

Subject:	Quarter 4 Performance Management (January, February and March) 2020/21	Status:	For Publication		
Report to:	Overview and Scrutiny	Date:	7 th June 2021		
Report of:	Head of People & Policy	Portfolio Holder:	Resources		
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/>	Special Urgency <input type="checkbox"/>	
Equality Impact Assessment	Required	No	Attached	No	
Biodiversity Impact Assessment	Required:	No	Attached:	No	
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1. RECOMMENDATIONS

- 1.1 That the Overview & Scrutiny Committee consider the performance of the council detailed in this report.
- 1.2 That the Overview & Scrutiny Committee identify any actions, projects, performance indicators or risks they may wish to escalate to the Cabinet for further action.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to provide the Overview and Scrutiny Committee with a summary of the council's performance in Quarter 4. The committee can play a strong role in scrutinising the performance of the council and identifying issues where members may wish further action to be taken.

3. CURRENT PERFORMANCE OF THE COUNCIL

- 3.1 The quarterly performance report enables the council to track its performance especially in respect of the delivery of actions and projects which contribute to the council's priorities. The format and objectives of the performance report were revised at the start of this year to reflect the council's agreed priorities and corporate projects for 2020/21. The Quarter 4 performance report is attached as Appendix 1.

3.2 A Clean and Green Rossendale

During Quarter 4, we have submitted the green flag application for Stubblelee and Moorlands Park. Judging will take place late in Quarter 1 of 2021/22. We are also progressing the

Edgeside Park masterplan and submitting a bid to Viridor for a new Pump track there. Revised street sweeping rounds were introduced and were successful, however a road sweeper was destroyed through fire. These rounds will start again in April and an additional supervisor will be employed to increase our focus on improving customer care and responding to fly tipping. Fly tipping will be a key priority in Q1 2021/22. Added CCTV is now in place and an amalgamated enforcement team will be in place in April. Corporate performance indicators on fly tipping and enforcement will also be introduced for monitoring. Litter remains an issue for residents and in preparation for the summer and end of lockdown over 80 litter bins have been replaced to increase capacity.

A new Head of Operations has been appointed and a key priority for this role will be to improve performance around refuse collection. Both household and domestic collections failed to achieve target in Q4. A new Commercial Waste Officer started in quarter 4 and their role will aim to increase commercial waste collections and achieve targeted increased income against a difficult backdrop of Covid. Commercial waste collections continue to rise and achieve target, however there is strong competition from Biffa who are reducing their collection prices.

Delivering our Climate Reduction strategy has progressed well in Q4. A Climate Network has been established and officer groups have taken place to progress actions. Engaging Business is due to take place in May and a Climate Change Conference will take place in November to coincide with the international COP conference. A full annual update will be presented to council in July 2021.

3.3. A Connected and Successful Rossendale that welcomes Sustainable Growth

At the end of the financial year, the Council had supported over 2,500 businesses, issuing £24.4 million across 11 grant programmes to support businesses facing adverse conditions arising from the global pandemic. Furthermore, working with Rossendale Business Leaders, the Council put in place a Covid-19 Business Recovery Plan with the objective of returning to economic growth levels seen prior to the pandemic.

Following the 2018 strategic case for investment for the City Valley Link from Rawtenstall to Manchester, and as a next step to progress this initiative, CEBR provided a further report which showed a preferred route for a shuttle train that runs on the heritage railway and connects with Metrolink at Buckley Wells. The preferred route integrates completely with the valued heritage railway and retains the historic character of the line. Funding of c£100k is being sought to produce a strategic outline business case to develop the project further, and a bid to 'Restoring Your Railway' was submitted.

On the town centre front, we welcomed the opening of the Bagel 'Grab and Go' in January at Unit 3 of the Spinning Point Bus Station. Also, following the adoption of the Haslingden 2040 Vision and Masterplan, a £1.8m bid was submitted in February for the National Lottery

Heritage Fund to transform shop frontages on Upper Deardengate and deliver public realm improvements to create an attractive multi-functional space.

On a visitor economy theme, the renovations to the existing Whitaker museum, and the extension works to the barn and stables are taking shape; with construction work to be completed in early June.

Our Rossendale Works project goes from strength to strength with the newly formed bolt on project for 18-25 year old residents; where our excellent partnerships and connections have secured several work experience placements and a rolling programme of employability support.

Property Services have commenced work on the Strategic Asset Review. This is a medium term corporate project to consider over 1500 pieces of land in the Council's ownership. The review will bring an accurate digital record of all our land holdings with an up to date digitised land terrier, provide a red flag system for rent reviews, group the portfolio by asset type and ward, as well as a forward plan for the future use of our land assets.

Finally, a recognition of all the hard work undertaken by our Local Plans Team to put in place an up to date evidence base and a response to the Planning Inspectors' queries following the Local Plan Examination Hearing. The Council should receive a Post Examination Hearing Letter from the Planning Inspectorate in May, with an indication as to whether we can progress to the 'Main Modifications' stage in the plan preparation process.

3.4 A Proud, Healthy and Vibrant Rossendale

Rossendale Connected continues to provide the desired legacy in bringing together community groups and co-ordinating action. Regular Zoom meetings are taking place and groups actively engage. The communities' team are supporting the Trust in delivering Together and Active Future to increase physical activity. We are also going to work with the Trust and Lancashire County Council on designing holiday activities and food over the summer. This will include all children on free school meals and other children also.

Work with partners and extensive consultation in Q3 and Q4 has helped shape the future health strategy for Rossendale. Eighty percent of health outcomes are determined by our environment, housing and lifestyles and only twenty percent is determined by medical intervention. Collectively it has been agreed that we focus on the eighty percent and have a Community based health plan for Rossendale. Priorities have been agreed and a discussion document is being consulted upon to agree practical actions we can take to deliver the strategy. This work has a priority strand for mental health and for improving our health and leisure facilities. The full feasibility for new facilities will take place between May and July. The health strategy and facilities feasibility study are on track for completion, but due to the

focus on Covid by ourselves and health partners they will be delivered in Q2 21/22 and not 20/21 as originally projected.

4. OVERVIEW OF SERVICE ACTIONS, PROJECTS AND PERFORMANCE INDICATORS

4.1. This report sets out the performance against the Corporate Strategy and Key Service delivery measures. Performance is assessed based on the delivery of Service Actions and Key Projects against the measures set out in the Corporate Strategy 2017-21 along with Performance Indicators of individual services. Service Actions and Key Corporate Projects are referred to in more detail in the Performance Report, pages 2-13.

4.2 The overall performance of projects is as follows:

	Green	Amber	Red	Unknown
Corporate Projects	8 (73%)	2 (18%)	0	1 (9%)
Service Actions	4 (44%)	5 (56%)	0	0
Performance Indicators	25 (61%)	3 (7%)	6 (15%)	7* (17%)
Risks	1 (7%)	9 (70%)	3 (23%)	0
*6 annually reported				

4.3 The summary of performance indicators is as follows:

	Green	Amber	Red	Unknown
A clean and green Rossendale.	2 (33%)	0	2 (33%)	2* (33%)
A connected and successful Rossendale	10 (80%)	0	0	0
A proud, healthy and vibrant Rossendale	4 (33%)	3 (25%)	2 (17%)	3 (25%)
Corporate	9 (70%)	0	2 (15%)	2 (15%)
*1 annually reported				

4.4 66% (27) of performance indicators are performing on or above target, green status, (or within the 5% threshold) at the end of the quarter. Those indicators performing below target have action plans outlined with measures which will put into place to improve performance. 15% (6) of the performance indicators have finished in the red status at the end of Quarter 4.

4.5 The Performance Indicators in red status and improvement measures are as follows:

Priority 1	Performance Indicator	Target	Quarter 4	Status
2	Number of collections missed per 100,000 collections of domestic waste/recycling	100	172	RED

Collections during this quarter has been irregular (crews getting to areas at different times, sometimes early) dealing with the extra volumes of waste and recycling produced during the ongoing pandemic.

Priority 1	Performance Indicator	Target	Quarter 4	Status
3	Number of collections missed per 1,000 collections of commercial waste	5	11	RED

Collections during this quarter has been irregular (crews getting to areas at different times, sometimes early) dealing with the extra volumes of waste and recycling produced during the ongoing pandemic.

Priority 2	Performance Indicator	Target	Quarter 4	Status
4	Percentage of non-domestic rates collected.	83.8%	94.19%	RED

Non-domestic rates collection performance has been greatly affected by the Covid situation. All recovery action was suspended at the start of 2020/21, due to the pandemic and the first lockdown.

Priority 3	Performance Indicator	Target	Quarter 4	Status
11	Number of licensed premises inspected – annual target 75	15-25	Nil	RED

No inspections taken place during Covid due to premises being closed under local restrictions.

Priority 3	Performance Indicator	Target	Quarter 4	Status
12	Number of licensed premises inspected – annual target 75	85%	Nil	RED

There has only been visits to registrations and home caters during the COVID-19 Pandemic. Hopefully as businesses begin to reopen more site visits can take place.

Corporate	Performance Indicator	Target	Quarter 4	Status
3	Formal complaint average response time.	10 days	19.1 days	RED

Out of the 47 formal complaints responded to in Q4, only 25 were responded to within the customer service standard of 10 working days. To address poor performance in this area, training is planned for staff on complaint handling, with particular emphasis on responding in a timely manner and keeping the customer updated where the nature of the complaint is more complex.

Corporate	Performance Indicator	Target	Quarter 4	Status
13	% random drugs and alcohol tests undertaken monthly in line with Council policy.	5%	Nil	RED

Random drug/alcohol tests have been temporarily suspended due to high percentage of staff working remotely due to government guidance during COVID-19.

Performance indicators are referred to in the Performance Report, pages 14-16.

- 4.6 **Use of RIPA** – As recommended by the Investigatory Powers Commissioner’s Office, the council is required to monitor and report on the use of authorisations under the Regulation of Investigatory Powers Act (RIPA). There have been no authorisations sought in Q4.

5. Compliments and complaints

5.1. Compliments

	Q4 2019/20	Q3 2020/21	Q4 2020/21
Number of compliments	25	22	44
Highest nature of compliments	92% (23) Staff member/Team	82% (18) Staff member/Team	91% (40) Staff member/Team
Highest Service Area with compliments	Corporate Support - 11	Operations - 16	Economic Development - 20

The number of compliments has doubled from 22 in Quarter 3 to 44 in Quarter 4, and is also almost double when compared with Quarter 4 in 2019/20. Quarter 4 continues to see the top nature of compliment as ‘Staff member/Team.’

Over Quarter 4 compliments were received across a wide range of service areas including: Corporate Support, Economic Development, Housing, Legal & Democratic Operations, Planning and PPU.

5.2. Complaints

	Q4 2019/20	Q3 2020/21	Q4 2020/21
Number of complaints	23	35	45
Highest nature of complaints	48% (11) – Bins/bin collection	37% (13) – Bins/bin collection	31% (14) – Bins/bin collection
Highest Service Area of complaints	Operations – 16	Operations – 24	Operations – 21

The number of complaints received has increased from 35 in Quarter 3 to 45 in Quarter 4. This is also an increase when compared with Quarter 4 in 2019/20.

5.3 Local Government Ombudsman enquiries

In Quarter 4 no enquiries were received from the LGO.

Compliments and complaints are referred to in the Performance Report on page 17.

6. RISKS

6.1 The council has reviewed and continues to monitor the council's corporate risks. This quarter the council has added a new risk to the corporate risk register – focused on the financial vulnerability of the borough's leisure assets. The corporate risks as categorised at the end of Quarter 4 are as follows:

	Quarter 4 2020/21
Low	1
Medium	9
High	3

6.2 The corporate risks rated as 'red' are as follows:

Risk 1 – Sustainability of the Medium Term Financial Strategy.

Risk 12 – Response and Recovery to COVID-19 pandemic.

Risk 13 – Impact of Covid-19 on the financial sustainability of council owned leisure assets.

Corporate Risk 1	Likelihood	Impact	Overall risk	Status
Sustainability of the Medium Term Financial Strategy.	B	2	B2	RED

Corporate Risk 12	Likelihood	Impact	Overall risk	Status
Sustainability of the County Council budget.	A	1	A1	RED

Corporate Risk 13	Likelihood	Impact	Overall risk	Status
Impact of COVID-19 on the financial sustainability of council owned leisure assets.	A	2	A2	RED

6.3 The risks will continue to be monitored by Management Team on a regular basis and are referred to in the Performance Report, pages 19-31.

7. COMMENTS FROM STATUTORY OFFICERS:

7.1. SECTION 151 OFFICER

Financial implications and risks arising are identified within the report.

7.2 MONITORING OFFICER

There are no immediate legal considerations attached to the recommendations in this report.

8. POLICY IMPLICATIONS AND CONSULTATION CARRIED OUT

Effective performance management is very important to the council, and the council is committed to improving on an on-going basis how it operates and how it can improve the services it offers and delivers. In completing this report, consultation has been undertaken with the Management Team and Portfolio Holder for Performance and HR.

Appendices	
Performance Management Report	Appendix 1

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
GREEN	On track, no substantial issues or risks which require action from the Council’s Programme Board
AMBER	Some issues or risks which require action from the Council’s Programme Board to keep the project on track
RED	Project in jeopardy – serious issues or risks needing urgent action
ANNUAL/NOT KNOWN	The status cannot be calculated

Quarter 4 2020-2021 Service Actions and Corporate Projects

Priority A	Clean and green 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.						
A1	Improve key parks and open spaces						
	Clean and Green Improvement Plan that includes Green Flag status for Stubblee Park and Moorlands Park.	<p>The entry for Green Flag Award for Stubblee has been submitted and acknowledged by Green Flag. There will be a planned judging after Lockdown restrictions are lifted. The Stubblee Masterplan has been updated and a new visual has been produced identifying future projects from the recent consultation. Delivery will begin in Summer 2021 with improving the skate and tennis facilities being the priority. The first project to be pursued from the Edgeside Masterplan is the creation of a pump track below the top play area. A bid for funding has been prepared and will be submitted to Viridor Credits in April 2021.</p> <p>The Operations Team have operated a second trial of bin cleaning service to residents from January to the end of March. An evaluation will be complete by the end of April to establish viability of rolling out the scheme borough wide. Two further environmental action days have taken place in March 2021. The first targeted the Triangle and Prinny Hill areas of Haslingden. The second was carried out on Blackthorn estate and Corporation Street backs in Bacup.</p>					
		Corporate Project - 1	<table border="1"> <tr> <td>RAG Status</td> <td>Responsible Officer – David McChesney</td> </tr> <tr> <td style="background-color: #92d050;"></td> <td></td> </tr> </table>	RAG Status	Responsible Officer – David McChesney		
RAG Status	Responsible Officer – David McChesney						
A2	A new strategic approach to tackling climate change						
	Climate Change Strategy and implementation plan	<p>The Councils adopted Climate Change Strategy has now been published, along with an updated action plan setting out both long term and short term actions. Portfolio Holders and Climate Change Champions have contributed specific items and actions contained within the plan.</p> <p>It has been agreed that the focus for the next 12 months will be on a smaller number of objectives that have been highlighted within the Strategy, these will be achievable in the short term but provide long-term benefits in relation to carbon reduction. These are; Installation of EV charging points; investigation and procurement of EV's for officer and member use; setting up of community links and a full carbon audit of council buildings and assets.</p> <p>The first 3 meetings of the Community Climate Change Network have been held with active contributions from a wide range of community members. Meetings are scheduled to take place monthly.</p>					

		<p>The Carbon Audit of all council buildings and assets is now underway, in partnership with One Carbon World and this should be complete by the end of Q1 2021/2022.</p> <p>COVID 19 has delayed the installation of EV charge points, funded as part of a joint bid across 6 local authorities, However, the implementation is now due to commence by the end of April.</p>		
		Corporate Project - 2	RAG Status	Responsible Officer – Phil Morton
A3	Maintain high quality clean streets in our town centres			
	Revised Street Cleansing regime	<p>The Head of Operations is in the process of realigning the street cleansing functions of the service from under Green Spaces to Refuse and Recycling. As such, the introduction of new sweeper rounds will coincide with the completion of this.</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, 85 have been replaced to increase litter capacity and to prevent issues with wind-blown litter.</p>		
			RAG Status	Responsible Officer – David McChesney
A4	Reduce waste collected and increase recycling levels			
	Identify opportunities for the development of recycling improvements and also waste reduction	<p>Rossendale Borough Council is part of the Lancashire Wastes Partnership and we are currently awaiting the response of the Waste Disposal Authority. Lancashire County Council to the central government waste strategy 'Our Waste, Our Resources: A Strategy For England' as they specify where the waste and recycling should be taken, plus what items can be recycled. It is likely that Central Government will make provision for a food collection service throughout England. The Service Manager of Waste and Recycling continues, Lancashire County Council and the other Lancashire Districts will discuss further.</p> <p>During this quarter an agreement has been reached to extend the Council's Environmental Education Officer, position for a further year until 31st March 2022 (this was previously funded until 31st March 2021 by Lancashire Council Council). We have now targeted properties with unauthorised additional waste capacity (extra general waste bins) which included remove 150 bins from properties which are not authorised to have them, along with contamination issues in hotspot areas and communal recycling at</p>		

		<p>apartments. As part of this role the intention was to link into the local schools with individual visits but given the disruption to the school with Covid-19 we are still reviewing how this will be delivered.</p> <p>We are continuing with localised recycling campaigns through social media sites, and the team has recently met with the council's communications team to discuss a targeted Recycling campaign for the Borough and will be launched early in the next financial year 2021. It has been agreed that Recycling Pilot Scheme will be launched in two areas with low participation to formulate best practice for engaging residents and this will then be rolled out to other areas in Rossendale.</p> <p>The draft Recycling Waste Management Strategy has been reviewed by the Portfolio Holder and it is the intention to take the Strategy to Cabinet for adoption following amendments made by the new Head of Operations.</p>		
			RAG Status	Responsible Officer – Keith Jenkins
A5	Tackle environmental crime through a combination of better education and robust enforcement action			
	<p>Implementation of targeted programmes of cleansing in high profile areas to supplement on-going enforcement</p>	<p>The main objective of implementing targeted cleansing lies within operations, work is ongoing to increase enforcement capability within the PPU/A new PPU officer structure has been agreed and is being implemented. This will allow the realignment of PPU officers to provide a generic job description covering all aspects of enforcement and allow focused and targeted investigations to take place in relation to fly tipping and other environmental crime.</p> <p>Further use of technology including CCTV has commenced and is being deployed in targeted hotspot locations.</p> <p>Continued use of 3rd 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 arrangement 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>		
			RAG Status	Responsible Officer – Phil Morton

Priority B	A connected, growing and successful Rossendale 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.								
B1	Create thriving town centres: Rawtenstall, Bacup and Haslingden								
	Rawtenstall 2040: Visioning and Future	<p>The excellent reputation of Rawtenstall Market has been noted and recently, the operation and management has been tendered, Play Market Management have been appointed. They have an ambitious vision for the site which they will work towards in the next 6 years, encompassing quality produce, food, events and activities to boost footfall building on the impressive work completed in previous years. The appointment has sparked regional interest and features in reputable magazines.</p> <p>Another lockdown has caused non-essential retail to close during this quarter but work in Rawtenstall has been progressing at pace, particularly focussing on how the town centre will look and feel when lockdown restrictions lift. Projects include, mapping a series of circular walks around the town centre that are graded and timed, which will link people to the beautiful countryside within half a mile of the centre, connecting attractions such as the East Lancashire Railway, The Whitaker, The Hill UK and Rawtenstall Market.</p> <p>The town square is also a project progressing in Rawtenstall, with the landscaping proposals undergoing further consultation with key stakeholders within the centre. The proposals will create an attractive, yet functional space that will complement the wider regeneration work of Spinning Point. The space will be used for pop up events and exhibitions which will help to drive footfall to the rest of the town centre. The town square has also kindly been donated a stone which pays homage to “Rossendale Motor Company” which will be made into a feature as part of the scheme. The next quarter will see the Covid testing area removed from site and a tender process to appoint a contractor to deliver the scheme.</p> <table border="1" data-bbox="678 1150 2168 1249"> <tr> <td data-bbox="678 1150 1227 1249">Corporate Project - 3</td> <td data-bbox="1227 1150 1453 1249">RAG Status</td> <td data-bbox="1453 1150 2168 1249">Responsible Officer – Guy Darragh</td> </tr> <tr> <td></td> <td style="background-color: #6aa84f;"></td> <td></td> </tr> </table>		Corporate Project - 3	RAG Status	Responsible Officer – Guy Darragh			
Corporate Project - 3	RAG Status	Responsible Officer – Guy Darragh							
	Bacup 2040: Futures High Streets Fund and Heritage Action Zone	The information billboard for the Bacup 2040 Vision went to the planning committee in January and was successfully approved. It was installed on the former Barclays Bank shortly after and has garnered a positive response and has been an excellent communication tool; with received positive feedback. Great progress has been made on the Feasibility Studies funded through the HS HAZ, all are nearing							

		<p>completion and the findings shared with Historic England and the individual business owners. The Bacup 2040 Partnership Board met early in the year and the HS HAZ Project Board has also met several times.</p> <p>The content for the Bacup 2040 website was completed and the building has begun – this will be an exciting and informative look at the 2040 plans. It will also house all the information on the HS HAZ and Bacup Cultural Consortium.</p> <p>The pilot grant being delivered by the Cultural Consortium, great progress has been made and as Covid restrictions are being lifted gradually future face to face activity will begin – when safe. Currently we are finalising the necessary grant requirements for our first building to be upgraded through the HS HAZ which we anticipate will be on site in early May 2021.</p>						
		<table border="1"> <tr> <td data-bbox="680 564 1227 644">Corporate Project - 4</td> <td data-bbox="1227 564 1456 644">RAG Status</td> <td data-bbox="1456 564 2168 644">Responsible Officer – Guy Darragh</td> </tr> <tr> <td data-bbox="680 603 1227 644"></td> <td data-bbox="1227 603 1456 644" style="background-color: #92d050;"></td> <td data-bbox="1456 603 2168 644"></td> </tr> </table>	Corporate Project - 4	RAG Status	Responsible Officer – Guy Darragh			
Corporate Project - 4	RAG Status	Responsible Officer – Guy Darragh						
Haslingden 2040 Vision		<p>The Haslingden 2040 Vision is making significant progress and momentum is building in the town.</p> <p>A submission was made in February 2021 to the National Lottery Heritage Fund which is a project aimed at transforming some of the shops on Upper Deardengate, the accompanying public realm area which will create an attractive, multifunctional space that the whole community can access for pop up events and social gatherings, boosting footfall and creating more opportunities to get people into the centre. 2020 saw the development of this project, adding further detail to some of the ideas and project proposals and importantly costing the elements. Included in this quarter were events and experiences within the town centre, such as the grub bazaar street food market, which was trialled with a microgrant from the project as well as a pop up fancy dress character, educating people about William Cockerill, a famous industrialist born in the town.</p> <p>A final claim was submitted also to the National Lottery Heritage Fund which formally closes the development phase of the project, the full grant from NHLF was maximised during this phase. The project is now on hold whilst the outcome is determined. It is anticipated that the next quarter will determine the outcome of the delivery phase application. The next quarter will see the recruitment of the delivery phase project officer but their formal appointment will be subject to a positive bid award.</p> <p>Work is now underway to establish other mechanisms to bring about improvements to the other identified areas on the Haslingden Masterplan.</p>						

		Corporate Project - 5	RAG Status	Responsible Officer – Guy Darragh
B2	Increase inward investment in Rossendale			
	Secure 27 hectares of employment land within the emerging Local Plan	<p>Progress is being made towards the adoption of the emerging Local Plan. The Council has completed the Further Actions as requested by the Inspectors at the close of the Hearings, and a number of the documents have been published for comment. All the responses received have now been forwarded to the Inspectors and we await their Post Hearing Letter, to be issued after the Local Elections. This will advise if the Council can proceed to the Main Modifications stage or if further Hearings are needed.</p> <p>Work is still ongoing with landowners and other interested parties in respect of the new sites proposed for allocation, and in identifying funding opportunities. Additionally, the employment land supply is being updated to take account of changes, for example, the recent permission granted to Aldi on employment land in Bacup.</p>		
			RAG Status	Responsible Officer – Anne Storah
B3	Create a strong existing and new business base – key focus on Futures Park			
	Futures Park Employment and Leisure Village	<p>Plot 1 at Futures Park Employment and Leisure Village is progressing on site, with ground works now completed and further work taking place to deliver the nursery, which is set to employ many local residents and provide a vital service to Rossendale residents. This is due for completion in Summer 2021 and will provide employment for 30 residents.</p> <p>Lee Quarry has been identified in the Outdoor Rosendale section of the 2020 Visitor Economy Strategy as having great potential to boost visitor numbers and associated spend. As such, we have conducted an EOI with interested leisure providers to begin the process of developing a viable project on both the quarry and Futures Park. Plot 3 on Futures Park is earmarked for the visitor and cycle hub. The facility will provide accommodation to support the growth of the quarry facility such as a café, toilets, shop, bike hire and car parking.</p>		
		Corporate Project - 6	RAG Status	Responsible Officer – Guy Darragh

	<p>Commercial estate rent review</p>	<p>The Property Team are continuing to work to process purchase, lease, rental (PLR) applications, reviews of existing rentals in line with individual agreements and to investigate reported potential encroachments.</p> <p>The garage plots have retained the high occupancy levels previously reported and the waiting list has been reviewed to ensure that any awaiting a garage have been made aware of those vacant near to their specified area. Regular inspection visits continue across all sites and a review of site signage is underway to replace or repair where needed.</p> <p>Rent reviews of the industrial sites continue in line with individual agreements. The industrial units are occupied in full. A waiting list is established and those on the list will be contacted initially with news of any upcoming space. Any future available units will be advertised on the Invest in Rossendale website.</p> <p>As previously reported, the Property team will take over management of the allotment sites from April. The allotment sites will be updated to establish a clear application process and a review of the current waiting list will be undertaken. The property team will continue with a focus to develop the commercial approach established in order to successfully manage existing Council owned assets.</p>		<p>RAG Status</p> <p></p>	<p>Responsible Officer – Lucie Greenwood</p>
B4	Develop a visitor economy strategy				
	<p>Design and agree a visitor economy strategy</p>	<p>This project has now been completed.</p>			
		<p>Corporate Project - 7</p>	<p>RAG Status</p> <p></p>	<p>Responsible Officer – Megan Eastwood</p>	
	<p>Deliver the Whitaker HLF project</p>	<p>The Whitaker project is well underway and the construction work is due to be completed by early June 2021. There are various elements to the project including renovations to the existing museum as well as construction works to the barn and stables. The project is within its budget and in addition to this, further funding opportunities have been explored to further support the impact of the project.</p>			



		<p>The external wooden cladding has been installed recently and the external works to the site have shown an improvement to the external feel of the project.</p> <p>A programme of online activities has been delivered to the local community including yoga sessions and knitting classes and there has been a huge success in the uptake of the activities available. The volunteer programme has continued to draw people in to offer their support including cleaning of items within the museum ready to be displayed when the museum reopens. There are discussions internally regarding the launch event for the Whitaker and further information on this will follow.</p> <p>The interpretation element of the project has progressed and the style guides have now been developed. The style guides 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.</p> <p>The next quarter will see the final phases of construction delivery, with windows and doors being installed, the installation of the bar and kitchen, the final fixes in the barn and stables and lots of preparation into the launch. The community activity and engagement strategy will be delivered and trails around the park will be mapped and created.</p>		
		Corporate Project - 8	RAG Status	Responsible Officer – Emily Vynne
B5	Ensure residents reach their full economic potential through increased employment and skills			
	<p>Deliver the Rossendale Works and Futures Project</p>	<p>The last quarter for Rossendale Works has been extremely rewarding and these have been highlighted by some of the stories that have been released in the local papers. This quarter also built on the momentum of the newly formed bolt on project for 18-25 year old residents, where our excellent partnerships and connections have secured several work experience placements and a rolling programme of bespoke employability support.</p> <p>The national restrictions imposed at the start of January have again impacted on how the employability projects are delivered, with much activity taking place online or via telephones, however, we've managed to keep people motivated and engaged through classes, such as yoga etc which we've delivered through zoom. We've also managed to secure several work placements and full-time jobs, despite the various challenges that local businesses face.</p>		

Officers have also organised and prepared a “livelounge” session with people currently looking for work, to explain some of the opportunities available to them, including current job vacancies, work experience placements and some of the businesses we are closely working with. Work experience placements have also been maximised by Rossendale Council securing its status as a kickstart gateway.

We are pleased that face to face delivery returns in the next quarter and have an excellent, flexible programme of vital support planned, through sporting activities, skills training sessions and referrals to our key partners. This quarter will see many more work experience placements secured and huge progress towards our annual targets.

RAG Status

Responsible Officer – Guy Darragh

Priority C	A Proud, Healthy and Vibrant Rossendale Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.		
C1	Build strong communities with neighbourhoods where people take pride in where they live		
	Build community resilience by developing wider engagement through community partnerships and working with partners to develop Rossendale Connected.	All community partnerships have continued to meet via zoom. We have published 3 community bulletins to keep community partnerships updated with local community initiatives. The team have supported the development of Rossendale Connected through our work with Together and Active Future and the Rossendale Connected Community Zoom meetings that take place every two weeks. The team has engaged with the Lancashire Resilience Forum Community Recovery, Community Hub and VSFSE sub groups to provide support for Rossendale Communities during the covid pandemic.	
		RAG Status 	Responsible Officer – Jackie Flynn
	Housing Strategy	This project is on hold, subject to the appointment of the new Principal Strategic Housing Officer.	
		Corporate Project - 9 RAG Status N/A	Responsible Officer – Vacant
	Digital Strategy	A key corporate objective is to deliver a digital strategy that supports the new Corporate Plan, which ensures the Council has a structured approach to investment in digital technology that is Customer centric. It is necessary to set a longer-term vision and strategy for digital investment that supports the new corporate plan. The key focus must be on the customer and how we interact with the public, whether in person, on the phone or electronically. There is also a need to ensure that we do not exclude those customers that are less digitally literate. In response to this, the new strategy is being termed a Customer First digital strategy for Rossendale. A Customer and Digital strategy has been developed. The strategy will first go to CMT in April 21 for discussion and comment and any revisions. A programme of projects supports delivery of the strategy.	
		Corporate Project – 10 RAG Status 	Responsible Officer – Andrew Buckle

C2	Improve the health of local people through a focus on improving levels of activity, diet and lifestyle		
22	Review, prioritise and focus participation in multi-agency partnerships	A partnership review has been completed and the team continues to support multi agency partnership to address key priorities, including health and wellbeing and community safety. The Rossendale Health and Wellbeing Partnership has continued to meet led by the team and focused on emerging health priorities and the relationship with the Primary Care Networks. Work to develop a Rossendale Health and Wellbeing Plan for Plan has commenced, and a draft consultation document has been prepared. The team continues to work with the East Lancashire Child Obesity Trailblazer and is now working with two local takeaways to establish healthier menu options. The team represents RBC on the Together and Active Future steering group and the Primary care Network (Community) meetings. Through the Communities Team Rossendale Borough Council is now White Ribbon accredited.	
			RAG Status Green
C3	A new strategic approach to improving the mental health of local people		
	Work in partnership to deliver a health and wellbeing plan that focuses on the mental health of residents	Consultation was carried out with partners in late 2020. This included local Primary Care partners and the Health and Wellbeing partnership. Consultations also took place with Lancashire and Pennine partners on what the priorities of a strategy should be. This consultation has now been brought together into a single consultation document for wider consultation, which will be presented to local and sub-regional partners. This second round of consultation will formulate the actions required to deliver the priorities and seek to better engage health partners in the process. Progress has been difficult as health partners have had to focus on Covid, however it is hoped that the final draft strategy will be presented to Rossendale Connected Conference in June. This is approximately 6 months later than hoped, hence the amber status.	
			RAG Status Amber
C4	Develop the business case for improved health and leisure facilities		
	Future health and leisure facilities	A Stage 1 feasibility has been completed in line with Sport England's SOPG process. The results of stage 1 have been consulted upon with CMT and members and a final brief for stage two completed in consultation with partners including Sport England. The final stage 2 feasibility will start early May and	

		<p>be completed by June or July depending on the capacity of the successful consultant to complete the work. This work is now on course but will be delivered 6 months later than expected. This is due to the need in 2020 for the council and the Trust to focus on an urgent response to Covid.</p>		
		<p>Corporate Project - 11</p>	<p>RAG Status</p>	<p>Responsible Officer – Adam Allen</p>

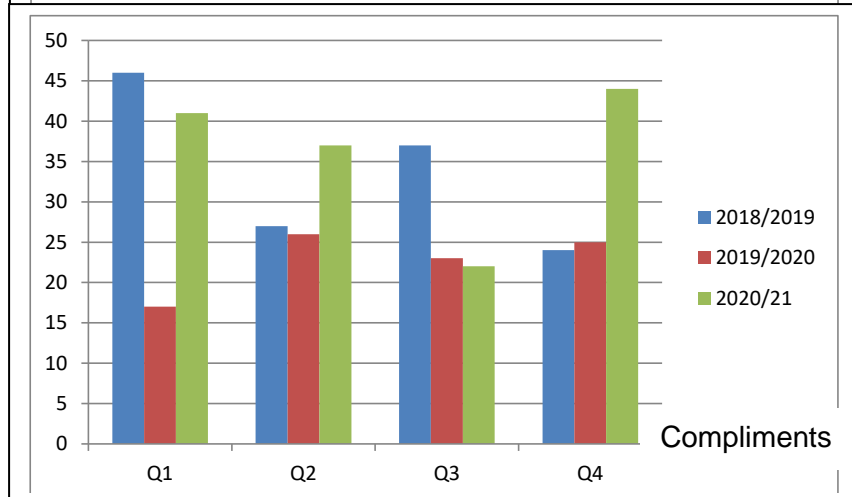
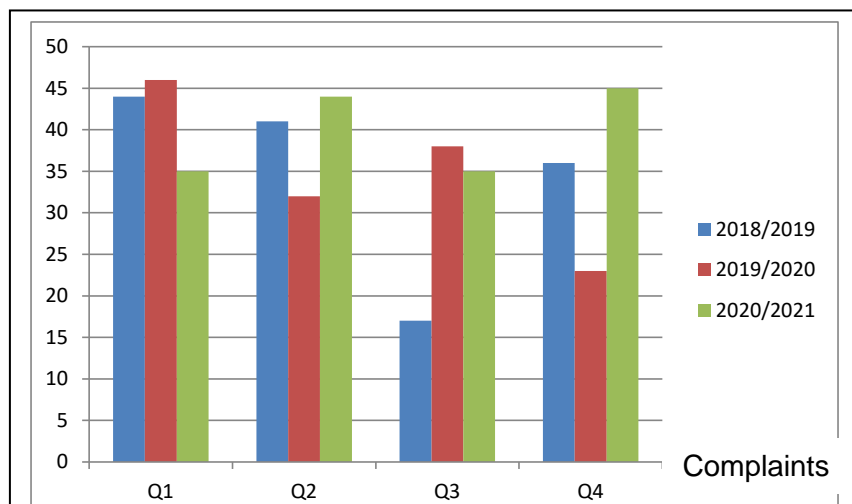
Key Performance Indicators

Priority	Corporate Performance Indicators	Target Q4	Q4 Performance	RAG Status
Priority 1				
1	Percentage of the total tonnage of Household waste which has been recycled and composted.	34%	-	-
2	Number of collections missed per 100,000 collections of domestic waste/recycling	100	172	RED
3	Number of collections missed per 1,000 collections of commercial waste	5	11	RED
4	Subscribers to the Garden waste service, reported in quarter 3	7010	-	ANNUAL
5	Number of commercial waste customers	340	352	GREEN
6	Annual test of Civil Emergency Plan and Business Continuity Plans – 100% compliance	100%	100%	GREEN
Priority 2				
1	Abandoned calls quarterly target no more than 15%	15%	6.9%	GREEN
2	Average speed of answering telephone to customers	3 mins	1 minute 15 seconds	GREEN
3	% of Council Tax collected	96.7%	95.7%	GREEN
4	Percentage of non-domestic rates collected	98.6%	94.2%	GREEN
5	Accuracy of processing housing benefit and council tax claims – annual target 94%	95%	96%	GREEN
6	Time taken to process Housing Benefit new claims	21 days	16.1 days	GREEN
7	Time taken to process Council Tax Benefit new claims	18 days	13 days	GREEN
8	Time taken to process Housing Benefit Change in circumstances	6.5 days	1.7 days	GREEN
9	Time taken to process Council Tax Benefit Change in circumstances	6.5 days	2.6 days	GREEN
10	Less than 5% of new Housing Benefit claims outstanding over 50 days	5%	0%	GREEN
Priority 3				
1	Increase number the number of engagements on Facebook baseline 8000	5% per quarter	7200	AMBER

2	Increase the number of likes and followers on Twitter baseline 1000	5% per quarter	8609	AMBER
3	Number of Disabled Facilities Grant completed per annum (cumulative figure) – annual target 67	46	60	AMBER
4	Reduce the number of Statutory Homeless Households per annum (cumulative figure) – annual target 15 or less	11 or less	Q4 0 Annual 3	GREEN
5	Increase the number of homelessness preventions and relief per annum (cumulative figure) – annual target 275	119	Q4 Preventions 109 Q4 Relief 9 Annual P&R 351	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	-	ANNUAL
9	Maintain number of licensed hackney carriages.	Below 200	150	GREEN
10	Maintain number of licensed hackney carriage drivers	Below 600	162	GREEN
11	Number of licensed premises inspected – annual target 75	15-25	Nil	RED
12	Number of businesses achieving 4 or 5 star rating - annual target 85%	85%	Nil	RED
Finance				
1	Payment of undisputed invoices within 30 days	90%	92.7%	GREEN
Legal				
2	Freedom of Information (FOI) request average response time	20 days	5.25 days	GREEN
3	Formal complaint average response time	10 days	19.1 days	RED
4	GDPR subject access requests (notifiable reported breaches)	30	1	GREEN
Planning				

5	Percentage of 'Major' planning applications determined within 13 weeks	90%	100%	GREEN
6	Percentage of 'Minor' planning applications determined within 8 weeks	90%	91%	GREEN
7	Total number of 'Other' planning applications	90%	99%	GREEN
8	Net Additional Homes Provided per annum quarter 1	247	-	ANNUAL
People and Policy				
9	Reduce staff turnover in line with National Average—annually monitored quarter 4	15%	11.8%	GREEN
10	% Performance Development Reviews (PDRs) completed—annually monitored quarter 2. PDR to be completed by 30.06.20	100%	-	ANNUAL
11	Reduce number of days lost due to sickness per full time equivalent (FTE) employee per annum (cumulative).	8 days	8.97 days	GREEN
12	Number of RIDDOR reportable accidents and incidents	Less than 5	0	GREEN
13	% random drugs and alcohol tests undertaken monthly in line with Council policy.	5%	0 Due to COVID	RED

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	45

Compliment Trends	2018/2019	2019/2020	2020/21
Q1	46	17	41
Q2	27	26	37
Q3	37	23	22
Q4	24	25	44

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

During Q4 no Ombudsman enquiries were received and one open enquiry will be carried forward into 2021/22.

*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
	Impact					

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
GREEN	The likelihood and impact of the risk is low
AMBER	The likelihood and impact of the risk is medium
RED	The likelihood and impact of the risk is high

Corporate Risks

Risk 1 - Sustainability of the Medium Term Financial Strategy **Responsible Officer - Karen Spencer**

	Likelihood	Impact	Overall	Status
Initial risk assessment RAG status (without mitigation)	B	2	B2	RED

Description
 The Council's latest Medium Term Financial Strategy (MTFS) update published February 2021 indicates an underlying funding gap of c.£400k 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.

Risk Consequence
 The Council has a legal obligation to publish an annual balanced budget; this means its budget expenditure must equal its available income and any available reserves.
 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.
 For 2021/22 the Council is restricted to a maximum 1.99% annual increase in Council Tax in order to avoid triggering a referendum.

Mitigation
 The MTFS does not indicate a significant narrowing of the gap in the next four years, however, the deficits in future years are less than previous MTFS cycles.
 New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the Council will need to be challenged to become more effective.

	Likelihood	Impact	Overall Risk	Status
Quarter 4 risk assessment RAG status	B	2	B2	RED

Update
 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 challenging the claims where possible.

Risk 2 – Major disaster affecting the delivery of council services			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Description				
<p>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.</p>				
Risk Consequence				
<p>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.</p>				
Mitigation				
<p>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.</p> <p>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.</p>				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Update				
<p>Throughout the COVID-19 pandemic the Council has continued to review risk assessments and safe systems of work to ensure effective delivery of council services. The council is now in the recovery stage of the COVID-19 pandemic and with the exception of site visits (to be re-instated at stage 2 of the governments recovery plan – 12th April 2021) service areas are operating as normal and dealing with any backlogs of work.</p> <p>There has been minimum disruption of council services during quarter 4, government funding has supported additional work due to COVID-19 and temporary staff have been recruited eg Business Advisor Officer, Trace and Trace Officer, COVID-19 Compliance Officers etc.</p> <p>The risk status has reverted to AMBER (C1) level the status pre-covid.</p>				

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
Description				
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.				
Risk Consequence				
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.				
Mitigation				
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 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
Update				
Additional measures introduced to support the COVID-19 pandemic remain in place, the council has experienced one COVID-19 outbreak during quarter 4 and the risk assessments and safe systems of work for working practices and staff have been reviewed in-line with government guidance. Rapid lateral flow tests have been introduced for all staff, and officers have been trained to facilitate the tests, staff are encouraged to have two tests per week as per government advice.				

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	3	B3	AMBER
Description				
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.				
Risk Consequence				
The County Council's 2019 approved budget included £120m savings over the period 2019/20 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.				
Mitigation				
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.				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER
Update				
In February 2021 the County Council announced that the elements of their savings plan, originally agreed in February 2019, which were yet to be implemented, had been delayed by a year as a result of the Covid pandemic and could slip further. However the savings programme will continue to be implemented post Covid.				
This Council continues to suffer from increased fly tipping and the associated costs, which has in the main resulted from the implementation of the reduced opening hours of the Household Waste Recycling Centres savings proposal.				

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
Description				
<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>				
Risk Consequence				
<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>				
Mitigation				
<ul style="list-style-type: none"> • Development and delivery of identified revenue growth projects at Spinning Point and Futures Park. • Review of rentals on industrial estates underway. • Bringing forward Council owned land for development or sale, for example, Dark Lane, Haslingden Baths, Pennine Road, Cowtoot Lane, Park Avenue and Rosso Depot. 				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Update				
<p>Following the completion of construction works at the Bagel 'Grab and Go', our first occupant at the Spinning Point Bus Station opened in January 2021. End user interest remains in the three retail/food and beverage units. Construction work on Plot 1 is proceeding to plan.</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
Description				
<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>				
Risk Consequence				
<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>				
Mitigation				
<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 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Update				
<p>Further work as required by the Planning Inspectors following the Local Plan Examination Hearing Sessions has been undertaken and sent to the Planning Inspectors. This work has also been consulted upon with interested parties. The Council should receive the Post Examination Hearing Letter from the Planning Inspectorate in May with an indication as to whether we can progress to the next stage which is Main Modifications to the Plan.</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
Description				
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.				
Risk Consequence				
The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.				
Mitigation				
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 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	3	C3	AMBER
Update				
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 and their easing in Q4. No wider Government policy changes impacted on the council in quarter 4.				

Risk 8 - Sustainable Workforce			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
Description				
There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.				
Risk Consequence				
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.				
Mitigation				
The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework, Service Area Business Continuity Plans in place.				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
Update				
The impact of the pandemic has continued to be monitored on an exceptions basis throughout quarter 4. Staff absences (COVID-19 symptomatic and non-symptomatic) have remained less than 10% with one COVID-19 outbreak at Futures Park during quarter 4.				
The HR Manager continues to attend 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, during quarter 4 the group has been focusing specifically on long COVID-19 absences and working arrangements post COVID-19.				
There have been a number of staff loss as off recently in key positions, this will be monitored.				

Risk 9 - Insufficient data and cyber security			Responsible Officer - Andrew Buckle	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Description				
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.				
Risk Consequence				
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).				
Mitigation				
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 threat 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.				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Update				
Penetration testing including both external and internal and vulnerability scanning has been conducted in Q4 as part of our ongoing regime.				

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
Description				
Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide council services.				
Risk Consequence				
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.				
Mitigation				
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 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	E	1	E1	GREEN
Update				
VivaPR, PR Agency has continued to deliver the agreed communications plan and COVID-19 communications updates, including regular updates to the council's website and social media posts to provide signposts for government updates and local updates testing and vaccination sites, safe working practices for staff and business, business grants etc.				

Risk 11- Non – Delivery of Corporate Projects			Responsible Officer - Neil Shaw	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D	AMBER
Description				
The council has agreed the 11 corporate projects for 2020-2021 to support the delivery of Corporate Strategy 2017-2021.				
Risk Consequence				
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.				
Mitigation				
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.				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	E	2	E2	AMBER
Update				
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 have been developed for each. All projects are on track at quarter 4 and within budget.				

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
Description				
COVID-19 is a strain of the coronavirus, the government declared the virus as a pandemic in the UK in March 2020.				
Risk Consequence				
The pandemic causes a potentially risk to the delivery of the council services and the health and wellbeing of the wider community.				
Mitigation				
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 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	1	A1	RED
Update				
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. Day-to-day services have been well maintained and overall staff absence related to COVID-19 has remained at a low level in quarter 4. The council dealt with a small-scale Covid outbreak with its own staff in Q4. The business continuity plan was reviewed in quarter 4. Due to the rapidly changing and evolving nature of the pandemic the decision has been to maintain this as a 'red' risk but we would hope this status will change next quarter as restrictions ease.				

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	RED
Description				
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.				
Risk Consequence				
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.				
Mitigation				
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.				
Quarter 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
Update				
Facilities are due to re-open in April 2021 in full compliance with Covid regulations. A report was agreed by Council in February 2021 which set out a package of support and amalgamated CLAW and Whitaker facilities with the Trust. The Council have provided 100k general Covid to the Trust along with an additional 140k of government funding from leisure. It is also likely that an additional 115k will be available through Covid funding to reimburse the Trust for costs incurred in supporting Rossendale Connected. The financial situation remains precarious and the Council continue to work closely with the Trust to support their financial recovery over the coming years.				