrangements for this project.	10 Dec 2009	
Rg8	Green Vale Homes perform poorly resulting in a need to bring Homelessness Service back in house	Head of Regeneration	3	E	3	E	4	F	31 Mar 2010	The Council has undertaken a full review of Homelessness Services for the Borough and agreed that the service needs to be strengthened through the development of an enhanced housing options service. More work will be undertaken in 2010 to develop a detailed specification and undertake a procurement process.	15 Jan 2010	

Section 6 – Financial Health Indicators

Section 6 - Financial Health Indicators

The Following table attempts to give some context to the financial performance reported to Members during 2009/10:

- Cash Balances – continue to be strong.
- Bank Interest generated –the £3m which matured in mid October has been rolled over for another 12 months at 1.8%. Other deposits are earning 0.8% at the end of December 2009 whilst base rates remain at 0.5%. A £1.5m deposit will mature in early January, followed by the repayment of the 1-year loan from the Public Works Loans Board for the same amount in late January.
- Debtor management has seen steady improvement. Council Tax collection is up to 77.1% compared to 76.68% at the same time last year and similarly NNDR is at 79.71% compared to 78.02% last year. Collection of sundry income bills for 2009/10 has also been strong, with only 5.5% outstanding compared to 13.8% to the same time last year. However, collection of older debt has not been so productive, hence the increase in item 4 below.
- Steady extension of the use of electronic payment methods continues
- Best practices in procurement of goods and services are now embedded. Collaborative activities with Team Lancashire due in the next 12 months include payment card collection services and bar-code reader facilities.

		As at 31 March 2009	End Q1 2009/10	End Q2 2009/10	End Q3 2009/10	End Q4 2009/10	Long Term Trend
1	Targeting a score of 3 (by 09/10) in the annual Use of Resources assessment by the Audit Commission	2		In appeals stage	Overall 3 awarded following appeal		Methodology significantly changed for 2009.
2	Cash & Indebtedness (£000)	£5,715k	£11,174k	£10,595k	£12,554		Cash continues to be strong –CTax, NNDR and sundry income receipts are all marginally ahead of 2008/9 levels.
3	Average Debtor Days (cum)	85	81	79	68		Collection rates for new debt are improving
4	% Proportion of debtors over 6 months old	34%	25.8%	24.12%	30.61%		Good progress on chasing current year debts
5	Level of Council Tax arrears (£000)	£2,838k					Annual calculation
6	Level of NNDR arrears (£000)	£376k					Annual calculation
7	% Interest earned -	+0.18%	-0.01%	+1.59%	+1.2%		RBC benefiting from fixed deposit at

	above/(below) SECTOR model portfolio						6.78% until mid October
8	Corporate Spend (non pay)(£000)	£5.749m	£1.575m	£1.873m	£2,049K		Slight increase – part of vehicle fleet purchased in this period
9	Corporate Spend placed with local companies (£000)	£1.039m (18%)	£252k (16%)	£282k (53%)	£293K (83%)		On target
10	% of above placed thro' collaborative arrangements	8.33%	18%	31%	38%		On target
11	% of payments made by electronic means (cum by volume)	88.4%	90.1%	91.3%	91.8%		Steady increase in benefits and refund payments
12	Value of electronic payments (£000)	£127,927k	£28,526k	£16,784k	£17,869k		High-value items have already been targeted to maximise effect and security of payments.
13	% of payments made by electronic means (cum by value)	99%	99.4%	98.58%	98.4%		

Section 7 – Complaints

Section 7 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council & monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between October to December 2009 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints O/S at 31/09/09	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
Resources	People & Policy	Executive Office				
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services				
		Property Services		2	2	
Place	Street Scene	Refuse & Cleansing		2	2	
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery		6	6	

Head of Service	Service Area	Team	Complaints O/S at 31/09/09	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Capita- Council Tax	1	4	5	
		Capita - Call Centre		2	2	
		Capita - Benefits	1	4	5	
		Capita – Benefit Fraud				
		Capita - OSS				
		ICT				
		Customer Service				
	Communities	Community Safety				
		LSP Delivery				
		Service Development				
		Area Officers				
	Regeneration	Regeneration Delivery				
		Regeneration Progs				
		Economic Development				
Traffic & Parking						
Business	Legal	Legal Services				
		Committee & Member Services				

Head of Service	Service Area	Team	Complaints O/S at 31/09/09	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Elections				
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control	3	1	4	
		Land Charges				
	Environmental Health	Environmental Health	1	1	2	
		Licensing				
		Total	6	22	28	0

7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	5
2	Poor communication	2
3	Delayed response/lack of response	1
4	Complaint against a named officer	2
5	Complaint received via MP	0
6	Complaint received via Councillor	0
7	Complaint about RBC policy or procedures	12
	No type of complaint assigned	0
	Total	22

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

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st October 2009 to 31st December 2009)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place	Council Tax	3	0	0	3
Business	Environmental Health	8	0	8	0
	Development Control - Enforcement	1	0	0	1
Executive	Other – Property	1	0	1	0
	Total	13	0	9	4

Note: the recording of complaints was amended during this period and 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.

Environmental Health - These 8 complaints were regarding the same issue.

Council Tax - These 3 complaints are regarding the same issue and a decision is expected in January 2010.

7.3 - Harassment & Bullying Complaints 1st October 2009 to 31st December 2009)

There were no complaints received during this period to report.

Section 8 – Compliments

Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between October to December 2009- broken down by the area of service that the compliment related to as well as a comparison of the previous 3 quarters.

Directorate	Service Area	Team	Compliments received during:			
			January - March 2009	April - June 2009	July – September 2009	October - December 2009
Chief Executive	People & Policy	Executive Office				
		Human Resources				
		Policy Unit				
	Finance & Property	Communications		2		6
		Financial Services				1
		Property Services				
Place	Operations	Refuse & Cleansing	3			1
		Emergency Planning				

		Parks & Open Spaces				1
	Customer Services	Capita - Council Tax Recovery				
		Capita - Council Tax				1
		Capita - Call Centre				
		Capita - Benefits				
		Capita - OSS		1		2
		ICT				
		Customer Services	1		1	
	Communities	Community Safety				
		LSP Delivery				
		Service Development				3
		Area Officers		1	7	2
	Regeneration	Regeneration Delivery				2
		Regeneration Progs			1	7
		Economic Development	1	1	1	
		Traffic & Parking				
Business	Legal	Legal Services				2
		Committee &	1	8	2	

		Member Services				
		Elections	2	2		
		Building Control	1			
	Planning	Forward Planning				
		Development Control	1			4
		Land Charges				
	Environmental Health	Environmental Health				1
		Licensing	1		1	1
	Executive Office	Executive Office	1			
Total			12	15	13	34