

**Meeting of:** Overview and Scrutiny Committee

**Time:** 6.30pm

**Date:** 7<sup>th</sup> June 2020

**\*Venue:** Council Chamber, The Business Centre, Futures Park, Bacup. OL13 0BB



**\*Please note this meeting will be accessible in the Council Chamber for essential attendees only (committee members, relevant Portfolio Holders, supporting officers and registered speakers). All other access will be by remote observation as detailed below.**

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**Supported by:** Carolyn Sharples, Committee and Member Services Manager, Tel: 01706 252422 or email [carolynsharples@rossendalebc.gov.uk](mailto:carolynsharples@rossendalebc.gov.uk)

ITEM		Lead Member/Contact Officer
<b>A.</b>	<b>BUSINESS MATTERS</b>	
<b>A1.</b>	<b>Apologies for Absence</b>	
<b>A2.</b>	To approve and sign as a correct record the Minutes of the Overview and Scrutiny Meeting held on 8 <sup>th</sup> March 2021.	
<b>A3.</b>	<p><b>Declarations of Interest</b></p> <p>Members are advised to contact the Monitoring Officer in advance of the meeting to seek advice on interest issues if necessary.</p> <p>Members are requested to indicate at this stage, any items on the agenda in which they intend to declare an interest. Members are reminded that, in accordance with the Local Government Act 2000 and the Council's Code of Conduct, they must declare the nature of any personal interest and, if the interest is prejudicial, withdraw from the meeting during consideration of the item.</p>	<p>Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a></p>

The agenda and reports are also available for inspection on the Council's website <https://www.rossendale.gov.uk/>. Other formats are available on request. Tel 01706 217777 or contact Rossendale Borough Council, Futures Park, Bacup, OL13 0BB

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ITEM		Lead Member/Contact Officer
<b>A4.</b>	<b>Urgent Items of Business</b> To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.	
<b>B.</b>	<b>COMMUNITY ENGAGEMENT</b>	
<b>B1.</b>	<b>Question Time</b> Members of the public and councillors wanting to participate in the meeting must register to speak in advance of the meeting to be able to attend and participate.	*Please contact the Committee and Member Services Manager to register to speak at this meeting.
<b>C.</b>	<b>CHAIR'S UPDATE</b>	
<b>C1.</b>	To receive any communications from the chair.	Councillor Janice Johnson
<b>D.</b>	<b>ORDINARY BUSINESS</b>	
<b>D1.</b>	Clean and Green Update - presentation	Adam Allen, Director of Communities <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
<b>D2.</b>	Digital Strategy	Adam Allen, Director of Communities <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
<b>D3.</b>	Quarter 4 Performance and RIPA Update	Clare Law, Head of People and Policy <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
<b>D4.</b>	Overview and Scrutiny Annual Report and Work Programme	Carolyn Sharples, Committee and Member Services Manager <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>
<b>D5.</b>	The Forward Plan	Carolyn Sharples, Committee and Member Services Manager <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>



**Neil Shaw**  
Chief Executive

**Date published:** 27<sup>th</sup> May 2021

## OVERVIEW AND SCRUTINY COMMITTEE

**Date of Meeting:** 8<sup>th</sup> March 2021

**Present:** Cllr Johnson (Chair)  
Cllrs L.Barnes, Brennan, Gill, Kempson, Kenyon, Morris,  
Pendlebury (subbing for Janet Eaton) and Procter  
Z. Ali (Co-opted Member)

**In attendance:** Neil Shaw, Chief Executive  
Carolyn Sharples, Committee and Member Services Manager  
Carl Bell, The Whitaker  
Rachel Whippey and Nick Pilling, Citizens Advice (CA)  
Ken Masser, Rossendale Leisure Trust (RLT)  
Karen Ruane, Community Leisure Association Whitworth (CLAW)  
Dawn Vear and David Whatmough, First Choice Credit Union  
John Doherty and Eileen Goodwin, Bacup Credit Union

**Also Present:** Cllr Lythgoe  
4 members of the public

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### 1. APOLOGIES FOR ABSENCE & SUBSTITUTIONS

- 1.1 Apologies for absence were received from Cllr Janet Eaton (Cllr Pendlebury subbing).

### 2. MINUTES OF THE LAST MEETING

**Resolved:**

That the minutes of the meeting held on 1<sup>st</sup> February 2021 be approved as a correct record.

### 3. DECLARATIONS OF INTEREST

- 3.1 Councillor Procter declared non-pecuniary interests that she was trust member of CA and a member of the First Choice Credit Union.
- 3.2 Councillor Morris declared a non-pecuniary interest that he was a RLT board member.

### 4. URGENT ITEMS OF BUSINESS

- 4.1 The Chair confirmed that there were no urgent items of business.

### 5. PUBLIC QUESTION TIME

- 5.1 No questions had been submitted in advance of the meeting. The Chair noted that she would allow questions to be asked on each item as it was discussed.

## **6. CHAIR'S UPDATE**

- 6.1 The Chair reminded members to respond to the work programme consultation.

## **PARTNER PRESENTATIONS**

## **7. THE WHITAKER**

- 7.1 Carl Bell provided members with a video on the progress of The Whitaker and also noted the following:

- The building keys would be handed over on 14<sup>th</sup> April, after which work would commence getting the interior ready and Covid safe for re-opening.
- They were looking to create more youth links and opportunities for bigger funding bids following the merger with RLT.
- There were currently two part-time community workers funded until 2022.
- They had managed to recruit over 30 volunteers during lockdown and were aiming for 50 to help support the planned activities and events.
- They were looking to create stronger governance arrangements.
- They were also seeking charitable status.

- 7.2 In response to members' questions and comments the following clarification was given:

- In relation to funding, they were looking to become financially self-reliant by the end of 2022/23.
- The Whitaker had socio-economic and cultural audience targets and had a 12-18 month plan.
- They were not creating additional parking at present, but there was additional space at the back of the building and more space available at the bottom.
- They were looking to combine activities with RLT and Ski Rossendale and work together.
- They were looking to open a shop as well as the café.

### **Resolved:**

The update was noted and Carl agreed to provide members with a copy of the audience targets.

## **8. CITIZENS ADVICE**

- 8.1 Rachel Whippey gave a presentation to members, which outlined the work of Citizens Advice (CA) in Rossendale, including:

- How they had been working during Covid over the last 12 months.
- Engaging with other services and having an Influencers Group.
- Providing housing advice and advocacy and assisting clients facing eviction.
- Assisting with Universal Credit claims via the helpline, which could make three way calls to speed up the process (e.g. with DWP or Language Line).
- There was increased demand for debt advice and a new funded post had been created.
- CA would be a Census support centre helping people to complete the forms.
- A breakdown of achievements from the previous year was provided.
- They had seen an increase in assistance sought from people under 30.

Nick Pilling thanked the Council for the funding support received and informed that CA was looking to refresh their governance and have a more diverse board. Councillors were asked to get in touch if they knew anyone interested. Zieda agreed to assist targeting relevant groups if the advert could be provided.

- 8.2 In response to a member's questions the following clarification was given:
- There was a Universal Credit Helpline and people could be referred to CA if residents needed help.

**Resolved:**

The update was noted and Rachel agreed to provide members with the Universal Credit Helpline number.

**9. CREDIT UNIONS**

- 9.1 Dawn Vear provided members with an overview of the work of the First Choice Credit Union over the last year:
- Adult and junior members had dropped in the last year.
  - Adult savings were up but borrowing was down which created risk from a regulatory perspective as lending was based on ratios.
  - In many cases, loans had been refused owing to affordability to repay.
  - Where a loan had been refused, the person would be referred to CA or other suitable organisation.
  - Some people were struggling to repay loans owing to problems with employment or working less hours and this was having a negative impact on the Loan Book.
  - The NIVO mobile app was saving time by moving processes online.
  - Four staff were still working from the offices but they were closed to the volunteer workers.
  - They were involved in community support such as the Red Bag Project, Raft and Hospice collections, and also the Windows of Wonder.

David Whatmough informed that they relied on memberships and thanked councillors for their support and encouraged their continued support in the future.

- 9.2 John Doherty provided members with a presentation on the work of the Bacup Credit Union as follows:
- Take up had dropped since last March.
  - Since the Covid outbreak they had been looking at new ways of working.
  - There had been improved communications through the use of remote meetings.
  - There was online provision for customers and an upgraded website.
  - There were less face to face customers and there were still challenges as some vulnerable people had limited access opportunities.
  - By September they were expecting to see an increase in loan debt.
  - The key themes of the business plan were outlined, including increasing memberships in schools.

**Resolved:**

The updates were noted.

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**N.B.** Councillors L.Barnes and Johnson left the meeting. Councillor Kempson chaired the meeting for the remaining items.

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## **10. LEISURE**

10.1 Karen Ruane informed members of the recent merger with RLT and CLAW and thanked the Council for supporting the proposition.

10.2 Ken Masser provided members with a brief update summarising the work of RLT and a link to a video would be shared with members. The following was also noted:

- Some facilities had opened late summer/autumn, but had since had to close owing to Covid.
- Grant funding support was outlined including the discretionary grants.
- They had been working on community support projects such as the cardiac rehabilitation programme, support for schools, the virtual mile and 21 minute challenge.

10.3 In response to members and public questions the following clarification was given:

- The annual accounts were available through the FCA and Ken agreed they would also be published on the RLT website.
- After Covid they were looking to grow gym membership and encourage previous members to resume their membership.
- There would be new challenges but also opportunities with the merger with CLAW and the Whitaker.
- The combination of culture, arts, and health and well-being would go nicely with the physical offer.
- It was expected to be financially sustainable within 2 years.
- They would attract people back by campaigning and encouraging the full year up-front membership payment offer.
- There would be a change to governance with two people from Whitworth joining the board for Whitworth focus/direction.

### **Resolved:**

The update was noted and it was agreed to circulate the video link to members.

The Chair thanked all partners for attending and providing updates to the committee.

## **ORDINARY BUSINESS**

### **11. DISCUSSION ON FUTURE INVITEES FOR 2022**

11.1 Members made the following suggestions for future invitees, for agreement by the Chair, and also for the work programme:

- To stagger partner sessions to allow more time for questions.
- To have RLT, CLAW and the Whitaker for one session and put CA and the credit unions together for another session.
- The following partners were also suggested as possible invitees for future meetings: East Lancs Railway, Police, Fire Service, LCC, Clinical Commissioning Group (CCG), Food Banks and Rossendale Connected.

- To give attendees more specific briefs about what they are coming to update the committee about, such as where is the funding spent, the position going forward, and whether they are delivering their targets.
- Ask CCG about access for people with mental health issues.
- To follow up on the outcomes of the previous Suicide Task and Finish Group.

11.2 In response to a member's questions the following clarification was given:

- The Police attended each year in November/December.

**Resolved:**

That the above suggestions would be added to the draft work programme and discussed with the Chair of Overview and Scrutiny.

**12. THE FORWARD PLAN**

12.1 Members were updated on the Forward Plan and the agenda for the June committee was outlined. This would be considered alongside the suggestions for the work programme for the upcoming meetings.

**Resolved:**

The update was noted.

**The meeting started at 6.30pm and finished at 8.40pm**

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

<b>Subject:</b>	A Customer First Digital Strategy for Rossendale		<b>Status:</b>	For Publication	
<b>Report to:</b>	Overview and Scrutiny		<b>Date:</b>	7 <sup>th</sup> June 2021	
<b>Report of:</b>	Adam Allen		<b>Portfolio Holder:</b>	Communities	
<b>Key Decision:</b>	<input checked="" type="checkbox"/>	Forward Plan	<input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	Yes	Attached:	No	
<b>Biodiversity Impact Assessment</b>	Required:	No	Attached:	No	
<b>Contact Officer:</b>			<b>Telephone:</b>	01706 252492	
<b>Email:</b>	adamallen@rossendalebc.gov.uk				

<b>1.</b>	<b>RECOMMENDATION(S)</b>
1.1	That Overview and Scrutiny consider the attached draft Digital Strategy prior to it being presented to Council on 7 <sup>th</sup> July 2021.

## 2. PURPOSE OF REPORT

- 2.1 To present the draft Digital Strategy to Overview and Scrutiny in order to receive comments and consider any necessary amendments prior to formal approval at Council.

## 3. BACKGROUND

- 3.1 In the past 12 months, we have achieved significant success in improving Council IT systems. This includes the implementation of home working for all staff in response to Covid and upgrading our back office systems.
- 3.2 These changes have been largely internally focused and there is a need to set a longer-term vision for digital services that supports the new corporate plan and one which puts the customer at the heart of what we do. Putting the customer at the centre of our digital transformation is a key theme of the strategy and includes a commitment to tackle digital exclusion. In practice this will include continuing to provide face to face contact and telephone for those that favour this form of contact. The strategy also proposes a digital citizen programme which will work with community groups to upskill residents to improve their digital skills.
- 3.3 A Customer Service Excellence Programme is being implemented within the Council to compliment this strategy. This programme will provide training to all staff on customer service excellence along with many improvements to the customer journey.
- 3.3 Improving our digital delivery provides a number of benefits. It allows access to information and services 24/7 and in many cases allows much simpler and faster transactions. Refreshing the website and other customer facing channels will be one of the earlier projects to be delivered.
- 3.4 The digital strategy is attached as appendix 1 and it includes five key objectives delivered through four key themes in the action plan. These are Digital Customer, Digital Workforce, Digital infrastructure and Digital Security. Appendix 2 is our digital roadmap which illustrates the many projects that will deliver the strategy.
- 3.6 The digital strategy has been developed to set an over-arching vision for our digital services, however it should be noted that the digital roadmap requires more detailed



costing for each individual project. An equality Impact Assessment will also be completed for each of the larger projects which impact on the customer.

#### **4. RISK**

4.1 Investment in digital technology is one of the highest areas of spend for the Council and it is essential that we have a clear rationale for future investment. This strategy provides that rationale; however further authorization for the major projects will be required by Cabinet.

#### **5. FINANCE**

5.1 There are no financial implications at this point, however the individual projects arising from the digital strategy will be assessed on a case by case basis, with a fully costed business case being prepared for each project, which will then be presented to Members for approval.

#### **6. LEGAL**

6.1 There are no legal implications arising out of the report at this time but further consideration will need to be given as the individual projects are commenced to ensure compliance with the Council's Constitution, legislation and regulations.

#### **7. POLICY AND EQUALITIES IMPLICATIONS**

7.1 An Equality Impact Assessment has been completed for the programme and this will be updated as schemes develop.

#### **8. CONCLUSION**

8.1 An agreed customer & digital strategy is an integral part of transforming the way in which the council delivers its services and how the Council is perceived by residents. This strategy provides an ambitious vision and work programme which will help transform our approach to delivering services to the residents of Rossendale.

Following consideration of the strategy at O and S, the document will go through final design and formatting and be presented to Council on 7<sup>th</sup> July 2021.

Background Papers	
Document	Place of Inspection
Draft Digital Strategy	Attached as Appendix 1
Digital Roadmap	Attached as Appendix 2

## **A “Customer First” Digital Strategy for Rossendale (2021 – 2025)**

### **Our Vision**

**“Rossendale Borough Council will put the customer at the heart of its services and utilise technology to improve the lives of residents and the efficiency and effectiveness of all Council Services.”**

### **Introduction**

How we engage with our customers is fundamental to how the Council is perceived and to how effective our services are. We want services to be designed around what the customer wants and also to deliver those services in the most effective way. The council has a commitment to a **“customer first”** approach.

Delivering a “Customer First” approach increasingly relies on a strong digital offer which provides 24/7 access to services and up to date, accurate information.

Our Place, Our Plan, the Council’s Corporate Plan sets out an ambitious four year strategy for our valley based on four strategic priorities, these are a:

- Thriving local economy
- High quality environment
- Healthy and proud communities
- Effective and efficient council

Digitally transforming our services and our approach to Customer Excellence underpins the delivery of our Corporate Plan and this strategy sets out our priorities and a roadmap establishing a “digital first” approach. The strategy sets out over-arching strategic objectives which will be delivered across four themes.

The over-arching objectives of our Digital Strategy are:

- To provide the best possible experience of interacting with the Council and ensuring we get things right first time.
- To provide the preferred method of contact for the customer whilst encouraging residents to go digital and supporting digitally excluded residents to become digitally included.
- To Use data and customer engagement to understand our customers better and to continually improve the services that we provide.

These objectives will be delivered through our **Digital Customer** Theme

- To embed a culture within the council where technology is embraced by all staff to improve our services to the customer.

This objective will be delivered through our **Digital Workforce** Theme

- To ensure that all data and systems operated by the Council are efficient, effective, secure and safe.

This objective is delivered through our **Digital Infrastructure** and **Digital Security** themes.

This strategy builds on significant achievement such as all staff being equipped for agile working and a reduction in calls to the council of 80% as residents embrace our digital services.

This strategy document establishes the Council's approach to its digital transformation and outlines a high level action plan and the desired outcomes. The strategy also includes a digital roadmap that summarises the practical steps that are required in achieving our vision.

### **Putting the “Customer First”**

**“Putting customers at the heart of everything we do, designing easily accessible services for all, that respond to our customer’s current and future needs.”**

Our customer first approach will ensure that our digital transformation is rooted in what the customer wants. This will involve a commitment to engaging and understanding our residents needs in future service transformation and ensuring that no resident is excluded from council services as technology advances. A Customer First approach goes beyond access to technology and services, it requires the highest level of customer care across the organisation and should be reflected in all our customer interactions. A customer service excellence programme is underway which will complement our ambitious plan for digital transformation. This programme will embed our customer standards across the organisation, ensure staff are regularly trained in excellent customer service and ensure that service delivery is based on true and honest engagement with customers.

### **Creating a Digital Rossendale**

**Our Customer First digital approach** is not about replacing our services with digital only options, it is about encouraging and enabling those who can use digital and go on-line, to do so. To achieve this we will continually aim to provide simple and easy to use digital services that overtime become the go to choice for customers. We will also provide support to those that struggle to use digital services. Through a digital citizen programme we will encourage and support customers to interact with the council digitally. Digital provides many benefits for the customer including:

- Saving customers time and effort by making services available at a time most suitable to them with many services being available 24/7.
- Digital interaction can be much more cost effective to the Council. Face to Face contact can cost up to £8.62 per interaction compared with a 15 pence for a website transaction. These savings will be re-invested in improving services.
- Creating new digital channels allows us to review how our services are delivered, becoming an important element in transforming services and ultimately in transforming the Council.
- Redesigning our digital interface with the customer requires us to create a digital workforce which will result in internal processes becoming more efficient and it will allow us to better monitor customer standards. For example our digital strategy is essential in delivering our flexible working policy.

- A digital Rossendale will seek to include all customers of the Council on our digital journey. This will mean working with local businesses on the future digital infrastructure and working with partner organisations to connect us all together better.

## **Delivering the Strategy**

Creating a Digital Rossendale is about more than just technology. Its success will depend on the successful engagement of our customers, staff and partners. It challenges us all to think differently and to rethink how we deliver services. Our Customer & Digital Action Plan is in 4 sections to ensure that we deliver digital services focused on the Customer, whilst building a digital workforce and providing the right infrastructure not just for the council but also to seek opportunities within the community and with businesses. The fourth section aims to ensure that our systems are safe and secure, protecting our customers information and Council systems.

The action plan below is in four sections and each section describes the actions to be taken and the outcomes that are desired from completing each action, the sections are:

- 1) Digital Customer
- 2) Digital Workforce
- 3) Digital infrastructure
- 4) Digital Security

### **1. Digital Customer**

Our digital customer ambitions will be underpinned by our Customer First approach and in conjunction with our customer service improvement programme.

People expect services to be online and available on any device. Accessing simple council services online should be as easy as ordering from Amazon.

They should experience seamless services from us, with the opportunity to give feedback using the channels of their choice. This will reduce failure demand on our customer service teams and business areas, and improve our resident, visitor and business experience of us.

The Council will provide services and information online to customers, members, partners and businesses through a number of key mediums, including the web, online accounts, forms, applications and social media.

Customers and businesses will be able to access our services 24 hours a day, from any location from any device. These online services will be designed to ensure that they are accessible, user-friendly and responsive to customer needs and make the best use of technologies available. The information and data will be more accessible through online Council channels, increasing accessibility and transparency.

In practice, enabling the digital customer will include practical support such as:

- The provision of clear, concise and up to date information on all services provided by the Council
- The provision of online forms for all service requests or applications
- The provision of assistance and support for all customers requiring support with Digital channels

Our approach is not to reduce choice in how customers interact with the Council, but to make digital the first choice for customers. This approach will drive the customer contact from traditional channels such as face to face, postal and telephony to online delivery.

We recognise that not all users of Council services may be able to use digital services independently. To accommodate these customers, the Council will adopt an approach of Assisted Digital and we will retain face to face appointments. This will ensure that everybody has access to the service or information they need regardless of individual circumstances.

A key customer of the Council is our local business community and we aim to work with local businesses to seize the opportunities that technology provides in being innovative and competitive. This will require the Council to work with businesses in leveraging in external funding.

### **Outcomes**

By 2025 we will have delivered on the following key outcomes:

- To have significantly improved customer satisfaction with the Council, to reduce complaints and to ensure that services are delivered in a way that the customer desires and that we always aim to get it right first time
- To have a significantly improved online customer journey that provides customers with real time information and access to most council services when they need it
- To have residents and businesses which are confident in using digital services

### **Strategic Priorities**

To achieve these outcomes we will focus on the following strategic aims:

- To implement a corporate “Customer First” programme to improve customer service in all areas through an all staff training programme and the embedding of customer standards
- Undertake genuine customer engagement and research to ensure that future services reflect customer/communities wants and needs
- Consolidate and redesign all our websites to make them clearer and easier to navigate on all devices, including all digital forms
- Implement a new telephony and contact system that will streamline all contact with the council and will allow corporate contact monitoring and improvement
- To develop a “Digital Citizen” programme which supports our most vulnerable communities to engage and use the digital approach
- To work with local businesses to seek external funding to improve their digital capability

## **2. Digital Workforce**

An essential component in achieving a Digital Customer approach is ensuring that our workforce has access to the right technology and the skills to ensure that it is fully utilised.

We want to develop a culture in which new technology is embraced by all staff to provide the best possible service to the customer.

Our internal systems will be designed around what is best for the customer with services taking ownership of their web content to ensure it provides the best possible interaction with their service.

All staff currently have access to technology to enable home working and we will develop this to ensure staff can be truly agile, accessing systems from a place that is most convenient to the needs of the work.

Current council systems provide wide-ranging functionality that is currently untapped and an aim of this strategy is to ensure that we support staff in maximising the value of our technology investment.

### **Outcomes**

By 2025 we will have delivered on the following key outcomes:

- All staff being able to work effectively in the most convenient location and at the most convenient time to optimise productivity and reduce travel
- Staff who fully utilise the potential of council IT systems and who think of the customer first when developing front facing customer websites
- Much improved communication internally within the Council and externally with customers

### **Strategic Priorities**

To achieve these outcomes we will focus on the following strategic aims:

- To provide the necessary devices and infrastructure to allow staff to access systems from any location to allow true agile working.
- Enable video conferencing across the council estate and to embed videoconferencing as our preferred method of meeting where this is more effective and productive.
- Implementing a unified communications system through telephony and the use of Microsoft Teams.
- To conduct an annual needs assessment with service managers to ensure that the most appropriate technological solutions are being implemented and that they are based on customer need.
- To launch a digital champions programme which upskills key staff across all services to support staff in their area and develop the digital offer

## **Digital Infrastructure**

To provide a customer first approach and to develop a digital workforce it is critical that the council's digital infrastructure is fit for purpose.

This means systems that talk to each other on stable hosting platforms and utilising the best technology and modern architecture.

Our digital journey provides many associated improvements. Improved customer care and service efficiency and also an opportunity to minimise the carbon emissions associated with our digital systems. This will contribute to the Council's Carbon Reduction Strategy.

We will take a "Whole Council" approach when implementing our digital infrastructure which will include core 'enterprise' components such as; information, email, voice and data networks, hosting and client devices.

The following key approaches will be adopted:

- **Consolidation and Rationalisation**

A reduction in the number of solutions and more joined up data, enabling services to share information resources and costs and co-ordinate actions more effectively. We will take a pragmatic approach to service provision, balancing the needs of agility, risk, value for money and user expectations.

- **Value for Money**

Leveraging 'Enterprise Agreement' licensing opportunities and the scale of the Council to drive competitive pricing and support from key vendors. We will look to reduce both capital and revenue investments.

- **Service Agility**

Users profiled into modern work styles, to ensure we provide them with the most appropriate devices and solutions needed - with secure access to corporate data and applications from a non-traditional office setting. Examples Include; Office 365, Collaboration, Voice, Video conferencing and screen sharing capabilities, accessible from any location etc. Service Agility will facilitate the drive towards a 'Paperless Office'.

- **Service Integration**

Use of standard integration patterns and specification, to provide system integration and information exchange with new service delivery bodies, partners and suppliers. Where interfacing / integration is required between any elements of the architecture, the Council will require the solution provider to support a Service Orientated Architecture / Application Programming Interface design pattern approach, therefore minimising the Council's Total Cost Ownership.

- **Standards and Specifications**

Adopted, implemented and governed use of best practice and industry proven standards and specifications. Examples include; Public Services Network, Government Digital Service - standards and specifications.

## **Outcomes**

By 2025 we will have delivered on the following key outcomes:

- That all staff, Members and visitors have fast and reliable wireless access at all Council sites and to have exploited externally funded opportunities to improve connectivity within town centres and in poorly connected communities.
- A fully delivered digital roadmap that ensures that costs are minimised and all investment is in line with this strategy.
- To have a single safe and robust depository for all council data.
- To have continual independent reassurance that Council systems are safe and robust.

## **Strategic Priorities**

To achieve these outcomes we will focus on the following strategic aims:

- Carry out a programme of connectivity improvements, increasing broadband width across all our sites and actively consider wider community and business Wi-Fi schemes in partnership.
- The development of a clear architectural vision for all council technology systems, minimising the need for specialist systems and maximising utilisation.
- To regularly audit our carbon footprint associated with our technology estate and embark on a greening programme in line with the Councils commitment to reducing carbon emissions.
- Continually review and refresh all existing and new technology policies and procurement.
- To achieve Tier 3, ISO 27001:2013 accreditation for all data centres.

## **Digital Security**

There are significant risks involved when digital systems are expanded to hold more information and connectivity is improved to increase productivity. Data protection legislation is an ever-growing demand and the sophistication of cyber threats are continually increasing.

The significance of information and related technologies is increasing in most aspects of business and public life, with the associated information security and cyber threats also increasing.

We therefore have a greater need to mitigate information risk and protect our information and related ICT assets from ever changing threats. Security is an essential part of managing information and it is critical that we embed digital security alongside our improved customer experience.

We will operate with data security as a priority, ensuring that every interaction will maintain the integrity, confidentiality and security of customer information, complying with legislative and security requirements. This will ensure every interaction is safe, secure and appropriate.



The Council will maintain and build on the work already achieved in information security. The Council complies with security and quality standards including the Public Services Network, Payment Card Industry security standards and the International Standards Organisation information security management system (ISO 27001:2013). It is committed to upholding the principles of the Data Protection Act and the General Data Protection Regulation which protects data personal to individuals from being misused.

We will ensure that appropriate security is built in to the architecture and is designed to provide defence in depth. Technologies which protect the Council from the effects of cyber-attack and help to prevent data loss are deployed and these are coupled with policy and user education.

### **Outcomes**

By 2025 we will have delivered on the following key outcomes:

- Ensured that the retention and use of all customer information is to the highest possible standards
- To have minimised the risk of human error and data breaches when using council data systems
- Minimised the risk of cyber-attack

### **Strategic Priorities**

To achieve these outcomes we will focus on the following strategic aims:

- Development of a highly secure email facility that protects residents, Council and partner information. This will ensure every interaction is safe, secure and appropriate.
- To implement regular training with all relevant staff to ensure they are aware of the risks associated with personal data and our specific systems.
- Deliver a security infrastructure roadmap.

### **Our Digital Action Plan and Roadmap**

Achieving our ambitions will require significant investment in new technological solutions over the next four years. The attached action plan illustrates in more detail how the strategic aims will be achieved and the attached digital roadmap illustrates the technological projects that will be necessary to successfully implement the strategy.

The implementation of each of these steps will be closely monitored through the councils' governance processes.

# ROSSENDALE CUSTOMER DIGITAL PLAN

2021/22

2022/23

2023/24

## Digital Workforce

Video Conferencing for all RBC users Microsoft Teams

Agile Working Microsoft 365 for all RBC users

Microsoft 365 upgrades

Microsoft 365 upgrades

Agile Working soft Phones and voice messaging for all RBC laptops

Refresh RBC WIFI Devices

Refresh RBC WIFI Devices

Agile Working Virtual Customer Contact Centre

Agile working Digital HR forms sickness, holidays for all RBC users

Customer Service Training

Agile working Hybrid worker Time & Attendance application

Digital Interactive Telephone Customer Messaging

Digital Training

## Digital Customer

Customer Portal online integrated Housing application

Customer Portal online integrated CTAX application

CTAX Electronic Billing

Customer Portal online integrated Benefits application

Digital Interactive Customer Telephone Messaging

Customer Portal online integrated NNDR application

NNDR Electronic Billing

Customer Portal online integrated DHP application

Digital GIS Solution for DC, BC, FP, ED, Property & Corporate Support

DWP direct integration with RBC revenues & Benefits application

DWP direct integration with RBC revenues & Benefits application

Website CMS upgrade

Digital Customer Direct Debits facility

DWP Digital Services

Website Electronic forms upgrade

New Council Website Rebranded

## Digital Infrastructure

Agile Working New Voice Network for contact centre and soft phones

Finance System Upgrade

SAP Upgrade

Finance System Upgrade

SAP Upgrade

Agile Working Exchange on line integration for Office 365

Agile working Digital Secure Email

New Revs & Bens Document Management system

Revs & Bens Document Management system Upgrade

Disaster Recovery Tender

New Data Centre Disaster Recovery As A Service DaaS

Wide Area Network & Internet Upgrades

## Data Security

Website Firewall Upgrade

Audits

Security Testing

Audits

Security Testing

Audits

Security Testing

New Civica Website E-pay Online Payments facility

New Civica Customer Present E-pay Payments facility

Disaster Recovery Tender

Digital Apple & Android Pay Options

Cyber Security SIEM

Agile Working Security VPN Upgrade

Agile Working Security VPN Upgrade for all RBC users

Website CMS Upgrade

Agile Working Security VPN Upgrade for all RBC users

Agile Working Security VPN Upgrade for all RBC users

<b>Subject:</b>	Quarter 4 Performance Management (January, February and March) 2020/21	<b>Status:</b>	For Publication
<b>Report to:</b>	Overview and Scrutiny	<b>Date:</b>	7 <sup>th</sup> June 2021
<b>Report of:</b>	Head of People & Policy	<b>Portfolio Holder:</b>	Resources
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment</b>	Required	No	Attached No
<b>Biodiversity Impact Assessment</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Clare Law	<b>Telephone:</b>	01706 252457
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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	<b>RED</b>

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	<b>RED</b>

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%	<b>RED</b>

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	<b>RED</b>

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	<b>RED</b>

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
<b>Number of complaints</b>	23	35	45
<b>Highest nature of complaints</b>	48% (11) – Bins/bin collection	37% (13) – Bins/bin collection	31% (14) – Bins/bin collection
<b>Highest Service Area of complaints</b>	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.

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

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

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

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.

<b>Appendices</b>	
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
<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 4 2020-2021 Service Actions and Corporate Projects

<b>Priority A</b>	<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.		
<b>A1</b>	<b>Improve key parks and open spaces</b>		
	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>	
	<b>Corporate Project - 1</b>	<b>RAG Status</b>	<b>Responsible Officer – David McChesney</b>
<b>A2</b>	<b>A new strategic approach to tackling climate change</b>		
	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>		
		<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>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>		
			<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>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>		
			<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>			
	<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>		
			<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>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"> <tr> <td data-bbox="1227 1150 1453 1198"> <b>Corporate Project - 3</b> </td> <td data-bbox="1227 1150 1453 1198"> <b>RAG Status</b> </td> <td data-bbox="1227 1150 1453 1198"> <b>Responsible Officer – Guy Darragh</b> </td> </tr> <tr> <td data-bbox="1227 1198 1453 1249"></td> <td data-bbox="1227 1198 1453 1249"></td> <td data-bbox="1227 1198 1453 1249"></td> </tr> </table>	<b>Corporate Project - 3</b>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>				
<b>Corporate Project - 3</b>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>								
	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="678 563 1225 643"><b>Corporate Project - 4</b></td> <td data-bbox="1225 563 1453 643"><b>RAG Status</b></td> <td data-bbox="1453 563 2166 643"><b>Responsible Officer – Guy Darragh</b></td> </tr> <tr> <td data-bbox="678 603 1225 643"></td> <td data-bbox="1225 603 1453 643" style="background-color: #92d050;"></td> <td data-bbox="1453 603 2166 643"></td> </tr> </table>	<b>Corporate Project - 4</b>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>			
<b>Corporate Project - 4</b>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>						
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>						



		<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	<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>		
			<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	<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>		
		<b>Corporate Project - 6</b>	<b>RAG Status</b>	<b>Responsible Officer – Guy Darragh</b>

	Commercial estate rent review	<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>		<b>RAG Status</b> 	<b>Responsible Officer – Lucie Greenwood</b>
<b>B4</b>	<b>Develop a visitor economy strategy</b>				
	Design and agree a visitor economy strategy	This project has now been completed.			
		<b>Corporate Project - 7</b>	<b>RAG Status</b> 	<b>Responsible Officer – Megan Eastwood</b>	
	Deliver the Whitaker HLF project	<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>		
		<b>Corporate Project - 8</b>	<b>RAG Status</b>	<b>Responsible Officer – Emily Vynne</b>
<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>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**

<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.	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.	
		<b>RAG Status</b> 	<b>Responsible Officer – Jackie Flynn</b>
	Housing Strategy	This project is on hold, subject to the appointment of the new Principal Strategic Housing Officer.	
		<b>Corporate Project - 9</b> <b>RAG Status</b> N/A	<b>Responsible Officer – Vacant</b>
	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.	
		<b>Corporate Project – 10</b> <b>RAG Status</b> 	<b>Responsible Officer – Andrew Buckle</b>

<b>C2</b>	<b>Improve the health of local people through a focus on improving levels of activity, diet and lifestyle</b>		
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.	
			<b>RAG Status</b> Green
<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	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.	
			<b>RAG Status</b> Amber
<b>C4</b>	<b>Develop the business case for improved health and leisure facilities</b>		
	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><b>Corporate Project - 11</b></p>	<p><b>RAG Status</b></p>	<p><b>Responsible Officer – Adam Allen</b></p>

## Key Performance Indicators

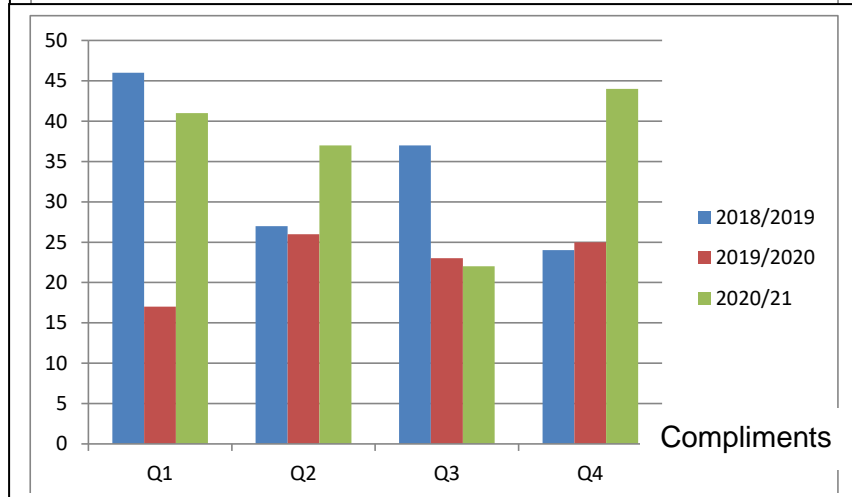
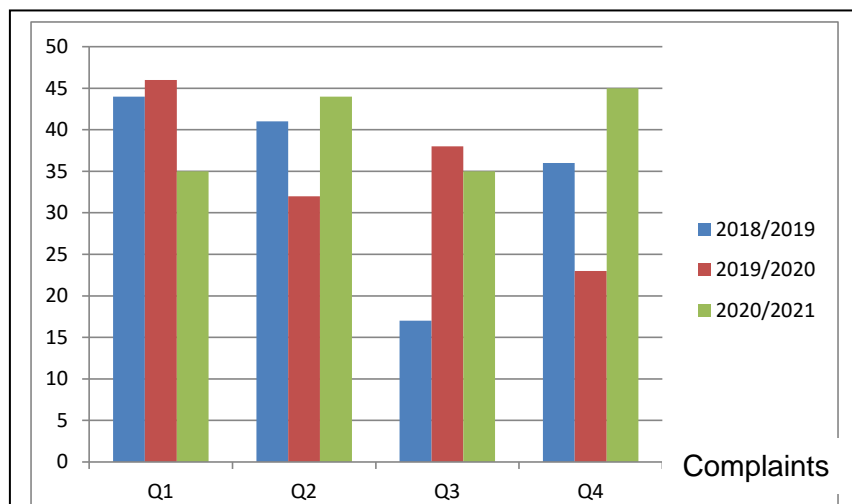
Priority	Corporate Performance Indicators	Target Q4	Q4 Performance	RAG Status
<b>Priority 1</b>				
1	Percentage of the total tonnage of Household waste which has been recycled and composted.	34%	-	-
2	Number of collections missed per 100,000 collections of domestic waste/recycling	100	172	<b>RED</b>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



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
<b>Finance</b>				
1	Payment of undisputed invoices within 30 days	90%	92.7%	GREEN
<b>Legal</b>				
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
<b>Planning</b>				

5	Percentage of 'Major' planning applications determined within 13 weeks	90%	100%	<b>GREEN</b>
6	Percentage of 'Minor' planning applications determined within 8 weeks	90%	91%	<b>GREEN</b>
7	Total number of 'Other' planning applications	90%	99%	<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%	11.8%	<b>GREEN</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	8.97 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 Due to COVID	<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	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
<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

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

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

**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
<b>Quarter 4 risk assessment RAG status</b>	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>

**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
<b>Description</b>				
<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>				
<b>Risk Consequence</b>				
<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>				
<b>Mitigation</b>				
<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
<b>Update</b>				
<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
<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 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<b>Update</b>				
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.				

<b>Risk 4 - Sustainability of the County Council budget</b>			<b>Responsible Officer - Karen Spencer</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>
<b>Description</b>				
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.				
<b>Risk Consequence</b>				
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.				
<b>Mitigation</b>				
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.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>
<b>Update</b>				
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
<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 4 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<b>Update</b>				
<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
<b>Description</b>				
<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>				
<b>Risk Consequence</b>				
<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>				
<b>Mitigation</b>				
<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
<b>Update</b>				
<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>				

<b>Risk 7 - Changes to Government policy on the delivery of the council's services</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Initial risk assessment RAG status (without mitigation)</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>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.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>3</b>	<b>C3</b>	<b>AMBER</b>
<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 and their easing in Q4. No wider Government policy changes impacted on the council in quarter 4.				

<b>Risk 8 - Sustainable Workforce</b>			<b>Responsible Officer - Clare Law</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>
<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.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>
<b>Update</b>				
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.				

<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>
	<b>C</b>	<b>1</b>	<b>C1</b>	<b>AMBER</b>
<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 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.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>1</b>	<b>C1</b>	<b>AMBER</b>
<b>Update</b>				
Penetration testing including both external and internal and vulnerability scanning has been conducted in Q4 as part of our ongoing regime.				

<b>Risk 10 - Poor communications and public relations</b>			<b>Responsible Officer - Clare Law</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>
<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.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>E</b>	<b>1</b>	<b>E1</b>	<b>GREEN</b>
<b>Update</b>				
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.				

<b>Risk 11- Non – Delivery of Corporate Projects</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>2</b>	<b>D</b>	<b>AMBER</b>
<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>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>E</b>	<b>2</b>	<b>E2</b>	<b>AMBER</b>
<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 have been developed for each. All projects are on track at quarter 4 and within budget.				

<b>Risk 12 – Response and Recovery to COVID-19 Pandemic</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>1</b>	<b>A1</b>	<b>RED</b>
<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.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>1</b>	<b>A1</b>	<b>RED</b>
<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. 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.				



<b>Risk 13 – Impact of COVID-19 on the Financial Sustainability of Council Owned Leisure Assets</b>			<b>Responsible Officer – Adam Allen</b>	
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>2</b>	<b>A2</b>	<b>RED</b>
<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.				
<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.				
<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.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>2</b>	<b>A2</b>	<b>RED</b>
<b>Update</b>				
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 form 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.				

<b>Subject:</b>	Overview and Scrutiny Annual Report and Work Programme	<b>Status:</b>	For Publication
<b>Report to:</b>	Overview and Scrutiny Committee	<b>Date:</b>	7 <sup>th</sup> June 2021
<b>Report of:</b>	Committee & Member Services Manager	<b>Portfolio Holder:</b>	Corporate Services
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Carolyn Sharples	<b>Telephone:</b>	01706 252422
<b>Email:</b>	<a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>		

1.	<b>RECOMMENDATION(S)</b>
1.1	That the Overview and Scrutiny Committee provide their comments on the Annual Report 2020/21 and Work Programme 2021/22 (Appendix 1) prior to being recommended to Full Council for approval.

## 2. PURPOSE OF REPORT

- 2.1 To inform of the work undertaken by the Overview and Scrutiny Committee during 2020/21 and the proposed Work Programme for 2021/22 for information and comment.

## 3. BACKGROUND

- 3.1 The annual report and work programme are required to be reviewed by the Overview and Scrutiny Committee and agreed at Full Council each year.
- 3.2 The annual report and work programme summarises the work undertaken during 2020/21 and sets out the proposed work to be carried out by the committee during the coming year in 2021/22. The work programme provides a draft of what is expected to be brought before the committee in 2021/22 and is a working document which allows for fluidity and for new items to be added as required.
- 3.3 Consultation took place on the work programme and the responses are detailed in Appendix 2.
- 3.4 A meeting also took place with the Chair of Overview and Scrutiny, an opposition representative and officers and the documents were also sent to Corporate Management Team for their input into the proposed agenda items and timescales for planned work.

## 4. RISK

- 4.1 There are no specific risk issues to consider arising from this report.

## 5. FINANCE

- 5.1 All work must be contained within existing budgets and resources.

## 6. LEGAL

- 6.1 The committee is required to produce an Annual Report for Full Council.

**7. POLICY AND EQUALITIES IMPLICATIONS**

7.1 There are no specific policy and equalities implications. All work undertaken by the committee will have regard to equalities and follow Council policy.

**8. CONCLUSION**

8.1 The Annual Report and Work Programme summarises the work carried out by the Overview and Scrutiny Committee and provides an outline of the work to be carried out during the 2021/22 municipal year.

# **OVERVIEW AND SCRUTINY COMMITTEE**

**Annual Report 2020/21 and  
Work Programme 2021/22**

**FOREWORD FROM THE 2020/21 CHAIR OF OVERVIEW AND SCRUTINY,  
COUNCILLOR JANICE JOHNSON**



This report highlights the activity and work of the Overview and Scrutiny Committee during 2020/21 and the expected programme of work for 2021/22.

It has been an unusual year which has impacted greatly on the committee's ability to carry out task and finish work. However, we have continued to meet and to make recommendations on reports and engage with our external partners.

I am grateful for those external to the Council who gave up their time to attend meetings and who have contributed to the work of the Overview and Scrutiny Committee.

**MESSAGE FROM COUNCILLOR SEAN SERRIDGE – PORTFOLIO HOLDER FOR  
CORPORATE SERVICES 2020/21**



The Overview and Scrutiny process ensures that both Council services and those services of its partners, are delivered in an appropriate way.

The Council's Overview and Scrutiny Committee continues to support and challenge the Cabinet and provides assurance in respect of policy development and review, acting as a 'critical friend'.

Rossendale has faced an unprecedented situation this year with the impact of the Covid pandemic, and the Cabinet is grateful to the committee for continuing to meet and carry out its work.

## Annual Report 2020/21

### **1. Overview and Scrutiny**

- 1.1 The Overview and Scrutiny process is a way of achieving open and democratic accountability for the provision of public services.
- 1.2 Local authorities operating a Cabinet and Scrutiny model have a Cabinet made up of the Leader of the Council and Cabinet members who are appointed by the Leader to specific portfolios.
- 1.3 The Overview and Scrutiny function is carried out by non-Cabinet members and in Rossendale there is one politically balanced committee made up of 10 councillors and one co-opted member.
- 1.4 The Overview and Scrutiny Committee is supported by Committee and Member Services and the Head of People and Policy, who is the Corporate Management Team lead on Overview and Scrutiny.
- 1.5 Overview and Scrutiny is not a decision making body, but is a body which monitors and influences those that are, i.e. the Cabinet. The Overview and Scrutiny Committee report their work back to the Cabinet who then decide whether recommendations will be accepted, and if not, why not.
- 1.6 In Rossendale the Overview and Scrutiny Committee has a role in performance monitoring, and councillors to scrutinise detailed performance reports on a quarterly basis.
- 1.7 Scrutiny members/non-Cabinet members undertake reviews which are called task and finish groups. These are usually made up of 5 councillors who are asked to look in-depth at particular issues and make recommendations which may suggest a change in policy or service provision.
- 1.8 Overview and Scrutiny is not a mechanism for the investigation or settlement of individual complaints, as the Council has a separate complaints/member enquiry process. Nor can Overview and Scrutiny look at individual planning or licensing decisions.
- 1.9 Overview and Scrutiny welcomes suggestions from councillors and the general public regarding issues that could be investigated. Committee and Member Services consult with the public, councillors and managers each year and their suggestions are considered for the Annual Work Programme.
- 1.10 The Council continues to work in line with statutory guidance and the Constitution, and the Chair, Vice-chair and officers attend Scrutiny Networks where possible.

## 2. Internal Scrutiny

### 2.1 Quarterly Performance Reports

The committee continues to receive quarterly performance reports. If the committee feels a service area's performance requires further investigation, then the relevant senior officer can be called to committee. If councillors feel it necessary once the officer has attended, then the Performance Management Task and Finish Group may be reinstated to scrutinise matters further.

### 2.2 Pre-decision Scrutiny

The committee received a variety of reports during 2020/21 with some of them being part of the work programme and some being brought to Overview and Scrutiny for a specific reason and discussion, including:

- The Council's formal budget-setting process, the committee examined the 2021/22 budget proposals.
- Annual Equality Report.
- Local Government Ombudsman Annual Letter and Council Feedback (Complaints) Update.
- Regulation of Investigatory Powers Act (RIPA) update – Overview and Scrutiny committee is required to have a quarterly update on the use of RIPA. This was done verbally in the Chair's update and is timed to coincide with the quarterly performance reports. It should be noted that the Chair is not able to give specific details if RIPA has been used and all enquiries should be directed to the Monitoring Officer.

## 3. External Scrutiny

3.1 The committee received a number of presentations from external organisations, which are summarised below:

### 3.2 Victim Support

In July 2020 the Police and Crime Commissioner's Victims and Vulnerable People's Lead attended the committee and provided members with an update on domestic abuse services within Rossendale. The lead agreed to participate in the Council's planned Covid task and finish work.

### 3.3 Rossendale Together Barnfield (RTB)

The Chief Executive provided members with an update on the RTB partnership in October 2020.

### 3.4 'To act as the Council's Crime & Disorder Committee'

As set out in the Overview and Scrutiny terms of reference, the committee monitors crime and disorder issues and under the Police and Justice Act and related statutory guidance from the Home Office on the scrutiny of crime and disorder, Lancashire Police are invited to the committee each year to give a presentation on performance and progress against crime indicators. Inspector Clarke attended in January 2021 and answered questions from committee members.

### 3.5 Leisure Update

Rossendale Leisure Trust (RLT) presented their annual update in March 2021 as part of a dedicated Partner Scrutiny Committee.

### 3.6 Partner Scrutiny Committee

The March 2021 meeting was a dedicated Partner Scrutiny Committee and received the following updates:

- Bacup Credit Union
- First Choice Credit Union
- Citizens Advice
- RLT and Community Leisure Association Whitworth (CLAW)
- The Whitaker

## 4. **Task and finish group work in 2020/21**

4.1 Task and finish groups are established by the Overview and Scrutiny Committee to conduct an in-depth review of any service, policy or issue that affects the borough. These groups are usually comprised of five politically balanced councillors (non-Cabinet members) and at the first meeting a chairperson and terms of reference are agreed. Task and finish groups are limited to a maximum of two operating at any one time to ensure there are sufficient resources to undertake an effective review.

### 4.2 Covid

Owing to the impact of Covid, the committee put on hold its task and finish work during 2021 to allow officers, members and the Council's partners to assist with being part of the local support effort for residents.

### 4.3 Suicide Rates

This work took place during 2019/20 and an update report was presented to the committee in June 2020. The report updated members on the actions carried out to date and it is intended to revisit any outstanding actions in 2021/22.

4.4 Copies of task and finish group reports are available on the council's website via the link below:-

[https://www.rossendale.gov.uk/downloads/download/10718/task\\_and\\_finish\\_group\\_reports](https://www.rossendale.gov.uk/downloads/download/10718/task_and_finish_group_reports)

## 5. **How has Scrutiny made a difference?**

5.1 Overview and Scrutiny continues to perform the important function of holding the executive (the Cabinet) to account, carrying out task and finish work and reviewing policies and strategies before implementation. For 2020/21 the following is worth noting:



- The committee continued to meet and carry out its business during the Covid pandemic.
- Policy development – the committee was consulted on and provided feedback on policies before they were approved by Full Council or Cabinet and this included the annual budget reports.
- By June 2020, nine of the twelve recommendations of the Suicide Task and Finish Group had been achieved including:
  - o The council signing up to ‘Time to Change’ and promoting the ‘6507’ project.
  - o Offering and encouraging appropriate training through relevant providers to all staff and partners in line with the developing training matrix.
  - o Zero Suicide Alliance training was raised with business leaders.
  - o Promoting the Samaritans’ 116 123 number.
  - o Promoting the appropriate use of language around suicide.
  - o Raising the issue on agendas at Community Partnership meetings.
  - o Ensuring a member of council staff continues to attend the Suicide Prevention and Self Harm Reduction Strategy Group.
  - o Raising awareness through digital means and social media.
  - o Feeding back the actions taken to Lancashire County Council (LCC) Public Health so that these actions may be measured.

## **2021/22 Work Programme**

### **6. Introduction**

- 6.1 The Overview and Scrutiny Committee is required to produce and agree an Annual Work Programme which sets out the expected work to be carried out in the coming year.
- 6.2 Each year a local consultation is undertaken with managers, councillors and members of the public, who are asked to contribute suggestions to help develop the work programme. Contributions can be made via social media, the Council’s website, democracy email and a hard copy form is also available in the One Stop Shop. The online scrutiny form also allows people to submit ideas at any time throughout the year.
- 6.3 As well as outlining the work of the Overview and Scrutiny Committee the programme also identifies proposed work to be undertaken by task and finish groups, of which there can be two running at any one time.

### **7. Cabinet involvement**

- 7.1 As well as being able to make work programme suggestions, Cabinet has previously resolved that the two main Council grant recipients (Citizens Advice and Credit Union) provide the Overview and Scrutiny Committee with an update on their work and these groups continue to attend annually.

## **8. Health Scrutiny**

- 8.1 At the time of writing the report, the Portfolio Holder for Health and Leisure represents Rossendale Council on the East Lancashire Health and Wellbeing Partnership and LCC Health Scrutiny Committee.
- 8.2 The Rossendale Health and Wellbeing Partnership is open to any councillor to attend and issues of concern can be raised via the Portfolio Holder for Health and Leisure for any of these meetings.

## **9. Standing agenda items**

- 9.1 The Council's Constitution outlines the items Overview and Scrutiny considers on a regular basis. In addition, Overview and Scrutiny can look at other non-key decisions/updates as required. The items outlined in the Constitution are detailed below:

### **9.1.1 Routine monitoring of the performance of the Council**

To review on a quarterly basis the Performance Report and invite officers of the Council to attend a future meeting if their service area is under-achieving on its target. Alternatively, if a service area is falling behind on their targets, the Performance Management Task and Finish Group may be re-convened to look into the matter.

### **9.1.2 Policy development**

- a) To deal with emerging policy and assist the Council in reviewing and developing policy as detailed in the Forward Plan.
- b) Review and scrutinise decisions taken internally by the Cabinet, individual Cabinet members or officers of the Council.

### **9.1.3 Scrutiny of the Council's budget**

To be consulted and make recommendations on the Council's annual budget setting.

### **9.1.4 Complaints/compliments**

- a) To monitor formal complaints received by the Council
- b) To receive information on the number of compliments received for each service area
- c) To monitor Ombudsman enquiries via the annual letter from the Local Government Ombudsman.

### **9.1.5 Councillor Call for Action (CCfA)**

To deal with any relevant Councillor Call for Action requests and determine the appropriate course of action.

### **9.1.6 Call-In**

To scrutinise decisions referred under the Council's Call-In Procedure.

### 9.1.7 Forward Plan

The Forward Plan is tabled at each meeting for information and allows members to review which items are going to Cabinet for decision.

## 10. Consultation feedback

10.1 As noted at 6.2, consultation took place using various means from the end of March to mid-April, and the suggestions received are detailed in the appendix.

10.2 A meeting was held with the chair of Overview and Scrutiny, opposition representative, Corporate Management Team (CMT) lead and committee officer on 21<sup>st</sup> April at which the suggestions were discussed and a plan of how to implement them agreed. This document was presented to CMT on 4<sup>th</sup> May for their comments and also ask for their suggestions regarding appropriate timescales. Following these consultations the draft work programme for 2021/22 at 13 has been proposed.

## 11. 2021/22 Work Programme

11.1 The draft work programme in the table below is based on previous agendas, updates required from previous task and finish groups, new suggestions from the consultation and the standing items outlined at section 9.

11.2 Although the work programme is formally agreed, it may be amended by the Overview and Scrutiny Committee as required. The table at 13 sets out the basic agendas and planned reports/updates going to each committee. It is important to ensure that there is room for task and finish group reports and for any other items or policies, which may be added to the Forward Plan during the year.

## 12. Conclusion

12.1 The programme provides members with a clear plan of work and engages with our partners and grant recipients. The work programme is a living document and will be amended throughout the year as necessary.

12.2 Details of the Overview and Scrutiny Committee meetings for 2021/22 can be found on the Committee Schedule on the Council website:

<https://www.rossendale.gov.uk/>

13. The draft programme for the meeting agendas is detailed below. Items in *italics* are suggestions from the work programme consultation.

<b>Date</b>	<b>Topic</b>	<b>Proposed areas in scope</b>
June	<i>Clean and Green Update</i>	To discuss the Operations Service with a specific focus on: <ul style="list-style-type: none"> <li>• An overview of the service and key challenges including enforcement</li> <li>• Examining the 'clean and green' improvement plan including; fly-tipping, recycling, litter and improving parks</li> </ul>
	Digital Strategy	To scrutinise the strategy with a specific focus on: <ul style="list-style-type: none"> <li>• Examining how the strategy will be implemented</li> <li>• Discussing the action plan and how the success of the strategy will be monitored</li> </ul>
	Quarter 4 performance report and RIPA update	To scrutinise the performance of the council's services and corporate projects
	Overview and Scrutiny Annual Report and Work Programme	To examine the previous year's progress and review the draft Overview and Scrutiny work programme for 2021/22.
July	Partnerships improving the lives of local residents: <ul style="list-style-type: none"> <li>• <i>Lancashire County Council</i></li> </ul>	To scrutinise the effectiveness of external partners in improving the lives of Rossendale residents with a specific focus on: <ul style="list-style-type: none"> <li>• How the partner is improving outcomes for residents e.g. road maintenance and gritting</li> <li>• How effectively are partners using any council funding (where applicable)</li> <li>• How the council can work more effectively with partners in the future</li> </ul>
	<i>Visitor Economy Strategy</i>	To scrutinise the progress of the borough's strategy with a specific focus on: <ul style="list-style-type: none"> <li>• Progress in implementing year 1 of the strategy's action plan</li> <li>• Understanding the post Covid recovery of tourism businesses</li> </ul>
	<i>Rossendale Works</i>	To examine progress of the Rossendale Works programme with a specific focus on: <ul style="list-style-type: none"> <li>• The programme's progress in getting local people into paid work</li> <li>• The key outcomes from the programme to date and future plans</li> </ul>
	<i>Climate Change Strategy Update</i>	To scrutinise the progress of the council's strategy with a specific focus on: <ul style="list-style-type: none"> <li>• Progress in implementing year 1 of the strategy's action plan</li> <li>• Discussing plans of the use of the council's new carbon fund</li> <li>• Understanding plans for the Autumn climate change conference</li> </ul>

Sept	Partnerships improving the lives of local residents: <ul style="list-style-type: none"> <li>• <i>East Lancashire Clinical Commissioning Group</i></li> </ul>	To scrutinise the effectiveness of external partners in improving the lives of Rossendale residents with a specific focus on: <ul style="list-style-type: none"> <li>• How the partner is improving outcomes for residents e.g. health and leisure</li> <li>• How effectively are partners using any council funding (where applicable)</li> <li>• How the council can work more effectively with partners in the future</li> </ul>
	Improving health outcomes	To scrutinise the draft Rossendale Health Strategy with a specific focus on: <ul style="list-style-type: none"> <li>• Discussing and approving the proposed health prioritising</li> <li>• Constructively challenging the specific strategy objectives</li> </ul>
	Play Strategy	To scrutinise the strategy with a specific focus on: <ul style="list-style-type: none"> <li>• Examining how the strategy will be implemented</li> <li>• Discussing the action plan and how the success of the strategy will be monitored</li> </ul>
	Quarter 1 performance report and RIPA update	To scrutinise the performance of the council's services and corporate projects
	Equality Report and Workforce Profile	To scrutinise the workforce profile in relation to equalities.
	Ombudsman's Annual Letter Annual Council Complaints Review	To scrutinise the Council's performance in dealing with/responding to complaints.
Nov	Partnerships improving the lives of local residents: <ul style="list-style-type: none"> <li>• Lancashire Constabulary</li> </ul>	To scrutinise the effectiveness of external partners in improving the lives of Rossendale residents with a specific focus on: <ul style="list-style-type: none"> <li>• Providing an update on the 101 service</li> <li>• How the partner is improving outcomes for residents e.g. crime outcomes</li> <li>• How effectively are partners using any council funding (where applicable)</li> <li>• How the council can work more effectively with partners in the future</li> </ul>
	<i>Town centres</i>	To discuss progress on improving town centres with a specific focus on: <ul style="list-style-type: none"> <li>• Bacup – progress on the 2040 Board and the Heritage Action Zone</li> <li>• Rawtenstall – public realm improvements and Covid recovery</li> <li>• Haslingden – the heritage lottery fund project</li> </ul>
	Council Tax Support Scheme	To scrutinise any revisions to the support scheme.
	Quarter 2 performance report and RIPA update	To scrutinise the performance of the council's services and corporate projects

Jan	Partnerships improving the lives of local residents: <ul style="list-style-type: none"> <li>Rossendale Leisure Trust (including CLAW, Ski Slope and The Whitaker)</li> <li><i>Together Housing</i></li> </ul>	To scrutinise the effectiveness of external partners in improving the lives of Rossendale residents with a specific focus on: <ul style="list-style-type: none"> <li>How the partner is improving outcomes for residents e.g. health, leisure, culture and housing</li> <li>How effectively are partners using any council funding (where applicable)</li> <li>How the council can work more effectively with partners in the future</li> </ul>
	<i>Housing</i>	To examine key housing challenges facing residents with a specific focus on: <ul style="list-style-type: none"> <li>The current approach to homelessness and the scale of the problem locally</li> <li>Private rented sector – the problems for local residents and the challenges of private sector accommodation</li> </ul>
Feb	2022/23 Budget	To scrutinise the draft budget for 2022/23 with a specific focus on: <ul style="list-style-type: none"> <li>Allocation of resources.</li> <li>Planned fees and charges.</li> </ul>
	Quarter 3 performance report and RIPA update	To scrutinise the performance of the council’s services and corporate projects
March	Partnerships improving the lives of local residents: <ul style="list-style-type: none"> <li>Citizens Advice Bureau</li> <li>Credit unions</li> <li><i>Food banks</i></li> </ul>	To scrutinise the effectiveness of external partners in improving the lives of Rossendale residents with a specific focus on: <ul style="list-style-type: none"> <li>How the partner is improving outcomes for residents e.g. health and well-being</li> <li>How effectively are partners using any council funding (where applicable)</li> <li>How the council can work more effectively with partners in the future</li> </ul>

## Appendix 2 – Summary of work programme suggestions for 2021/2022

Suggestions	Comment/Decision
Tackling enforcement - litter / antisocial behaviour ( <i>Cllr suggestion</i> )	An update has been scheduled for the June meeting (Clean and Green Update).
Street Cleanliness - littering of the roads - improving main arterial route appearances ( <i>Cllr suggestion</i> )	As above.
Street litter-bin collection services and missed/overflowing bins reported. ( <i>Cllr suggestion</i> )	As above.
Visitor Economy Strategy and Rossendale Works ( <i>officer suggestion</i> )	Scheduled for the July meeting.
Policy to stop the overburdening of the retail businesses in town centres e.g. hot food and takeaways. ( <i>Cllr suggestion</i> )	Town centre progress planned for the November meeting.
Police 101 service update ( <i>Cllr suggestion</i> )	Police will be asked to give an update in November on the 101 service.
<p>Partner Scrutiny suggestions:</p> <ul style="list-style-type: none"> <li>• LCC</li> <li>• Clinical Commissioning Group (CCG)</li> <li>• Together Housing</li> <li>• Food Banks</li> <li>• Rossendale Connected</li> <li>• East Lancs Railway</li> <li>• Fire Service</li> </ul> <p>Note: this is in addition to existing partners who already attend on a yearly basis: Police, Citizens Advice, Credit Unions, The Whitaker and Leisure (RLT, CLAW, Ski Slope)</p>	<p>Dates have been suggested in the work programme, but the Overview and Scrutiny Committee will need to consider whether some of the partner suggestions would be more suited to a member briefing.</p> <p>Partner scrutiny to be focussed and address specific questions e.g. address how public funding has been spent, outline key priorities, whether targets have been met, what still needs to be addressed and any new developments.</p>

### Previous suggestions being carried forward:

Suggestion	Comment/Decision
Private rented sector – homelessness and support available.	Scheduled for the January meeting.
Climate Change	Scheduled for the July meeting.
Town Centres: direction of travel, addressing empty shops, helping future businesses, regeneration, funding, promotion, parking, public transport links, lessons learned from past experience.	Scheduled for the November meeting.
Volunteering – opportunities, challenges, support and Covid legacy.	Member training organised - this will be covered in the Communities and Partnerships Training planned for all members in November.

## ROSSENDALE BOROUGH COUNCIL FORWARD PLAN

The Forward Plan sets out the details of the key decisions which the Cabinet or Officers expect to take. The Plan is updated 28 days prior to each Cabinet meeting and is available on the website. All items will be for publication, unless otherwise stated.

Publication dates for 2021/22 Municipal Year are as follows:

- 18<sup>th</sup> May 2021
- 10<sup>th</sup> August 2021
- 12<sup>th</sup> October 2021
- 21<sup>st</sup> December 2021
- 11<sup>th</sup> January 2022

### Definition of a Key Decision

1. A Key Decision means an executive decision which is likely:
  - a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates, or
  - b) to be significant in terms of its effects on communities living or working in an area comprising of two or more Wards in the Borough.
  
2. For the avoidance of doubt, the Council would regard any of the following as 'significant':
  - Any decision by the Cabinet in the course of developing proposals to the full Council to amend the policy framework.
  - Any single item of in-budget expenditure or savings in excess of £100,000.
  - Any decision which is likely to have a permanent or long term (more than 5 years) effect on the Council and the Borough.

### Cabinet Membership

- Councillor Alyson Barnes - Leader of the Council and Portfolio Holder Economic Development
- Councillor Sean Serridge – Deputy Leader and Portfolio Holder for Corporate Services

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	1 of 8
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	18/05/2021	<b>Next publication date</b>	10/08/2021



- Councillor Steve Hughes - Portfolio Holder for Communities
- Councillor Adrian Lythgoe - Portfolio Holder for Environment
- Councillor Barbara Ashworth –Portfolio Holder for Health and Leisure
- Councillor Andrew Walmsley - Portfolio Holder for Resources

***Chief Executive Directorate managed by the Chief Executive – Neil Shaw***

- Executive Office
- Oversees the services listed below.

***Economic Development Directorate managed by the Director of Economic Development – Cath Burns***

- Planning and Building Control
- Economic Development
- Business Development
- Tourism
- Property Services/Surveying (Estates)
- Strategic Housing
- Private Sector Housing

***Communities Directorate managed by the Director of Communities – Adam Allen***

- Housing, Health & Communities
- Public Protection Unit
- ICT, SAT & Customer Services
- Housing Options
- Operations
- Rossendale Leisure Trust

***Legal Services managed by the Head of Legal (Monitoring Officer), Clare Birtwistle***

- Legal Services
- Committee and Member Services
- Elections
- Land Charges

***Head of Finance (Section 151 Officer), Karen Spencer***

- Finance & Audit
- Revenues and Benefits
- Risk Management & Procurement

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	2 of 8
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	18/05/2021	<b>Next publication date</b>	10/08/2021

- Asset Register
- Rossendale Leisure Trust (Accounting and Project Appraisals)

***HR managed by the Head of People & Policy, Clare Law***

- People and Policy
- Corporate Support
- Communications
- Safeguarding
- Emergency Planning/Health and Safety
- Facilities Management

Anyone wishing to make representations about any of the matters listed in the Forward Plan, or obtain copies of the documents listed (subject to disclosure restrictions), may do so by contacting the relevant officer listed against each key decision.

Under the Access to Information Procedure rules set out in the Council’s Constitution, a key decision may not be taken, unless:

- It is published in the Forward Plan
- 28 clear days have lapsed since the publication of the Forward Plan; and
- if the decision is to be taken at a meeting of the Cabinet, 5 clear days’ notice of the meeting has been given

The law and the Council’s Constitution provide an exception that allows urgent key decisions to be made, even though they have not been included in the Forward Plan. This is provided for in Rule 15 (General Exception) and Rule 16 (Special Urgency) of the Access to Information Procedure Rules.

The Forward Plan also contains details of significant decisions which will be considered by the Cabinet with recommendations to Full Council.

Copies of the following documents may be inspected at the Rossendale Borough Council Offices or accessed from the Council’s website [https://www.rossendale.gov.uk/info/210159/about\\_the\\_council/10526/how\\_decisions\\_are\\_made](https://www.rossendale.gov.uk/info/210159/about_the_council/10526/how_decisions_are_made)

- The Council’s Constitution
- The Forward Plan
- Reports on the key decisions to be taken
- The minutes or decision notice for each key decision, which will normally be published 4 working days after having been made.

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	3 of 8
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	18/05/2021	<b>Next publication date</b>	10/08/2021

Members of the public are welcome to attend meetings of the Cabinet and the dates and times of the meetings are published on the Council's website [www.rossendale.gov.uk/meetings](http://www.rossendale.gov.uk/meetings) or you may contact the Committee and Member Services Section on telephone number 01706 252422 or email [democracy@rossendalebc.gov.uk](mailto:democracy@rossendalebc.gov.uk) for further details.

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	4 of 8
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	18/05/2021	<b>Next publication date</b>	10/08/2021

Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Portfolio Holder	Documents to be considered by the decision taker	Representations may be made to the following officer
Digital Strategy	O&S Council	7 <sup>th</sup> June 2021 7 <sup>th</sup> July 2021	Communities	Report	Adam Allen, Director of Communities 01706 252428 <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
Covid Grant Fund Report	Cabinet	16 <sup>th</sup> June 2021	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,
Holiday Activity and Food Programme	Cabinet	16 <sup>th</sup> June 2021	Communities	Report	Jackie Flynn, Community Projects and Partnerships Officer 01706 252532 <a href="mailto:jackieflynn@rossendalebc.gov.uk">jackieflynn@rossendalebc.gov.uk</a>
Bacup Heritage Action Zone – Cultural Consortium	Cabinet	16 <sup>th</sup> June 2021	Leader of the Council & Portfolio Holder for Economic Development	Report	Guy Darragh, Economic Development Manager 01706 252568 <a href="mailto:guydarragh@rossendalebc.gov.uk">guydarragh@rossendalebc.gov.uk</a>
Outdoor Rossendale Projects	Council	7 <sup>th</sup> July 2021	Leader of the Council & Portfolio Holder for Economic Development	Report	Guy Darragh, Economic Development Manager 01706 252568 <a href="mailto:guydarragh@rossendalebc.gov.uk">guydarragh@rossendalebc.gov.uk</a>
City Valley Link Update	Council	7 <sup>th</sup> July 2021	Leader of the Council & Portfolio Holder for Economic Development	Report	Guy Darragh, Economic Development Manager 01706 252568 <a href="mailto:guydarragh@rossendalebc.gov.uk">guydarragh@rossendalebc.gov.uk</a>

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	5 of 8
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	18/05/2021	<b>Next publication date</b>	10/08/2021

Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Portfolio Holder	Documents to be considered by the decision taker	Representations may be made to the following officer
Waste and Recycling	Council	7 <sup>th</sup> July 2021	Environment	Report	Adam Allen, Director of Communities 01706 252428 <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
Constitution Review	Council	7 <sup>th</sup> July 2021 To be taken to each meeting unless no changes identified.	Corporate Services	Report	Carolyn Sharples, Committee and Member Services Manager 01706 252422 <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>
Rossendale Works update	Cabinet	8 <sup>th</sup> September 2021	Leader of the Council & Portfolio Holder for Economic Development	Report	Guy Darragh, Economic Development Manager 01706 252568 <a href="mailto:guydarragh@rossendalebc.gov.uk">guydarragh@rossendalebc.gov.uk</a>
Prosecution Policy	Cabinet	8 <sup>th</sup> September 2021	Communities	Report	Carol Walker, Fraud and Compliance Officer 01706 252582 <a href="mailto:carolwalker@rossendalebc.gov.uk">carolwalker@rossendalebc.gov.uk</a>
Play Strategy	O&S Council	13 <sup>th</sup> September 2021 6 <sup>th</sup> October 2021	Environment	Report	Adam Allen, Director of Communities 01706 252428 <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
Corporate Plan	Overview & Scrutiny Council	12 <sup>th</sup> July 2021 6 <sup>th</sup> October 2021	Leader of the Council	Report	Neil Shaw, Chief Executive 01706 252447 <a href="mailto:neilshaw@rossendalebc.gov.uk">neilshaw@rossendalebc.gov.uk</a>

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	6 of 8
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	18/05/2021	<b>Next publication date</b>	10/08/2021

Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Portfolio Holder	Documents to be considered by the decision taker	Representations may be made to the following officer
Annual Air Quality Report 2021 – <b>yearly item</b>	Cabinet	10 <sup>th</sup> November 2021	Communities	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Medium Term Financial Strategy Update – <b>yearly item</b>	Cabinet	10 <sup>th</sup> November 2021	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,
Council Tax, Non-Domestic Rate & Housing Benefit Overpayment Write-offs - <b>twice yearly item (February/March &amp; September/October)</b>	Cabinet	10 <sup>th</sup> November 2021	Communities	Report	Ian Walker, Service Assurance Team Leader 01706 252592 <a href="mailto:ianwalker@rossendalebc.gov.uk">ianwalker@rossendalebc.gov.uk</a>
Local Council Tax Support Scheme – <b>yearly item</b>	Council	8 <sup>th</sup> December 2021	Communities	Report	Ian Walker, Service Assurance Team Leader 01706 252592 <a href="mailto:ianwalker@rossendalebc.gov.uk">ianwalker@rossendalebc.gov.uk</a>
Corporate Priorities, Budget, Council Tax and the Medium Term Financial Strategy 2022/23 – <b>yearly item</b>	Overview & Scrutiny Cabinet Council	1 <sup>st</sup> February 2022 9 <sup>th</sup> February 2022 23 <sup>rd</sup> February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,
Capital Strategy 2022/23 to 2024/25 and Capital Programme 2022/23 – <b>yearly item</b>	Overview & Scrutiny Cabinet Council	1 <sup>st</sup> February 2022 9 <sup>th</sup> February 2022 23 <sup>rd</sup> February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	7 of 8
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	18/05/2021	<b>Next publication date</b>	10/08/2021

Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Portfolio Holder	Documents to be considered by the decision taker	Representations may be made to the following officer
Treasury Management Strategy & Treasury Management Practices (updates for 2022/23) – <b>yearly item</b>	Cabinet Council	9 <sup>th</sup> February 2022 23 <sup>rd</sup> February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,
Pay Policy Statement – <b>yearly item</b>	Council	23 <sup>rd</sup> February 2022	Corporate Services	Report	Clare Law, HR Manager 01706 252457 <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	8 of 8
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	18/05/2021	<b>Next publication date</b>	10/08/2021