How are we performing?

Integrated Performance Report
Quarter 3 (October to December 2007)

For further information or copies of this report, contact the Policy and Performance Service: Leanne Dixon Tel: 01706 252415, e-mail : leannedixon@rossendalebc.gov.uk . The Council's Corporate Plan is available from the Policy and Performance Service or to download from: /www.rossendale.gov.uk/downloads/CORPORATE_PLAN_23-07-07.pdf

How are we performing?

The Council's Corporate Plan for 2007 – 10 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 Targets, Covalent Report

Section 4 - Performance Indicators, Covalent Report

Section 5 – Strategic and Operational Risks, Covalent Report

Section 6 – Financial Health Indicators

Section 7 – Complaints

Data Quality

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

Who supplied the performance data for this report?

The Policy & Performance 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 2008 by the Council's Policy & Performance Service using the latest performance information input into the Covalent performance system by officers with responsibility for performance information from each of the Council's service areas. The data on complaints was provided by the Service Assurance Team and financial information by the Head of Financial Services.

Data Quality Issues

1. This is the first issue of an integrated performance report which brings together a comprehensive range of performance issues within a single report. Members are asked for any suggestions they might have in relation to improving the layout or accessibility of the information contained in the report.

2. Recognition should be given to the Council Officers who provide information in this report, therefore it is suggested that the names of officers who have supplied information should be identified alongside the information they have provided.

3. Whilst the majority of data needed to compile this report meets the standards set out in the Council's Performance Management & Data Quality Strategy, in a few instances there remains a problem with missing or incomplete data by the due deadline. Accordingly, it has been agreed that the Council's Senior Management Team will review any data quality issues each quarter, prior to a final draft of the report being published.

Recommendations:

1. That Performance Scrutiny reviews the performance achievement detailed within this report

2. That Performance Scrutiny requests further information from the relevant Head of Service on levels of performance that are potentially a cause for concern (red or amber)

3. That Performance Scrutiny, in their role of the principal 'Challengers of Council Performance ' ; request any further information they require to assess the performance of the Council; and, that any subsequent actions that they commit to take in challenging the Councils performance are subsequently summarised and appended to this main report. The report will then go to The Cabinet as an 'information only' item, with an appendix summarising the actions to be taken by Scrutiny Performance.

4. It is recommended that the headline performance of the Council's principal partners: Rossendale Local Strategic Partnership; Rossendale Leisure Trust ; Capita; and , Green Vale Homes should be incorporated within future versions of this report, on an incremental basis, with partners providing more detailed information annually

5. That Policy & Performance review the Council's Performance Management & Data Quality Strategy, and in particular the roles associated with challenging and supporting performance management.

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 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	**36**	**86%**
Amber 🔺	Some issues or risks which require action from the Council's Programme Board to keep the project on track	**6**	**14%**
Red 🛑	Project in jeopardy – serious issues or risks needing urgent action	**0**	
	Total number of actions	**42**	

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

14% 0%

86%
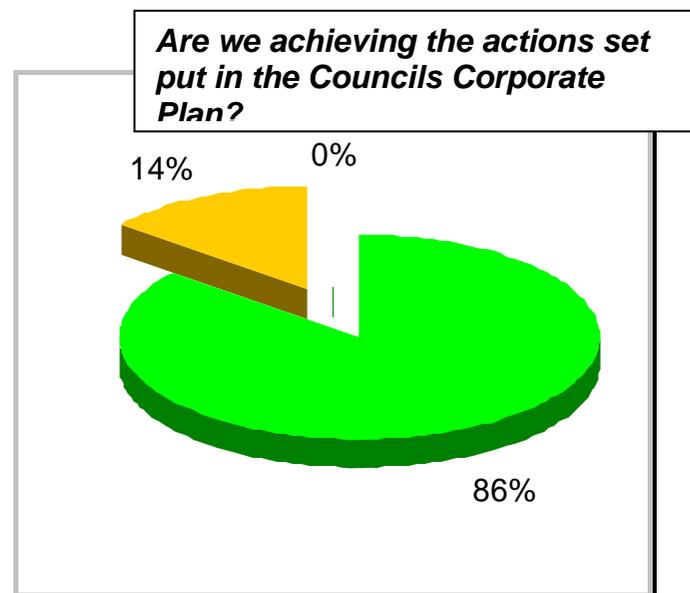
1.1 Performance Indicators – achieving targets?

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 we are currently on track to achieve against a range of Best Value Indicators, and, against the targets that Council is responsible for achieving contained in the Local Area Agreement for Lancashire.

Legend		Status	BEST VALUE PERFORMANCE INDICATORS (BVPI's)		LANCASHIRE LOCAL AREA AGREEMENT (LAA) INDICATORS	
			No	%	No	%
On Target	✅	The performance indicator has achieved or exceeded it's quarter 3 target	23	72%	4	67%
Marginally Below Target	🔺	The performance indicator is currently 5% or less from achieving its target	4	12.5%	0	0%
Below Target	🔴	The performance indicator is currently more than 5% of achieving its target	5	15.5%	2	33%
Contextual	📈	Not measured against a target	3		0	
Total for Quarter 3			35		6	
Number of indicators that are collected annually			68		11	

1.2 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.

Strategic risks represent the major risks faced by the Council – those which are identified as having the greatest potential to happen, and the greatest impact should they occur. We also identify '**Operational risks'**, which are seen as having less potential happen and less impact should they occur.

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)?*		

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.)

1.3 How are we performing in managing our risks?

Strategic Risks			
Legend	Status	No	%
Green	The likelihood and impact of the risk is low	10	43%
Amber	The likelihood and impact of the risk is medium	5	22%
Red	The likelihood and impact of the risk is high	8	35%
		Total	**23**	

35%
43%
22%

11%
21%
68%
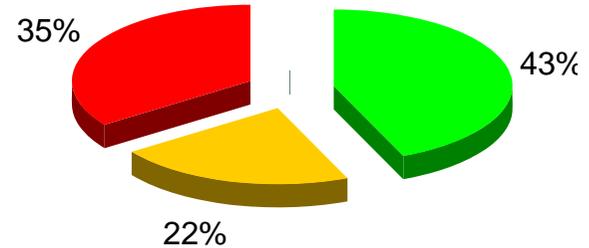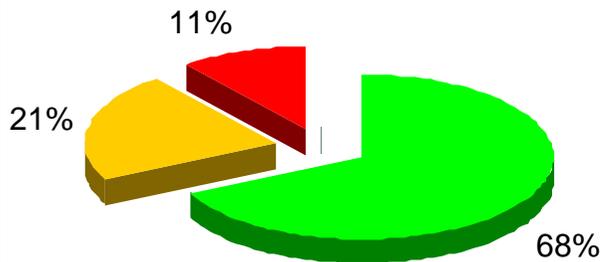
Operational Risks			
Legend	Status	No	%
Green	The likelihood and impact of the risk is low	19	68%
Amber	The likelihood and impact of the risk is medium	6	21%
Red	The likelihood and impact of the risk is high	3	11%
		Total	28	

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 it 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 things we have undertaken to achieve. This section of the report summarises how well 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	
Corporate Plan Actions	10	8	80%	2	20%	0	0%
Best Value Performance Indicators	7	5	71%	2	29%	0	0%
Lancashire Local Area Agreement Indicators	0						
Strategic Risks	4	3	75%	0	0%	1	25%
Operational Risks	6	4	67%	1	16.5%	1	16.5%
Total	**27**	**20**	**74%**	**5**	**18.5%**	**2**	**7.5%**

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 involve will be zero (for example Financial Services department resources are focused entirely on a "Well Managed Council" whereas Street Scene and Neighbourhood Services" are focused across a variety of customer facing Council priorities.

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

	Net Budget 000	Net Forecast 000	Variance
By Service Area			
Operational Services			
Community and Partnerships	0	0	0
Customer Services and e Government	1,883	1,844	(40)
Regeneration	0	0	0
Regulatory Services	0	0	0
Street Scene and Neighbourhood Services	0	0	0
Support Services			
Finance and Property Services	0	0	0
Democratic Services	0	0	0
Policy and Performance	0	0	0
Corporate Management	0	0	0
People and Organisational Development	0	0	0
(Nb – variance in brackets represents an overspend)	**1,883**	**1,844**	**(40)**

Customer Services and e Government	The main contributory factors towards the projected under spend of £40k are:
	• Income from Court Costs awarded for Housing Benefit overpayments (net of court costs paid) £68k
	• Saving on the Sungard contract £125k
	• Telephone overspend (£13k)
	• Overspend on Software Licenses (£50k)
	• Concessionary Fares over spend (£86k)

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 things we have undertaken to achieve. This section of the report summarises how well 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	
Corporate Plan Actions	5	4	80%	1	20%	0	0%
Best Value Performance Indicators	2	2	100%	0	0%	0	0%
Lancashire Local Area Agreement Indicators	2	0	0%	0	0%	2	100%
Strategic Risks	7	2	28.5%	2	28.5%	3	43%
Operational Risks	5	4	80%	1	20%	0	0%
Total	**21**	**12**	**57%**	**4**	**19%**	**5**	**24%**

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 involve will be zero (for example Financial Services department resources are focused entirely on a "Well Managed Council" whereas Street Scene and Neighbourhood Services" are focused across a variety of customer facing Council priorities.
The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget 000	Net Forecast 000	Variance
By Service Area			
Operational Services			
Community and Partnerships	0	0	0
Customer Services and e Government	2	11	9
Regeneration	581	558	(23)
Regulatory Services	603	646	43
Street Scene and Neighbourhood Services	0	0	0
Support Services			
Finance and Property Services	0	0	0
Democratic Services	0	0	0
Policy and Performance	0	0	0
Corporate Management	0	0	0
People and Organisational Development	0	0	0
	1,186	**1,216**	**30**

Customer Services and e Government	Under Achievement on Land charges Income (9k)
Regeneration	The main contributory factors towards the projected under spend of £23k are: • Rates saving 5k • Additional external income 18k
Regulatory Services	The main contributory factors towards the predicted over spend of (£43k) are as listed below Development Control Document Scanning (£22k Development Control – Staffing / Consultancy over spends (£10k) Planning Income under achievement (£10k)

Priority 3 – Keeping our Borough Clean and Green

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

3.1   How are we performing in keeping our borough clean and green?

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN		AMBER		RED	
Corporate Plan Actions	5	5	100%	0	0%	0	0%
Best Value Performance Indicators	8	8	100%	0	0%	0	0%
Lancashire Local Area Agreement Indicators	3	3	100%	0	0%	0	0%
Strategic Risks	1	0	0%	0	0%	1	100%
Operational Risks	2	2	100%	0	0%	0	0%
Total	**19**	**18**	**95%**	**0**	**0%**	**1**	**5%**

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 involve will be zero (for example Financial Services department resources are focused entirely on a "Well Managed Council" whereas Street Scene and Neighbourhood Services" are focused across a variety of customer facing Council priorities.

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

	Net Budget 000	Net Forecast 000	Variance
By Service Area			
Operational Services			
Community and Partnerships	0	0	0
Customer Services and e Government	0	0	0
Regeneration	0	0	0
Regulatory Services	0	0	0
Street Scene and Neighbourhood Services	3,962	3,973	11
Support Services			
Finance and Property Services	0	0	0
Democratic Services	0	0	0
Policy and Performance	0	0	0
Corporate Management	0	0	0
People and Organisational Development	0	0	0
	3,962	**3,973**	**11**

Street Scene and Neighbourhood Services	The main contributory factors towards the projected under spend of £11k are as listed below:
	• Staffing / Agency under spends £101k
	• ROSPA – playgrounds H&S works (£35k)
	• Recycling Income / Costs £18k
	• Trade Waste Tipping Fees £12k
	• Installation of CONFIRM / Webaspex (£60k)
	• Recruitment expenses (£12k)
	• Fuel (£10k)

Priority 4 – Promoting Rossendale as a Cracking place to live

The Council has committed to deliver a range of actions and projects that are specifically aimed at promoting **"Rossendale as a cracking place to live".** 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 things we have undertaken to achieve. This section of the report summarises how well are performing in delivering this priority.

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

Elements of performance that contribute towards the achievement of Priority 4	Totals	GREEN		AMBER		RED	
Corporate Plan Actions	6	5	83%	1	17%	0	0%
Best Value Performance Indicators	3	0	0%	0	0%	3	100%
Lancashire Local Area Agreement Indicators	0						
Strategic Risks	0						
Operational Risks	1	0	0%	0%	0%	1	100%
Total	**10**	**5**	**50%**	**1**	**10%**	**4**	**40%**

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 involve will be zero (for example Financial Services department resources are focused entirely on a "Well Managed Council" whereas Street Scene and Neighbourhood Services" are focused across a variety of customer facing Council priorities.

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

	Net Budget 000	Net Forecast 000	Variance
By Service Area			
Operational Services			
Community and Partnerships	282	232	(50)
Customer Services and e Government	145	159	13
Regeneration	0	0	0
Regulatory Services	76	56	(20)
Street Scene and Neighbourhood Services	0	0	0
Support Services			
Finance and Property Services	0	0	0
Democratic Services	0	0	0
Policy and Performance	0	0	0
Corporate Management	0	0	0
People and Organisational Development	0	0	0
	504	**448**	**(56)**

Community & Partnerships	The main contributory factors towards the projected under spend of £50k are: • Salary under spends resulting from Head of Service Vacancy £25k • Non pay under spends (Consultancy, Printing etc) £13k • Income from Cessation of Lancashire Together Partnership £ 5k
Customer Services & e-Government	The main contributory factor towards the projected over spend of £13k is the employment of consultancy staff to cover long term staff absence.
Regulatory Services	The projected under spend of £20k relates to an over achievement of Licensing income

Priority 5 – Improving Health and Well-being across the borough

The Council has committed to deliver a range of actions and projects that are specifically aimed at **"improving health and well-being across the borough".** We have also set ourselves a range of targets and deadlines to be achieved, and identified the 'risks' which are those things that might present a barrier to delivering the things we have undertaken to achieve. This section of the report summarises how well are performing in delivering this priority.

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

Elements of performance that contribute towards the achievement of Priority 5	Totals	GREEN		AMBER		RED	
Corporate Plan Actions	9	9	100%	0	0%	0	0%
Best Value Performance Indicators	5	4	80%	0	0%	1	20%
Lancashire Local Area Agreement Indicators	1	1	100%	0	0%	0	0%
Strategic Risks	3	1	33%	1	33%	1	33%
Operational Risks	2	2	100%	0	0%	0	0%
Total	**20**	**17**	**85%**	**1**	**5%**	**2**	**10%**

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 involve will be zero (for example Financial Services department resources are focused entirely on a "Well Managed Council" whereas Street Scene and Neighbourhood Services" are focused across a variety of customer facing Council priorities.
The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget 000	Net Forecast 000	Variance
By Service Area			
Operational Services			
Community and Partnerships	1,051	1,051	8
Customer Services and e Government	0	0	0
Regeneration	0	0	0
Regulatory Services	0	0	0
Street Scene and Neighbourhood Services	867	814	(53)
Support Services	0	0	0
Finance and Property Services	0	0	0
Democratic Services	0	0	0
Policy and Performance	0	0	0
Corporate Management	0	0	0
People and Organisational Development	0	0	0
	1,918	**1,873**	**(45)**

Community & Partnerships	The main contributory factor to the overspend on Health & Well being is a projected overspend on the Museum Service Contract with Lancashire County Council of £14k
Street Scene and Neighbourhood Services	The main contributory factors towards the projected under spend of £53k are listed below: • Elevate funding of Environment Health Staff £22k • Out of Hours Service for the Dog Warden £15k • Land Drainage payments to Private Contractors £10k

Priority 6 – A Well-managed Council

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

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

Elements of performance that contribute towards the achievement of Priority 6	Totals	GREEN		AMBER		RED	
Corporate Plan Actions	7	5	71%	2	29%	0	0%
Best Value Performance Indicators	7	4	57%	2	28.5%	1	14%
Lancashire Local Area Agreement Indicators	0						
Strategic Risks	8	4	50%	2	25%	2	25%
Operational Risks	12	7	58%	4	33%	1	8%
Total	**34**	**20**	**59%**	**10**	**29%**	**4**	**12%**

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 involve will be zero (for example Financial Services department resources are focused entirely on a "Well Managed Council" whereas Street Scene and Neighbourhood Services" are focused across a variety of customer facing Council priorities.
The table therefore identifies the service area, net annual budget expenditure, net forecast spend and therefore the total forecast variance for the year.

	Net Budget 000	Net Forecast 000	Variance
By Service Area			
Operational Services			
Community and Partnerships	0	0	0
Customer Services and e Government	0	0	0
Regeneration	0	0	0
Regulatory Services	19	10	(9)
Street Scene and Neighbourhood Services	0	0	0
Support Services			
Finance and Property Services	240	204	(36)
Democratic Services	820	839	19
Policy and Performance	137	133	(4)
Corporate Management	467	491	23
People and Organisational Development	170	170	0
	1,853	**1,847**	**(6)**

Regulatory Services	The projected under spend of £9k relates to under spends on Legal salaries.
Finance & Property Services	Finance (£56k overspend) • ELeP Consultancy costs £25k – 3 year contract entered into in 2006/07 • ELeP Procurement Savings expected £22.7k • Net Audit Fees £19k one-off cash flow matching audit charges to financial years and Business Link Audit less reduction as a result of CPA • Professional Statement of Accounts cost not budgeted for £6k • Salary Savings £13k • Other efficiency savings £3.9k Property services: The main contributory factors towards a £68k overspend are: • Rates - (£31k) • Savings on excess travel - £8k • Futures Park rent - £(31k) • Museum – Burglar alarm /sec.system £(1k) • Markets- Refuse collection - £(9k) • Whitworth NO – loss of income building for disposal - (£3k) • OSS telephone rental and usage - £(5k) • Waterfoot NO –no longer for disposal £(4k) • HRA Depot Costs - (£1) Non Distributed Costs (£53k overspend) being ex HRA costs Capital Financing - £211k favourable • MRP gains - £91k Bank interest gains - £120k
Democratic	The main contributory factors towards the projected over spend of £19k are:

Services	• Increased costs of maintaining register of electors -£11 Costs of by-elections and additional cost of printing polling cards and postal packs - £8k..
Policy & Performance	No significant variance
Corporate Management	The main contributory factors towards the projected over spend of £23k are : Budgeted shortfall of Ross Transport 'special contribution' - (5,000)
People & Organisational Development	No significant variance

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 are due for completion by March 2008.

Section 3 - Corporate Plan Actions, Covalent Report

Report Author: Leanne Admin_Dixon
Report Type: Action Report
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Rossendale**alive**
BOROUGH COUNCIL

Rows are sorted by Due Date

Priority: **1. Delivering Quality Services to Our Customers**

Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
CS1.4	Improved management of the Council's complaints process to ensure that it is easy to access and that we use the information provided by complaints to improve services	Andrew Buckle	Michael Gibbons	Green	31/03/2007		22/03/2007	(30/8/2007) A new complaints management process has been developed, consulted on and also implemented. All the new complaint leaflets and forms have been produced and are now in full circulation.
CS1.2	Increase customer awareness of the level of service they should receive from the	Andrew Buckle	Andrew Buckle; Nick Molyneux	Green	30/04/2007		13/08/2007	(31/8/2007) A full suite of standards have been implemented and also marketed. Prior to CPA a range of service pack leaflets were developed which details specific service actions, service levels and also

Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
	council.			Green				customer standards. The Rossendale web site has also been used to market the respective customer service standards and an internal programme of mystery shopping has taken place. The customer service standards have also been published in the Rossendale Alive news paper.
LDS1.8	Actively promote the electoral process	George Graham	Joanne Smith	Green.	31/05/2007		04/05/2007	(25/10/2007) Local elections in May were promoted via internet, in the local press and on notice boards outside the Town Hall in line with legislation. These informed the electorate and prospective candidates of the election process.
LDS1.3	Work with both young and older people to improve their engagement in the democratic process	George Graham	Champion for Young People#; Human Resource Advisor#; Joanne Smith	Amber.	30/11/2007		19/12/2007	(8/11/2007) All residential properties have received Registration forms and have been given the opportunity to vote by post. This is hoped to encourage people who have difficult getting to their polling station, or people who are anxious about entering a polling station, to use their vote.
LDS1.7	Complete a review of Polling Stations within the Borough	George Graham	Elections Manager#; Joanne Smith	Green.	30/11/2007		22/11/2007	(8/11/2007) 11 representations were made by interested parties and these were used to draw up a new plan or polling districts for the Borough. The report was agreed by Full Council on 7.11.07 and will be published by 31 December 07.

Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
SD1.12	Engage with Young and old People	Liz Murphy	Champion for Young People#; Human Resource Advisor#; Linda Fisher	Green.	30/11/2007			(29/01/08) Prior to developing a dedicated web-site for older people in Rossendale, discussions took place with members of the Older People's Forum to investigate the type of information they would like to see provided. The web-site was launched over the summer and praise has been received from the Chair of the Older People's forum upon the usefulness of this web-based resource for older people. Several successful engagement activities with younger people have taken place over the year, together with an Overview and Scrutiny Review of Services for Children and Young People.
CP1.13	Carry out four involvement and engagement projects each year		Miladur Rahman	Amber.	31/03/2008			(18/1/2008) Meeting planned with Positive Start to undertake BME Survey. Positive Start plan to undertake survey between Jan - March 08 Single Panel Survey in October was not carried out. The January joint panel survey is well on course to be achieved with results out in March 08.
CS1.1	Increase the number of appropriate Council Services that our customers can	Andrew Buckle	Joanne Hargreaves	Green.	31/03/2008			(23/1/2008) An analysis has been carried out to determine which additional services can go through the oss, a formal proposal would need to be costed by Capita for additional services to go through the

Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
	access through the Council's One Stop Shop and Contact Centre			Green				oss.
LDS1.4	Work in partnership with young people	George Graham	Champion for Young People#; Human Resource Advisor#	Green	31/03/2008			(24/8/2007) Mini Mayor competition launched in August. 15 schools have expressed an interest and the closing date for applications is October. Judging will take place during Local Democracy Week and a celebration event will be held thereafter. Democratic Services are leading on the creation of a "Youth Cabinet" and letters have been sent to all secondary schools seeking nominations to serve on the Group. First meeting of Youth Cabinet held on 15th October 2007. Schools that participated were Fearns, Whitworth High School and Haslingden High School. The Leader of the Council and the Chief Executive outlined the services provided by the Council. The Youth Cabinet was then invited by the Deputy Chief Executive to write their views on the "Democracy Wall". The pupils agreed to take the issues back to school and agree what items they would like to consider at the next meeting. The County Council's Member Champion for Young People was invited to serve on

Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
				Green				the Youth Cabinet as part of the enhanced two tier working approach. On 16th October the doors of the Council Chamber were opened to Years 5 and 6 of Balladen Primary School. A presentation was given on the role of the Council, the Mayor and the Regalia. Children were invited to design posters of what they would like to see in Rossendale and these have been displayed in the Council Chamber. The Question Time event was scheduled to be held on 18th October. In light of the By Election this is to be rescheduled. Mini Mayor entries have been received. The judging took place on 23rd October. Winner selected and ceremonial event held to congratulate winner. Pupils at Haslingden High School will be coming to the Council Chamber on 11th February 2008.
LDS1. 14	We will review the way our Neighbourhood Forums operate	George Graham	Heather Moore	Green .	31/03/2008		18/10/2007	(31/8/2007) Neighbourhood Forums have been reviewed and a report was considered by the Cabinet in June 2007 agreeing improvements to the way Neighbourhood Forums operate. Each Neighbourhood Forum now has a budget and Democratic Services have developed processes by which

Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
								applications are received. A Member Working Group of each Neighbourhood Forum has been created who will make recommendations to Neighbourhood Forums on whether to approve or refuse applications. The deadline for the first round of application funding is 31.08.07 and 14 applications have been received. Prior to the Neighbourhood Forum meeting an informal surgery is held so that members of the public can approach their Ward Councillors on an individual basis before the meeting. Refreshments are also provided at the meetings to create an informal atmosphere. Room layouts have also been reviewed where possible. A County Councillor has been co-opted onto each Neighbourhood Forum and a Councillor from Whitworth Town Council has been co-opted to serve on Whitworth Neighbourhood Forum.

Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
ERSH2.6	Secure funding and programme approval for Rossendale Sustainable Economic Development Plan	Jon Sharples	Jon Sharples	Green.	31/05/2007			(23/1/2008) This funding stream from NWDA was secured on 2nd January 2008 It provides £4million funding over a three year period from April 2008 and is subject to conditions. The funding approval is at programme level and individual projects within the programme must be compliant with the Sustainable Economic Strategy document and are each subject to individual funding approvals.
ERSH2.13	Implement the revised decent homes assistance scheme.	Jon Sharples	John Molyneux	Green.	31/08/2007			(4/9/2007) IMPLEMENT THE REVISED DECENT HOMES ASSISTANCE SCHEME Revised scheme launched with West Pennine Housing Association providing streamlined procedure for all applicants. New publicity material reflecting revised scheme (further scheme promotion to be carried out) Improved scheme take up (drop out rate currently 8%, previously around 40%)

Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
ERSH2.15	Increase the supply of affordable housing in the borough	Jon Sharples	Steve Jackson	Green.	31/12/2007			(8/1/2008) Revised Interim Housing Statement approved by Cabinet in December 07 which incorporates new affordable housing targets and policies. 20 units of new affordable housing have been delivered thus far and although additional units have been agreed within s106 Agreements it is unlikely that the target of 70 units delivered in 07/08 will be met.
ERSH2.14	Implement the Empty Homes Strategy to bring long term empty homes back into use	Jon Sharples	Steve Jackson	Amber.	17/03/2008	17/03/2008		(8/1/2008) Capacity within the team continues to be an issue affecting the delivery of this item. Workloads have been re-organised to provide cover but completion of the project items is likely to be delayed.
ERSH2.12	Deliver the outputs of the elevate programme	Jon Sharples	Steve Jackson	Green.	31/03/2008			(8/1/2008) Housing renewal programmes still performing above target. NHM and Environmental works now back on track. Total spend to date £1,660,421 equivalent to 70% of allocated budget. Performance continues to be monitored closely to ensure full spend.

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
SSL3.3	Implementation of Street Cleansing Routes	Carole Todd	Heidi Finlay; Jason Foster; Julie Jackson; Dave Whiteman	Green.	31/03/2008			(25/1/2008) Webaspx contract signed and work underway
SSL3.18	Achieve 1 Green Flag Award	Carole Todd	Jason Foster	Green.	31/03/2008			(25/1/2008) We are on track to deliver a green flag award, funding has been secured to upgrade facilities at Whitaker park and green flag audits have been carried out at Whitaker, Stubbylee & Victoria parks.
SSL3.21	Deliver the RBC contribution to implementation of the crime and disorder reduction strategy	Carole Todd	Trish Ellins	Green.	31/03/2008			(30/8/2007) Streetwise Event for Yr 6 Pupils - June 07 Summer Nights - July/August targeting anti social behaviour and criminal damage and promoting responsible drinking Crime across the Borough still reducing and on target to reach PSA1 target
SSL3.20	We will organise and lead on 15	Carole Todd	Dave Whiteman	Green.	31/03/2008			(27/12/2007) Further work on Riverside Walk by

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
	community clean-ups each year			Green.				Civic Pride. Bringing total to 8 so far this year.
SSL3.14	We will develop a basket of measures and targets relating to carbon emissions by 2008	Carole Todd	Philip Mepham	Green.	31/03/2008			(4/1/2008) Energy Measures Report reviewed to determine environmental impacts on services. Details abstracted to conduct interviews with Departments during January.

Priority: **4. Promoting Rossendale as a Cracking Place to Live and Visit**

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
CS4.5	Implementation of LGA reputation campaign.	Andrew Buckle	Nick Molyneux; Carole Todd	Amber.	31/01/2008			(29/01/08) Action plan ongoing – Final actions in respect of green flag award being progressed by SS&N.
CP4.4	Hold 4 celebration events for the next three years.			Green.	31/03/2008		18/01/2008	(18/1/2008) All 4 celebration events have been successfully delivered.
LDS4.2	To deliver the community leadership action plan and policy	George Graham	Heather Moore	Green.	31/03/2008		17/01/2008	(24/8/2007) 4.2.1 A programme of Ward Walks has been developed and this will be linked to the NEAT Team work. 4.2.2 Member development packs for planning and licensing have been prepared and circulated. Copies of

								these are also available in the Members' Library at Hardman Mill.
								4.2.3 A resource pack for schools is being developed in partnership with the Communications Team. A letter will be sent to all schools informing them that civic presentations can be given. The resource pack is available on the Council's website and will be further developed as part of the democracy offer in 2008/09.
								4.2.4 Role descriptions are in place for Portfolio Holders. Meetings are held with Portfolio Holders/Shadow Portfolio Holders.
								4.2.5 Youth Cabinet has been established and first meeting held in October.
								4.2.6 The "Know your Councillor" guide has been printed and this provides information on how citzens can engage with the Council. An A3 Know Your Councillor Ward Map has been published.
								4.2.7 All the above actions positively contribute to the Children and Young Peoples' Strategy and the Member Champion for young people has been involved in the development of activities for Local Democracy Week. To support members on outside bodies a feedback mechanism has been developed so that Members can

					Green.				feed items raised at outside organisations back to the Council. Heads of Service have been assigned to outside bodies and will act as a point of contact for members to provide support and information.
ERSH4.3	Monitor tourism contract to ensure it increases the number of business partnerships with improved tourist offerings and increases the number of people visiting the borough	Jon Sharples	Sarah Dunn	Green.	31/03/2008				(23/1/2008) The revised action plan has been agreed by Tourism Steering Group. The efforts of the group have been bolstered by a £10,000 per annum approval by Rossendale Borough Council to support direct marketing activity. The Borough Council has continued its involvement in STEAM to support the assessment of the value of tourism to the Borough and a 'Hows Business' survey will help support the on-going assessment of the direct value of the work to tourism businesses in the borough.
LDS4.3	To undertake regular Ward Walks with councillors	George Graham	Heather Moore	Green.	31/03/2008		17/01/2008		(31/8/2007) A programme of ward walks has been developed. These will be undertaken with Ward Members, a member of the Executive Team and a member of the NEAT Team.
SSL4.7	Deliver the RBC contribution to implementation of the crime and disorder reduction	Carole Todd	Trish Ellins	Green.	31/03/2008				(30/8/2007) Streetwise Event for Yr 6 Pupils - June 07 Summer Nights - July/August targeting anti social behaviour and criminal damage and promoting

	strategy							responsible drinking Crime across the Borough still reducing and on target to reach PSA1 target

Priority: **5. Improving Health and Wellbeing Across the Borough**

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
CS5.4	Run two benefit take-up campaigns each year targeted at the over 60s.	Andrew Buckle	Capita#; Nick Molyneux	Green.	30/11/2007			(23/1/2008) Two campaigns have been carried out .
SSL5.6	We will provide assistance and guidance on the implementation of the smoke-free indoor environment legislation	Carole Todd	Philip Mepham	Green.	31/12/2007			(9/8/2007) Implementation of legislation completed. Compliance level very good.
CP5.5	Work with partners to develop a coherent approach to the issue of financial exclusion in the borough			Green.	31/12/2007			(18/1/2008) The new principal partnership officer is now in post and will be reviewing this action and progress made.

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
ERSH5.3	Develop and implement an improvement plan for the Homelessness Service	Jon Sharples	Steve Jackson	Green.	31/01/2008		04/06/2007	(4/9/2007) A Homelessness Service Improvement Plan was completed on 4th June 2007 and is now currently being delivered by the Housing Options Team. The Service Improvement Plan takes into consideration Audit Commission Recommendations from the Strategic Housing Teams Inspection in December 2006, the Homelessness Strategy Action Plan, KLOE Action Plan targets, GVH own Impact Needs Requirement Assessment, Customer Service Standards targets and the Service Level Agreement targets and standards as per the Stock Transfer Agreement. Attached to the Documents section is the current Service Improvement plan for the HOT Team.
SSL5.2	Produce 3 year action plan linked to East Lancs Alcohol Strategy aimed at reducing the harm caused by alcohol	Carole Todd	Trish Ellins; Philip Mepham	Green.	31/03/2008			(8/1/2008) Draft Strategy document has gone out for consultation with responses required by 28 January. Launch will take place in March.

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
SSL5.3	Development and implementation of health in the home project incorporating indoor air pollution, home safety and energy efficiency targeting areas of highest need	Carole Todd	Philip Mepham	Green.	31/03/2008			(6/1/2008) Bid for funding submitted to Health Protection Agency. This also unsuccessful but forwarded to another funding agency. Some of the actions may proceed as a consequence of other funding bids.
SSL5.5	Development of Healthy Workplace network with implementation of a programme of advice and information for businesses and their employees	Carole Todd	Philip Mepham	Green.	31/03/2008			(7/1/2008) Work continuing on development of web-based questionnaire so that people can assess their own health and commit to improvement.
CP5.1	Performance management of Leisure trust activities through the next three-year business plan			Green.	31/03/2008			(4/9/2007) 6 weekly meetings taking place
ERSH5.4	Develop and implement a Supported	Jon Sharples	Steve Jackson	Green.	31/03/2008			(8/1/2008) The Supported Housing Strategy is included on the Forward Plan for

| | Housing Strategy to provide improved choice for vulnerable groups | | | | | | | consideration by Cabinet in March 2008. |

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
HR8.5	Introduce employee engagement strategy aimed at improving staff morale	Liz Murphy	Human Resource Advisor#	Amber.	30/11/2007			(21/1/2008) Development delayed in light of JE project
FS6.12	Consider a review of the Council's Financial Procedure Rules	Phil Seddon	Phil Seddon	Amber.	31/03/2008			(3/1/2008) No significant change

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
LDS7.4	To increase the % of electors who can identify their ward councillors	George Graham	Heather Moore	Green.	31/03/2008			(30/8/2007) The publication of "know your councillor" was circulated in September. A question has been included in the next citizens panel survey asking if people can identify at least one ward councillor. In the June edition of Rossendale Alive a feature was included of councillors photographs and contact details stating which ward they represented. Through the new arrangements for neighbourhood forum funding, anyone wishing to obtain funding has to contact one of their ward councillors who has to "champion" the application. The website is regularly maintained to ensure Members' contact details are up to date. An A3 "know your Councillor" poster has been published.

Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
LDS7.10	We will continue to support councillors by delivering the Member Development Strategy	George Graham	Heather Moore	Green.	31/03/2008			(30/8/2007) The Member Learning and Development Strategy 2007/08 and Implementation Plan were agreed by Council in June 2007. The Member Development Working Group will oversee its implementation. An annual schedule of training has been agreed. Personal Development Plans are being offered to all new Elected Members. 7.10 Member Development Charter is being maintained through the implementation of the Member Development Strategy 7.10.2 As at 17.01.08 34 out of 36 personal development plans are in place. 7.10.3 The Member Development Strategy is overseen by the Member Development Working Group.
LDS7.12	Maintain accreditation under the North West Charter for Member Development	George Graham	Heather Moore	Green.	31/03/2008		17/01/2008	(31/8/2007) The Member Learning and Development Strategy was agreed by Full Council in June 2007. An annual training programme has been developed. The Member Learning and Development Quarterly Programme informs Members of external training opportunities and a process is now in

|								
				Green				place for dealing with requests for training. The NW Charter will be reviewed in 2009 and planning is taking place to strive for level II of the Charter when we are reviewed in 2009. The Council needs to demonstrate that the Member Development is impacting on the community and the plan for achieving Level II will be managed by the Member Development Working Group
SD7.1	To support the deliver the community leadership action plan and policy/To develop the role of members of DC Committee	Linda Fisher	Linda Fisher	Green .	31/03/2008			30/01/08 The Member Development Strategy includes specific training on development control and planning matters as these were development areas identified by members though the personal development planning process. One to one sessions have been held with some new members prior to them serving on the Committee. Packs for elected members have been produced containing key information to support their learning and development in respect of planning matters and a copy is held in the members' library. Meetings are held with the Chair, Vice Chair and Majority Opposition to ensure they are fully briefed.

| Action Code	Action Title	Head of Service	Lead	RAG	Target Date	Revised Due Date	Completed Date	Latest Status Update
LDS7.3	We will promote the role of mayor as civic leader	George Graham	Elaine Craven; Heather Moore	Green.	31/03/2008		17/01/2008	(30/8/2007) A feature on the Mayor has been included in the "know your councillor" guide. An item was also included in the Rossendale Alive newsletter letting people know that they can book the Mayor for events. Lancashire Local have also featured comments from the Mayor about Rossendale. The Mini Mayor promotes the role of Mayor as Civic Leader. A Working Group is being established to develop a Civic Protocol for the Borough. The local media regularly publish events attended by the Mayor. Further work will continue in 2008/09 to promote civic pride.

Section 4 – Performance Indicators

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

Fig 1. Corporate View of BVPI Performance – Quarter 3

Legend	
▨	On/Above Target
▨	Marginally Below Target
▨	Below Target

Q3 on Target - Corporate View

16%

13%

71%
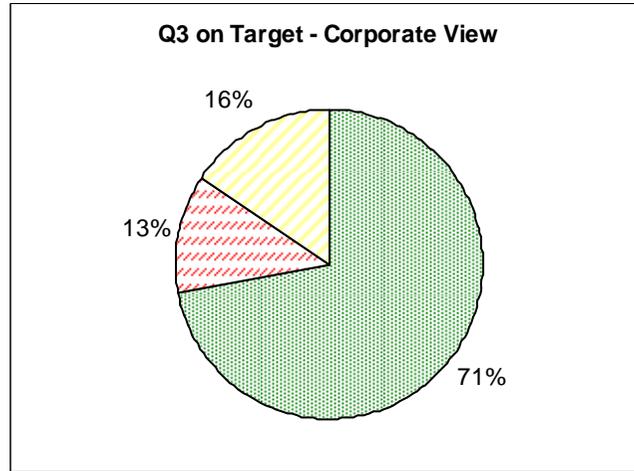
	The Council's Priorities
Priority 1	Delivering Quality Services to Our Customers
Priority 2	Delivering Regeneration Across the Borough
Priority 3	Keeping our Borough Clean and Green
Priority 4	Promote Rossendale as a Cracking Place to Live and Visit
Priority 5	Improve Health and Well-being Across the Borough
Priority 6	A Well Managed Council

Priority 1: 29%, 71%
Priority 2: 100%
Priority 3: 100%
Priority 4: 100%
Priority 5: 20%, 80%
Priority 6: 14%, 29%, 57%
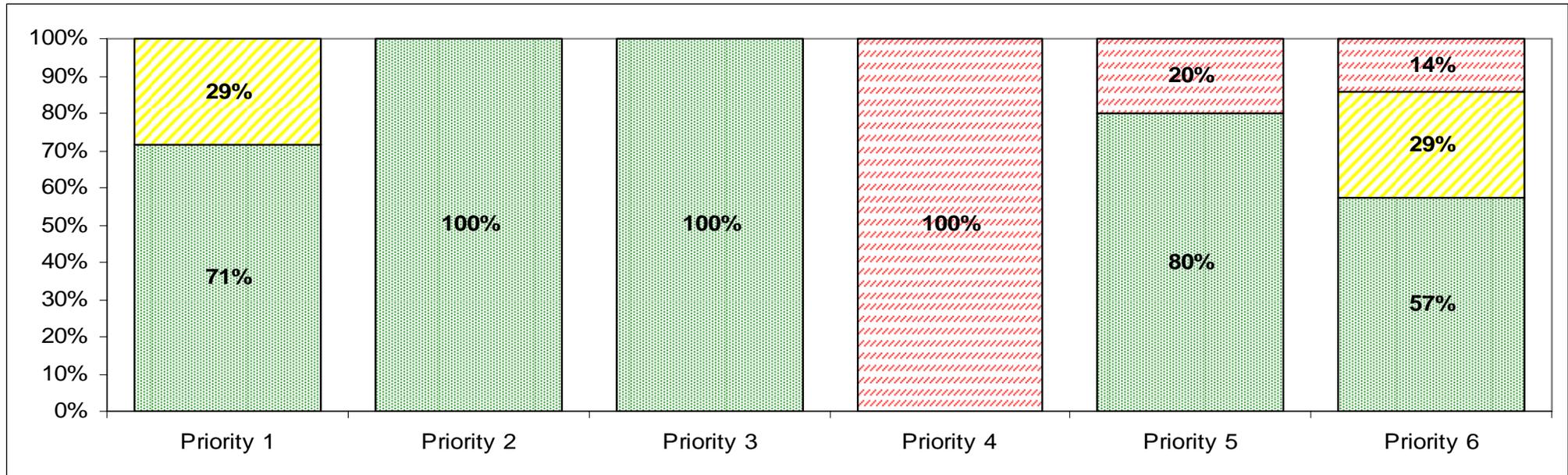
Section 4 - Performance Indicators, Covalent Report

Generated on: 23 January 2008

PI Status		Direction of travel compared with Quarter 3 2006/7	
🔴	This PI is significantly below target.	⬆	The value of this PI has improved
🔺	This PI is slightly below target.	⬇	The value of this PI has worsened.
✅	This PI is on target.	◼	The value of this PI has remained the same
📈	This PI is a data-only PI.			

Priority: **1) Delivering Quality Services to Customers**
BV Category: **Housing Benefit and Council Tax Benefit**

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 2007/8	Expected Outcome
					Value	Target	Value	Target	Note		
✔	Aim To Minimise	⬇	BV78a YTD	Speed of processing - new HB/CTB claims	37.2	32	26.8	28	04/01/2008 Performance continues to exceed target and it is anticipated that this trend will continue.	29	Exceeding Target
⚠	Aim To Minimise	⬇	BV78b YTD	Speed of processing - changes of circumstances for HB/CTB claims	18	9	15.2	15	04/01/08 Performance continues to exceed target and it is envisaged that this trend will continue	16	On Target
⚠	Aim To Maximise	⬆	BV79a	Accuracy of processing - HB/CTB claims	96.00 %	99.00 %	98.40 %	99.50%	10/01/2008 Accuracy continues to be monitored closely. Additional checks by both Capita and the client are undertaken to identify incorrect assessments however it is unlikely that the target of 99.5% accuracy will be obtained	99.50 %	Marginally Below Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✅	Aim To Maximise	⬆	BV109 b YTD	Minor applications determined in 8 weeks	76.36 %	65.00 %	87.35 %	78.00 %	10/01/2008 145 of 166 Applications determined within the statutory period.	78.00%	On Target
✅	Aim To Maximise	⬇	BV109 c YTD	Planning Applications: 'Other' applications	95.00 %	80.00 %	94.33 %	80.00 %	10/01/2008 266 of 282 Other Applications determined within the Statutory period.	80.00 %	On Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✔	Aim To Minimise	⬆	BV183 b YTD	Length of stay in temporary accommodation - Hostel (weeks)	0	3	4	6	09/01/2008 there have been 2 cases admitted to temporary accommodation to date the average stay for the two cases has been 4.5 weeks	3	Marginally Below Target
✔	Aim To Maximise	⬇	BV64 YTD	(LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	27	26.25	25	30	09/01/2008 Alongside the work of the Empty Homes Officer the NEAT team have been issuing s215 Notices on vacant properties which has assisted in achieving the current level of properties returned into use	40	Exceeding Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✅	Aim To Maximise	⬇	BV109 a	Major applications determined in 13 weeks	66.67 %	60.00 %	64.71 %	60.00 %	10/01/2008 4 Major Applications determined within the statutory period. Applications for a Wind Farm at Reaps Moss, and Dwellings at Anvil Street both determined out of time due to further consultation requirements.	60.00 %	On Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✅	Aim To Maximise	⬆	BV213	(LAAH16) Housing Advice Service: preventing homelessness	0.1	0.8	2.2	0.8	As at Q3 63 households had been prevented from becoming homeless - using the formula for calculation per 1000 i.e. dividing the total by 28 this equals 2.25 which has greatly overachieved on the agreed target.	1	Exceeding Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✓	Aim To Maximise	🔲	BV218 a YTD	Abandoned vehicles - % investigated within 24 hrs	100.0 0%	95.00 %	100.0 0%	98.00 %	09/01/2008 In Quarter 3 there was 38 requests for service, this led to 18 x 7day notices and 3 x 24 hour notices. 8 vehicles were removed in default . All requests for service responded to within 24 hours and all vehicles eligible for removal were removed with 24 hours of legal entitlement.	98.00 %	Exceeding Target
✓	Aim To Maximise	🔲	BV218 b YTD	Abandoned Vehicles - % removed within 24 hours of required time	100.0 0%	95.00 %	100.0 0%	98.00 %	09/01/2008 In Quarter 3 there was 38 requests for service, this led to 18 x 7day notices and 3 x 24 hour notices. 8 vehicles were removed in default . All requests for service responded to within 24 hours and all vehicles eligible for removal were removed with 24 hours of legal entitlement.	98.00 %	Exceeding Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✅	Aim To Minimise	⬇	BV199a	(LAA S21) Local street and environmental cleanliness - Litter and Detritus	21% - November 06	20.00 %	10% - November 07	12.00 %	23/11/08The Figure is much improved on last years figure for same period and is above target, this is largely due to analysis of data and targeting of resources into failure areas to improve the service and reduce littered areas and so improve the local environmental quality. Failure areas continue to be monitored	12.00 %	Exceeding Target
✅	Aim To Minimise	⬆	BV199b	(LAA S22a) Local Street and Environmental Cleanliness - Graffiti	0% - November 06	2%	1% - November 07	1%	23/11/07Grafitti remains a minor problem in the borough Crime reduction Partnership plays a large part in targeting areas previously thought to be problematical.	1%	On Target
✅	Aim To Minimise	⬛	BV199c	(LAA S22b) Local Street and Environmental Cleanliness - Fly-posting levels	0% - November 06	2%	0% - November 07	1%	23/11/07Flyposting currently not a problem within the borough due to previous successful enforcement actions by NEAT Officers	1%	Exceeding Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✓	Aim To Maximise	⬆	BV82a i YTD	(LCP3.2.2) % of Household Waste Recycled	22.09%	21.50%	27.16%	24.50%	09/01/2008 We have increased our figures due to the implementation of the non side waste policy from stickers issued directly onto bins and a mail shot sent to all residents in Rossendale. The reason why the figure has increased has been due to previous side waste now being placed into the recyclable stream.	24.50%	On Target
✓	Aim To Maximise	⬇	BV82b i YTD	(LCP3.2.2) % of Household Waste Composted	8.12%	6.00%	8.11%	6.20%	09/01/2008 The organic recycling figures are above target and current year to date figures show we will be well above the annual target.	6.20%	On Target
✓	Aim To Minimise	⬇	BV84b YTD	Household Waste Collection (% change in kilograms per head)	.69%	-.05%	-5.67%	0.00%	The reduction could be linked to the increase collection in organic matter which is now collected separately (with the successful promotion of brown bins and biodegradable bags) and therefore diverted from these figures.	0.00%	On Target

| Icon | Gauge Format Type | Trend | PI Code | Short Name | Q3 2006/07 | | Q3 2007/08 | | | Annual Target 200/8 | Expected Outcome |
					Value	Target	Value	Target	Note		
●	Aim To Maximise	⬇	BV170 a YTD	Visits to and Use of museums & galleries - All Visits (per 1000 population)	132	117	122	131	14/01/08 The quarter started off well, with the Rossendale Artists exhibition and a lively programme of half-term activities ensuring a good response from visitors. However, November saw a change in the exhibition format - the exhibition had a longer time span, and required a 2 week gap to allow for delivery and setting up etc. It would have been more auspicious had it been possible to host the exhibition at a different time of year.	175	On Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
●	Aim To Maximise	⬇	BV170 b YTD	Visits to and use of Museums & galleries - Visits in Person (per population)	132	117	122	130	The quarter started off well, with the Rossendale Artists exhibition and a lively programme of half-term activities ensuring a good response from visitors. However, November saw a change in the exhibition format - the exhibition had a longer time span resulting in a two week gap to allow for delivery and setting up.	174	On Target
●	Aim To Maximise	⬇	BV170 c YTD	Visits to and Use of Museums - School Groups (per 1000 population)	168	135	442	557	School groups continue to take up the Howarth Art Gallery partnership project, despite the figures being slightly below target. Attempts have been made to attract an additional audience, but these have not yet borne fruit. This area will need to be reconsidered next year.	743	On Target

60

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✅	Aim To Minimise	⬇	BV126 YTD	Domestic burglaries per 1,000 households	7.1	7.65	6.46	7.65	08/01/08 There has been a sharp increase this quarter which is often a seasonal trend. Two prolific traveling criminals have been identified as being responsible for the December rise. However, we are still on target to exceed the annual target.	10.2	Exceeding Target
✅	Aim To Minimise	⬆	BV127 a YTD	Violent Crime per 1,000 Population	11.3	13.5	12.4	13.5	08/01/08 A significant reduction this quarter compared to quarter two and we are back on target to exceed annual target	18.0	On Target
✅	Aim To Minimise	⬇	BV127 b YTD	Robberies per 1,000 Population	0.28	0.39	0.18	0.39	18/01/08 Robberies are down by 29% year to date. Only two reports this quarter which is an excellent result.	0.5	Exceeding Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✓	Aim To Minimise	⬇	BV128 YTD	Vehicle crimes per 1,000 population	8.42	10.4	6.55	10.42	09/01/2008 There has been a steady reduction in vehicle crime. Likely to exceed target significantly.	13.9	Exceeding Target

Priority: **5) Improving Health and Well being across the borough**
BV Category: **Corporate Health**

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
●	Aim To Maximise	⬇	BV156 YTD	Buildings Accessible to People with a Disability	93.00%	100.00%	79.00%	98.00%	% has dropped due to the previous exclusion of managed leisure facilities. Within the 07/08 capital programme are plans to make Rawtenstall Market and Marl Pits fully compliant. This will bring the total to 89% by 31st March 2008. It is proposed that the remaining managed leisure facilities (11%) will be addressed in the 08/09 capital programme, which is currently out for public consultation.	98.00%	On Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
	Aim To Minimise		BV12 YTD	(LCP6.3.2) Working Days Lost Due to Sickness Absence	6.07	7.50	6.49	6		8	On Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
	Aim To Maximise	N/A	BV10 YTD	Percentage of Non-domestic Rates Collected	N/A		87.20 %	87.90 %	08/01/08 Although the target of 87.90% has not been achieved at quarter 3, the service has collected 4.19% more revenue in 2007/08 than in 2006/07 when 83.01% had been collected at the end of December 2006. It is still predicted that collection of 98.8% will be achieved	98.80 %	On Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08		Note	Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target			
✅	Aim To Maximise	⬆️	BV8 YTD	% of invoices paid on time	71.78%	92.50 %	96.55 %	95.00 %	The quarterly out-turn is calculated on cumulative data rather than an average of monthly results. This is an improvement over previous quarterly out-turns.	95.00 %	On Target
✅	Aim To Maximise	⬇️	BV9 YTD	% of Council Tax collected	N/A		84.94 %	84.29 %	The collection of Council Tax continues to exceed target due to robust recovery policies and confirms that the service is in a strong position to meet its collection target for 2007-2008.	97.00 %	On Target

Priority: **7) Strong Financial management and delivery of VFM services**
BV Category: **Housing benefit and Council Tax Benefit**

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08		Note	Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target			
📊	N/A	⬆️	BV76b YTD	Housing Benefits Security number of fraud investigators	0.25	0.27	0.27	0.33	Performance in this area has not achieved target due to recruitment issues. This has now been resolved and target will be achieved from February 2008	0.33	Marginally Below Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
				employed							
	N/A		BV76c YTD	Housing Benefits Security number of fraud investigations	26.55	21	29.19	22.5	performance has exceeded target for the quarter	30	Exceeding Target
	N/A		BV76d YTD	Housing Benefits Security number of prosecutions & sanctions	5.02	5.18	5.35	5.25	Performance is slightly under target for this quarter however performance for the year is exceeding target.	7	Exceeding Target
	Aim To Maximise		BV79b i YTD	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	79.88%	85.00%	86.86%	75.00%	This quarters return is 75.33%, which is still very encouraging and above target. The focus on the prevention of overpayments, with the dedicated resources in collecting the outstanding debt, has resulted in the latest out turn, which is a sound basis for the future.	75.00%	

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
	Aim To Maximise		BV79b ii YTD	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	23.33%	60.00%	33.94%	42.75%	This quarter's performance is slightly disappointing and was affected by a new software release in December, 2007. The commencement of the recovery of an overpayment is now delayed for one month until a customer's appeal rights have lapsed. It is therefore expected that this will improve next quarter and that the yearly performance will exceed target.	57.00%	On Target
	Aim To Minimise		BV79b iii YTD	% of Overpayments written off	14.13%	7.50%	3.56%	6.00%	This quarter's performance has slightly increased due to old debts being returned from 3rd Party Collectors and no further recovery action available. The debts over £2000.00 will be submitted to members in quarter 4, so the percentage written off will increase again, but we expect this to be within the yearly target.	8.00%	On Target

Local Area Agreement (LAA) Measures

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07 Value	Q3 2007/08				Annual Target 200/8	Expected Outcome
						Target	Value	Target	Note		
✅	Aim To Minimise	⬇	BV199a	(LAA S21) Local street and environmental cleanliness - Litter and Detritus	21% - November 06	20.00%	10% - November 07	12.00%	23/11/08The Figure is much improved on last years figure for same period and is above target, this is largely due to analysis of data and targeting of resources into failure areas to improve the service and reduce littered areas and so improve the local environmental quality. Failure areas continue to be monitored	12.00%	Exceeding Target
✅	Aim To Minimise	⬆	BV199b	(LAA S22a) Local Street and Environmental Cleanliness - Graffiti	0% - November 06	2%	1% - November 07	1%	23/11/07Grafitti remains a minor problem in the borough Crime reduction Partnership plays a large part in targeting areas previously thought to be problematical.	1%	On Target
✅	Aim To Minimise	◾	BV199c	(LAA S22b) Local Street and Environmental Cleanliness - Fly-posting levels	0% - November 06	2%	0% - November 07	1%	23/11/07 Fly posting currently not a problem within the borough due to previous successful enforcement actions by NEAT Officers	1%	Exceeding Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07	Q3 2007/08				Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
✅	Aim to Maximise		BV225	(LAAS8) Actions against Domestic Violence	36%	45%	45%	45%	20/11/07 Ongoing work within the Domestic Violence theme group is likely to see an improvement in this target by year end against the forecast	45%	On Target
N/A	Aim To Minimise	N/A	LAAH13	(BV 184a)% of social Housing that does not meet decent homes standard	Not available	Not available			This information is collected annually and should be available in April 2008	31.07 %	On Target
N/A	Aim To Maximise	N/A	LAAH14	% Private housing that meets decent home standard	Not available	Not available			09/01/2008 The outturn for this Indicator has still not been reported on as it relies on Stock Condition Data. The last Stock Condition data for Rossendale was completed in September 2004, and so this particular Indicator is currently being negotiated with GONW.	45.00 %	

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07	Q3 2007/08				Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
N/A	Aim To Maximise	N/A	LAAH15	% Vulnerable households in the private sector that are in decent condition	Not available	Not available			09/01/2008 The outturn for this Indicator has still not been reported on as it relies on Stock Condition Data. The last Stock Condition data for Rossendale was completed in September 2004, and so this particular Indicator is currently being negotiated with GONW.		
	Aim To Maximise		BV213	(LAAH16) Housing Advice Service: preventing homelessness	0.1	0.8	2.2	0.8	As at Q3 63 households had been prevented from becoming homeless - using the formula for calculation per 1000 i.e. dividing the total by 28 this equals 2.25 which has greatly overachieved on the agreed target.	1	Exceeding Target

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07		Q3 2007/08			Annual Target 200/8	Expected Outcome
					Value	Target	Value	Target	Note		
N/A	Aim To Maximise		LAAH17	Average SAP rating of all housing stock	Not available		Not available		09/01/2008 The target for 2007/08 is to have an average SAP rating of 54, however because this indicator relies on Stock Condition Survey Data, the Council can not give an updated position other than the Baseline from September 2004 of 52. This Indicator along with LAA H14 and H15 is still being negotiated with GONW as to a solution on the data collection problem. However please see attached LAA H17 Action Plan for Rossendale which details how we will try and improve the SAP rating as a Council	54	

Icon	Gauge Format Type	Trend	PI Code	Short Name	Q3 2006/07	Q3 2007/08				Annual Target 200/8	Expected Outcome
					Value	Value	Target	Value	Target	Note		
N/A	Aim To Maximise		LAAH18	Take-up energy efficiency grants	Not available	Not available				09/01/2008 The target for 2007/08 is to save 2391.81 tonnes of CO2 through the energy efficiency work in the Private Housing Sector through Warm Front Grants and the Social Rented Sector through their planned maintenance programmes. Based on last years outturn of 3992 we are confident that the target for this year will be achieved. For further details on what action is being taken to achieve the target, please see the attached Action Plan for Rossendale.	2391.81	On Target
	Aim To Maximise		LAAH19	Number of Homes being adapted for life changes	Not available	51	67.5			10/01/2008 Steve Jackson in total 51 grants have been completed with a further 86 approved for delivery subject to funding	90	On Target

Performance Indicator Action Plan – 2007/8

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:	Finance							Lead Officer for P.I.	Lee Childs					
Indicator name & number/s:	BV 156 – Buildings Accessible to People with a Disability													
Target achieved in 2006/7?	Yes	No	Quartile position in 2005/6?	Top	2nd	3rd	Bottom	N/A	Is it a KSI?	YES	NO	Is a CPA P.I. ?	YES	NO

PERFORMANCE DURING 2006/7													
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	
93%	98.%	93%	98%	79%	98%							98%	

1. **Please give an objective assessment as to whether the end of year target will be met?**
   The overhaul target of 100% will be archived year end 2008/09 .

2. **Please explain the reasons why the indicator is not achieving the targeted level of performance:**
   The quoted 93% has now been replaced with 79% because of the inclusion of Whitworth Pool . Officers had previously considered that all necessary DDA works had been completed as part of the original lease and undertaking to re-open the pool in 2003/04 .It recently emerged that this was not the case therefore a DDA access audit was commissioned This identified £60k of expenditure which amounts to 11% of remaining total

   Works are programmed in for 2008/09 to carry out DDA works at Rawtenstall Market this accounts for 6% of remaining total.

   Marl Pits Pavilion accounts for 4% of remaining total but this will not be included in any works by RBC because of the potential of a new Sports Village at Marl Pits

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

   Both Whitworth Pool and Rawtenstall Market will be included in the 2008/09 Building Maintenance Contract

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

   The Capital budget has been allocated for 2008/ 09 to carry out the DDA works for 100 % compliance

Performance Indicator Action Plan – 2007/8

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Service Area:	Human Resources						Lead Officer for P.I.		Sarah Duckworth				
Indicator name & number/s:	BV 12 – Working days lost due to sickness absence												
Target achieved in 2006/7?	Yes	No	Quartile position in 2006/7?	Top	2nd	3rd	Bottom	N/A	Is it a KSI?	YES	NO	Is a CPA P.I. ?	YES	NO

PERFORMANCE DURING 2006/7													
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
1.83	2.00	4.53	4.00	6.49	6.00		8.0 days	8.0 days				

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

   We have a number of challenging cases which have impacted on the results. It is unlikely that the target will be met but all measures available under the Sickness Absence Management Procedure are being taken.

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

   We have a number of challenging cases which have impacted on the level of sickness absence.

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

   Return to work meetings are held following all sickness absence.
   Written warnings are given to employees whose absence has met the triggers as defined in the Sickness Absence Management Procedure.
   Welfare visits are conducted with all employees who are absent long term.
   Referrals to occupational health are made when appropriate and action taken following advice received.
   Measures are taken such as phased return to work, reasonable adjustments to role, reduced hours and redeployment based on the advice provided by occupational health.
   Capability hearings are convened once the Sickness Absence Management Procedure has been exhausted to consider the future employment of the employee concerned.

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

   Further training for management on the Sickness Absence Management Procedure.
   Closer monitoring of the sickness absence figures.

Performance Indicator Action Plan – 2007/8

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.

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Service Area:	Community and Partnerships						Lead Officer for P.I.		Emma Fox					
Indicator name & number/s:	170a No. of visits to museum													
Target achieved in 2006/7?	Yes	No	Quartile position in 2006/7?	Top	2nd	3rd	Bottom	N/A	Is it a KSI?	YES	NO	Is a CPA P.I. ?	YES	NO
PERFORMANCE DURING 2007-8														

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
47	44	101	87	122	131						175	

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

    It is unlikely that the targets will be met.

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

    The third quarter saw a decline in visitors. The run up to Christmas is always a quieter time for visitors. This was a period which saw a change in exhibition policy, with longer exhibitions and longer setting up times. This policy is set to continue into the final quarter of the year at least.

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

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

    The impact and timing of the exhibitions needs to be assessed.

Performance Indicator Action Plan – 2007/8

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Service Area:	Community and Partnerships					Lead Officer for P.I.		Emma Fox					
Indicator name & number/s:	170b No. of visits to museum in person												
Target achieved in 2006/7?	Yes	No	Quartile position in 2006/7?	Top	2nd	3rd	Bottom	N/A	Is it a KSI?	YES	NO	Is a CPA P.I. ?	YES	NO

PERFORMANCE DURING 2007-8													
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
47	44	101	86	122	130					174		

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

   It is unlikely that the targets will be met.

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

   The third quarter saw a decline in visitors. The run up to Christmas is always a quieter time for visitors. This was a period which saw a change in exhibition policy, with longer exhibitions and longer setting up times. This policy is set to continue into the final quarter of the year at least.

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

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

   The impact and timing of the exhibitions needs to be assessed.

Performance Indicator Action Plan – 2007/8

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Service Area:	Community and Partnerships			Lead Officer for P.I.		Emma Fox								
Indicator name & number/s:	170c No. of pupils to museum in organised school groups													
Target achieved in 2006/7?	Yes	No	Quartile position in 2006/7?	Top	2nd	3rd	Bottom	N/A	Is it a KSI?	YES	NO	Is a CPA P.I. ?	YES	NO
PERFORMANCE DURING 2007-8														

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
247	186	352	372	442	557						743	

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

   It is likely that the figures will be slightly below target.

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

   The Haworth Art Gallery project, successful so far, was launched to another area this year, but so far, this new Initiative has not yielded any bookings. The second quarter, comprising the summer holidays, would be expected to yield limited numbers of school visits.

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

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

   We are looking at re-launching the project in this area, besides continuing to target users and non-users for the previously targeted areas.

Section 5 – Strategic and Operational Risks

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

Section 5 – RISKs, Covalent Report

Report Author: Admin Admin
Report Type: Risk Report
Generated on: 23 January 2008

Risk Status	
	OK
	Warning
	Alert

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CSR1	Delay in developing further business process mapping to extend the scope of services in the One Stop Shop and number of service areas.	3	D	3	F	3	E		02/01/2008 The proposed implementation date for the new crm is by the end of march 2008 this will show the work of the new processes. ; Andrew Buckle 02/01/2008 Work on developing new processes for the one stop shop has been completed; this work will be used in conjunction with the new crm which is currently being developed.
CSR4	Monitor Customer Service Satisfaction	3	E	3	F	3	F		02/01/2008 Customer satisfaction is monitored in the following ways: General household survey is produced, a satisfaction survey covering the revenue and benefits function is now carried out every year. Internal customer service is also monitored in the following ways: the telephone service is monitored using monthly metrics such as speed of answer; abandon calls and the quality of calls are monitored by listening to a random sample of calls on a weekly basis. In addition all of the customer service satisfaction standards have been published.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CSR5	Failure to 'Sell in' 10 articles to the trade press	3	C	3	F	3	D	🟢	02/01/2008 A number of trade press articles have been published to the press and all 10 will have been completed by the end of march 2008.
SDR2	Business Continuity	1	A	1	A	4	F	🔴	(30/01/08) An ICT BCM strategy has been developed, the document scopes out all the requirements in order to meet the civil contingency act 2004. The first part of establishing an ICT BCM is to implement a storage area network; this will provide the foundations of the Rossendale BCM. The project has already started, the technical design has been completed and all the hardware and software has been ordered. It is anticipated that the SAN will be available by the end of March 2008. The project is currently on schedule, once the SAN has been completed work will commence on developing the full ICT BCM and we will start to look for an appropriate data centre and cost up the BCM proposal. Work has already commenced to finance the cost of developing another data centre to provide full resilience and meet the required standards of the civil contingency act 2004. Although no work has been started on identifying additional building locations for staff for example the OSS. Although the entire customer services side such as the revenue and benefits, document management has a full disaster recovery facility set up.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
SDR3	Northgate system failure	1	A	2	D	3	D	🔺	(30/01/08) A recovery plan with Northgate has been implemented, the M3 application for DC has now been implemented and is being used. Although we still have a number of issues such as: Hub / Satellite facility not working currently awaiting a fix date, Rossendale has now received the Crystal reports free of charge this will be implemented so that DC can run various reports, the LLPG is now working and the Hub has accepted our dtf 7.3 so the fear of being fined has been alleviated from Rossendale, the ONE APP will be installed on the 30/1/08 this will be then tested by DC, Citrx a fix has been suggested Rossendale will see if this works if not the problem will be passed back to Northgate, the programme for data conversion has been established it will commence on the 31/1/08 a functional specification will be produced and signed off by DC. This will allow all the data to be transferred from the old xassist system to the new M3, the current system has no maintenance and is highly vulnerable. We are still awaiting information relating to the decision notice problem this has been promised by the 30/1/2008.
SSLR 4	Review of Enforcement Policy not undertaken in time through lack of progress by Government	3	E	4	E	4	F	✅	07/01/2008 The Better Regulation Office has now published the Compliance Code. This is the first step to establishing the new enforcement arrangements. Retail Enforcement Pilots will not be involving Lancashire Authorities in the foreseeable future. Agreement that the Overview & Scrutiny Task and Finish Group will review enforcement policy, probably in April/May when more details are available of Government proposals.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CSR2	Failure to meet Customer Service expectations.	4	C	4	F	3	D	✅	02/01/2008 All customer service standards have improved in 2007 compared to the performance of 2006.
CPR1	LSP does not maintain green	2	D	2	E	2	E	✅	18/01/2008 Good progress is being made in delivering the LSP action plan. The LSP continues to strengthen and is confident that it will maintain is green status. Government Office have not indicated that they will be reviewing our LSP in October 08. LSP is going though major changes with refreshing its sustainable Community Strategy and reviewing its structure.
ETR2	Failure in enhanced two-tier proposals in delivering improvements to customers	1	C	2	C	2	D	🔴	03/01/2008 Work continues both at a Lancashire wide level and locally to improve the way in which the County and District Councils work together. Progress locally in terms of delivering the Locality Plan has been good and the relationship between the two organisations is improving with some clear benefits. However there remain issues, such as concessionary fares, which have the capacity at county wide level to destabilise matters. Hence while the impact of failure has reduced the current likelihood remains significant largely due to

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
LDR5	Failure to organise 2008 Local Elections	2	B	4	B	4	B	✅	issues at a Lancashire wide level. 21/01/2008 All elections are undertaken using guidance of the Association of Electoral Administrators, the Electoral Commission and in line with current legislation. ; Joanne Smith 08/11/2007 All elections must be carried out in line with current legislation which is amended on a regular basis. If an election was not undertaken in this manner an election petition could be brought, leading to the re-running of an election. This would have significant financial implications for the authority and personal implications for the Returning Officer.

Priority: **2) Delivering Regeneration across the borough**
Strategy: **Operational Risks**

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
ERSHR 10	The number of empty properties increases (ER/SH6)	1	E	1	E	3	E	✅	(29/01/08) The number of empty properties and long term empty properties is properly measured as year end, but the half year position would indicate that the total number of empty properties has remained relatively static. the number of ling term empty properties (those vacant for 6 months or longer) shows a slight reduction from April 07.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
ERSHR 6	Preferred developers do not develop out plots at Futures Park (ER/7)	3	C	2	D	3	E	⚠️	23/01/2008 Still awaiting Lancashire County Council with regards to the right of way, Developer as a client who wishes to occupy site. Plot 1 has been marketed and an expression of interest received. In the process of marketing plots 4 & 5. 09/10/2007 The development agreement for Plot 3 is due to be completed once a right of way which crosses the site has been diverted. The preferred developer for Plots 1, 4 and 5 has been deselected as a development agreement has not be completed in the timescale granting preferred developer status
ERSHR 7	Funding reduction within HMR does not cover project costs (ER/SH1)	2	E	3	E	3	E	✅	09/01/2008 Funding for the projects was confirmed in April 2008 and all projects are being delivered to an agreed budget
ERSHR 8	Green Vale Homes withdraw from Homelessness Service Provision SLA	4	E	4	F	4	F	✅	10/01/2008 The Homelessness Service is delivered in line with an SLA. Whilst the SLA includes termination clauses, these require 3 months notice which, should they be invoked, guarantees this service would be provided for the remainder of the financial year

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
ERSHR 9	Decent Homes Assistance scheme fails to meet targets for achieving the Governments Decent Homes Targets (ER/HR6)	2	E	2	E	4	E	🟢	(29/01/08) There is a real risk that the Decent Homes Assistance Scheme may not attract enough customers to enable the Council to meet the Governments target for Decent Homes in the Private Sector of 70% of vulnerable households living in Decent Homes by 2010. However, progress against the target can only be effectively measured through carrying out a housing stock condition survey. Work is currently ongoing at a sub-regional level to commission a Pennine Lancashire stock condition survey in 2008 which will provide a reliable measure of the level of Decent Homes across the Borough. In the meantime, increased efforts are being made to publicise and promote the scheme.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
ERSHR 1	Valley Centre project does not go ahead (ER/3)	2	C	3	D	4	3	🔺	23/01/2008 Ownership of the Valley Centre now with AshCap and cabinet are being asked to consider AshCap as preferred developer.On-going meaningful discussion with AshCap on the development agreement and development agreement. ; Jon Sharples 09/10/2007 A planning application for the revised development proposal is being processed and expected to be considered by planning committee in December 2007. Work is ongoing in the preparation of the development agreement and negotiations by the developer to secure vacant possession. The council's cabinet approved the first stage of the CPO process (if needed) at its September meeting. However the current owner of the Valley Centre has provisionally agreed to dispose of his interest to Ashbourne Properties. Meaningful discussions with Ashbourne can only progress when the sale is concluded, however interim discussions suggest that Ashbourne is very interested in undertaking the new development

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
ERSHR 3	New location cannot be found for Rossendale Transport Ltd's bus depot (ER/4)	2	B	2	D	1	F		09/10/2007 A new location has been found and a planning application is being prepared for change of use of the proposed new premises. Subject to planning approval it is intended to purchase the property and relocate the bus depot in 2008
ERSHR 4	LCC is not able to commit sufficient funding to development of suitable new Rawtenstall bus interchange (ER/5)	2	B	2	B	1	F		09/10/2007 Terms cannot be agreed for the acquisition of the preferred bus station and a review of the project is now appropriate including options to be able to proceed on the current site and consideration of alternative solutions
ERSHR 5	External funding is not forthcoming from Elevate and Northwest Development Agency	2	C	2	C	3	D		09/10/2007 Securing external funding remains an important issue. Elevate funding has been secured for the current financial year and next year's prospects appear reasonable. Work is ongoing with NWDA to access funding for a programme of commercial property improvements, brownfield site redevelopment and town centres public realm improvements.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
LDR4	Failure to support regeneration projects	2	B	4	D	4	D	🟢	21/01/2008 Regeneration reports being supported - regular officers' meetings.
LDR7	Planning failure to respond to appeal dates/damage to reputation/planning decision not implemented	2	B	4	D	4	D	🟢	21/01/2008 Appeal dates monitored.
SDRO1	Failure to progress the Local Development Framework	3	B	2	B	3	C	🔴	21/01/2008 The Core Strategy was not found to meet the specified criterion when viewed by GONW and other independent bodies. Hence, Forward Planning have taken action to remedy the points raised. As a result, the dates/timescales for the Core Strategy have had to be amended to allow enough time for the changes to be made. Following Audit of 8th November 2007 it was agreed to re-issue Revised Preferred Options Version of the Core Strategy in February or March 2008. Head of Regulatory Services to report to Programme Board to state due dates and start dates will slip. This will affect the due dates for all of the Development Plan Documents (DPD) that make up the Local Development Framework (LDF).

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
SSLR 2	Failure to upgrade existing Waste Management facilities at Henrietta Street	3	D	4	D	3	E	✅	10/01/2008 This has been on-going for some time. Stage One of the upgrade (some short term remedial work as an absolute minimum requirement) related to civil improvements at the site and was completed in Sept 2007.
SSLR 5	Failure to meet statutory recycling rates	3	D	4	D	4	E	✅	04/01/2008 Currently this is at low risk as we are steadily hitting the target.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
SSLR 1	Resource Recovery Centre isn't developed.	2	A	2	A	3	D		10/01/2008 A number of suitable alternative sites for location of a facility have been identified and viability investigated and assessed by Working Group of Officers – information presented to Members at Working Group meetings. Decision rests with Members ; 03/01/2008 Towards the end of 2007, there was a requirement for officers to produce a report outlining a waste management strategy for Rossendale by considering a number of options in order to deliver overall objectives. The report to be discussed at O&S early in the New Year was required to set out a Strategic Approach for Rossendale which enables commitments to be met under the waste strategy for Lancashire as well as any other local priorities.

Priority: **4) Promoting Rossendale as a cracking place to live and visit**
Strategy: **Operational Risks**

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CPR3	Staff and partners do not engage with CI&ES	2	C	2	C	2	C	🔴	18/01/2008 The new principal partnership officer will be focusing on community involvement and engagement as a priority.

Priority **5) Improving health and well-being across the borough**
Strategy: **Operational Risks**

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CSR6	Failure to promote of up to 6 public health campaigns per year	4	E	4	F	4	F	✅	02/01/2008 All 6 public health campaigns have been promoted successfully.
SSLR 3	Healthy Workplace scheme does	3	E	4	E	4	F	✅	07/01/2008 As the project is still in its early days, companies are being invited to participate at a rate that can be met by existing

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
	not attract sufficient participants								staff resources. Projects themselves are also being developed so currently we do not want more companies that we can manage until processes are proved and established.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CPR5	RLT Performance	2	B	2	B	2	C	🔴	18/01/2008 RLT performance is now being monitored by Customer Service and E Government. This risk needs to be transferred under the responsibility of Andrew Buckle.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CPR4	Community Cohesion action plan not delivered against	2	C	2	D	2	D	⚠️	Miladur Rahman 18/01/2008 Good progress being made in delivering the actions in the plan
ETR3	Failure to manage and deliver Lancashire's LAA targets	1	C	2	E	2	D	✅	03/01/2008 Based on Q2 performance data as reported to Cabinet all those measures which can be measured will be at or marginally below target. Thus while the impact of not achieving target remains critical the likelihood seems to be very low.

Priority: **6) A Well Managed Council**
Strategy: **Operational Risks**

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CSR3	Failure to submit LLPG updates to the National	3	D	3	A	3	E	⚠️	02/01/2008 The new Northgate dtf 7.3 was implemented to test in Nov 2007, the system has experienced a few technical problems. The dtf 7.3 was implemented to live at the end of Dec 07,

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
	Hub								RBC sent the first dtf 7.3 to intelligent addressing the file was rejected because it contained 2986 errors. We are currently resolving the errors as soon as this is done we will resend the DTF. A letter explaining our actions has been sent to intelligent addressing and Rossendale have secured an extension due to the system problems. As a result of this we will not incur the fine of £12,000 which is levied for not adhering to the DTF 7.3.
ERSH R2	Establishme nt of the Regeneratio n Delivery Team with LCC is not completed (ER/1)	2	D	3	D	3	E	▲	23/01/2008 The full time project manager post has been advertised and interviews will take place early February. 09/10/2007 The joint regeneration office with LCDL staff from LCC was established in September. Full time but temporary project manager funded by LCC joined the team on 8th October. The full time project manager post and an NWDA funded RBC regeneration manager post will be advertised in the next month
FSR2	Business Continuity	1	C	2	D	2	F	▲	03/01/2008 Impact is reducing via the gradual transfer to BACS (88% of HB benefits volume by BACS) Impact reduces with BACs card reader on laptops Desk top exercise planned for Jan 08 to test BC robustness 14/12/2007 Infrastructure via remote working IT now in place. Finance to test out of office working in January 2008. CS&e-G to test in the New Year the robustness of recovery for the core systems. 30/10/2007

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
									Working to ensure continued activity if buildings are unavailable - BACs payments etc available on laptops taken home at night. Still great concern over the vulnerability of the servers at Hardmans Mill - no back-up on the data storage or programs servers through Sungard Vivista.
LDR1	Successful legal challenge; risk of costs; adverse publicity	2	B	4	D	4	D	✅	21/01/2008 Case management system now in place.
LDR2	Budget overspend	2	C	4	E	4	E	✅	21/01/2008 Budget on target.
LDR6	Failure to issue proceedings within limitation periods, missing court dates, failure of proceedings, damage to reputation	2	D	4	D	4	D	✅	21/01/2008 Case Management system now in place.
PCMR 2	BVPP does not meet the requirement	3	F	4	F	4	F	✅	17/12/2007 The BVPP was produced in June 2008 and was produced against a check-list of the elements required by the Audit

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
	s of the Audit Commission								Commission although the data quality of the BVPP table is reliant on accurate & reliable BVPI outturn figures from relevant service areas. As of December 2008 we are still awaiting confirmation from the Audit Commission on their opinion of the BVPP. From 2008 there is no longer a statutory requirement to produce a BVPP, and therefore this is a non-recurrent risk.
PCMR 3	The Audit Commission does not offer the opportunity for a further CPA of RBC prior to a re-organisation of Local Government in Lancashire	2	B	4	F				17/12/2007 The CPA took place in April 2008 and this is no longer a current risk.
PCMR 4	The Council has not sufficiently developed & progressed to achieve a 2 Star CPA rating	1	E	4	F	1	F		17/12/2007 The Council were awarded a CPA rating of 'Good' in 2007 and therefore this in no longer a current risk. ; Lesley Noble 17/12/2007 --enter new status update--

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
PCMR 5	The use of Covalent does not become embedded within the organisation over the next 12 months	4	A	2	C	4	F	🔴	17/12/2007 The parameters of this risk have changed over 2007 as Covalent is becoming more embedded within the organisation, and consequently this increases the risk in being over reliant on the skills in 'managing the system' being adequately understood by too few officers.
SDR1	Budget Overspend	2	C	4	F	4	F	🔺	31/01/08 The Head of Service has taken steps to freeze discretionary spends in order to achieve a balance budgetary position. However the achievement of a balanced budget position is also dependant upon external income relating to Development Control Fees. These fees are dependant on planning submissions received and are therefore not within the control of the Council.
SDR4	Long term staff sickness	3	E	4	F	4	F	🟢	This has been resolved and as a result the risk has dropped.

| Priority: **6) A Well Managed Council** |
| Strategy: **Strategic Risks** |

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
CSR7	Sungard Contract Management	1	A	1	A	1	D	🔴	02/01/2008 Discussions are currently in progress relating to the future of the sungard contract and options around the ICT delivery for the Council are currently being considered. ; Andrew Buckle 02/01/2008 A strategy has been developed to try and mitigate the impacts associated with the Sungard contract, a cost reduction programme has been established which has developed contract savings of over £756,000 over the remaining three years of the contract. In addition a considerable amount of ICT has been brought back in house and is now looked after by the RBC internal ICT Team.
CSR8	Develop ICT Business Continuity Management (BCM)	1	C	1	A	1	D	🔴	02/01/2008 Work has already commenced to finance the cost of developing another data centre to provide full resilience and meet the required standards of the civil contingency act 2004. 02/01/2008 An ICT BCM strategy has been developed, the document scopes out all the requirements in order to meet the civil contingency act 2004. The first part of establishing an ICT BCM is to implement a storage area network; this will provide the foundations of the Rossendale BCM. The project has already started, the technical design has been completed and all the hardware and software has been ordered. It is anticipated that the SAN will be available by

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
									the end of march 2008. The project is currently on schedule, once the SAN has been completed work will commence on developing the full ICT BCM and we will start to look for an appropriate data centre and cost up the BCM proposal.
ETR1	Changes as a result of Local Government reorganisation distract the Council from it's Corporate Plan & Priorities	1	B	1	D	2	C	⚠️	03/01/2008 CLG confirmed in December that no new unitaries are to be created in Lancashire. While there remain rumours that some form of reorganisation will be proposed in Lancashire these are rumours and even if proved correct any implementation date would be at least 3 years away. Thus the likelihood of such a change affecting the corporate plan is now regarded as low.
FSR1	Embedding Financial Management	1	C	3	E	2	F	✅	14/12/2007 Action plan formulated following U of R feedback. U of R for period ending March 2007 consolidated the previous 2 score. Action plan formulated to move into a target of 3
FSR3	Inadequate Internal Control	2	C	2	D	3	D	⚠️	03/01/2008 SMT to debate U of R (07/01/08). Action plan being formulated. Internal control a key area where SMT will be asked to sign up to. 14/12/2007 U of R consolidated the 2 score in this area. 2007 SIC saw a continued improvement in this area. The Executive Team is

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
									now leading on the organisations Annual Governance Statement for the 2008 annual report.
HRR2	Provision of effective Health and Safety Service	1	D	1	E	1	E	✅	30/01/08 External contact with Health and Safety providers in place. In addition a Health and Safety sub committee has been formed to monitor effectiveness.
LDR3	Lack of community leadership, poor representati on	1	B	2	E	3	C	✅	03/01/2008 The role of Elected Members is regularly promoted in Rossendale Alive newsletter. The "Know Your Councillor" guide has been published and circulated throughout the Borough. The member profiles on the Council's website is regularly updated to ensure that constituents have accurate information. Ward walks have been held and a further programme is being developed for the remainder of the year. Neighbourhood Forum meetings support members in their community leadership role and informal surgery style sessions are held prior to the meeting. The member enquiry service is now monitored weekly by the Committee and Member Services Manager and reports are also sent to the Chief Executive to ensure monitoring takes place at a strategic level.
LDR8	Failure to consider Human Rights Act 1998, damage to	2	B	4	D	4	D	✅	21/01/2008 Information to be sent out to Executive Directors and Service Heads.

Risk Code	Risk Title	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Traffic Light Graphic	Notes
	the standing of the Council risk to compensation								

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 2007/08:

- Cash Balances – these have remained strong during 2007/08 (ref'n1) partly because of increased sundry debt (ref'n 3 & 4) and Council Tax / NNDR collections (ref'n 5 & 6)
- Bank Interest generated – this has been well documented in financial monitoring reports. Ref'n 8 shows who Rossendale has outperformed the average benchmark
- Capacity is being built within Finance as a result of the Councils recent investment in IT. Ref'n 7 shows how the manual handling of cheques has reduced to that of electronic bank payments. This is also further evidenced by the volume analysis in ref''s 12 to 16
- A further set of indicators are being developed to measure the impact of the Councils procurement activity and initiatives

Ref'n		Asset 31 March 2007	End Q3 2007/08	Long Term Trend
1	Cash and indebtedness (£000)	£2,345 k	£4,862 k	Anticipate increase by end of year following receipts from GV Homes.
2	BV8 % of trade creditor paid in 30 days	76.4%	96.55%	Forecasting 97% for March 08
3	Average Debtor Days	56 days	30 days	March may see increase due to £200k billing to LCC re Cost Share
4	Proportion of debtors over 6 months old	32%	37%	Balance at March £193k Balance at Dec £142k

Ref'n		Asset 31 March 2007	End Q3 2007/08	Long Term Trend
5	Level of Council Tax Arrears (prior years) £	£2,228	£1,807k	Declining
6	Level of NNDR arrears (prior years) £	£94	£81k	Declining
7	% of payments made by electronic means (including benefits and revenues refunds)	26%	33%	Benefits on line as from Oct 07. Dec = 71%
8	Interest earned on cash deposit relative to benchmark	Benchmark 4.84% Earned 4.82%	Benchmark 5.88% Earned 6.06%	Anticipate earnings closer to bank rates following world banks pre-Christmas liquidity injection. Benchmark SECTOR model portfolio to 31/12/07

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 making in achieving these standards upon a regular basis. This section of the report provides a summary of the number complaints received by the Council between October to December 2007 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Complaints O/S a beginning 1/4	Complaints Received	Complaints Closed	Complaints O/S at end 1/4
Corporate		0	1	1	0
People & Organisational Development		0	1	1	0
Street Scene & Neighbourhood Services	Operations	0	7	7	0
	NEAT	0	2	2	0
	Environmental Health	0	0	0	0
	Community Safety	0	0	0	0
Customer Services & ICT	Capita – Council tax Recovery	1	5	6	0
	Capita – Council Tax	1	2	3	0
	Capita – Call Centre	1	0	1	0
	Capita Benefits	0	1	0	1
	Capita – OSS	0	0	0	0
	Land Charges	0	0	0	0
	Communications	0	0	0	0
	Customer Services	0	0	0	0
	Community & Partnership	0	0	0	0
Economic	Private Sector Renewal	0	1	1	0

Head of Service	Service Area	Complaints O/S a beginning 1/4	Complaints Received	Complaints Closed	Complaints O/S at end 1/4
Regeneration & Strategic Housing	Parking	0	1	1	0
Policy & Performance		0	0	0	0
Finance	Financial Services	0	3	3	0
	Property Services	0	3	2	1
	Legal	0	0	0	0
	Licensing	0	1	0	1
	Development Control	4	6	5	5
	Building Control	0	0	0	0
	Forward Planning	0	0	0	0
	Total	**7**	**34**	**33**	**8**

7.1   Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	4
2	Poor communication	2
3	Delayed response/lack of response	6
4	Complaint against a named officer	0
5	Complaint received via MP	0
6	Complaint received via Councillor	1
7	Complaint about RBC policy or procedures	18
	No 'type of complaint' assigned	3
	Total	**34**

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 lead to a substantial reduction in the number of 'open' complaints being handled by the Ombudsman.

Ombudsman Complaints (October to December 2007)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Street Scene & Neighbourhood Services	Operations	1		1	
Customer Services & ICT					
		Capita – Council Tax	1			1
		Land Charges	1			1
		Development Control	3			3
		Total	**6**		**1**	**5**