

# How are we making a difference to our communities?

## **Integrated Performance Report Quarter 1 (April to June 2011) *Exceptions***

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## **How are we performing?**

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

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

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

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

### **Section 3 – Financial Performance**

### **Section 4 – Performance Indicators Not Achieving Target, Covalent Report**

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

### **Section 6 – Complaints**

### **Section 7 – 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 July 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.

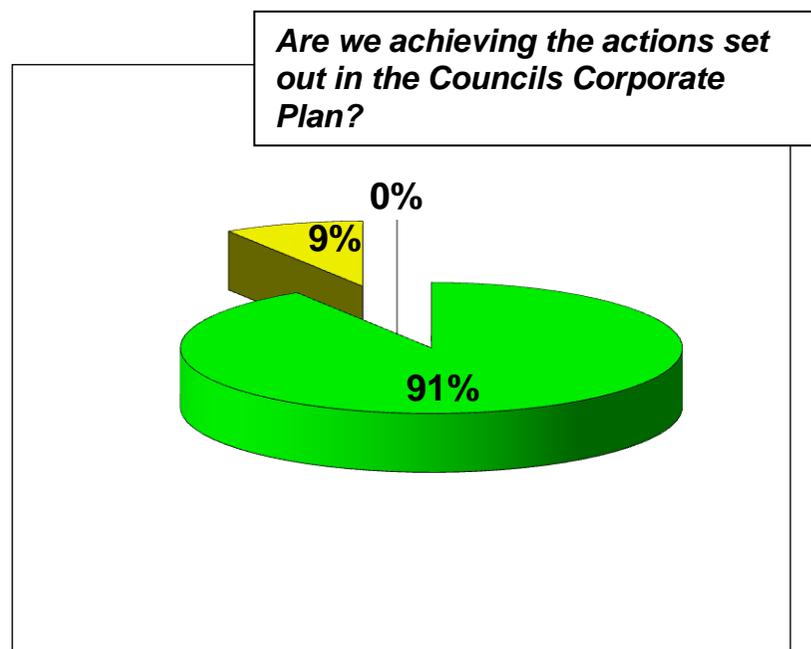
## **Section 1 – High level performance summary**

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

## 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.	%
<b>Green</b> ✔	Project on track, no substantial issues or risks which require action from the Council's Programme Board	<b>97</b>	<b>90.65%</b>
<b>Amber</b> ▲	Some issues or risks which require action from the Council's Programme Board to keep the project on track	<b>10</b>	<b>9.35%</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>107</b>	



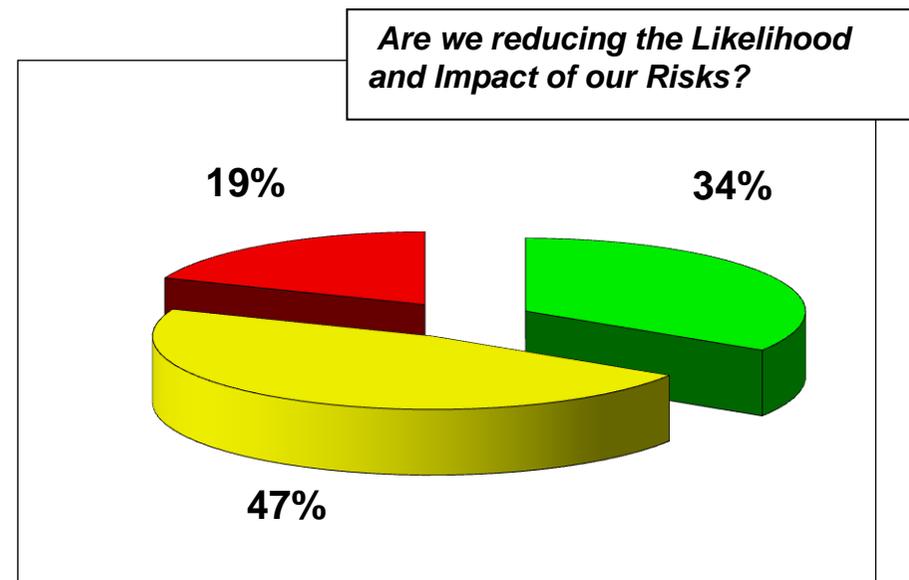
## 1.2 Performance Indicators – achieving targets?

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

Legend		Status	Performance Indicators	
			No.	%
<b>On Target</b>		The performance indicator has achieved or exceeded its quarter 4 target	<b>18</b>	<b>82%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>3</b>	<b>14%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>1</b>	<b>5%</b>
<b>Unknown</b>		The status cannot be calculated	<b>0</b>	<b>0%</b>
<b>Total for Quarter 1</b>			<b>22</b>	

### 1.3 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>11</b>	<b>34%</b>
<b>Amber</b> ▲	The likelihood and impact of the risk is medium	<b>15</b>	<b>47%</b>
<b>Red</b> ●	The likelihood and impact of the risk is high	<b>6</b>	<b>19%</b>
	<b>Total</b>	<b>32</b>	



## Reducing the Risks faced by the Council

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

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

### The Council's Risk Matrix

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

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

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

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

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

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

## Priority 1 – A clean and green Rossendale

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

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

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	3	3	100%	0	0%	0	0%	0	0%
Performance Indicators	1	1	100%	0	0%	0	0%	0	0%
Risks	1	0	0%	1	100%	0	0%	0	0%
<b>Total</b>	<b>5</b>	<b>4</b>	<b>80%</b>	<b>1</b>	<b>20%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

## Priority 2 – A healthy and successful Rossendale

The Council has committed to deliver a range of actions and projects that are specifically aimed at “**A healthy and successful 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.

### How are we performing in delivering A healthy and successful Rossendale?

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	19	17	89%	2	11%	0	0%	0	0%
Performance Indicators	2	2	100%	0	0%	0	0%	0	0%
Risks	7	3	43%	3	43%	1	14%	0	0%
<b>Total</b>	<b>28</b>	<b>22</b>	<b>79%</b>	<b>5</b>	<b>18%</b>	<b>1</b>	<b>4%</b>	<b>0</b>	<b>0%</b>

## Priority 3 – Responsive and value for money local services

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

### 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	85	77	91%	8	9%	0	0%	0	0%
Performance Indicators	19	15	79%	3	16%	1	5%	0	0%
Risks	24	8	33%	11	46%	5	21%	0	0%
<b>Total</b>	<b>128</b>	<b>100</b>	<b>78%</b>	<b>22</b>	<b>17%</b>	<b>6</b>	<b>5%</b>	<b>0</b>	<b>0%</b>

## **Section 3 – Financial Performance**

**This section of the report details the Financial Performance of the Council including Financial Health Indicators**

## Financial Performance for Quarter 1

The revenue budget at the end of Quarter 1 is predicting a favourable forecast for the full year of £55k, on an original budget of £10,547k.

The main movements are shown in the table below and they fall into a few main categories:-

1. Staff – the restructure of Communities and Operations proposed during the budget-setting process has fallen short of the planned £95k savings by £31k. However, other actions such as the recruitment of modern apprentices rather than agency staff, and restructures in Regeneration, Property Services and People & Policy have meant that overall the staff costs of the Council are predicted to be £111k lower than the original budget.
2. Public Realm income is expected to bring in a further £40k and the New Homes Bonus grant has come in £22k above predictions.
3. Recycling income is subject to market fluctuations and at the moment rates are higher than predicted in the budget. A gain of £161k is forecast based on present prices, but this may drop later in the year. To help even out the effects of the market this gain is being transferred to a 'budget volatility' reserve to insure future budgets against any adverse movements.
4. Housing Benefits Subsidy calculations show a shortfall of £50k for the year between benefits paid out and the reimbursement from central government. At present this is being supported by other savings across the Council, but this could be met from current volatility reserve if necessary. In addition, the inflation applicable to the Capita contract has added a further £30k adverse variance.
5. IT projects proposed to save money in the original budget have been delayed, adding £44k costs and preventing some old lines of communication from being closed which are expected to cost a further £13k over the year.
6. Of the total £1.6m savings targets built into the original budget in February 2011, all bar £112k are expected to be achieved during the year. A full list of the major delays was reported to Cabinet in June and they included items 1, 4 and 5 above. In addition the plans to change refuse collection patterns in Haslingden and for outlying and rural properties have been delayed to the extent that the savings likely to be £23k below those included within the budget. This situation is being monitored closely and a full update will be included with the Cabinet report at the end of August.
7. Treasury management continues to out-perform the model portfolio of our advisors and this has been combined with capital project delays slowing down spend to increase the interest income predictions by £29k, of which £20k will be used to part-fund the borrowing costs of the leisure investment loan.

The capital programme for the year was originally set at £6,203k in February. In addition £1,827k was carried forward from 2010/11, creating an opening programme of £8,030k. Further revenue-funded projects have increased this to £8,110k, of which £1,201k (15%) has been spent or ordered to the end of June. Capital receipt sales in quarter 1 were just £3k against a budget of £100k for the year - officers continue to monitor progress and are confident that the full target will be met.

**Major revenue variances predicted for 2011/12** (as at the end of quarter 1)

Major Variances in June	Favourable /(Adverse)	Net
<b>Communities</b>		
Salaries & agency workers	16.5	
Public Realm income	32.3	
Cemeteries fee income	14.1	
Other variances	(9.9)	53.0
<b>Customer Services and e Government</b>		
Benefits Subsidy shortfall	(50.0)	
Revenues & Benefits Administration	(30.0)	
Software and IT projects	(44.0)	
Other variances	11.6	(112.4)
<b>Place Operations</b>		
Salaries, modern apprentices & agency workers	(7.3)	
Fuel	6.6	
Trade waste income	(20.5)	
Vehicles (hire, maintenance, tyres & tools)	(13.0)	
Refuse sacks & holders	(10.6)	
Public Realm income	7.2	
Recycling Income	161.0	
Recycling volatility reserve contribution	(161.0)	
Other minor variances	1.0	(36.6)
<b>Business Directorate</b>		
Staffing and agency cover	20.8	
Members Allowances (non take-up)	12.9	
Land Charges income	(12.5)	
Licensing income	(9.5)	
Other variances	19.5	31.2

Major Variances in June	Favourable /(Adverse)	Net
<b>Business - Health, Housing &amp; Regeneration</b>		
Staffing and agency cover	(9.3)	
Homelessness set-up costs	11.4	
Other variances	10.1	12.2
<b>Corporate Management</b>		
Staffing and agency cover	38.4	
New Homes bonus incentive grant	22.0	
Other variances	6.4	66.8
<b>Finance &amp; Property Services</b>		
Staffing and agency cover	23.1	
Audit Commission Fees	8.0	
Business Centre income	(50.7)	
Other rental income	(9.6)	
Property running costs	24.8	
Repairs & Maintenance	15.4	
Communications (ISDN lines)	(13.0)	
Other variances	3.2	1.2
<b>People &amp; Policy (incl P&amp;P &amp; Comm)</b>		
Staffing and agency cover	29.0	
Other variances	1.1	30.1
<b>Non-Distributed Costs &amp; Capital Financing</b>		
Interest receivable/payable	13.3	
Other variances	(3.5)	9.8
<b>Favourable/(adverse) on General Fund</b>		<b>55.3</b>

## Financial Health Indicators

The following table attempts to give some context to the financial performance reported to Members during 2010/11:

- Cash Balances – capital projects slippage continues to keep cash balances high
- Bank Interest generated – the Council has £8m on deposit at the end of quarter 1 which is earning from 1.9% to 2.41% interest.
- Debtor management continues to be a focus across all revenue streams.
- 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. This means that indicators 9 and 10 now more accurately portray the procurement decisions made by staff and members. Note - the increase in collaborative spend is helping to save the Council money, but is likely to work to the detriment of local SMEs who struggle to compete with larger buying frameworks.

		31 March 2011	End Q1 2011/12	End Q2 2011/12	End Q3 2011/12	End Q4 2011/12	Long Term Trend
1	Cash on deposit Indebtedness Net Position	£9,240k -£4,416k <b>=£4,824k</b>	£12,713k -£4,416k <b>= £8,297k</b>				Cash continues to be strong as capital project spend is delayed. Receipts are generally on track.
2	Collection of old debts Council Tax NNDR Sundry Debtors	£3,214k £526k £519k	£2,675k £598k £90k				Payment of refunds to NNDR accounts for prior years has increased the debt early on in the year. Sundry debt collection has gone very well. (Figures show current balance outstanding compared to the balance at the 31 <sup>st</sup> March 2011)
3	Collection of current yr debt Council Tax NNDR Sundry Debtors	97.6% 98.6% 80.5%	27.6% 29.7% 61.7%				Collection of council Tax and NNDR – effects of reduced court dates is yet to be assessed. Collection of sundry debt is improving
4	Interest v. SECTOR portfolio Interest income earned	+0.48% +£14.2k	+0.59% +£4.3k				Benefitting from increased cash flow position as above and improved interest rates on deposits
5	Corporate Spend (non pay)	£9,887k	£2,261k				Excl staff, benefits & treasury management
	- with local companies (£000 & %) Cum 13.2%	£1,306k	£279k				Annual target =19%
	- through collaborative contracts (£000 & %) Cum 21%	£2,947k	£421k				Annual target =12%

## **Section 4 – Performance Indicators Not Achieving Target**

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

# Guide for Performance Indicator Report

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

**Priority \***

### Value & Target

These figures show the actual performance value and the target performance value

### Gauge Aim

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

PI Code	Short Name	Responsible Officers	Quarter 1 2010-11			Quarter 1 2011-12			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2010/11		Status	Q1 2011/12		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 1 Performance Indicator Report 2011-12

**Report Type:** PIs Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 05 August 2011



Rows are sorted by Code

**Description** Responsive and value for money local services

PI Code	Short Name	Responsible Officers	Quarter 1 2010-11			Quarter 1 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q1 2010/11			Q1 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	ICT Technical Support Officer; Service Assurance Manager	72.69%	82.03%		53.66%	82.03%		82.03%	Aim to Maximise		An increase in fraud overpayments resulted in a total of £171,603.64 being created in the 1st quarter. Although £92,074.98 was recovered, an increase in £20,000 on this time last year, the 55.32% outturn is relatively disappointing. The assessment staff are trying to minimise the creation of overpayments, therefore resulting in a better performance, as a lot of debts are on long term arrangements.	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



## Priority \*

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

Rows that have been shaded represent the Corporate Risks

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

Risk Status	
	OK
	Warning
	Alert

# Quarter 1 Risks Report 2011-12

**Report Type:** Risks Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 04 August 2011



## Priority A clean and green Rossendale

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
HHR2	Non delivery of implementing Air Quality Management Areas	Environmental Health Manager; Head of Health, Housing & Regeneration	3	C	3	C	3	E	31-Mar-2012	Officers are working with partners and National advisory agencies to mitigate this risk.	11 Jul 2011	

## Priority A healthy and successful Rossendale

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
HHR1	Continued national economic decline	Head of Health, Housing & Regeneration	1	B	1	B	1	C	30-Apr-2012	The economic climate continues to have a significant effect upon the development and delivery of regeneration initiatives. Officers continue to work closely with colleagues across the region to identify and develop ideas and initiatives which aim to support and grow the local economy	11 Jul 2011	
HHR3	The number of long term empty properties increases	Head of Health, Housing & Regeneration	3	C	3	C	4	F	31-Mar-2012	Work is ongoing to deliver the Vacant Property Strategy Action Plan; actions by all departments across the Council will reduce this risk.	11 Jul 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
HHR4	Private water supply regulation not implemented	Environmental Health Manager; Head of Health, Housing & Regeneration	5	E	5	E	3	E	31-Mar-2012	Officers are working on an implementation plan to deliver the regulations over the next four years.	11 Jul 2011	
Plan1	Failure of Delivery of the LDF	Planning Manager; Principal Planner Forward Planning	1	E	1	E	2	D	31-Mar-2012	We consider that following the EiP we are optimistic on receiving a positive report that finds the Core Strategy Sound. However, if this did not happen the impact would be significant.	14 Jul 2011	
Plan2	Failure to deliver affordable housing targets	Health & Housing Delivery Manager; Planning Assistant	3	C	3	C	3	D	31-Mar-2012	Officers have been working closely with Registered Providers to submit allocation bids for 11 - 15 to the HCA. Once approval has been granted, this allocation will see a consistent delivery of affordable housing units over the next 4 years.	14 Jul 2011	
Plan5	Failure to deliver commitments to English Heritage re programme of work for co funded posts	Planning Manager	3	E	3	E	5	F	31-Mar-2012	Conservation area appraisals work remains on track	29 Jul 2011	
Res7	None viability of the Business Centre	Head of Finance and Property	3	C	3	C	4	D	31-Mar-2012	The current state of the property market continues to be challenging for The Business Centre.	05 Jul 2011	

**Priority** Responsive and value for money local 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 and Failure to implement changes to the fee legislation	Building Control Manager	3	D	3	D	3	E	31-Mar-2011	Changes to scale of charges now implemented, ongoing monitoring to ensure self financing requirement is met.	22 Jul 2011	
BD1	Litigation due to Health & Safety Breaches	Executive Director for Business	3	E	3	E	4	E	31-Mar-2012	System of Health and Safety Policy Review established. Health and Safety Audits in place issues being escalated as required	26 Jul 2011	
CS&ICT1	Information security breach and removal of access to DWP information (which is required to delivery revenues and benefits services) as a result of failure to meet Government Connect required standards	Head of Customer Services & ICT	1	A	1	A	1	C	31-Mar-2012	Have completed the internal LCC audit that assesses information security throughout the Council.	21 Jul 2011	
CS&ICT2	Loss of data and inability to maintain business continuity as a result of inadequate disaster recovery and business continuity arrangements	Head of Customer Services & ICT	1	C	1	C	2	D	31-Mar-2012	Have completed the internal LCC audit that assesses information security throughout the Council.	21 Jul 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
Elec1	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs	Elections Manager	2	F	2	F	2	F	31-Mar-2012	For 2011 elections plans and risk assessments were prepared, updated and followed in order that print contracts (and documents produced in house) could be monitored and produced accurately and on time.	17 Jun 2011	
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	4	A	4	A	4	A	31-Mar-2012	Prior to elections all buildings were contacted and information on them was updated. Presiding Officers were tasked with visiting buildings before election day to ensure they could get in on the day and the equipment they needed would be available. On election day Presiding Officers and Polling Station Inspectors monitored accessibility and usability of building and this information will be fed into the polling district review over the summer. No complaints were received by the Elections Team regarding access at polling stations on 5 May 2011.	17 Jun 2011	
Elec3	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31-Mar-2012	Critical election documents (such as nomination papers) are stored in the election office's safe; access to the electoral service's software system is strictly limited within the Democratic Team and 100% of Postal Vote identifiers (signatures and dates of birth) are checked against postal vote packs received at election time. New postal vote identifiers are required by users every 5 years (in line with legislation) in order that up to date information is stored.	17 Jun 2011	
Elec4	Failure to hold	Elections	1	E	1	E	1	F	31-Mar-2012	Election requirements and work plans	17 Jun 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
	robust and efficient Local (constituency / district), National and European Elections	Manager								are well documented and kept up to date to reflect changes in legislation and lessons learnt from previous elections. Election plans are monitored to ensure deadlines are adhered to. Elections staff keep their skills and information up to date by acquiring election qualifications, undertaking training sessions, achieving CPD, attending Association of Electoral Administrators meetings and being a member of the North West Association's Management Team.		
Leg1	Fraud and Corruption	Executive Director for Business	3	C	3	C	2	E	31-Mar-2012	Head of Legal Services has drafted Anti Bribery Policy-reported to management team. Now due for consultation.	18 Jul 2011	
Op1	Loss of financial income and potential income due to reduction of, or failure to increase, recycling rates.	Operations Manager	3	D	3	D	3	E	31-Mar-2012	A part time (2 days per week) waste and recycling co-ordinator has been employed to drive the development of a waste minimalisation and recycling strategy, which will be delivered by the locality officers. Development of the strategy will begin from October 2011, following the implementation of the changes to bin collections, including the introduction of recycling collections, to the 700 properties in Haslingden, Irwell Vale and Strongstry, and the 668 farm, rural and other hard to reach properties.	03 Aug 2011	
PD1	Financial and reputational consequences of litigation due to Health & Safety	Head of Customers and Communities	3	D	3	D	4	E	31-Mar-2012	All risk assessments for operational staff have been updated and copies are held in each operational base. Safe systems of work are being developed for a number of areas of	03 Aug 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
	Breaches									work. Director of Customers and Communities has attended operational staff meetings to state importance of H&S to staff. Depot health and safety audits will be carried out by the health and safety advisor between August and November 2011.		
PD2	Financial and statutory consequences of having duty to deliver enhanced public health role if funding not directly allocated by central government and not allocated adequately by County	Head of Customers and Communities	3	D	3	D	4	E	31-Mar-2012	Central Government discussions about the enhanced role for Local Authorities with regards to public health are still taking place. No decisions about funding have been made yet.	03 Aug 2011	
PD3	Unable to meet public and member expectations in relation to service delivery across Operations and Communities due to reduced capacity	Head of Customers and Communities	3	D	3	D	4	E	31-Mar-2012	The number of Locality Officers in the Communities Team has reduced by 50% and we no longer have a Community Safety Officer or an Assistant Operations Manager. The new arrangements are currently bedding in and we are assessing the impact on the workload over the next 3 months, to the end of October. We will then have to make decisions about service levels which are achievable with the new staffing levels and it may be that some work has to take on a lower priority. This will be discussed with members. A number of residents have made complaints about the removal of the doorstep waste collections from	03 Aug 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
										farm, rural and hard to reach properties, which has been implemented to save £92,000pa. This has generated a large amount of work for staff in the Operations and Communities sections with regard to mitigation of these complaints, which has included logging all calls and comments received, carrying out over 80 site visits with around 300 residents, formally responding to complaints and public questions and dealing with the media. In addition, car boot liners and composters are being provided to residents at our cost and assisted collections are being absorbed by street cleansing teams, whose work has been re-profiled to accommodate this.		
Plan3	Budget reduced by reduction in fees from Development Control and Land Charges due recession	Planning Manager; Principal Planner Development Control	2	C	2	C	2	D	31-Mar-2012	The last quarter of 2010/11 saw a significant increase in income in respect of major planning applications so that the final position as at 31 March 11 was significantly better than had been budgeted for. However, the first quarter April, May and June has seen a drop off in planning application income. Land charges income is also down for the first quarter though the latter part of the first quarter has picked up.	29 Jul 2011	
Plan4	Failure to determine planning applications in line with government targets	Planning Manager; Principal Planner Development Control	2	D	2	D	2	E	31-Mar-2012	Minors and other applications are on target. Majors are below target due to the impact of purdah and the cancellation of committees which has led to some major applications running over time, however, it is considered at this stage that a correction can be made to this	29 Jul 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
										situation by the pushing through of major applications in forthcoming quarters.		
Res1	Pay to benefits & creditors and staff plus Income collection	Finance Manager	2	C	2	C	2	F	31-Mar-2012	Still awaiting ICON upgrade. Concerns regarding income receiving abilities should hardware fail have not changed since last month. Now waiting for Civica to issue software version compatible with RBC operating systems to enable the move to hosted provision.	04 Aug 2011	
Res10	Failure to ensure Business Continuity	Head of Finance and Property; Head of People and Policy	2	D	2	D	2	F	31-Mar-2012	Revising Business Continuity Policies & Plans which will be updated following consultation.	03 Aug 2011	
Res2	Fail to implement IFRS effectively and efficiently	Finance Manager	5	F	5	F	4	E	31-Mar-2012	Any changes requested by the Auditors have been incorporated. Some extra notes added to Group Accounts. Just minor points remaining now before the publishing deadline of 25/08/11.	04 Aug 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-2012	Accountants have been preparing the 2015/16 base budgets and revising the 2012/13 ones. Update to be included in the October Cabinet report along with 6-month progress on 2011/12 savings.	04 Aug 2011	
Res4	Unmanaged open spaces and land	Head of Finance and Property	2	C	2	C	2	D	31-Mar-2012	A review and position statement with action plan to be produced during 11/12	05 Jul 2011	
Res5	Equal Pay Claims	Head of People and	3	F	3	F	3	F	31-Mar-2012	No risks at this time	26 Jul 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
		Policy										
Res6	Non payment of salaries	Payroll Manager	2	F	2	F	5	F	31-Mar-2012	No risks identified at this time	26 Jul 2011	
Res8	Litigation due to Health & Safety Breaches	Head of People and Policy	4	E	4	E	4	D	31-Mar-2012	Audits of service areas progressing. Health and Safety Manager escalating any areas of concern.	26 Jul 2011	
Res9	Leisure facilities project is not delivered on time and to budget	Head of Finance and Property	3	C	3	C	3	D	31-Mar-2012	The Council has a costing in place for £5.6m	05 Jul 2011	

## Section 6 – Complaints

## Section 6 – 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 April to June 2011 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints O/S at 31/03/11	Complaints Received During Q1	Complaints Closed During Q1	Complaints O/S at end of Q1
Resources	People & Policy	Executive Office				
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services		2	1	1
		Property Services		1	1	
Place	Operations	Refuse & Cleansing	1	4	4	1
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery				

Head of Service	Service Area	Team	Complaints O/S at 31/03/11	Complaints Received During Q1	Complaints Closed During Q1	Complaints O/S at end of Q1
		Capita- Council Tax		11	10	1
		Capita - Call Centre		1	1	
		Capita - Benefits		2	2	
		Capita – Benefit Fraud				
		Capita - OSS				
		ICT				
	Communities	Customer Service				
		Community Safety				
		LSP Delivery				
		Service Development				
		Area Officers	1	3	4	
Business	Health, Housing & Regeneration	Regeneration Delivery	1		1	
		Regeneration Progs				
		Economic Development				
		Traffic & Parking				
		Environmental Health				
	Legal	Legal Services		1	1	

Head of Service	Service Area	Team	Complaints O/S at 31/03/11	Complaints Received During Q1	Complaints Closed During Q1	Complaints O/S at end of Q1
		Committee & Member Services				
		Elections				
		Public Protection Unit		2	2	
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control	2	4	5	1
		Land Charges				
		<b>Total</b>	<b>5</b>	<b>31</b>	<b>32</b>	<b>4</b>

## 6.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	3
2	Poor communication	3
3	Delayed response/lack of response	9
4	Complaint against a named officer	1
5	Complaint received via MP	
6	Complaint received via Councillor	
7	Complaint about RBC policy or procedures	15
	No type of complaint assigned	
	<b>Total</b>	<b>31</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.**

## 6.2 - 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> April to 30<sup>th</sup> June 2011)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
<b>Place</b>	Council Tax	0	0	0	0
<b>Business</b>	Environmental Health	0	0	0	0
	Development Control - Enforcement	0	0	0	0
<b>Executive</b>	Other – Property	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</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.

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

## Section 7 – Compliments

## Section 7 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between April to June 2011 - 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:			
			July – September 2010	October - December 2010	January – March 2011	April – June 2011
Chief Executive	People & Policy	Human Resources			1	
		Policy & Performance	1			
		Communications	2	1	2	2
	Finance & Property	Financial Services				
		Property Services		1		1
Place	Operations	Refuse & Cleansing	5	17	12	5
		Emergency Planning				
		Parks & Open Spaces	3	3	2	1
	Customer Services	Capita - Council Tax Recovery				

		Capita - Council Tax					
		Capita - Call Centre					
		Capita - Benefits		1			
		Capita - OSS		2	2	2	
		ICT				1	
		Customer Services			2	2	
		STAN the Van			40	20	
	Communities	Community Safety			1		
		Community Engagement			5		
		Emergency Planning		1			
		Service Development	3				
		Area Officers	6	4	3	3	
	Business	Health, Housing & Regeneration	Regeneration Delivery	2		1	
			Regeneration Progs	3	2		1
Economic Development					1		
Environmental Health			1		1	1	

		Traffic & Parking				
	Legal	Legal Services	5	7	8	6
		Committee & Member Services		2	1	2
		Elections			2	7
		Public Protection Unit	3	1		
	Building Control	Building Control	14	5	7	
	Planning	Forward Planning				1
		Development Control	3	8	1	1
		Land Charges				1
<b>Total</b>			<b>51</b>	<b>55</b>	<b>92</b>	<b>57</b>