

How are we making a difference to our communities?

Integrated Performance Report Quarter 2 (July to September 2011)

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How are we performing?

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

Section 1 – High level performance summary

Section 2 – Our Performance by Priority

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

Section 3 – Financial Performance

Section 4 – Corporate Plan Actions, Covalent Report

Section 5 – Performance Indicators, Covalent Report

Section 6 – Risks, Covalent Report

Section 7 – Complaints

Section 8 – Compliments

Data Quality

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

Who supplied the performance data for this report?

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

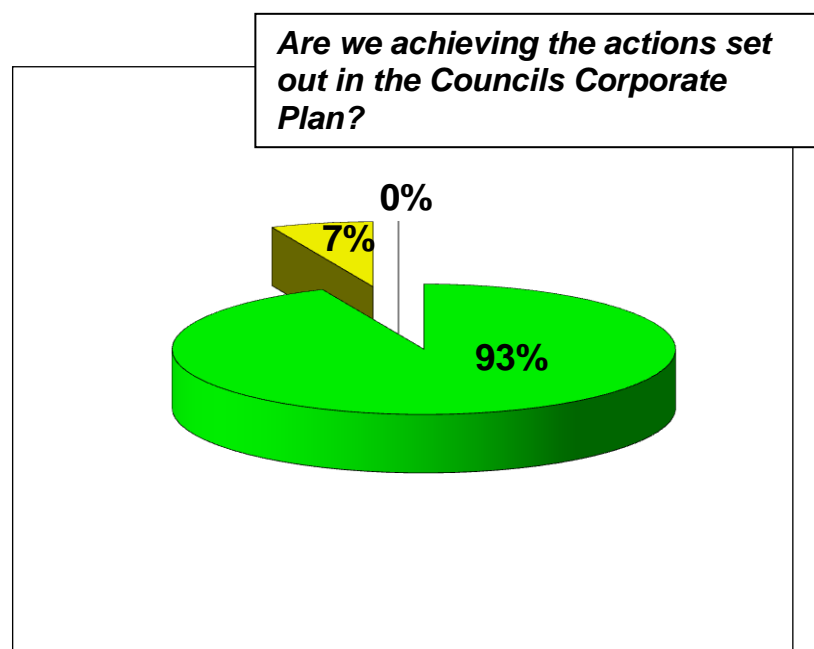
Section 1 – High level performance summary

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	99	93.4%
Amber ▲	Some issues or risks which require action from the Council's Programme Board to keep the project on track	7	6.6%
Red ●	Project in jeopardy – serious issues or risks needing urgent action	0	0%
	Total number of actions	106	



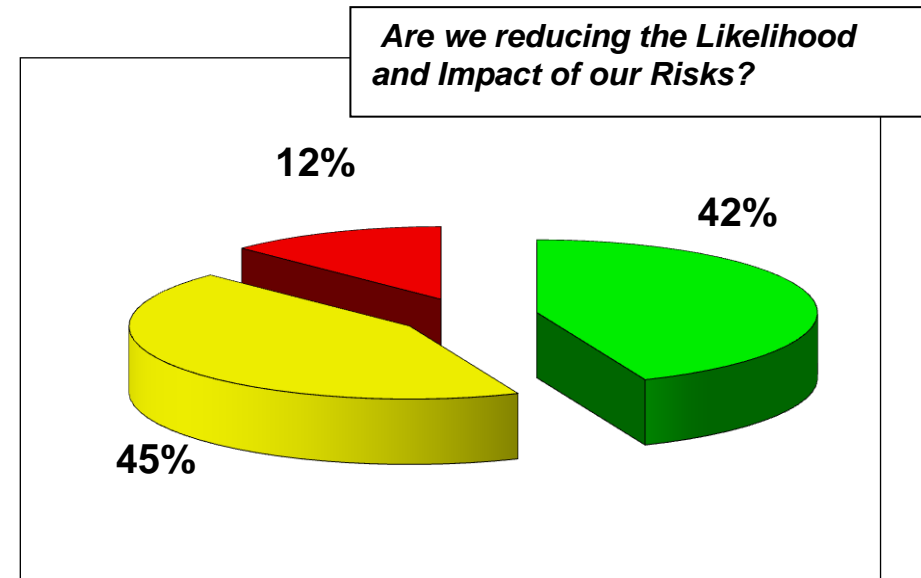
2.2 Performance Indicators – achieving targets?

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

Legend		Status	Performance Indicators	
			No.	%
On Target		The performance indicator has achieved or exceeded its quarterly target	20	67%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	9	30%
Below Target		The performance indicator is currently more than 5% of achieving its target	1	3%
Unknown		The status cannot be calculated	0	0%
Total for Quarter 2			30	

2.3 How are we performing in managing our risks?

Risks			
Legend	Status	No.	%
Green ✓	The likelihood and impact of the risk is low	14	42%
Amber ▲	The likelihood and impact of the risk is medium	15	45%
Red ●	The likelihood and impact of the risk is high	4	12%
	Total	33	



Reducing the Risks faced by the Council

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

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

The Council's Risk Matrix

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

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

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

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





Section 2 – Performance against the Council’s Priorities

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

Priority 1 – A clean and green Rossendale

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





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

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

Priority 2 – A healthy and successful Rossendale

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





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

Elements of performance that contribute towards the achievement of Priority 2	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	19	17	89%	2	11%	0	0%	0	0%
Performance Indicators	1	0	0%	1	100%	0	0%	0	0%
Risks	7	4	57%	2	29%	1	14%	0	0%
Total	27	21	78%	5	19%	1	4%	0	0%

Priority 3 – Responsive and value for money local services

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

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

Elements of performance that contribute towards the achievement of Priority 3	Totals	GREEN 		AMBER 		RED 		UNKNOWN 	
Corporate Plan Actions	84	79	94%	5	6%	0	0%	0	0%
Performance Indicators	28	19	68%	8	29%	1	4%	0	0%
Risks	25	10	40%	12	48%	3	12%	0	0%
Total	137	108	79%	25	18%	4	3%	0	0%

Section 3 – Financial Performance

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

Financial Performance cumulative to the end of Quarter 2

The revenue budget at the end of Quarter 2 is predicting a favourable forecast for the full year of £142k, on an original budget of £10,547k. The main variances are shown in the table below and they fall into a few main categories:-

1. Staff – the restructure of Communities and Operations proposed during the budget-setting process has fallen short of the planned £95k savings by £31k. However, other actions such as the recruitment of modern apprentices rather than agency staff, and restructures in Customer Services, Regeneration, Property Services and People & Policy have meant that overall the staff costs of the Council are predicted to be £138.1k lower than the original budget.
2. Public Realm income is expected to bring in a further £40k and the New Homes Bonus grant has come in £22k above predictions.
3. Recycling income is subject to market fluctuations and at the moment rates are higher than predicted in the budget. A gain of £168k is forecast based on present prices, but this may drop later in the year. To help even out the effects of the market this gain is being transferred to a 'budget volatility' reserve to insure future budgets against any adverse movements.
4. Housing Benefits Subsidy calculations showed a shortfall of £50k for the year when we reported in quarter1, but since then the approval of a registered social landlord within the borough has enabled fuller recovery of benefit costs incurred which has removed this variance. In addition, the inflation applicable to the Capita contract for revenues & benefits administration has been revised downwards to a £21k adverse variance compared to the £30k predicted in quarter 1.
5. IT projects proposed to save money in the original budget have been delayed, adding £42k costs and preventing some old communication lines from being closed which are expected to cost a further £13k over the year within property services.
6. Of the total £1.6m savings targets built into the original budget in February 2011, all bar £138k (£112k at the end of q1) are expected to be achieved during the year. However, as the overall general fund position is £142k favourable there have been other compensating savings identified during the year so far.
7. Treasury management continues to out-perform the model portfolio of our advisors, though the projections for interest rate recovery have been delayed by 2 years since the beginning of the financial year. Losses due to reduced interest rates have been compensated for by buoyant cash balances as the capital programme cash flows have changed during the year so far.

The capital programme for the year was originally set at £6,203k in February. In addition £1,827k was carried forward from 2010/11, creating an opening programme of £8,030k. Further projects have increased this to £8,658k, of which £1,959k (20%) has been spent or ordered to the end of September. Capital receipts from property sales amount to £32k with a further £35k due from two sales which are still in progress. Officers continue to monitor progress and are confident that the full budget target of £100k will be met.

Major revenue variances predicted for 2011/12 (as at the end of quarter 2)

Major Variances in September	Favourable /(Adverse)	Net
Communities		
Salaries & agency workers	26.7	
Public Realm income	32.3	
Cemeteries fee income	17.6	
Other variances	6.5	83.1
Customer Services and e Government		
Salaries & agency workers	(14.0)	
Revenues & Benefits Administration	(21.0)	
Software and IT projects	(42.2)	
Other variances	5.3	(71.9)
Place Operations		
Salaries, modern apprentices & agency workers	(6.3)	
Fuel	(2.3)	
Trade waste income	(15.0)	
Vehicles (hire, maintenance, tyres & tools)	(12.5)	
Refuse sacks & holders	(10.1)	
Public Realm income	7.2	
Recycling Income	168.3	
Recycling volatility reserve contribution	(168.3)	
Cost Share income from LCC	(11.9)	
Other minor variances	5.3	(45.6)
Business Directorate		
Staffing and agency cover	24.8	
Elections costs	11.0	
Members Allowances (non take-up)	9.4	
Land Charges income	(9.6)	
Licensing income	(7.8)	
Development Control income	(61.0)	
Other variances	20.8	(12.4)

Major Variances in September	Favourable /(Adverse)	Net
Business - Health, Housing & Regeneration		
Staffing and agency cover	(0.6)	
Homelessness set-up costs	4.0	
Clare House set-up fees	5.6	
Museum management fee	15.7	
Other variances	9.0	33.7
Corporate Management		
Staffing and agency cover	38.4	
New Homes bonus incentive grant	22.0	
Other variances	11.0	71.4
Finance & Property Services		
Staffing and agency cover	31.1	
Audit Commission Fees	8.0	
Business Centre income	(51.8)	
Rent-free allowances to voluntary groups	(12.5)	
Other rental income	20.3	
Business Rates	17.4	
Property running costs	2.0	
Repairs & Maintenance	44.5	
Communications (ISDN lines)	(13.0)	
Other variances	11.3	57.3
People & Policy (incl P&P & Comm)		
Staffing and agency cover	38.0	
Children's Trust income from LCC	(5.0)	
Other variances	(0.9)	32.1
Non-Distributed Costs & Capital Financing		
Interest receivable/payable	5.2	
Other variances	(11.0)	(5.8)
Favourable/(adverse) on General Fund		141.9

Financial Health Indicators

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

- Cash Balances – capital projects slippage continues to keep cash balances high, but interest rates have fallen and improvement has been delayed until September 2013. Treasury advice is to keep investments short (3 to 6 months) for security.
- Bank Interest generated – the Council has £8m on deposit at the end of quarter 2 which is earning from 1.41% to 2.1% interest. The £3m due to re-invested mid October is likely to be placed for just 3 months, which will earn c1.25%
- Corporate Spend - indicators 8 to 10 below have been realigned with the corporate spend analysis published on the website under the government's transparency agenda. This covers that portion of the Council's revenue and capital resources spent on goods and services, excluding staff salaries, benefit payments & banking transactions. This means that indicators 9 and 10 now more accurately portray the procurement decisions made by staff and members. Note - the increase in collaborative spend is helping to save the Council money, but is likely to work to the detriment of local SMEs who struggle to compete with larger buying frameworks.

		31 March 2011	End Q1 2011/12	End Q2 2011/12	End Q3 2011/12	End Q4 2011/12	Long Term Trend
1	Cash on deposit Indebtedness Net Position	£9,240k -£4,416k =£4,824k	£12,713k -£4,416k = £8,297k	£12,969k £4,324k = £8,645k			Cash continues to be strong as capital project spending awaited investment decisions over the summer. Receipts are generally on track.
2	Collection of <u>old</u> debts Council Tax NNDR Sundry Debtors	£3,214k £526k £519k	£2,675k £598k £90k	£2,484k £447k £68k			Figures show current balance outstanding on debts raised before the 31 st March 2011.
3	Collection of current yr debt Council Tax NNDR Sundry Debtors	97.6% 98.6% 80.5%	29.8% 30.9% 61.7%	57.9% 60.9% 80.4%			Collection of Council Tax is above the target of 57.7% for Q2 but NNDR is below the 63.6% target. Collection of sundry debt is improving
4	Interest v. SECTOR portfolio Interest income earned	+0.48% +£14.2k	+0.59% +£8.4k	+0.50% +£4.0k			Benefitting from increased cash flow position as above and improved interest rates on deposits
5	Corporate Spend (non pay)	£9,887k	£2,621k	£1,987k			Excl staff, benefits & treasury management
	- with local companies (£000 & %)	£1,306k Cum 13.2%	£279k 10.6%	£313k 12.8%			Annual target =19%
	- through collaborative contracts (£000 & %)	£2,947k Cum 21%	£421k 16.1%	£271k 15.0%			Annual target =12%

Section 4 – Implementing the Council’s Corporate Plan




This section of the report provides a detailed performance up-date against each of the actions in the Council’s Corporate Plan which is due for completion by March 2012.

Guide for Actions Report




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



Priority *

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

Risk/RAG (Red Amber Green) Status

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

Quarter 2 Action Report 2011-12

Report Type: Actions Report

Report Author: Lee Admin_Birkett

Generated on: 01 November 2011



Description A clean and green Rossendale


Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
FP4	Coordinating the council's response to environmental and climate change issues including bidding for funding	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011		Lancashire County Council / SQW Consultants renewable energy study now complete and will be 'launched' within the next few weeks. The Council has asked SQW Consultants to provide a breakdown of the methodology used in determining the renewable energy generation capacities in the study, so that we can compare them effectively with earlier studies.	07-Oct-2011	✓
HHR9	Declaration of Air Quality Management Areas.	31-Mar-2012	Environmental Health Manager	11-Jul-2011		Rossendale's 2011 Air Quality Report has now been submitted to Defra. As previous reports it has highlighted two areas (Manchester Road, Haslingden and Bacup Road, Rawtenstall) as providing concern due to exceedances in the recommended UK levels for Nitrogen Oxides (NOx). Following Defra's appraisal of the 2011 submitted report, the Council will then consider declaring an Air Quality Management Area's for both locations. If the Council are minded to declare AQMA consultation will then take place with external partners and businesses to develop individual Air Quality Action Plans. We expect to make a decision on the AQMA in autumn.	10-Oct-2011	✓
P&P4	Implement Green Travel Plan Actions & Develop & Implement a Travel At Work Policy	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	04-Jul-2011		Actions are progressing well. Green Travel Month took place during August which was aimed at encouraging staff and councillors to make a conscious effort to make greener travel choices, as and when it is practicable to do so. This was well participated in and supported. Feedback suggests that some employees and councillors are	12-Oct-2011	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						continuing with small changes that have made to their travel choices. Awareness raising is ongoing.		


Description A healthy and successful Rossendale



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
DC2	Completion and Adoption of Conservation Area Appraisals and Management Plans for all Conservation Areas	31-Mar-2012	Planning Manager	29-Jul-2011		Appraisals and management plans for adoption for all conservation areas remains on target for completion before Xmas	14-Oct-2011	✓
DC4	Assist in the delivery of relevant aspects of the Communities Service Neighbourhood Plans	31-Mar-2012	Planning Manager	29-Jul-2011		As and when communities team need support on this planning service will provide support	14-Oct-2011	✓
FP1	Delivery of the LDF including the Core Strategy through undertaking of the Core strategy examination in Public.	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011		CLG consultation on National Planning Policy Framework (NPPF) resulted in PINS strongly advising the Council to undertake additional consultation (6 Weeks) on how the Draft NPPF could affect the Core Strategy. Hence we have had to delay adoption from September Council Meeting. We expect adoption to take place before the end of the year.	07-Oct-2011	⚠
FP5	Input into Policy and Delivery of key infrastructure including transport	31-Mar-2012	Principal Planner Forward Planning	07-Oct-2011		Forward Planning continue to be in discussion with Transport for Greater Manchester and the Railway. No progress to report at present.	07-Oct-2011	⚠
HHR1	Working with partners across Pennine Lancashire – develop a mechanism for the delivery of economic regeneration initiatives Rossendale.	31-Mar-2012	Housing & Regeneration Head of Health	11-Jul-2011		Pennine Lancashire is now included within the Lancashire Local Enterprise Partnership. This body, led by the private sector, will govern and prioritise the economic policy and strategy for Lancashire and will be the body through which bids for Central Government funding is made. Whilst only in existence for a few months the LEP has determined the application for an Enterprise Zone for Lancashire and overseen the submissions for the second round of Regional Growth Fund. Pennine Lancashire forms a sub-division of the LEP	10-Oct-2011	✓



Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						and officers from Rossendale have been closely involved in developing initiatives which now form the basis of Pennine Lancashire's RGF round two bids.		
HHR12	Development of a Park Homes Strategy and Action Plan	31-Oct-2011	Environmental Health Manager	08-Jul-2011		<p>Publicising of the recently introduced national standards for Park Homes took place in the early part of the 2011. Actions taken to ensure the dissemination of the information contained in the standards included: -</p> <ul style="list-style-type: none"> · Correspondence with owners of both Park Homes sites, in the Borough, during which the current standards were highlighted; · A public meeting held for residents in October 2010 and site visits carried out to highlight any potential areas of non compliance. · Continued monitoring visits to assess ongoing compliance with the aforementioned standards. <p>These standards will form part of an overall enforcement strategy for managing and assessing park home sites which will be finalised and consulted on this year.</p>	10-Oct-2011	
HHR13	Improved access and delivery of a choice of affordable and decent, housing across Rossendale	31-Mar-2012	Strategic Housing and Partnerships Manager	11-Jul-2011		<p>Rents are being restructured both with the HCA Development Programme funding 'affordable' rents, and the Localism Bill proposals. Councils will have to produce a Rent Strategy for their district. Officers are currently awaiting further guidance regarding Rent Strategies and what needs to be contained within them; we hope that this will be released by autumn.</p> <p>B with Us Choice Based Lettings Scheme – the Council is a partner agency and there is a statutory duty for all Local Authorities to have an allocations policy. Rossendale's duty is fulfilled through membership of the scheme and the joint BwithUs Allocations Policy.</p> <p>The team has also been working with a number of housing associations to submit funding portfolio's for affordable housing over the next 4 years to the HCA these will form part of a Pennine Lancashire</p>	10-Oct-2011	





Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Local Investment Plan which will be completed for November 2011. Work is now completed on the 12 Social Rent properties at Huttock End Lane, Stacksteads. The properties will be advertised through CBL and let to local people within the next 3 months.</p> <p>Officers within Environmental Health are continuing to taking action where inspections of private rented properties are showing Cat 1 and 2 Hazards. The adoption of the Private Sector Housing Enforcement Policy has made this easier for officers. We are also starting to see more confidence from officers in serving Notices and delivering Works In Default where landlords fail to act. This is also linked to the work of the Vacant Property Task Group.</p>		
HHR2	Lead and deliver the Rossendale Gateway Regeneration Programme	31-Mar-2012	Housing & Regeneration Head of Health	11-Jul-2011		<p>The Council has been working to develop regeneration projects for a number of sites within the Rawtenstall Centre as part of a Gateway Programme. These include:</p> <ul style="list-style-type: none"> · The Valley Centre and former Town Hall site; · The Rawtenstall Bus Interchange; · Rawtenstall to Manchester commuter rail link · New Hall Hey · Ski Rossendale <p>In the current economic climate and with the disestablishment of funding agencies such as the North West Regional Development Agency (NWRDA) the delivery of all of the projects has encountered some degree of difficulty.</p> <p><i>The Valley Centre and former Town Hall site</i> Rossendale's vision for the Valley Centre can only be delivered through a joint venture partnership with the council. The council as a major land owner will need to use its property assets and planning and compulsory purchase order (CPO) powers (if necessary) to facilitate the overall delivery process.</p>	10-Oct-2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Officers have started a procurement exercise to appoint a preferred development partner for the Borough who will be able to access the level of finance required to develop the site in future years when market conditions are favourable. A CPO will only be successful if we can demonstrate the council has a viable plan for the redevelopment of the site and the financial ability to deliver it.</p> <p>The redevelopment of the Valley Centre will act as a catalyst for the Rawtenstall Bus Interchange and borough as a whole creating new jobs, improving the visual amenity of Town Centre and bring in private sector investment to the area etc.</p> <p>Rawtenstall Bus Interchange This is a project being led by Lancashire County Council who have undertaken and completed the consultation stages. The County Council have indicated that they would invest in a new interchange once a plan for the Valley Centre site is in place and is proceeding.</p> <p>Rawtenstall to Manchester commuter rail link The Greater Manchester Integrated Transport Association is now considering this project alongside the wider rail link issues. In view of the current funding reductions, the Councils of Rossendale, Bury and Rochdale are considering a compromise project which would result in a new station (on the current East Lancs rail link) South of Bury, which would enable rail commuters from Rawtenstall access onto the Metrolink Service, via a new rail spur.</p> <p>New Hall Hey The New Hall Hey site has recently been sold to Westgate a subsidiary of The Royal Bank of Scotland. There is no indication that new tenants have come forward at this stage.</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>Ski Rossendale Following a thorough tender exercise the lease for the Ski Rossendale site has been granted to Ski Rossendale Limited, a social enterprise company established by local people. The site will be formally transferred by the end of July 2011 and will be open for business from September onwards.</p>		
HHR3	Development and provision of business support and business growth initiatives for local businesses in Rossendale	31-Mar-2012	Regeneration Projects Officer	12-Jul-2011		<p>The previously ERDF funded Intensive Start Up Service (ISUS) which supported new start businesses across Pennine Lancashire and provided a dedicated and staffed office at Futures Park is now coming to an end and is unlikely to be funded beyond December 2011. A replacement programme is currently being looked at by Regenerate Pennine Lancashire subject to match funding being identified from the partner authorities.</p> <p>The Pennine Leap project was approved for ERDF funding in September 2011 and will target high growth businesses across Pennine Lancashire to help them develop a growth plan.</p> <p>The compromise position put forward by GMPTE for a shuttle train service from Rawtenstall to a metro station south of Bury where people could change and get the metro to Manchester did not go forward as a viable option so there is currently no plan on the table for a Rawtenstall to Manchester Commuter Line. It still remains a desired outcome for the ELR Trust Board. The Nesta – Creative Councils bid for Community Animators Phase 2 was selected as one of 17 out of 137 applications that went forward to the Creative Councils workshop in Birmingham held on 12-14th September where we were invited to work up our idea in more depth and present it to a panel of experts. The panel of experts liked our idea and they offered us an amount of £30,000 and 5 days professional support to take our idea forward and develop our new prototype between now and March</p>	10-Oct-2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
HHR4	Development of the Rossendale Visitor & Cultural Strategy.	31-Mar-2012	Regeneration Projects Officer	11-Jul-2011		The scope and range of the Visitor and Cultural Strategy is in the process of being agreed and developed with officers working closely with the Portfolio Holder for Regeneration to define and identify the aims priorities and direction of travel. Officers continue to work closely with colleagues in the Lancashire & Blackpool Tourist Board to publicise local events and populate the newly developed website in readiness for it going 'live'.	10-Oct-2011	
HHR6	Delivery of the Vacant Property Strategy	31-Mar-2012	Health & Housing Delivery Manager	11-Jul-2011		<p>The service chairs and co-ordinates the action of the Vacant Property Task Group (comprising all Council Depts.). The task group has pulled together a working spreadsheet of all the properties that officers are dealing with as a Council as there tends to be some crossover with officers from different departments. Through the group, departments can work more effectively to deal with properties through an agreed course of action that is identified collectively. New properties and land are brought to the meeting (6 week basis) and action plans for each property / land with a lead department are identified - this saves on duplication of work and saves officer time in serving the most appropriate notice for the circumstances.</p> <p>As well as individual department actions the Group are also working on: -</p> <p>1. Area Based Enforcement – will look at all properties and land within a block such as Empty Properties, Rented, Owner Occupied, and Commercial. All Council departments will contribute towards an assessment followed by co-ordinated enforcement action where needed and supportive remedial options where required. This will also include liaison with other agencies such as Calico Floating Support; Police; Fire; DWP etc.</p> <p>2. Shop Local (*working title) – HHR are looking to identify a number of vacant commercial "corner" shops with accommodation above them. Negotiations will then take place with owners to discuss reduced rent packages and proposals to</p>	10-Oct-2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>bring properties forward. Discussions with Council departments will consider suitable end uses for these shops with specified marketing material accompanying each property. A marketing campaign will then identify potential occupiers and through a "Meet the Supplier Day" and website page link the two together.</p> <p>As part of the short-term actions within the Vacant Property Strategy the team have developed a number of policies and procedures to support this work including the Private Sector Housing Enforcement Policy and the Enforced Sales Policy and Procedure both of which will be presented to O&S and Cabinet over the coming months. The Team have also developed internal procedures for officers to follow in respect to defective buildings, EDMOs and CPOs.</p>		
HHR7	Implement requirements of the Private Water Supply Regulations 2010	31-Oct-2011	Environmental Health Manager	11-Jul-2011		<p>Following the adoption of the Private Water Supply Regulations 2009 at full Council in early 2011. The team are currently pulling together an inspection plan for the coming twelve months – this initial inspection tranche will focus on those high risk water supplies which supply commercial premises and a number of properties which can be clearly identified as from one source. Letters will be sent to homeowners notifying them of charges and inspection programme for the next four years over the coming months. However, those residents who require a risk assessment or sampling outside of their programmed time can still request sampling and support from officers.</p>	10-Oct-2011	
HHR8	Implementation of the National Food Hygiene Rating System	31-Oct-2011	Environmental Health Manager	11-Jul-2011	11-Jul-2011	<p>Rosendale launched the National Food Hygiene Rating System on the 1st June at a launch event at Do Dah's in Rawtenstall. The Council secured £5,000 of funding from the Food Standards Agency towards the implementation of a Food Hygiene Rating System in Rosendale. The aim of the scheme is that every food business within Rosendale is given a rating between 0 (poor) and five (excellent), which reflects a number of measures such as management, staff training,</p>	10-Oct-2011	


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						premises etc. The ratings are available to view online at http://ratings.food.gov.uk/QuickSearch.aspx and scores should be publicly displayed in all food premises. Of the 760 premises scored, 20 were found to be below a score of 2 and officers have focused on working with these food operators to bring up their scores. Since the launch we are seeing a real improvement in food standards where those low performing businesses have received focused support.		
P&P12	Support the Children's Trust in delivering outcomes for CYP in Rossendale	31-Mar-2012	Head of People and Policy	04-Jul-2011		Family Support Service is now in place. Family support worker based in each Children's Centre delivering a family support service to a cluster of primary and secondary schools.	21-Oct-2011	
P&P13	Commission a range of development interventions which support the Council's competencies for the future	31-Mar-2012	Head of People and Policy	04-Jul-2011		The PDRs have now been collated and a range on training interventions are now being delivered this includes: Train the Trainer, Lifting and Handling, Qualification Training. Where specialist training is identified the provider is being sourced by the service area. The OD plan is being updated which is reviewing the competences for the organisation moving forward.	21-Oct-2011	
P&P3	Support the management of the Rossendale Forum & Annual Conference	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	04-Jul-2011		The Rossendale Forum Development Day Conference took place on Friday 23rd September at the Bacup Hub. The conference was a positive and delegates identified some priority area big issues for Rossendale, which will be taken to the Rossendale Forum on 18th October with a view to establishing RIGs (Rossendale Issue Groups) to tackle some of these issues. Full details of the conference can be found on the Rossendale Forum pages of the Council- website. http://www.rossendale.gov.uk/site/scripts/download_info.php?downloadID=1111	11-Oct-2011	
PD1	Understand and develop enhanced role in relation to public health and joined up health and social care commissioning.	31-Mar-2012	Head of Customers and Communities			Director of Customers and Communities continues to engage with County-wide developments, which as yet have not been clarified. As the Health and Social Care bill has made its way through the legislation process, there have been ongoing changes. The latest information is that the GP	25-Oct-2011	

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						Commissioning Group for Rossendale is likely to be subsumed into a Clinical Commissioning Group (with a wider membership) across an East Lancashire footprint; they will be responsible for priority setting and strategy. They are likely to be supported by a Clinical Support Unit who will be responsible for commissioning. The Public Health function is still likely to sit with LCC, but how this will be delivered in conjunction with districts is not yet clear.		
PServ2	Review current procedures and status for the control of "unmanaged" open space	31-Mar-2012	Property Services Manager			Remains as WIP	21-Oct-2011	✔
PServ3	Complete construction of new leisure facilities : HSC & Marl Pits	31-Mar-2012	Head of Finance and Property			Member decision now made. Marl Pits has now commenced with initial works surrounding mains gas supplies.	21-Oct-2011	✔





Description Responsive and value for money local services




Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
BC1	Investigate options for joint working with Councils in the area and increasing income.	31-Mar-2012	Building Control Manager	01-Jul-2011		Meeting progressing with Pendle to provide integrated service from 2013	05-Oct-2011	✔
BC2	Streamline BC Processes utilising Northgate.	31-Mar-2012	Building Control Manager	01-Jul-2011		Integration issues with competent person's loader appear to have been resolved. system still being checked but appears to be working	05-Oct-2011	⚠
BC3	Building Control service delivery to be benchmarked against authorities within Lancashire	31-Mar-2012	Building Control Manager			agreement in principal to benchmark should commence before year end	05-Oct-2011	✔
C&MS1	Promote democracy Information accessible on the Council's website and public are aware that they can book the Mayor for events Mayor promoted through visits to schools or visits to Council	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011		Two Local Democracy Week Activity sessions have been organised at Haslingden High School and Rossendale School for 5th and 12th October. Other events have been offered to schools on a customised basis and each school can choose from a range of activities. The web site is up to date with Councillor information. Information is also	03-Oct-2011	✔

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	Chamber					available on how to book the Mayor and information about the Civic Insignia at Rossendale.		
C&MS2	To achieve Level 2 of the North West Charter for Member Development	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011	01-Jul-2011	Notification was received on 24th June that the Council had been successful at Level 2 of the North West Charter for member training and development. The award is planned to be presented to the Council in September.	01-Jul-2011	✔
C&MS3	Consider and action requirements of the Decentralisation and Localism Bill	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011		The bill has not yet gained Royal Assent but the Standards Committee is receiving regular updates.	03-Oct-2011	✔
C&MS4	Ensure Committee papers prepared to a Quality Standard and in accordance with agreed processes	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011		All agendas have been published in line with statutory deadlines. Work is being done to ensure that all reports are published at the same time.	03-Oct-2011	✔
C&MS5	Undertake benchmarking exercise in relation to C&MS	31-Mar-2012	Committee and Member Services Manager	01-Jul-2011		Activities are regularly undertaken with other authorities on benchmarking including the number of committees, number of members and member allowances.	03-Oct-2011	✔
Cmt1	Development of the Communities Team focused on 'Locality Based Teams/Working'	31-Mar-2012	Communities Manager	26-Jul-2011		As reported in the last quarter a restructure across Operations and Communities Team was undertaken to move towards the principle of Locality Working. The Locality Teams are continuing to develop and enhance service delivery through the support of Councillors and building working relationships with partners in the public, private and voluntary sector. Some of this work has included the development of a community network in Bacup to tackle ASB, a project that will deliver £90,000 worth of new play equipment in Victoria Park, the running of a Rossendale Forum Development Event, Clogs on Cobbles in Rawtenstall to name but a few initiatives. The grass cutting season is coming to an end. In planning for the start of the 2012 season we will be looking at how we can do things differently in each of the Neighbourhood Forum areas to match the different priorities that exist in each area.	19-Oct-2011	✔

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Cmt10	Undertake benchmarking exercise in relation to Communities	31-Mar-2012	Communities Manager	25-Oct-2011		<p>The Communities Team has undergone a restructure that focused on delivering services against the principles of 'Locality Working'. The restructure resulted in a reduction in the numbers of employees and the Council taking ownership of additional 'Public Realm' work (grass cutting, planting and maintenance) previously undertaken by LCC without taking on additional employees. The Communities Team are on a continuing journey in undertaking/undertaken a review of their business planning and delivery model to find synergy and efficiencies in the way it delivers services to the community including work on parks and open spaces, environmental enforcement, street cleansing.</p> <p>These include:</p> <ul style="list-style-type: none"> · Re tendering both the Pest Control and Dog Wardens contracts · Redesigning street litter bin collection rounds · Redesigning the maintenance of public spaces in line with the communities wants and needs · Enacting a Gold, Silver and Bronze response to enforcement · Looking at more effective ways of working for Town Centre Caretakers for example maintaining the Markets, the ownership and upkeep of the cleanliness of some of the boroughs main parks · Joint working with Hyndburn on Emergency Planning · Centralising the support and admin function into Henrietta Street 	25-Oct-2011	
Cmt2	Implement the recommendations of Cabinet in relation to the borough's Markets	31-Mar-2012	Locality Manager	26-Jul-2011		<p>Current stall occupation is:</p> <p>Haslingden Market - 9 stalls occupied with a further one to be occupied in the coming weeks and an application received for another.</p> <p>Bacup Market - 20 out of 25 cabins occupied</p> <p>Rawtenstall Market - 53 out of 58 cabins occupied</p> <p>Advertising delivered since April includes:</p> <p>10,000 'wish you were here' Rossendale Markets postcards delivered to addresses within 1.5m</p>	08-Nov-2011	

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						<p>radius of the markets in Haslingden, Rawtenstall and Bacup</p> <p>Rossendale Radio advertising min. 4 times a day, 7 days a week</p> <p>1/2 page in Scallywagg magazine (Autumn issue), distributed to all primary school children in Rossendale</p> <p>Haslingden Market banner</p> <p>Market Trader News advert for new traders also promoting incentives at Haslingden Market</p> <p>Rossendale Freepress advert for all 3 markets</p> <p>Rossendale Freepress advert for Bacup Flea Market</p> <p>Press releases including 'use it or lose it plea from Haslingden Market Traders' and 'rawtenstall market receives letter from royal couple' re a letter from Duke & Duchess of Cornwall about royal wedding celebrations</p> <p>Updated web pages</p> <p>Haslingden Market Update:</p> <p>The team continue to meet with traders on a regular basis to get ideas for measures to boost the market and to reinforce that we are working together. Traders generally feel well supported and say they don't think the council could do any more. Haslingden Market to be a huge part of the upcoming Haslingden Area Based Initiative called 'Switch On Haslingden' with the Christmas Lights being switched on from the market on 25 November at 4pm. The following week will see a School Fair take place on the market with local schools selling bric a brac and crafts to raise money for their schools. During the two weeks following the switch on the market will also provide information stalls for local agencies providing information and advice on important issues for Haslingden such as alcohol use and teenage pregnancies.</p> <p>Bacup Market Update:</p> <p>Bacup Market is to be a part of the Bacup Arts & Crafts Christmas Market which is focused on the town centre and will include arts and crafts stalls both on the market and in the town centre. The</p>		


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						<p>event builds on the success of the Rossendale Art Market based at Bacup Market for the last 2 years. It will also provide entertainment in the town, see local businesses providing extra attractions and special offers on the day, and empty shops will be opened up as galleries.</p> <p>Rawtenstall Market Update: Rawtenstall Market will be taking part in the Clogs on t' cobbles event on 27 November, now into its 3rd year. The market will open on the Sunday with as many traders as wish to take part and the event itself includes entertainment, Christmas and crafts stalls in the town centre and on the market, and the Christmas lights switch on.</p> <p>Markets Officer Role: Roger Howarth is now fully operating as the Markets Officer taking responsibility for daily management of the markets, collecting stall charges, and caretaking duties, supported by the wider Communities Team. Extremely positive feedback has been received from the traders about his role.</p>		
Cmt3	Deliver a review of all market licences, trader contact details and insurance.	31-Mar-2012	Locality Manager	26-Jul-2011		The markets officer has received a copy of all up to date licences to keep with him on site, and all licences which needed updating or reissuing have been dealt with or are ongoing. Contact details and insurance will be reviewed and updated at a later stage	08-Nov-2011	
Cmt4	Review the pilot dog control contract with Animal Wardens	30-Nov-2011	Head of Customer Services & ICT	13-Oct-2011		It has been agreed to extend the current Animal Warden contract for a further 6 months.	13-Oct-2011	
Cmt5	Review renew Pest Control Contract	31-Mar-2012	Head of Customer Services & ICT	13-Oct-2011		The existing pest control service has been reviewed. Benchmarking with regard to price and service levels has been carried out. The next activity will involve the development of a tender document. It is anticipated that negotiations will commence Q1 2012.	13-Oct-2011	
Cmt6	Review CCTV across the Borough	30-Sep-2011	Community Safety Manager	11-Jul-2011		We are continuing to have success with images being captured on CCTV resulting in evidence being utilised by the Police. Two new cameras are now installed in Rawtenstall town centre. The Council is in ongoing discussions with the Police	19-Oct-2011	


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						about possible improvements to the system as new technology emerges such as HD cameras.		
Cmt7	Implement the recommendations of Cabinet in relation to grass cutting	31-Mar-2012	Locality Manager	26-Jul-2011		Team structure to be reviewed next month consequently no changes have happened in the grass cutting season. The target number of cuts on LCC and RBC amenity sites has been met. Training for staff on use of side arm flail and tractor is still pending, consequently the outstanding sites that require this equipment have not been cut during the summer months but will be cut during the winter months prior to next season to ensure a tidy start. Priority sites have been focused upon and managed within existing resources.	17-Oct-2011	
Cmt8	Review the joined up grounds maintenance service with LCC (Public Realm)	31-Mar-2012	Communities Manager	26-Jul-2011		The second quarterly report (July – Sept) has been submitted to LCC. The reports highlights are that week beginning 26th September was the end of the 7th cut based on our 8x per year frequency. In late May the cutting frequency was changed to a flat frequency in order to better manage the inclusion of the highway verges. As a result of the change some sites have had a greater number of cuts than others. Queries have vastly decreased from last quarter now that the routine work programme has been streamlined. We are currently achieving our targets with the grass now at a manageable state. Routes will be assessed and allocated to take account of feedback from neighbourhood forums, whereby residents would prefer to see higher standards of grounds maintenance at gateways to the borough and main highways through the borough. We are now successfully maintaining the anomalies not originally shown on the LCC plans (a cause of queries during quarter 1) and un-maintainable sites have been landscaped by our teams and then brought into the maintenance schedule.	19-Oct-2011	
Cmt9	Implement the recommendations of Cabinet in relation to animals in parks	31-Mar-2012	Communities Manager	26-Jul-2011	26-Jul-2011	All animals and birds were successfully rehomed in March 2011. Most of the birds have gone to Lancaster City council within a large free flight enclosure in Williamson park. The small animals	26-Jul-2011	

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						were taken in by a private sanctuary where they have received veterinary treatment and a higher level of care. The enclosure at Whitaker park is currently being redeveloped in partnership with incredible edible and is planned to be a picnic area within a community orchard surrounded by other edible plants (pick your picnic!). The enclosures at Stubbylee remain empty and standing while the Accrington Rossendale College development		
CS&ICT1	Review existing Bailiff contract	31-Dec-2011	Service Assurance Manager	22-Jul-2011		Agreed with Head of Service. Final contract awaiting sign off.	13-Oct-2011	✔
CS&ICT2	Review the Customer Service & ICT Team functions and implement recommended changes	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011		SAT Review completed. Review of I.C.T team has now commenced.	03-Oct-2011	✔
CS&ICT3	Design, test and implement Sharepoint 2010 initially for Democratic Services	31-Mar-2012	Head of Customer Services & ICT; Technical Infrastructure Manager	13-Oct-2011	13-Oct-2011	The roadmap for ICT development has been amended and it has been agreed to prioritise the development of the new web site above SharePoint. The SharePoint project will commence following the successful implementation of the new corporate website.	13-Oct-2011	✔
CS&ICT4	Implement new corporate Network	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011		The 2nd RF dish has been installed at Stubby Lee, this is connected to Futures Park. The next phase of the project will see the implementation of a wireless devise to enable connectivity to the garage at Henrietta Street. The new Corporate internet connection has been successfully implemented.	13-Oct-2011	✔
CS&ICT5	Implement UID (Microsoft Dynamics) across the business	31-Dec-2011	Information Manager	13-Oct-2011		Work on the UID development is scheduled to be completed by the end of November 2011. Following this a period of user acceptance testing will be carried out to assess the usability of the application. Depending on results a planned implementation process will be developed. It is anticipated the application will go live Q1 2012.	13-Oct-2011	✔
CS&ICT6	Develop customer focused ICT strategy and review all existing ICT policies	31-Mar-2012	Information Manager	13-Oct-2011		Work has commenced on the development of an ICT Strategy, the vision, scope and activities have been agreed by the ICT Steering group. It is	13-Oct-2011	✔


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						envisaged that this will be completed by the end of Q1 2012.		
CS&ICT7	Scope out the ICT requirements for RLT / RTL	30-Sep-2011	Head of Customer Services & ICT		28-Jul-2011	This project has been completed successfully before the due date.	28-Jul-2011	✔
CS&ICT8	Undertake benchmarking exercise in relation to Customer Services & ICT	31-Mar-2012	Head of Customer Services & ICT	21-Jul-2011	13-Oct-2011	The benchmarking for ICT within the Pennine Lancashire Area has been completed, RBC are awaiting confirmation re publishing the data.	13-Oct-2011	✔
DC1	Sustain and improve performance on determining major, minor and other applications against agreed measures	31-Mar-2012	Planning Manager	29-Jul-2011		All majors submitted in second quarter have had the target met. However, the release of decisions for the Crook Hill Windfarm and Morrisons Supermarket and potentially Bacup Market Hall, the latter 2 affected by Purdah, could bring performance down in the 3rd quarter unless more majors are received which are determined in target timelines.	14-Oct-2011	⚠
DC3	Bring into use further modules of new IT system	31-Mar-2012	Planning Manager	29-Jul-2011		Further training to be done for users, but still on course to meet target	14-Oct-2011	✔
Elec1	Administer Borough, Parish, and by-elections; Polling district review and referendum.	31-Mar-2012	Elections Manager	16-Jun-2011		A polling district review was carried out with public consultation during August. Only minor amendments were made during the review (mainly administrative amendments to the polling district names) but every effort was made to recommend polling stations to the Returning Officer that would improve polling for the majority of the electorate.	30-Sep-2011	✔
Elec2	Undertake benchmarking exercise in relation to Elections	31-Mar-2012	Elections Manager	16-Jun-2011		Performance monitoring was carried out by the Electoral Commission, who are tasked by the Government to undertake this work, at 2011 elections and referenda. Their aim is to ensure a consistent service to electors across the UK.	30-Sep-2011	✔
Fin1	Final Implementation of IFRS for 2010/11 Statement of Accounts	30-Jun-2011	Finance Manager	16-Jun-2011	08-Sep-2011	Audit of Accounts now complete. Only one adjustment related to the IFRS transition and a small number of presentational changes to statements and policies. Despite the transition the Accounts were completed 3 weeks ahead of last year.	08-Sep-2011	✔
Fin2	Co-ordinate the Council's response to the 11/12 central	31-Mar-2012	Head of Finance and Property			Central Gov't pressure to declare 0% CTax increase for 12/13 puts further pressure on RBC.	21-Oct-2011	⚠

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	gov't grant settlement and its medium term financial strategy					Member presentation evening completed to address Council options and strategy,		
Fin3	Consolidation of and optimisation of services and administration both internally and across partners	31-Mar-2012	Head of Finance and Property			Talks continue with RLT particularly re the future provision and procurement of ICT. At a more strategic level RBC and PLT are currently working towards a renewed Partnership Agreement.	21-Oct-2011	✔
Fin4	Undertake benchmarking exercise in relation to Finance & Property Services	31-Mar-2012	Head of Finance and Property			No change in this area	21-Oct-2011	✔
FP2	Assist in production of sub regional strategies, including research, implementation and monitoring	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011		Considering collaboration with other Authorities for taking forward evidence base for Community Infrastructure Levy (CIL). This is ongoing.	07-Oct-2011	✔
FP3	Preparation of an Allocations / Development Management and CIL DPD elements of the LDF and other SPDs	31-Mar-2012	Principal Planner Forward Planning	29-Jul-2011		<p>The Forward Planning Team are currently preparing a PID (Project Initiation Document) and setting out a detailed timetable of events and works that will be undertaken as part of the combined Allocations and Development Management DPD. This will also entail a full and detailed communications and consultation plan to guide how consultation and community engagement on the document will take place.</p> <p>Direction is currently being sought on the future of the Community Infrastructure Levy (CIL) in Rossendale. If it is taken forward, CIL will be prepared alongside the Allocations and Development Management DPD to reduce timescales and overall costs of preparation.</p> <p>Work on other parts of the LDF including SPDs will be ongoing over the next few years, although no specific times have been set.</p>	07-Oct-2011	✔
HHR10	Improving standards in Houses in Multiple Occupation	31-Mar-2012	Environmental Health Manager	07-Jul-2011		The Health, Housing and Regeneration Team have undertaken licensing visits on the two licensable HMO's in the Borough; both premises were found to be compliant with the national standards for this type of accommodation. As part of the inspection process the team engaged with a	10-Oct-2011	✔

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						<p>number of agencies including the Fire Service and East Lancs. PCT to ensure that a holistic approach was adopted when assessing these premises. The inter-agency working proved extremely effective and building on the links which have been created through these joint ventures – a new initiative is planned whereby suspected non licensable HMO's will be visited in conjunction with the fire service.</p> <p>The service is also undertaking a review and update of the Council's current HMO licensing conditions so as to reflect good practice. It is anticipated that this will provide supplementary supporting documents to the Private Sector Housing Strategy which will be consulted on over the coming months.</p> <p>As part of this review the service will be updating elements of the Council's website to take into account the publicising of the new standards together with those previously consulted on and adopted such as the Council's Illegal Eviction and Harassment Policy</p>		
HHR11	Implementation of the CRIBS project	31-Mar-2012	Environmental Health Manager	08-Jul-2011		<p>The team have been working on an innovative, teaching resource to support young people who are moving away from home or living on their own. The Cribs housing project is nearing completion and is expected to be finalised for Autumn. In its current format the initiative exists in three parts. Part One is a power-point aimed at providing simplified information relating to the 29 housing hazards that would be associated with the private rented housing market. A degree of risk assessment is also included allowing topics such as 'Safeguarding' and ROSPA's 'Accidents in the Home' which would be introduced to the training session dependant on the target audience. Part Two – relates to the 'real-life' experiences of a tenant, landlord and environmental health officer in relation to good and bad practice associated with renting in the private rental market. Part Three, the third and final part of the</p>	10-Oct-2011	

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						<p>initiative is a 'Quiz' aimed at assessing the retention of knowledge from the training session. The findings of a survey carried out by Amber Hoyle (HHR's previous Future Job's Fund Placement) will form part of the quiz material together with key facts and figures provided in the power-point and profile interviews.</p> <p>We hope that the training resource will be used locally by a wide variety of bodies such as colleges; schools; supported housing schemes (such as Queen Street and M3) as well as being used nationally</p>		
HHR14	Delivery of effective services for homeless households	31-Mar-2012	Strategic Housing and Partnerships Manager	11-Jul-2011		<p>Homelessness and homelessness prevention is a statutory service which was contracted out to Green Vale Homes at the time of stock transfer in 2006. Following, a review of the service and the remit and support that housing prevention can offer to other services it was decided to bring the service back in house. On the 1st April 2011, 4 members of the HOT (Housing Options Team) TUPE across from Green Vale and over the first quarter they have been working on improving performance information; developing the service (especially by offering face to face appointments at the One Stop Shop) and integrating with other Council functions such as Housing Benefit and Environmental Health in particular to provide a more holistic and joined up service. The Council has a duty to produce a Homelessness Strategy (we will be renewing the Council's existing strategy in 2011/12) and to develop services to prevent homelessness such as; Private Rented Scheme rent bond, Spend to Save Programme and a specialist mental health worker, are all currently funded for this purpose.</p> <p>Over the last quarter (July – Sept 2011): -</p> <ol style="list-style-type: none"> 2 single people were placed in Temporary Accommodation in Q2. 1 was a 16/17 year old and 1 was a man in his 50s. The team received 13 Out of Hours calls, 8 of which were not for the Housing Options Team 	10-Oct-2011	

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						<p>calls.</p> <p>3. 255 new Housing Options and Homelessness Case assessments were opened in the quarter.</p> <p>4. There were 197 interviews at the One Stop Shop (not all of these were in respect of new cases).</p> <p>5. 49 cases of homelessness were prevented or relieved in the quarter. This is an increase of 48% from the last quarter, largely due to the improved recording of prevention cases to ensure more accurate data.</p> <p>One of the issues for the HOT currently is the impact of the welfare benefit changes in the private rented sector, especially the single room rate being extended to under 35s, and officers are looking at a number of options including social lettings agencies and private leasing schemes on a Pennine Lancashire footprint to address these issues.</p> <p>The Council works closely with LCC Children Social Care and the Rossendale Children Trust in relation to youth homelessness (primarily 16 –19 year olds) and Council has been the lead authority in securing £180,000 from the CLG to work with Children Social Care to set up a homeless prevention scheme across Lancashire for 16/17 year olds. All district housing authorities and LCC have developed a Joint Working Protocol for 16/17 year olds which is currently being rolled out and monitored. In law, Children Social Care has the lead responsibility for homeless 16/17 year olds but in practice they have been reluctant to fulfill this commitment in the past, but joint working is progressing well and this new scheme will support this work.</p> <p>The dedicated Mortgage Rescue Scheme officer has left the Council at the end of March 2011, but the scheme is still being administered by Strategic Housing and the HOT Team in close liaison with the CAB. 5 cases have been completed by August 2011, which will mean that the households will be able to stay in their property as a housing</p>		

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>association tenant. 4 of the properties were purchased by Calico and 1 by Prestwich NW Housing Association. In addition, the Council has actively helped 6 other applicants in their negotiations with their lenders in a bid to deal with their mortgage arrears. 3 applications have been made to Plumlife under the new rules for 2011/12. It would appear that Plumlife are applying the rules much more stringently and to date none of the applications has been accepted, largely due to the amount of negative equity. In another case, the property valuation was in excess of the cap for the North West region. The Homes and Community Agency have only allocated funding for Rossendale for 4 purchases in the whole of 2011/12. Officers will continue to seek alternative funding and solutions and are lobbying for additional funding from the HCA to support our ongoing cases.</p> <p><u>Notice of Mortgage Repossession Hearings</u> A total of 45 notifications from lenders of pending court repossession hearings in Quarter 2 have been received by the Council, compared to 39 during the same quarter last year.</p> <p>Work is progressing on Clare House to be renamed Number 1 Queen Street on re-occupation. Contractors are progressing well with the refurbishment of the scheme; refurbishment is due for completion and reoccupation in December.</p>		
HHR15	Improved delivery of support mechanisms and assistance for vulnerable people	31-Mar-2012	Environmental Health Manager; Housing Renewal Manager; Strategic Housing and Partnerships Manager	11-Jul-2011		<p>The current DFG waiting list is made up of urgent and non urgent recommendations with a mixed tenure of owner occupiers, private rented and RSLs the main RSL being Greenvale Homes. We have 58 non urgent cases on the waiting list made up of owner occupiers, private rented and a small number of RSLs. These non urgents are estimated to cost in the region of £400 - £600k.</p> <p>We have 19 urgent cases at various stages in the system such as awaiting planning approval; top up funding from Lancashire County Council and out to tender. The approximate value to these is in the</p>	10-Oct-2011	

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						<p>region of £250 - £350k. The preliminary budget we've dedicated for this function is £447,300 (comprising £353k from Central Government) we have committed £ 284,294 to date. The acceptance of the O&S Task and Finish Group Recommendations for DFGs means that from this year we will be allocating 25% of the DFG budget towards the non urgent waiting list.</p> <p>In the second quarter of 2011 the service have completed: -</p> <ol style="list-style-type: none"> 1) 14 Disabled Facilities Grants. 2) 13 Adaptations to Green Vale Home properties funded by Green Vale Homes. 3) 196 minor adaptations funded via Lancashire County Council's Social Services Directorate. 		
HHR16	Undertake benchmarking exercise in relation to HHR	31-Mar-2012	Housing & Regeneration Head of Health	11-Jul-2011		Initial discussions are being held with the Director of Business to agree the scope of this exercise which will examine the costs in delivering the various elements of the service in comparison with other similar local authorities.	10-Oct-2011	✔
HHR5	Development of effective and efficient protocols within the Health, Housing and Regeneration Service with both internal and external partners.	31-Mar-2012	Health & Housing Delivery Manager	11-Jul-2011		The team have been working on a number of new procedures and protocols to support better working around health and housing functions. Following on from the adoption of the Illegal Eviction and Harassment policy earlier this year the team are working on a number of new policies and procedures including a Private Sector Housing Enforcement Policy; Commercial Enforcement Policy; procedure for Enforced Sales of vacant properties; as well as a draft Defective Building Act Protocol. Where these policies and protocols support other departments; these protocols will be disseminated to other departments through	10-Oct-2011	✔
LC1	Review the process relating to applications received to search in the register and complete statutory enquiries to address issues associated with the economic downturn	31-Mar-2012	Land Charges Officer	26-Jul-2011		This is a statutory function of the Council	13-Oct-2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Leg1	To develop and monitor Service Standards in line with best practice.	31-Oct-2011	Principal Legal Officer			No complaints, compliments totalled 23 last quarter. Customer satisfaction forms procedure followed. Forms monitored and reviewed.	11-Oct-2011	✓
Leg2	To provide legal support for smooth transition of the homelessness service in-house	31-Mar-2012	Principal Legal Officer			Advice and assistance provided on homelessness review. Procedure reviewed and clarified.	11-Oct-2011	✓
Leg3	Undertake and report benchmarking to ensure best practice	31-Mar-2012	Principal Legal Officer			Work monitoring sheet maintained with work outcomes. File progress reviewed at 1 to 1. Membership/attendance ASCSes.	11-Oct-2011	✓
Leg4	Community Governance Review	31-Mar-2012	Principal Legal Officer			No work undertaken-lengthy deadline beyond financial year.	11-Oct-2011	✓
Leg5	Review/replace existing online legal research facility	30-Jun-2011	Principal Legal Officer			Trial ends 18/10/11-currently exploring forms and precedents package.	11-Oct-2011	✓
Leg6	Prepare for/assist/ support in Office of Surveillance Commissioners inspection to comply with Regulation of Investigatory Powers Act 2000	31-May-2011	Principal Legal Officer			Recommendations implemented and changes communicated, including change of authorising officers and authorising procedure[2 tier].	11-Oct-2011	✓
Leg7	Provide training to officers on Localism Bill	30-Nov-2011	Principal Legal Officer			At report stage in House of Lords.	11-Oct-2011	✓
Leg8	Ensure the relevant lead officers undertake community impact assessments for the service area	31-Mar-2012	Principal Legal Officer			No policies drafted by legal this quarter.	11-Oct-2011	✓
Op1	Review the service in light of the need to create improve customer satisfaction and meet the requirement of the MTFS.	31-Mar-2012	Operations Manager			The development of a project plan for this work is being led by the Waste and Recycling Officer. A customer consultation panel will be established as part of this work.	25-Oct-2011	✓
Op2	Deliver enhanced locality based service delivery; with a focus on minimizing waste and improving recycling maximize the income available from the recycling collected.	31-Mar-2012	Operations Manager			This work is being delivered in conjunction with Op1 and Op5.	25-Oct-2011	✓

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
Op3	Implement the recommendations of Cabinet in relation to farm collections (linked to efficiencies)	31-Mar-2012	Operations Manager			The recommendations from Cabinet in January 2011 were implemented. This has now been superceded by a decision at Full Council in September 2011 to re-instate the doorstep collection service and this has now also been delivered.	25-Oct-2011	✔
Op4	Move the location of the vehicle maintenance garage	31-Mar-2012	Operations Manager			Options appraisals are currently being examined.	25-Oct-2011	✔
Op5	Undertake benchmarking exercise in relation to Operations	31-Mar-2012	Operations Manager			This work will be delivered in conjunction with Op1 and Op2.	25-Oct-2011	✔
P&P1	Oversee the management and utilisation of the CRACS partnership	31-Dec-2011	Principal Policy Officer; Project & Performance Improvement Officer	01-Jul-2011		<u>Collaborative Research and Consultation Services (CRACS) partnership:</u> A refresh of the Rossendale Citizen Panel is currently being undertaken in order to increase the panel size and representation. A sample has been identified informed by demographic mapping. In addition Neighbourhood Forum members has also been invited to join the Panel, as well as a general invitation to join the Panel open to all on the Council's website. The Panel is another mechanism that provides members of the community with the opportunity to voice their views on issues locally. The intention of the Panel is to act as an active database of people within the community that the Council can consult with via surveys on key issues throughout the year. Service Areas will be able to utilised the Panel when undertaking consultation. Partners will soon be reviewing the CRACS Business Plan to become a two year rolling document (i.e. for 2012 - 2014). This will be sent out to all Chief Executives of the CRACS partners in advance of the budget setting meetings in 2012.	12-Oct-2011	✔
P&P10	Review the services delivered by the People and Policy Team	31-Mar-2012	Head of People and Policy	03-Jul-2011		Two posts of communication officers been disestablished - communication arrangements established and circulated throughout the organisation	21-Oct-2011	✔
P&P11	Review the existing arrangements in relation to	31-Dec-2011	Head of People and Policy	04-Jul-2011		Website to be refreshed, proposed freeze date on information 1.11.2011 to enable the migration to	21-Oct-2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
	maintenance of the website ensuring it is accessible					take place. Report to be considered by management team 24.10.2011 re web champions		
P&P14	Support a range of communication and engagement activities which support the Council through its programme of change	31-Mar-2012	Head of People and Policy	04-Jul-2011		News from the Chief Executive now been arranged for beginning of the December - short communication briefing from the Chief Executive to staff	21-Oct-2011	✔
P&P15	Identify any efficiencies in terms and conditions	31-Mar-2012	Head of People and Policy	04-Jul-2011		A number of options been developed, an initial discussion with staff commenced through Team Brief. No further action at this time	21-Oct-2011	✔
P&P16	Streamline the process of additional claims	30-Sep-2011	HR Manager	26-Jul-2011		Reviewed the time sheets arrangement at Burnley - considering use of electronic timesheet Overtime reduced at the weekends which has negated the need for time sheets Payroll reviewing refuse collection time sheets so time is paid automatically.	21-Oct-2011	✔
P&P17	Review and Rewrite flexi time policy	31-Aug-2011	HR Manager	04-Jul-2011		Policy updated in light of feedback due to go to management team and JCC November 2011	21-Oct-2011	✔
P&P18	Deliver the activities associated with the Communications Strategy	31-Mar-2012	Communications Manager	01-Jul-2011		Media Training now been delivered across the Council. Clear guidance in relation to revised communication arrangements have been circulated	21-Oct-2011	✔
P&P19	Respond to and case manage employment litigation	31-Mar-2012	Head of People and Policy	04-Jul-2011		Currently no major employment issues. Absence Management and Redundancy Policy been redrafted in light of application	21-Oct-2011	✔
P&P2	Implement actions and changes following outcome of Performance Management Review	31-Mar-2012	Principal Policy Officer; Project & Performance Improvement Officer	01-Jul-2011		The reviewed list of local Performance Indicators agreed at Full Council are now established and are being monitored and reported on via Covalent, the Council's performance management system. There are still some further indicators to be developed once the relevant information and data source has been finalised.	11-Oct-2011	✔
P&P20	Undertake benchmarking exercise in relation to P&P	31-Mar-2012	Head of People and Policy	04-Jul-2011		Customer Satisfaction survey currently being undertaken	21-Oct-2011	✔
P&P21	Conduct a review all health and safety policies	31-Mar-2012	Head of People and Policy	04-Jul-2011		Managing Contractors Policy & CDM Policy drafted to be considered at Nov JCC and Mgt Team	21-Oct-2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
P&P22	Undertake Health and Safety Audits	31-Mar-2012	Head of People and Policy	04-Jul-2011		Audits and Action plans complete for the Operations Team and the Regeneration Team	21-Oct-2011	✔
P&P23	Review Fire Risk Assessment and issues revised Fire Files for all main Council Buildings	31-Mar-2012	Head of People and Policy	04-Jul-2011		Fire Risk Assessments complete for Stubbylee and all the Markets. Fire Drills completed at Stubbylee.	26-Oct-2011	✔
P&P6	Respond to the Equality Act new duties and requirements on the public sector.	31-Mar-2012	Head of People and Policy; Principal Policy Officer	04-Jul-2011		<p><i>The Equality Act 2010 (Specific Duties) Regulations 2011</i> came into force on 10 September 2011.</p> <p>The regulations set out specific duties imposed on public bodies to enable them to carry out the Public Sector Equality Duty (PSED) more effectively. They are designed to ensure that public bodies are transparent about their compliance with the Equality Duty. By publishing information about their equality performance and objectives, public bodies will be accountable to the people and communities they serve.</p> <p>The specific duties require public bodies to:</p> <ul style="list-style-type: none"> - Publish information to demonstrate their compliance with the Public Sector Equality Duty by 31 January 2012 and then at least annually. The Council will continue to publish an annual equalities report. - Publish equality objectives, by 6 April 2012 and then at least every four years. <p>The Government Equalities Office will be publishing a quick start guide to the specific duties for public bodies in the next few weeks and will work closely with the Equality and Human Rights Commission to ensure that clear non-statutory guidance is available to public authorities to help them to comply with these regulations.</p> <p>The Government is committed to reviewing the working of these regulations in two years' time, to check they are delivering the transparency and accountability that we are seeking, and driving the better performance of the Public Sector Equality Duty.</p>	12-Oct-2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
						The Council continues to assess the impact of its decisions and policies on protected equality groups, the wider public sector equality duty aims and human rights in line with its legislative requirements.		
P&P7	Review and Undertake an Audit of Existing Contingency Planning arrangements	30-Nov-2011	Head of People and Policy	04-Jul-2011		New Contingency Plan and Guidance implemented and circulated to Managers for updating	21-Oct-2011	✔
P&P8	Support the Service areas in reviewing their structures and job roles	31-Mar-2012	Head of People and Policy; HR Manager	04-Jul-2011		Review of Service Assurance complete. Review of Communications complete. Review of Property commenced. Review of ICT commenced	21-Oct-2011	✔
P&P9	Support key external partnerships and contractors in the identification and delivery of efficiencies	31-Mar-2012	Head of People and Policy	04-Jul-2011	21-Oct-2011	Some initial discussions took place - no further action	21-Oct-2011	✔
Plan1	Undertake benchmarking exercise in relation to Planning	31-Mar-2012	Planning Manager	14-Oct-2011		Planning Manager has attended a number of meetings with other authorities to discuss benchmarking, particularly in relation to fee setting. Principal Planner is attending a free Planning Advisory Service event on 19th Oct to progress further with a view to joining wave 2 of authorities using PAS for fee setting support on the 7th November. Government direction on this matter is however awaited.	14-Oct-2011	✔
PPU1	Implement the new structure	31-May-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	New structure implemented April 2011	06-Jul-2011	✔
PPU2	Implement revised street trading policy/conditions	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	30-Sep-2011	12/04/11- Licensing Committee approved proposed amendments. 13/06/11-Policy O&S approved proposed amendments with further recommendations. Next meeting is Governance Working Group 06/07/11 followed by Full Council 20/07/11.	06-Jul-2011	✔
PPU3	Implement new policy for licensing hackney carriage & private hire trade	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Completed. New policy implemented 01/05/11	06-Jul-2011	✔
PPU4	Implement new taxi trade enforcement policy	31-Oct-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Completed and implemented 01/04/11	06-Jul-2011	✔

Action Code	Action Title	Due Date	Responsible Officer	Start Date	Completed Date	Latest Note	Latest Date	RAG Status
PPU5	Revise the planning enforcement policy	31-Mar-2012	Public Protection Unit Manager	06-Jul-2011		The policy is still being reviewed	03-Nov-2011	✔
PPU6	Implement Taxi Stand in Whitworth	30-Jun-2011	Public Protection Unit Manager	06-Jul-2011	12-Sep-2011	-Taxi rank now in operation for two vehicles 24 hours per day. Lines on road, signage in place	03-Oct-2011	✔
PPU7	Review arrangements in relation to Fraud	30-Sep-2011	Public Protection Unit Manager	06-Jul-2011	06-Jul-2011	Benefit Investigation Unit TUPE back to RBC within the PPU as of 01/07/11	06-Jul-2011	✔
PPU8	Undertake benchmarking exercise in relation to PPU	31-Mar-2012	Public Protection Unit Manager	07-Jul-2011		Customer Satisfaction data already established re Planning Enforcement and reported to Development Control. Looking to establish customer satisfaction monitoring for Licensing to be reported to Licensing Committee and Benefit Fraud to be reported to Cabinet. Currently benchmark with the Greater Manchester Authorities re Planning Enforcement report to be prepared for Development Control. Due to raise Benchmarking at the next Licensing Lancashire Group.	03-Nov-2011	✔
PServ1	Continue to develop the Cemetery Strategy with Operations Department	31-Mar-2012	Property Services Manager			Questions over capacity at Haslingden have now been mitigated.	21-Oct-2011	✔
PServ4	Facilitate any required changes to service accommodation needs. E.g.: - CS&eG corporate telephony project - Operations garage requirements	31-Mar-2012	Property Services Manager			Bacup Regeneration steering committee formed to oversee the Henrietta / Bacup development. RBC timelines and financial exposure has been shared with the developer, clients and agents.	21-Oct-2011	✔

Section 5 – Performance Indicators

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

Guide for Performance Indicator Report

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

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 2 2010-11		Quarter 2 2011-12			Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11		Q2 2011/12						
			Value	Target	Status	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 2 Performance Indicator Report 2011-12

Report Type: PIs Report
Report Author: Lee Admin_Birkett
Generated on: 01 November 2011



Rows are sorted by Code

Description A clean and green Rossendale

PI Code	Short Name	Responsible Officers	Quarter 2 2010-11			Quarter 2 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11			Q2 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 82bi	(CP3.2.2) % of Household Waste Composted	Business Support Manager	13.25%	8.50%		14.56%	9.50%		9.50%	Aim to Maximise		This is based on estimate data; we are awaiting information from various sources including LCC. As the weather has improved recently the amount of organic matter generated has steadily increased. Also we are continuing to promote & supply brown bins for garden waste to those areas where participation is low.	Exceeding Target

Description A healthy and successful Rossendale









PI Code	Short Name	Responsible Officers	Quarter 2 2010-11			Quarter 2 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11			Q2 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 156	Buildings Accessible to People with a Disability	Electrical Engineer	91.00%	99.00%		96.00%	98.00%		99.00%	Aim to Maximise		All the recommended category 1 and 2 works have now been completed from the 2006 DDA accesses audits, with the exception of Marl Pitts Pavilion, monies will not be committed until the future of the pavilion is certain	On Target












Description Responsive and value for money local services








PI Code	Short Name	Responsible Officers	Quarter 2 2010-11			Quarter 2 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11			Q2 2011/12							
			Value	Target	Status	Value	Target	Status					
CS2	Customer waiting times in the one stop shop	ICT Technical Support Officer; Service Assurance Manager	5mins	10mins	✓	6mins	10mins	✓	10mins	Aim to Minimise	↑	The total footfall for September was 3,104. Waiting time was recorded as 5mins29seconds better than the month of August with full staff and an increase of 174 customers. The breakdown of the footfall is Council Tax queries 401, Housing/Council tax benefit queries 1,289, and other services 1,414.	On Target
CS5	% of telephone calls answered by Coventry call centre within 20 seconds	ICT Technical Support Officer; Service Assurance Manager	94.7%	90%	✓	78%	70%	✓	90%	Aim to Maximise	↓	Revised target performance of 70% agreed by partnership effective from September 2011.	
CS6	% of abandoned calls - Coventry Call Centre	ICT Technical Support Officer; Service Assurance Manager	1%	2.5%	✓	1.77%	1%	✓		Aim to Minimise	↓	Only 1% was abandoned within this quarter. This outturn is a very good indicator for the year.	Exceeding Target
LI 8	% of invoices paid on time	Finance Manager	97.55%	97.50%	✓	98.68%	97.50%	✓	97.50%	Aim to Maximise	↑	Outturn has exceeded target for quarter 2 and has achieved the highest ever outturn of 98.68% of invoices paid on time.	Marginally Below Target
LI 9	% of Council Tax collected	Capita; Service Assurance Team	57.68%	58.25%	⚠	57.92%	57.68%	✓	97.80%	Aim to Maximise	↓	Council tax collection is in a strong position at the halfway point of the financial year. The recovery team is working with the Legal Section to obtain charging orders on empty properties as attempting to collect 100% council tax on empty properties remains the biggest challenge for the section. The recovery schedule is strictly adhered to and although numbers attending the new court in Reedley have dropped significantly, this currently hasn't had an adverse effect on the collection rate.	On Target

PI Code	Short Name	Responsible Officers	Quarter 2 2010-11			Quarter 2 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11			Q2 2011/12							
			Value	Target	Status	Value	Target	Status					
LI 10	Percentage of Non-domestic Rates Collected	Service Assurance Team	63.58%	49.30%		60.92%	63.58%		98.00%	Aim to Maximise		Collection on NNDR remains a challenge at the halfway point of the financial year. It should be noted however that in 2011/12 empty properties with a rateable value over £2600 became responsible for a 100% charge on the property. This has not happened since 2008/09 and therefore 08/09 is a more comparable year against which to measure collection performance. Performance during 2008/09 at the halfway point was 59.61% which equates to a +1.31% increase in terms of collection this year.	On Target
LI 12	(CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Payroll Manager	2.42	4.00		2.86	4.00		8.00	Aim to Minimise		long term sickness, 20 days or more is 1.82 days per fte short term sickness is 1.04 days per fte	On Target
LI 79a	Accuracy of processing - HB/CTB claims	ICT Technical Support Officer; Service Assurance Manager	94.70%	93.00%		98.00%	93.00%		93.00%	Aim to Maximise		Performance this quarter has been excellent despite an increase in workloads due to additional work being passed through from DWP.	Marginally Below Target
LI 79bi	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	ICT Technical Support Officer; Service Assurance Manager	55.32%	82.03%		47.94%	82.03%		82.03%	Aim to Maximise		This disappointing outturn required more investigation, as although the amount recovered (62K) is average, the amount created has significantly increased (£129K) resulting in a percentage outturn of 47.94%. Following the investigation, work is ongoing with the software suppliers to justify total outstanding, but it is noted some significant fraud overpayments were created during this quarter which have contributed to the relatively low outturn.	On Target
LI 79bii	HB overpayments recovered as % of the total amount of HB	Capita; ICT Technical Support Officer; Service Assurance Manager	16.44%	11.48%		10.37%	11.49%		45.93%	Aim to Maximise		This disappointing outturn required more investigation. £62K has been recovered in this quarter, which appears to be around the average. However, this is measured against the total outstanding and created	On Target

PI Code	Short Name	Responsible Officers	Quarter 2 2010-11			Quarter 2 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11			Q2 2011/12							
			Value	Target	Status	Value	Target	Status					
	overpayment debt outstanding (LI 11)										within the period which has drastically increased (£600K) Work is ongoing and calls have been logged with the software suppliers to justify the total outstanding, created and recovered totals reported in the HBRF return.		
LI 109a	Major applications determined in 13 weeks	Technical Assistant - Planning	100.00%	68.00%	✓	80.00%	68.00%	✓	68.00%	Aim to Maximise	↓	3 out of 4 determined in time	On Target
LI 109b	Minor applications determined in 8 weeks	Technical Assistant - Planning	88.00%	85.00%	✓	86.00%	85.00%	✓	85.00%	Aim to Maximise	↓	43 out of 50 applications were determined in time	On Target
LI 109c	Planning Applications: 'Other' applications	Technical Assistant - Planning	98.00%	90.00%	✓	95.00%	90.00%	✓	90.00%	Aim to Maximise	↓	58 out of 61 applications determined in time	On Target
LI OP 1	Missed Collections of bins not returned within 24 hours	Operations Manager				191	105	✓	420	Aim to Maximise	↑	Please note the figures are much higher in September because of the implementation of changes from the farms & purple rounds.	
LI OP 2a (i)	Average Fuel Usage (Paper)	Operations Manager				6,317.6	6,142.55	✓		Aim to Maximise	↑	This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2. Also please note that 7% of fuel cost/usage has not been allocated – monitoring data unavailable, however mechanisms have been put in place for quarter 3 onwards	
LI OP 2a (ii)	Average Fuel Cost (Paper)	Operations Manager				£7,099.71	£6,922.36	✓		Aim to Maximise	↑	This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2. Also please note that 7% of	

PI Code	Short Name	Responsible Officers	Quarter 2 2010-11			Quarter 2 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11			Q2 2011/12							
			Value	Target	Status	Value	Target	Status					
											fuel cost/usage has not been allocated – monitoring data unavailable, however mechanisms have been put in place for quarter 3 onwards		
LI OP 2b (i)	Average Fuel Usage (Glass, Cans & Plastics)	Operations Manager				6,927	6,694.75			Aim to Maximise		This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2. Also please note that 7% of fuel cost/usage has not been allocated – monitoring data unavailable, however mechanisms have been put in place for quarter 3 onwards	
LI OP 2b (ii)	Average Fuel Cost (Glass, Cans & Plastics)	Operations Manager				£7,783.74	£7,544.19			Aim to Maximise		This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2. Also please note that 7% of fuel cost/usage has not been allocated – monitoring data unavailable, however mechanisms have been put in place for quarter 3 onwards	
LI OP 2c (i)	Average Fuel Usage (Garden Waste)	Operations Manager				5,477.8	5,652.8			Aim to Maximise		This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2. Also please note that 7% of fuel cost/usage has not been allocated – monitoring data unavailable, however mechanisms have been put in place for quarter 3 onwards	
LI OP 2c (ii)	Average Fuel Cost (Garden Waste)	Operations Manager				£6,147.91	£6,371.10			Aim to Maximise		This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2. Also please note that 7% of fuel cost/usage has not been allocated – monitoring data unavailable, however	

PI Code	Short Name	Responsible Officers	Quarter 2 2010-11			Quarter 2 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11			Q2 2011/12							
			Value	Target	Status	Value	Target	Status					
											mechanisms have been put in place for quarter 3 onwards		
LI OP 2d (i)	Average Fuel Usage (Residual)	Operations Manager				17,126.5	17,168.65			Aim to Maximise		This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2. Also please note that 7% of fuel cost/usage has not been allocated – monitoring data unavailable, however mechanisms have been put in place for quarter 3 onwards	
LI OP 2d (ii)	Average Fuel Cost (Residual)	Operations Manager				£19,237.70	£19,351.11			Aim to Maximise		This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2. Also please note that 7% of fuel cost/usage has not been allocated – monitoring data unavailable, however mechanisms have been put in place for quarter 3 onwards	
LI OP 2e (i)	Average Fuel Usage (Street Sweeping Activities)	Operations Manager				10,415.6	10,886.05			Aim to Maximise		This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2.	
LI OP 2e (ii)	Average Fuel Cost (Street Sweeping Activities)	Operations Manager				£9,801.76	£10,215.85			Aim to Maximise		This is a new local indicator therefore no baseline data is available, it will be established this year. Target for this PI has been draw from an average of quarter 1 and quarter 2.	
NI 181(a)	Time taken to process Housing Benefit/Council Tax Benefit new claims	ICT Technical Support Officer; Service Assurance Manager	22.1	28.0		20.4	28.0			Aim to Minimise		Although a very good performance again this quarter, electronic changes received directly from the Department for Work and Pensions are beginning to impact on the processing of new claims due to the workload increase. It is hoped that the situation will ease over the coming months.	On Target

PI Code	Short Name	Responsible Officers	Quarter 2 2010-11			Quarter 2 2011-12			Annual 2011/12	Gauge Aim	Trend	Latest Note	Expected Outcome
			Q2 2010/11			Q2 2011/12							
			Value	Target	Status	Value	Target	Status					
NI 181(b)	Time taken to process Housing Benefit/Council Tax Benefit change events	ICT Technical Support Officer; Service Assurance Manager	9.8	17.0		7.4	17.0		17.0	Aim to Minimise		Although a very good performance again this quarter exceeding target, electronic changes received directly from the Department for Work and Pensions are beginning to impact on the processing of other changes received from customers leading to delays in some cases due to the workload increase. It is hoped that the situation will ease over the coming months.	On Target
STAN 1	Number of people accessing STAN	Service Assurance Manager				951	360		1,440	Aim to Maximise		Footfall has again increased this quarter. Rossendale alone saw 285 customers. (This did include one weekend event when STAN attended Whitworth Rushcart Festival on 11th September 2011).	On Target
STAN 2	% of customers satisfied with the service received from STAN	Service Assurance Manager				97.56%	70%		70%	Aim to Maximise		117 Customer satisfaction surveys were issued during the 2nd quarter, 42 were returned. This represents a 35.9% response rate. Of those returned only one person was dissatisfied with the service, they did not elaborate on this or give their name and address. This one dissatisfied customer has affected the satisfaction level which would otherwise have been 100%.	On Target

Section 6 – Risks

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

Guide for Risks Report

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

Priority *

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

Rows that have been shaded represent the Corporate Risks

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

Risk Status	
	OK
	Warning
	Alert


Quarter 2 Risks Report 2011-12

Report Type: Risks Report


Report Author: Lee Admin_Birkett







Generated on: 01 November 2011

Description A clean and green Rossendale

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
	HHR2	Non delivery of implementing Air Quality Management Areas	Stuart Sugarman	Ann McCue; Dave Pierce; Lorna Robinson	3	C	10-Oct-2011	3	C	10-Oct-2011	3	E	31-Mar-2012	Officers are working with partners and National advisory agencies to mitigate this risk.	10 Oct 2011




Description A healthy and successful Rossendale



Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
	HHR1	Continued national economic decline	Stuart Sugarman	Steve Jackson; Ann McCue	1	B	10-Oct-2011	1	B	10-Oct-2011	1	C	30-Apr-2012	The economic climate continues to have a significant effect upon the development and delivery of regeneration initiatives. Officers continue to work closely with colleagues across the region to identify and develop ideas and initiatives which aim to support and grow the local economy	10 Oct 2011






Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
	HHR3	The number of long term empty properties increases	Stuart Sugarman	Steve Jackson; Ann McCue	3	C	10-Oct-2011	3	C	10-Oct-2011	4	F	31-Mar-2012	Work is ongoing to deliver the Vacant Property Strategy Action Plan, actions by all departments across the Council will reduce this risk.	10 Oct 2011
	HHR4	Private water supply regulation not implemented	Stuart Sugarman	Ann McCue; Dave Pierce	5	E	10-Oct-2011	5	E	10-Oct-2011	3	E	31-Mar-2012	Officers are working on an implementation plan to deliver the regulations over the next four years.	10 Oct 2011
	Plan1	Failure of Delivery of the LDF	Stuart Sugarman	Gwen Marlow; Adrian Smith; Anne Storah	1	E	30-Jun-2011	1	E	30-Jun-2011	2	D	31-Mar-2012	The Forward Planning Team is optimistic that the Inspector's Report will find the Core Strategy Sound but if not it would have a significant impact.	13 Oct 2011
	Plan2	Failure to deliver affordable housing targets	Stuart Sugarman	Rebecca Lawlor	3	E	13-Oct-2011	3	E	13-Oct-2011	3	D	31-Mar-2012	Officers have been working closely with Registered Providers to submit allocation bids for 11 - 15 to the HCA. Over 140 affordable housing units have received allocation from the HCA for delivery over the next three years.	13 Oct 2011
	Plan5	Failure to deliver commitments to English Heritage re programme of work for co funded posts	Stuart Sugarman	Stephen Stray	3	E	01-Jul-2011	3	E	01-Jul-2011	5	F	31-Mar-2012	Programme of work remains on track	14 Oct 2011
	Res7	None viability of the Business	Phil Seddon	Phil Seddon	3	C	01-Jun-2011	3	C	01-Jun-2011	4	D	31-Mar-2012	For the future the lack of interest in the Business Centre may result in	21 Oct 2011




Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		Centre												greater consolidation of office space across our portfolio.	




Description Responsive and value for money local services





Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
	BC1	Not achieving self financing status after three year accounting period and Failure to implement changes to the fee legislation	Stuart Sugarman	Keith Bell	4	E	01-Aug-2011	4	E	01-Aug-2011	3	E	31-Mar-2011	monitoring income to ensure self financing, on track at present time	05 Oct 2011
	BD1	Litigation due to Health & Safety Breaches	Stuart Sugarman	Stuart Sugarman	3	E	01-Dec-2011	3	E	01-Dec-2011	4	E	31-Mar-2012	System of Health and Safety Policy Review established. Health and Safety Audits in place issues being escalated as required	25 Oct 2011
	CS&ICT1	Information security breach and removal of access to DWP information (which is required to	Fiona Meechan	Andrew Buckle	1	A	01-Jun-2011	1	A	01-Jun-2011	1	C	31-Mar-2012	RBC are currently being re-assessed for the code of connection 4.1, the audit will take place in Nov 2011.	13 Oct 2011






Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		delivery revenues and benefits services) as a result of failure to meet Government Connect required standards													
	CS&ICT2	Loss of data and inability to maintain business continuity as a result of inadequate disaster recovery and business continuity arrangements	Fiona Meechan	Andrew Buckle	1	C	01-Jun-2011	1	C	01-Jun-2011	2	D	31-Mar-2012	The recommendations from the LCC audit have gone to EMT and a draft action plan has been developed.	13 Oct 2011
	Elec1	Failure to acquire timely and accurate documentation within statutory timescales i.e. poll cards, postal ballot packs	Stuart Sugarman	Sian Roxborough; Joanne Smith	2	E	30-Dec-2011	2	E	30-Dec-2011	2	F	31-Mar-2012	Much care is taken during procurement to ensure that print suppliers have a proven record of providing the complex services required when producing postal votes, poll cards and ballot papers. References are taken from suppliers and the Elections Manager also takes up references from Association of Electoral Administrators colleagues.	30 Sep 2011

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
	Elec2	Failure to ensure polling stations are DDA compliant / accessible to all	Stuart Sugarman	Sian Roxborough; Joanne Smith	4	A	30-Dec-2011	4	A	30-Dec-2011	4	A	31-Mar-2012	During the 2011 polling district review access arrangements at polling stations was considered and alternative stations sought, where available within the polling district. The Returning Officer considers arrangements at each polling station annually, prior to elections.	30 Sep 2011
	Elec3	Failure to safeguard the service/election from fraud and corruption	Stuart Sugarman	Sian Roxborough; Joanne Smith	2	F	30-Dec-2011	2	F	30-Dec-2011	2	F	31-Mar-2012	Election and registration information containing personal details that are being e-mailed from the Electoral Team is either encrypted or most often sent from a Government Connect e-mail address available to the office.	30 Sep 2011
	Elec4	Failure to hold robust and efficient Local (constituency / district), National and European Elections	Stuart Sugarman	Sian Roxborough; Joanne Smith	1	E	30-Dec-2011	1	E	30-Dec-2011	1	F	31-Mar-2012	There are no current updates to this risk.	30 Sep 2011
	Leg1	Fraud and Corruption	Stuart Sugarman	Sian Roxborough; Stuart Sugarman	2	E	21-Oct-2011	2	E	21-Oct-2011	2	E	31-Mar-2012	Anti bribery policy drafted and due to go to Cabinet for approval on 26/10/12. Anti bribery training delivered by Legal to officers 19/10/11.	24 Oct 2011
	Op1	Loss of financial income and	Fiona Meechan	Jason Foster; Keith	3	D	01-Jun-2011	3	D	01-Jun-2011	3	E	31-Mar-2012	Development of the recycling and waste minimization strategy is	25 Oct 2011

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		potential income due to reduction of, or failure to increase, recycling rates.		Jenkins										underway, to be delivered by the waste and recycling officer.	
	Op2	The loss of income from recycling due to a drop in market prices and or involvement in the Lancashire Waste PFI	Fiona Meechan	Jason Foster; Keith Jenkins	4	D	01-Jun-2011	4	D	01-Jun-2011	4	E	31-Mar-2012	New contracts were negotiated in September which are delivering a greater income and a change in the point of delivery has reduced costs, however this income is not guaranteed and so the risk remains.	25 Oct 2011
	PD1	Financial and reputational consequences of litigation due to Health & Safety Breaches	Fiona Meechan	Fiona Meechan	3	D	01-Jun-2011	3	D	01-Jun-2011	4	E	31-Mar-2012	Health and Safety Advisor is currently refreshing the Health and Safety Audits of all RBC bases and improvements have been noted. H&S Advisor also regularly attends the pre-JCC H&S meetings to provide professional advice where necessary and attends the JCC to discuss learning from incidents.	25 Oct 2011
	PD2	Financial and statutory consequences of having duty to deliver enhanced public health	Fiona Meechan	Fiona Meechan	3	D	01-Jun-2011	3	D	01-Jun-2011	4	E	31-Mar-2012	Public Health role for district councils is still unclear both nationally and locally. It is likely that the Public Health function for Lancashire will sit with LCC, but the responsibilities of/support for districts is as	25 Oct 2011

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		role if funding not directly allocated by central government and not allocated adequately by County												yet undefined.	
	PD3	Unable to meet public and member expectations in relation to service delivery across Operations and Communities due to reduced capacity	Fiona Meechan	Fiona Meechan	3	D	01-Jun-2011	3	D	01-Jun-2011	4	E	31-Mar-2012	A session was held with the section management teams in August to review the impact of the changes so far, and in particular the reduced capacity. The teams are currently reviewing workloads in accordance with neighbourhood priorities. Proposals will be brought before members for agreement.	25 Oct 2011
	Plan3	Budget reduced by reduction in fees from Development Control and Land Charges due recession	Stuart Sugarman	Diane Dungworth; Stephen Stray	2	C	01-Jul-2011	2	C	01-Jul-2011	2	D	31-Mar-2012	Income from major applications remains weak, though more recently pre application enquiries has picked up. Accordingly an upturn in income coming in is expected, but whether this will be sufficient to address the downturn earlier in the 1st and 2nd quarters is hard to gauge.	14 Oct 2011
	Plan4	Failure to determine	Stuart Sugarman	Diane Dungworth	2	D	01-Jul-2011	2	D	01-Jul-2011	2	E	31-Mar-2012	Minors and others are on target. In respect of	14 Oct 2011

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		planning applications in line with government targets		h; Stephen Stray										major, the position is improving but more majors are required that are then determined on time to address the shortfall caused by purdah.	
	Res1	Pay to benefits & creditors and staff plus Income collection	Phil Seddon	Janice Crawford	4	C	30-Sep-2011	4	C	30-Sep-2011	2	F	31-Mar-2012	Arrangements have been made to commence the upgrade of receipting to the hosted Civica product, though this may take several months to complete. Once up and running this will transfer virtually all the risks associated with receipting systems over to Civica.	10 Oct 2011
	Res10	Failure to ensure Business Continuity	Liz Sandiford; Phil Seddon	Liz Sandiford; Phil Seddon	2	D	30-Jun-2011	2	D	30-Jun-2011	2	F	31-Mar-2012	Business continuity plans are currently being updated and transferred into the central corporate plan	21 Oct 2011
	Res2	Fail to implement IFRS effectively and efficiently	Phil Seddon	Janice Crawford	3	D	31-Aug-2011	5	F	31-Aug-2011	4	E	31-Mar-2012	Accounts for 2010/11 have now been audited and so this risk can be removed from the register.	08 Sep 2011
	Res3	The Council does not achieve the financial savings identified in the MTFS which are necessary to deliver its priorities	Phil Seddon	Janice Crawford	3	D	31-Oct-2011	3	D	31-Oct-2011	4	D	31-Mar-2012	This remains at the top of the agenda for both Members, management and all staff. October saw a Members evening. All staff consultation with the CEO has been arranged for Dec 2011.	21 Oct 2011

Status	Risk Code	Risk Title	Head of Service	Data Collection Officer	Original Impact	Original Likelihood	Assessment Date	Current Impact	Current Likelihood	Last Review Date	Target Impact	Target Likelihood	Target Date	Latest Note	Latest Date
		within a balanced budget													
	Res4	Unmanaged open spaces and land	Phil Seddon	Phil Seddon	2	D	18-Aug-2011	2	D	18-Aug-2011	2	D	31-Mar-2012	A review and position statement with action plan to be produced during 11/12	25 Oct 2011
	Res5	Equal Pay Claims	Liz Sandiford	Liz Sandiford	3	F	01-Sep-2011	3	F	01-Sep-2011	3	F	31-Mar-2012	No risks at this time	21 Oct 2011
	Res6	Non payment of salaries	Liz Sandiford	Angela Yates	2	F	01-Sep-2011	2	F	01-Sep-2011	5	F	31-Mar-2012	No risks at this time	21 Oct 2011
	Res8	Litigation due to Health & Safety Breaches	Liz Sandiford	Liz Sandiford	4	E	01-Sep-2010	4	E	01-Sep-2010	4	D	31-Mar-2012	Audits of service areas progressing. Health and Safety Manager escalating any concerns	21 Oct 2011
	Res9	Leisure facilities project is not delivered on time and to budget	Phil Seddon	Phil Seddon	3	C	01-Jun-2011	3	C	01-Jun-2011	3	D	31-Mar-2012	The risk of completion pre-Olympics is less relevant given that the scheme does not now include a new pool	21 Oct 2011

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 July to September 2011 - broken down by the area of service that the complaint related to, and by the nature of the complaint.

Head of Service	Service Area	Team	Complaints O/S at 30/06/11	Complaints Received During Q2	Complaints Closed During Q2	Complaints O/S at end of Q2
Resources	People & Policy	Executive Office				
		Human Resources				
		Policy & Performance				
		Communications		1	1	
	Finance & Property	Financial Services	1		1	
		Property Services		1	1	
Place	Operations	Refuse & Cleansing	1	12	13	
		Emergency Planning				
		Parks & Open Spaces				
	Customer Services	Capita - Council Tax Recovery		6	6	

Head of Service	Service Area	Team	Complaints O/S at 30/06/11	Complaints Received During Q2	Complaints Closed During Q2	Complaints O/S at end of Q2
		Capita- Council Tax	1	5	5	1
		Capita - Call Centre				
		Capita - Benefits		4	4	
		Capita – NNDR		1	1	
		Capita - OSS				
		ICT				
		Customer Service				
	Communities	Community Safety				
		Community Engagement		1		1
		Service Development				
		Locality Teams		2	2	
Business	Health, Housing & Regeneration	Regeneration Delivery				
		Regeneration Progs				
		Economic Development				
		Traffic & Parking				
		Environmental Health				
	Legal	Legal Services		1	1	

Head of Service	Service Area	Team	Complaints O/S at 30/06/11	Complaints Received During Q2	Complaints Closed During Q2	Complaints O/S at end of Q2
		Committee & Member Services		7	6	1
		Elections				
		Public Protection Unit		2	2	
	Building Control	Building Control				
	Planning	Forward Planning				
		Development Control	1		1	
		Land Charges				
		Total	4	43	44	3

7.1 Category of Complaint

	Type of Complaint	Number
1	Technical/legal/regulatory issue	5
2	Poor communication	3
3	Delayed response/lack of response	4
4	Complaint against a named officer	4
5	Complaint received via MP	
6	Complaint received via Councillor	
7	Complaint about RBC policy or procedures	27
	No type of complaint assigned	
	Total	44

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 July to 30th September 2011)

Head of Service	Service Area	O/S at start	New	Completed	O/S at end
Place	Council Tax Recovery	0	1	0	1
Business		0	0	0	0
Executive		0	0	0	0
	Total	0	1	0	1

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

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

Section 8 – Compliments

Section 8 – Compliments

This section of the report provides a summary of the number of compliments received by the Council between July to September 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:			
			October - December 2010	January – March 2011	April – June 2011	July – September 2011
Chief Executive	People & Policy	Human Resources		1		
		Policy & Performance				
		Communications	1	2	2	1
	Finance & Property	Financial Services				
		Property Services	1		1	1
Place	Operations	Refuse & Cleansing	17	12	5	7
		Emergency Planning				
		Parks & Open Spaces	3	2	1	
	Customer Services	Capita - Council Tax Recovery				

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

		Environmental Health		1	1	1
		Traffic & Parking				
	Legal	Legal Services	7	8	6	23
		Committee & Member Services	2	1	2	3
		Elections		2	7	4
		Public Protection Unit	1			2
	Building Control	Building Control	5	7		
	Planning	Forward Planning			1	
		Development Control	8	1	1	2
		Land Charges			1	1
Total			55	92	57	75