

# How are we making a difference to our communities?

## **Integrated Performance Report Quarter 3 (October to December 2010)**

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

The Council's Corporate Plan is available from the People and Policy Team or to download from: [http://www.rossendale.gov.uk/downloads/rbc\\_corporate\\_plan\\_final\\_low\\_res.pdf](http://www.rossendale.gov.uk/downloads/rbc_corporate_plan_final_low_res.pdf).

## **How are we performing?**

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

### **Section 1 – High level performance summary**

### **Section 2 – Our Performance by Priority**

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

### **Section 3 – Corporate Plan Actions, Covalent Report**

### **Section 4 – Performance Indicators, Covalent Report**

### **Section 5 – Risks, Covalent Report**

### **Section 6 – Financial Health Indicators**

### **Section 7 – Complaints**

### **Section 8 – Compliments**

## **Data Quality**

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

### **Who supplied the performance data for this report?**

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in January 2011 by the Council's People & Policy Team using the latest performance information input onto the covalent performance management system by officers with responsibility for performance information from each of the Council's service areas. The data on complaints and compliments was provided by the Service Assurance Team and financial information by the Head of Financial Services.

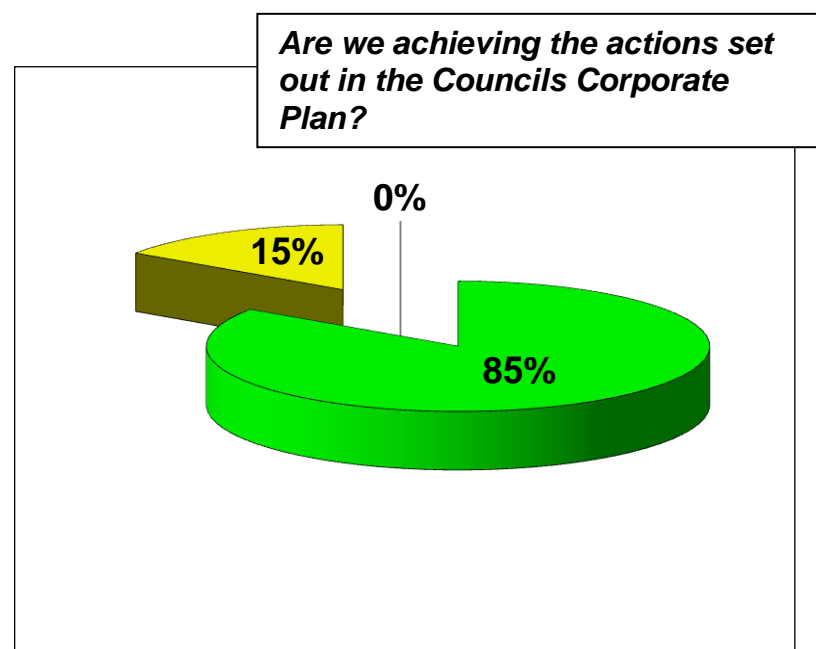
## **Section 1 – High level performance summary**

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

## 2.1 Rossendale Council’s Corporate Plan – project implementation





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

Corporate Plan Actions			
Legend	Status	No.	%
<b>Green</b> ✔	Project on track, no substantial issues or risks which require action from the Council’s Programme Board	<b>93</b>	<b>84.55%</b>
<b>Amber</b> ▲	Some issues or risks which require action from the Council’s Programme Board to keep the project on track	<b>17</b>	<b>15.45%</b>
<b>Red</b> ●	Project in jeopardy – serious issues or risks needing urgent action	<b>0</b>	<b>0%</b>
	Total number of actions	<b>110</b>	



## 2.2 Performance Indicators – achieving targets?

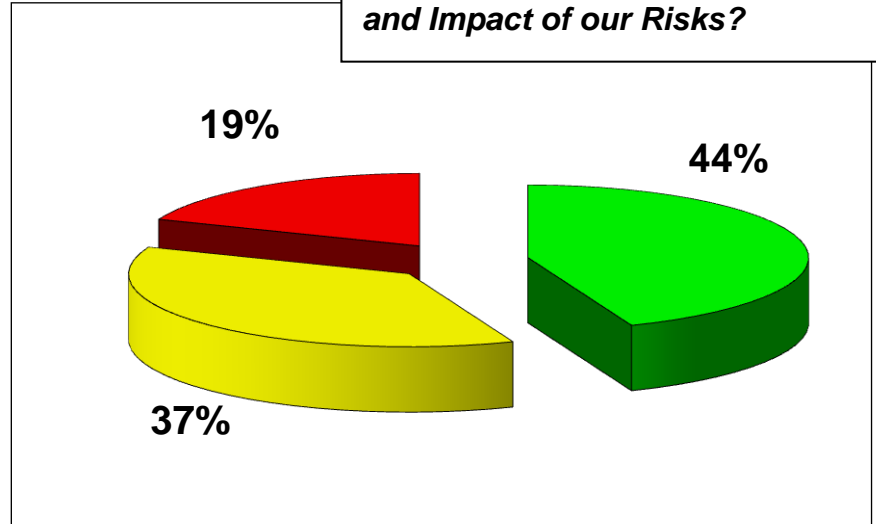
Each year the Council sets targets for achievement against a range of performance indicators and regularly monitors throughout the year how well it is doing in achieving the targets it has set. The following table sets out how many targets are currently on track against National and Local Indicators,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

Legend		Status	NATIONAL INDICATORS		LOCAL INDICATORS		LAA INDICATORS	
			No.	%	No.	%	No.	%
<b>On Target</b>		The performance indicator has achieved or exceeded its quarter 2 target	<b>2</b>	<b>100%</b>	<b>12</b>	<b>86%</b>	<b>4</b>	<b>100%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>0</b>	<b>0%</b>	<b>1</b>	<b>7%</b>	<b>0</b>	<b>0%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>0</b>	<b>0%</b>	<b>1</b>	<b>7%</b>	<b>0</b>	<b>0%</b>
<b>Unknown</b>		The status cannot be calculated	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Total for Quarter 3</b>			<b>2</b>		<b>14</b>		<b>4</b>	

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

Risks			
Legend	Status	No.	%
<b>Green</b> ✔	The likelihood and impact of the risk is low	<b>19</b>	<b>44%</b>
<b>Amber</b> ▲	The likelihood and impact of the risk is medium	<b>16</b>	<b>37%</b>
<b>Red</b> ●	The likelihood and impact of the risk is high	<b>8</b>	<b>19%</b>
	<b>Total</b>	<b>43</b>	

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



## Reducing the Risks faced by the Council

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

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

### The Council's Risk Matrix

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

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

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

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







## **Section 2 – Performance against the Council’s Priorities**

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

## Priority 1 – Delivering quality services to our customers

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

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

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	50	43	86%	7	14%	0	0%	0	0%
National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	6	5	83%	1	17%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	10	8	80%	1	10%	1	10%	0	0%
<b>Total</b>	<b>67</b>	<b>57</b>	<b>85%</b>	<b>9</b>	<b>13%</b>	<b>1</b>	<b>1%</b>	<b>0</b>	<b>0%</b>

## 1.2 Financial Monitoring

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

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

1 - Delivering Quality Services to our Customers	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
<b>By Service Area</b>			
<b>Operational Services</b>			
Place Operations	-	-	-
Customer Services and e Government	1,755	1,744	11
Communities	36	38	(3)
<b>Business</b>			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Health, Housing & Regeneration	-	-	-
Legal & Democratic Services	-	-	-
<b>Support Services</b>			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
<b>Total</b>	<b>1,791</b>	<b>1,782</b>	<b>8</b>





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

1 - Delivering Quality Services to our Customers Key Variances (+ve = favourable / -ve = adverse)	£000
Software Licenses/Disaster Recovery	25
Concessionary Fares	(21)
Inflation uplift on Outsourced C.Tax Collection& HB Service	(22)
Court Costs awarded for non payment of Council Tax	27
Markets income	(3)
Mobile Phone – New Contract	14
Salary Under spends – Pension Take Up	22
Computer Circuits/Computer Equipment/Other Misc Spend	(38)
Other Variances	3
<b>Total</b>	<b>8</b>

## Priority 2 – Delivering regeneration across the Borough

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

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

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	12	10	83%	2	17%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	1	1	100%	0	0%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	5	0	0%	2	40%	3	60%	0	0%
<b>Total</b>	<b>18</b>	<b>11</b>	<b>61%</b>	<b>4</b>	<b>22%</b>	<b>3</b>	<b>17%</b>	<b>0</b>	<b>0%</b>

## 2.2 Financial Monitoring

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

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

2 - Delivering Regeneration across the Borough	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
<b>By Service Area</b>			
<b>Operational Services</b>			
Place Operations	-	-	-
Customer Services and e Government	-	-	-
Communities	-	-	-
<b>Business</b>			
Building Control	159	204	(45)
Planning	597	601	(4)
Local Land Charges	45	63	(18)
Health, Housing & Regeneration	532	558	(26)
Legal & Democratic Services	-	-	-
<b>Support Services</b>			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
<b>Total</b>	<b>1,334</b>	<b>1,427</b>	<b>(93)</b>





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

2 - Delivering Regeneration across the Borough Key Variances (+ve = favourable / -ve = adverse)	£000
Building Control Staff & Consultancy	(4)
Building Control Income	(36)
Building Control Misc	(7)
Development Control – Professional Services	16
Development Control – Computer Software/Training	(10)
Development Control – Salaries	3
Development Control – Income	(24)
Development Control – Misc non pay Budgets	8
Forward Planning – Salary Under spend	9
Land Charges Income	(18)
Land Charges – Redundancy Related Costs	(3)
Homelessness – Contribution to provision for Change Mgt	(18)
Parking Discs	(4)
Regeneration various non pay budgets	(4)
<b>Total</b>	<b>(92)</b>

## Priority 3 – Keeping our Borough Clean, Green and Safe

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

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

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	10	9	90%	1	10%	0	0%	0	0%
National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	3	3	100%	0	0%	0	0%	0	0%
LAA Indicators	3	3	100%	0	0%	0	0%	0	0%
Risks	3	1	33%	1	33%	1	33%	0	0%
<b>Total</b>	<b>20</b>	<b>17</b>	<b>85%</b>	<b>2</b>	<b>10%</b>	<b>1</b>	<b>5%</b>	<b>0</b>	<b>0%</b>

### 3.2 Financial Monitoring

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

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

<b>3 - Keeping our Borough Clean, Green &amp; Safe</b>	<b>Net Budget £000</b>	<b>Net Forecast £000</b>	<b>Variance (Adv)/Fav £000</b>
<b>By Service Area</b>			
<b>Operational Services</b>			
Place Operations	4,133	4,132	0
Customer Services and e Government	-	-	-
Communities	588	578	11
<b>Business</b>			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Health, Housing & Regeneration	-	-	-
Legal & Democratic Services	-	-	-
<b>Support Services</b>			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
<b>Total</b>	<b>4,721</b>	<b>4,710</b>	<b>11</b>





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

<b>3 - Keeping our Borough Clean, Green &amp; Safe Key Variances (+ve = favourable / -ve = adverse)</b>	<b>£000</b>
Community Safety CCTV	5
Dog Warden Services	6
Vehicle Related Costs (including provision future replacement)	(60)
Salaries / Agency	129
Fuel	(89)
Recycling Income	132
Tipping Fees	36
Trade Waste / Clinical Waste / Bulky Collections	(30)
Purchase of Parks Vehicles (Excavator, Tractor, Gritter)	(40)
Tools and Equipment & other parks related expenditure	(50)
Vehicle Leases/Hire/Financing	19
Refuse Sacks	(16)
Refuse Calendars	(12)
Purchase of Refuse Bins	(24)
Bulky Collections	(8)
Parks Development	10
Subscriptions/other minor variances	3
<b>Total</b>	<b>11</b>

## Priority 4 – Promoting the Borough

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

### 4.1 How are we performing in Promoting the Borough?

Elements of performance that contribute towards the achievement of Priority 4	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	8	6	75%	2	25%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	0	0	0%	0	0%	0	0%	0	0%
LAA Indicators	1	1	100%	0	0%	0	0%	0	0%
Risks	2	1	50%	1	50%	0	0%	0	0%
<b>Total</b>	<b>11</b>	<b>8</b>	<b>73%</b>	<b>3</b>	<b>27%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>



## 4.2 Financial Monitoring

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

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

4 - Promoting the Borough	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
<b>By Service Area</b>			
<b>Operational Services</b>			
Place Operations	-	-	-
Customer Services and e Government	-	-	-
Communities	296	241	55
<b>Business</b>			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	-	-	-
Legal & Democratic Services	-	-	-
Health, Housing & Regeneration	-	-	-
<b>Support Services</b>			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	143	136	6
Non-Distributed Costs	-	-	-
<b>Total</b>	<b>439</b>	<b>377</b>	<b>62</b>





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

4 - Promoting the Borough Key Variances (+ve = favourable / -ve = adverse)	£000
Community Management Admin	18
Local Strategic Partnership – salary vacancy	33
Events	5
Various non pay under spends in Communications	6
<b>Total</b>	<b>56</b>

## Priority 5 – Encouraging Healthy and Respectful Communities

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

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

Elements of performance that contribute towards the achievement of Priority 5	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	5	5	100%	0	0%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	1	0	0%	0	0%	1	100%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>6</b>	<b>5</b>	<b>83%</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>17%</b>	0	0%

## 5.2 Financial Monitoring

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

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

5 - Encouraging Healthy and Respectful Communities	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
<b>By Service Area</b>			
<b>Operational Services</b>			
Place Operations	-	-	-
Customer Services and e Government Communities	-	-	-
	384	359	25
<b>Business</b>			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	223	219	4
Legal & Democratic Services	-	-	-
Health, Housing & Regeneration	669	625	44
<b>Support Services</b>			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
<b>Total</b>	<b>1,276</b>	<b>1,203</b>	<b>72</b>





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

5 - Encouraging Healthy and Respectful Communities Key Variances (+ve = favourable / -ve = adverse)	£000
Museum recharge income	8
Emergency Planning	12
NNDR Discretionary Relief	6
Licensing - Salaries	4
Licensing – Misc non pay	(1)
Environmental Health – Restructure & Staff Vacancies	55
Environmental Health Noise Equipment	(5)
Environmental Health – Office move related costs	(6)
<b>Total</b>	<b>72</b>

## Priority 6 – Providing Value for Money Services

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

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

Elements of performance that contribute towards the achievement of Priority 6	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	25	20	80%	5	20%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	3	3	100%	0	0%	0	0%	0	0%
LAA Indicators	0	0	0%	0	0%	0	0%	0	0%
Risks	23	9	39%	11	48%	3	13%	0	0%
<b>Total</b>	<b>51</b>	<b>32</b>	<b>63%</b>	<b>16</b>	<b>31%</b>	<b>3</b>	<b>6%</b>	<b>0</b>	<b>0%</b>

## 6.2 Financial Monitoring

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

<b>6 - Providing Value for Money Services</b>	<b>Net Budget £000</b>	<b>Net Forecast £000</b>	<b>Variance (Adv)/Fav £000</b>
<b>By Service Area</b>			
<b>Operational Services</b>			
Place Operations	-	-	-
Customer Services and e Government	-	-	-
Communities	20	20	0
<b>Business</b>			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	-	-	-
Legal & Democratic Services	977	915	61
Health, Housing & Regeneration	-	-	-
<b>Support Services</b>			
Finance & Property Services	319	242	77
Corporate Management	136	115	21
People and Policy	46	26	20
Non-Distributed Costs	864	853	11
<b>Total</b>	<b>2,362</b>	<b>2,172</b>	<b>190</b>

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

<b>6 - Providing Value for Money Services Key Variances (+ve = favourable / -ve = adverse)</b>	<b>£000</b>
Legal – restructure	17
Legal Court Fess	(11)
Democratic Services – Staff Vacancies & Advertisements	11
Democratic Services – Members Allowance	15
Mayoralty – Agency/staff	19
Democratic Services – Misc Spends	9
Gas & Electric	34
Repairs & Maintenance	25
Business Centre shortfall income net of salary savings	(35)
Business Cte salary saving Rec mgr not receiving occ Mat Pay	14
Water charges across operational buildings	(12)
Income from Shared premises and other sites	18
Property services – Salary Savings	5
Finance – External Audit Fees	12
Finance – Agency & Staff under spends	3
Finance – Internal Audit savings	13
Corporate Mngemnt–Subscriptions & Underspend	8
Corporate Mngemnt–salary vacancy/non 10-11 pay award	6
HR - Staff Vacancy	11
HR – Legal Fees pertaining to Job Evaluation	(23)
HR – Children’s Trust Income	20
HR - Members Training/miscellaneous costs	12
Non Distributed Costs - Pension contrib'ns for past employ'es	32
Non Distributed Costs - interest payable & receivable	19
Employees – target for in year savings	(40)
<b>Total</b>	<b>119</b>

## **Section 3 – Implementing the Council's Corporate Plan**

**This section of the report provides a detailed performance up-date against each of the actions in the Council's Corporate Plan which is due for completion by March 2011.**

## Section 4 – Performance Indicators

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

# Guide for Performance Indicator Report

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

Theme: **Priority \***

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

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

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10		Status	Q3 2010/11		Status				
			Value	Target		Value	Target					
LI ***												
NI ***												
NI *** LAA												

**PI Code**  
**LI** – Local Indicators  
**NI** – National Indicators

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

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



# Quarter 3 Performance Indicator Report 2010-11

**Report Type:** PIs Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 27 January 2011



Rows are sorted by Code

## Theme Priority 5 - Encouraging Healthy and Respectful Communities

PI Code	Short Name	Responsible Officers	Quarter 3 2009-10			Quarter 3 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2009/10			Q3 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	85.00%	99.00%		91.00%	99.00%		99.00%	Aim to Maximise		The front entrance extension to whitworth pool now complete with new disabled access with the exception of the driveway which is pending a decision from CLAW regarding funding. Marl Pits Pavilion work has still not been carried out as it is pending a decision which dictates the future of the building works.	On Target

## Section 5 – Risks

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

# Guide for Risks Report

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



Description: **Priority \***

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

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

Risk Status	
	OK
	Warning
	Alert





# Quarter 3 Risks Report 2010-11

**Report Type:** Risks Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 27 January 2011








## Description 1. Delivering Quality Services to our Customers

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
BD1	Litigation due to Health & Safety Breaches	Executive Director for Business	3	E	3	E	4	E	31 Mar 2011	Risk continues to be managed and reviewed as necessary.	11 Jan 2011	
EH1	Lack of sufficient knowledge and experience regarding food safety enforcement	Environmental Health Manager	5	F	5	F	2	E	31 Mar 2011	Ongoing assistance in terms of knowledge and practical support is still being provide by the Lancashire Food Officers Group	07 Jan 2011	
EH2	Failure to implement Air Quality Management Areas	Environmental Health Manager	2	C	2	C	3	E	31 Mar 2011	Detailed assessment results are currently being assessed for the two trigger areas in Haslingden and Rawtenstall. The risk of assessing these results and developing action plans is minimal however any associated costs identified through the action plans could hinder any declaration of AQMAs.	07 Jan 2011	
EH4	Private water supply regulation not implemented	Environmental Health Manager	4	E	4	E	3	E	31 Mar 2011	Policy document finalised going to O&S Policy for consultation before taking through to Cabinet for adoption.	07 Jan 2011	
Elec1	Failure to safeguard data/key documentation	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status.	05 Jan 2011	
Elec2	Failure to acquire timely and	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status of this risk.	05 Jan 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
	accurate documentation within statutory timescales i.e. poll cards, postal ballot packs											
Elec3	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	4	D	4	D	4	A	31 Mar 2011	There is no change to the status of this risk.	05 Jan 2011	
Elec4	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status of this risk.	05 Jan 2011	
Res2	Fail to implement IFRS effectively and efficiently	Finance Manager	5	F	5	F	4	E	31 Mar 2011	Progress to revise the full Statement of Accounts document is on track to present to Audit Commission for review/comment by mid January. Audit Commission staff understand and approve of this timetable.	04 Jan 2011	
Rg4	Significant reduction in HMR resources	Head of Regeneration	4	E	4	E	2	D	31 Mar 2011	The reduction to the programme is 17.5% and the team are working within the programme to deliver the maximum value against the original programme with the reduced allocation. The funding has now been received from CLG.	10 Jan 2011	



### Description 2. Delivering Regeneration across the Borough


Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Plan1	Failure of Delivery of the LDF	Planning Manager; Principal Planner	2	D	2	D	2	D	31 Mar 2011	LDF remains on target with Core Strategy DPD now submitted to the government. Examination to be held in the first 2 weeks of April 11.	12 Jan 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
		Forward Planning										
Plan2	Failure to deliver affordable housing targets	Planning Assistant; Regeneration Delivery Manager	1	A	1	A	3	D	31 Mar 2011	The provision of affordable housing as a business plan action is now covered by the Regeneration Team, however, given the current slowness of the housing market and cuts to the Homes and Communities budget as well as uncertainty regarding the implications of the CSR on Central Government Budgets the risk remains high and increases due to the lack of certainty around the Single Conversation Agreement/Local Enterprise Partnership requirements for 2011/15.	10 Jan 2011	
Plan3	Budget reduced by reduction in fees from Development Control and Land Charges due recession	Planning Manager; Principal Planner Development Control	2	D	2	D	2	D	31 Mar 2011	Income remains volatile and has been below expected in the last quarter. However, two large applications requiring validation have been received in early January. If valid, income would be back on track	12 Jan 2011	
Rg1	Continued national economic decline	Head of Regeneration	2	A	2	A	1	C	31 Mar 2011	Due to the lack of certainty around funding streams until the autumn CSR this risk is re-evaluated as high. However, officers are working on a Penning Lancashire and Lancashire basis looking at the potential of developing a local Enterprise Partnership and the ability that this will have to lever in funding and support private developers in delivering sites throughout Rossendale.	10 Jan 2011	
Rg2	Lack of interest from developers in Rossendale's key sites	Head of Regeneration	2	C	2	C	2	D	31 Mar 2011	Due to the lack of certainty around funding streams until the autumn CSR this risk is re-evaluated as high. However, officers are working on a Penning Lancashire and Lancashire basis looking at the potential of	10 Jan 2011	



Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										developing a Local Enterprise Partnership and the ability that this will have to lever in funding and support private developers in delivering sites throughout Rossendale.		

### Description 3. Keeping Our Borough Clean, Green and Safe

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Op1	Impact of legislative changes regarding reclassification of waste on strategic recycling and division targets	Business Support Manager; Operations Manager	3	D	3	D	3	E	31 Mar 2011	Change in government will ultimately lead to a change in legislation, current administration considering removal of LATS in favour of reward systems. Rossendale are currently working on a waste minimisation strategy to mirror those targets as detailed in the Lancashire Waste Partnership Strategy. Any strategy produced will take into consideration the proposed legislative changes. As Rossendale is only the collection authority and not the disposal any increase in cost associated with disposal will have to be discussed at County level with Rossendale as an active partner.	11 Jan 2011	
Op2	Implementation of the Health and Safety Action Plan against the management of customer expectations	Business Support Manager	2	B	2	B	3	D	31 Mar 2011	Due to the recent adverse weather this project has been temporarily delayed so the efforts of all frontline staff and the office could be diverted onto the backlog of waste collections and street cleansing duties.  Operation team will arrange a meeting early in the new year with colleagues from the communities	11 Jan 2011	






Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										team to progress the next phase.		
Op3	Meeting the requirements of the Landfill Directive	Operations Manager	1	E	1	E	3	E	31 Mar 2011	Change in government will ultimately lead to a change in legislation, current administration considering removal of LATS in favour of reward systems. Rossendale are currently working on a waste minimisation strategy to mirror those targets as detailed in the Lancashire Waste Partnership Strategy. Any strategy produced will take into consideration the proposed legislative changes. As Rossendale is only the collection authority and not the disposal any increase in cost associated with disposal will have to be discussed at County level with Rossendale as an active partner. LCC through the PFI have constructed 2 waste facilities where it is expected that the majority of the waste for Lancashire will be processed minimising the need for landfill.	06 Oct 2010	







#### Description 4. Promoting the Borough








Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Cmt1	Irwell Sculpture Trail – Financial Risks associate with delays to relaunch	Culture Officer	3	E	3	E			31 Mar 2011	No change	08 Oct 2010	
PD1	Failure to ensure Business Continuity	Head of Customers and Communities	2	D	2	D	2	F	31 Mar 2011	Business Continuity Plans are updated regularly.	11 Jan 2011	








## Description 6. Providing Value for Money Services

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
BC1	Not achieving self financing status after three year accounting period	Building Control Manager	3	E	3	E	3	E	31 Mar 2010	position unchanged, income monitored with finance officer	04 Jan 2011	
BD2	Failure to ensure Business Continuity	Executive Director for Business	2	E	2	E	4	E	31 Mar 2011	Business continuity is in the process of being reviewed. Current plans are in place in the interim.	11 Jan 2011	
Cmt2	Leisure Implementation litigation and financial risk associated with the delivery of the outcomes of the Leisure Review	Culture Officer	2	D	2	D	2	E	31 Mar 2011	No change	08 Oct 2010	
Cmt3	Partners not delivering on the actions identified within the Neighbourhood Plans	Area Manager	2	D	2	D	1	E	31 Mar 2011	Implementation of the Neighbourhood Plans continues through the Neighbourhood Forums, focussing on the 12 month actions and those that can be delivered within existing resources. Where there is an action that is not being delivered this is picked up in progress reports to the Neighbourhood Forum, so that the required action can be discussed and reviewed to minimise the likelihood of partners not delivering.	10 Jan 2011	
CS&ICT1	Data / Information security	Head of Customer Services & ICT	1	A	1	A	1	C	31 Mar 2011	The additional items required for Govt Connect have been purchased and will be implemented, in addition RBC have reviewed the amount of insurance required to cover any data / information issues.	11 Jan 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
CS&ICT2	ICT Business Continuity / Disaster Recovery	Head of Customer Services & ICT	1	C	1	C	2	D	31 Mar 2011	A SOD has been approved and work will commence on amending the existing disaster Recovery solution, anticipated implementation date will be by the end of April 2011.	11 Jan 2011	
Elec5	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	1	E	1	E	1	F	31 Mar 2011	There is no change to the status of this risk.	11 Jan 2011	
Leg1	Inability to evidence service achievements in line with best practice.	Principal Legal Officer	2	D	2	D	2	E	31 Mar 2011	Ongoing collation workload achievements for report at end of year in business plan	11 Jan 2011	
PD2	Litigation due to Health & Safety Breaches	Head of Customers and Communities	3	D	3	D	4	E	31 Mar 2011	All recommendations from recent H&S review of Communities Team have been implemented. Operations have just finished a full update of all their risk assessments and are now updating safe systems of work. Full H&S review of Customer Services & IT has just been reported and 2 medium priorities identified – both are being addressed.	11 Jan 2011	
Plan4	Failure to determine planning applications in line with government targets	Planning Manager; Principal Planner Development Control	2	E	2	E	2	E	31 Mar 2011	Now ahead of business plan target	12 Jan 2011	
Plan5	Failure to deliver commitments to English Heritage re programme of	Planning Manager	3	D	3	D	5	F	31 Mar 2011	Conservation area appraisals remain on target in respect of business plan target. Other milestones in Conservation work programme	12 Jan 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
	work for co funded posts									agreed by English Heritage and cabinet have been subject to delay, especially due to staff turnover, but replacement conservation assistant should now help to address issues identified.		
Res1	Pay to benefits & creditors and Income collection	Finance Manager	3	D	3	D	2	F	31 Mar 2011	No further progress on full DR testing due to problems with ICON	04 Jan 2011	
Res10	Failure to ensure Business Continuity	Head of Finance and Property; Head of People and Policy	3	D	3	D	3	E	31 Mar 2011	No further progress on full DR testing due to issues with ICON.	04 Jan 2011	
Res11	Unmanaged open spaces and land	Head of Finance and Property	2	D	2	D	2	D	31 Mar 2011	Appropriate monitoring in place and action implemented as deemed necessary	05 Jan 2011	
Res3	The Council does not achieve the financial savings identified in the MTFs which are necessary to deliver its priorities within a balanced budget	Finance Manager	3	D	3	D	4	D	31 Mar 2011	Savings options have been identified for Members consideration together with options to mitigate any negative impact.	23 Nov 2010	
Res4	Litigation	Head of People and Policy	3	F	3	F	3	F	31 Mar 2011	Legal Opinion being obtained as and where necessary	11 Jan 2011	
Res5	Non payment of salaries	Payroll Manager	2	F	2	F	5	F	31 Mar 2011	Contingency Plan updated. Mobile Home working still outstanding due to technical difficulties	11 Jan 2011	
Res6	None viability of the Business Centre	Head of Finance and Property	3	C	3	C	4	D	31 Mar 2011	See Fin 4	05 Jan 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Res7	Lancashire Strategic Partnership – failure to deliver LAA outcomes	Head of People and Policy	5	D	5	D	5	E	31 Mar 2011	New arrangements for the Lancashire partnership being agreed. National indicators abolished. Await government guidance of performance arrangements from 2011	11 Jan 2011	
Res8	Lancashire Community Cohesion Partnership failure to deliver cohesive communities	Principal Policy Officer	5	D	5	D	5	E	31 Mar 2011	No change in risk impact assessment. Terms of Reference, governance arrangements and objectives are in place. Continued officer representation at LCCP Meetings and feedback to relevant officers in undertaken. The Partnership is considering the potential impacts of future joint actions following Government cuts to various cohesion and community related budgets/funding streams and how the current climate of change might impact on our communities. LCCP is also considering the 'Big Society' concept and what this means in the context of strengthening and enhancing community cohesion, this includes discussions with GONW for direction. A report will be taken to Lancashire Chief Executives for direction on the future requirements and priorities of the Partnerships to be reviewed. Locally, principles and values of community cohesion have been embedded via the Neighbourhood Plans being developed by the Neighbourhood Forums. A Partnership Community Cohesion Policy Statement was agreed in March 2010 and its principles are being embedded via the development of Neighbourhood	04 Jan 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										Plans.		
Res9	Litigation due to Health & Safety Breaches	Head of People and Policy	4	E	4	E	4	D	31 Mar 2011	Health and Safety Audit and Action Plan been completed for the Garage. Training in relation to Manual Handling being rolled out across the Operations Team. Guidance in relation to vaccinations been rolled out across the Operational Team	11 Jan 2011	
Rg3	Developer does not develop Valley Centre	Head of Regeneration	2	D	2	D	3	D	31 Mar 2011	Work is ongoing with the owners of the Valley Centre and the Council have put in place a contingency plan to deal with lack of delivery by the current owners. Once a decision has been made around the Autumn CSR and the local Enterprise Partnerships further certainty around outstanding actions and funding issues will be highlighted	10 Jan 2011	
Rg5	The number of long term empty properties increases	Head of Regeneration	3	D	3	D	3	D	31 Mar 2011	The Vacant Property Strategy has now been adopted by Cabinet and through delivery of the action plan we will look to reduce this number by 50% over the next 5 years.	10 Jan 2011	

## **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 2010/11:

- Cash Balances – continue to be strong as Council Tax and NNDR revenues are collected.
- Bank Interest generated – the Council has £8m in 364 day deposits earning from 1.5% to 1.9% interest and at the end of Q3 the cash deposits were £8.83m (£5.31m at Q2) earning 0.8% interest. Total interest income for the year is expected to be £10.2k more than budget, whilst interest payable is due to fall by around £5k
- Debtor management continues to be a focus and collection of bills for 2010/11 has been strong. A total of £1.7m was raised in the year to the end of December. Of the bills raised before the end of November 94% have now been collected.
- Corporate Spend - indicators 8 to 10 below have been realigned with the corporate spend analysis published on the website under the government's transparency agenda. This covers that portion of the Council's revenue and capital resources spent on goods and services, excluding staff salaries, benefit payments, banking transactions and pooled budgets such as concessionary travel. This means that indicators 9 and 10 now more accurately portray the procurement decisions made by staff and members.
- In contrast, indicator 11 shows all payments made by the authority, including those excluded above and precept payments etc.

		As at 31 March 2010	End Q1 2010/11	End Q2 2010/11	End Q3 2010/11	End Q4 2010/11	Long Term Trend
1	Use of Resources	3					Now withdrawn
2	Cash on deposit Indebtedness Net Position	£9,135k -£4,600k <b>=£4,535k</b>	£13,346k -£4,600k <b>= £8,746k</b>	£13,315k -£4,600k <b>=£8,715k</b>	£16,832 £4,508 <b>=£12,324</b>		Cash continues to be strong – receipts on track.
3	Debtor Days (cum) Target 80 days	85	55	43	57		Collection of debt is improving
4	% Proportion of debt over 6 months old	16.9%	20.7%	34.0%	22.8%		Good collection of current debts
5	Council Tax arrears	£3,088k					Annual calculation
6	NNDR arrears	£427k					Annual calculation
7	% Interest earned v. SECTOR portfolio	+1%	+0.59%	+0.45%	+0.16%		RBC benefitting from £5m @ 1.9%
8	Corporate Spend (non pay)(£000)	£13,912k (full year)	£3,891k	£1,732k	£1,833k		Excl staff, benefits treasury managment & concess travel

9	Corporate Spend with local companies (£000 & %)	£1,185k Cum 8.5%	£351k 9% Cum 9%	£246k 14% Cum 11%	£345k 19% Cum 13%	Annual target =19%
10	Corporate Spend through collaborative contracts (£000 & %)	£2,947k Cum 21%	£1,825k 47% Cum 47%	£139k 8% Cum 35%	£448k 24% Cum 32%	Annual target =12%
11	Electronic Payments - Total value paid - % by volume - % by value	£94,226k 91.6% 96.8%	£20,010k 91.6% 99.0%	£19,512k 91.7% 99.1%	£11,985k 91.4% 98.6%	These include staff payments, benefits, banking & precept transactions.



## Section 7 – Complaints

## Section 7 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council & monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between October to December 2010 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints O/S at 30/09/10	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
Resources	People & Policy	Executive Office				
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services				
		Property Services				
Place	Operations	Refuse & Cleansing		1	1	
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery		1	1	

Head of Service	Service Area	Team	Complaints O/S at 30/09/10	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Capita- Council Tax		8	6	2
		Capita - Call Centre				
		Capita - Benefits		1	1	
		Capita – Benefit Fraud				
		Capita - OSS		2	1	1
		ICT				
		Customer Service				
	Communities	Community Safety				
		LSP Delivery				
		Service Development		1	1	
		Area Officers				
	Regeneration	Regeneration Delivery				
		Regeneration Progs				
		Economic Development				
Traffic & Parking						
Business	Legal	Legal Services				
		Committee & Member Services				

Head of Service	Service Area	Team	Complaints O/S at 30/09/10	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Elections				
	Building Control	Building Control		1	1	
	Planning	Forward Planning				
		Development Control	1	2	3	
		Land Charges				
	Environmental Health	Environmental Health				
		Licensing		1	1	
		<b>Total</b>	<b>1</b>	<b>18</b>	<b>16</b>	<b>4</b>

## 7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	3
2	Poor communication	
3	Delayed response/lack of response	
4	Complaint against a named officer	2
5	Complaint received via MP	
6	Complaint received via Councillor	
7	Complaint about RBC policy or procedures	13
	No type of complaint assigned	
	<b>Total</b>	<b>18</b>

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

## 7.2 - Ombudsman Complaints

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

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

### Ombudsman Complaints (1<sup>st</sup> October to 31<sup>st</sup> December 2010)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
<b>Place</b>	Council Tax	4	0	4	0
<b>Business</b>	Regeneration	0	0	0	0
<b>Executive</b>		0	0	0	0
	<b>Total</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>

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

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

Council Tax - The complaints against Council Tax have now been closed as 'local settlement'. No recording of maladministration was made.

## Section 8 – Compliments

## Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between October and December 2010 - broken down by the area of service that the compliment related to as well as a comparison of the previous 3 quarters.

Directorate	Service Area	Team	Compliments received during:			
			January – March 2010	April – June 2010	July – September 2010	October – December 2010
Chief Executive	People & Policy	Executive Office	1	1		
		Human Resources	1			
		Policy & Performance			1	
		Communications		3	2	1
	Finance & Property	Financial Services				
		Property Services				1
Place	Operations	Refuse & Cleansing	3	1	5	17
		Emergency Planning				1
		Parks & Open Spaces		1	3	3
	Customer	Capita - Council				

	Services	Tax Recovery				
		Capita - Council Tax				
		Capita - Call Centre				
		Capita - Benefits				1
		Capita - OSS				2
		ICT				
		Customer Services		1		
	Communities	Community Safety				
		LSP Delivery				
		Service Development	1		3	
		Area Officers	5	1	6	4
	Regeneration	Regeneration Delivery	4	1	2	
		Regeneration Progs	1	1	3	2
		Economic Development	1			
		Traffic & Parking				
	Business	Legal	Legal Services	1	6	5
Committee & Member Services			5	3		2



		Elections	2	3		
		Building Control		11	14	5
	Planning	Forward Planning				
		Development Control	1	5	3	8
		Land Charges				
	Environmental Health	Environmental Health		1	1	
		Licensing	1		3	1
<b>Total</b>			<b>27</b>	<b>39</b>	<b>51</b>	<b>55</b>