

How are we making a difference to our communities?

Integrated Performance Report Quarter 4 (January to March 2011)

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

How are we performing?

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

Section 1 – High level performance summary

Section 2 – Our Performance by Priority

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

Section 3 – Corporate Plan Actions, Covalent Report

Section 4 – Performance Indicators, Covalent Report

Section 5 – Risks, Covalent Report

Section 6 – Financial Health Indicators

Section 7 – Complaints

Section 8 – Compliments

Data Quality

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

Who supplied the performance data for this report?

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

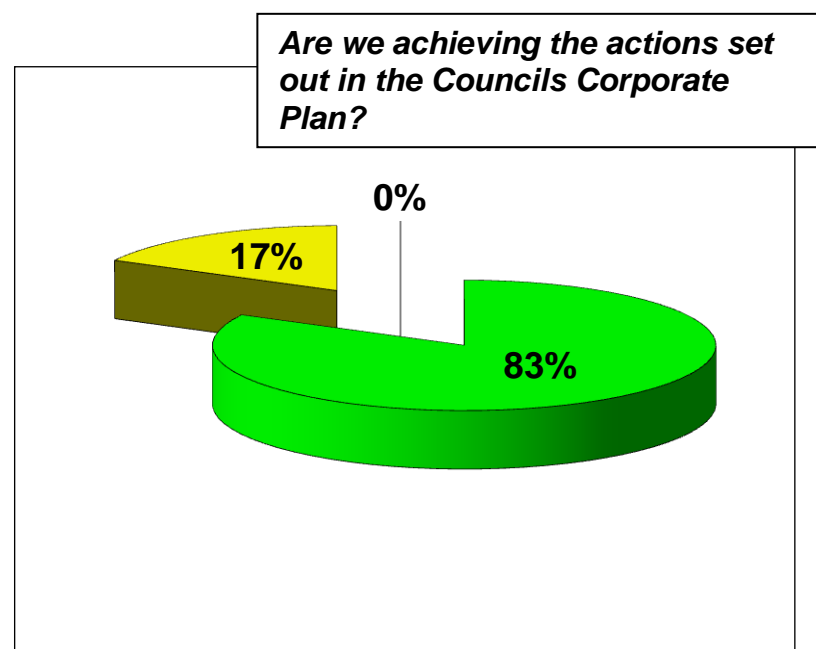
Section 1 – High level performance summary

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

2.1 Rossendale Council’s Corporate Plan – project implementation





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

Corporate Plan Actions			
Legend	Status	No.	%
Green ✔	Project on track, no substantial issues or risks which require action from the Council’s Programme Board	91	82.72%
Amber ⚠	Some issues or risks which require action from the Council’s Programme Board to keep the project on track	19	17.27%
Red ●	Project in jeopardy – serious issues or risks needing urgent action	0	0%
	Total number of actions	110	



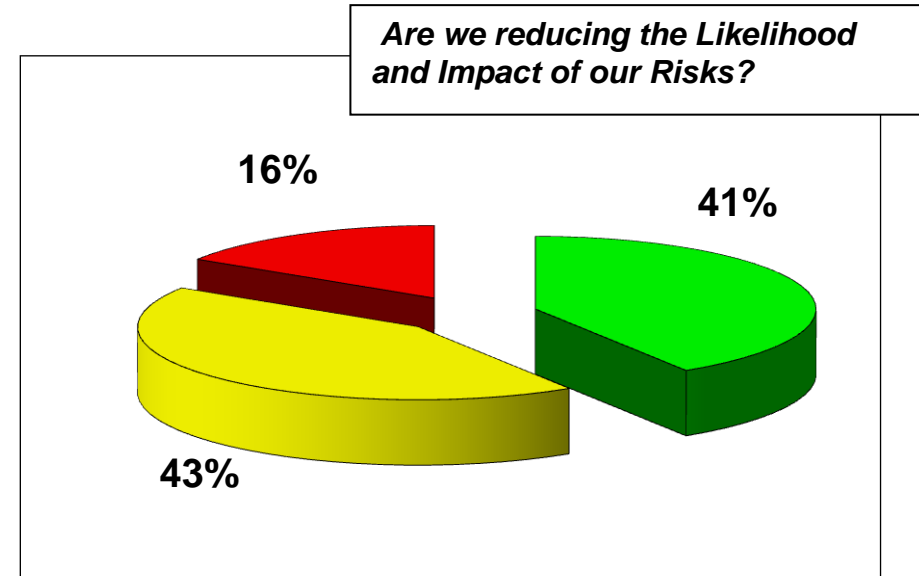
2.2 Performance Indicators – achieving targets?

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

Legend		Status	NATIONAL INDICATORS		LOCAL INDICATORS	
			No.	%	No.	%
On Target		The performance indicator has achieved or exceeded its quarter 2 target	4	67%	12	80%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	1	17%	2	13%
Below Target		The performance indicator is currently more than 5% of achieving its target	1	17%	1	7%
Unknown		The status cannot be calculated	0	0%	0	0%
Total for Quarter 4			6		15	

2.3 How are we performing in managing our risks?

Risks			
Legend	Status	No.	%
Green ✓	The likelihood and impact of the risk is low	18	41%
Amber ▲	The likelihood and impact of the risk is medium	19	43%
Red ●	The likelihood and impact of the risk is high	7	16%
	Total	44	



Reducing the Risks faced by the Council

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

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

The Council's Risk Matrix

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

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

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

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





Section 2 – Performance against the Council’s Priorities

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

Priority 1 – Delivering quality services to our customers

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

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

Elements of performance that contribute towards the achievement of Priority 1	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	50	43	86%	7	14%	0	0%	0	0%
National Indicators	1	1	100%	0	0%	0	0%	0	0%
Local Indicators	5	4	80%	1	20%	0	0%	0	0%
Risks	10	8	80%	1	10%	1	10%	0	0%
Total	66	56	85%	9	14%	1	1%	0	0%

1.2 Financial Monitoring

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

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

1 - Delivering Quality Services to our Customers	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government	1,755	1,879	(124)
Communities	36	34	2
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Health, Housing & Regeneration	-	-	-
Legal & Democratic Services	-	-	-
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
Total	1,791	1,913	(123)





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

1 - Delivering Quality Services to our Customers Key Variances (+ve = favourable / -ve = adverse)	£000
Software Licenses/Disaster Recovery	18
Concessionary Fares	(30)
Inflation uplift on Outsourced C.Tax Collection& HB Service	(22)
Court Costs awarded for non payment of Council Tax	(29)
Markets Income	2
Mobile Phone – New Contract	11
Salary Under spends – Pension Take Up	22
Computer Circuits/Computer Equipment/Other Misc Spend	(47)
Shortfall on Housing Benefit Subsidy	(48)
Total	(123)

Priority 2 – Delivering regeneration across the Borough

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

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

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	12	10	83%	2	17%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	2	2	100%	0	0%	0	0%	0	0%
Risks	5	0	0%	2	40%	3	60%	0	0%
Total	19	12	63%	4	21%	3	16%	0	0%

2.2 Financial Monitoring

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

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

2 - Delivering Regeneration across the Borough	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government	-	-	-
Communities	-	-	-
Business			
Building Control	159	206	(46)
Planning	597	515	83
Local Land Charges	45	65	(20)
Health, Housing & Regeneration	532	584	(52)
Legal & Democratic Services	-	-	-
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
Total	1,334	1,369	(35)





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

2 - Delivering Regeneration across the Borough Key Variances (+ve = favourable / -ve = adverse)	£000
Building Control Staff & Consultancy	(4)
Building Control Income	(36)
Building Control Misc	(7)
Development Control – Professional Services	17
Development Control – Computer Software/Training	(9)
Development Control – Salaries	6
Development Control – Income	44
Development Control – Income 10-11 pertaining to 09-10 exp'	7
Development Control – Misc non pay Budgets	9
Forward Planning – Salary Under spend	9
Land Charges Income	(20)
Homelessness – Contribution to provision for Change Mgt	(20)
Parking Discs	(4)
Under Utilisation of Elevate Grant Income	(30)
Other Variances	2
Total	(35)

Priority 3 – Keeping our Borough Clean, Green and Safe

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

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

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	10	8	80%	2	20%	0	0%	0	0%
National Indicators	4	2	50%	1	25%	1	25%	0	0%
Local Indicators	2	1	50%	1	50%	0	0%	0	0%
Risks	3	1	33%	1	33%	1	33%	0	0%
Total	19	12	63%	5	26%	2	11%	0	0%

3.2 Financial Monitoring

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

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

3 - Keeping our Borough Clean, Green & Safe	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	4,133	4,133	0
Customer Services and e Government	-	-	-
Communities	588	574	14
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Health, Housing & Regeneration	-	-	-
Legal & Democratic Services	-	-	-
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	-	-	-
Total	4,721	4,707	14





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

3 - Keeping our Borough Clean, Green & Safe Key Variances (+ve = favourable / -ve = adverse)	£000
Cemetery Income	11
Provision for future vehicle replacement	(188)
Salaries / Agency	176
Fuel	(48)
Recycling Income	142
Tipping Fees	36
Trade Waste / Clinical Waste / Bulky Collections/Refuse Sacks	(22)
Purchase of Parks Vehicles (Excavator, Tractor, Gritter)	(52)
Tools and Equipment & other parks related expenditure	(32)
Vehicle Leases/Hire/Financing	13
Refuse Sacks	(16)
Refuse Calendars	(11)
Purchase of Refuse Bins	(24)
Other Vehicle Related Costs	(25)
Parks Development	18
Subscriptions/other minor variances	22
Communities – minor variances	14
Total	14

Priority 4 – Promoting the Borough

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

4.1 How are we performing in Promoting the Borough?

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

4.2 Financial Monitoring

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

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

4 - Promoting the Borough	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government	-	-	-
Communities	296	242	55
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	-	-	-
Legal & Democratic Services	-	-	-
Health, Housing & Regeneration	-	-	-
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	143	123	20
Non-Distributed Costs	-	-	-
Total	439	365	75





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

4 - Promoting the Borough Key Variances (+ve = favourable / -ve = adverse)	£000
Community Management – salary vacancy	20
Local Strategic Partnership – salary vacancy	31
Other Variances	4
People & Policy – staff vacancies	11
Legal Fees – pertaining to job evaluation	(27)
Children’s Trust Income	20
Communications – Rossendale Alive cessation	7
Communications – Advertising	10
Other Variances	(1)
Total	75

Priority 5 – Encouraging Healthy and Respectful Communities

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

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

Elements of performance that contribute towards the achievement of Priority 5	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	5	4	80%	1	20%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	1	0	0%	0	0%	1	100%	0	0%
Risks	0	0	0%	0	0%	0	0%	0	0%
Total	6	4	67%	1	17%	1	17%	0	0%

5.2 Financial Monitoring

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

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

5 - Encouraging Healthy and Respectful Communities	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government Communities	-	-	-
	384	359	25
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	223	226	(7)
Legal & Democratic Services	-	-	-
Health, Housing & Regeneration	669	619	49
Support Services			
Finance & Property Services	-	-	-
Corporate Management	-	-	-
People and Policy	-	-	-
Non-Distributed Costs	1,161	1,161	0
Total	1,276	1,203	68





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

5 - Encouraging Healthy and Respectful Communities Key Variances (+ve = favourable / -ve = adverse)	£000
Museum recharge income	7
Emergency Planning	12
NNDR Discretionary Relief	6
Licensing - Salaries	4
Licensing – Misc non pay	(1)
Environmental Health – Restructure & Staff Vacancies	55
Environmental Health - Redundancy	(13)
Land Drainage Expenditure	9
Income from permitted processes	(4)
Environmental Health – noise equipment	(6)
Leisure - Redundancy Costs	(58)
Leisure – use of Change Management Earmarked reserve	58
Total	68

Priority 6 – Providing Value for Money Services

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

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

Elements of performance that contribute towards the achievement of Priority 6	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	25	20	80%	5	20%	0	0%	0	0%
National Indicators	0	0	0%	0	0%	0	0%	0	0%
Local Indicators	5	5	100%	0	0%	0	0%	0	0%
Risks	24	8	33%	14	58%	2	8%	0	0%
Total	54	33	61%	19	35%	2	4%	0	0%

6.2 Financial Monitoring

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

6 - Providing Value for Money Services	Net Budget £000	Net Forecast £000	Variance (Adv)/Fav £000
By Service Area			
Operational Services			
Place Operations	-	-	-
Customer Services and e Government Communities	-	-	-
	20	20	0
Business			
Building Control	-	-	-
Planning	-	-	-
Local Land Charges	-	-	-
Licensing	-	-	-
Legal & Democratic Services	976	895	81
Health, Housing & Regeneration	-	-	-
Support Services			
Finance & Property Services	324	251	73
Corporate Management	132	88	44
People and Policy	46	30	16
Non-Distributed Costs	(297)	(251)	(45)
Total	1,201	1,033	169

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

6 - Providing Value for Money Services Key Variances (+ve = favourable / -ve = adverse)	£000
Legal – restructure	15
Legal Court Fess	(8)
Democratic Services – Staff Vacancies & Advertisements	10
Democratic Services – Members Allowance	14
Democratic Services - Mayoralty staff support saving	20
Democratic Services – Misc Spends	11
Democratic Services – Town Twinning (under spends)	17
Gas & Electric	13
Repairs & Maintenance	36
Business Centre shortfall income net of salary savings	(22)
Water charges across operational buildings	(12)
Income from Shared premises and other sites	18
Property services – Salary Savings	5
Finance – External Audit Fees	28
Finance – Agency & Staff under spends	2
Finance – Internal Audit savings	7
Corporate Mngemnt–Subscriptions & Underspend	31
Corporate Mngemnt–salary vacancy/non 10-11 pay award	13
HR - Staff Vacancy	11
HR - Members Training/miscellaneous costs	5
Non Distributed Costs - recycling planning fees to capital	(25)
Non Distributed Costs - insurance claims & other variances	(32)
Non Distributed Costs - Pension contrib'ns for past employ'es	32
Non Distributed Costs - interest payable & receivable	19
Employees – target for in year savings	(40)
Total	168

Section 3 – Implementing the Council’s Corporate Plan

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

Guide for Actions Report

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



Theme: **Priority ***

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

Risk/RAG (Red Amber Green) Status

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




Quarter 4 Action Report 2010-11


Report Type: Actions Report
Report Author: Lee Admin_Birkett
Generated on: 20 April 2011








Description 1. Delivering Quality Services to our Customers









Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
C&MS1	Promote democracy by organising activity during Local Democracy Week	31 Oct 2010	Committee and Member Services Officer	02 Jul 2010	13 Oct 2010	Event took place in October with 6 schools attending. Thank you letters and photos of the event were sent to the schools with a copy of the feedback from the activities. Feedback from the event was also distributed to Councillors and participating Officers.	04 Jan 2011	✓
C&MS4	Promote the role of the Mayor as Civic Leader	31 Mar 2011	Committee and Member Services Officer	07 Jul 2010	31 Mar 2011	The Mayor's Ball took place in February as well as the Town Twinning visit from Bocholt. This culminates the main charity fund raising for the Mayoral Year. Information on booking the Mayor is available on the website as well as forms for booking the Mayor for events.	08 Mar 2011	✓
Cmt1	Development and implementation of the Neighbourhood Plans through strengthened Neighbourhood Forums and community engagement activity	31 Mar 2011	Area Manager	14 Jul 2010	11 Apr 2011	Work is ongoing to implement the Neighbourhood Plans, through the Neighbourhood Forums, lead by the Communities Team but working with all partners and community members. Good progress has been made. Regular newsletter updates are now produced for the Neighbourhood Forums detailing progress in implementing the neighbourhood Plans - 2 for each Forum area have been produced so far in January and March 2011. A summary of actions in the Neighbourhood Plans has been produced and discussions are to take place with LCC Research and Intelligence Team to look at how they can support the provision of data to help set baselines and targets for some of the actions.	11 Apr 2011	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt15	Lead on the delivery of the LAA	31 Mar 2011	Communities Manager	14 Jul 2010	13 Oct 2010	The Rt Hon Eric Pickles MP has written to every Local Authority Chief Executive regarding important changes to Local Authority Performance Arrangements. The letter gave notice under section 109 of the Local Government and Public Involvement in Health Act 2007 that as from 13th October 2010 the Local Area Agreement targets were revoked. Going forward it is for Local Authorities to consider what performance measures that would like to challenge themselves against.	19 Oct 2010	
Cmt16	Manage the Local Strategic Partnership to help deliver the Sustainable Community Strategy	31 Mar 2011	LSP Delivery Officer	14 Jul 2010	13 Apr 2011	A newly formed 'Rossendale Forum' met for the first time on 17th January 2011 chaired by the Leader of the Council. The membership adopted new Terms of Reference and agreed to pilot two Rossendale Big Issues (RIG) addressing Alcohol and accessibility in terms of transport. They also agreed to hold a borough wide partnership conference on 23rd September 2011 which will start to identify the priorities for the Neighbourhood Forums and RIGS as we move into 2012.	13 Apr 2011	
Cmt2	Support Community groups to deliver a range of projects that will improve the quality of life for people in the local area.	31 Mar 2011	Area Manager	11 Apr 2011	11 Apr 2011	The Communities Team continues to support community groups to deliver a range of projects that will improve the quality of life for people in the local area. The process for awarding Council and Neighbourhood Forum Grants has been overhauled to make it more robust and fair and to link funding more closely to Council and Neighbourhood Forum priorities. The Communities Team continues to work closely with the Rawtenstall Asian Women's Group to develop projects that support the needs of that community. The Group has been put forward for a North West Employers Equality and Diversity Award. The Pride In Rossendale Community Awards took place on 28 February with 110 guests attending to celebrate the work of the winners and finalists of the Pride Awards. More than 130 community members, groups and businesses were nominated (double the amount of last year) for 6 categories. Feedback has been very positive and	11 Apr 2011	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>good media coverage was achieved. As most of the costs were met through sponsorship and the event was below budget the council only spent £411.</p> <p>The Communities Team is supporting the new community group - Rossendale Revival - which is organising the first Rawtenstall Festival on 16 July. Other groups supported include: Friends of Victoria Park - Easter Event, Haslingden High School - litter pick, Whitworth High School - creating community garden, Whitworth Horticultural Society - development of memorial gardens, Bacup and Stacksteads What's On Guide produced to promote community events in the area, Rawtenstall Environment Group set up. The Communities Team is also supporting various groups in organising Royal Wedding parties, including funding available through the Neighbourhood Forums.</p>		
Cmt3	Revitalising Rossendale Markets Strategy – Stage 2: implementing the recommendations of cabinet February 2010	31 Mar 2011	Area Manager	07 Jul 2010	13 Apr 2011	<p>Vacancies: There are currently 3 vacant cabins at Haslingden Market, 3 vacant at Bacup Market, and 4 vacant stalls at Rawtenstall Market.</p> <p>Advertising: Between January & March advertising took place 4 times a day, 7 days a week on Rossendale radio. This contract has ended and is being reviewed. A double page advert on Rossendale Markets Features in the spring issue of Scallywag magazine which is distributed to every primary school child in Rossendale. Posters for flea market to be distributed around Bacup. Artwork in process of being amended to update advert and create posters for distribution around each town. Advertising strategy for 2011 developed.</p> <p>Events: The team are supporting Rawtenstall NMTF to</p>	11 Apr 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>organise an event celebrating the Royal Wedding on April 28th. This has included advertising, decoration of the markets, and fancy dress for officers.</p> <p>Trader support: Traders who have traded for 12 months and are not in arrears are currently receiving 2 free weeks.</p> <p>Review of Haslingden & Bacup Flea Markets: Haslingden Market to stay open. Continue to work with the traders to identify cost savings and reduce water and electricity costs for Market - market now separately metered from public toilets. To be reviewed again in June / July. Bacup Flea market to continue to operate. Stall charge agreed with traders. Separate advertising to be carried out to boost the market - advert in freepress and posters around town. Market to be reviewed in June / July.</p>		
Cmt6	Review renew Pest Control Contract	31 Mar 2011	Area Manager	19 Oct 2010	13 Apr 2011	<p>Started initial planning stages of review. Andrew Buckle, as part of his portfolio of managing contracts, is to start looking at options for the contract which include: continuing with existing partnership; working with (an)other local authority(ies), contracting a private contractor, or doing it in-house. Information already obtained by Julie to be supplied to Andrew to assist. The next stage of the process will be to look at those options and agree a way forward.</p>	13 Apr 2011	
Cmt7	Review the dog control service	31 Mar 2011	Area Manager	19 Oct 2010	13 Apr 2011	<p>Monitoring meetings with Animal Wardens continue. Between November 2010 and February 2011 Animal Wardens have dealt with 288 requests for service (18% of which were out of office hours). This includes:</p> <p>92 dog fouling cases 68 dogs found - 36 kennelled; 13 reunited by finder; 7 matched to lost dogs; 1 reunited by warden; 1 no dog on arrival and 1 referred to the client 56 straying dogs</p>	13 Apr 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>52 dogs lost - 24 subsequently found their dog; 7 matched to found dogs and fees paid; 20 outcome unknown; 1 NFA 8 dangerous dogs 8 barking dogs (calls just taken out of hours not processed)</p> <p>Animal Wardens have issued 5 FPNs for dog fouling on our behalf.</p> <p>Customer feedback =</p> <p>57.1% said excellent service; 42.9% said good service.</p>		
Cmt8	Deliver environmental improvements to David Street Branch Street including alley gating improvements to refuse collection arrangements.	31 Mar 2011	Area Manager	10 Jan 2011	13 Apr 2011	<p>Residents consulted with as a result of Operation H & S review to see whether they would prefer to pull bins up to Newchurch Rd or have a Bin Store. The majority would prefer bin stores.</p> <p>Plans have been approved for alley gating back Herbert and Branch Street. Walkway at the bottom of Herbert, Branch and David Street to be made good and paved. Awaiting planning approval for a bin store on Branch Street Residents and one at the bottom of David Street for David Street Residents.</p> <p>Works have begun on smaller bits of the project. Bin Stores to be built when Planning approval granted. The works will be completed by end of May.</p>	13 Apr 2011	
CS&ICT1	Perform a best value review on capita contract	31 Mar 2011	Service Assurance Manager	14 Jul 2010	24 Feb 2011	Best value review completed on the Fraud service, OSS and the switchboard. In addition work has been carried out on the Bailiffs as well. Further best value reviews will be carried out in other parts of the Capita contract.	24 Feb 2011	
CS&ICT12	Review Members arrangements for ICT	31 Mar 2011	Head of Customer Services & ICT; Information Manager	08 Jun 2010	16 Jul 2010	Following on from the Member development committee, a report will go to Cabinet proposing the recommendations for the ICT for Members; it has been scheduled for the September cabinet meeting.	26 Jul 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
CS&ICT14	Review the needs of and agree new contract re telephony provider.	31 Mar 2011	Head of Customer Services & ICT; Information Manager	10 Jun 2010	16 Jul 2010	The corporate telephony requirements have been specified and Rossendale have been informed by cisco that the proposed hardware to be used in the design has been approved. It is proposed that the new application will be implemented in September 2010 for phase 1 and phase 2 will be implemented in Oct / Nov 2010. In addition the tender for the mobile communication including telephones and all associated devices has been specified and sent out. Rossendale are currently waiting for a response from the various vendors.	16 Jul 2010	
CS&ICT2	Perform a review of the bailiff provision	31 Mar 2011	Service Assurance Manager	11 Oct 2010	13 Apr 2011	This project is a little behind schedule but should be completed during the first quarter of the next financial year.	11 Mar 2011	
CS&ICT3	Review and update the local taxation recovery strategy in relation to committals, bankruptcy and charging orders	31 Mar 2011	Service Assurance Manager	14 Jun 2010	11 Jan 2011	Two suppliers have been identified with regard to Bankruptcies, along with a sample of cases. These will be tested by the end of April 2011.	11 Jan 2011	
CS&ICT4	Roll out corporate fraud module	31 Mar 2011	Administration Assistant - Customer Services	08 Jun 2010	27 Sep 2010	Corporate Fraud and Corruption module rolled out, and audited in July. All staff that have completed the module have done so successfully. An audit has been done with reminder emails and a report on staff who are still to complete the module.	26 Jul 2010	
CS&ICT5	Review update and relaunch the customer complaints and feedback procedure ensuring that it links with the council's equality strategy	31 Mar 2011	Service Assurance Manager	08 Jun 2010	13 Apr 2011	The Council's I.C.T. team are currently looking to implement share point. It is proposed that complaints are incorporated into this. Members of the I.C.T team will work with the SAT to set up the new process. Because of this, this project will be carried over into the next financial year.	11 Mar 2011	
CS&ICT6	Review update the council's customer service standards	31 Mar 2011	Administration Assistant - Customer Services	08 Jun 2010	24 Feb 2011	All work has now been completed on this project and we are in the process of rolling out the new Customer Service Standards.	11 Mar 2011	
CS&ICT7	Implement government connect revised changes in connection	31 Mar 2011	Head of Customer Services & ICT; Technical Infrastructure Manager	26 Jul 2010	11 Jan 2011	The additional items required for Govt Connect have been identified and purchased. These will be implemented by the end of April 2011.	11 Jan 2011	
CS&ICT8	Develop new standards, a customer pledge and reviews	31 Mar 2011	Information Manager	11 Jan 2011	11 Jan 2011	The customer service standards have been developed and the access points have been	11 Jan 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	access points					reviewed.		
CS&ICT9	Options appraisal re telephony system	31 Mar 2011	Head of Customer Services & ICT	08 Jun 2010	15 Jul 2010	The corporate telephony requirements have been specified and Rossendale have been informed by cisco that the proposed hardware to be used in the design has been approved. It is proposed that the new application will be implemented in September 2010 for phase 1 and phase 2 will be implemented in Oct / Nov 2010.	16 Jul 2010	✔
DC1	Improving levels of customer care within the planning service –Implement Customer Improvement Action Plan	31 Mar 2011	Planning Manager	11 Oct 2010	19 Apr 2011	Neighbour notification Questionnaires completed and are being sent out. Customer charter review completed and to be published on the web to replace out of date charter.	19 Apr 2011	✔
DC2	Sustain and improve performance on determining minor and other applications against agreed measures	31 Mar 2011	Planning Manager	09 Jul 2010	19 Apr 2011	End of year figures for minor (92%) and other applications (96%) to be determined within 8 weeks have surpassed business plan targets.	19 Apr 2011	✔
DC3	Undertake Conservation Area Appraisals for all Conservation Areas	31 Mar 2011	Planning Manager	09 Jul 2010	19 Apr 2011	All conservation area appraisals have been completed to final draft stage and have been published for consultation. Overall, there was a slippage of approximately 2.5 months having regard to the English Heritage/ RBC plan agreed at Feb 10 cabinet. However, this level of slippage is acceptable as it remains within the business plan year target and the financial year end. English Heritage have paid for the funding of the appraisals so the time slippage has not led to a risk for the funding for RBC from EH.	19 Apr 2011	✔
DC4	Processing of major planning applications to against agreed measures	31 Mar 2011	Planning Manager	09 Jul 2010	19 Apr 2011	16 out 17 majors were determined on time giving a 94% success which exceeds the business plan target. It should be noted that for the year 11/12, this will be almost impossible to replicate as there have been a spike in majors requiring determination in the election perdah period and so will be out of time.	19 Apr 2011	✔
EH2	Improving water quality across the borough	31 Mar 2011	Environmental Health Manager	12 Jul 2010	11 Apr 2011	A policy implementing the Private Drinking Water Regulations 2009, incorporating fees and charges was consulted on before adoption at Cabinet in February 2011. Officers are looking at shared approaches across Lancashire to deal with the	11 Apr 2011	✔






Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						ongoing remit of this work.		
EH5	Respond to the outcome of the Peer Challenge	31 Mar 2011	Environmental Health Manager	09 Jul 2010	11 Apr 2011	<p>The Council took part in a Peer Challenge review of the Environmental Health, Community Team, Licensing, and Planning Enforcement Services through self-assessments undertaken during December 2009 and January 2010. The output from these self-assessments were reports that summarised some of the key issues and strengths of the services' as well as highlighting areas for improvement:-</p> <ul style="list-style-type: none"> · Continued self-assessment of processes and protocols across the entire regulatory service to enable better cross working both internal and with external partners. · Improved communication of the work of the service and continued improvement both team introspective and externally to customers and partners. · Continued development of the Corporate Enforcement Group with a defined framework to continue the impetus in taking improvements forward. · Continued stability of the department following the departure of the Environmental Health Manager. · Promotion of the service and functions and clarity to internal teams (particularly front facing services) of the services available through the team. <p>To address some of these issues particularly around co-ordinated internal partnership working, efficiency savings and to bring long-term management stability to the service the Environmental Health Service has now merged with the Regeneration Team. This has strengthened links between the teams particularly through the housing service and support to businesses. Process reviews of the various functions of both services are being undertaken to identify smarter ways of working with the resource available and establish protocols with partners</p>	11 Apr 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>such as the Lancashire Fire Brigade for Rented Properties; Housing Options Team for Illegal Evictions / Harassment; and the Communities Team with regard to ASB and Noise.</p> <p>The Team have undertaken a public consultation process around Animal Boarding Establishments and subsequent model license conditions to provide a clear, transparent and up to date policy to support officers in their role and to present clarity to owners and residents. These conditions were adopted by Full Council in December 2010 and will contribute to a suite of enforcement documents that support the service.</p> <p>Over the last 12 months we have also been developing strong links through a work based initiative in partnership with the NHS East Lancashire Primary Care Trust to promote the health and wellbeing of employees within the workplace. With employees being a vital part of a business, it is important that they are fit and well to ensure they are at their most productive. The healthy workplace scheme has been visiting participating businesses in the Bacup area to carry out health needs assessments. The outcomes of the assessments will enable targeted health promotion events to be delivered to their staff. Examples of such programmes may be:</p> <ul style="list-style-type: none"> · Healthy eating · Smoking cessation · Stress / mental health · Healthy lifestyles · Health Checks <p>Training of the HSE stress management tool is also offered and promoted to managers and owners of businesses within the Rossendale area. It is a tool to allow managers to assess whether they currently have the behaviours identified as effective for preventing and reducing stress at work; its aim is to help managers reflect on their behaviour and management style.</p> <p>In terms of Health & Safety the team have undertaken 303 interventions across 270</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>premises. Investigated 49 Complaints and 58 Accidents.</p> <p>They have also been raising awareness in Tanning Salons of new legislation passed in early 2010 to increase the controls on the use of tanning equipment by under 18year olds. The legislation had a lead in time of 12 months. The promotion was undertaken in Jan 2010 to talk with stakeholders about the changes and about their managing of the risks from UV equipment. This was followed up later in the year by intervention visits to see what controls were in place and how they were managed. The visits resulted in the serving of 1 improvement notice and a possible prosecution that the team are looking at in partnership with legal.</p> <p>Life Check</p> <p>Life check was promoted and all of the supermarkets in the valley during the early part of the year. Some of these events were supported with smoke free homes as joint promotion. Life check was also promoted as part of the childminder food promotion. Officers to part in Balleden Children's Group open today to promote life check.</p> <p>Interventions in premises have generally supported the Shattered lives campaign as part of the national programme. We have also been raising awareness of developers' responsibilities relating to the presence of asbestos. All commercial planning applications for are looked at and applicants written to raise awareness of the responsibilities under. Health & Safety (Construction, Design and Management) Regulation 2007.</p>		
FP1	Delivery of the LDF including the Core Strategy publication and submission versions and undertaking of the Core strategy examination in	31 Mar 2011	Planning Manager	24 Jun 2010	19 Apr 2011	Examination completed on 13th April except for an additional day on the 3rd May. This timescale is broadly in line with business plan actions.	19 Apr 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Public.							
LC1	Review the Process research applications received to search in the register and complete statutory enquiries to address issues associated with the economic downturn.	31 Mar 2011	Planning Manager	16 Jul 2010	19 Apr 2011	Although market is still quiet the number of full searches continued to slowly increase	18 Apr 2011	✔
LC2	Police the customer complaints process for Planning	31 Mar 2011	Planning Manager	16 Jul 2010	16 Jul 2010	Now undertaken by Business Unit Manager. Targets met	12 Jan 2011	✔
Leg2	To deliver a programme of training on contract management and monitoring.	31 Mar 2011	Assistant Head of Legal Services	04 Oct 2010		Training delivered 18/2/11 and positive feedback obtained.	16 Mar 2011	✔
Op1	Review the service in light of the need to create improve customer satisfaction and meet the requirement of the MTFS.	31 Mar 2011	Operations Manager			The restructure of the Operation and Communities Team has been delayed which has impinged on the original due date. Once restructure is implemented, the structure will be in place to further develop and strengthen neighbourhood based working allowing the staff involved to improve customer satisfaction following the changes from the medium term financial strategy.	19 Apr 2011	✔
Op10	Develop a revised action plan for the Play Strategy	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010	10 Mar 2011	Reprioritised sites based on Health and Safety and Community Involvement. The Action plan will be greatly influenced by availability of funds and existence of active community groups. However, feedback from groups is positive and we envisage that play area development will actively continue in the future. Action plan submitted to senior management.	10 Mar 2011	✔
Op11	Undertake a feasibility study for the future of Rossendale cemeteries	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010	10 Mar 2011	Cemeteries Strategy has been approved at Policy, Overview and Scrutiny Committee on 8th March 2011. The Strategy is going to cabinet on 17th March 2011 and is expected to be supported and adopted.	10 Mar 2011	✔
Op12	Implement Health and Safety action plan	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces); Assistant Operations Manager (Refuse	08 Jul 2010	10 Mar 2011	Health and Safety is ongoing commitment and revisions undertaken, new procedures and documents produced. We have a comprehensive database of risk assessments and safe systems of work accompanied by regular delivery of safety	10 Mar 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
			Recycling and Street Cleansing); Operations Manager			'Toolbox Talks' to Operational staff.		
Op14	Implement Phase Two Footpath Improvement Works	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010	10 Mar 2011	Rawtenstall Cemetery completed Bacup Cemetery footpath works in progress and expected to be completed by 21st March. Funding will then be reviewed and remaining monies being spent according to the assessments of footpath condition. All planned works will have been completed.	10 Mar 2011	✔
Op15	Cemetery Memorial Safety Inspections	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010	10 Mar 2011	Following discussions at Cabinet briefing it has been decided that the testing of memorials is not an issue to be approved by Cabinet but is an Operational matter and therefore will be actively conducted as such. We are currently working with Epilogue to improve our cemetery database enabling us to link up information electronically. When this system is active then onsite memorial testing can begin. Our method of testing is in place within safety testing policy.	10 Mar 2011	✔
Op2	Public realm Improvements Phase 1	31 Mar 2011	Operations Manager	12 Apr 2011	12 Apr 2011	Rossendale and Lancashire have agreed on a way forward which would see Rossendale take responsibility for the maintenance of Highway verges and sidings. Currently Rossendale have integrated the highway sites into its existing routes and will commence grass cutting from April 2011, a full cabinet report to be submitted in June for members to approve the project.	12 Apr 2011	✔
Op3	Redevelop Open Spaces Strategy	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	11 Oct 2010		Consultation with stakeholders completed. Previous action plan within the strategy has been reviewed and new action plan is currently being developed. This new action plan and accompanying report will be submitted to senior management before the end of March 2011.	10 Mar 2011	✔
Op4	Undertake a customer satisfaction survey for assisted bin collections	31 Mar 2011	Assistant Operations Manager (Refuse Recycling and Street Cleansing)	08 Apr 2011	08 Apr 2011	From Mid February to the end of March the Operations Team ran a project to update the Assisted Bin Service records. This project is in partnership with Help Direct who provided support to update our assistance records. The subsequent updated records will then help identify possible	08 Apr 2011	✔


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						vulnerable residents in Rossendale; who may need extra support services in times of need such as adverse weather condition, service disruptions, etc.		
Op5	Develop and undertake a customer satisfaction survey for one aspect of the parks and open spaces service	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010		We are investigating the use of electronic survey system previously used within the Communities Team. The format of this survey may determine which aspect of the Parks and Open Spaces Service is selected as the survey topic.	10 Mar 2011	
Op6	Formally implement the previously trialled site monitoring forms	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces); Assistant Operations Manager (Refuse Recycling and Street Cleansing)	08 Jul 2010	10 Mar 2011	Site monitoring has resumed with every Operations Supervisor completing one per week. The forms are evaluated at Operation Management meetings.	10 Mar 2011	
Op7	Implement year one of the apprenticeship programme (gardeners)	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010	10 Mar 2011	The remaining apprentice continues on the apprenticeship programme and working through Level 2 Diploma. The proposed restructure of the Communities Team and Operations Team means that we have taken the decision not to recruit into the second apprenticeship position at this time.	10 Mar 2011	
Op8	Promote Parks and open spaces as a place of learning	31 Mar 2011	Assistant Operations Manager (Parks and Open Spaces)	08 Jul 2010	10 Mar 2011	Third intake of Future Jobs Fund employees began 28th February 2011, three employees taken on. Horticulture students from Alder Grange Technology College have resumed practical work on site [they break for winter]. 10th March 2011 Jason Foster and Tamzin Percival attended presentation about 'get Britain working' scheme whereby 18-21 year olds are offered work placement of two to eight weeks duration this would be considered when capacity within the team allows this. Signed up to taking on Community Payback offenders, currently 10 places per week are accommodated within the Operations Team.	10 Mar 2011	
Op9	Implement access audits in all	31 Mar 2011	Assistant Operations	08 Jul 2010		Practical auditing on site will commence March	10 Mar 2011	




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	8 parks		Manager (Parks and Open Spaces)			2011. Unable to complete audits earlier than this due to winter weather and workload increases surrounding efficiency measures which have taken priority. Audits are expected to be completed by end of April.		
P&P12	Respond to outcomes from the Equality Framework Assessment	30 Sep 2010	Principal Policy Officer	08 Jun 2010	01 Oct 2010	Action plan prepared, this will now be monitored using covalent	20 Oct 2010	✔
P&P14	Revise HR Strategy	31 Mar 2011	Head of People and Policy	01 Apr 2010	21 Mar 2011	SWOT complete, piece of work delivered in relation to current culture looking to deliver new strategy for 2011	21 Mar 2011	✔
P&P2	Update service level information folders provided in the One Stop Shop	31 Aug 2010	Communications Advisor	02 Jul 2010	10 Jan 2011	Updated leaflets now on display at the One Stop Shop.	10 Jan 2011	✔
P&P7	Develop an Allotment Strategy for the Borough	31 Mar 2011	Project & Performance Improvement Officer	01 Jul 2010	11 Jan 2011	The Communities Team are responding to specific allotment project requests as they arise. A proactive strategy for allotments is being reviewed in light of the medium term financial strategy.	04 Oct 2010	✔

Description 2. Delivering Regeneration across the Borough

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Fin4	Support development of Futures Park Business Centre	31 Mar 2011	Head of Finance and Property	14 Jun 2010		Business Centre Manager now back from maternity leave. Business Centre facing a number of pressures. Meeting arranged with letting agents	11 Apr 2011	⚠
FP2	Assist in production of partial review of Regional special strategy [RSS] and preparation of RSS 2010 / and other sub regional guidance	31 Mar 2011	Planning Manager	24 Jun 2010	19 Apr 2011	Following the Cala Homes High Court decision in February 2011 the Regional Spatial Strategy (RSS) was reinstated as part of the Development Plan, however, the Government has published a draft of the Localism Bill which is due to be enacted by the end of 2011, which includes the abolish of RSS. Cala Homes has taken their case to appeal which is due in May 2011. However, it is the Council's opinion following the latest decision in the Cala Homes case that the Government's intention to abolish RSS is a material consideration.	08 Apr 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
FP3	Production of Annual Monitoring Report (AMR) for Core Output Indicators on Planning to Government Office for North West	31 Dec 2010	Planning Manager	24 Jun 2010	08 Mar 2011	The Annual Monitoring Report (AMR) was submitted on time and a copy can be found on the Council Website. This is the sixth Annual Monitoring Report (AMR) produced by Rossendale Council and covers the period from 1st April 2009 to 31st March 2010. The report takes into account guidance provided in the Office of the Deputy Prime Minister (now Department of Communities and Local Government (CLG) publication Local Development Framework Monitoring: A Good Practice Guide (March 2005).	08 Mar 2011	✔
Rg1	Working with partners across Pennine Lancashire – develop a mechanism for the delivery of the MAA in Rossendale	31 Mar 2011	Head of Regeneration	11 Jul 2010	11 Apr 2011	The Pennine Lancashire Economic Development Partnership have been focussing on assessing the advantages of the development of a Local Enterprise Partnership (LEP) for Pennine Lancashire in comparison with the proposed Lancashire wide LEP. The submission of a Lancashire LEP will continue to see the priorities and objectives of the MAA are retained as relevant to Pennine Lancashire. The launch of the Regional Growth Fund by the Coalition provides the opportunity for investment to be attracted into the projects identified in the Joint Investment Plan via the private sector.	11 Apr 2011	✔
Rg10	Delivery of Housing Market Renewal Programme	31 Mar 2011	Head of Regeneration	08 Jul 2010	11 Apr 2011	Capital works ongoing, contract due for completion May 2011 due to unringfencing of funding and late start of the HMR contract.	11 Apr 2011	✔
Rg11	Adoption and Delivery of Private Sector Housing Strategy.	31 Mar 2011	Regeneration Delivery Manager	11 Jul 2010	11 Apr 2011	The Private Sector Housing Strategy will be adopted as part of the new year's Business Plan. The strategy reflects the merger of the Environmental Health and Housing Teams and is supported by several strategies and documents including the Vacant Property Strategy (adopted at November 2010 Cabinet), Illegal Eviction and Harassment Policy and Private Sector Housing Enforcement Policy (adopted March 2011). This suite of documents provide Council officers' with clarity around the process for taking action and protecting vulnerable tenants.	11 Apr 2011	✔
Rg12	Improving the Private Rented Sector across Rossendale	31 Mar 2011	Regeneration Delivery Manager	11 Jul 2010	11 Apr 2011	The new Private Sector Housing Strategy will be reviewed by O&S Policy and Corporate Policy	11 Apr 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>before adoption by Cabinet in 2011/12. The strategy will reflect the merger of the Environmental Health and Housing Teams and will be supported by several strategies and documents including the Vacant Property Strategy, Pennine Lancashire Affordable Warmth and Housing Enforcement Policy. Over the last year 2010/11 the Environmental Health Residential Section received:-</p> <ul style="list-style-type: none"> · 148 requests to investigate housing conditions within the Private Rented Sector and of those 57 were deemed Urgent Inspections (those faults which are potentially harmful to an occupier such as no heating; no hot water etc.). · 3 reported requests regarding illegal eviction and harassment. · 2 full inspections of Houses in Multiple Operation – Registered Properties in Rossendale. · 16 empty properties boarded up by the Team. <p>The Team have also been working closely with the Green Vale Homes Housing Options Team to develop a robust policy and protocol for dealing with illegal evictions and harassment by landlords as well as the provision of consistent advice through joint training sessions with the teams.</p>		
Rg14	Continued development of proactive measures and work towards bringing Empty Homes back into use	31 Mar 2011	Head of Regeneration	08 Jul 2010	11 Apr 2011	<p>The Vacant Property Strategy was subjected to a public consultation process involving members (through O&S Policy), Corporate Policy, internal departments, and peer authorities and was adopted at Cabinet in November 2010. It has also been used as a template for the Pennine Lancashire Empty Homes Framework and Strategy. Developing a set of protocols and approaches to dealing with long-term problematic empty properties across the area – especially those owned by serial empty property owners.</p> <p>The strategy highlights the use of a scoring mechanism to identify properties for enforceable action and those which require low level activity. Through the Vacant Property Task Group several high priority properties including redundant</p>	11 Apr 2011	




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>commercial properties have been identified and cross department work is ongoing to develop action plans to target these properties and bring them back into use.</p> <p>Through the merger, support is also being provided by the Environmental Health Team in utilising FLARE (Software Support) and identifying those long-term properties which could be of detriment to health through the HHSRS system allowing notices to be issued around those properties.</p>		
Rg2	Lead and deliver the Rossendale Gateway Regeneration Programme	31 Mar 2011	Head of Regeneration	12 Jul 2010	11 Apr 2011	The Rossendale Gateway Programme is led by a multi agency Steering Group Chaired by the leader of the Council. The group is focussing on actions to support the regeneration opportunities for Rawtenstall, in particular the redevelopment of the Valley Centre. Actions to date have resulted in the improvement of the appearance of the vacant Valley Centre and the commission of BDP to undertake work to develop a Supplementary Planning Document for Rawtenstall.	11 Apr 2011	
Rg3	Develop a revised Economic Strategy for Rossendale	31 Dec 2010	Regeneration Projects Officer	11 Apr 2011	11 Apr 2011	The Economic Strategy is now out of date and needs rewriting. Suggest there should be new deadline for this such as December 2011 or March 2012 depending on the outcomes of the Comprehensive Spending Review in October 2010 and the agreed Local Enterprise Models. To some extent the Council's economic strategy has also been superseded on key economic initiatives by the Regenerate Pennine Lancashire Economic Strategy.	11 Apr 2011	
Rg6	Improved access and delivery of a choice of affordable and decent, housing across Rossendale	31 Mar 2011	Regeneration Delivery Manager; Strategic Housing and Partnerships Manager	12 Jul 2010	11 Apr 2011	The next phase of Choice Based Lettings an improved service which generates a housing plan for customers while also look to address worklessness of tenants (in partnership with the Job Centre) has now been launched. Work is ongoing to look at installing a standalone CBL kiosk in the One Stop Shop which would allow customers to generate their own housing plans.	11 Apr 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Officers are working with several support agencies to link supported tenancy accommodation with empty properties. Through partnership working with the Rochdale Housing Initiative, Stepping Stones and Regenda we are looking at suitable empty properties across the Borough which could provide suitable accommodation for vulnerable tenants.		
Rg7	Development of localised delivery plans for identifying Rossendale specific housing issues to support Pennine Lancashire Housing Strategy	31 Mar 2011	Strategic Housing and Partnerships Manager	11 Jul 2010	11 Apr 2011	Work is ongoing for Rossendale based actions to support the Pennine Lancashire Delivery Plans.	11 Apr 2011	✔

Description 3. Keeping Our Borough Clean, Green and Safe

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt17	Refresh and Implement Community Safety Plan inc. related Actions and performance management e.g. Street wise/Stay Safe	31 Mar 2011	Community Safety Manager	08 Jun 2010	04 Apr 2011	All actions complete. A full report is being prepared for the Partnership steering group in mid April.	04 Apr 2011	✔
Cmt18	Review usage of CCTV across the Borough	31 Mar 2011	Community Safety Manager	08 Jun 2010	13 Apr 2011	Because of delays with the power supply, the project is slightly behind schedule. However it is anticipated that the cameras will go live within the next 4 weeks. The server move will also be completed in April.	04 Apr 2011	✔
Cmt19	Develop Communications Strategy in relation to Confidence Agenda	31 Mar 2011	Community Safety Manager	11 Jan 2011	11 Jan 2011	A communication strategy will no longer be produced in relation to the Confidence Agenda as this is no longer a govt measure. Locally we will continue to engage with communities through NHF and PACTs. We are linked into the county communications group in relation to anti social behaviour as this is the main area in relation to confidence. We are monitoring performance figures in relation to ASB and receive local information through various consultation surveys carried out by Police Authority and County.	11 Jan 2011	⚠


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt20	Review/Update Road Safety Strategy	31 Mar 2011	Community Safety Manager	10 Mar 2011	04 Apr 2011	We are working with partners at County to produce a local plan for the Borough.	04 Apr 2011	✔
Cmt4	Deliver an Effective Enforcement Strategy	31 Mar 2011	Area Manager	08 Jul 2010	13 Apr 2011	<p>Area Officers have responded to 429 requests for service since 11 January 2011. This has included:</p> <ul style="list-style-type: none"> 109 flytipping incidents 60 bin issues (side waste, contaminated bins, request for second bins) 59 accumulations of waste 45 litter/grot spot issues 29 dog fouling issues 22 nuisance vehicles 13 Christmas Trees 5 tree enquiries 5 s215 land and properties (detrimental to the amenity) 2 racist graffiti incidents 1 offensive graffiti incident <p>In response, in addition to contact in person, correspondence etc..., officers have issued:</p> <ul style="list-style-type: none"> 9 statutory nuisance notices 8 fixed penalty notices (6 dog fouling, 1 litter & 1 s46) 3 PDPA (prevention of damage by pests) notices 1 litter clearing notice 1 s46 Notice (relating to bins) 1 s47 notice (trade bins) 1 s34 notice (trade waste) 1 s330 Notice (relating to s215 action) 3 duty of care inspections 	11 Apr 2011	✔
EH3	Declaration of Air Quality Management Areas.	31 Mar 2011	Environmental Health Manager	11 Jul 2010	11 Apr 2011	Rossendale's annual monitoring return for 2010/11 is in the process of being completed before submission to DEFRA. There are currently no Air Quality Management Areas (AQMA) in Rossendale however; the team currently monitors concentrations of Nitrogen Dioxide (NO2) in the air at 19 sites around the borough. In 2003, 2006 and 2009 Rossendale Borough Council undertook an Update and Screening Assessment (USA) as part of the process of continually assessing local	11 Apr 2011	✔


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						air quality. The 2009 Update and Screening Assessment identified exceedances in two locations across the borough at Manchester Road, Haslingden and Bacup road, Rawtenstall and so there were increased diffusion tubes (to measure contaminant levels) placed in these areas to enable a detailed assessment to be carried out after 12 months monitoring. Modelling of these additional increased diffusion tubes are currently being analysed and will provide a baseline for developing action plans if there is a requirement to declare Air Quality Management Areas		
EH4	Flood and water management	31 Mar 2011	Environmental Health Manager	12 Jul 2010	11 Apr 2011	Work has been ongoing to support residents around localised flooding issues that affect their properties. Small scale schemes to mitigate future flooding episodes have been developed at Marlborough Close Whitworth; 144 and 170 – 178 Bury Road, Rawtenstall; Holmeswood Park Rawtenstall; 2 Market Street, Whitworth; Land at rear of 2 Bridleway, Waterfoot; and Hall Fold reservoir, Wallbank Drive, Whitworth. From the 1 st April 2011 surface water drainage and culverts will be provided by Rossendale Borough Council's Facilities Team. Continued work is being undertaken on a Lancashire basis regarding the implication of the Flood and Water Management Bill which would see the onus on Lancashire County Council delivering flood and surface water management from the 1 st April 2011.	11 Apr 2011	
Op13	Undertake a campaign to improve household recycling within the community	31 Mar 2011	Assistant Operations Manager (Refuse Recycling and Street Cleansing)	08 Apr 2011		Due to the current restructure within Operations & Communities in light of the medium term financial strategy, this project is currently on hold and will recommence once staff are placed within new roles.	08 Apr 2011	
P&P6	Develop Green Travel Plan including reviewing car user arrangements	31 Jul 2010	Principal Policy Officer	08 Jun 2010	04 Jan 2011	Completed. A Green Travel Plan (GTP) has been developed and has been received positively. This has now been formally endorsed by full Council as policy in December 2010. Actions will be implemented on an ongoing basis during 2011-12. A Cycle to Work Scheme for employees has	04 Jan 2011	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						already been successfully introduced as part of the GTP initiatives, with a take up of approximately 3% of the workforce so far and the Council is working with Rossendale Bus to encourage employees to use public transport. The GTP will be reported on annually. Car user arrangements are being reviewed as part of the GTP actions and wider ongoing Council efficiencies review during 2011-12.		
Rg13	Expand a range of accessible Energy Efficiency measures for all sectors; for domestic properties	31 Mar 2011	Head of Regeneration	08 Jul 2010	11 Apr 2011	A new energy efficient element to the Council's website has now been added to promote energy efficient measures to homeowners and businesses. The Be A Rossendale Saver (www.rossendale.gov.uk/bears) section provides a hand on guide to help residents identify different ways they can make their homes more energy efficient. Residents are able to answer a series of questions about their circumstances and be provided with information on what they can do to their homes to improve energy efficiency as well as what schemes and incentives they are eligible for. Residents who cannot access the website will be able to still indirectly access services by phone, email, post or in person. We are currently working with Pennine Lancashire partners to develop a Pennine Lancashire Affordable Warmth Strategy and on a Lancashire basis to establish a referral scheme for energy efficient measures identified through frontline staff and a potential approved cavity wall insulator scheme.	11 Apr 2011	


Description 4. Promoting the Borough

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt10	Develop a Cultural Strategy with the Rossendale Partnership	31 Mar 2011	Culture Officer	13 Jul 2010		See notes below	13 Apr 2011	
Cmt11	Complete consultation and interpretation project for	31 Mar 2011	Culture Officer	13 Jul 2010	13 Jul 2010	An audit of the Irwell Sculpture Trail has been carried out in order to assess the state of the trail	13 Jul 2010	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Irwell Sculpture Trail					<p>in Rossendale and to identify new circular routes to support the development of a number of clusters along the Trail.</p> <p>Following the audit, in Spring 2010, 3 consultation events were organised by Rossendale Borough Council supported by the IST Partnership in order to:</p> <p>Raise awareness of IST and investment being made Opinions on clusters and any points of interest or concern, or anything we've missed Gather stories, information and facts about the trail for future interpretation, identify leads for future interpretation and involvement Identify potential volunteers for the trail</p> <p>Over 3 events more than 70 people had to opportunity to receive information, comment on the development of the Trail or record a story to contribute to the future interpretation of the routes. The consultation events were supported by information on the Borough Councils website and an accompanying form.</p> <p>Each event met at least one of the original aims and the different approaches lent themselves to different aims. The session targeting an invited audience produced the richest results in terms of gathering information, opinions and stories, the interactive session was most effective at raising awareness of the IST and accompanying investment and the supermarket event also did this but to a lesser extent.</p>		
Cmt13	Review the arrangements for the Rossendale Museum	31 Mar 2011	Culture Officer	08 Oct 2010		<p>A meeting took place in September to look at the potential for shared services across a number of museum sites, including Rossendale Museum.</p> <p><i>Next steps</i> One representative from each authority will meet to develop proposals around the three identified headings: Staffing Volunteers</p>	13 Apr 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Opening hours</p> <p>A more detailed discussion with Lancashire County Council regarding the service level agreement for Rossendale Museum will take place following the next meeting of this group. LCC has confirmed they are happy to review the SLA.</p>		
Cmt14	Identify and support leisure and cultural events and projects	31 Mar 2011	Culture Officer	14 Jul 2010	08 Oct 2010	<p>Reveal - Open Studios Artists' studios across Rossendale opened their doors for a weekend in June to the general public. In addition there was a supporting exhibition at Rossendale Museum and an open day for school visits. 8 venues took part in the event which attracted new visitors, supported local artists and promoted a positive image of Rossendale.</p> <p>Rossendale Mela took place in August at New Hall Hey Cricket Ground. The Mela is a culturally diverse one day festival including music, dance, storytelling, workshop activities and a variety of food stalls. The event is focused on engaging the local community and improving community cohesion.</p> <p>Feast your Eyes at The Halo A tea time picnic at the Halo took place in September to close the Pennine Lancashire Festival of Food and Culture. The event included live music, a kite workshop and a light installation by Bread Collective which would remain in place for a month after the event. It increased the profile of the Halo and Haslingden for local residents and visitors.</p> <p>Some Headlines</p> <ul style="list-style-type: none"> · Reveal generated £8,690 for local artists through sales · 78.5% of the people who attended the Reveal weekend and exhibition were new visitors to the event 	08 Oct 2010	


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<ul style="list-style-type: none"> · Approximately 40% of visitors to Reveal were from outside Rossendale · Visits to Reveal were up 1,194 on 2009 · 20 volunteers supported the events (an in kind contribution of a least £650), this also strengthened partnerships between the Council and community groups · At least 10% of the visitors to the museum as a result of The Open Shop Project had never been to Rossendale Museum before and at least 30% hadn't been in the last 5 years · 57% of those questioned at Feast your Eyes at the Halo (113 people) had never been to the Halo before · Visitors to Feast your eyes at the Halo were mainly from Burnley and Haslingden. 10% of those questioned had travelled from Manchester. <p>The following partners worked with the Council on the delivery of these events:</p> <ul style="list-style-type: none"> · Lancashire Museums Service · Creativity Works & Perspectives of Pennine Lancashire · Horse + Bamboo · Reveal Artist Studios · Friends of Rossendale Mela Committee · Neighbourhood Health Worker · Rossendale Lions · Helping Hands · Haslingden Community Link · St Anne's Primary School · St James Church, Haslingden · Friends of Whittaker Park 		
FP4	Encourage the delivery of affordable housing	31 Mar 2011	Planning Manager	24 Jun 2010	19 Apr 2011	<p>The Core Strategy sets out the Council's approach to private market housing of affordable housing. The Core Strategy is undergoing Public Examination Hearing Sessions which commenced on Tuesday 5th April 2011 at The Business Centre, Futures Park, and Bacup. For the period 2009-10 there were 47 affordable (all social rented), 42 Green Brook Court and 5 mortgage rescue.</p>	08 Apr 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P1	Develop a Policy in relation to the use of Social networking sites	01 Oct 2010	Communications Manager	05 Jul 2010	01 Jan 2011	Policy agreed by management team and JCC and now being implemented. The internal Social Media Working group met in December and the next meeting/training session will be in February 2011. Social media has been an important communication tool during the recent winter weather and problems with refuse collection.	10 Jan 2011	
P&P17	Promote a range of diversionary events for young people on behalf of the Children's Trust.	31 Jul 2010	Communications Manager	05 Jul 2010	21 Mar 2011	Summer Fun planning commenced re 2011	21 Mar 2011	
Rg4	Deliver the Rossendale Tourism Strategy.	31 Mar 2011	Head of Regeneration	12 Jul 2010	11 Apr 2011	Lancashire County Council are now taking a leading role in the development of the visitor economy for Lancashire which includes reviewing the role of the Lancashire and Blackpool Tourist Board. Rossendale's draft Tourism and Culture Strategy need to reflect these changes which will be incorporated into the final strategy document which will be presented to members as part of the new Business Plan.	11 Apr 2011	

Description 5. Encouraging Healthy and Respectful Communities

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Cmt12	Implement the recommendations of the Leisure Review	31 Mar 2011	Culture Officer	14 Jul 2010		New Leisure Facilities: Haslingden Sports Centre & Marl Pits 1. There are ongoing discussions on the internal design layout 2. Open days (suppliers, recruitment, pool users, public consultation) took place on 1st February 2011 3. Planning applications were submitted and planning permission was gained on 21st March 2011 4. Design specifications out to Market for costing 5. Tree pruning and bat surveys have been carried out as part of the environmental survey	13 Apr 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						Client Relationships CLAW / RLT <ul style="list-style-type: none"> · Ongoing client meetings are taking place with RLT and CLAW. · We have offered support to CLAW in terms of accounting, IT and HR · Both RLT and CLAW attended Overview and Scrutiny on 7th February 2011. CLAW are creating an action plan to react to the Globe reports preferred option of consolidation. 		
Cmt5	Implementation and delivery of a suite of projects/initiatives as part of Pride in Rossendale	31 Mar 2011	Area Manager	19 Oct 2010	13 Apr 2011	The Pride in Rossendale Event took place on 28th February 2011. Early feedback has been excellent. Although funding for Pride was time bound and has come to an end the concept of taking 'Pride in Rossendale' will be mainstreamed into the Councils ongoing work. For example the recent 'Big Litter Pick' was branded under Pride.	13 Apr 2011	✔
Cmt9	Deliver Community Events	31 Mar 2011	Area Manager	14 Jul 2010	11 Apr 2011	As previously mentioned, it has been agreed that a small number of high profile events will be delivered by the Communities Team. The main event in the last quarter was the Pride In Rossendale Community Awards held in February. The Communities Team are also delivering the 3rd Parklife event in Stubblelee Park on 16 April. Support is being provided for groups wishing to hold Royal Wedding events - funding is available through the Neighbourhood Forums. This was promoted on Rosendale Radio by the Community Engagement Officer who was a guest on Rosendale Radio on Friday 8 April.	11 Apr 2011	✔
Rg8	Improved Homelessness Service for Rossendale	31 Mar 2011	Strategic Housing and Partnerships Manager	11 Jul 2010	11 Apr 2011	Following a decision by Cabinet to return the Homelessness Service back in-house (previously operated by Green Vale Homes). A working group was established comprising staff from all departments and the existing team to manage the smooth transition of the service back to the Council for the 1st April. The team transferred over prior to the 1st of April, in order to iron out any issues that may arise so that the service was a seamless transition to the Council from April. The Team are based in the One Stop Shop.	11 Apr 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Rg9	Improved delivery of support mechanisms and assistance for vulnerable people	31 Mar 2011	Housing Renewal Manager; Strategic Housing and Partnerships Manager	11 Jul 2010	11 Apr 2011	<p>The team worked alongside members as part of the O&S Task and Finish group review looking at the process of the DFG service including the Home Improvement Agency, existing policies and relationships with partners such as Lancashire County Council. This report provided a number of recommendations that will be considered and implemented where possible as part of the new Business Plan.</p> <p>We are currently playing an active role in contributing to the Stakeholder Consultation on Shaping Housing Related Support for People at Risk of Social Exclusions which is currently being undertaken by LCCs Supporting People Services. Supporting People have approached this stage as a 'blue sky' exercise to model ideal provision and this has been the subject of consultation to date. This ideal model will then be merged with details of current provision and funding available to deliver the necessary support requirements to the vulnerable groups and district needs.</p> <p>The Council is now the owner of a supported housing unit. The unit was being placed at risk due to the potential sale of the building which would have resulted in the closure of the service. Number 1 will now undergo a full refurbishment programme funded through a grant from the Homes & Communities Agency (HCA) and will provide 14 self contained units for homeless young people. Number 1 Queen Street will provide young people with short stay accommodation linked with life-skills training and support to enable them to sustain a longer term tenancy in their own right as they move on. The Housing Health and Regeneration Team (HHR) led the project with invaluable help from the Legal Team which involved lengthy and detailed negotiations with the HCA to achieve the funding, the acquisition of the building from Places for People and liaison with the current service providers Stonham. The project negotiations and acquisition</p>	11 Apr 2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>had to be completed in an extremely short timescale (6 weeks) with both the Legal and HHR Team pulling out the stops to ensure the project was successful. Work will start on the building in May 2011 with the service re-opening in September 2011.</p> <p>Rossendale BC has taken the lead and has secured the £180,000 funding from DCLG to assist joint working between housing departments and Children's Social Care in Lancashire. In April 2010, case law in relation to homeless 16 and 17 year olds confirmed that assessment under the Children's Act 1989 should take precedence before any homeless duty under Part 7 of the Housing Act 1996. This prompted the development of a protocol for joint working between district housing authorities and Children Social Care, but there have been a great deal of practical difficulties in its implementation across the county. In view of these difficulties Rossendale Borough Council approached the CLG Young People's Specialist Advisor and put a bid together on behalf of the other housing authorities across Lancashire and with the support of the Head of Children Care; to secure £180,000 of funding. Rossendale BC is 'hosting' the funding at the moment whilst the details of the project are being finalised. The aim is that this funding will pump prime a long term homelessness prevention/joint assessment team across three localities which will be funded in the longer term by cost savings secured from reducing the number of looked after children in expensive and sometimes inappropriate accommodation. As a direct result of the CLG funding, the Head of Children Services has offered to second three posts into the project and it is intended that the project will work very closely with councils' housing options teams and its work will integrate with the LCC Early Intervention Strategy.</p> <p>Rossendale BC's planned refurbishment of Clare</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						House young people's supported housing project is an important ingredient in this approach, in that the refurbished scheme will provide some new direct access, 'crash pad' accommodation where young people will be able to stay short term up to 4-6 weeks respite to receive intensive support and assessment by the new joint Team.		

Description 6. Providing Value for Money 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 and increasing income.	31 Mar 2011	Building Control Manager	13 Jul 2010	01 Apr 2011	Meeting taken place with Pendle regarding joint working, agreed in principal to take forward, briefing paper produced with further meetings to take place	01 Apr 2011	✔
BC2	Streamline BC Processes utilising Northgate.	31 Mar 2011	Building Control Manager	13 Jul 2010	01 Apr 2011	Still some outstanding issues with Northgate, IT section taking lead to resolve problems	01 Apr 2011	⚠
BC3	Maintaining quality assurance in line with ISO 9001	31 Mar 2011	Building Control Manager	13 Jul 2010	13 Jul 2010	section audited by external assessor, system approved	13 Jul 2010	✔
BC4	Building Control service delivery to be benchmarked against authorities within Lancashire	31 Mar 2011	Building Control Manager	13 Jul 2010		Not received full information to enable benchmarking from other authorities, this is to become an agenda item at district surveyors meetings	01 Apr 2011	✔
C&MS2	To renew Level I of the North West Charter for Member Development	31 Mar 2011	Committee and Member Services Officer	02 Jul 2010	31 Mar 2011	The final submission for Level 2 and renewal of Level 1 has been sent to North West Employers on 7th March. The assessment process will commence with a pre-assessment visit at the end of March and the main assessment visit in April. Notification of the outcome is likely to be in June. Awaiting the final outcome.	08 Mar 2011	✔
C&MS3	Promote the service provided by Councillors and raise awareness of governance and ethics	31 Mar 2011	Committee and Member Services Officer	07 Jul 2010	14 Oct 2010	Media guide was agreed at Council in October and distributed to all members.	04 Jan 2011	✔
EH1	Improving food standards across the borough	31 Mar 2011	Environmental Health Manager	09 Jul 2010	11 Apr 2011	The Team have successfully secured funding from the Food Standards Agency to undertake a scoping exercise and prepare food businesses for	11 Apr 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>adoption of the Food Hygiene Rating Scheme to be launched across Rossendale in June 2011. A project group has been established to take this forward and oversee the implementation and marketing of this project.</p> <p>Food Complaints: 78 Food hygiene Improvement Notices: 18 across 11 premises Voluntary closure of premises/process: 4 Infectious disease interventions: 103 Interventions: 483 across 380 premises</p> <p>Child minders Promotion The Environmental Health team invited childminders registered in the borough to come to free drop in events held across the borough during October. The main aim of the events was to allow childminders who provide food to collect a Safer Food Better Business pack along with obtaining help and advice from the Environmental Health team regarding how to complete it. These open sessions allowed attendees to ask any questions regarding food safety and hygiene. Safer Food Better Business is designed to help childminders:</p> <ul style="list-style-type: none"> · Make safer food · Protect the health of the children they look after · Comply with food hygiene regulations <p>Recognising the needs of the target group the team also invited key partners who could provide relevant information tailored to the event. These partners included:</p> <ul style="list-style-type: none"> · The community dietician, providing healthy eating ideas and nutritional advice · East Lancs Primary Care Trust Change4Life team, offering help and ideas about healthy lifestyles and activities within the borough · NHS Oral Health, giving advice and information to promote good oral health <p>The events were very well received with all</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>attendees finding the information and advice both helpful and informative. The events enabled the attendees to not only build upon their existing knowledge base but further develop their understanding of how to provide not only safe food but healthy and nutritional food. Providing this information is part of the Councils ongoing strategy to enable the provision of healthy and safe food for all within the borough, and furthers our work with the Rossendale Food Forum.</p> <p>Food Safety Week – Promotion at a number of locations about prevention of cross contamination during BBQ. Tied it with a world cup theme. Hygiene awareness presentation was also undertaken with an Asian ladies group in Haslingden.</p>		
Fac1	Develop Cemetery Strategy with Operations Department	31 Oct 2010	Property Services Manager	15 Jun 2010		Cad drawings now implemented including drainage details. Estimates for work to be obtained together with budget approval for procurement of the work.	11 Mar 2011	✔
Fac2	Prepare the response to the UOR in relation to use of assets	31 Mar 2011	Property Services Manager	14 Jun 2010	14 Jun 2010	All CAA / UOR work has been suspended by the Audit Commission in response to direction from the new Coalition Go's. Property Services will however continue to follow the framework for best practice established by the UOR methodology.	14 Jun 2010	✔
Fin1	Deliver a value for money review in relation to each Council service including benchmarking.	31 Mar 2011	Finance Manager	08 Jun 2010		All CIPFA benchmarking reports now received but not yet summarised for members and management team. Detailed benchmarking on refuse & street cleansing with Hyndburn and Chorley - report produced and passed to management to support ongoing service reviews and savings (some subsequent concerns regarding information supplied by Hyndburn and Chorley).	11 Apr 2011	⚠
Fin2	Implementing IFRS for 2010/11 Statement of Accounts	31 Mar 2011	Finance Manager	08 Jun 2010	01 Apr 2011	Auditors happy with progress, just some software upgrades to perform on IPF system to reflect same info in asset register and further evidence to provide on group account considerations. Work on skeleton statements has enabled plans to bring accounts closure forward by 2 weeks. Some neighbouring authorities have requested copies to assist in their transition.	01 Apr 2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Fin3	Coordinate the Council's response to the medium term financial strategy	31 Mar 2011	Head of Finance and Property	14 Jun 2010	11 Apr 2011	Completed for the Medium term, however a savings target remains for 14/15 of £1m	11 Apr 2011	⚠️
Leg1	To develop and monitor Service Standards in line with best practice and consider LEXCEL accreditation	31 Oct 2010	Assistant Head of Legal Services	04 Oct 2010		Team continuing to receive regular training sessions. Level of compliments remains constant. No complaints all year. Case loads continuing to be reviewed regarding progress, at 1 to 1s.	16 Mar 2011	✅
Leg3	Continued benchmarking to ensure best practice.	31 Mar 2011	Assistant Head of Legal Services	04 Oct 2010		Workload monitoring spreadsheet continually updated. Subscriptions continuing.	16 Mar 2011	✅
Leg4	Community Governance Review	31 Mar 2011	Assistant Head of Legal Services	04 Oct 2010		Within next 6 months, consider identifying project team, as risk a petition could require the review earlier than the statutory requirement, which provides us with a deadline of several years to complete the review.	16 Mar 2011	✅
P&P10	Develop a policy on flexible retirement	31 Mar 2011	HR Manager	10 Jun 2010	14 Jan 2011	Policy drafted, however needs to be revisited in light of Equality Act	14 Jan 2011	✅
P&P11	Review staff engagement activities	31 Oct 2010	HR Manager	01 Apr 2010	21 Mar 2011	All employees attended News from the Chief Executive sessions which were well received. Question and answer sessions developed and delivered. Questions circulated to all employees	21 Mar 2011	✅
P&P13	Revise Policies: Grievance Procedure Absence Mgt Compulsory Redundancy	31 Aug 2010	Head of People and Policy	01 Apr 2010	14 Oct 2010	Revised Policies agreed at FULL Council now in the process of being communicated via Team Brief and Circular	20 Oct 2010	✅
P&P15	Revise Workforce Planning information	31 Mar 2011	Head of People and Policy	01 Apr 2010	21 Mar 2011	workforce planning information revised as at December 2010 and this information has been built into Business Plans	21 Mar 2011	✅
P&P16	Conduct a service reviews	31 Mar 2011	Head of People and Policy	01 Apr 2010	21 Mar 2011	Service review within Licensing Unit, complete. Service review within Communities and Operations Team ongoing. Service review within Communications Team commenced	21 Mar 2011	✅
P&P3	Review induction policy	31 Aug 2010	HR Manager	31 Aug 2010		The induction has been revised and now covers all relevant areas. Staff Handbook still in draft	21 Mar 2011	⚠️
P&P4	Review and rewrite the flexi time policy	30 Sep 2010	HR Manager	07 Jul 2010		Policy drafted, going to JCC in May.	11 Apr 2011	⚠️
P&P5	Respond to the actions identified within the Staff	31 Mar 2011	Project & Performance Improvement Officer	01 Jul 2010	04 Oct 2010	Staff Survey results have been collated and analysed. Any further work needed will be	04 Oct 2010	✅

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	Survey					incorporated into the business planning process.		
P&P8	Roll out time and Attendance	31 May 2010	Payroll Manager	01 Apr 2010	21 Mar 2011	Time and Attendance now in place at all bases and being monitored. key user established at each location.	21 Mar 2011	✔
P&P9	Review & Development of CHRIS 21 system development:	31 Mar 2011	Head of People and Policy	01 Apr 2010	21 Mar 2011	Decision made to upgrade, need to prepare the Business case. Human Resources manager conducting a review on the use and processes in relation to time sheets	21 Mar 2011	✔

Section 4 – Performance Indicators

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

Guide for Performance Indicator Report

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

Theme: **Priority ***

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

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

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10		Status	Q4 2010/11		Status				
			Value	Target		Value	Target					
LI ***												
NI ***												
NI *** LAA												

PI Code
LI – Local Indicators
NI – National Indicators

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

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

Quarter 4 Performance Indicator Report 2010-11

Report Type: PIs Report
Report Author: Lee Admin_Birkett
Generated on: 20 April 2011



Rows are sorted by Code

Theme Priority 1 - Delivering Quality Services to our Customers

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 76c	Housing Benefits Security number of fraud investigations	Capita; ICT Technical Support Officer; Service Assurance Manager	231	240		252	240		252	Aim to Maximise		The number of investigations undertaken this year has increased. This is due to additional referrals from DWP and an increase in referrals from processing staff. Whilst this indicator shows the number of investigations undertaken there are also other claims classified as fraudulent that do not require an investigation as the information has been verified from another source such as Department for Work and Pensions.	Exceeding Target
LI 76d	Housing Benefits Security number of prosecutions & sanctions	Capita; ICT Technical Support Officer; Service Assurance Manager	7.00	11.00		9.00	11.01		11.01	Aim to Maximise		Target set at 44 (11 of which should be prosecutions)	Exceeding Target
LI 79a	Accuracy of processing - HB/CTB claims	ICT Technical Support Officer; Service Assurance Manager	93.00%	96.00%		94.00%	93.00%		93.00%	Aim to Maximise		Performance has improved this quarter as is within target. Additional training continues to be offered to staff to assist with accuracy however the complex nature of the multiple Housing/Council tax benefit schemes and constant changes to legislation mean that	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
											errors will never be fully eliminated. This will only be compounded when changes are made to the schemes prior to the introduction of Universal Credit. It should be noted that the accuracy checks performed currently are not comparable with accuracy checks undertaken in previous years as the methodology and selection of cases is very different.		
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	94.00%	85.00%	✓	95.00%	85.00%	✓	85.00%	Aim to Maximise	↑	41 out of 43 determined in time	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	94.00%	90.00%	✓	96.00%	90.00%	✓	90.00%	Aim to Maximise	↑	40 out of 42 determined in time	On Target
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	ICT Technical Support Officer; Service Assurance Manager	15.7	17.0	✓	10.9	19.0	✓	19.0	Aim to Minimise	↑	Performance has again exceeded target this quarter. This ensures that customers are receiving their benefit calculations as quickly as possible	On Target







Theme Priority 2 - Delivering Regeneration Across the Borough

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 64	(LAAH20) No of private sector vacant dwellings that	Administration Assistant - Regeneration; Regeneration	40.00	30.00	✓	40.00	35.00	✓	35.00	Aim to Maximise	▬	The success of this year's work has been predominantly due to the Haslingden Home Renew Scheme established in Haslingden. An evaluation report will now be completed	Exceeding Target




PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
	are returned into occupation or demolished	Delivery Manager; Strategic Housing and Partnerships Manager									and presented to Overview and Scrutiny identifying recommendations for rolling the scheme out across the Borough.		
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00 %	68.00%		100.00 %	68.00%		68.00%	Aim to Maximise		All applications determined on time	On Target

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

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 218a	Abandoned vehicles - % investigated within 24 hrs	Communities Manager; Head of Customers and Communities	91.67%	99.50%		95.65%	100.00 %		100.00 %	Aim to Maximise		For Q4 there were 23 service requests. 22 of these were investigated within 24 hours of receiving them. there were 6 x 7 day notices served in this period. There was 1 x 24 hr notice served. 2 vehicles were removed.	Exceeding Target
LI 218b	Abandoned Vehicles - % removed within 24 hours of required time	Communities Manager; Head of Customers and Communities	100.00 %	100.00 %		100.00 %	100.00 %		100.00 %	Aim to Maximise		In Q4 there were 2 vehicles removed in total, both were done in the 24hr time period.	Exceeding Target
NI 16 LAA	Serious acquisitive crime rate PSA 23	Community Safety Manager	139	200.5		2.85	3		801	Aim to Minimise		The final quarter figures are within target but up on the same period last year. Burglary evened out staying the same as 09/10 but there was a significant rise in vehicle crime. The robbery figure has reduced by 28.6% (n=2 crimes).	
NI 20 LAA	Assault with injury crime rate	Community Safety Manager	91	93.5		0.89	1.35		367	Aim to Minimise		Quarter four is showing a reduction of 16.7% compared to the same period last year and well within the target.	

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
NI 191	Residual household waste per household	Business Support Manager	130	125		127	122		490	Aim to Minimise		Confident that yearly target of 490 will be achieved because of the reduced in organic waste during the Winter period.	On Target
NI 192 LAA	Percentage of household waste sent for reuse, recycling and composting	Business Support Manager	32.99%	35.00%		30.88%	35.50%		35.50%	Aim to Maximise		Although we haven't hit the Quarter 4 target due to seasonal trends with organic waste we have hit the year's annual target comfortably. So although the Indicator is shown as red for Q4, it is shown as green for the year end.	On Target

Theme Priority 4 - Promoting the Borough

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
NI 156 LAA	Number of households living in temporary accommodation	Administration Assistant - Regeneration; Regeneration Delivery Manager; Strategic Housing and Partnerships Manager	2	0		0	0		0	Aim to Minimise		There were no households in temporary accommodation at the end of the third quarter. This indicator is designed to monitor progress towards halving the number of households in temporary accommodation provided under the homelessness legislations by 2010. Rossendale's baseline was established at the same time as every other District across England and was set at 1 household living in temporary accommodation at the beginning of Qtr 4 in 2004. The target for Rossendale by December 2010 is to have reduced this to 0. However, this is a Lancashire Countywide Target and overall performance will be assessed on a county basis. Rossendale is fortunate in having a dedicated Housing Advice Team who works closely with	On Target




PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
											applicants to prevent homelessness. This target is additionally monitored via CLG's Homelessness Advisory Team on a Quarterly Basis through the completion of P1E Monitoring Forms with the information correlated by the Housing Advice and Options Team on a quarterly basis and sent through to the District Monitoring Officer the Strategic Housing and Partnerships Manager. This is reported through to CLG (using Interform) and the Lancashire LAA Health and Wellbeing Thematic (via the Lancashire Homelessness Forum).		










Theme Priority 5 - Encouraging Healthy and Respectful Communities

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	85.00%	99.00%		91.00%	99.00%		99.00%	Aim to Maximise		The front entrance extension to whitworth pool now complete with new disabled access with the exception of disabled car parking which will be complete by march 2011.	On Target

Theme Priority 6 - Providing Value For Money Services

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 8	% of invoices paid on time	Finance Manager	96.66%	97.50%		97.79%	97.50%		97.50%	Aim to Maximise		Year total 97%, up from 96.97% in 2009/10	Marginally Below Target

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
LI 9	% of Council Tax collected	Service Assurance Team	97.50%	97.80%		97.60%	97.80%		97.60%	Aim to Maximise 	<p>The outturn for 2010/11 is 0.1% improvement on 2009/10. Council tax collection rate has shown continual improvement for 11 years and highlights the continued innovations that are introduced to help achieve this KPI. This result is particularly encouraging as Rawtenstall Magistrate Court closed for business in February and has now relocated to Reedley. The council tax section were not able to obtain liability orders in February so contact with customers was lost.</p> <p>There was also a reduction of 145 referrals to bailiff for unpaid council tax. This is in the main attributed to customers understanding that they should contact the council to make arrangements rather than ignore communications from the Recovery section.</p> <p>Another significant statistic is the increase in attachment of earnings orders. RBC obtained 50% more orders than in 2009/10. This method of recovery is almost a guarantee of payment, assist the customer so they do not incur bailiff costs and has helped to achieve the excellent recovery rate of 97.6%.</p> <p>There will be significant challenges to collection during 2011/12 with customers having less money in their pockets due to government cutbacks on benefits, particularly those receiving Local Housing Allowance and Tax Credits who will see reductions in their benefits from 2011/12 along with significant increases in non-dependant deductions which will further</p>	On Target	

PI Code	Short Name	Responsible Officers	Quarter 4 2009-10			Quarter 4 2010-11			Annual 2010/11	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q4 2009/10			Q4 2010/11							
			Value	Target	Status	Value	Target	Status					
											reduce benefit entitlement. In 2011/12 RBC will look to obtaining charging orders and bankruptcy in certain circumstances.		
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	98.30%	98.60%		97.90%	98.60%		98.60%	Aim to Maximise		The outturn is 0.2% improvement from 2009/10. 2010/11 saw the introduction of the more generous small business rate relief. As Rossendale's business community is made up mainly of small businesses this has assisted them greatly and helped to achieve the KPI. It should be noted that empty properties will be charged 100% business rates in 2011/12. As there are many empty properties in Rossendale this will be a major change. In addition, the continued difficult economic climate will make for a challenging year for attaining the KPI.	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Payroll Manager	10.78	8.00		6.59	8.00		8.00	Aim to Minimise		End of year outturn is the best result in ten years at 6.59 days.	On Target
LI 76b	Housing Benefits Security number of fraud investigators	Capita; Service Assurance Team	2.00	2.00		2.00	2.00		2.00	Aim to Maximise		The fraud Team continues to be fully staffed ensuring referrals are dealt with as soon as possible.	

Section 5 – Risks

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

Guide for Risks Report

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

Description: **Priority ***

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







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





Risk Status	
	OK
	Warning
	Alert

Quarter 4 Risks Report 2010-11


Report Type: Risks Report
Report Author: Lee Admin_Birkett
Generated on: 20 April 2011





Description 1. Delivering Quality Services to our Customers

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
BD1	Litigation due to Health & Safety Breaches	Executive Director for Business	3	E	3	E	4	E	31 Mar 2011	Risk continues to be managed and reviewed as necessary.	18 Apr 2011	
EH1	Lack of sufficient knowledge and experience regarding food safety enforcement	Environmental Health Manager	5	F	5	F	2	E	31 Mar 2011	Ongoing assistance in terms of knowledge and practical support is still being provided by the Lancashire Food Officers Group.	11 Apr 2011	
EH2	Failure to implement Air Quality Management Areas	Environmental Health Manager	2	C	2	C	3	E	31 Mar 2011	Detailed assessment results are currently being assessed for the two trigger areas in Haslingden and Rawtenstall. The risk of assessing these results and developing action plans is minimal however any associated costs identified through the action plans could hinder any declaration of AQMAs.	11 Apr 2011	
EH4	Private water supply regulation not implemented	Environmental Health Manager	5	F	5	F	3	E	31 Mar 2011	Policy document adopted Council February 2011.	11 Apr 2011	
Elec1	Failure to safeguard data/key documentation	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status of this risk.	04 Apr 2011	
Elec2	Failure to acquire timely and accurate	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status of this risk.	04 Apr 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
	documentation within statutory timescales i.e. poll cards, postal ballot packs											
Elec3	Failure to ensure polling stations are DDA compliant / accessible to all	Elections Manager	4	D	4	D	4	A	31 Mar 2011	There is no change to the status of this risk.	04 Apr 2011	
Elec4	Failure to safeguard the service/election from fraud and corruption	Elections Manager	2	F	2	F	2	F	31 Mar 2011	There is no change to the status of this risk.	04 Apr 2011	
Res2	Fail to implement IFRS effectively and efficiently	Finance Manager	5	F	5	F	4	E	31 Mar 2011	Skeleton Statements approved by Audit & Accounts Committee. Audit Commission feedback has been followed up - ready for an efficient final accounts closure & audit.	07 Mar 2011	
Rg4	Significant reduction in HMR resources	Head of Regeneration	4	E	4	E	2	D	31 Mar 2011	The reduction to the programme is 17.5% and the team are working within the programme to deliver the maximum value against the original programme with the reduced allocation. The funding for the final year has been received from CLG and is being delivered against this spend.	11 Apr 2011	



Description 2. Delivering Regeneration across the Borough


Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Plan1	Failure of Delivery of the LDF	Planning Manager; Principal Planner	2	D	2	D	2	D	31 Mar 2011	LDF remains on target with Core Strategy DPD now submitted to the government. Examination Hearings were held in the first 2 weeks of April	20 Apr 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
		Forward Planning								11		
Plan2	Failure to deliver affordable housing targets	Planning Assistant; Regeneration Delivery Manager	2	B	2	B	3	D	31 Mar 2011	The provision of affordable housing as a business plan action is now covered by the Regeneration Team, however, given the current slowness of the housing market and cuts to the Homes and Communities budget as well as uncertainty regarding the implications of the CSR on Central Government Budgets the risk remains high and increases due to the lack of certainty around the Single Conversation Agreement/Local Enterprise Partnership requirements for 2011/15 and Affordable Rent for 2011 - 2014.	11 Apr 2011	
Plan3	Budget reduced by reduction in fees from Development Control and Land Charges due recession	Planning Manager; Principal Planner Development Control	2	D	2	D	2	D	31 Mar 2011	Income remains volatile but is currently back on track.	20 Apr 2011	
Rg1	Continued national economic decline	Head of Regeneration	2	A	2	A	1	C	31 Mar 2011	Due to the lack of certainty around funding streams over the next three years this risk is re-evaluated as high. However, officers are working on a Penning Lancashire and Lancashire basis looking at the potential of developing a local Enterprise Partnership and the ability that this will have to lever in funding and support private developers in delivering sites throughout Rossendale	11 Apr 2011	
Rg2	Lack of interest from developers in Rossendale's key sites	Head of Regeneration	2	C	2	C	2	D	31 Mar 2011	Due to the lack of certainty around funding streams for the foreseeable future this risk is re-evaluated as high. However, officers are working on a Penning Lancashire and	11 Apr 2011	



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

Description 3. Keeping Our Borough Clean, Green and Safe




Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Op1	Impact of legislative changes regarding reclassification of waste on strategic recycling and division targets	Business Support Manager; Operations Manager	3	D	3	D	3	E	31 Mar 2011	Change in government will ultimately lead to a change in legislation, current administration considering removal of LATS in favour of reward systems. Rossendale are currently working on a waste minimisation strategy to mirror those targets as detailed in the Lancashire Waste Partnership Strategy. Any strategy produced will take into consideration the proposed legislative changes. As Rossendale is only the collection authority and not the disposal any increase in cost associated with disposal will have to be discussed at County level with Rossendale as an active partner.	12 Apr 2011	
Op2	Implementation of the Health and Safety Action Plan against the management of customer expectations	Business Support Manager	2	B	2	B	3	D	31 Mar 2011	Farm Collections. Reversing and Weekly collections are all now amalgamated into one project plan. Plan involves desktop exercise working up the total available unproductive time for the refuse crews. Once the total unproductive time is estimated it will be used to confirm as to what percentage the	12 Apr 2011	






Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										Council can assist in pulling bins. Any locations where it's not possible to assist in pulling bins residents will be consulted with regards to alternative solutions such as collection points. Consultation will be a combination of public meeting, letters and door knocking In the short term all staff have been fully trained in assisting reversing manoeuvres, manual handling and safe use of vehicles and equipment. Risk assessments are in place and updated when required. The project plan has a completion date of August/September		
Op3	Meeting the requirements of the Landfill Directive	Operations Manager	1	E	1	E	3	E	31 Mar 2011	Change in government will ultimately lead to a change in legislation, current administration considering removal of LATS in favour of reward systems. Rossendale are currently working on a waste minimisation strategy to mirror those targets as detailed in the Lancashire Waste Partnership Strategy. Any strategy produced will take into consideration the proposed legislative changes. As Rossendale is only the collection authority and not the disposal any increase in cost associated with disposal will have to be discussed at County level with Rossendale as an active partner. LCC through the PFI have constructed 2 waste facilities where it is expected that the majority of the waste for Lancashire will be processed minimising the need for landfill. -	12 Apr 2011	







Description 4. Promoting the Borough








Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Cmt1	Irwell Sculpture Trail – Financial Risks associate with delays to relaunch	Culture Officer	3	E	3	E			31 Mar 2011	Work is progressing well on the 3 commissions relating to the relaunch of the Irwell Sculpture Trail in September and it is envisaged that the bulk of this work will be concluded prior to the relaunch. The Steering Group has decided that the relaunch will now take place regardless of any outstanding work which can be continued after the launch.	19 Apr 2011	
PD1	Failure to ensure Business Continuity	Head of Customers and Communities	2	D	2	D	2	F	31 Mar 2011	Business Continuity Plans are updated regularly.	18 Apr 2011	


Description 6. Providing Value for Money Services



Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
BC1	Not achieving self financing status after three year accounting period	Building Control Manager	3	C	3	C	3	E	31 Mar 2010	Position unchanged, income monitored with finance officer.	18 Apr 2011	
BD2	Failure to ensure Business Continuity	Executive Director for Business	2	E	2	E	4	E	31 Mar 2011	Business continuity is in the process of being reviewed. Current plans are in place in the interim.	18 Apr 2011	
Cmt2	Leisure Implementation litigation and financial risk associated with the delivery of the outcomes of the	Culture Officer	2	D	2	D	2	E	31 Mar 2011	The Leisure Project Team are presently confirming / finalizing the Value Engineering and associated costing on both sites (Haslingden and Marl Pits) with a report being tabled by Kier to the project board on 4th	18 Apr 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
	Leisure Review									May 2011.		
Cmt3	Partners not delivering on the actions identified within the Neighbourhood Plans	Area Manager	2	D	2	D	1	E	31 Mar 2011	As reported in the previous quarter good progress continues to be made on implementing the Neighbourhood Plans - with input from partners. The progress will be reviewed in October 2011. At their quarterly meetings the Forums are taking any appropriate action where insufficient progress has been made on actions. Newsletters are being produced and circulated outlining the 'You Said - We Did'. The Forums have now been awarded £70,000, each year for three years. The funding will be proportionately allocated across the four forums dependent on population and will be used to deliver the priorities in the Action Plan.	18 Apr 2011	
CS&ICT1	Data / Information security	Head of Customer Services & ICT	1	A	1	A	1	C	31 Mar 2011	The additional items required for Govt Connect have been purchased and will be implemented, in addition RBC have reviewed the amount of insurance required to cover any data / information issues.	18 Apr 2011	
CS&ICT2	ICT Business Continuity / Disaster Recovery	Head of Customer Services & ICT	1	C	1	C	2	D	31 Mar 2011	A SOD has been approved and work will commence on amending the existing disaster Recovery solution, anticipated implementation date will be by the end of April 2011.	18 Apr 2011	
Elec5	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Elections Manager	1	E	1	E	1	F	31 Mar 2011	There is no change to the status of this risk.	04 Apr 2011	
Leg1	Inability to evidence service	Principal Legal Officer	2	D	2	D	2	E	31 Mar 2011	Ongoing collation of workload achievements-reported in business	19 Apr 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
	achievements in line with best practice.									plan.		
Leg2	Fraud and Corruption	Executive Director for Business	3	C	3	C	2	E	31 Mar 2011	Anti money laundering policy to be reviewed by 30/6/11.	19 Apr 2011	
PD2	Litigation due to Health & Safety Breaches	Head of Customers and Communities	3	D	3	D	4	E	31 Mar 2011	All recommendations from recent H&S review of Communities Team have been implemented. Operations have just finished a full update of all their risk assessments and are now updating safe systems of work. Full H&S review of Customer Services & IT has just been reported and 2 medium priorities identified – both are being addressed.	18 Apr 2011	
Plan4	Failure to determine planning applications in line with government targets	Planning Manager; Principal Planner Development Control	2	E	2	E	2	E	31 Mar 2011	Now ahead of business plan target	20 Apr 2011	
Plan5	Failure to deliver commitments to English Heritage re programme of work for co funded posts	Planning Manager	3	D	3	D	5	F	31 Mar 2011	Conservation area appraisals remain on target in respect of business plan target. Other milestones in Conservation work programme agreed by English Heritage and cabinet have been subject to delay, especially due to staff turnover, but replacement conservation assistant should now help to address issues identified.	20 Apr 2011	
Res1	Pay to benefits & creditors and Income collection	Finance Manager	2	D	2	D	2	F	31 Mar 2011	New mobile working sorted out by end of March - testing planned for April	01 Apr 2011	
Res10	Failure to ensure Business Continuity	Head of Finance and Property;	2	D	2	D	3	E	31 Mar 2011	See Fin 5 - The recent upgrade problems did test the recovery of systems over a 24 hr period	11 Apr 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
		Head of People and Policy										
Res11	Unmanaged open spaces and land	Head of Finance and Property	2	D	2	D	2	D	31 Mar 2011	Formal review will be undertaken during 11/12 as part of Business Planning	11 Apr 2011	
Res3	The Council does not achieve the financial savings identified in the MTFs which are necessary to deliver its priorities within a balanced budget	Finance Manager	3	D	3	D	4	D	31 Mar 2011	No progress now until the first monitoring report for 2011/12. Progress on the Communities/Operations restructure has been monitored in March, but budgets not adjusted until final details are confirmed	01 Apr 2011	
Res4	Litigation	Head of People and Policy	3	F	3	F	3	F	31 Mar 2011	Legal Opinion being obtained as and where necessary	18 Apr 2011	
Res5	Non payment of salaries	Payroll Manager	2	F	2	F	5	F	31 Mar 2011	Contingency Plan updated. Mobile Home working still outstanding due to technical difficulties	18 Apr 2011	
Res6	None viability of the Business Centre	Head of Finance and Property	3	C	3	C	4	D	31 Mar 2011	See Fin 4	05 Jan 2011	
Res7	Lancashire Strategic Partnership – failure to deliver LAA outcomes	Head of People and Policy	5	D	5	D	5	E	31 Mar 2011	New arrangements for the Lancashire partnership being agreed. National indicators abolished. Awaiting government guidance of performance arrangements from April 2011.	18 Apr 2011	
Res8	Lancashire Community Cohesion Partnership failure to deliver cohesive communities	Principal Policy Officer	5	D	5	D	5	E	31 Mar 2011	No change in risk impact assessment currently. Terms of Reference, governance arrangements and objectives are in place. Continued officer representation at any LCCP Meetings and feedback to relevant officers in undertaken. The Partnership is considering the	07 Apr 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
										<p>potential impacts of future joint actions following Government cuts to various cohesion and community related budgets/funding streams and how the current climate of change might impact on our communities. In the short to medium term the Partnership is continuing with thematic briefing events, as well as working on developing an Austerity Impact Assessment tool.</p> <p>No further changes or decisions will be made about the future of the LCCP until partner organisations better understand the impacts and effects of changes, budget reductions and restructuring exercises are better known or completed. Work on the new/revised LCCP model will then restart.</p> <p>Locally, principles and values of community cohesion have been embedded via the Neighbourhood Plans being developed by the Neighbourhood Forums. A Partnership Community Cohesion Policy Statement was agreed in March 2010 and its principles are being embedded via the development of Neighbourhood Plans.</p>		
Res9	Litigation due to Health & Safety Breaches	Head of People and Policy	4	E	4	E	4	D	31 Mar 2011	Health and Safety Audit and Action Plan been completed for the Garage. Training in relation to Manual Handling being rolled out across the Operations Team. Guidance in relation to vaccinations been rolled out across the Operational Team	18 Apr 2011	

Risk Code	Risk Title	Responsible Officer	Original Impact	Original Likelihood	Current Impact	Current Likelihood	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date	Status
Rg3	Developer does not develop Valley Centre	Head of Regeneration	2	D	2	D	3	D	31 Mar 2011	Work is ongoing around the long-term future of the Valley Centre and the Council have put in place a contingency plan to deal with lack of delivery by the current owners.	11 Apr 2011	
Rg5	The number of long term empty properties increases	Head of Regeneration	3	D	3	D	3	D	31 Mar 2011	The Vacant Property Strategy has now been adopted by Cabinet and through delivery of the action plan we will look to reduce this number by 50% over the next 5 years.	11 Apr 2011	

Section 6 – Financial Health Indicators

Section 6 - Financial Health Indicators

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

- Cash Balances – closed above expectation with £1.8m capital projects slipped to 2011/12
- Bank Interest generated – the Council has £6m in 364 day deposits earning from 1.9% and 2.1% interest and at the end of Q4 the cash deposits were £3.24m (total £8.8m at Q3) earning 0.8% interest. Total interest income for the year was £14.2k more than budget, whilst interest payable fell by around £5k
- Debtor management continues to be a focus. A total of £2.28m was raised in the year and of the bills raised before the end of January 97.3% had been collected by the year-end though larger bills raised in February and March skew the debtor days comparator below.
- Corporate Spend - indicators 8 to 10 below have been realigned with the corporate spend analysis published on the website under the government's transparency agenda. This covers that portion of the Council's revenue and capital resources spent on goods and services, excluding staff salaries, benefit payments, banking transactions and pooled budgets such as concessionary travel. This means that indicators 9 and 10 now more accurately portray the procurement decisions made by staff and members. 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.
- In contrast, indicator 11 shows all payments made by the authority, including those excluded above and precept payments etc.

		As at 31 March 2010	End Q1 2010/11	End Q2 2010/11	End Q3 2010/11	End Q4 2010/11	Long Term Trend
1	Use of Resources	3					Now withdrawn
2	Cash on deposit Indebtedness Net Position	£9,135k -£4,600k =£4,535k	£13,346k -£4,600k = £8,746k	£13,315k -£4,600k =£8,715k	£16,832 £4,508 =£12,324	£9,240k £4,416k =£4,824k	Cash continues to be strong – receipts on track.
3	Debtor Days (cum) Target 80 days	85	55	43	57	97	Collection of debt is improving
4	% Proportion of debt over 6 months old	16.9%	20.7%	34.0%	22.8%	11%	Good collection of current debts
5	Council Tax arrears	£3,088k				£3,214k	Annual calculation

6	NNDR arrears	£427k				£526k	Annual calculation
7	% Interest earned v. SECTOR portfolio	+1%	+0.59%	+0.45%	+0.16%	+0.48%	RBC benefitting from £5m @ 1.9%
8	Corporate Spend (non pay)(£000)	£13,912k (full year)	£3,891k	£1,732k	£1,833k	£2,431k	Excl staff, benefits treasury managmt & concess travel
9	Corporate Spend with local companies (£000 & %)	£1,185k Cum 8.5%	£351k 9% Cum 9%	£246k 14% Cum 11%	£345k 19% Cum 13%	£364k 15% Cum 13%	Annual target =19%
10	Corporate Spend through collaborative contracts (£000 & %)	£2,947k Cum 21%	£1,825k 47% Cum 47%	£139k 8% Cum 35%	£448k 24% Cum 32%	£534 22% Cum 30%	Annual target =12%
11	Electronic Payments - Total value paid - % by volume - % by value	£94,226k 91.6% 96.8%	£20,010k 91.6% 99.0%	£19,512k 91.7% 99.1%	£11,985k 91.4% 98.6%	£23,790k 91.0% 98.7%	These include staff payments, benefits, banking & precept transactions.

Section 7 – Complaints

Section 7 – Complaints

The Council has set standards to be achieved when managing the complaints received by the Council & monitors the progress we are making in achieving these standards upon a regular basis. This section of the report provides a summary of the number of complaints received by the Council between January to March 2011 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints O/S at 31/12/10	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
Resources	People & Policy	Executive Office				
		Human Resources				
		Policy & Performance				
		Communications				
	Finance & Property	Financial Services				
		Property Services				
Place	Operations	Refuse & Cleansing		10	9	1
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery		2	2	

Head of Service	Service Area	Team	Complaints O/S at 31/12/10	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
		Capita- Council Tax	2	1	3	
		Capita - Call Centre				
		Capita - Benefits		2	2	
		Capita – Benefit Fraud				
		Capita - OSS	1		1	
		ICT				
		Customer Service				
	Communities	Community Safety				
		LSP Delivery				
		Service Development				
		Area Officers		3	2	1
	Regeneration	Regeneration Delivery		1		1
		Regeneration Progs				
		Economic Development				
Traffic & Parking						
Business	Legal	Legal Services		1	1	
		Committee & Member Services				

Head of Service	Service Area	Team	Complaints O/S at 31/12/10	Complaints Received During Q4	Complaints Closed During Q4	Complaints O/S at end of Q4
		Elections				
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control		5	3	2
		Land Charges				
	Environmental Health	Environmental Health		1	1	
		Licensing				
		Total	3	26	24	5

7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	5
2	Poor communication	2
3	Delayed response/lack of response	1
4	Complaint against a named officer	2
5	Complaint received via MP	
6	Complaint received via Councillor	
7	Complaint about RBC policy or procedures	16
	No type of complaint assigned	
	Total	26

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

7.2 - Ombudsman Complaints

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

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

Ombudsman Complaints (1st January to 31st March 2011)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place	Council Tax	0	0	0	0
Business		0	0	0	0
Executive		0	0	0	0
	Total	0	0	0	0

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

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

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

Section 8 – Compliments

Section 8 – Compliments

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

	Services	Tax Recovery				
		Capita - Council Tax				
		Capita - Call Centre				
		Capita - Benefits			1	
		Capita - OSS			2	2
		ICT				
		Customer Services	1			2
		STAN the Van				40
	Communities	Community Safety				1
		LSP Delivery				5
		Service Development		3		
		Area Officers	1	6	4	3
	Regeneration	Regeneration Delivery	1	2		1
		Regeneration Progs	1	3	2	
		Economic Development				
		Traffic & Parking				1
	Business	Legal	Legal Services	6	5	7
Committee & Member			3		2	1

		Services				
		Elections	3			2
		Building Control	11	14	5	7
	Planning	Forward Planning				
		Development Control	5	3	8	1
		Land Charges				
	Environmental Health	Environmental Health	1	1		1
		Licensing		3	1	
	Total			39	51	55