

Rossendale Borough Council has three priority themes which represent the main aims of the 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 Strategy, together with providing key performance management information about the Council’s performance, in the following sections:

- **Service Actions and Corporate Projects**
- **Key Performance Indicators**
- **Compliments and Complaints**
- **Corporate Risks**

**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 Framework and Data Quality Strategy (currently being refreshed) to ensure that all performance information continues to be collected and used efficiently and effectively to drive improvements in our services.

**Performance Indicators**

Each year the Council sets targets for achievement against a range of performance indicators and uses a RAG rating status to monitor the targets.

Performance RAG (Red, Amber, Green) rating status indicators	
Indicator	Status
<b>GREEN</b>	On track, no substantial issues or risks which require action from the Council’s Programme Board
<b>AMBER</b>	Some issues or risks which require action from the Council’s Programme Board to keep the project on track
<b>RED</b>	Project in jeopardy – serious issues or risks needing urgent action
<b>ANNUAL/NOT KNOWN</b>	The status cannot be calculated

### Quarter 3 2020-2021 Service Actions and Corporate Projects

<p><b>Priority A</b></p>	<p><b>Clean and green</b> Our priority is to keep Rossendale clean, for all Rossendale’s residents and visitors and to take available opportunities to recycle, use energy from renewable sources, more efficiently.</p>				
<p><b>A1</b></p>	<p><b>Improve key parks and open spaces</b></p>				
	<p>Clean and Green Improvement Plan that includes Green Flag status for Stubblee Park and Moorlands Park.</p>	<p>The management plan for Stubblee and Moorlands Park has been drafted to accompany the Green Flag bid, which will be submitted in February 2021 (quarter 4). The plan was approved by Full Council on 9<sup>th</sup> December 2020.</p> <p>The masterplan for Edgeside Park was finalised in November 2020 and itemises the individual projects that residents stated they wished to see for the Park. Work to secure funding for the projects will begin in January 2021 with funding bids being submitted to landfill operators to create a pump track adjacent to the top play area.</p> <p>A trial bin cleaning service has been offered to residents from October for 12 weeks in areas of Rawtenstall and Waterfoot. The uptake has been good and feedback of the service has been positive. A decision will be made at the end of the trial regarding rolling the service out permanently to the rest of the borough.</p> <p>The Operations Team carried out the third environmental action day and targeted the back streets of Burnley Road, Rawtenstall. The day involved a presence from the Public Protection Unit to tackle issues regarding dirty back yards and fly tipping. The area was thoroughly cleansed using Town Centre Caretakers and a mechanical sweeper. Positive feedback was received from the residents of the area.</p>	<p><b>Corporate Project - 1</b></p>	<p><b>RAG Status</b></p>	<p><b>Responsible Officer – David McChesney</b></p>
<p><b>A2</b></p>	<p><b>A new strategic approach to tackling climate change</b></p>				
	<p>Climate Change Strategy and implementation plan</p>	<p>The councils adopted Climate Change Strategy is nearing publication and detailed discussions have been taking place with both the elected Portfolio Holder and Climate Change Champion on specific items and actions contained within the plan. Amendments have been made to reflect this and a number of meetings have taken place for this work to continue.</p> <p>It has been agreed that the focus for the next 12 months will be on key objectives within the strategy which will be achievable in the short term but provide long-term benefits in relation to carbon reduction. These are; Installation</p>			

		<p>of electric vehicle (EV) charging points; investigation and procurement of electric vehicles for officer and member use; setting up community links and a carbon audit of council buildings and assets.</p> <p>Covid has delayed the installation of electric vehicle charge points, funded as part of a joint bid across 6 local authorities, but revised targets should see the work complete by late spring 2021.</p>		
		<b>Corporate Project - 2</b>	<b>RAG Status</b>	<b>Responsible Officer – Phil Morton</b>
<b>A3</b>	<b>Maintain high quality clean streets in our town centres</b>			
	Revised Street Cleansing regime	<p>A new sweeping schedule has been created for the road sweeper. This is providing a better structured approach to the cleansing of our streets. The schedule will begin on 18<sup>th</sup> January 2021 and will mean that main roads are swept every two weeks and secondary roads being swept every eight weeks. Renewed routes for the two footpath sweepers are currently being finalised using the same frequencies and are planned to be introduced on 15<sup>th</sup> February 2021.</p> <p>A programme of replacing small post mounted litter bins was introduced in September 2020 and the rollout of these bins continues. So far, 25 have been replaced.</p>		
			<b>RAG Status</b>	<b>Responsible Officer – David McChesney</b>
<b>A4</b>	<b>Reduce waste collected and increase recycling levels</b>			
	Identify opportunities for the development of recycling improvements and also waste reduction	<p>We are currently awaiting the response of the Waste Disposal Authority - Lancashire County Council - to the Government Waste Strategy, which is likely to specify where the waste and recycling should be taken, plus what items can be recycled. The Service Manager of Waste and Recycling met with Lancashire County Council and the other Lancashire Districts in October to discuss further.</p> <p>The council's Environmental Education Officer has targeted properties with unauthorised additional waste capacity (extra general waste bins) which included the removal of 80 bins from properties who are not authorised to have them, contamination issues in hotspot areas and communal recycling at apartments. As part of this role the intention was to link into the local schools with individual visits but given the disruption to schools due to the pandemic we are reviewing how this will be delivered and are considering creating a video for the schools.</p>		

		We are still continuing with localised recycling campaigns through social media platforms, and the team has recently agreed a targeted recycling campaign for the borough for quarter 4.		
			<b>RAG Status</b>	<b>Responsible Officer – Keith Jenkins</b>
<b>A5</b>	<b>Tackle environmental crime through a combination of better education and robust enforcement action</b>			
	Implementation of targeted programmes of cleansing in high profile areas to supplement on-going enforcement	<p>A review of the PPU structure is underway with the establishment of a generic enforcement job description to allow the realignment of PPU officers to cover all aspects of enforcement and allow focused and targeted investigations to take place in relation to fly tipping and other environmental crime.</p> <p>Continued use of third party contractors to provide on street enforcement against those who litter and breach our PSPO in relation to dog matters ensures that the quality of the local environment is maintained. The contract with District Enforcement (3rd party contractor) will continue to Summer 2021, and a decision will be made if the service is to continue, and tendering arrangements put in place.</p>		
			<b>RAG Status</b>	<b>Responsible Officer – Phil Morton</b>
<b>Priority B</b>	<b>A connected, growing and successful Rossendale</b>			
	Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.			
<b>B1</b>	<b>Create thriving town centres: Rawtenstall, Bacup and Haslingden</b>			
	Rawtenstall 2040: Visioning and Future	<p>Rawtenstall Market continues to be professionally managed. An Economic Development Officer has been managing the market on a day to day basis. The market has seen good levels of footfall despite the Government restrictions and support has been offered to those traders that have been affected. The Invitation to Tender has progressed for the new management of the market. Whilst the appointment process is on-going we anticipate coming to a resolution soon.</p> <p>Work has also begun on developing Rawtenstall Town Square and following a successful match funding grant award from Lancashire County Council of £150k, concept proposals have been created and shared publicly for a project total of £300k. The proposals include creating a landscaped area, which compliments the wider</p>		

		regeneration work of the Spinning Point project. The space will also include the infrastructure for pop-up events and functions and will connect the various paving materials used across Rawtenstall.				
	<b>Corporate Project - 3</b>	<table border="1"> <tr> <td><b>RAG Status</b></td> <td><b>Responsible Officer – Guy Darragh</b></td> </tr> <tr> <td></td> <td></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>		
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Bacup 2040: Futures High Streets Fund and Heritage Action Zone		<p>In December Government announced the council had not been successful in its bid to the Future High Streets Fund. A revised scheme is now being explored for when the Levelling Up Funding and Prosperity Funding is announced in Quarter 4.</p> <p>The Cultural Consortium for the HS HAZ has begun delivery of the pilot grant. An artist has been secured for the project and wider partners brought in to deliver the project. A £10k funding bid was submitted by the Bacup Cultural Consortium with an engaging range of cultural activity for the duration of the HS HAZ. This was submitted in the second week of December with announcements expected in the new year.</p> <p>The Regal Cinema proposals are progressing well with detailed discussions with the owners. The third party grants are also engaged and will be ready for delivery once a contractor is procured. Due to illness the third party grants contractor tender has been delayed but will be advertised at the start of the New Year with a view to being on site by the end of February. There is also an amount of allocated grant funding to deliver community activities which are being developed for delivery in the final quarter.</p>				
	<b>Corporate Project - 4</b>	<table border="1"> <tr> <td><b>RAG Status</b></td> <td><b>Responsible Officer – Guy Darragh</b></td> </tr> <tr> <td></td> <td></td> </tr> </table>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>		
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Haslingden 2040 Vision		The project design team have successfully developed all plans to RIBA Stage 3. These designs include the overall Area Action Plan (properties), a Shop Front Design Guide Addendum for Haslingden, Public Realm Enhancement design scheme and a fully costed programme of works. The Haslingden Strategic Board approved the preliminary artist commission design work to be included in the Stage 2 bid. The budget for the trial micro-grants programme has now closed. The scheme has involved several different projects and themes; youth participation, history, art, commerce (Haslingden Market) and the community. A detailed and comprehensive activities and events programme has concluded – this will be appraised to ensure costs are as accurate as possible.				

		The Haslingden 2040 Vision and Masterplan became formal Council policy following a Council meeting in December 2020. Plans for the proposed Cockerill's Square will be explored in 2021. The first Haslingden Business Association meeting was held 15 <sup>th</sup> December 2020, another is planned for the new year. A survey will be formulated and circulated to businesses in Haslingden to understand how a business association may help the town. The Stage 2 bid will be submitted on in February 2021.		
		<b>Corporate Project - 5</b>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>
<b>B2</b>	<b>Increase inward investment in Rossendale</b>			
	Secure 27 hectares of employment land within the emerging Local Plan	The Local Plan Examination remains paused whilst we respond to the Inspectors' Further Actions. Consultation was undertaken on some of the council's responses in late 2020 (with more than 300 comments received) and the next consultation (tranche 2) will consider further matters including employment land requirements and supply, with some actions relating to the specific sites proposed for allocation. Officers are continuing to work with landowners and planning agents and other partners to assist with delivery of these sites, subject to the Inspectors' ultimate findings. Tranche 2 consultation is expected to start late January and will last for 4 weeks. Subject to the Inspectors' confirmation (anticipated for March 2021), the formal consultation on the proposed Main Modifications to the emerging Local Plan will take place in June/July 2021, with receipt of the Inspectors' Report expected autumn 2021 to be followed by adoption by the council in late 2021.		
			<b>RAG Status</b>	<b>Responsible Officer – Anne Storah</b>
<b>B3</b>	<b>Create a strong existing and new business base – key focus on Futures Park</b>			
	Futures Park Employment and Leisure Village	The development of a children's nursery on Plot 1 has progressed and planning approval has now been received for the development. Contracts have been agreed and exchanged between the council and the tenant. The contractor is currently being mobilised and ground works will commence within quarter 4. Handover to the council is expected in quarter 2 next year.  Discussions have continued with LCC regarding the design of a scheme for junction improvement and these will continue during quarter 4. The Section 278 application in relation to the junction works has been collated and submitted to LCC by the Highways Consultants for approval. This application is to allow works to be carried out		

		<p>on the public highway.</p> <p>Plot 4 has been actively marketed, with some interest. Further work has been undertaken on plans for the trailhead site at Plot 3, with expressions of interest being sought from parties interested in providing a cycle hub. Potential funding opportunities are also being actively pursued to take the project forward.</p>						
		<table border="1"> <tr> <td><b>Corporate Project - 6</b></td> <td><b>RAG Status</b></td> <td><b>Responsible Officer – Guy Darragh</b></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	<b>Corporate Project - 6</b>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>			
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	Commercial estate rent review	<p>A new Property Officer was appointed in November 2020. This role will focus on current purchase, lease rental applications, site visits, and encroachment issues and will take responsibility for the overview of the industrial estates.</p> <p>A review of the industrial units has taken place. Rental notice has been received on one unit and this unit will be vacant from March 2021. There is interest in the unit and due to demand, it is expected, that the industrial units will again be 100% occupied by March 2021.</p> <p>Garage plots have increased to an occupancy rate of 81%. The team have also begun work on a wider review of all allotment sites, which will include a clear application process.</p> <p>The new Purchase, Lease, Rental (PLR) process established last year is working well and applicants wishing to purchase or lease council owned land or property can now apply and pay any application fees online via the council website.</p>						
		<table border="1"> <tr> <td></td> <td><b>RAG Status</b></td> <td><b>Responsible Officer – Lucie Greenwood</b></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>		<b>RAG Status</b>	<b>Responsible Officer – Lucie Greenwood</b>			
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<b>B4</b>	<b>Develop a visitor economy strategy</b>							
	Design and agree a visitor economy strategy	<p>Quarter 3 has seen the completion of the Visitor Economy Strategy which has been approved by Full Council. The Economic Development team are now working alongside partners to deliver the specific projects identified in the 10 year Action Plan.</p>						
		<table border="1"> <tr> <td><b>Corporate Project - 7</b></td> <td><b>RAG Status</b></td> <td><b>Responsible Officer – Megan Eastwood</b></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	<b>Corporate Project - 7</b>	<b>RAG Status</b>	<b>Responsible Officer – Megan Eastwood</b>			
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	<p>Deliver the Whitaker HLF project</p>	<p>The Whitaker project contains many elements all of which are currently being delivered to renewed timescales and the construction element is due to complete by late spring 2021. The project is within its budget and in addition further funding opportunities have been explored to further support the impact of the project.</p> <p>The roof works have been completed under Natural England’s licence, the concrete floor to the new extension has been poured and the first fix kitchen installation has taken place. Lots of work has been done with the local community including delivering online school lessons and feedback exercises have taken place to understand what people would like to see as part of the museum collections.</p> <p>The interpretation element is another crucial aspect of the project. Work on the displays and the style guides are in preparation, which will inform the look and the feel of the website, food and beverage and retail offer. A large project has begun, cataloguing all artefacts on MODES and the text for the wayfinding signage around the museum has been completed.</p> <p>The next quarter will see the final phases of construction delivery and the agreement of a food and beverage offer for the site. The community activity and engagement strategy will be delivered and trails around the park will be mapped and created.</p>						
		<table border="1"> <tr> <td data-bbox="663 839 1211 938"><b>Corporate Project - 8</b></td> <td data-bbox="1211 839 1438 938"><b>RAG Status</b></td> <td data-bbox="1438 839 2154 938"><b>Responsible Officer – Charlotte Steels</b></td> </tr> <tr> <td data-bbox="663 938 1211 1024"></td> <td data-bbox="1211 938 1438 1024" style="background-color: #92d050;"></td> <td data-bbox="1438 938 2154 1024"></td> </tr> </table>	<b>Corporate Project - 8</b>	<b>RAG Status</b>	<b>Responsible Officer – Charlotte Steels</b>			
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<b>B5</b>	<b>Ensure residents reach their full economic potential through increased employment and skills</b>							
	<p>Deliver the Rossendale Works and Futures Project</p>	<p>Quarter 3 has been extremely positive for the employability project and in October 2020. The council achieved additional funding for the project to provide specific support for 18-25 year old residents, with the employment of an additional Officer and the launch of a hub facility at Futures Park.</p> <p>The training and development side of the project has engaged more people than ever and our partnership working with Lancashire Adult Learning has commenced with significant progress with the engagement and activities section has proved a vital support for those currently out of work. The employability support has received national recognition, appearing as a feature on the BBC news. The employability support is well on track to reach its targets and the combined projects will engage with over 250 Rossendale residents throughout</p>						



		their delivery, this will include employment related training, activity sessions within the local community, seeking relevant support with partners, finding work placements in local businesses and securing full time jobs.		<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>
<b>Priority C</b>	<b>A Proud, Healthy and Vibrant Rossendale</b> Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.				
<b>C1</b>	<b>Build strong communities with neighbourhoods where people take pride in where they live</b>				
	Build community resilience by developing wider engagement through community partnerships and working with partners to develop Rossendale Connected.	<p>The 4 Community Partnerships all held meetings in October, for the first time via Zoom. This worked well and helped the partnerships to attract additional members in some areas. 23 community partnership grants were awarded over the partnerships totalling £7,400.</p> <p>The Communities Team continued to co-ordinate Rossendale Connected Hub to provide support to shielding and vulnerable people, particularly during the 2nd lockdown. The Hub has remained open continually since March 2020. Working with partners in Pendle and Burnley and CVS, the Emergency Assistance Fund was established to provide support for people in financial crisis due to Covid. This is working well and is available until 31<sup>st</sup> March 2021.</p> <p>The Communities Team continues to meet regularly with the food banks and food groups in Rossendale to provide support and co-ordination. There was a fantastic response from the community to provide food for children and vulnerable people during the October half term and Christmas holidays and the Council supported with funding and co-ordination of publicity. A Winter Resilience Plan was put together by the Communities Team to support the Hub, with an emphasis on keeping people safe and well during the winter months.</p>		<b>RAG Status</b>	<b>Responsible Officer – Alison Wilkins</b>
	Housing Strategy	A new Housing Strategy with action plan is being drafted. The action plan contains 50 key actions related to housing growth, affordable housing, housing adaptations, private sector inspections and homelessness prevention. The draft will be shared with Cabinet followed by consultation with stakeholders in early 2021.		<b>RAG Status</b>	<b>Responsible Officer – Mick Coogan</b>

	Digital Strategy	<p>This project will bring together various strands of work that are already underway in order to develop a Customer and Digital strategy for Rossendale. A corporate customer service group has already been established and work has been ongoing during 2020 with the aim of improving the experience for Rossendale customers.</p> <p>The Customer and Digital Strategy will set out our vision, objectives and priorities and, together with an action plan, will ensure we deliver the change needed to achieve this. A draft strategy is anticipated in quarter 4.</p>	Corporate Project - 10	RAG Status	Responsible Officer – Andrew Buckle
<b>C2</b>	<b>Improve the health of local people through a focus on improving levels of activity, diet and lifestyle</b>				
	Review, prioritise and focus participation in multi-agency partnerships	<p>The Rossendale Health and Wellbeing Partnership met in November and focussed on links with the Primary Care Network and developing the Council’s approach to health and wellbeing. The council is developing a health and wellbeing strategy for the borough.</p> <p>The Rossendale Hate Crime Plan was agreed and submitted to the Office of the Police and Crime Commissioner in November. White Ribbon Day in November, which encourages men to stand up against violence against women, was marked by a local social media campaign and 4 male ambassadors from the Council have signed up to the scheme. Monthly ASBRAC meetings continue to take place with the police and other partners to address anti-social behaviour, and the Communities Team co-ordinates a Pennine Lancashire ASB Leads Group that feeds into the ASB sub group of the Pennine Lancs Community Safety Partnership.</p>		RAG Status	Responsible Officer – Alison Wilkins
<b>C3</b>	<b>A new strategic approach to improving the mental health of local people</b>				
	Work in partnership to deliver a health and wellbeing plan that focuses on the mental health of residents	<p>A Health Summit with sub-regional partners was held in November along with an internal council health workshop to establish work underway on health and the priorities for the future.</p> <p>A Rossendale Connected conference also helped establish the priorities of the community.</p> <p>The engagement of health partners has proved difficult due to the pressures of Covid and the now the vaccination programme, however work is progressing on the council side to ensure that engagement can take</p>			

		place as soon as health partners have capacity. It is expected that a consultation document for the new strategy will be shared with Members, partners and the community with a view to finalising a strategy for April 2021.		
			<b>RAG Status</b>	<b>Responsible Officer – Adam Allen</b>
<b>C4</b>	<b>Develop the business case for improved health and leisure facilities</b>			
	Future health and leisure facilities	Work has been commissioned with the support of Sport England to examine the various health and leisure strategies currently in place along with interviewing key stakeholders. This work will then form the brief for a full feasibility for future health and leisure facilities in Rossendale. Working in partnership with Sport England provides a financial contribution to the feasibility and it also engages Sport England in early discussions regarding the funding of future facilities. The feasibility will be a broader and more comprehensive piece of work which will extend the completion period from March to June 2021.		
		<b>Corporate Project - 11</b>	<b>RAG Status</b>	<b>Responsible Officer – Adam Allen</b>

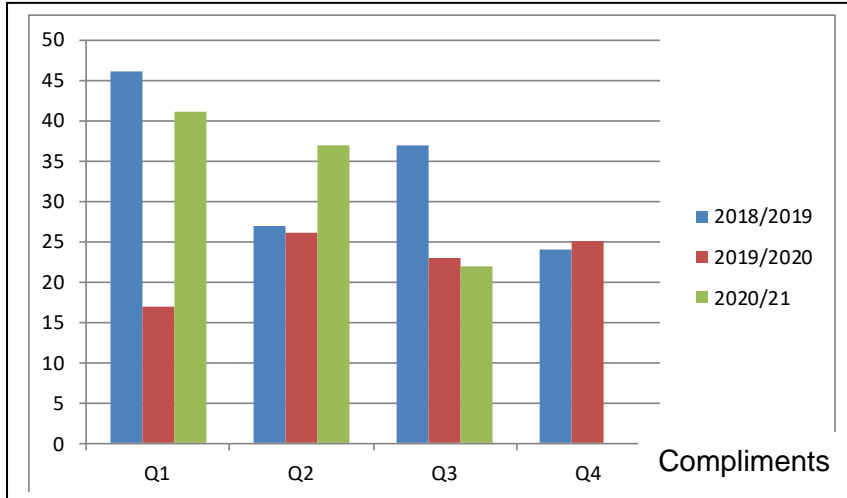
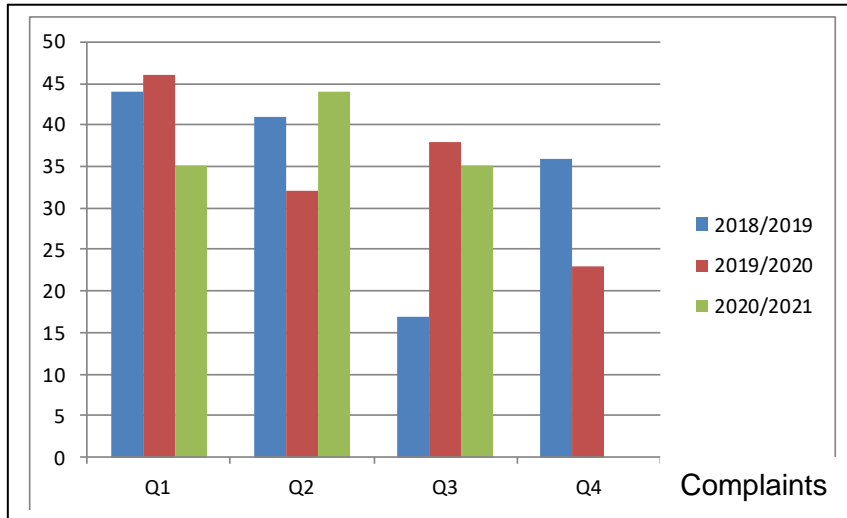
## Key Performance Indicators

Priority	Corporate Performance Indicators	Target Q3	Q3 Performance	RAG Status
<b>Priority 1</b>				
1	Percentage of the total tonnage of Household waste which has been recycled and composted.	34%	31.51%	RED
2	Number of collections missed per 100,000 collections of domestic waste/recycling	100	108	RED
3	Number of collections missed per 1,000 collections of commercial waste	5	7	RED
4	Subscribers to the Garden waste service, reported in quarter 3	7010	7683	GREEN
5	Number of commercial waste customers	340	346	GREEN
6	Annual test of Civil Emergency Plan and Business Continuity Plans – 100% compliance	100%	100%	GREEN
<b>Priority 2</b>				
1	Abandoned calls quarterly target no more than 15%	15%	9.8%	GREEN
2	Average speed of answering telephone to customers	3 mins	1.32 mins	GREEN
3	% of Council Tax collected	84.2%	80.9%	RED
4	Percentage of non-domestic rates collected	83.8%	85.9%	AMBER
5	Accuracy of processing housing benefit and council tax claims – annual target 94%	95%	95%	GREEN
6	Time taken to process Housing Benefit new claims	21 days	18.5 days	GREEN
7	Time taken to process Council Tax Benefit new claims	18 days	15.6 days	GREEN
8	Time taken to process Housing Benefit Change in circumstances	6.5 days	3.8 days	GREEN
9	Time taken to process Council Tax Benefit Change in circumstances	6.5 days	3.4 days	GREEN
10	Less than 5% of new Housing Benefit claims outstanding over 50 days	5%	0%	GREEN
<b>Priority 3</b>				
1	Increase number the number of engagements on Facebook baseline 8000	5% per quarter	8602	GREEN
2	Increase the number of likes and followers on Twitter baseline 1000	5% per quarter	10,096	GREEN

3	Number of Disabled Facilities Grant completed per annum (cumulative figure) – annual target 67	46	45	AMBER
4	Reduce the number of Statutory Homeless Households per annum (cumulative figure) – annual target 15 or less	11 or less	1	GREEN
5	Increase the number of homelessness preventions and relief per annum (cumulative figure) – annual target 275	119	214	GREEN
6	Reduce the number of long term empty dwelling, empty for over 6 months and counted for New Homes bonus purpose –2% reduction per annum - annual target 487 (to be reported in quarter 2)	487	-	ANNUAL
7	Reduce the number of long term empty dwellings, empty for 2 years plus and charged a premium by 2% per year – annual target 175 (to be reported quarter 2)	175	-	ANNUAL
8	Increase the supply of Affordable Housing Units in the Borough per annum – annual target 25 (to be reported in quarter 2)	20	26	GREEN
9	Maintain number of licensed hackney carriages.	Below 200	156	GREEN
10	Maintain number of licensed hackney carriage drivers	Below 600	164	GREEN
11	Number of licensed premises inspected – annual target 75	15-25	0	RED
12	Number of businesses achieving 4 or 5 star rating - annual target 85%	85%	90%	GREEN
<b>Finance</b>				
1	Payment of undisputed invoices within 30 days	90%	87.6%	AMBER
<b>Legal</b>				
2	Freedom of Information (FOI) request average response time	20 days	10 days	GREEN
3	Formal complaint average response time	10 days	8.4 days	GREEN
4	GDPR subject access requests (notifiable reported breaches)	30	2	GREEN
<b>Planning</b>				
5	Percentage of 'Major' planning applications determined within 13 weeks	90%	100%	GREEN
6	Percentage of 'Minor' planning applications determined within 8 weeks	90%	97%	GREEN

7	Total number of 'Other' planning applications	90%	98%	<b>GREEN</b>
8	Net Additional Homes Provided per annum quarter 1	247	-	<b>ANNUAL</b>
<b>People and Policy</b>				
9	Reduce staff turnover in line with National Average—annually monitored quarter 4	15%	-	<b>ANNUAL</b>
10	% Performance Development Reviews (PDRs) completed—annually monitored quarter 2. PDR to be completed by 30.06.20	100%	-	<b>ANNUAL</b>
11	Reduce number of days lost due to sickness per full time equivalent (FTE) employee per annum (cumulative).	8 days	7.89 days	<b>GREEN</b>
12	Number of RIDDOR reportable accidents and incidents	Less than 5	0	<b>GREEN</b>
13	% random drugs and alcohol tests undertaken monthly in line with Council policy.	5%	0	<b>RED</b>

## Compliments and Complaints



Formal Complaint Trends	2018/2019	2019/2020	2020/2021
Q1	44	46	35
Q2	41	32	44
Q3	17	38	35
Q4	36	23	-

Compliment Trends	2018/2019	2019/2020	2020/21
Q1	46	17	41
Q2	27	26	37
Q3	37	23	22
Q4	24	25	-

Ombudsman Enquiries	2018/2019	2019/2020	2020/2021
Q1	4	1	0
Q2	2	1	1
Q3	1	3	2
Q4	2	3	-

During Q3 two Ombudsman enquiries were received, one of which has since been closed. \*Please note that the Council is not notified of all enquiries/decisions by the Ombudsman. The above takes into account only those enquiries that the Council was notified of at that particular time.

## Corporate Risks

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the council 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. This quarter the council has added a new risk to the corporate risk register. This is focused on the financial vulnerability of the borough's leisure assets and classified as Risk 13.

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

### The Council's Risk Matrix

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
	<b>Impact</b>					

#### Likelihood

How likely is it that the risk may occur (rated A-F, A being the most likely)

#### Impact

How serious might the consequences of the impact be (rated 1-5, 1 being the highest consequence).

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

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
<b>GREEN</b>	The likelihood and impact of the risk is low
<b>AMBER</b>	The likelihood and impact of the risk is medium
<b>RED</b>	The likelihood and impact of the risk is high



## Corporate Risks

<b>Risk 1 - Sustainability of the Medium Term Financial Strategy</b>			<b>Responsible Officer - Karen Spencer</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall</b>	<b>Status</b>
	<b>C</b>	<b>2</b>	<b>C2</b>	<b>AMBER</b>
<b>Description</b>				
<p>The Council's latest Medium Term Financial Strategy (MTFS) update published February 2020 indicates an underlying funding gap of c.£500k per annum. The Council must take appropriate action in order to balance its annual expenditure in future years against its available annual income and other revenue resources.</p>				
<b>Risk Consequence</b>				
<p>The Council has a legal obligation to publish an annual balanced budget; that it is to say its budget expenditure must equal its available income and any available reserves.</p> <p>Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore, additional income must be identified or annual costs reduced in future years.</p> <p>From April 2020 the Council restricted to a maximum 2% annual increase in Council Tax in order to avoid triggering a referendum.</p> <p>The MTFS includes an estimate for 2% pay award in 2020/21 however the National Employers have made a final offer for 2020/21 of a 2.75% increase for all Local Government employees. This will have an adverse impact on the MTFS of c£42k ongoing.</p>				
<b>Mitigation</b>				
<p>The MTFS does not indicate a significant narrowing of the gap in the next four years, however, the deficits in future years are significantly less than previous MTFS cycles.</p> <p>With the decision to not proceed with the Spinning Point development, new commercial opportunities will need to be identified to generate additional revenue. Of equal importance will be improved efficiency and effectiveness of services, with departments across the Council being challenged to be more effective.</p>				
<b>Quarter 3 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>2</b>	<b>C2</b>	<b>AMBER</b>
<b>Update</b>				
<p>The COVID-19 pandemic has placed additional pressure on the MTFS, however the Government has provided the Council with several grants to assist with delivering the extra services required and to mitigate the impact of lost income. The legal claims arising from the Empty Homes scheme are also having an adverse impact on the MTFS, officers are monitoring the scheme closely and managing the risks and challenge the claims where possible.</p>				

Risk 2 – Major disaster affecting the delivery of council services			Responsible Officer - Clare Law	
	Likelihood	Impact	Overall Risk	Status
Initial risk assessment RAG status (without mitigation)	C	1	C1	AMBER
<b>Description</b>				
The council has statutory duties under the Civil Contingencies Act (2004) and to carry out Emergency Planning and Business Continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the borough.				
<b>Risk Consequence</b>				
Failure to have robust contingency plans in place could result in the failure to deliver council services, such as, the collection of residential and trade waste, burial services and payment of suppliers and benefits.				
<b>Mitigation</b>				
Robust Rossendale Borough Council (RBC) Emergency and Business Continuity Plans are in place. The Plans are updated and tested regularly through a quarterly Emergency Planning Meeting. The Plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the Plans and keep them under review.				
RBC is a member of Lancashire County Council (LCC) Local Resilience Forum (LRF), officers attend meetings and undertake regular training exercises. Rossendale Borough Council Plans are available on the Resilience Direct website exercises. Mutual Aid agreements are in place with all Local Authorities across Lancashire.				
	Likelihood	Impact	Overall Risk	Status
Quarter 3 risk assessment RAG status	A	1	A1	RED
<b>Update</b>				
Due to the ongoing impact of the COVID-19 pandemic the risk status remains as Red (A1). Although additional measures from risk assessments and safe systems of work in-line with government guidance for all staff including additional PPE and alternative working arrangements have been put in place to mitigate, the risk still remain high.				
Service Business Continuity Plans have continued to be stress tested and additional mitigation put in place as needed to support any potential significant staff losses and resources. Officers have continued to work with LRF and multi-agency partners throughout the pandemic during quarter 3.				
The Community Hub continues to be operational and resourced internally via Corporate Support Team.				
There has been minimum disruption to council services during quarter 3.				

Risk 3 - Incident resulting in death or serious injury or HSE investigation			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<b>Description</b>				
Under the Health and Safety at Work Act 1974, the council has a duty of care towards the health, safety and wellbeing of its employees.				
<b>Risk Consequence</b>				
Failure to have robust health and safety processes and procedures in place could result in sanctions from the health and safety potentially impacting on the council services.				
The Health and Safety Executive has placed additional reporting measures on employers relating to cases of, or deaths from, COVID-19 under Reporting Incidents Disease and Dangerous Occurrences Regulations (RIDDOR) apply only to occupational exposure, that is, as a result of a person's work.				
<b>Mitigation</b>				
The council has robust health and safety policies and procedures in place, including a Health and Safety Manual, Safe Systems of Work and Risk Assessments, training matrix, Health and Safety incident reporting procedure, Health and Safety audit schedule operating on a two year rolling cycle (annually in Operations).				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<b>Update</b>				
Additional measures remain in place to mitigate an increase in the risk status during the pandemic. Risk assessments and safe systems of work for all working practices and staff continue to be reviewed throughout the pandemic in-line with government guidance. Additional Personal Protective Equipment (PPE) has been provided and working arrangements reviewed to support social distancing and work at home in-line with government guidance. Government guidance has been fully followed throughout quarter 3.				

Risk 4 - Sustainability of the County Council budget			Responsible Officer - Karen Spencer	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED
<p><b>Description</b></p> <p>Like all local authorities, Lancashire County Council (LCC) has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.</p>				
<p><b>Risk Consequence</b></p> <p>In February 2020 the County Council approved their budget which included £58m savings over the period 2020/21 to 2022/23. This level of budget reductions is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to district councils.</p>				
<p><b>Mitigation</b></p> <p>RBC will continue to work with County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The Council will support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The Council will interrogate Council savings proposals and identify risks to our residents and to our services.</p>				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED
<p><b>Update</b></p> <p>At the time of writing the County Council is yet to publish its 2021/22 budget. Once published officers will review to establish the likely impacts on our residents and services.</p>				

Risk 5 - Non-delivery of the borough's economic development strategy			Responsible Officer - Cath Burns	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<b>Description</b>				
<p>The Council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic growth elements of its Corporate Strategy.</p>				
<b>Risk Consequence</b>				
<p>The investment based revenue generation schemes identified within the economic development strategy will underpin the Medium Term Financial Strategy (MTFS). In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.</p>				
<b>Mitigation</b>				
<ul style="list-style-type: none"> <li>• Development and delivery of identified revenue growth projects at Spinning Point and Futures Park.</li> <li>• Review of rentals on industrial estates underway.</li> <li>• Bringing forward Council owned land for development or sale, for example, Dark Lane, Haslingden Baths, Pennine Road, Cowtoot Lane, Park Avenue and Rosso Depot.</li> </ul>				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<b>Update</b>				
<p>Work at Spinning Point is now complete, with end user interest in all four retail/food and beverage units. Futures Park Plot 5 is now complete and handed over to the end user. Construction work commences on Plot 1 in the new year. The completion of the sale on this Rosso Depot was achieved in quarter 3.</p>				

Risk 6 - Non-delivery of the Local Plan			Responsible Officer - Mike Atherton	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<p><b>Description</b></p> <p>The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law it is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004.</p> <p>The Local Plan is due to be adopted in late 2020. There is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be seriously delayed or that the process will be taken out of the council's hands and that the Government will intervene.</p>				
<p><b>Risk Consequence</b></p> <p>Risk of the Local Plan not being delivered is extremely low. The risk of the plan being slightly delayed is moderate. The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, and developers.</p> <p>There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this increases the longer it takes to adopt the plan.</p>				
<p><b>Mitigation</b></p> <p>Measures are in place to reduce the risk include the Local Plan Action Plan which outlines the actions required following the hearing sessions into the examination of the Local Plan. This is updated and sent to the Planning Inspectorate on a regular basis. The Local Plan Steering Group meets on a regular basis to keep members informed of issues and the timetable. Monthly meetings also take place between the Planning Manager and the Portfolio Holder and also separately the Planning Manager and Director. A barrister has been retained to provide expert advice as required.</p>				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
<p><b>Update</b></p> <p>Local Plan is on track for consultation in quarter 3 and quarter 4 in respect of the actions requested by the Inspectors. Publication of the Main Modifications is expected in the first half of 2021/22 with adoption expected in quarter 2 or 3 of 2021/22. There have been delays to the timetable set out in the Local Development Scheme as a result of COVID-19.</p>				

Risk 7 - Changes to Government policy on the delivery of the council's services			Responsible Officer - Neil Shaw	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<b>Description</b>				
Like all local authorities the council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.				
<b>Risk Consequence</b>				
The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.				
<b>Mitigation</b>				
The council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The Council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit (LGiU) policy briefings.				
The Chief Executive and Leader of the Council meets regularly with our two MPs. The Councils Corporate Management Team monitor and assess government's position on funding to be distributed to local authorities and other Government announcements that impact funding.				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	3	C3	AMBER
<b>Update</b>				
The council continues to react to Government policy changes related to Covid and how this impacts on the local community and the council. This includes the impact of the lockdown restrictions. No wider Government policy changes impacted on the council in quarter 3.				

Risk 8 - Sustainable Workforce			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
<b>Description</b>				
There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.				
<b>Risk Consequence</b>				
Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers. Currently there are significant challenges due to the loss of senior professional officers in Finance and vacancies in the Corporate Management Team. The additional measures put into place has mitigated an increase in the risk status during the pandemic.				
<b>Mitigation</b>				
The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework, Service Area Business Continuity Plans in place.				
Quarter 2 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
<b>Update</b>				
The impact of the pandemic has been monitored on a daily basis throughout quarter 3. Staff absences (COVID-19 symptomatic and non-symptomatic) have remained less than 10% and the council continues to be reported to LCC Local Resilience Forum (LRF) on a weekly basis. The HR Manager attends a monthly LRF HR Task and Finish subgroup to support best practice and consistency with other Lancashire Authorities dealing with staff issues throughout the pandemic.				
Risk Assessments and Safe Systems of Work continue to be reviewed with PPE and COVID-19 secure workplace arrangements in place for staff unable to work from home. In-line with government guidance staff returning to work from the office have reverted to work from home if reasonably possible from the end of December 2020.				



<b>Risk 9 - Insufficient data and cyber security</b>			<b>Responsible Officer - Andrew Buckle</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	C	1	C1	AMBER
<b>Description</b>				
Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.				
<b>Risk Consequence</b>				
Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).				
<b>Mitigation</b>				
To protect against a data breach RBC, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. RBC Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. RBC adopts a Risk Insight approach to determine the treat Landscape and more importantly its evolution. RBC has received notification of meeting the Public Services Network (PSN) which means the councils' infrastructure met all the security requirements to allow connection to the PSN.				
<b>Quarter 3 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	1	E1	GREEN
<b>Update</b>				
The corporate firewalls have been upgraded to the latest version of software in December 2020. All services have been tested including replication with the Disaster Recovery Data Centre.				

Risk 10 - Poor communications and public relations			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<b>Description</b>				
Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide council services.				
<b>Risk Consequence</b>				
Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating. Could lead to a major loss of reputation for the council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.				
<b>Mitigation</b>				
Communication methods in place to support face to face, mail or electronic communications.				
Developed website and social media channels provide 24/7 service. Experienced communications function to support council officers to deal with communications in a timely manner and promote the work of the council.				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	E	3	E3	GREEN
<b>Update</b>				
VivaPR, PR Agency has continued to deliver the agreed communications plan however work around the COVID-19 communication plan has been a priority to provide ongoing internal and external communications to staff, members, residents, communities and businesses throughout the pandemic, that is, regular updates to the council's website and social media, regular internal updates to staff and members from the Chief Executive including updates regards the COVID-19 testing and vaccine sites, business grants, enforcement and safe working practices for staff and businesses.				

<b>Risk 11- Non – Delivery of Corporate Projects</b>			<b>Responsible Officer - Neil Shaw</b>	
	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
<b>Initial risk assessment RAG status (without mitigation)</b>	D	2	D	AMBER
<b>Description</b>				
The council has agreed the 11 corporate projects for 2020-2021 to support the delivery of Corporate Strategy 2017-2021.				
<b>Risk Consequence</b>				
Failure to deliver the corporate projects would have a detriment impact on the delivery of the council’s Corporate Strategy 2017-2021, and result in a reputational risk to the Council’s commitment to the residents. The failure to deliver the corporate projects could potentially have a negative impact on the Council’s revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.				
<b>Mitigation</b>				
Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and finance officer. Each corporate project will have a robust project plan and live risk register. The Project Sponsor will be responsible for the strategic overview of the corporate project, and the Project Manager will be responsible for the day to day management of the corporate project. Council’s Programme Board meets quarterly to review the progress of the corporate projects. The Project Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate project.				
	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
<b>Quarter 3 risk assessment RAG status</b>	E	2	E2	AMBER
<b>Update</b>				
CMT continues to monitor the progress of all the corporate projects through the Programme Board. None of the live projects were risk RAG rated ‘red’, and no significant issues were raised by the Project Sponsors and Project Managers. Two of the corporate projects are just starting - Customer Digital Strategy and Future Health and Leisure Facilities and PIDs will be developed for each. All projects are on track at quarter 3 and within budget or will be within anticipated budget by project completion.				

Risk 12 – Response and Recovery to COVID-19 Pandemic			Responsible Officer - Neil Shaw	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	A	1	A1	RED
<b>Description</b> COVID-19 is a strain of the coronavirus, the government declared the virus as a pandemic in the UK in March 2020.				
<b>Risk Consequence</b> The pandemic causes a potentially risk to the delivery of the council services and the health and wellbeing of the wider community.				
<b>Mitigation</b> The council has an Emergency Plan and Service Area Business Plans to support a pandemic emergency. The plans have been activated, regularly reviewed and stress tested throughout the pandemic. Risk Assessments and Safe Systems of Work have been developed and reviewed with staff and Trade Unions throughout the pandemic to provide a safe working environment. Council officers have worked with the Lancashire Resilience Forum and multi-agency partners to mitigate any potential risks throughout the pandemic. The council established and managed a Community Hub to provide support to vulnerable residents.				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	1	A1	RED
<b>Update</b> The council continues to react to Government policy and guidance changes related to COVID-19 and how this impacts on the local community and the council. This often occurs at short notice. The council wrote to the Government in quarter 3 highlighting the need for sufficient Government funding for the council and clarity on the parameters for moving down the tiers (at the appropriate time). The council is still awaiting a response to the letter.  Day-to-day services have been well maintained and overall staff absence related to COVID-19 has remained at a low level in quarter 3. The business continuity plan was reviewed in quarter 3. Due to the rapidly changing and evolving nature of the pandemic the decision has been to maintain this as a 'red' risk.				

Risk 13 – Impact of COVID-19 on the Financial Sustainability of Council Owned Leisure Assets			Responsible Officer – Adam Allen	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
		A	2	A2
<p><b>Description</b> National Lockdowns due to COVID-19 result in council owned leisure facilities closing for extended periods. During closure no income is received and outside of lockdown periods, income is significantly reduced.</p>				
<p><b>Risk Consequence</b> If the council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the council. This financial impact will be over £500k but is likely to be considerably higher, depending on the length and severity of lockdowns.</p>				
<p><b>Mitigation</b> The Leisure Trust and Council are currently seeking to consolidate all council owned leisure assets under the umbrella Trust to maximise efficiency. Ski Rossendale has transferred and the transfer of CLAW facilities will be recommended to Council in Q3, the Whitaker is likely merge with the Trust and discussions are on-going. A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact are being implemented. Senior Council Officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a COVID-19 specific Sport England Fund will be applied for. However, this is not thought to provide retrospective funding for closures and it is unlikely to cover the majority of financial loss. Lobbying of Government for sufficient financial support will continue.</p>				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
<p><b>Update</b> On 30<sup>th</sup> December 2020, Rossendale was placed into tier 4 restrictions. This resulted in the closure of all leisure facilities except Ski Rossendale. At the time of writing this report in early quarter 4, a national lockdown was introduced on 4<sup>th</sup> January 2021 requiring all facilities to close. It is expected that facilities will be closed until the end of February 2021 at the earliest and probably until the end of March 2021. Where possible staff have been furloughed and costs minimised, however it will result in further losses that will need to be recuperated in the longer term. The Council have submitted an application through Sport England’s NLRf fund for support which will hopefully draw down 120k additional funding. This is still short of the overall losses which will be over £1 Million. A report will be submitted to Council in February 2021 which will update on the current position and likely implications.</p>				