

# How are we making a difference to our communities?

## **Integrated Performance Report Quarter 3 (October to December 2011)**

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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 – Corporate Plan Actions, Covalent Report**

### **Section 5 – Performance Indicators, Covalent Report**

### **Section 6 – Risks, Covalent Report**

### **Section 7 – Complaints**

### **Section 8 – Compliments**

## **Data Quality**

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

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

The People & Policy team recognises that this report could not be produced without the timely, accurate and reliable contributions of officers throughout the Council. This report was compiled in January 2012 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.

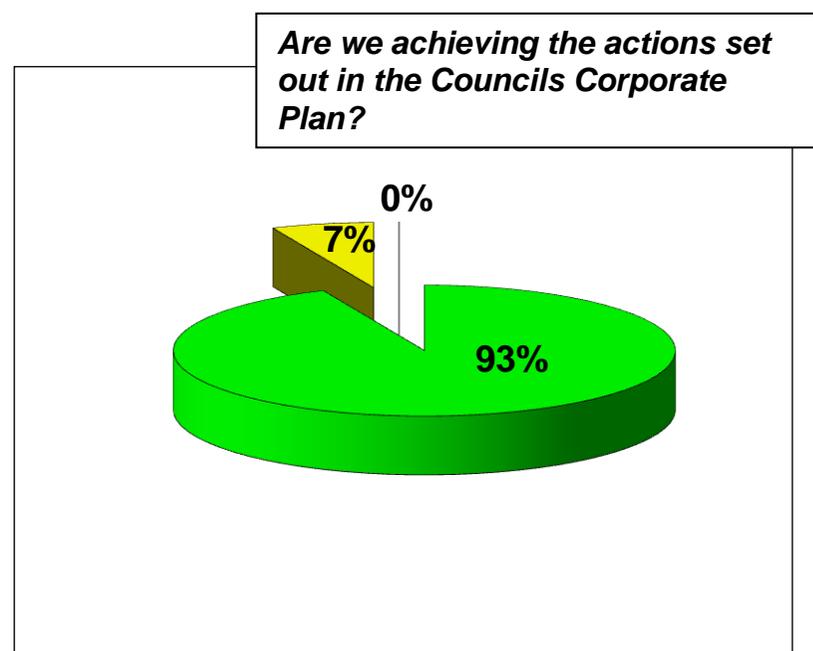
## **Section 1 – High level performance summary**

**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>99</b>	<b>93.4%</b>
<b>Amber</b> ▲	Some issues or risks which require action from the Council's Programme Board to keep the project on track	<b>7</b>	<b>6.6%</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>106</b>	



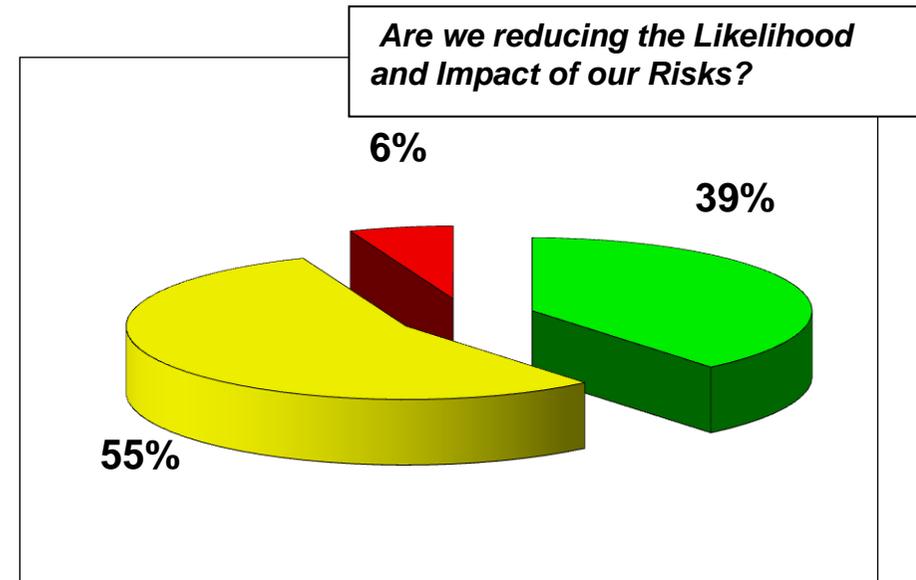
## 2.2 Performance Indicators – achieving targets?

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	Performance Indicators	
			No.	%
<b>On Target</b>		The performance indicator has achieved or exceeded its quarterly target	<b>22</b>	<b>69%</b>
<b>Marginally Below Target</b>		The performance indicator is currently 5% or less from achieving its target	<b>6</b>	<b>19%</b>
<b>Below Target</b>		The performance indicator is currently more than 5% of achieving its target	<b>4</b>	<b>13%</b>
<b>Unknown</b>		The status cannot be calculated	<b>0</b>	<b>0%</b>
<b>Total for Quarter 3</b>			<b>32</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>12</b>	<b>39%</b>
<b>Amber</b> ▲	The likelihood and impact of the risk is medium	<b>17</b>	<b>55%</b>
<b>Red</b> ●	The likelihood and impact of the risk is high	<b>2</b>	<b>6%</b>
	<b>Total</b>	<b>31</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.

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

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate 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.

### 2.1 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	18	17	94%	1	6%	0	0%	0	0%
Performance Indicators	3	1	33%	1	33%	1	33%	0	0%
Risks	6	2	33%	3	50%	1	17%	0	0%
<b>Total</b>	<b>27</b>	<b>20</b>	<b>74%</b>	<b>5</b>	<b>19%</b>	<b>2</b>	<b>7%</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.

### 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	85	79	93%	6	7%	0	0%	0	0%
Performance Indicators	28	20	71%	5	18%	3	11%	0	0%
Risks	24	10	38%	13	54%	1	8%	0	0%
<b>Total</b>	<b>137</b>	<b>109</b>	<b>80%</b>	<b>24</b>	<b>18%</b>	<b>4</b>	<b>3%</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 cumulative to the end of Quarter 3**

The revenue budget at the end of Quarter 3 is predicting a favourable forecast for the full year of £116k, on an original budget of £10,547k.

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

1. Staff – overall the staff costs of the Council are predicted to be £126.4k lower than the original budget. Much of this saving relates to restructures during the year and is net of some one-off restructuring costs. These restructures will lead to full-year savings of £214k now built into the 2012/13 draft budgets.
2. Communities: Public Realm income is expected to bring in a further £32k and cemetery fees remain buoyant at £17k favourable.
3. Customer Services & E-Government: Service contract inflation, based upon high RPI in September, has resulted in an adverse £17k variance. IT savings projects within the original budget have been delayed, adding £36k costs and preventing some old communication lines from being closed which are expected to cost a further £13k over the year within property services. Increases in software licences and purchase of computer equipment has added a further £21k.
4. Operations: To help even out the effects of market fluctuations in recycling income the current forecast gain of £193k is being transferred to a 'budget volatility' reserve to insure future budgets against any adverse movements. Vehicle maintenance is forecast at an adverse of £20k.
5. Business: Development Control, Building Control and Land Charges are all showing adverse variances on fee income, totalling £77k. Members Allowances are showing a favourable variance of £13k and the Museum management fee has been reduced by £16k.
6. Corporate Directorate: The New Homes Bonus grant has come in £22k above predictions and Audit Commission costs have been reduced by £27k. In property services rental incomes have been mixed and resulted in a net adverse of £38k while running costs & repairs have an overall favourable variance of £14k and NNDR charges have been reduced by £17k. Interest income is currently forecast as a favourable variance of £18k for revenue funds and a further £35k attributable to the capital programme.
7. Included in all the original budgets above was £1.6m of savings, of which all bar £138k are expected to be achieved during the year. However, as the overall general fund position is £116k favourable there have been other compensating savings identified during the year so far.
8. Treasury management continues to out-perform the model portfolio of our advisors, though the projections for interest rate recovery have been delayed by 2 years since the beginning of the financial year. Losses due to reduced interest rates have been compensated for by buoyant cash balances as the capital programme cash flows have changed during the year.

The capital programme for the year was originally set at £6,203k in February 2011. In addition £1,827k was carried forward from 2010/11, creating an opening programme of £8,030k. Further projects have increased this to £8,461k, of which £4,708k (56%) has been spent or ordered to the end of December, including the purchase of the Valley Centre. Capital receipts from property sales amount to £69k with a further £14k received from returned Equity Release payments. Officers continue to monitor progress and are confident that the full budget target of £100k will be met.

**Major revenue variances predicted for 2011/12 (as at the end of quarter 3)**

Major Variances end December	Favourable /(Adverse)	Net
<b>Communities</b>		
Salaries & agency workers	25.1	
Public Realm income	32.3	
Cemeteries fee income	17.0	
Other variances	17.6	92.0
<b>Customer Services and e Government</b>		
Salaries & agency workers	(39.4)	
Revenues & Benefits Administration	(10.9)	
Software and IT projects	(57.2)	
Other variances	5.5	(102.0)
<b>Place Operations</b>		
Salaries, modern apprentices & agency workers	(4.3)	
Trade waste income	(10.7)	
Vehicles (hire, maintenance, tyres & tools)	(20.2)	
Refuse bins, sacks & holders	(20.2)	
Public Realm income	7.2	
Recycling Income	192.8	
Recycling volatility reserve contribution	(192.8)	
Cost Share income from LCC	(11.9)	
Other minor variances	2.6	(57.5)
<b>Business Directorate</b>		
Staffing and agency cover	40.5	
Elections costs	10.0	
Members Allowances (non take-up)	12.7	
Development Control income	(60.6)	
Land Charges income	(11.6)	
Building Control Income	(4.8)	
Licensing income	-	
Other variances	13.2	(0.6)

Major Variances end December	Favourable /(Adverse)	Net
<b>Business - Health, Housing &amp; Regeneration</b>		
Staffing and agency cover	1.8	
Homelessness set-up costs	4.0	
Clare House set-up fees	8.5	
Museum management fee	15.7	
Other variances	(0.8)	29.2
<b>Corporate Management</b>		
Staffing and agency cover	38.4	
New Homes bonus incentive grant	22.0	
Other variances	14.2	74.6
<b>Finance &amp; Property Services</b>		
Staffing and agency cover	23.8	
Audit Commission Fees	27.0	
Business Centre income	(49.0)	
Rent-free allowances to voluntary groups	(12.5)	
Other rental income	23.4	
Business Rates	16.9	
Property running costs	5.4	
Repairs & Maintenance	8.5	
Communications (ISDN lines)	(13.0)	
Other variances	(4.2)	26.3
<b>People &amp; Policy (incl P&amp;P &amp; Comm)</b>		
Staffing and agency cover	40.5	
Children's Trust income from LCC	(5.0)	
Other variances	8.1	43.6
<b>Non-Distributed Costs &amp; Capital Financing</b>		
Interest receivable/payable	17.9	
Other variances	(7.6)	10.3
<b>Favourable/(adverse) on General Fund</b>		<b>115.9</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, but interest rates have fallen and improvement has been delayed until September 2013. Treasury advice has been to keep investments short (3 to 6 months) for security.
- Bank Interest generated – the Council has £7.5m on deposit at the end of quarter 3 which is earning from 1.4% to 2.1% interest, though all of this is due to mature before the end of the financial year.
- 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>	£12,969k -£4,324k <b>= £8,645k</b>	£13,836 £4,324k <b>=£9,512k</b>		Cash continues to be strong as capital project spending awaited investment decisions over the summer. Receipts are generally on track.
2	Collection of <u>old</u> debts Council Tax NNDR Sundry Debtors	£3,214k £526k £519k	£2,675k £598k £90k	£2,484k £447k £68k	£2,351k £398k £66k		Figures show current balance outstanding on debts raised before the 31 <sup>st</sup> March 2011.
3	Collection of current yr debt Council Tax NNDR Sundry Debtors	97.6% 98.6% 80.5%	29.8% 30.9% 61.7%	57.9% 60.9% 80.4%	85.9% 82.3% 83.7%		Collection of Council Tax is only very marginally lower than the similar time in 2010/11, therefore almost on track for the year-end target of 97.8% Collection of sundry debt is improving
4	Interest v. SECTOR portfolio Interest income earned	+0.48% +£14.2k	+0.59% +£8.4k	+0.50% +£4.0k	+0.12% +£5.5k		Benefitting from increased cash flow position as above and improved interest rates on deposits
5	Corporate Spend (non pay)	£9,887k	£2,621k	£1,987k	£2,649k		Excl staff, benefits & treasury management and capital purchase of Valley Centre.
	- with local companies (£000 & %)	£1,306k Cum 13.2%	£279k 10.6%	£313k 12.8%	£267k 11.8%		Cumulative annual target =19%
	- through collaborative contracts (£000 & %)	£2,947k Cum 21%	£421k 16.1%	£271k 15.0%	£168k 11.8%		Cumulative annual target =12%

## **Section 4 – 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 2012.**

# Guide for Actions Report

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

## Priority \*

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

### Risk/RAG (Red Amber Green) Status

	Project on track, no substantial issues or risks which require action from the Council's Programme Board
	Some issues or risks which require action from the Council's Programme Board to keep the project on track
	Project in jeopardy – serious issues or risks needing urgent action

# Quarter 3 Action Report 2011-12

**Report Type:** Actions Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 30 January 2012



## Description A clean and green Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
FP4	Coordinating the council's response to environmental and climate change issues including bidding for funding	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011		SQW Consultants have provided a methodology for a study produced on renewable energy. The Council continues to attend meetings and work with Consultants and other Authorities.	17-Jan-2012	✓
HHR9	Declaration of Air Quality Management Areas.	31-Mar-2012	Environmental Health Manager	11-Jul-2011		Rossendale's 2011 Air Quality Report has now been submitted to Defra. As previous reports it has highlighted two areas (Manchester Road, Haslingden and Bacup Road, Rawtenstall) as providing concern due to exceedances in the recommended UK levels for Nitrogen Oxides (NOx). Following Defra's appraisal of the 2011 submitted report, the Council will then consider declaring an Air Quality Management Area's for both locations. If the Council are minded to declare AQMA consultation will then take place with external partners and businesses to develop individual Air Quality Action Plans.	03-Jan-2012	✓
P&P4	Implement Green Travel Plan Actions & Develop & Implement a Travel At Work Policy	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	04-Jul-2011		Direct consultation to commence with staff in relation to car usage	26-Jan-2012	✓

## Description A healthy and successful Rossendale

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
DC2	Completion and Adoption of	31-Mar-2012	Planning Manager	29-Jul-2011	30-Jan-	All appraisals and management plans adopted	30-Jan-2012	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Conservation Area Appraisals and Management Plans for all Conservation Areas				2012			
DC4	Assist in the delivery of relevant aspects of the Communities Service Neighbourhood Plans	31-Mar-2012	Planning Manager	29-Jul-2011		As and when communities team need support on the planning service, support will be provided.	30-Jan-2012	✔
FP1	Delivery of the LDF including the Core Strategy through undertaking of the Core strategy examination in Public.	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011	03-Jan-2012	Rossendale Borough Council adopted the Core Strategy DPD: The Way Forward on 8th November 2011 and it will be used in the determination of all planning applications and future plans received from 9th November 2011. A copy is available on the Council website at <a href="http://www.rossendale.gov.uk/corestrategy">www.rossendale.gov.uk/corestrategy</a>	03-Jan-2012	✔
FP5	Input into Policy and Delivery of key infrastructure including transport	31-Mar-2012	Principal Planner Forward Planning	07-Oct-2011		Bus station is referenced in LTP3 as key priority, but monies not specifically earmarked.	30-Jan-2012	⚠
HHR1	Working with partners across Pennine Lancashire – develop a mechanism for the delivery of economic regeneration initiatives Rossendale.	31-Mar-2012	Housing & Regeneration Head of Health	11-Jul-2011		The LEP have recently developed bids for the Government's Growing Places Fund which seeks to unlock sites for economic development and housing. Pennine Lancashire and Rossendale have provides some project for the potential investment list and these will be considered further by the LEP early in 2012. in addition Officers of the Council work closely with regenerate Pennine Lancashire to identify opportunities for local businesses to receive assistance through the existing Lancashire innovation Network and the Pennine LEAP and the Accelerating Business Growth Programme which are expected to launch in early 2012	03-Jan-2012	✔
HHR12	Development of a Park Homes Strategy and Action Plan	31-Mar-2012	Environmental Health Manager	08-Jul-2011		The department has elected to take a positive approach to ensuring park home sites across the borough meet the 2008 Model Standards. Following the introduction of the national standards for Park Homes in the early part of 2011, the team have been actively publicising the standards to the current sites. Actions taken to ensure the dissemination of the information contained in the standards included:- · Correspondence with owners of both Park Homes	03-Jan-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>sites, in the Borough, highlighting the new standards and proposing amendments to their current licences have been sent.</p> <ul style="list-style-type: none"> <li>· Meetings with residents and resident associations have been held to highlight any potential areas of non compliance.</li> <li>· Full inspections of each site are currently being commenced in line with the aforementioned standards.</li> </ul> <p>These Model Standards will form part of an overall enforcement strategy for managing and assessing park home sites which will be finalised and consulted on this year.</p>		
HHR13	Improved access and delivery of a choice of affordable and decent, housing across Rossendale	31-Mar-2012	Strategic Housing and Partnerships Manager	11-Jul-2011		<p>Rents are being restructured both with the HCA Development Programme funding 'affordable' rents, and the Localism Bill. Councils will have to produce a Rent Strategy for their district. Officers are currently awaiting further guidance regarding Rent Strategies and what needs to be contained within them; we hope that this will be released soon.</p> <p>The team has also been working with a number of housing associations to submit funding portfolios for affordable housing over the next 4 years to the HCA these will form part of a Pennine Lancashire Local Investment Plan and preparatory work is now commencing on these sites identified for 2012/13 delivery. Work is now completed on the 20 Affordable Rent properties at Fernlea Garage, Bacup. The properties will be advertised through CBL and let to local people within the next 3 months.</p> <p>Officers within Environmental Health are continuing to taking action where inspections of private rented properties are showing Cat 1 and 2 Hazards. Over the last quarter:-</p> <ul style="list-style-type: none"> <li>· Received and dealt with 42 new complaints (5% increase on the same period in 2010/11) regarding poor housing conditions in rented properties.</li> <li>· Officers have issued a caution to a Landlord for</li> </ul>	05-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>the alleged illegal eviction of a tenant. The case was raised through the Housing Options Team following the newly adopted Illegal Eviction and Harassment Policy and Procedure.</p> <ul style="list-style-type: none"> <li>· Issued a prohibition order for a flat above a takeaway – and rehoused the tenant with the support from Housing Options Team. As part of an ongoing proactive area based initiative, Environmental Health Officers have begun to identify rented properties situated above takeaways. Due, to the cheaper rent rates of some properties the likelihood of vulnerable tenants residing in such premises may result in sub standard conditions being provided. The property issued a prohibition order did not have a kitchen; there was no provision of heating and hot water, and lack of fire detection within the shop and residential part of the building.</li> </ul> <p>The team have also been proactively highlighting the issues of poor housing conditions across the Valley. The Council's Environmental Health Students took to Rawtenstall and Haslingden markets to help raise awareness of the Environmental Health service and the standards that should be expected of privately rented properties in Rossendale. Promoted as Santa's Grotty Grotto the students highlighted poor conditions through our own experiences of disrepair and health hazards.</p> <p>Lorna Robinson and Simon Chadburn from Environmental Health presented the House of Horrors along with hosting a stand at the Children's Trust Networking Event on the 10th November. The main aim of team's involvement in the event was to raise awareness relating to standards and to provide a point of information where frontline agencies referrals can be made.</p>		
HHR2	Lead and deliver the Rossendale Gateway Regeneration Programme	31-Mar-2012	Housing & Regeneration Head of Health	11-Jul-2011		The Council has been working to develop regeneration projects for a number of sites within the Rawtenstall Centre as part of a Gateway	03-Jan-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Programme. These include:</p> <ul style="list-style-type: none"> <li>· The Valley Centre and former Town Hall site;</li> <li>· The Rawtenstall Bus Interchange;</li> <li>· Rawtenstall to Manchester commuter rail link</li> <li>· New Hall Hey</li> <li>· Ski Rossendale</li> </ul> <p>In the current economic climate and with the disestablishment of funding agencies such as the North West Regional Development Agency (NWRDA) the delivery of all of the projects has encountered some degree of difficulty.</p> <p><i>The Valley Centre and former Town Hall site</i> In September 2011 a meeting of the Full Council agreed to provide funds for the acquisition of the Valley Centre and its subsequent demolition. Ownership of the Valley Centre passed to the Council in November 2011 and plans have been developed for an interim use for the site once the structure is demolished.</p> <p>The redevelopment of the Valley Centre will act as a catalyst for the <i>Rawtenstall Bus Interchange</i> and borough as a whole creating new jobs, improving the visual amenity of Town Centre and bring in private sector investment to the area etc.</p> <p><i>Rawtenstall Bus Interchange</i> This is a project being led by Lancashire County Council who have undertaken and completed the consultation stages. The County Council have indicated that they would invest in a new interchange once a plan for the Valley Centre site is in place and is proceeding. This project has been included in LTP3 as a potential project.</p> <p><i>Rawtenstall to Manchester commuter rail link</i> The Greater Manchester Integrated Transport Association is now considering this project alongside the wider rail link issues. In view of the current funding reductions, the Councils of</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Rossendale, Bury and Rochdale are considering a compromise project which would result in a new station (on the current East Lancs rail link) South of Bury, which would enable rail commuters from Rawtenstall access onto the Metrolink Service, via a new rail spur.</p> <p><i>New Hall Hey</i> The New Hall Hey site has recently been sold to Westregister a subsidiary of The Royal Bank of Scotland. There is no indication that new tenants have come forward at this stage.</p> <p><i>Ski Rossendale</i> Ski Rossendale was formally re-opened by Ski Rossendale Limited (Social Enterprise) on the 5th November 2011</p>		
HHR3	Development and provision of business support and business growth initiatives for local businesses in Rossendale	31-Mar-2012	Regeneration Projects Officer	12-Jul-2011		<p>The NWDA Intensive Start-up Support (ISUS) for Pennine Lancashire programme will end on the 16th December 2011; to date it has supported 699 new business starts, resulting in the creation of 866 new jobs, with <b>119 businesses</b> started and <b>144 jobs</b> created/safeguarded in Rossendale. The Lancashire Innovation Network (LIN) will continue into 2012 and has provided intensive support to 6 businesses between March and September this 2011, safeguarding 3 jobs. This constitutes 5.3% of the total number of businesses assisted and 18.75% of the total number of jobs safeguarded by the programme across the whole of Lancashire in the first two quarters of this year. LIN has also awarded £7,500 of grants to Rossendale companies, which has leveraged in over <b>£20,700 of private sector investment</b> into the borough; over 20% of the total level of private sector investment across Lancashire. In 2012 a number of new programmes are set to come online that will deliver direct support to Rossendale businesses and benefit the local economy through business and job creation, and private sector investment. These programmes</p>	03-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						include Pennine LEAP - providing business coaching and mentoring support to individuals looking to start their own business in Pennine Lancashire. The focus of support will be on new businesses with the potential to grow and create new jobs and investment. In addition to this the Accelerating Business Growth programme, funded through the Regional Growth Fund, will offer capital investment to companies to help bring forward investment for expansion projects e.g. premises, plant and machinery which create sustainable jobs within a 12 month period.		
HHR4	Development of the Rossendale Visitor & Cultural Strategy.	31-Mar-2012	Regeneration Projects Officer	11-Jul-2011		The new Visit Rossendale website is now 'live'. The scope and range of the Visitor and Cultural Strategy is in the process of being agreed and developed with officers working closely with the Portfolio Holder for Regeneration to define and identify the aims priorities and direction of travel. Officers continue to work closely with colleagues in the Lancashire & Blackpool Tourist Board to publicise local events and populate the website.	03-Jan-2012	
HHR6	Delivery of the Vacant Property Strategy	31-Mar-2012	Health & Housing Delivery Manager	11-Jul-2011		The service chairs and co-ordinates the action of the Vacant Property Task Group (comprising all Council Depts.).The task group has pulled together a working spreadsheet of all the properties that officers are dealing with as a Council as there tends to be some crossover with officers from different departments. Through the group, departments can work more effectively to deal with properties through an agreed course of action that is identified collectively. New properties and land are brought to the meeting (6 week basis) and action plans for each property / land with a lead department are identified - this saves on duplication of work and saves officer time in serving the most appropriate notice for the circumstances.  As well as individual department actions the Group are also working on:- 1. Area Based Enforcement – will look at all properties and land within a block such as Empty	10-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Properties, Rented, Owner Occupied, and Commercial. All Council departments will contribute towards an assessment followed by co-ordinated enforcement action where needed and supportive remedial options where required. This will also include liaison with other agencies such as Calico Floating Support; Police; Fire; DWP etc.</p> <p>2. Shop Local (*working title) – HHR are looking to identify a number of vacant commercial “corner” shops with accommodation above them. Negotiations will then take place with owners to discuss reduced rent packages and proposals to bring properties forward. Discussions with Council departments will consider suitable end uses for these shops with specified marketing material accompanying each property. A marketing campaign will then identify potential occupiers and through a “Meet the Supplier Day” and website page link the two together.</p> <p>As part of the short-term actions within the Vacant Property Strategy the team have developed a number of policies and procedures to support this work including the Private Sector Housing Enforcement Policy and the Enforced Sales Policy and Procedure both of which will be presented to O&amp;S and Cabinet over the coming months. The Team have also developed internal procedures for officers to follow in respect to defective buildings, EDMOs and CPOs.</p>		
HHR7	Implement requirements of the Private Water Supply Regulations 2010	30-Mar-2012	Environmental Health Manager	11-Jul-2011		<p>Following the adoption of the Private Water Supply Regulations 2009 at full Council in early 2011. The team are currently pulling together an inspection plan for 2012 / 2013 – this initial inspection tranche will focus on those high risk water supplies which supply commercial premises and a number of properties which can be clearly identified as from one source. Letters will be sent to homeowners notifying them of charges and inspection programme for the next four years over the coming months. However, those residents who require a risk assessment or sampling outside of</p>	03-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						their programmed time can still request sampling and support from officers.		
HHR8	Implementation of the National Food Hygiene Rating System	31-Oct-2011	Environmental Health Manager	11-Jul-2011	11-Jul-2011	Rossendale launched the National Food Hygiene Rating System on the 1st June at a launch event at Do Dah's in Rawtenstall. The Council secured £5,000 of funding from the Food Standards Agency towards the implementation of a Food Hygiene Rating System in Rosendale. The aim of the scheme is that every food business within Rossendale is given a rating between 0 (poor) and five (excellent), which reflects a number of measures such as management, staff training, premises etc. The ratings are available to view online at <a href="http://ratings.food.gov.uk/QuickSearch.aspx">http://ratings.food.gov.uk/QuickSearch.aspx</a> and scores should be publicly displayed in all food premises. Of the 760 premises scored, 20 were found to be below a score of 2 and officers have focused on working with these food operators to bring up their scores. Since, the launch we are seeing a real improvement in food standards where those low performing businesses have received focused support.	10-Oct-2011	
P&P12	Support the Childrens Trust in delivering outcomes for CYP in Rossendale	31-Mar-2012	Head of People and Policy	04-Jul-2011	26-Jan-2012	Fusion Phase 2 run at Haslingden Sports Centre started 25.11.11 and has been running for 6 weeks, runs on a Friday night planned to run until 2012. Rawtenstall Fusion to start at Alder Grange High School from 3.2.12 offering sporting activities for young people on Friday night. Youth Project to commence at Crawshawbooth Community Centre offering Wii, TV, Pool Table, and Music. White Horse Project in Waterfoot supported offering Friday night Youth Club "Deepen" Opportunities being explored re Bacup and suitable venue. Support being provided at Trinity Baptist Church Friday night youth Club including provision of Table Tennis, Pool Table, CD Decks and Speakers and offering coaching and competition re Street Dance.	26-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Exploring project at Whitworth. The Trust has supported the Horse and Bamboo to work with Torview School to develop a light and entertainment show. 17 children attended.		
P&P13	Commission a range of development interventions which support the Council's competencies for the future	31-Mar-2012	Head of People and Policy	04-Jul-2011	26-Jan-2012	OD Plan updated and considered and agreed at Management Team. CAF Training delivered to those staff working with Young People and their families, Fire Warden Training delivered September, Respect and Dignity at Work Training delivered to those in Operations Refuse and Communities Street Cleansing, Small Number of staff attending Report Writing, NLP, Prince 2. Evaluation taking place in relation to IOSCH	26-Jan-2012	✔
PD1	Understand and develop enhanced role in relation to public health and joined up health and social care commissioning.	31-Mar-2012	Head of Customers and Communities			Director of Customers and Communities regularly attends the Clinical Commissioning Group for Rossendale, is working in partnership on projects to enhance mental health and wellbeing and reduce alcohol related harm, and attends the District Health Leads meetings with LCC with a view to further developing the agenda.	17-Jan-2012	✔
PServ2	Review current procedures and status for the control of "unmanaged" open space	31-Mar-2012	Property Services Manager			This matter will be rolled over into 12/13 business planning	17-Jan-2012	✔
PServ3	Complete construction of new leisure facilities : HSC & Marl Pits	31-Mar-2012	Head of Finance and Property			Update to be given to Members via Feb Cabinet. Keir planning to commence 30th Jan' 2012, following completion of gas and electric supply changes.	17-Jan-2012	✔

### Description Responsive and value for money local services

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
BC1	Investigate options for joint working with Councils in the area and increasing income.	31-Mar-2012	Building Control Manager	01-Jul-2011		works still on track to provide joint service with Pendle Building Control	17-Jan-2012	✔
BC2	Streamline BC Processes utilising Northgate.	31-Mar-2012	Building Control Manager	01-Jul-2011		system appears to be functioning integration works complete but susceptible to system integration	17-Jan-2012	⚠

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
BC3	Building Control service delivery to be benchmarked against authorities within Lancashire	31-Mar-2012	Building Control Manager	17-Jan-2012		benchmarking scheduled to commence at end of financial year	17-Jan-2012	✔
C&MS1	Promote democracy Information accessible on the Council's website and public are aware that they can book the Mayor for events Mayor promoted through visits to schools or visits to Council Chamber	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011	03-Jan-2012	Three Local Democracy Week activities were completed in October. Two of the activities were observed as part of the Ofsted inspection at one of the schools and were mentioned in the Inspector's report on how the school prepares young people for adulthood and being part of a community. School visits have been undertaken by the Mayor throughout December. The web site is up to date with Councillor information and how to book the Mayor.	03-Jan-2012	✔
C&MS2	To achieve Level 2 of the North West Charter for Member Development	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011	01-Jul-2011	Notification was received on 24th June that the Council had been successful at Level 2 of the North West Charter for member training and development. The award is planned to be presented to the Council in September.	01-Jul-2011	✔
C&MS3	Consider and action requirements of the Decentralisation and Localism Bill	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011		Royal Assent was gained in November and the Council is currently awaiting guidance and start dates for the various sections. A report was taken to the Standards Committee on 29th November to update members on the Standards element of the Act. An update report will go to the Standards Committee once further guidance is issued.	03-Jan-2012	✔
C&MS4	Ensure Committee papers prepared to a Quality Standard and in accordance with agreed processes	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011		All agendas have been published in line with statutory deadlines.	03-Jan-2012	✔
C&MS5	Undertake benchmarking exercise in relation to C&MS	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011		The Remuneration Panel will reconvene shortly to make recommendations to February 2013 Council on Member Allowances. Activities are regularly undertaken with other authorities on benchmarking including the number of committees, number of members and member allowances.	03-Jan-2012	✔
Cmt1	Development of the Communities Team focused	31-Mar-2012	Communities Manager	26-Jul-2011		The Communities Team continue to develop how they deliver services focused on the principle of	03-Jan-2012	✔

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	on 'Locality Based Teams/Working'					Locality Working. The 'Locality Teams' are continuing to develop and enhance service delivery through working with councillors and with partners in the public, private and voluntary sector. Moving into 2012, updated 'Neighbourhood Forum Action Plans' are being produced and will be presented to the Neighbourhood Forums in January and placed on the website at <a href="http://www.rossendale.gov.uk/site/scripts/documents_info.php?documentID=869">http://www.rossendale.gov.uk/site/scripts/documents_info.php?documentID=869</a> As with previous years the action plans focus on what priorities the community would like the partners to focus on delivering in 2012 – 2013.		
Cmt10	Undertake benchmarking exercise in relation to Communities	31-Mar-2012	Communities Manager	25-Oct-2011		Now that the restructure and changes in working practices (for instance the public realm work we now do which was once undertaken by LCC) have started to embed themselves, initial discussions have taken place with the finance team to scope what, if any, areas of work undertaken by the communities team may be useful to benchmark.  The first challenge will be finding an area of the communities' team work that is undertaken within another authority which mirrors our working practice so we can do a like for like comparison.	30-Jan-2012	
Cmt2	Implement the recommendations of Cabinet in relation to the borough's Markets	31-Mar-2012	Locality Manager	26-Jul-2011		Current stall occupation is:  Haslingden Market - 9 cabins occupied Bacup Market - 19 out of 25 cabins occupied (with one application pending) Rawtenstall Market - 53 out of 58 cabins occupied (with one application pending)  Advertising delivered since November includes:- Rossendale Radio advertising (continuing) Rossendale Freepress advertising Press releases BBC Radio Lancashire and Radio Rossendale interviews  Events on the market delivered:-	11-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Haslingden Market: Community Christmas Fayre - 2 December. As part of 'Switch On Haslingden', 10 local schools and community organisations had stalls on the market so that 20 out of the 22 open stalls were filled. Positive feedback received from market traders, schools and community groups about the event. Footfall appeared increased from a normal market day. Haslingden Christmas Lights Switch On unfortunately had to be moved to the library at the last minute due to bad weather.</p> <p>Bacup Market: Bacup Arts &amp; Crafts Christmas Market - 10 December. Organised by community members of the neighbourhood forum in partnership with and supported by the council, this involved 19 arts and crafts stalls both on the market and in a marquee in the town centre, aimed at boosting the town centre as a whole. Generally very positive feedback from the arts and crafts traders and market traders and most reported selling well on the day. The event was well attended.</p> <p>Rawtenstall Market Clogs on t' cobbles - 27 November. The market took part in the 3rd annual festival and had extra arts and crafts stalls on the market as well as entertainment including carol singers. The event was well attended and traders reported seeing high footfall on the day. Entertainment in the run up to Christmas including brass band, dancing demonstration, fossil demonstration. Father Christmas and his elf visited the market on 22 December giving out mince pies to traders and reindeer dust to children.</p>		
Cmt3	Deliver a review of all market licences, trader contact details and insurance.	31-Mar-2012	Locality Manager	26-Jul-2011		The review of licences is ongoing. Contact details and insurance will be reviewed before the end of the financial year.	11-Jan-2012	

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Cmt4	Review the pilot dog control contract with Animal Wardens	31-Mar-2012	Head of Customer Services & ICT	13-Oct-2011		Discussions are being held with members of the communities team around the re letting of the animal warden contract.	04-Jan-2012	
Cmt5	Review renew Pest Control Contract	31-Mar-2012	Head of Customer Services & ICT	13-Oct-2011		Currently tender document is still being developed.	04-Jan-2012	
Cmt6	Review CCTV across the Borough	30-Sep-2011	Community Safety Manager	11-Jul-2011	03-Jan-2012	There is little to update other than was outlined in the Q2 Covalent report. That is the police are continuing to utilise the images captured on the CCTV systems strategically placed throughout Rossendale. The council and the police continue to monitor emerging CCTV technology such as HD cameras so that the partners are in a position to consider improvements to the system.	03-Jan-2012	
Cmt7	Implement the recommendations of Cabinet in relation to grass cutting	31-Mar-2012	Locality Manager	26-Jul-2011		No further changes happened this year to physical structure of team. Further progress has been made regarding adopting a locality structure in preparation for the 2012 season.	10-Jan-2012	
Cmt8	Review the joined up grounds maintenance service with LCC (Public Realm)	31-Mar-2012	Communities Manager	26-Jul-2011		<p>The grass maintenance season continued up to week beginning 24<sup>th</sup> October. Difficulties during the first quarter were overcome by standardizing the route and reallocating staff. By the end of the grass maintenance season all amenity grass areas had received eight cuts, thereby achieving our targets. This accomplishment displayed in the high public opinion of our service with almost no complaints toward the end of the season.</p> <p>During winter we are able to undertake or winter maintenance and shrub pruning on these areas where needed.</p> <p>We have taken the opportunity during the winter period to procure a replacement tractor in preparation for next season (as the current tractor lease is ending), and to seek to appoint to the vacant tractor driver position. This tractor will accommodate a side arm flail mower which we will use on our outlying highway verges next season.</p> <p>Grounds Maintenance Teams have now been established in each Neighbourhood Forum Area</p>	31-Jan-2012	

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						which will allow them to set a work programme that reflects the public's priorities for the maintenance of the public real.		
Cmt9	Implement the recommendations of Cabinet in relation to animals in parks	31-Mar-2012	Communities Manager	26-Jul-2011	26-Jul-2011	All animals and birds were successfully rehomed in March 2011. Most of the birds have gone to Lancaster City council within a large free flight enclosure in Williamson park. The small animals were taken in by a private sanctuary where they have received veterinary treatment and a higher level of care. The enclosure at Whitaker park is currently being redeveloped in partnership with incredible edible and is planned to be a picnic area within a community orchard surrounded by other edible plants (pick your picnic!). The enclosures at Stubbylee remain empty and standing while the Accrington Rossendale College development	26-Jul-2011	✔
CS&ICT1	Review existing Bailiff contract	31-Dec-2011	Service Assurance Manager	22-Jul-2011	04-Jan-2012	Bailiff review complete. Scheme of delegation produced and awaiting signature.	04-Jan-2012	✔
CS&ICT2	Review the Customer Service & ICT Team functions and implement recommended changes	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011	04-Jan-2012	I.C.T review now completed and new structure in place.	04-Jan-2012	✔
CS&ICT3	Design, test and implement SharePoint 2010 initially for Democratic Services	31-Mar-2012	Head of Customer Services & ICT; Technical Infrastructure Manager	13-Oct-2011	13-Oct-2011	The roadmap for ICT development has been amended and it has been agreed to prioritise the development of the new web site above SharePoint. The SharePoint project will commence following the successful implementation of the new corporate website.	13-Oct-2011	✔
CS&ICT4	Implement new corporate Network	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011	04-Jan-2012	The wireless network to the garage at Henrietta Street has been implemented successfully and also upgraded.	04-Jan-2012	✔
CS&ICT5	Implement UID (Microsoft Dynamics) across the business	31-Mar-2012	Information Manager	13-Oct-2011		UID project delayed because of technical issues identified with the Chorley implementation and changes with Rossendale specification as agreed with Operations. The UID new implementation date will be 1 March 2012.	04-Jan-2012	✔
CS&ICT6	Develop customer focused ICT strategy and review all	31-Mar-2012	Information Manager	13-Oct-2011		The draft I.C.T strategy has been circulated and is awaiting comments.	04-Jan-2012	✔

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	existing ICT policies							
CS&ICT7	Scope out the ICT requirements for RLT / RTL	30-Sep-2011	Head of Customer Services & ICT		28-Jul-2011	This project has been completed successfully before the due date.	28-Jul-2011	✔
CS&ICT8	Undertake benchmarking exercise in relation to Customer Services & ICT	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011	13-Oct-2011	The benchmarking for ICT within the Pennine Lancashire Area has been completed, RBC are awaiting confirmation re publishing the data.	13-Oct-2011	✔
DC1	Sustain and improve performance on determining major, minor and other applications against agreed measures	31-Mar-2012	Planning Manager	29-Jul-2011		Due to a spike in applications needing to be determined through the Purdah period this has impacted on performance. However, if all majors are released on time in 4th quarter, then overall performance will hit Business Plan target for year end.	30-Jan-2012	⚠
DC3	Bring into use further modules of new IT system	31-Mar-2012	Planning Manager	29-Jul-2011		Training on use required but still on course	30-Jan-2012	✔
Elec1	Administer Borough, Parish, and by-elections; Polling district review and referendum.	31-Mar-2012	Elections Manager	16-Jun-2011	09-Jan-2012	The polling district review was held in 2011 which resulted in the re-naming of polling districts and minor changes to the boundaries. Consultation was carried out as part of the review and all information was published prior to and after the review.	09-Jan-2012	✔
Elec2	Undertake benchmarking exercise in relation to Elections	31-Mar-2012	Elections Manager	16-Jun-2011		Performance monitoring was carried out the Electoral Commission (EC) in relation to compilation and publication of the revised register of electors (which was published on 1st December 2011). Performance monitoring by the EC for 2012 elections will be carried out during the election periods with data to be submitted between 13 January and 10 August 2012.	09-Jan-2012	✔
Fin1	Final Implementation of IFRS for 2010/11 Statement of Accounts	30-Jun-2011	Finance Manager	16-Jun-2011	08-Sep-2011	Audit of Accounts now complete. Only one adjustment related to the IFRS transition and a small number of presentational changes to statements and policies. Despite the transition the Accounts were completed 3 weeks ahead of last year.	08-Sep-2011	✔
Fin2	Co-ordinate the Council's response to the 11/12 central gov't grant settlement and its medium term financial	31-Mar-2012	Head of Finance and Property	17-Jan-2012		As previously stated the MTFS assumes a number of assumptions within the council's £1m target. It is not inconceivable that our savings target could be up to £1.5m	17-Jan-2012	⚠

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	strategy					-		
Fin3	Consolidation of and optimisation of services and administration both internally and across partners	31-Mar-2012	Head of Finance and Property			Continuing under the direction of the CEO.	17-Jan-2012	✔
Fin4	Undertake benchmarking exercise in relation to Finance & Property Services	31-Mar-2012	Head of Finance and Property	17-Jan-2012	17-Jan-2012	No change in this area	17-Jan-2012	✔
FP2	Assist in production of sub regional strategies, including research, implementation and monitoring	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011		<p>Considering collaboration with other Authorities for taking forward evidence base for Community Infrastructure Levy (CIL). This is ongoing.</p> <p>Work in ongoing with Rochdale and Lancashire Authorities on the Scout Moor Extension Proposals.</p> <p>Working with other Lancashire Authorities on Renewables and the standing South Pennine's Renewables Group.</p> <p>Ongoing work on Energy/Green Deal to improve energy of housing stock – 'all under duties to co-operate'.</p>	03-Jan-2012	✔
FP3	Preparation of an Allocations / Development Management and CIL DPD elements of the LDF and other SPDs	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011		<p>Rossendale Borough Council has asked for land to be allocated for different uses such as housing, parks, jobs, shopping, schools and parking. 'Call for Sites' events took place between 14th November and 16th December 2011 where anyone could submit a piece(s) of land that they believe should be developed, regenerated or protected from development.</p> <p>Lives &amp; Landscapes Public Events or (Call for Sites) were held throughout the valley to help local residents and businesses put sites forward and explain the process. This information is now being collated.</p>	03-Jan-2012	✔
HHR10	Improving standards in Houses in Multiple Occupation	31-Mar-2012	Environmental Health Manager	07-Jul-2011		The Health, Housing and Regeneration Team have undertaken licensing visits on the two licensable HMO's in the Borough; both premises were found	05-Jan-2012	✔

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						<p>to be compliant with the national standards for this type of accommodation. As part of the inspection process the team engaged with a number of agencies including the Fire Service and East Lancs. PCT to ensure that a holistic approach was adopted when assessing these premises. The inter-agency working proved extremely effective and building on these links which have been created we have established a multi-agency team to support the owners of one of the HMOs to ensure tenants are receiving the necessary ancillary floating support from peer providers as well as providing guidance to the owner in terms of ongoing management.</p> <p>Internal working with both Fraud and Planning has identified several possible unlicensed HMOs across the Valley. Officers have dedicated time to targeting these HMOs and notifying them of their duties and responsibilities ongoing working with these premises will continue in the New Year.</p> <p>The review and update of the Council's current HMO licensing conditions, so as to reflect good practice, is ongoing and this piece of work will provide supplementary supporting documents to the Private Sector Housing Strategy which will be consulted on over the coming months.</p>		
HHR11	Implementation of the CRIBS project	31-Mar-2012	Environmental Health Manager	08-Jul-2011		<p>The team have been working on an innovative, teaching resource to support young people who are moving away from home or living on their own. The Cribs housing project is nearing completion and is expected to be finalised soon. In its current format the initiative exists in three parts. <b>Part One</b> is a power-point aimed at providing simplified information relating to the 29 housing hazards that would be associated with the private rented housing market. A degree of risk assessment is also included allowing topics such as '<b>Safeguarding</b>' and ROSPA's '<b>Accidents in the Home</b>' which would be introduced to the training session dependant on the target audience.</p>	05-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p><b>Part Two</b> – relates to the ‘real-life’ experiences of a tenant, landlord and environmental health officer in relation to good and bad practice associated with renting in the private rental market. <b>Part Three</b>, the third and final part of the initiative is a ‘Quiz’ aimed at assessing the retention of knowledge from the training session. The findings of a survey carried out by Amber Hoyle (HHR’s previous Future Job’s Fund Placement) will form part of the quiz material together with key facts and figures provided in the power-point and profile interviews.</p> <p>We hope that the training resource will be used locally by a wide variety of bodies such as colleges; schools; supported housing schemes (such as Queen Street and M3) as well as being used nationally</p>		
HHR14	Delivery of effective services for homeless households	31-Mar-2012	Strategic Housing and Partnerships Manager	11-Jul-2011		<p>Homelessness and homelessness prevention is a statutory service which was contracted out to Green Vale Homes at the time of stock transfer in 2006. Following, a review of the service and the remit and support that housing prevention can offer to other services it was decided to bring the service back in house. On the 1st April 2011, 4 members of the HOT (Housing Options Team) TUPE across from Green Vale they have been working on improving performance information; developing the service (especially by offering face to face appointments at the One Stop Shop) and integrating with other Council functions such as Housing Benefit and Environmental Health in particular to provide a more holistic and joined up service. The Council has a duty to produce a Homelessness Strategy (we will be renewing the Council’s existing strategy in 2011/12) and to develop services to prevent homelessness such as; Private Rented Scheme rent bond, Spend to Save Programme and a specialist mental health worker, are all currently funded for this purpose.</p> <p>One of the issues for the HOT currently is the</p>	10-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>impact of the welfare benefit changes in the private rented sector, especially the single room rate being extended to under 35s, and officers are looking at a number of options including social lettings agencies and private leasing schemes on a Pennine Lancashire footprint to address these issues.</p> <p>The Council works closely with LCC Children Social Care and the Rossendale Children Trust in relation to youth homelessness (primarily 16 –19 year olds) and Council has been the lead authority in securing £180,000 from the CLG to work with Children Social Care to set up a homeless prevention scheme across Lancashire for 16/17 year olds. All district housing authorities and LCC have developed a Joint Working Protocol for 16/17 year olds which is currently being rolled out and monitored. In law, Children Social Care has the lead responsibility for homeless 16/17 year olds but in practice they have been reluctant to fulfill this commitment in the past, but joint working is progressing well and this new scheme will support this work.</p>		
HHR15	Improved delivery of support mechanisms and assistance for vulnerable people	31-Mar-2012	Environmental Health Manager; Housing Renewal Manager; Strategic Housing and Partnerships Manager	11-Jul-2011		<p>The current DFG waiting list is made up of urgent and non urgent recommendations with a mixed tenure of owner occupiers, private rented and RSLs the main RSL being Greenvale Homes. We have 40 non urgent cases on the waiting list made up of owner occupiers, private rented and a small number of RSLs. These non urgents are estimated to cost in the region of £250k - £300k.</p> <p>We have 16 urgent cases at various stages in the system such as awaiting planning approval; top up funding from Lancashire County Council and are out to tender. The approximate value to these is in the region of £300k - £350k. The preliminary budget we've dedicated for this function is £500,000 (comprising £353k from Central Government) we have committed £432,207 to date. The acceptance of the O&amp;S Task and Finish Group Recommendations for DFGs means that</p>	05-Jan-2012	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						from this year we will be allocating 25% of the DFG budget towards the non urgent waiting list. In the third quarter of 2011/12, the service has completed:- 1) 17 Disabled Facilities Grants. 2) 25 Adaptations to Green Vale Home properties funded by Green Vale Homes. 3) 140 Minor adaptations funded via Lancashire County Council's Social Services Directorate.		
HHR16	Undertake benchmarking exercise in relation to HHR	31-Mar-2012	Housing & Regeneration Head of Health	11-Jul-2011		Initial discussions are being held with the Director of Business to agree the scope of this exercise which will examine the costs in delivering the various elements of the service in comparison with other similar local authorities	03-Jan-2012	✔
HHR5	Development of effective and efficient protocols within the Health, Housing and Regeneration Service with both internal and external partners.	31-Mar-2012	Health & Housing Delivery Manager	11-Jul-2011		The team have been working on a number of new procedures and protocols to support better working around health and housing functions. Following on from the adoption of the Illegal Eviction and Harassment policy earlier this year the team have developed a number of new policies and procedures including a Private Sector Housing Enforcement Policy; Commercial Enforcement Policy; procedure for Enforced Sales of vacant properties; as well as a draft Defective Building Act Protocol. Where these policies and protocols support other departments; these protocols will be disseminated to other departments through	03-Jan-2012	✔
LC1	Review the process relating to applications received to search in the register and complete statutory enquiries to address issues associated with the economic downturn	31-Mar-2012	Land Charges Officer	26-Jul-2011		This is a statutory function of the Council	17-Jan-2012	✔
Leg1	To develop and monitor Service Standards in line with best practice.	31-Oct-2011	Principal Legal Officer			No complaints, 4 compliments this quarter. Customer satisfaction continues to be monitored.	03-Jan-2012	✔
Leg2	To provide legal support for smooth transition of the homelessness service in-house	31-Mar-2012	Principal Legal Officer			No further reviews this quarter. Advice and assistance being provided on management agreement for supported accommodation.	03-Jan-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Leg3	Undertake and report benchmarking to ensure best practice	31-Mar-2012	Principal Legal Officer			Work monitoring record up to date, recording work levels/outcomes. Attended ACSes meeting 14/10/11.	03-Jan-2012	✔
Leg4	Community Governance Review	31-Mar-2012	Principal Legal Officer			No work undertaken- good practice to carry to every 10-15 years.	03-Jan-2012	✔
Leg5	Review/replace existing online legal research facility	30-Jun-2011	Principal Legal Officer			Contract signed for Lawtel and also now utilising services of Public Law Company for forms and precedents.	03-Jan-2012	✔
Leg6	Prepare for/assist/ support in Office of Surveillance Commissioners inspection to comply with Regulation of Investigatory Powers Act 2000	31-May-2011	Principal Legal Officer			New RIPA guidance and procedures circulated to relevant officers on 12/12/11.	03-Jan-2012	✔
Leg7	Provide training to officers on Localism Bill	30-Nov-2011	Principal Legal Officer			Localism Bill received royal assent 15/11/11. Training to be prepared in accordance with commencement provisions.	03-Jan-2012	✔
Leg8	Ensure the relevant lead officers undertake community impact assessments for the service area	31-Mar-2012	Principal Legal Officer			No policies drafted by legal this quarter.	03-Jan-2012	✔
Op1	Review the service in light of the need to create improve customer satisfaction and meet the requirement of the MTFS.	31-Mar-2012	Operations Manager	10-Jan-2012		A Project Initiation Document has now been drafted and will form part of the agenda at the next program board meeting 26th January 2012 Existing RBC policies have already been reviewed and amendments suggested for areas to focus on. In addition the key national and local objectives/targets for waste has been reviewed and includes details or whether or not RBC has an existing policy to address each point. This is to help identify the "gaps" the council needs to consider as part of the review. The timescales for this project will be extended to reflect the need to undertake robust engagement with communities and members.	10-Jan-2012	✔
Op2	Deliver enhanced locality based service delivery; with a focus on minimizing waste and improving recycling maximize the income	31-Mar-2012	Operations Manager			Currently reviewing how locality working can influence the way refuse rounds are structured, and proposals will be submitted to management team for appraisal.	10-Jan-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	available from the recycling collected.							
Op3	Implement the recommendations of Cabinet in relation to farm collections (linked to efficiencies)	31-Mar-2012	Operations Manager	10-Jan-2012	10-Jan-2012	The recommendations from Cabinet in January 2011 were implemented. This has now been superseded by a decision at Full Council in September 2011 to re-instate the doorstep collection service and this has now also been delivered.	10-Jan-2012	✔
Op4	Move the location of the vehicle maintenance garage	31-Mar-2012	Operations Manager			Discussions are ongoing with developers on how the workshop fits into the overall strategy of the proposed plans. Plans have been drafted for roof design and further architectural work is required subject to these discussions. It's unlikely that the project due date will be met.	10-Jan-2012	⚠
Op5	Undertake benchmarking exercise in relation to Operations	31-Mar-2012	Operations Manager			This work will be delivered in conjunction with Op1 and Op2.	10-Jan-2012	✔
P&P1	Oversee the management and utilisation of the CRACS partnership	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	01-Jul-2011		<p><u>Collaborative Research and Consultation Services (CRACS) partnership:</u>  A refresh of the Rossendale Citizens' Panel has now been complete. The Panel is now larger and more representative, with 789 members across a broad age band spectrum. The profile of the Panel is as follows:  - Gender = 55% female, 45% male  - Ethnicity = 98% White British, 2% BME  - Disability = 80% no disability, 20% with a disability</p> <p>The following demonstrates the location distribution of the panel throughout the borough.  - Wards = Cribden (6%), Eden (6%), Facit (4%), Goodshaw (7%), Greenfield (9%), Greensclough (9%), Hareholme (9%), Healey (6%), Helmshore (9%), Irwell (4%), Longholme (10%), Stacksteads (4%), Whitewell (7%), Worsley (6%)</p> <p>The Panel is another mechanism that provides members of the community with the opportunity to voice their views on issues locally. The intention of the Panel is to act as an active database of</p>	09-Dec-2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>people within the community that the Council can consult with via surveys on key issues throughout the year. Service Areas will be able to utilise the Panel when undertaking consultation.</p> <p>Partners will soon be reviewing the CRACS Business Plan to become a two year rolling document (i.e. for 2012 - 2014). This will be sent out to all Chief Executives of the CRACS partners in advance of the budget setting meetings in 2012.</p>		
P&P10	Review the services delivered by the People and Policy Team	31-Mar-2012	Head of People and Policy	03-Jul-2011	26-Jan-2012	Consultation commenced with HR manager Part-time. Decision made to disestablish post.	26-Jan-2012	✔
P&P11	Review the existing arrangements in relation to maintenance of the website ensuring it is accessible	31-Dec-2011	Head of People and Policy	04-Jul-2011		First meeting taken place with Web Champions. Forms, Questions and Answers being updated	26-Jan-2012	✔
P&P14	Support a range of communication and engagement activities which support the Council through its programme of change	31-Mar-2012	Head of People and Policy	04-Jul-2011		Chief Executive met with all staff during December. Team Brief in place and staff regularly briefed. Staff Forum to be established as a regular meeting 4 times a year	26-Jan-2012	✔
P&P15	Identify any efficiencies in terms and conditions	31-Mar-2012	Head of People and Policy	04-Jul-2011		Trade Unions advised this is something we would like to consult but no further progress as this stage. To commence consultation directly with staff and Trade Unions	26-Jan-2012	✔
P&P16	Streamline the process of additional claims	30-Sep-2011	HR; HR Manager	26-Jul-2011	26-Jan-2012	CHRIS been updated to reflect drivers working arrangements and therefore no need for time sheets. The use of Overtime and Time Sheets been highlighted to all Directors and Managers through Highlight Report. HR identified as area for Business Plan for next year so remains area of focus.	26-Jan-2012	✔
P&P17	Review and Rewrite flexi time policy	31-Aug-2011	HR; HR Manager	04-Jul-2011		Policy been updated and noted at management team. No further action pending negotiations and updates per conditions	26-Jan-2012	✔
P&P18	Deliver the activities associated with the Communications Strategy	31-Mar-2012	Communications Manager	01-Jul-2011		Media queries coming into the organisation are now being managed effectively through Teams. Press Releases are being promoted on the Web	26-Jan-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						and circulated to the Media. There is a need to review capacity of Communication in light of any significant changes affecting the Council.		
P&P19	Respond to and case manage employment litigation	31-Mar-2012	Head of People and Policy	04-Jul-2011		Currently no major employment issues within RBC. Redundancy Policy agreed with RBC Trade Unions. Absence Policy under case management discussion. One case desk top review being undertaken by Head of People and Policy. Some support being provided to Rossendale Leisure Trust	26-Jan-2012	✔
P&P2	Implement actions and changes following outcome of Performance Management Review	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	01-Jul-2011		Review of costs of performance management undertaken - new arrangements put in place achieving saving of £2,000. Also looking at reviewing the Overview Report into a Direction of Travel Report	26-Jan-2012	✔
P&P20	Undertake benchmarking exercise in relation to P&P	31-Mar-2012	Head of People and Policy	04-Jul-2011		Customer satisfaction Survey undertaken, results reported to management team, customers satisfied with the service they get from P&P	26-Jan-2012	✔
P&P21	Conduct a review all health and safety policies	31-Mar-2012	Head of People and Policy	04-Jul-2011		DSE Policy Agreed and Implemented, PPE Policy Agreed and Implemented, Fire Safety updated and implemented, Immunisation Policy updated and implemented, COSHH Policy updated and Implemented	26-Jan-2012	✔
P&P22	Undertake Health and Safety Audits	31-Mar-2012	Head of People and Policy	04-Jul-2011	26-Jan-2012	Health and Safety audit schedule in place and audits completed for Communities, Cemeteries, Depots and Markets. Other service areas to be completed in 2012.	26-Jan-2012	✔
P&P23	Review Fire Risk Assessment and issues revised Fire Files for all main Council Buildings	31-Mar-2012	Head of People and Policy	04-Jul-2011		All council buildings have in place fire risk assessments and these are reviewed annually by Health and Safety Manager and Facilities Manager. Fire file completed but due for some amendments anticipated by end of March 2012 and this will then supersede existing fire files.	26-Jan-2012	✔
P&P5	Development of the 2013-16 Corporate Plan & Consultation	31-Mar-2012	Head of People and Policy; Principal Policy Officer; Project &	04-Jul-2011		A review of corporate planning underway. Initial consultation on the corporate plan has been undertaken internally and portfolio holders are	03-Jan-2012	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
			Performance Improvement Officer			being consulted. A draft will be developed for Cabinet, Management Team and will also be submitted Policy O&S for consultation before it is opened up for public consultation in Spring/Summer 2012.		
P&P6	Respond to the Equality Act new duties and requirements on the public sector.	31-Mar-2012	Head of People and Policy; Principal Policy Officer	04-Jul-2011		<p>Actions are in place to ensure the council is compliant with new equality legislation and the public sector equality duty which is now in force, this includes briefings, awareness raising and training sessions for staff and elected members, ensuring equality is embedded within the council's practices and procedures. The council continues to assess the impact of its decisions and policies on protected equality groups, the wider public sector equality duty aims and human rights in line with its legislative requirements.</p> <p>Equality objectives will be set and published by 6th April 2012 as required by legislation. Equality information will continue to be published on an annual bases via the Equality Report.</p>	12-Dec-2011	✔
P&P7	Review and Undertake an Audit of Existing Contingency Planning arrangements	30-Nov-2011	Head of People and Policy	04-Jul-2011		Support been provided to service areas re creating the new template per service area, transferring over the contact details. P&P commencing the development and updating of Corporate Contingency Plan	26-Jan-2012	✔
P&P8	Support the Service areas in reviewing their structures and job roles	31-Mar-2012	Head of People and Policy; HR; HR Manager	04-Jul-2011		Review of Property completed. Review of ICT completed.	26-Jan-2012	✔
P&P9	Support key external partnerships and contractors in the identification and delivery of efficiencies	31-Mar-2012	Head of People and Policy	04-Jul-2011	21-Oct-2011	Some initial discussions took place - no further action	21-Oct-2011	✔
Plan1	Undertake benchmarking exercise in relation to Planning	31-Mar-2012	Planning Manager	14-Oct-2011		Fee benchmarking exercise done and data sent to CIPFA for analysis. Results awaited. Government direction on the matter however still awaited on fee setting	30-Jan-2012	✔
PPU1	Implement the new structure	31-May-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	New structure implemented April 2011	06-Jul-2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
PPU2	Implement revised street trading policy/conditions	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	30-Sep-2011	12/04/11- Licensing Committee approved proposed amendments. 13/06/11-Policy O&S approved proposed amendments with further recommendations. Next meeting is Governance Working Group 06/07/11 followed by Full Council 20/07/11.	06-Jul-2011	✓
PPU3	Implement new policy for licensing hackney carriage & private hire trade	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Completed. New policy implemented 01/05/11	06-Jul-2011	✓
PPU4	Implement new taxi trade enforcement policy	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Completed and implemented 01/04/11	06-Jul-2011	✓
PPU5	Revise the planning enforcement policy	31-Mar-2012	Public Protection Unit Manager	06-Jul-2011		The policy is still being reviewed	30-Dec-2011	✓
PPU6	Implement Taxi Stand in Whitworth	30-Jun-2011	Public Protection Unit Manager	06-Jul-2011	12-Sep-2011	-Taxi rank now in operation for two vehicles 24 hours per day. Lines on road, signage in place	03-Oct-2011	✓
PPU7	Review arrangements in relation to Fraud	30-Sep-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Benefit Investigation Unit TUPE back to RBC within the PPU as of 01/07/11	06-Jul-2011	✓
PPU8	Undertake benchmarking exercise in relation to PPU	31-Mar-2012	Public Protection Unit Manager	07-Jul-2011		Customer Satisfaction data already established re Planning Enforcement and reported to Development Control. Looking to establish customer satisfaction monitoring for Licensing and Benefit Fraud to be reported to Cabinet. Currently benchmark with the Greater Manchester Authorities re Planning Enforcement report to be prepared for Development Control. Due to raise Benchmarking at the next Licensing Lancashire Group.	30-Dec-2011	✓
PServ1	Continue to develop the Cemetery Strategy with Operations Department	31-Mar-2012	Property Services Manager	17-Jan-2012	17-Jan-2012	No change in this area	17-Jan-2012	✓
PServ4	Facilitate any required changes to service accommodation needs. Eg: - CS&eG corporate telephony project - Operations garage requirements	31-Mar-2012	Property Services Manager	17-Jan-2012		Developer has now committed resources to Council in order to plan and tender the relocation of the Henrietta St garage	17-Jan-2012	✓

## **Section 5 – 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

**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

Priority *												
PI Code	Short Name	Responsible Officers	Quarter 3 2010-11		Quarter 3 2011-12			Gauge Aim	Trend	Latest Note	Expected Outcome	
			Q3 2010/11		Q3 2011/12							
			Value	Target	Status	Value	Target					Status
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 2011-12

**Report Type:** PIs Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 30 January 2012



Rows are sorted by Code

## Description A clean and green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	11.64%	8.50%		9.97%	9.50%		9.50%	Aim to Maximise		This is based on estimated data; we are awaiting information from various sources including LCC.	Exceeding Target

## Description A healthy and successful Rossendale

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	91.00%	99.00%		96.00%	98.00%		99.00%	Aim to Maximise		All the recommended category 1 and 2 works have now been completed from the 2006 DDA accesses audits, with the exception of Marl Pitts Pavilion, monies will not be committed until the future of the pavilion is certain	On Target
NI 16 LAA	Serious acquisitive crime rate	Communications Manager; Community Safety Manager	2.23	3		2.38	3		12	Aim to Minimise		This figure represents an increase of 5 crimes on the same period last year. Publicity work is planned for areas where thefts from vehicles have been a problem in recent weeks. 43% of these crimes have	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
											been from vehicles which have been left unlocked by the owners. Target hardening work for properties which have been burgled is planned in order to reduce the known risk of repeat victimisation.		
NI 20 LAA	Assault with injury crime rate	Communications Manager; Community Safety Manager	0.89	1.35		1.5	1.35		1.35	Aim to Minimise		The rate per 1,000 population has increased slightly since last year. The Community Safety Partnership has recognised this as a risk and has requested to re-allocate funding from the Safer Lancashire Board to deal with this.	

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

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
CS2	Customer waiting times in the one stop shop	ICT Technical Support Officer; Service Assurance Manager	5mins	10mins		4mins	10mins		10mins	Aim to Minimise		Total footfall for the month of December was 2,110 a decrease in 562 customers. The majority of queries was housing benefits at 900 customers and 272 council tax queries, a total of 938 was made up of all other council services, this figures also includes Greenvale customers. The average waiting time recorded was 2mins 56secs.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	ICT Technical Support Officer; Service Assurance Manager	96%	90%		75.3%	70%		90%	Aim to Maximise		Performance has improved this month and it is anticipated that this trend will continue	
CS6	% of abandoned calls - Coventry Call	ICT Technical Support Officer; Service Assurance Manager	1%	2.5%		2.66%	1%			Aim to Minimise		The quarterly outturn is disappointing this quarter, but a high volume of abandoned calls came from 27/12/11, which was a statutory holiday	Exceeding Target

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
	Centre												
LI 8	% of invoices paid on time	Finance Manager	97.60%	97.50%	✓	99.52%	97.50%	✓	97.50%	Aim to Maximise	↑		Exceeding Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team	86.08%	86.36%	✓	86.19%	86.08%	✓	97.80%	Aim to Maximise	↑	Council Tax Collection remains ahead of target as we reach the end of quarter 3. This ensures that we remain on track to achieve our final collection target of 97.70%. Collection by direct debit remain healthy at 70% of eligible taxpayers electing to pay by the councils preferred method of payment however collecting 100% charges for empty properties remains a challenge. The recovery section will focus on those who "won't" rather than those who "can't" pay in the final quarter of the year	On Target
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	87.54%	73.95%	✓	86.27%	87.54%	⚠	98.00%	Aim to Maximise	↑	Below target compared to last year's collection at the end of December. Collection rates for empty properties is the barrier for not achieving target and it should be noted that in 2008 (the best comparison for empty rates) the collection rate was 85.61% so this year's performance is an improvement on that year. The NNDR section will continue to chase up non-payers in the final quarter of the year	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Payroll Manager	4.20	6.00	✓	4.88	6.00	✓	8.00	Aim to Minimise	↓	long term sickness over 20 days is 3.26days per fte short term is 1.62 days per fte	On Target
LI 79a	Accuracy of processing - HB/CTB claims	ICT Technical Support Officer; Service Assurance Manager	92.00%	93.00%	⚠	96.00%	93.00%	✓	93.00%	Aim to Maximise	↑	Another pleasing performance ensuring that claims are calculated correctly first time.	Marginally Below Target
LI 79bi	Percentage of Recoverable	ICT Technical Support Officer;	62.86%	82.03%	⚠	65.57%	82.03%	⚠	82.03%	Aim to Maximise	↓	An improvement on the 2 previous quarters, but still below target. £91K was recovered	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
	Overpayments Recovered (HB) that are recovered during period (LI 10)	Service Assurance Manager									in the 3rd quarter.		
LI 79bii	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Capita; ICT Technical Support Officer; Service Assurance Manager	13.77%	11.49%	✓	14.10%	11.49%	✓	45.93%	Aim to Maximise	↑	The current outturn is taken from Northgate systems. Further investigation is to be undertaken to prove these totals are correct as highlighted in the LI 79b indicator, as I am not satisfied with the current reported outturn. Cumulatively, from April 2011, the percentage collected against o/s and created is 28.29%	On Target
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00%	68.00%	✓	20.00%	68.00%	⬇	68.00%	Aim to Maximise	↓	1 out of 5 determined in time. Due to a spike in applications needing to be determined through the Purdah period this has impacted on performance. However, if all majors are released on time in 4th quarter, then overall performance will hit Business Plan target for year end.	On Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	95.00%	85.00%	✓	94.00%	85.00%	✓	85.00%	Aim to Maximise	↑	35 out of 37 determined in time	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	92.00%	90.00%	✓	94.00%	90.00%	✓	90.00%	Aim to Maximise	↓	51 out of 54 determined in time	On Target
LI OP 1	Missed Collections of bins not returned within 24 hours	Operations Manager				197	105	✓	420	Aim to Maximise	↑	There has been a slight increase during the Christmas period as additional vehicles are staffed to ensure that the increased volume of weight is collected on the schedule collection day, this can lead to confusion for the staff.	

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
LI OP 2a (i)	Average Fuel Usage (Paper)	Operations Manager				6,426.3	6,142.55			Aim to Maximise		This is a new local indicator therefore no baseline data is available; it will be established this year.	
LI OP 2a (ii)	Average Fuel Cost (Paper)	Operations Manager				£7,332.31	£6,922.36			Aim to Maximise		This is a new local indicator therefore no baseline data is available; it will be established this year.	
LI OP 2b (i)	Average Fuel Usage (Glass, Cans & Plastics)	Operations Manager				7,154.5	6,694.75			Aim to Maximise		This is a new local indicator therefore no baseline data is available; it will be established this year.	
LI OP 2b (ii)	Average Fuel Cost (Glass, Cans & Plastics)	Operations Manager				£8,157.32	£7,544.19			Aim to Maximise		This is a new local indicator therefore no baseline data is available; it will be established this year.	
LI OP 2c (i)	Average Fuel Usage (Garden Waste)	Operations Manager				4,121.6	5,652.8			Aim to Maximise		This is a new local indicator therefore no baseline data is available. Note that the figure is below target due to seasonal trends and an increase in customers in relation to garden waste.	
LI OP 2c (ii)	Average Fuel Cost (Garden Waste)	Operations Manager				£4,693.13	£6,371.10			Aim to Maximise		This is a new local indicator therefore no baseline data is available. Note that the figure is below target due to seasonal trends and an increase in customers in relation to garden waste.	
LI OP 2d (i)	Average Fuel Usage (Residual)	Operations Manager				17,621.3	17,168.65			Aim to Maximise		This is a new local indicator therefore no baseline data is available; it will be established this year.	
LI OP 2d (ii)	Average Fuel Cost (Residual)	Operations Manager				£20,112.67	£19,351.11			Aim to Maximise		This is a new local indicator therefore no baseline data is available; it will be established this year.	
LI OP 2e (i)	Average Fuel Usage (Street Sweeping Activities)	Operations Manager				10,412.6	10,886.05			Aim to Maximise		This is a new local indicator therefore no baseline data is available; it will be established this year.	

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
LI OP 2e (ii)	Average Fuel Cost (Street Sweeping Activities)	Operations Manager				£9,852.08	£10,215.85			Aim to Maximise		This is a new local indicator therefore no baseline data is available; it will be established this year.	
NI 181(a)	Time taken to process Housing Benefit/Council Tax Benefit new claims	ICT Technical Support Officer; Service Assurance Manager	19.0	28.0		20.6	28.0			Aim to Minimise		Although a very good performance again this quarter, electronic changes received directly from the Department for Work and Pensions are beginning to impact on the processing of new claims due to the workload increase. It is hoped that the situation will ease over the coming months.	On Target
NI 181(b)	Time taken to process Housing Benefit/Council Tax Benefit change events	ICT Technical Support Officer; Service Assurance Manager	9.1	17.0		9.1	17.0		17.0	Aim to Minimise		Although still well within target performance has been affected by the reduction in electronic changes received from the DWP and efforts to catch up with those non-electronic changes notified to the authority over the last few months. As advised previously the precedence of electronic changes meant that manually notified changes were taking longer to process.	On Target
STAN 1	Number of people accessing STAN	Service Assurance Manager				287	360		1,440	Aim to Maximise		Although disappointing a below target performance was expected due to the number of working days lost in December as STAN was unable to go out and about. During December out of the 21 available STAN working days 4 days were lost due to Christmas period and 11 were lost as the specialist generator was being repaired. Unfortunately, problems with the vehicle and subsequent repair cannot be planned for. Although footfall during the winter months is not usually as good as the summer months it is anticipated that the promotion of the service that is undertaken by all three authorities will ensure that the quarter 4 target is achieved. It should also be noted cumulatively April to December performance already exceeds the annual	On Target

PI Code	Short Name	Responsible Officers	Quarter 3 2010-11			Quarter 3 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q3 2010/11			Q3 2011/12							
			Value	Target	Status	Value	Target	Status					
											target by 220.		
STAN 2	% of customers satisfied with the service received from STAN	Service Assurance Manager				98.87%	70%		70%	Aim to Maximise		Customer satisfaction with the service we provide via STAN continues to remain high. 228 customer satisfaction surveys were issued during the 3rd quarter, 92 were returned. This represents a 40.4% response rate. Of those returned only one customer, in Pendle, was dissatisfied with the service. Feedback from Rossendale residents include: "Wonderful service", A customer who moved into Rossendale from outside the area "Keep up the good work", "Very impressed with all aspects of the service "and lastly "excellent concept and great way of delivering services to the wider community".	On Target

## Section 6 – 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 3 Risks Report 2011-12

**Report Type:** Risks Report  
**Report Author:** Lee Admin\_Birkett  
**Generated on:** 30 January 2012

### Description 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; Housing & Regeneration Head of Health	3	C	3	C	3	E	31-Mar-2012	Officers are working with partners and National advisory agencies to mitigate this risk.	17 Jan 2012	

### Description 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	Housing & Regeneration Head of Health	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.	03 Jan 2012	
HHR3	The number of long term empty properties increases	Housing & Regeneration Head of Health	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.	03 Jan 2012	

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; Housing & Regeneration Head of Health	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.	17 Jan 2012	
Plan1	Failure of Delivery of the LDF	Planning Manager; Principal Planner Forward Planning	1	F	1	F	2	D	31-Mar-2012	The Inspector's Report found the Core Strategy Sound and it was adopted on the 8th November 2011. Work has now started on the Lives & Landscapes Site Allocations DPD.	03 Jan 2012	
Plan5	Failure to deliver commitments to English Heritage re programme of work for co funded posts	Planning Manager	3	E	3	D	5	F	31-Mar-2012	Some slippage has occurred but revised timescale should be agreed with EH	30-Jan-2012	
Res7	None viability of the Business Centre	Head of Finance and Property	3	C	3	C	4	D	31-Mar-2012	No change to previous comments. The market remains competitive	17 Jan 2012	

#### Description 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	4	E	4	E	3	E	31-Mar-2011	no issues with self financing position still on track	09 Jan 2012	
BD1	Litigation due to Health & Safety	Executive Director for	3	E	3	E	4	E	31-Mar-2012	System of Health and Safety Policy Review established. Health and	17 Jan 2012	

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	Business								Safety Audits in place issues being escalated as required		
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	C	1	D	1	C	31-Mar-2012	RBC's code of connection 4.1 has been approved by the Audit commission. The existing GCSX connection will transfer to the new GCF framework that is targeted to go live by the 20/2/2012, RBC are currently working on the compliance requirements in order to meet the new standards. The new service GCF has a finite contract life of up to 4 years but authorities can invoke a clause to switch the service to another supplier when the Public sector network is incorporated into the scheme.  In addition, work will commence in the second half of 2012 to move the RBC GCF connection that is located in the RBC secondary data centre.	23 Jan 2012	
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	D	1	D	2	D	31-Mar-2012	The RBC's current disaster recovery solution is being modified to take account of the changes required to support the organisation going forward. Work will commence in the second half of 2012, the new solution will reside on an RBC platform that will increase the speed of change and allow more flexibility going forward.	23 Jan 2012	
Elec1	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs	Elections Manager	2	E	2	E	2	F	31-Mar-2012	There are no updates for this indicator at this time.	09 Jan 2012	

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
Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	4	A	5	A	4	A	31-Mar-2012	There are no updates to this risk at present.	09 Jan 2012	
Elec3	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31-Mar-2012	There are no updates to this risk at present.	09 Jan 2012	
Elec4	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	1	E	1	E	1	F	31-Mar-2012	There are currently no updates to this risk.	09 Jan 2012	
Leg1	Fraud and Corruption	Executive Director for Business	2	E	2	E	2	E	31-Mar-2012	Anti bribery policy approved by cabinet and implemented. Anti bribery training to also be delivered to members on 13/2/12.	17 Jan 2012	
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	<p>Paper prices have been dropping significantly since September although this is in line with seasonal trends, close monitoring is required as the current contractor is working at a loss and may chose to default if prices drop further. Plastic prices remain relatively stable but still sharing a drop in price similar to paper.</p> <p>An agreement has also been made with LCC to share the income from recycle up and until the expiry of the cost share agreement in 2014, overall this will reduce the amount of income we can expect to receive by almost 50%</p>	10 Jan 2012	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Op2	The loss of income from recycling due to a drop in market prices and or involvement in the Lancashire Waste PFI	Operations Manager	3	D	3	D	4	E	31-Mar-2012	<p>Paper prices have been dropping significantly since September although this is in line with seasonal trends, close monitoring is required as the current contractor is working at a loss and may chose to default if prices drop further. Plastic prices remain relatively stable but still sharing a drop in price similar to paper.</p> <p>An agreement has also been made with LCC to share the income from recycle up and until the expiry of the cost share agreement in 2014, overall this will reduce the amount of income we can expect to receive by almost 50%</p>	10 Jan 2012	
PD1	Financial and reputational consequences of litigation due to Health & Safety Breaches	Head of Customers and Communities	3	D	3	D	4	E	31-Mar-2012	The Health and Safety Advisor is currently carrying out H&S audits on all RBC buildings and producing action plans for continuous improvement. All risk assessments for vehicle maintenance and refuse & recycling are currently being reviewed and updated. These will be reviewed on a bi-annual cycle.	17 Jan 2012	
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	It is likely that LCC will have the statutory duty to deliver enhanced public health, rather than district councils. The agenda is continually developing and the Director of Customers and Communities is engaging in discussions at County level.	17 Jan 2012	

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
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 Operations Team continues to deliver the refuse and recycling collection service as usual. The Communities Team have delivered a number of successful events. Projects in both sections are continually being reviewed and re-prioritised in accordance with Neighbourhood Forum Action Plans. The Emergency Planning function is now delivered jointly with Hyndburn Borough Council and the Community Safety function is led by the Director of Customers and Communities.	17 Jan 2012	
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 revenue budget at the end of Quarter 3 is predicting a favourable forecast for the full year of £116k. Development Control, Building Control and Land charges are all showing adverse variances on fee income totaling 77k. Income has recently picked up and further large income applications are anticipated. This should mean the deficit is reduced in the 4th quarter but performance for the 3rd quarter was weak. Overall it is difficult to say if the 4th quarter improvement will address shortfall. If not savings will need to be identified.	30 Jan 2012	
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	Due to a spike in applications needing to be determined through the Purdah period this has impacted on performance. However, if all majors are released on time in 4th quarter, then overall performance will hit Business Plan target for year end.	30 Jan 2012	
Res1	Pay to benefits & creditors and staff	Finance Manager	3	C	3	C	2	F	31-Mar-2012	No further progress on ICON update so impact has been revised upward	03 Jan 2012	

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
	plus Income collection									from 4 to 3 given the tenuous nature of the hardware upon which the system sits at present.		
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	Business continuity plans are currently being updated and transferred into the central corporate plan	30 Jan 2012	
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	Monitoring reports continue to show over £120k favourable variance for 2011/12 and cost reduction results are being reflected through into future year budgets.	03 Jan 2012	
Res4	Unmanaged open spaces and land	Head of Finance and Property	2	D	2	D	2	D	31-Mar-2012	The position remains the same requiring review and position statement with action plan now to be produced during 12/13	17 Jan 2012	
Res5	Equal Pay Claims	Head of People and Policy	3	F	3	F	3	F	31-Mar-2012	No risks at this time	30 Jan 2012	
Res6	Non payment of salaries	Payroll Manager	2	F	2	F	5	F	31-Mar-2012	No risks at this time	30 Jan 2012	
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 concerns	30 Jan 2012	
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	As last noted original time scales have been conceded given recent events and priority changes. Site mobilisation scheduled for 30th Jan - to be completed Oct 2012.	17 Jan 2012	

## 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 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 30/09/11	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
Resources	People & Policy	Executive Office		1		1
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services				
		Property Services		1		1
Place	Operations	Refuse & Cleansing		4	4	
		Emergency Planning				
		Parks & Open Spaces		1	1	
	Customer Services	Capita - Council Tax Recovery		5	4	1

Head of Service	Service Area	Team	Complaints O/S at 30/09/11	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Capita- Council Tax	1	2	3	
		Capita - Call Centre				
		Capita - Benefits		5	4	1
		Capita – NNDR				
		Capita - OSS				
		ICT				
	Customer Service					
	Communities	Community Safety				
		Community Engagement	1		1	
		Service Development				
Locality Teams			4	2	2	
Business	Health, Housing & Regeneration	Regeneration Delivery				
		Regeneration Progs				
		Economic Development				
		Traffic & Parking				
		Environmental Health		1	1	
	Legal	Legal Services		1	1	

Head of Service	Service Area	Team	Complaints O/S at 30/09/11	Complaints Received During Q3	Complaints Closed During Q3	Complaints O/S at end of Q3
		Committee & Member Services	1		1	
		Elections				
		Public Protection Unit		2	2	
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control		16	18	
		Land Charges				
		<b>Total</b>	<b>3</b>	<b>43</b>	<b>42</b>	<b>6</b>

## 7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	23
2	Poor communication	5
3	Delayed response/lack of response	3
4	Complaint against a named officer	1
5	Complaint received via MP	1
6	Complaint received via Councillor	1
7	Complaint about RBC policy or procedures	9
	No type of complaint assigned	
	<b>Total</b>	<b>43</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 2011)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
<b>Business</b>		0	0	0	0
<b>Place</b>	Council Tax Recovery	1	2	1	2
	Operations	0	2	0	2
<b>Executive</b>		0	0	0	0
	<b>Total</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>4</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.

## Section 8 – Compliments

## Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between October to December 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:			
			January – March 2011	April – June 2011	July – September 2011	October– December 2011
Chief Executive	People & Policy	Human Resources	1			
		Policy & Performance				
		Communications	2	2	1	
	Finance & Property	Financial Services				
		Property Services		1	1	
Place	Operations	Refuse & Cleansing	12	5	7	8
		Emergency Planning				
		Parks & Open Spaces	2	1		
	Customer Services	Capita - Council Tax Recovery				

		Capita – Business Rates			1	
		Capita - Council Tax				
		Capita - Call Centre				
		Capita - Benefits				1
		Capita - OSS	2	2	1	1
		ICT		1		
		Customer Services	2	2	1	1
		STAN the Van	40	20	21	
	Communities	Community Safety	1			
		Community Engagement	5		2	
		Emergency Planning				
		Service Development				
		Area Officers	3	3	4	
	Business	Health, Housing & Regeneration	Regeneration Delivery	1		
Regeneration Progs				1		1
Economic Development			1			

		Environmental Health	1	1	1	
		Traffic & Parking				
	Legal	Legal Services	8	6	23	3
		Committee & Member Services	1	2	3	7
		Elections	2	7	4	
		Public Protection Unit			2	4
	Building Control	Building Control	7			1
	Planning	Forward Planning		1		
		Development Control	1	1	2	
		Land Charges		1	1	
<b>Total</b>			<b>92</b>	<b>57</b>	<b>75</b>	<b>27</b>