

Meeting of: Overview and Scrutiny Committee

Time: 6.30pm

Date: 12th July 2021

***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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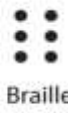
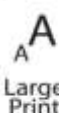
(Alternate dial in number: 0208 080 6591)

Supported by: Carolyn Sharples, Committee and Member Services Manager, Tel: 01706 252422 or email carolynsharples@rossendalebc.gov.uk

ITEM		Lead Member/Contact Officer
A.	BUSINESS MATTERS	
A1.	Apologies for Absence	
A2.	To approve and sign as a correct record the Minutes of the Overview and Scrutiny Meeting held on 7 th June 2021.	
A3.	<p>Declarations of Interest</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: carolynsharples@rossendalebc.gov.uk</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
A4.	Urgent Items of Business To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.	
B.	COMMUNITY ENGAGEMENT	
B1.	Question Time 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.	Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: carolynsharples@rossendalebc.gov.uk
C.	CHAIR'S UPDATE	
C1.	To receive any communications from the chair.	Councillor Janice Johnson
D.	ORDINARY BUSINESS	
D1.	Rossendale Leisure Trust Action Plan	Ken Masser, Rossendale Leisure Trust
D2.	Corporate Plan	Neil Shaw, Chief Executive, neilshaw@rossendalebc.gov.uk
D3.	Visitor Economy Strategy	Guy Darragh, Head of Regeneration guydarragh@rossendalebc.gov.uk
D4.	Employability	Guy Darragh, Head of Regeneration guydarragh@rossendalebc.gov.uk
D5.	The Forward Plan	Carolyn Sharples, Committee and Member Services Manager carolynsharples@rossendalebc.gov.uk



Neil Shaw
Chief Executive

Date published: 2nd July 2021

OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 7th June 2021

Present: Cllr Johnson (Chair)
Cllrs Cheetham (subbing for Morris), Foxcroft, Gill, Kempson,
Kenyon, Procter, Rooke and Thompson

In attendance: Clare Law, Head of People and Policy
Adam Allen, Director of Communities
Phil Morton, Public Protection Manager
Patrick Killeen, Head of Operations
Andrew Buckle, Head of Customer Services and ICT
Carolyn Sharples, Committee and Member Services Manager

Also Present: Cllrs Ashworth, Hughes, Oakes and Serridge
By remote access - Cllrs Haworth and Walmsley

1. APOLOGIES FOR ABSENCE & SUBSTITUTIONS

- 1.1 Apologies for absence were submitted from Cllr Janet Eaton, Cllr Morris (Cllr Cheetham subbing) and Z. Ali (Co-opted Member).

2. MINUTES OF THE LAST MEETING

Resolved:

That the minutes of the meeting held on 8th March 2021 be approved as a correct record.

3. DECLARATIONS OF INTEREST

- 3.1 No interests declared.

4. URGENT ITEMS OF BUSINESS

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

5. QUESTION TIME

- 5.1 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 noted that suggestions made at the last meeting had been included in the work programme and would be considered under item D4 (minute 10).

N.B. Councillor Kempson entered the meeting

ORDINARY BUSINESS

7. CLEAN AND GREEN UPDATE

7.1 The Director of Communities, Head of Operations and Public Protection Manager attended the meeting to provide members with an update relating to clean and green services provided by the Council. The Director of Communities outlined the key services in a presentation and highlighted the current focus on having a joint approach to tackling flytipping with the Operations Team, enforcement and other partners. Education and culture change would be the key to discouraging flytipping.

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

- There had been a mini restructure and three members of staff were now dedicated enforcement officers.
- Difficulties had been encountered with last week's collections with the serious accident in Bacup and also 3 collection vehicles breaking down.
- There would be a review of collections, including collection points and hotspot areas where inconsiderate parking was causing issues.
- The crews would be engaged in the review for their knowledge and consideration of specific issues, and this would be balanced with achieving best value.
- Education was a key to creating change and a handy sheet for recycling was being produced.
- There had been some success with Highways England in relation to the A56 and the Council now had a contact to be able raise any issues.
- Issuing fixed penalty notices (FPNs) had been part of a trial. The tender for outside litter enforcement would now be tendered out based on the best service.
- There was a maximum that the Council could charge which was £110, but it would be a member decision to increase the amount charged.
- There had been a 72% payment rate.
- A joint operation on flytipping with Bury Council had been successful resulting in a FPN being issued at the conclusion of the investigation.
- There was also an officer dealing with rogue landlords. Landlords could be issued with Community Protection Notices and training for landlords would be starting up again shortly.
- Covid had caused delays in refuse vehicle deliveries for the fleet replacement. Deliveries were expected in the next few months and there was an ongoing capital programme for replacement.
- Permanent refuse staff had more buy in to the service than agency workers, but more agency staff had been required during covid to maintain collections.

The Chair thanked the officers for the update and it was agreed the presentation would be circulated to the attendees.

Resolved:

The update was noted.

8. DIGITAL STRATEGY

- 8.1 The Director of Communities and Head of Customer Services and ICT attended the meeting to outline the Digital Strategy. There had been an inward focus over the last year but the strategy aimed for a long-term customer focus.
- 8.2 In response to member's questions the following clarification was given:
- Customers would be asked for their feedback and this would include using customer focus groups by service area. Comparisons with best practice elsewhere would also be considered.
 - Customer appointments in the One Stop Shop (OSS) would also continue alongside the ability to drop-in. The appointment system had worked well enabling the OSS to remain open during covid and providing a more efficient service for customers.
 - The Council would aim to get contact/engagement right first time and fix issues on an ongoing basis to restore faith in processes. Also learn from any problems or issues which had been caused.
 - There would be an action to lobby government and internet providers regarding broadband access and better connectivity across the whole area.
 - Once the strategy and its principles had been agreed, the next phase would be to draft the full list of projects, costings and timescales for agreement. Once this next phase had been agreed the projects would be monitored through the quarterly performance reports to the Overview and Scrutiny Committee.

Resolved:

The strategy was recommended to Council for approval on condition that a funding paper would be brought back to scrutiny within 3 months detailing the projects, timescales and associated costs before the specific projects were agreed and signed off.

9. QUARTER 4 PERFORMANCE AND RIPA UPDATE

- 9.1 The Head of People and Policy introduced the report which outlined the Council's performance during quarter 4 (January – March 2021).
- 9.2 In response to member's questions the following clarification was given:
- The key performance indicators (KPIs) showing in red were mainly owing to the impact of covid.
 - In relation to formal complaints, Corporate Management Team continued to receive regular reports and customer service training had been scheduled for all staff.

Resolved:

The report and performance levels were noted.

10. OVERVIEW AND SCRUTINY ANNUAL REPORT AND WORK PROGRAMME

- 10.1 The Committee and Member Services Manager introduced the Annual Report for 2020/21 and draft Work Programme for 2021/22.

Resolved:

The Annual Report and Work Programme was noted and recommended to Full Council in July for approval.

11. THE FORWARD PLAN

11.1 Members were updated on the Forward Plan.

Resolved:

The update was noted.

The meeting started at 6.30pm and finished at 8.40pm

Signed: _____

Date: _____



Rossendale Leisure Trust - Charitable Model and Approach

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Overview – What's happening in Leisure?

Whilst leisure facilities have recently reopened, the context and environment of operation has significantly changed. Of the many changes in landscape, there are several shifts that impact on leisure operations in Rossendale.

1. The rise of **virtual workouts** means that RLT can deliver content straight into people's homes and connect with individuals like never before. This gives RLT a new market segment that services are reaching through the virtual only membership and enhances the existing offer. However, the competition is fierce and the virtual/home fitness trend with major players such as Les Mills and Peloton will also draw away historically regular gym users.
2. **Outdoor fitness** has also seen significant growth during the lockdown, with a surge in walking and cycling as well as group exercise in local outdoor spaces. Again, this is a risk to the traditional fitness offer, but one RLT have adapted to quickly and now offer a range of outdoor exercise classes and guided walking groups for example.
3. An **impact of Covid**, for some communities, has been an increased level of disposable income, and RLT is looking to capitalise on this through increased family and adventure activities offer such as Grip&Go, tubing, children's activities, swimming lessons etc. Initial signs have been encouraging.
4. The introduction of a **major new private fitness facility** in Rawtenstall also creates a significant change to the local landscape and RLT need to focus on providing a strong community connection and "above and beyond" customer service/experience to mitigate the inevitable loss of members to the new facility. UK-wide evidence shows that customers can bounceback due to the wider offer and services a trust like RLT provides, but this will happen over 10-12 months, and require proactive work from RLT.
5. The number of facilities within the **RLT group** has increased and good planning, organisation, care and attention will be essential to ensure the facilities are operated efficiently and effectively to be sustainable and resilient, and be of benefit of communities.



Overview – Important Areas of Focus

The strategic focus for RLT for the year, as communities rebuild from Covid-19 impact, can be summarised in three distinct areas of focus, with a simple action plan co-developed and co-designed with the wider RLT management team for each area.

The overall action plan is summarised in this document, with each team working to a more detailed plan specific to their department.

1. **Looking after our finances**– the key priority is to rebuild financial viability in three key areas: to maximise income, build the fitness membership base, and manage operational costs.
2. **Looking after our customers and community** – this priority and focus is about people. RLT will look after teams and continue to build strong internal culture; so that in turn the RLT team will be empowered to deliver an effective customer and community focussed service. This will be critical in mitigating the impact of new gym competition.
3. **Looking after our people** - The year ahead for RLT is one that focuses on change and integration. These will need to be supported by effective partnership governance with Rossendale Borough Council; fit-for-purpose internal governance structures and processes within the trust; and energy driven into cultural integration with the forming and expanding group.



Focus 1: Looking after our finances

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1.1 Financial Performance

Over the past several years Rossendale Leisure Trust has operated at a small trading surplus without cash subsidy from Rossendale Borough Council.

When Covid-19 began, RLT's initial assessment was that the Trust would likely make a significant loss, and forecasts outlined in December 2020 (reported to Council in February 2021) estimated a loss in 2020/21 of £531k with a further loss in 2021/22 between £598k to £869k.

Since December 2020, there have been several developments which have improved the financial outturn for the 2020-21 year. This including additional business rate related Covid-19 grants, better than anticipated Coronavirus Job Retention Scheme (furlough) grant, and central government funding secured and allocated by RBC to support RLT. RLT have also received generous donations from existing customers and worked hard to secure funding from third party sources which has also improved the expected position. Whilst year end accounts are being completed, RLT anticipate the loss will now be around £60k for the 2020-21 year.

RLT's current forecast for the 2021/22 year is at the lower end of the forecast range presented in the February Council report. However, it is important to note that there are a range of unknowns including the rate of return of fitness memberships, ongoing performance of family and adventure activities, and the performance of Ski Rossendale and the Whitworth sites. Full detailed forecast for each site has been prepared and reviewed by RBC officers. Due to the various uncertainties, the year end forecast will be reviewed monthly by the RLT Finance Committee which includes Karen Spencer and Adam Allen.

Summary Financial Performance	2019/20 Actual (Pre-Covid)	2020/21 Actual (Covid year)	2021/22 Forecast (Excl. Whitworth)	2021/22 Forecast (Incl. Whitworth)
Revenue	2,122,385	1,131,618	1,748,430	2,176,830
Staffing Costs	(1,203,542)	(1,182,635)	(1,459,322)	(1,767,392)
Contribution from Covid19 Job Retention Scheme (Furlough) & Gov Grants	-	631,954		
Operational Costs	(946,9542)	(792,121)	(967,652)	(1,283,595)
Trading surplus/(loss)	21,143	(212,184)	(678,544)	(855,157)
Add back operating lease holiday		151,000	151,000	151,000
Add back proposed initial Covid grant from RBC			100,000	100,000
Trading surplus/(loss) taking account of proposed measures	21,143	(61,184)	(427,544)	(604,157)

Financial Forecast 2021/22 Explanation

The financial forecast is a prudent assessment of the revenue impact and operational costs associated with trading the RLT facilities and programmes through the remainder of the financial year and into 2021/22

RLT have taken a line by line approach in building a bottom up model that looks at every line of income and expenditure and makes a realistic assessment of the likely outturn for the year. A summary of the main assumptions underpinning the model are listed below.

The current economy and social situation is extremely uncertain, and this forecast represents a reasonable estimate based on a range of assumptions and based on professional judgement and business data and insight.

Revenue

- Fitness revenue to grow slowly from re-opening levels by 50 members per site per month, returning to 85% of pre-Covid levels by March 2022.
- School swimming income at approximately 85% or previous years levels. This is based on schools having a reluctance to return.
- Significant reduction in Grip&Go income due to capacity restrictions throughout the year due to Covid. Forecast at 50% of 2019/20.
- Reduction of 50% on most indoor revenue streams (badminton etc) as most spaces currently being used for fitness activity. Forecasting a return to more normal operations from autumn 2022.
- Adjustments to grant funding levels to reflect the additional multi year funding secured in the last six months relating to health projects such as Up and Active, the Health Coach team etc.

Salaries

- Staffing costs very similar to previous years with a built in increase of 5% to match annual rises in minimum wage requirements.
- RLT has always operated on a slim operational model providing an efficient number of operational staff to deliver safe and high quality services. RLT have worked hard over the past five years to ensure that excellent customer service can be delivered through an efficient operational model.

Operational Costs

Overall, operating costs are forecast to be similar to previous years in 2021/22 with the following differences:

- Cleaning equipment and supplies increased from approximately £5k per site to £10k per site, due to the increased cleaning protocols with Covid-19
- Additional costs for IT and infrastructure to;
 - facilitate increased and effective home working for the staff team
 - develop RLT's ability to provide online and virtual fitness provision
- Reductions to utility costs due to reduced usage
- Similar levels of repair and maintenance costs as savings from closure period have been offset by painting, decorating, additional signage costs etc.

Strategic Risk Register 2021/22

Risk identification	Quantitative Rating			Risk Response
Risk	Probability (0-5)	Impact (0-5)	Score (Pxl)	Mitigations
Further wave(s) of Covid-19 and or another pandemic, resulting in closure / part closure of facilities, leading to increased pressure on a challenging financial position for 2021/22.	3	5	15	<ul style="list-style-type: none"> • Very few mitigations that RLT and partners can affect. • RLT CEO to ensure continued close discussions with RBC on Covid, and Rossendale Connected partners to ensure aware. • RLT and partners sites adhere to Covid measures and safety management to contribute to managing Covid cases. • RLT SMT scenario planning for a fourth wave / additional lockdowns, and supporting partners to do so too.
Increased market competition for fitness memberships from new providers in the borough or close to borough boundaries, resulting in loss of memberships at RLT sites.	5	3	15	<ul style="list-style-type: none"> • RLT SMT aware of the planned opening of Thrive gym, and proactively reviewed with their teams, how to improve our customer experience and retention. Identified actions being implemented. • Proactive membership offers launched throughout spring, and continuing through summer. • Focused marketing messages on the wider benefits of RLT e.g. swimming, family, ski & tube, reinvestment of profits, caring for Rossendale, Health Coach and Up & Active referral services etc.
Aging facility stock requiring increased frequency and cost of maintenance and remedial works to be carried out by RBC.	5	3	15	<ul style="list-style-type: none"> • RLT and RBC maintaining up-to-date site-by-site maintenance programme, and proactively reviewing, with support from RLT Director, Tony Caine. • RBC with RLT, amending and issuing new leases for Marl Pits and Adrenaline which will help attract funding to support developments. • RBC proactively assessing the facility stock and scoping potential facility developments for the borough.
Ineffective internal integration of existing and new staff as part of the RLT Group creation, causing low morale, friction and retention issues.	4	3	12	<ul style="list-style-type: none"> • RLT leadership team know importance of integration, seeking to be more present across sites, continued focus on openness, discussion, co-design, autonomy and shared decision-making. • Leadership team openly discussing with SMT and sharing position for 21/22, and the co-developed aspirations in the Annual Plan leading to a new strategic plan being created.
Increased National Living Wage and Minimum Wage rates, adding pressure to financial position of RLT.	5	2	10	<ul style="list-style-type: none"> • Accurate financial forecasting to ensure RLT is aware of the impact. • Being engaged with the updates and insight provided by the Low Pay Commission.

1.2 Looking after our finances – Goals, Actions, Measuring Success

	Through our facilities	Through our commissioned services	Through our community & coaching programmes	Through our customer engagement
Our goals	<ol style="list-style-type: none"> 1. Seeking additional income streams and activities. 2. Growing and retaining our customer base. 3. Working to strict targets and budgets. 4. Setting and achieving membership targets. 	<ol style="list-style-type: none"> 1. Locating new and securing funding streams. 2. Where, appropriate, support conversion to memberships. 3. Programme budgets are met or exceeded. 	<ol style="list-style-type: none"> 1. Increasing the number of children on holiday clubs and junior courses 2. Creating a development pot of funding for the coaching and community programmes' progression and diversification. 3. Regular flow of bookings each week. 	<ol style="list-style-type: none"> 1. Converting customers in to members who access all services across all sites.
Our actions	<ol style="list-style-type: none"> 1. Work with and train staff to improve sales and retention 2. Seek to install a combined heat and power unit installed to reduce energy costs at Marl Pits 3. Explore additional income streams such as adult training courses and music events, and develop smaller income streams 4. Control and proactively review running costs 	<ol style="list-style-type: none"> 1. Collecting relevant/accurate data to pass onto commissioners, meeting or exceeding their KPIs. 2. Ensuring sound financial recording and reporting processes. 3. Continue to develop strong partnerships across health services and commissioner, PCN, lead nurses, both locally and regionally. 	<ol style="list-style-type: none"> 1. Focus online advertising for community and coaching programmes. 2. Speaking with parents/teachers directly to gain feedback. 3. Prioritise advertising available club slots. 	<ol style="list-style-type: none"> 1. Building confidence to upsell services in all customer interactions on all platforms. 2. Continued team meeting updates on financial position and forecasting to give a 'bigger picture'. 3. Correctly timed customer/membership offers that signify appreciation for loyalty to the service provided.
Measuring Success	<p>Making data-led decisions:</p> <ol style="list-style-type: none"> 1. Track membership sales and retention 2. Monitor expenditure, staffing, energy costs etc 3. Understand our local demographics and communities who are using the facilities and how can we cater for all. 4. Commissioner KPIs are met on all grant funded programmes 5. Customer reviews - what has been successful & why. 6. Numbers completing programmes. 7. Number continuing onto full memberships. 8. Fully booked programmes and activities. 9. Reduced occurrences of till discrepancies. 			

Focus 2: Looking after our customers and community

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2.1 Looking after our customers and community – Goals, Actions and Measuring Success

	Through our facilities	Through our commissioned services	Through our community & coaching programmes	Through our customer engagement
Our goals	<ol style="list-style-type: none"> 1. Customers feel like a part of the RLT community 2. Ensuring staff absences are covered and no activity is cancelled. 3. Keeping the site to a high standard, clean and maintained. 4. Supporting community events through ticket sales and booking events. 	<ol style="list-style-type: none"> 1. Increase in self referrals through positive word of mouth. 2. Strong customer feedback. 3. Reaching capacity, having to offer more. 4. Engaging those in greatest need 5. Sustainable exit routes are identified 	<ol style="list-style-type: none"> 1. Have a storage that is clean to store our equipment. - being able to help children that are suffering after being in lockdown 2. Community programme customers come to the centres 3. Provide extra information, guidance and support to make customers feel confident in the environment 4. Extend care beyond facilities. 	<ol style="list-style-type: none"> 1. Increased customer retention. 2. Customer/ community pride in services provided – testimonials/customer ambassadors.
Our actions	<ol style="list-style-type: none"> 1. Establish the Community User Committee of RLT Board 2. Proactively engage with customer, actioning their feedback, and feed back into team meetings. 3. Doing what we do best and openly chat with customers. 4. Provide a high standard of service at all times. 	<ol style="list-style-type: none"> 1. Feedback forms & evaluation 2. Integrating new sessions to meet customer needs. 3. Deliver programmes borough wide. 4. Ensuring every participant is supported into next steps / actions they could take (exit routes) 	<ol style="list-style-type: none"> 1. Take part in training that on children’s emotional and physical wellbeing during the pandemic 2. Ensure programmes meet needs of customer and the community. 	<ol style="list-style-type: none"> 1. Building rapport with customers and members. 2. Action customer feedback – actively learn what customers/members want to inform the creation of a customer/member focused programme. 3. Hold community events. 4. Clear and open communication internally and externally.
Measuring Success	<ol style="list-style-type: none"> 1. Measure customer retention 2. Actively encouraging customer comments and feedback., and feeding that into staff meetings etc. 3. Work with other sites to improve customers experiences. 4. Members achieving their personal goals. 5. Number of referrals coming through Vs number of completed. 6. Reaching out to individuals in the community about their experience. 7. Successfully help children we work with to feel better about themselves and want to join in. 8. Proactively analysing and utilising customer engagement – social media analytics, Feedback, customer comments. 			

2.2 Marketing Overview

The marketing overview overleaf, outlines some key activities and promotions that will take place this year, and help RLT to respond to trends that happen within the year ahead. These range from half term holidays, the ski season starting, the Government's reopening road map from Covid-19, and some specific details of when RLT release planned offers for members and potential members and customers.

Underneath this overview, sit site or programme specific marketing plans.

The marketing overview comprises our planned activities across our leisure facilities, adventure venues, activities across Rossendale, and events programme.

On a day-to-day basis the RLT group has continued marketing which includes:

- Upselling and cross-selling activities to customers across multiple facilities;
- Developing exit routes for participants on our commissioned programmes e.g. Up & Active;
- Continuous development to enable our employees to deliver an excellent customer experience; and
- Daily social media presence to create a strong brand with-in the community, including increased used of Instagram stories led by the onsite teams to promote activity, show 'real' customers and increase social media reach.

As part of the wider marketing strategy, RLT understand the key trends and seasonal changes within the leisure industry and therefore the trust utilises business data (collated through Xn and DataHub) to help guide decisions on offers, courses and current participant trends including uptake and drop off.

In addition, RLT will progress and complete the rebranding of The Riverside in Whitworth. This will be an exercise designed to enable the community space to have an identity and standout in the market, which will significantly support the financial rebuild of the site from Covid-19.

The proposed new name is The Ashcroft, which will work well with weddings, events branding and sales. The name Ashcroft has a strong local connection which will place the space at the heart of the community. Christine Ashcroft, who sadly passed away in 2019 was the driving force behind the CLAW Board from the beginning. Since the 1970's Christine was involved with both the Riverside and Leisure Centre and was a strong advocate for the rebuild of The Riverside after the fire. Renaming of the venue to The Ashcroft, is a fitting tribute for Christine's years of hard work and will resonate with the Whitworth community.

The new branding will complement The Whitaker's new brand, which helpfully works well alongside RLT's colour scheme and tones. The draft brand can be seen:



Marketing overview – April to July

	Leisure Facilities	Adventure Venues	Activities Across Rossendale	Events Programme
Leading up to April	<ul style="list-style-type: none"> Launched the 'Re:Connect, Re:Energise' campaign across Rossendale Membership offer with no joining fee 	<ul style="list-style-type: none"> Grip & Go Social Media Campaign 'Re:Open' The Hill – social campaign with a focus on tubing, taster sessions and ski lessons 	<ul style="list-style-type: none"> Email campaign to customers regarding junior courses starting back in April Easter holiday activity promotion with social distancing promoting venues and The Whitaker 	<ul style="list-style-type: none"> The Riverside - Focusing on bookings for a potential reopening in June. Looking for family occasion events like weddings, christenings.
May	<ul style="list-style-type: none"> Special offer on an annual membership to align with last year's annual offer to capture the market. 	<ul style="list-style-type: none"> Grip & Go – email campaign to existing customers regarding group bookings. The Hill - focus on tubing, taster sessions and learn to ski/snowboard Half term focus for 31st May-4th June. 	<ul style="list-style-type: none"> Summer holiday brochure to all schools in Rossendale Relaunching the Health Walks programme Relaunching Couch to 5k programme 	<ul style="list-style-type: none"> The Riverside – potential rebranding exercise and re focus on family occasions. Focus on advertising ready for the wedding season commencing The Riverside - End of year school party focus and may bank holiday events
June	<ul style="list-style-type: none"> Indoor classes resume in accordance with the government road map. Advertising through existing member emails and social media campaigns. 	<ul style="list-style-type: none"> Grip and Go – focus on half term bookings for the first week in June The Hill – campaign to customers about 'summer' skiing, tubing, taster sessions and learn to ski. 	<ul style="list-style-type: none"> Potential introduction to indoor activities – email campaign to existing customers about hiring space Adult indoor sports resumes at the end of June in accordance with the government road map. 	<ul style="list-style-type: none"> The Whitaker reopening and launch – promoting group wide opportunities Leisure – kite festival at Adrenaline The Riverside – wedding season
July	<ul style="list-style-type: none"> Health and fitness campaign with a no joining fee. This is to parallel the Government's road map for easing measures. 	<ul style="list-style-type: none"> The focus will be around summer holiday activities for Families, for both G&G and The Hill Marketing to clubs and schools regarding group bookings 	<ul style="list-style-type: none"> Holiday club advertising and the coupled with the ongoing Holiday Activity Fund project Adult indoor sports resumes at the end of June in accordance with government road map. 	<ul style="list-style-type: none"> Leisure – talks about an outdoor rounder's festival and potentially a music festival, guidelines dependant. The Riverside – promoting wedding season

Marketing overview – August to January

	Leisure Facilities	Adventure Venues	Activities Across Rossendale	Events Programme
August	<ul style="list-style-type: none"> A retention offer where customers can get a month free if they refer a friend 	<ul style="list-style-type: none"> The focus will be around summer holiday activities for Families, for both G&G and The Hill 	<ul style="list-style-type: none"> Advertising for summer activity clubs 	<ul style="list-style-type: none"> The Riverside – promoting Christmas bookings, promote Christmas wedding, and focus on family gathering events whilst putting on in-house entertainment evenings
September	<ul style="list-style-type: none"> Health and wellbeing campaign as the summer holidays end. 	<ul style="list-style-type: none"> The Hill – the campaign for the winter season begins, focus on the 6-month memberships for the skiers. 	<ul style="list-style-type: none"> Advertising for after school clubs and groups. 	<ul style="list-style-type: none"> The Riverside – Look to book Halloween events in, focus on Christmas bookings and in-house events.
October	<ul style="list-style-type: none"> General leisure advertising 	<ul style="list-style-type: none"> October half term advertising 	<ul style="list-style-type: none"> Analysis on clubs and groups with advertising 	<ul style="list-style-type: none"> Halloween events across the facilities.
November	<ul style="list-style-type: none"> Black Friday Fitness Offer 	<ul style="list-style-type: none"> Analysis on participants and specific focus areas 	<ul style="list-style-type: none"> Analysis on clubs and group participants, review the trends and adverts 	<ul style="list-style-type: none"> The Riverside Christmas market
December	<ul style="list-style-type: none"> General leisure advertising 	<ul style="list-style-type: none"> Christmas themed events and adverts 	<ul style="list-style-type: none"> Analysis on clubs and groups with advertising 	<ul style="list-style-type: none"> The Riverside – New Years Eve family party, and breakfast with Santa
January	<ul style="list-style-type: none"> Potential offer once business analysis has been done on the current position. 	<ul style="list-style-type: none"> Trend and business analysis to determine marketing strategy. 	<ul style="list-style-type: none"> Trend and business analysis to determine marketing strategy. 	

2.3 Getting involved in the Community

Alongside RLT's work in facilities and community programmes, there are a number of wider strategic and grass routes partnerships which the trust contribute to on behalf of Rossendale and the community.

Project	Purpose	Status	Next Steps
Together and Active Future (KM – Lead for People and Place)	Work alongside Pennine Colleagues to deliver £10m strategic Systems Change initiatives. Also included on a 5 person Sport England Consultation Panel regarding Whole Systems Approaches to Physical Activity.	£300k secured for Rossendale - Walking - Marketing Campaigns	Continue to work with Pennine Colleagues and Sport England on a National level. Pull together local partnerships to co-design workstreams aimed at increasing physical activity levels locally.
Rossendale Strategic Health Partnership (PCN) (KM - Chair)	Collaborative network including local authority, leisure trust, CCG, GPs, Health professionals, CVS. Develop Health and Wellbeing Strategy for Rossendale alongside RBC and Community Colleagues	Engagement sessions, conferences and working groups have led to outline priority areas, working towards a full written Plan.	Continue to develop plans and collaboration within the priority areas
Rossendale Connected Together we Talk Podcast	Connecting communities together in a conversations about key health and wellbeing topics, issues and challenges	Season 1 (8 episodes, over 3200 views) complete, planning for season 2.	Launch and deliver season 2 of the podcast.
Valley Leadership Academy	To develop the VLA into a thriving community hub of sport and physical activity out of schools hours.	First year of the SLA nearing completion. Working on long term extension with VLA and Star Academies.	Focused on development areas: funding into the site, establishing a new gymnastics programme for Rossendale, maintaining 3G registered status with the FA.
Rossendale Playing Pitch Strategy (PPS)	Administrative support and engagement in the Rossendale PPS owned by Rossendale Borough Council.	Implementation group formed and task and finish groups established to work on 5 priority areas identified in the PPS.	Move forward with the individual work streams.
Holiday Activity and Food Programme	DfE funded programme (£209k) to support children who receive free school meals (FSM) with food and activity through 5 weeks of the school holidays (summer and Christmas).	In set up phase with RBC, LCC, Rossendale partners and Streetgames.	Significant and complex programme seeking to engage 35% of the 2,306 children in receipt of FSM in Rossendale. Continue to progress towards first stage of delivery in the summer holidays.
Business Health Matters (Lancashire wide)	Working with Rossendale businesses to support employees to remain in work, with improved health and wellbeing. Two, 3-year, projects: ISCF (health screening) and ESIF (workplace health champions).	- ISCF underway from April 2021, delivery phasing from autumn 2021 - ESIF waiting on the Grant Letter from the EU. Proposed delivery start in summer 2021.	Continue to build the delivery team and structure; working with Lancashire partners; establishing M&E, referral pathways with Chamber of Commerce; set up financial processes and internal governance arrangements; staff training.
Up & Active, and Health Coach team	Existing Public Health funded project working on enhancing physical activity and healthy weight within communities across East Lancashire.	Converted to a healthy weight commissioned programme, commissioned through Lancashire CC public health team. £25,000 secured for three years.	Developing an integrated preventative health 'Active Lifestyles Hub' led by our Health and Wellbeing Manager. Growing the delivery team to include Health Coaches as early interveners. Partner funding secured from PCN, and further bids in to recruit more delivery staff.

Focus 3: Looking after our people

**HEALTH FUN
& HAPPINESS**
FOR EVERYONE
through charitable community leisure

3.1 Internal integration focus within RLT for 2021/22

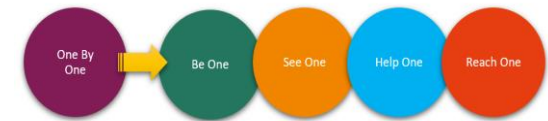
Entering a new financial and business year, provides refreshing opportunities following a year of challenge with Covid-19 and organizational change. Alongside the need for effective legal and governance framework with RBC, RLT Board have identified a need for good governance practices to continue to be implemented at RLT. In addition, the RLT Executive team are prioritising cross-organisation integration due to the changes taking place. Arguably, the legal part of the leisure and culture consolidation programme is the 'easiest' part, with the true integration of services, workforce and delivery practices, the most challenging and important elements.

The sole focus behind the consolidation programme, is on building resilient and sustainable leisure and cultural services for Rossendale. Building resilience and sustainability directly reflects sections 1 and 2 in this Annual Plan i.e., financial viability and service delivery, but also requires energy, financial resource and time invested in service integration. Equally these are critical to building a set of resilient and sustainable organisations. Throughout this year, the RLT group are, and will continue, to prioritise cross-organisation integration, including:

1. *Creating and embedding a new team structure*

- A new Executive structure has been created which comprises of the Chief Executive, Head of Operations, Head of Partnerships, Whitaker Director (non exec.) and Head of Hospitality. Weekly meetings ensure that peers are supported, decisions are shared and discussed, opportunities and threats are reviewed, and the group financial position reviewed. In the coming year, each Executive member will have a senior responsible officer role within the group structure.
- The Senior Management Team has naturally expanded, to include the site managers at Ski Rossendale, Whitworth Leisure Centre, The Riverside, and the Whitaker's Creative Director. The focus behind SMT is to ensure they have autonomy and responsibility, yet supported with a peer team and Executive team. This needs cementing and reviewing the coming year.
- Develop effective cross-group team meetings designed to provide support, share resources, ideas and solutions.
- Effectively utilising the opportunities of a group structure - opportunities to be embedded for staff development and training, greater experiences, peer support, sharing solutions to challenges, and reward.

2. *Integrating the trust's One by One principles* into all organisations, their processes, and ensuring they are at the heart of everything the group does.



3. *Continuing the principle of co-design* and communication with the whole staff team. Organisational recovery from Covid-19 has been a whole organisation programme of work – involving RLT (including Whitworth) and Ski Rossendale. This approach will continue.


4. *Working to ensure RLT's governance is fit for purpose.* Good governance is a key pillar to organisational success. RLT will complete the recruitment process to rebuild of a skills-based RLT Board throughout May and June; initiate recruitment in June, for new Directors for Ski Rossendale Ltd; and develop the Terms of Reference with CLAW for the newly forming Whitworth Committee.

Looking after our staff team – Goals, Actions and Measuring Success

	Through our facilities	Through our commissioned services	Through our community & coaching programmes	Through our customer engagement
Our goals	<ol style="list-style-type: none"> 1. Staff report that they are happy and engaged in their roles, and are proud to represent RLT. 2. Staff developing, gaining more experience, qualifications and progressing their careers within or outside of RLT. 3. Good and regular communication throughout the staffing team. 4. Supporting new aspects of the business where we can. 	<ol style="list-style-type: none"> 1. Staff retention & progression within the leisure trust. 2. Positive appraisals. 3. High scoring staff surveys. 	<ol style="list-style-type: none"> 1. Staff wellbeing maintained to a high standard. 2. Communicate with staff to ensure they have no safety concerns with returning to the workplace. 	<ol style="list-style-type: none"> 1. A happy and united workforce. 2. Feeling valued and supported. 3. Clear and consistent lines of communication to ensure staff are up to date and aware of all processes, offers and any business developments. 4. Setting and achieving goals.
Our actions	<ol style="list-style-type: none"> 1. Recognise and reward staff. 2. Create opportunities to work across sites to build rapport and increase knowledge of other sites. 3. Regular one to ones, team meetings, and training to support staff development 4. Allowing for loss of knowledge or routine after not been in work. 	<ol style="list-style-type: none"> 1. Regular team meeting & one to ones. 2. Offering staff PDPs, ongoing training. 3. Progression pathways (succession planning.) – developing a secondment model where possible 4. Staff surveys 	<ol style="list-style-type: none"> 1. A monthly wellbeing seminar 2. An in-centre team or partner, to help with mental health 3. Staff continuing to work from home when possible 	<ol style="list-style-type: none"> 1. Implementing consistent team and one to one meetings to recognise achievements, acknowledge milestones, and create a space for discussion around development and team standards of work. 2. Build connections and communication lines between team members and with other team supervisors/managers.
Measuring Success	<ol style="list-style-type: none"> 1. Reviewing the staff feedback survey with the Staff Council. 2. Understanding staff development, qualifications role progression. 3. Proactively arranging training sessions on essential and progressive topics. 4. Proactively asking what staff need or would like. 5. Instigate a mental wellbeing workplace programme of support. 6. Feedback Procedures – Collate data and communicate compliments and criticisms to staff. 7. Reaching agreed team/individual goals achieved through adherence to the agreed working standards. 			

Working RLT Group People Structure


Executive team



Head of Operations & Development

Phill Holden
(0.4 FTE)


Operating Procedures
Health and Safety
Facility Development
Together an Active Future



Chief Executive

Ken Masser
(0.6 FTE)

Stakeholder Mgmt
Strategy Dev.
Communications
Financial Planning
Rossendale PCN Chair
SRO – RLT & The Hill



Head of Partnerships

Cate Atwater
(0.6 FTE)


Partnerships
Intra-Group Governance
Health & Wellness
Community Dev.



Director (non exec.)

Carl Bell
(1.0 FTE)

Cultural Programme Development
Leisure / Culture Integration
SRO – TW



Head of Hospitality

Beth Carpenter
(1.0 FTE)

TW Café
Riverside
Hospitality Events Development
SRO – Trading Co

Rossendale Leisure Trust

Ski
Rossendale
Ltd

The
Whitaker
CIO


Trading
Co
Limited

SMT




Aquatics Manager

Lesley Wells




Facility Operations Manager – Marl Pits

Mark Kay



Facility Operations Manager – Adrenaline

Ross McCowan



Facility Operations Manager – Whitworth LC

Haydn Whyatt



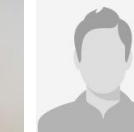
Marketing Manager

Michelle Fletcher



Business & Administration Manager

Frances Ferguson




Facility Operations Manager – The Hill

Dave Fuller




Health & Wellbeing Manager

Jodie English




Sports, Coaching & Pitches Manager

Paul Gallagher



Cultural Director

Gaynor Seville



Whitaker Head Chef

Mel Morris



Riverside Manager

Aimee Walker

Team Leaders

Team Leaders

Team Leaders

Reception Team Leader

Admin Officer

Admin Officer

Fitness Team Leader

Volunteer Coordinator

Activities Coordinator

3.2 Effective partnership governance with RBC

Due to the changing nature of the RLT group, the need for prudent and functional governance increases. This need is accompanied by the significant and valued support provided by RBC over the previous, challenging year. RLT and RBC have an incumbent responsibility to ensure that the legal documents and frameworks that surround the partnership are fit-for-purpose, transparent, accurate and protect public money.

Therefore, a priority for 2021/22, is to complete the required governance amends and tasks already discussed with RBC.

Leases

- The final leases and repair & maintenance schedules remain outstanding for both Whitworth Leisure Centre and The Riverside. RLT have been granted Tenancies At Will for both sites, which continues to expose RLT to significant financial risk.
- Both Marl Pits and Adrenaline have leases that expire in 2027, and both sites require amends. The footprint of both sites has changed significantly due to extensions and facility developments. These changes need amending in new leases as currently the leases are inaccurate.
- ***Priority actions with RBC***
 - To complete the leases and maintenance schedules regarding Whitworth Leisure Centre and The Riverside.
 - RBC to complete the lease amends with The Whitaker CIC to enable the merger to be agreed by RLT Board and The Whitaker Board on 9 June 2021.
 - To review and agree amends to both Marl Pits and Adrenaline leases.
 - To extend both leases past 2027 to ensure security of tenure, evidence the strong partnership whereby liabilities sit on both parties, and align to the group structure with Whitworth, Ski Rossendale and the Whitaker.

Agreements:

- There are Agreements from 2004 relating to services signed between RBC and RLT. In 2015/16, Paul Walker and Phil Seddon of RBC with RLT, agreed to discuss Agreement revisions and a letter of Variation was created, but never signed. Two Agreements need updating and agreeing – both of which were highlighted as needed actions by KKP:
 - The provision of support services provided by RBC to RLT
 - The funding and delivery of leisure services.
- ***Priority actions with RBC***
 - Discuss, agree and sign the required amends to the Agreements.

3.3 Effective integration of services and facilities across the borough

Throughout 2020 and 2021, a significant element of securing the future of Rossendale's leisure and culture services, were the ongoing and deepening partnerships between RLT, CLAW, Ski Rossendale and The Whitaker. The RLT and Ski Rossendale merger, and the RLT and CLAW merger, completed (subject to the points raised on page 20). A final priority for this year is completing the merger programme with The Whitaker.

For the Annual Plan, the focus is on effectively integrating Ski Rossendale Ltd and the transferred assets and team members from CLAW, within the RLT Group. The Riverside and Whitworth Leisure Centre are fully absorbed into RLT's accounts, operations and staffing structure, and are therefore inherent throughout this Annual Plan. Ski Rossendale also, but with the organisation remaining an independent entity part of the RLT Group, further specifics are provided below.

Ski Rossendale –

The initial financial outturn for April 2021 alone evidenced a strong position of £28,000 income. This is compared to an average of £14,500 over previous Aprils. This is a positive position from which the Ski Rossendale and RLT team can build.

For the year ahead, Ski Rossendale's focus is on:

1. **Rebuilding the customer base** – creating and launching strong and continued marketing campaigns; developing new activities e.g. different ski school combinations; implementing software that captures customer data and insight, leading to data-led decisions and proactive customer engagement.
2. **Growing income to reinvest and build a cash position** – relaunching the ski and snowboard schools and tubing with expanded offers and competitive pricing; redeveloping the retail shop offer; assessing operational costs and reductions where prudent, along with identifying new activities to drive new income.
3. **Developing an excellent customer experience** – proactively investing in a maintenance and upgrade programmes to provide high quality experiences; developing online booking through Xn; integrating telephone systems with RLT; carrying out 'fussy customer' visits and progressing identified actions; integrating the reception team within RLT to peer learn and share; proactively capturing and responding to customer feedback.
4. **Building a Ski Rossendale Ltd Board of Directors** – completing the recruitment planned to start in early June; appointing skills-based people from diverse backgrounds and experiences; implementing effective good governance processes.



The Developing RLT Group Corporate Governance and Committee Structure

Rossendale Leisure Trust (Parent Company) Community Benefit Society: IP29747R HMRC Charity Number: XR80333 (Meet Quarterly)		
Chair: Roger Fulton	VC: Keith Pilkington Whitaker	John Yates Legal & Company Sec
Peter Wilmers	Tony Cain H&S/ Facilities	Peter Terry Finance
Maxine Hayman Employee Rep	Cllr David Foxcroft Conservative Group Rep	Cllr Adrian Lythgoe Labour Group Rep
Iain Taylor Whitaker	Sue Jubb Whitworth	Karen Ruane Whitworth
Vicky Ackerley	Shelley Kemp	Shahan Lais

The outline below articulates the governance structure that is being proactively created. This is to ensure that the forming RLT Group, is effectively governed to ensure statutory obligations are adhered to, be transparent and provide assurances to RBC, and vitally, to ensure that RLT are delivering services that meet local needs, are resilient and sustainable.

RLT Finance Committee (Meet Monthly)		
Board Lead: Peter Terry	Board Member: Roger Fulton	Board Member: Peter Wilmers
RLT CEO: Ken Masser	RLT Head of Ops: Phill Holden	RLT Head of Par/ship: Cate Atwater
RBC Communities Director: Adam Allen	RBC Head of Finance: Karen Spencer	RBC Accountant: Sandra Grimshaw

Group H&S / Facilities Committee (Meet Quarterly)		
Board Lead: Tony Cain	Board Member: Vacant	Head of Ops: Phill Holden
Adr Facility Mgr: Ross McCowan	Marl Pits Facility Mgr: Mark Kay	WLC Facility Mgr: Haydn Whyatt
The Hill Facility Mgr: Dave Fuller	Head of Hospitality: Beth Carpenter	Museum Mgr: Gaynor Seville

Group User Committee (Meet Quarterly)		
Board Lead	Head of Pships: Cate Atwater	Committee Member: Vacant
Committee Member: Vacant	Committee Member: Vacant	Committee Member: Vacant
Committee Member: Vacant	Committee Member: Vacant	Committee Member: Vacant

Group Employee Council (Meet Quarterly)		
Board Lead:	Head of Ops Phill Holden	Steve Culshaw The Hill
Megan Chippendale Marl Pits	Leah Ogden Adrenaline	Robbie Whitworth
Gail Kenyon Whitworth	Scott Tattersall Pioneer	Jo Tomlinson Up & Active

Ski Rossendale Limited (Wholly Owned Subsidiary) Ltd by Guarantee 07497215 (Meet Bi-Monthly)		
Senior Employed Officer: Ken Masser Secondary Officer: Dave Fuller		
Roger Fulton Chair	Keith Pilkington	Tony Cain
Clare Mahood	Vacant	Vacant
Vacant	Vacant	Vacant

The Whitaker Limited (Wholly Owned Subsidiary) CIC 08802662 Converting to CIO (Charity) (Meet Bi-Monthly)		
Senior Employed Officer: Carl Bell		
Iain Taylor	Keith Pilkington	Jackie Williams
Julian Williams	Joy McCarthy	Yasmine Choudry
Vacant	Vacant	Vacant

Rossendale Leisure and Culture Trading Company (Wholly Owned Subsidiary) Ltd by Guarantee (TBC) (Meet Bi-Monthly)		
Senior Employed Officer: Ken Masser Secondary Officer: Beth Carpenter		
Vacant	Vacant	Vacant
Vacant	Vacant	Vacant
Vacant	Vacant	Vacant

Whitworth Committee (Meet Quarterly)		
Senior Lead Officer: Phill Holden		
Sue Jubb	Karen Ruane	Vacant
Vacant	Vacant	Vacant
Vacant	Vacant	Vacant

Subject:	Our Place, Our Plan: Corporate Plan	Status:	For publication
Report to:	Overview & Scrutiny Committee	Date:	12 July 2021
Report of:	Chief Executive	Portfolio Holder:	Leader of the Council
Key Decision:	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	Yes	Attached: No
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Chief Executive	Telephone:	01706 252447
Email:	neilshaw@rossendalebc.gov.uk		

1. RECOMMENDATIONS

- 1.1. That Overview & Scrutiny discuss the council's proposed new Corporate Plan and action plan.
- 1.2. That Overview & Scrutiny propose any amendments they would like Council to consider in the final version of the Corporate Plan.

2. PURPOSE OF REPORT

The report explores how the council has developed the new Corporate Plan: Our Place, Our Plan and how this is translated into a clear set of priorities for the forthcoming year. This is an opportunity for scrutiny to make any further suggestions for Council to consider for the final approved version of the Plan.

3. BACKGROUND

3.1. The previous Corporate Strategy expired on 31 March 2021. During recent months the council has explored its strategic priorities for the next four years. Our Place, Our Plan is the proposed new Corporate Plan. This sets out the council's priorities for a four-year period up to March 2025. The new Corporate Plan is focused around four strategic themes:

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

3.2. The Corporate Plan shapes the plans which each service area develops to identify priority activity for the forthcoming year. It informs which key projects the council will take forward and its performance reporting.

4. OUR PLACE, OUR PLAN

4.1. The council is keen that the new Plan is outcome focused and clearly outlines work the council will undertake over the next four years. We are keen that the Plan is sharp and specific in its strategic objectives. During late 2020 the process to develop the new Corporate Plan began. Our Place, Our Plan has been shaped by reviewing a wide range of data to identify potential priority issues.

- 4.2. It is for the Cabinet to determine the priorities of the council and input/steer from Cabinet was undertaken at an early stage in the process. An outline draft was produced to focus further member discussion. This is a Plan for the whole council. Following input and shaping by Cabinet, the Conservative group and Independent members have been consulted for their feedback and this lead to further shaping of the Plan.
- 4.3. This draft version of the Plan was put out to public and stakeholder consultation between 4 February and 20 March 2021. This included writing directly to nine key local organisations and signposting a wider range of local groups to the consultation. The key issues arising from the consultation included:
- Adding reference to colleges into the 'Vibrant Local Economy' section and their role in matching business opportunities with the right skill provision
 - Positive support for the Rawtenstall to Manchester rail link
 - Developing an improved accommodation offer but questioning the need to develop a new hotel
 - More support for local events
 - More work to be undertaken on cycling

This feedback has informed consideration of how the council prioritises work in the action plan. We note the view on the hotel. A copy of the Plan following consultation is attached as Appendix 1.

5. COUNCIL PRIORITIES 2021/22

- 5.1. Specific actions have been developed for the current year to provide clarity on the key areas the council intends to focus its energies and resources. This translates Our Place, Our Plan into specific actions for the forthcoming year. Our Place, Our Plan covers a four-year period, which will mean that not every strategic objective in the Plan is picked up in 2021/22, but will be under the duration of the Plan. The actions are grouped under the four strategic themes and are attached as Appendix 2.
- 5.2. The council delivers on many of these priorities in partnership with other organisations in the public, private and voluntary sector. The council will both seek to add further value to the activities for other partners, for example, in the health sector as well as identifying how by working together local organisations can have a stronger impact, for example, improving our local environment and street scene.
- 5.3. The council is still operating in an environment with the significant impact of the coronavirus on council operations and finances. The complete impact of this in 2021/22 is not yet known but is likely to be significant and may well have an impact on the council's ability to fully deliver on its priorities for the forthcoming year (as it has in the previous year). As the impact of this becomes clearer the council will plan accordingly and update members.

6. IMPLEMENTING THE PRIORITIES

- 6.1. The priorities under the four themes are translated into plans within each service area. The council's Programme Board is working well, with regular monitoring of the progress of each of the council's corporate projects, their budget and risks. The Board continues to examine the progress of the following corporate projects:

1. Clean and Green Improvement Plan

2. Climate Change Strategy and Implementation Plan
3. Bacup 2040 Vision
4. Haslingden 2040 Vision
5. Rawtenstall 2040: Visioning and Future
6. Futures Park Employment and Leisure Village
7. The Whitaker
8. Future Health and Leisure Facilities
9. Digital Strategy
10. Empty Homes

6.2. Each project has a clear project initiation plan and a risk register. The Programme Board monitors the progress of each of these projects to provide governance of significant projects for the council.

6.3. Quarterly performance reports have been produced for consideration by members for a number of years. This includes a number of performance indicators which relate to the council's performance. This group of performance indicators and their targets have been reviewed for 2021/22 to ensure they are sufficiently stretching (but realistic). This has included the addition of new performance indicators, for example, on fly-tipping and derelict buildings. Performance reports will include details of the specific actions the council is taking to achieve each priority area in the coming year. Progress is reported to the Overview & Scrutiny Committee quarterly.

6.4. Key issues scrutiny members may wish to explore might include:

- Have we got the right strategic priorities?
- Have we missed anything in the objectives under each theme?
- Are the actions in the action plan clear enough?

7. **RISK**

A range of factors impact on the council's ability to achieve its priorities. The council uses a corporate risk register to identify and track these risks. Members track the overall implementation of the council's priorities through quarterly performance reports which will include information on progress against the priorities, key projects and key performance indicators. This includes the impact of coronavirus and the recovery period. At this time it is difficult to predict accurately the full impact of Covid 19 on the council's ability to fully meet its priorities for the forthcoming year.

8. **FINANCE**

The council's corporate priorities are fundamental to the budget planning process. The council's resources (people, assets, money, etc.) should align to and facilitate the promotion of our priorities. Therefore, at a time of uncertainty regarding future funding, as a result of the still unknown outcome of the Fair Funding review and the Business Rate reset, it is even more important to identify which activities are and which are not corporate priorities.

There are no immediate financial implications as a result of this report. However, each individual project will have financial implications, which are considered.

9. **LEGAL**

This report is not a legal requirement but is key to meeting the ambitions of the council. There are no immediate legal implications arising from this report. However, each individual project to be delivered may have legal implications which will be

addressed separately through robust project management.

10. POLICY AND EQUALITIES IMPLICATIONS

An equality impact assessment has been undertaken as the Plan has been developed. A copy of this is available as a background paper. A range of strategic objectives in the Plan are designed to have a positive impact on key vulnerable communities in the borough. For example, the Plan has a focus on enabling residents to remain in their own homes and live independent lives. Full details on all the equalities implications are contained in the assessment.

11. CONCLUSIONS

The report proposes the council's new Corporate Plan. It also identifies the council's priorities for 2021/22 in the appended action plan. It is important for the council to be clear on its priority areas to ensure it is focusing the use of its resources and has a clear management plan to guide the activity of services throughout the year. The new Plan and annual priorities will also provide clarity to members and the public on the key activity for the council for the forthcoming year. The Plan relates to the council's Medium Term Financial Strategy which is used to align resources to deliver on these priorities. The council has to retain a degree of flexibility to ensure it can react to issues which emerge during the year, but is keen to be clear about its focus for the forthcoming year.

Background Papers	
Document	Place of Inspection
Corporate Strategy (2017-21)	https://www.rossendale.gov.uk/homepage/10159/council_priorities
Our Place, Our Plan Equality Impact Assessment	https://www.rossendale.gov.uk/meetings/meeting/1268/overview_and_scrutiny_committee



OUR PLACE, OUR PLAN

CORPORATE PLAN
2021-2025

Rossendale
BOROUGH COUNCIL

OUR PLACE
OUR PLAN

OUR VISION

To have a thriving economy, built around our changing town centres, creating a quality environment for all and improving the life chances of all those living and working in our borough.

Rossendale
BOROUGH COUNCIL

ROSSENDALE IS A UNIQUE PLACE

Built on two hundred years of industrial heritage and facing a bright future. As a council we are working hard to improve the Valley. Our Place, Our Plan sets out a shared ambition for our borough and the people we represent.

This four-year plan is set in the context of a long-term vision for our borough which is supported by four key strategic priorities to deliver this ambition.

Our vision is: to have a thriving economy, built around our changing town centres, creating a quality environment for all and improving the life chances of all those living and working in our borough.

We will deliver on our ambition by driving change in four strategic priority areas:

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



OUR PLACE OUR PLAN

Our priorities are strongly focused on outcomes. We have built on our successes, but are ambitious and we intend to do more to improve the lives of local people. We will achieve this through the actions we take and also by working with other organisations in the borough.

Each priority within the plan is explained in terms of what we will achieve for our residents, visitors and businesses. The plan is underpinned by a detailed action plan. These will be reviewed annually to ensure specific activities and projects remain on track.

Across Rossendale Victorian mills once turned out millions of yards of textiles leaving us with a legacy of some of the best industrial heritage preserved in the country.

Town centres are changing. We want to transform Rossendale's town centres - making them places that both local people want to use but that also attract new visitors to one of the most picturesque parts of the North West.

Rossendale acts as a bridge between the rest of the county and Manchester.

Our proximity to Manchester has made us an attractive place for business and investors for a number of years.

We will continue to build on our strong advanced manufacturing base to grow the local economy, providing good quality job opportunities for local people.

We are passionate about developing a low carbon future – one where green energy and more sustainable forms of transport sit at the heart of our valley.

We already have a range of world-class outdoor activities and facilities close to our town centres and are surrounded by a fantastic natural environment. We are keen to look at how we maintain the quality of our natural environment whilst improving the physical environment of our town centres and villages.

Health is an area where the council has taken a growing interest in recent years. We are keen to do more in this area. We want to turn rhetoric about healthy living into dynamic new ways to use town centre space to enable people to take advantage of cycling, walking and a wide range of action packed activities all year round.

We are equally keen to play a stronger role in improving people's mental health.

In short, we have been making good strides but have a level of ambition for the next four years where we want to do much more.

**Our Place,
Our Plan explains
our ambition
and priorities
in more detail.**

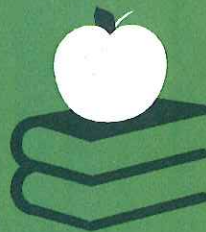


Alyson Barnes, Leader of
Rossendale Borough Council

**OUR PLACE
OUR PLAN**



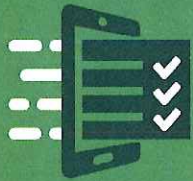
71,500
RESIDENTS



50%
OF CHILDREN
ATTAIN 5 GCSES
(GRADE 4-9)



1 IN 6
CHILDREN LIVE
IN POVERTY



2,710
VAT REGISTERED
BUSINESSES



67%
OF ADULTS ARE
OVERWEIGHT OR OBESE

THRIVING LOCAL ECONOMY

The nature of the local economy continues to change and we will be playing an active role in creating the right conditions for local businesses to thrive. We will continue to grow the local economy, attracting businesses to our employment sites

Each part of Rossendale has a different challenge

Rawtenstall

Rawtenstall continues to go from strength to strength, with a good offer for residents and growing numbers of visitors.

Bacup

Bacup is getting better but needs to transform to meet the changing needs of the high street.

Haslingden

Haslingden has a clear vision for its future but greater emphasis is needed

to translate this into improvement on the ground.

Whitworth

The council continues to support leisure facilities and the town council in Whitworth.

The tourism industry is underdeveloped in Rossendale and needs to evolve, creating a stronger offer building on our strong outdoor offer.

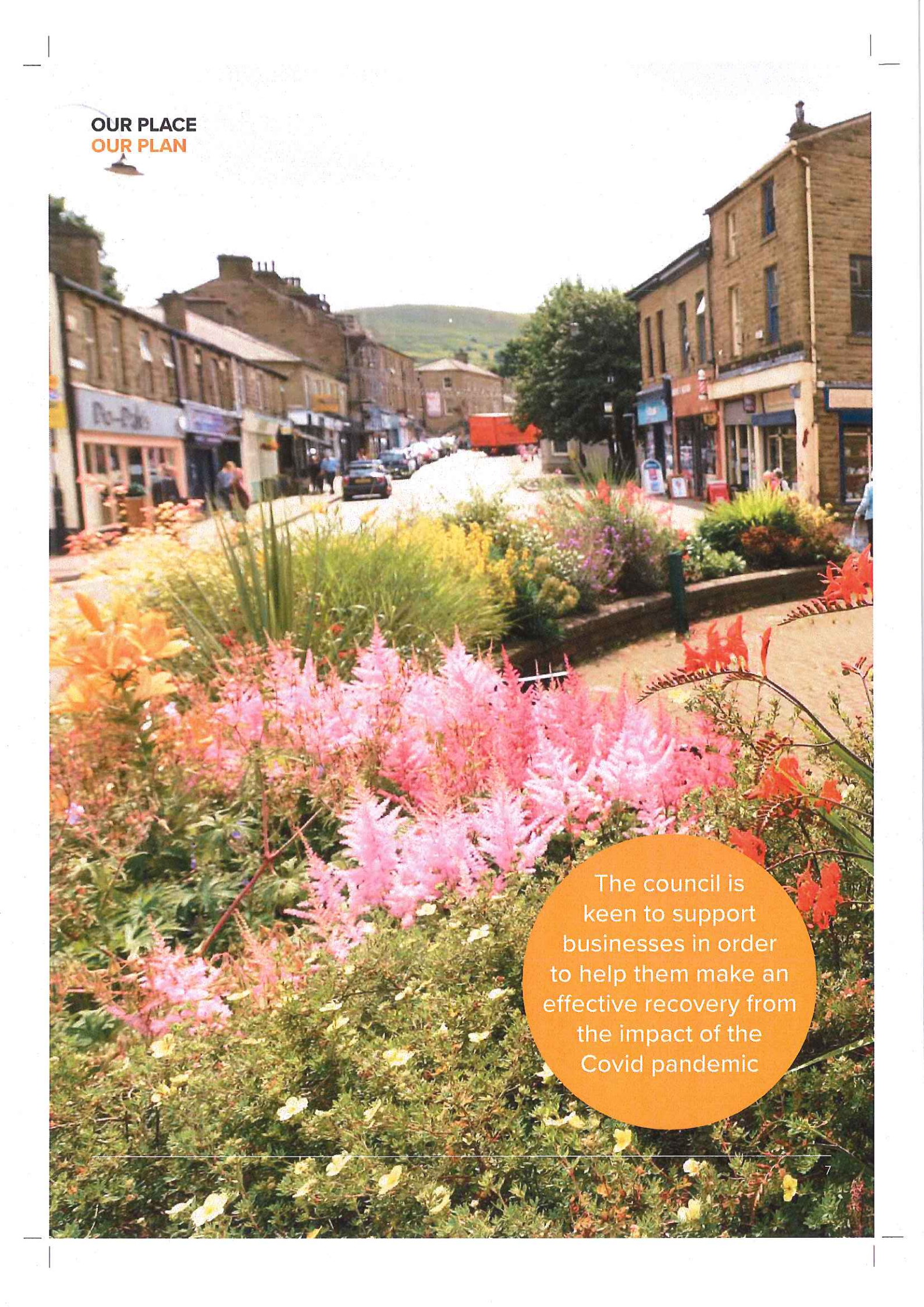
Our culture, heritage and leisure offer is unique, with recent enhancements

made to major assets like The Whitaker and key attractions like East Lancashire Railway, Ski Rossendale and the Adrenaline Centre.

The council is keen to support businesses in order to help them make an effective recovery from the impact of the Covid pandemic



OUR PLACE
OUR PLAN



The council is keen to support businesses in order to help them make an effective recovery from the impact of the Covid pandemic

OUTCOMES

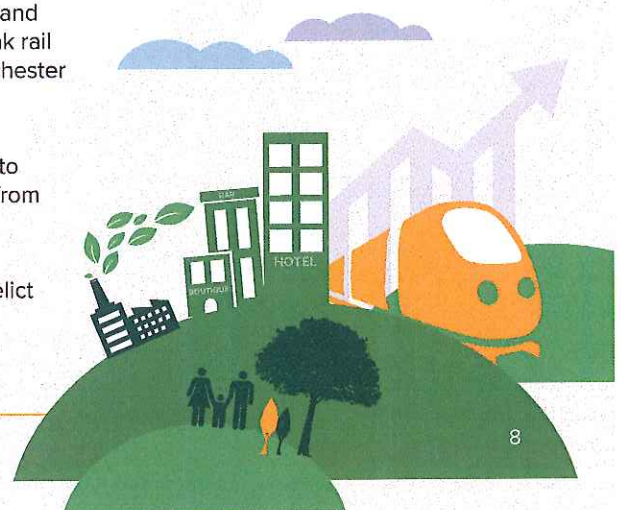
By 2025 we will have delivered on the following key outcomes:

- To support Bacup, Haslingden and Rawtenstall town centres as better places to provide their own unique offers and a destination for local shoppers and visitors
- To have secured new inward investment in the borough creating a sustainable economy, matching local skills provision with future job and career opportunities
- Having a thriving visitor economy which is more widely known with enhanced attractions and a much improved accommodation offer

STRATEGIC PRIORITIES

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

- To transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings
- To significantly improve Haslingden by reshaping the town centre, by creating new public space and redeveloping Deardengate
- To further improve the retail and leisure time offer in Rawtenstall town centre
- To reinvigorate the local business environment in Waterfoot
- To develop the M66 Rossendale Valley Growth Corridor with infrastructure support from Lancashire County Council, boosting the number of local businesses
- To attract new investment into the borough through the promotion of Futures Park Employment Village
- Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer
- Secure Government support and funding for the City Valley Link rail extension from Greater Manchester to Rawtenstall
- Delivering on a specific plan to support businesses recover from the Covid pandemic
- Reducing the number of derelict buildings through conversion or disposal
- Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities



HIGH QUALITY ENVIRONMENT

The high quality of our natural environment is something local people love and take pride in. The council recognises the value of our physical and built environment and the particular importance of our Pennine uplands and villages.

The council declared a climate change emergency in 2019. We recognise the world is changing and we must meet the challenge of global climate change by playing a positive local role leading by example.

Rossendale will be a place where sustainability is at the heart of our work and where people take pride in the clean and attractive environments found here.

We will lead by example with local businesses to promote carbon reduction actions.

We recognise residents often most value smaller scale environmental improvements to their local area.

We will prioritise making sure local people live in clean and attractive places.

We will lead by example with local businesses to promote carbon reduction actions.



OUTCOMES

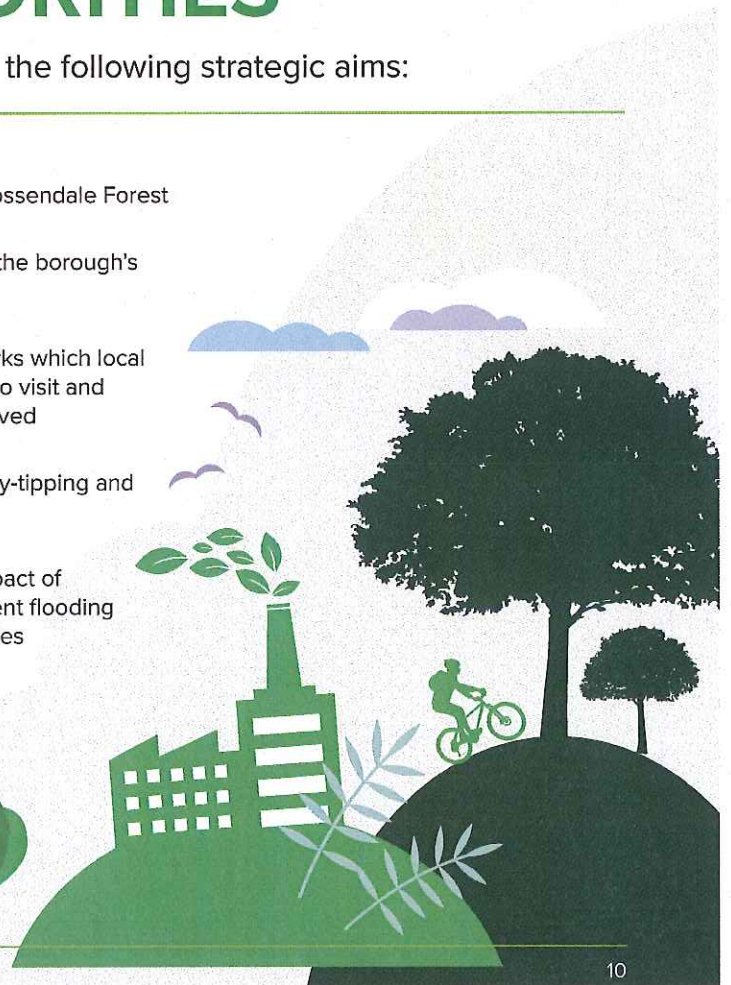
By 2025 we will have delivered on the following key outcomes:

- A high quality 'clean and green' local environment where people feel proud to live
- Reduced our carbon footprint
- Improved the waste recycling rate across the borough

STRATEGIC PRIORITIES

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

- To ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces
- To ensure pro-active use of education and our enforcement powers to ensure that the borough is welcoming and creates a positive impression of our town centres
- To support strong local voluntary groups like Rossendale Civic Pride, Bacup Pride and Whitworth In Bloom to bring brightness and imagination to our public open spaces
- Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy
- To create a new Rossendale Forest
- To recycle 50% of the borough's household waste
- To improve our parks which local people are proud to visit and which appeared loved
- Tackle persistent fly-tipping and littering hotspots
- To manage the impact of increasingly frequent flooding on local communities



OUR PLACE
OUR PLAN

We will lead
by example with
local businesses to
promote carbon
reduction
actions.

HEALTHY AND PROUD COMMUNITIES

Having access to a good quality home to either rent or buy plays a fundamental part in our residents' quality of life. We want people to live long lives and take pride in their communities

This will include boosting the numbers of homes which are affordable for local people to rent or buy. The age profile of our residents is increasing and their health demonstrates that ageing healthily is a challenge.

We want local people to have good access to facilities and services to improve both physical and mental wellbeing and to lead healthier, more active, lifestyles as a consequence.

We want to support communities to be vibrant, sustainable and for people to be proud of where they live.

We already work closely with a wide range of voluntary organisations and this will continue to grow in importance.

We want to support
communities to be vibrant,
sustainable and for people to
be proud of where they live.



OUTCOMES

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

- To have delivered more new homes and a good mix of housing tenures
- Improved the health of residents through access to better leisure facilities and health services
- A more joined up approach to physical and mental wellbeing which is more rapidly reducing health inequalities
- Residents share a sense of pride in their immediate community and the wider borough

STRATEGIC PRIORITIES

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

- Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers
- Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners
- Better access to and take up of health and wellbeing activities including improved leisure facilities
- Engaging more local people and visitors to make better use of our excellent outdoor environment to improve their health
- A more joined up approach working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people
- Supporting vulnerable individuals and families to recover from the Covid pandemic
- Working with the police to ensure strong neighbourhood policing and traffic enforcement



OUR PLACE
OUR PLAN

We want to support communities to be vibrant, sustainable and for people to be proud of where they live.



EFFECTIVE AND EFFICIENT COUNCIL

It is important that we are an effective and efficient council - one with ambition, clear direction, which delivers good quality services and which provides good value for money to our residents.

Our customers will receive a responsive service from us.

We will invest in digital technology to improve the way in which we interact with our residents.

As a democratic organisation we will be transparent and accountable in our decision-making.

Where it benefits residents and adds value we will work in partnership with organisations in the public, private and voluntary sectors.

For a relatively small council we have a number of large projects.

We will ensure these projects are managed effectively, making a positive impact for local people.



OUTCOMES

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

- Provide good quality and responsive services embracing new technology
- Be a financially sustainable council with a commercial outlook whilst always considering social value
- Provide sound governance to enable key decisions and major projects to be progressed in an efficient and professional way
- Have a skilled and happy workforce, where we are able to retain and attract good staff

STRATEGIC PRIORITIES

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

- A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability
- A robust approach to managing projects well
- To ensure our portfolio of assets maximise income and/or support service delivery
- To have a digital strategy in place which is customer focused and moves us towards being a digitally enabled council with cost effective and responsive customer services
- A financially sustainable organisation with a financial strategy which supports good decision-making
- Securing significant external funding to deliver projects and services
- To promote staff welfare, development and satisfaction
- To be recognised as a good council with a reputation for improving residents' lives
- To effectively manage any future transition to a unitary local authority and that the views and needs of Rossendale are effectively represented





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Rossendale
BOROUGH COUNCIL

OUR PLACE, OUR PLAN
CORPORATE PLAN OBJECTIVES 2021/22

No.	Corporate Plan strategic objective	Operational objectives/project	Accountable officer	Completed
A. Thriving local economy				
A1	To transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings	HS HAZ project outputs defined in letter of offer, which includes improving 22 properties and installing a public realm scheme by March 2024.	Mhorag Saxon	On-going (complete 2024)
		Identify an alternative external funding bid source for the Market Square development	Guy Darragh	Q3
A2	To significantly improve Haslingden by reshaping the town centre by creating new public space and redeveloping Deardengate	NLHF stage 2 year 1 outputs as defined by the letter of offer	NLHF (post being recruited)	On-going (complete 2026/27)
		Develop a feasibility plan for the development of Cockerill Square	Cath Burns	Q2
A3	To further improve the retail and leisure time offer in Rawtenstall town centre	To deliver town square landscaping project	Megan Eastwood	Q3
A5	To develop the M66 Rossendale Valley Growth Corridor with infrastructure support from Lancashire County Council, boosting the number of local businesses	Prepare Rossendale Valley Growth Corridor Masterplan and develop strategy to bring forward individual sites	Cath Burns	On-going (complete 2022/23)
A6	To attract new investment into the borough through the promotion of Futures Park Employment & Leisure Village	Complete plot 1 development	Guy Darragh	Q3
		Complete the infrastructure improvement works	Cath Burns	Q4
A7	Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer	Deliver year 1 of the visitor economy action plan including 3 town centre based wayfinding walking/cycling routes	Megan Eastwood	On-going
		Deliver year 3 of the Whitaker NLHF project	Emily Vynne	On-going
A8	Secure Government support and funding for the City Valley Link rail extension from Greater Manchester to Rawtenstall	To produce a strategic outline business case in partnership with LCC	Guy Darragh	Q4
		Gain support of key stakeholders and undertake public support campaign	Guy Darragh/Viva PR	On-going
A9	Delivering on a specific plan to support businesses recover from the Covid pandemic	Implement the Covid recovery plan which will include holding 18 business workshops and hold 100 business 1-to-1s	Brad Hacking	On-going

A11	Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities	Develop year 1 activity plan for the Rossendale employability and skills forum, which includes holding a jobs fair and a careers event	Brad Hacking	On-going
		Secure funding for Rossendale Works and Youth project for April 2022+	Guy Darragh	Q3
B. High quality environment				
B1	To ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces	Income generation ideas to be pursued including bin cleaning service and MOT testing station	Keith Jenkins	On-going
		Street cleansing to be improved by better routing and introduction of new schedules	Pat Killeen	Q1
		Obtaining green flag status for Stubblee Park and raising standards across all parks	David McChesney	Q2
		Contributing to the climate change agenda through tree planting initiatives and transition to battery powered tools	David McChesney	On-going
B2	To ensure pro-active use of education and our enforcement powers to ensure that the borough is welcoming and creates a positive view of our town centres	Continued targeting of those who blight our neighbourhoods by littering and dog fouling through a joint approach of education, publicity and enforcement. Using the services of a third party provider to enhance our own resources	Phil Morton	On-going
		Tender the third party enforcement contract	Phil Morton	Q2
B3	To support strong local voluntary groups like Rossendale Civic Pride, Bacup Pride and Whitworth In Bloom to bring brightness and imagination to our public open spaces	Continue to work closely with groups, including the provision of plants, support for funding bids, such as the improvements to the Green Squirrel Square, Haslingden	David McChesney	Q4
B4	Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy	Engaging with residents, schools and businesses across Rossendale, inc partnering with three local climate change partners	Phil Morton	On-going
		Carbon footprint audit completed	Lee Childs	Q2
		Agreeing a new active travel plan	Guy Darragh	Q4
B5	To create a new Rossendale Forest	Identifying council owned sites for potential tree planting projects	David McChesney	Q1
		Work with schools, community groups and Ribble Rivers Trust to access funding to purchase trees for planting in the Autumn	David McChesney	Q3
B6		Piloting a new recycling approach	Pat Killeen	Q2

	To recycle 50% of the borough's household waste	Media campaign to promote recycling	Viva PR	Q1
		Examining feasibility of changes in bin size	Keith Jenkins	Q2
B7	To improve our parks which local people are proud to visit and which appear loved	Implement improvement plan for Rossendale's parks by refreshing the Stubblee Masterplan and creating a new one for Edgeside Park. This will be followed by the creation of the Victoria Park Masterplan ready for 22/23.	David McChesney	On-going
B8	Tackle persistent fly-tipping and littering hotspots	Increased enforcement activity against both commercial and domestic fly tipping offenders. More effective communication from Ops team to PPU to help collate evidence.	Phil Morton/Keith Jenkins	On-going
		Quicker removal of fly-tipped waste to reduce visual impact	Pat Killeen	Q1
		Creation of a dedicated fly-tip team – piloted for 12 months	Pat Killeen	Q1
		Increased enforcement capability and the use of technology to prevent and detect incidents of environmental crime.	Phil Morton	On-going
		Use of social and other media outlets to publicise and promote issues, problems and successes.	Viva PR	Q2
C. Healthy and proud communities				
C1	Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers	Produce a housing strategy and action plan that put processes in place to ensure a corporate approach to the strategic housing function.	Strategic Housing post (being recruited to)	Q3
		Enable 180 new houses to be built, of which 25 are affordable.	Mike Atherton/ Strategic Housing post (being recruited to)	On-going
C2	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners	Deliver disabled facility grant programme – catching up last year's backlog. Overall target 67 DFGs completed	Phil Hollows	On-going
C3	Better access to and take up of health and wellbeing activities including improved leisure facilities	Complete a full feasibility study for improved health and leisure facilities	Adam Allen	Q2

C4	Engaging more local people and visitors to make better use of our excellent outdoor environment to improve their health	Explore the feasibility of creating a trailhead cycling facility in Bacup	Guy Darragh	Q3
C5	A more joined up approach working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people	To lead on the development of a partnership Health and Wellbeing Strategy	Communities Manager (being recruited)	Q2
		Improving joined up working on health issues	Communities Manager (being recruited)	On-going
C6	To manage the impact of increasingly frequent flooding on local communities	Liaison through the Spaces for Water group and supporting community response in the event of a major flooding incident	Lee Childs	On-going
C7	Supporting vulnerable individuals and families to recover from the Covid pandemic	Managing Govt funding to support vulnerable individuals	Communities Manager (being recruited)	On-going
		Promoting local support services through Rossendale Connected Hub	Communities Manager (being recruited)	On-going
C8	Working with the police to ensure strong neighbourhood policing and traffic enforcement	Regular liaison meetings with Lancashire Police Inspector	Neil Shaw	On-going
		Deployment of the mobile traffic enforcement team	Lancashire Police	On-going
D. Effective and efficient council				
D1	A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability	Review of Constitution with specific focus on the Finance Procedure Rules and Code of Conduct for Members	Clare Birtwistle	Q2
		Provide good quality member induction and training programme	Clare Birtwistle	On-going
		Training to officers on the updated Constitution	Clare Birtwistle	Q1
		Update the RIPA policy and provide training and guidance to officers	Clare Birtwistle	Q1
D2	A robust approach to managing projects well	Contract Procedure Rules training to officers	Clare Birtwistle	Q2
		Contract management training to officers	Clare Law	Q2
		Project management training for officers	Project managers	Q2
D3	To ensure our portfolio of assets maximise income and/or support service delivery	Conduct year 1 of the Strategic Asset Review with reviews for 4 wards undertaken.	Lucie Greenwood	On-going
		Undertake rent renewals for industrial properties	Lucie Greenwood	Q4

		Transfer 11 garage sites to the council	Lucie Greenwood	Q3
D4	To have a digital strategy in place which is customer focused and moves us towards being a digitally enabled council with cost effective and responsive customer services	Agree a Digital & Customer Strategy and action plan	Andrew Buckle	Q1
		MS 365/Teams roll out and Virtual Phone implementation	Andrew Buckle	Q2
		Deploy customer portals for Citizen Access and Revs and Bens Document Management next generation	Andrew Buckle	Q4
D5	To promote staff welfare, development and satisfaction	Agree an Organisational Development strategy	Clare Law	Q1
		Manage post Covid safe return to work	Kelly Forrest	Q1
		Undertake staff surveys and engagement events	Clare Law/Cath Burns	On-going
D6	A financially sustainable organisation with a financial strategy which supports good decision-making	Provision of high quality and timely financial and accountancy advice and support to all council services, managers and projects	Karen Spencer	On-going
		Regular monitoring of financial performance against the Medium Term Financial Strategy	Karen Spencer	On-going
D7	Securing significant external funding to deliver projects and services	Haslingden HLF bid funding secured	Guy Darragh	Q1
D8	To be recognised as a good council with a reputation for improving residents' lives	Addressing outcomes from LGA Corporate Peer Challenge	Neil Shaw	Q2-Q4
		Shortlisted for national local govt award	CMT	Q3
		Raised profile through national publications and events	CMT	On-going
		Good news stories and achievements through local and regional media	Viva PR	On-going
D9	To effectively manage any future transition to a unitary local authority and that the views and needs of Rossendale are effectively represented	Managing any actions which arise from the Lancashire Leaders meetings	Neil Shaw	On-going

Subject:	Visitor Economy Strategy	Status:	For Publication
Report to:	Overview and Scrutiny	Date:	12 th July 2021
Report of:	Director of Economic Development	Portfolio Holder:	Leader of the Council/ Economic Development
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	No	Attached: n/a
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Megan Eastwood / Guy Darragh	Telephone:	01706 252480 / 2485
Email:	meganeastwood@rossendalebc.gov.uk and Guydarragh@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	The Overview and Scrutiny Committee is invited to comment on the progress made on the Visitor Economy Strategy since its adoption in December 2020.

2. PURPOSE OF REPORT

- 2.1 To inform members of the Council's performance in relation to the Visitor Economy Strategy prior to its determination by the Cabinet.
- 2.2 For information, members should note that the recommendations to Cabinet are as follows:-
- To note the achievements made in the first 6 months of the new Visitor Economy Strategy for the whole of Rossendale launched in January 2021.

3. BACKGROUND

- 3.1 This report links to priority 1 of the new Corporate Plan. A vibrant local economy. A key action of this is "Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer".
- 3.2 It also links to the Council's 2018 Economic Development Strategy, priority 4: Developing our visitor economy, active leisure and Adrenaline Valley brand and cultural offer. This report links directly to the progress made to achieve this priority.
- 3.3 In December 2020, Rossendale Council approved a Visitor Economy Strategy for the whole of Rossendale (Appendix 1), linking in five key themes:
1. Marketing and Branding
 2. Outdoor Rossendale
 3. Lifestyle Rossendale
 4. Accommodation Rossendale
 5. Creative Rossendale.

These five themes have been identified to grow Rossendale's Visitor Economy achieving this vision; "With a beautiful lifestyle offer, including heritage and cultural experiences set amongst stunning scenery, Rossendale provides the perfect outdoor adventure experience. By 2030, Rossendale will have built an unrivalled reputation as a year-round visitor destination for families and foodies alike."

The following goals have been set:

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By 2023 –

- To restore Economic Impact to pre-covid figures (2018 Benchmark £63.563m)

By 2030 –

- To increase Economic Impact from £63.563m to £78m (3% growth Year on Year)
- Increase employment in the sector from 816 jobs to 1000 jobs
- Increase Visitor Numbers from 1.6m to 2m
- Increase Social Media Followers from 5221 to 10,000
- Improve town centre average footfall counts from 14,387 to 18,000.
- Increase total bedstock of 267 beds to 315.

The Covid-19 pandemic has severely hit Rossendale based tourism, leisure and hospitality businesses with the majority closed for the first few months of the year. The data to measure this impact is not yet available to us. However, Rossendale Council has still been progressing the associated action plan.

3.4 In the first 6 months of the Strategy launching, Rossendale Council has undertaken the following work:

Marketing Rossendale

- Increase in social media followers from 5221 to 5778
- Developed relationship with East Lancashire Railway on a joined up marketing plan
- Information newsletter to Visitor Economy Stakeholders
- Frequent social media posting
- Developed relationship with South Pennines (formerly Pennine Prospect) to be a crucial part of the South Pennines Regional Park with visible presence within town centres
- Website updates and changes
- Progress toward posed / staged photographs in Rossendale for promotional material
- Radio advertising campaign underway to promote Rossendale's assets on Rossendale Radio
- Communications plan developed and in delivery for the launch of the Whitaker

Outdoor Rossendale

- The development of a trailhead centre at Lee Quarry has gathered significant momentum, with work undertaken to identify suitable plots for a trailhead centre.
- An initial expression of interest to appoint a partner to manage and operate a trailhead facility
- Discussions and quotations from specialist trail builders to carry out analyse the current trails and their development to encourage families and less experienced riders to the site, as well as horse riders and walkers, whilst also linking in Stubblelee Park and the Valley of Stone Greenway
- Sport England and British Cycling relationships built and in principle buy-in for the project
- Pro-active involvement with LCC in the LCWIP (local cycling walking infrastructure plan) with particular emphasis on a Rawtenstall to Loveclough cycle route and the Valley of Stone Greenway
- A series of circular town centre walking routes developed in partnership with Rossendale Leisure Trust ready for installation. There are 3 routes per centre developed in Haslingden, Rawtenstall, Waterfoot, Bacup and Whitworth with waymarker signage, digital information and interpretation panels. Key features are

identified and visitors can choose whether to complete a 30 minute, 60 minute or 90 minute walk in and around the town centres.

Lifestyle Rossendale

- Progress on the Haslingden 2040 vision with a bid submission to NLHF (decision pending) and investor discussions for Cockerill Square
- Rawtenstall Town Square upgrade, with costed designs for a multifunctional events space, places for meeting and greeting as well as a planting design agreed. A main contractor tender appointment is in place, ready for summer delivery
- Bacup 2040 Vision progress, including the delivery of the Bacup HS HAZ project and a cultural programme for Bacup
- Position on East Lancashire Railway board utilised to develop a series of collaborations with Rawtenstall based businesses
- Worked with the owner of the Waterfoot Arcade to develop a tourism focus for its future, linking to potential investors
- Secured partnership with Play Market Management at Rawtenstall Market and worked closely with them through the transition and future plans
- Allocated funding to support the latest edition of Rossendale's food and drink guide

Accommodation Rossendale

- Identify suitable campsite facilities in Rossendale
- Progress an expression of interest with potential partners to operate a campsite facility
- Planning letters of support to several glamping pod additions around the Borough
- An expression of interest is being progressed with a suitable hotelier in Bacup town centre
- Business support and advice for Dearden Wood campsite

Creative Rossendale

- Completion on the Whitaker Museum and Art Gallery capital works, renovating the stables and new link way, with a large emphasis on the business opportunities, employment levels and artefacts
- Engagement and feedback in the City of Culture bid
- Commitment on the display of the Irwell Tapestry

The Visitor Economy in Rossendale is growing and with the focus of the Economic Development team now has a clear goal and vision. The next 6 months will see further progress against the above individual projects in addition to the following:

- Visitor Economy Stakeholder Forum meeting in July 2021 and January 2022.
- Discussions with local artists for pop-up art or "artist village" in the town centres, particularly in the Rawtenstall Town Square scheme
- Creation of a food and drink tour, crime walk, heritage walk and TV series walk
- Physical posters and literature on the East Lancashire Railway to promote the Whitaker, The Hill and Rawtenstall Market
- Creation of a "go to" event guide
- Delivery of activity related to the South Pennines Regional Park

4. RISK

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

5. FINANCE

5.1 There are no additional financial implications arising from this report.

6. LEGAL

6.1 No legal implications.

7. POLICY AND EQUALITIES IMPLICATIONS

7.1 No policy or equality implications.

8. CONCLUSION

8.1 The Visitor Economy in Rossendale is growing in a focused direction. There are many projects in development by the Council that will catalyse this growth even further, leading to many more local residents being employed in this sector, more visitors to Rossendale and greater spend.

Background Papers

Document	Place of Inspection
Full Council Report	Agendas, reports and minutes Rossendale Borough Council

Subject:	Employability	Status:	For Publication
Report to:	Overview and Scrutiny	Date:	12 th July 2021
Report of:	Director of Economic Development	Portfolio Holder:	Leader of the Council/ Economic Development
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	No	Attached: n/a
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Megan Eastwood/ Guy Darragh	Telephone:	01706 252480 & 01706 252568
Email:	meganeastwood@rossendalebc.gov.uk guydarragh@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	The Overview and Scrutiny Committee to note the content of this report and the progress of measure 5 of the Economic Development Strategy.
1.2	The Overview and Scrutiny Committee to feedback on the aspiration for the establishment of an employability youth hub in the borough and the response to the impact on unemployment caused by Covid.

2. PURPOSE OF REPORT

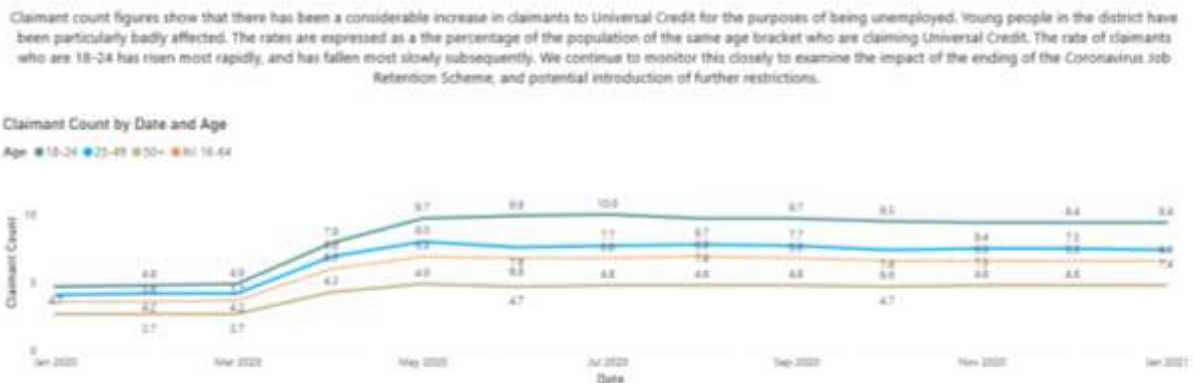
- 2.1 To inform members of the Council's performance in relation to priority 5 of the Economic Development Strategy prior to its determination by the Cabinet.
- 2.2 For information, members should note that the recommendations to Cabinet are as follows:-
- To continue to note employability and skills as a key priority of the Economic Development Strategy, ensuring strong partnerships and well marketed projects so that local residents know the support available to them.

3. BACKGROUND

- 3.1 The work carried out and covered by this report links to the following Council Corporate strategic priority:
1. A Thriving local economy
Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities.
- 3.2 Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities forms Priority 5 of Rossendale Council's Economic Development Strategy 2018. It clearly outlines actions and steps to take to reduce Rossendale's levels of unemployment and the upskilling of local residents.
- 3.3 The Covid-19 pandemic has had a devastating impact on local residents and businesses, which were unforeseen at the time of developing the Economic Development Strategy. The latest data from the DWP highlights how this has effected local people:

In February 2020, Universal Credit claimants in Rossendale totalled 2978. In April 2021, it was reported a 109% increase in claimants, with a total of 6217 claiming the benefit.

The latest figures show a 101% increase in people between the age of 16-24 looking for work between February 2020 and now. The number of NEETS (not in education, employment or training) is 5% which meets the Lancashire average. The graph below shows that young people have been badly affected by the pandemic.



It is reported that 13% of Rossendale’s residents are still receiving furlough, which is on par with the Lancashire average.

Employability support forms a key action in the business recovery plan produced by Rossendale Borough Council to support both local residents and businesses.

3.4 Rossendale Council has initiated, supported and provided several mechanisms to achieve performance against this priority in the Economic Development Strategy, this has become vital since the effects of the Covid-19 pandemic have emerged. These are summarised below:

1. Local Employability and Skills Forum – The Council recognises that the support of partners can add and enhance the offer to local residents currently out of work as well as upskilling those that are currently in a role. In February 2021, the Council set up the first forum, operating under the following objectives:

- Encourage collaboration between partner organisations delivering employability and skills related projects in Rossendale
- Add value to the existing employability and skills provision in Rossendale
- Identify gaps in employment and skills provision in Rossendale

The forum has now held 3 x meetings, with attendance from partners including, Lancashire Adult Learning, Newground, Princes Trust, Burnley FC in the Community, Active Lancashire, DWP, Lancashire Skills Hub, Procure Plus, FED CAP and Christians Against Poverty.

The forum is chaired by Cath Burns, the Director of Economic Development and is supported by various members of the Economic Development team. Key updates are provided by the DWP and the Skills hub, which means that Rossendale’s levels of employability can be assessed regionally and nationally.

2. Rossendale Works Employability Programme- A project in partnership with Active Lancashire and the DWP. The current iteration works with people with extreme barriers to work, very far from the labour market to get them to engage with

services that could support their career pathway.

The current project started in May 2020 and is due to conclude in March 2022. The project total is £141,000 and Rossendale Council contributes £60,000 over the 2-year period.

The project is designed to meet the needs of local people who have been struggling to get into the workplace. It uses the power of sport and excellent partner relationships to provide a holistic approach for local residents. If people are deemed work ready, 4-6 week work experience placements are sought, however in the majority of cases, a lot of work needs to be done to get to this stage.

The project is exceeding its targets, working with over 50 unemployed people, many of which experiencing barriers to work, such as long-term health conditions, being over 50, childcare issues to name just a few.

Below are the agreed targets to achieve by March 2022. There is typically a time lag between people starting on the project and achieving outputs as candidates can take six months from starting the project to finding employment.

	Overall Rossendale works Targets
Total Approved Participants	140
Male	70
Female	70
Unemployed	65
Economically inactive	75
Over 50	20
Ethnic Minority	20
Limiting long-term health condition or disability?	36
Individual in education or training upon leaving	24
Unemployed - Individual in employment upon leaving	20
Individual in employment, 6 months after leaving	31
Inactive individual into employment or jobsearch upon leaving	38
Participants with childcare needs receiving childcare support	15

Since the start of RBC's launch of the employability project, which originally commenced in 2018, the following overall outcomes have been achieved:

302 residents engaging in project
250 in activities
75 placements
90 into employment

- 3. Rossendale Youth Works** – Rossendale has seen a 101% increase in 16-25 year olds claiming Universal Credit between February 2020 and April 2021 as a result of the Covid-19 pandemic. The Council recognised this and in Summer 2020 applied

for support from the DWP with Active Lancashire to run a specific 12-month programme targeted at this age bracket.

The programme provides one to one support for individuals, helping to overcome potential barriers to get people into the workplace. Outreach and sporting activities take place in the community to engage people in the project and assessments are undertaken.

Partners such as Lancashire Adult Learning, Procure Plus and Burnley FC in the community run specific employability, skills and training workshops on a weekly basis which people enrolled in the project can easily access.

This project is fully funded by the DWP of £50,000 which funds a full-time Officer and the associated project activity spend.

These are the targets for the Rossendale Youth Works programme November 2020 – October 2021:

Outputs for Rossendale Youth	Target
Number of DWP referrals assessed for suitability for project	110
Number of people accessing engagement and employment activities	90
Number of people taking part in work placement opportunities	50
Number moving into employment	20

Since the start of the project:

50 local residents have been accessing the project
19 of these secured a work experience placement
13 are now in a full-time job as a result of our intervention

An animation was created by the Economic Development team which has received national recognition within the DWP and has been shown at various events and platforms to promote the programme to people under the age of 25.

The work of the Council has secured over 100 permanent jobs for local residents in very challenging circumstances.

- 4. Kickstart Gateway Organisation** – The Government launched the national Kickstart scheme, which provides funding for organisations to take 16-25 year olds on for 6 months in work experience positions. In March 2021 Rossendale Council was approved as a gateway organisation, processing applications on behalf of local businesses and helps them to secure 6 month roles for local residents. The Council receives a fee of £300 per person in a placement and a further £1500 if placed in a role at RBC. The Council has so far taken on 6 people through this scheme and is supporting another 17 work experience placement opportunities in Rossendale.

The Kickstart programme has been marketed nationally but in addition to this, the Economic Development team have been actively promoting this to local companies through the business relationship programme, business adviser meetings, the quarterly newsletter and attendance at the relevant business forums. The team have also arranged a Kickstart Livelounge session, presenting the roles and opportunities to young people in Rossendale.

5. Rossendale Youth Hub- On the 1st of June 2021, Rossendale Council cemented its partnership with the DWP to become the 2nd Youth Hub to operate in Lancashire and Cumbria. The hub is designed for residents between 16-25 years old to access a range of services within a single setting. The DWP are now permanently based at Futures Park which gives residents the opportunity to meet with work coaches outside of the job centre. The close proximity to Bacup is already proving successful and in the first week, 28 people accessed the support.

3.5 As well as existing projects, Rossendale Council is looking further into the future and is working on the following initiatives:

- Enterprise Advisors for the local high schools
- Summer employability and skills fair for the general public
- Online careers fair for high school pupils on the Start Platform
- An extension to Rossendale Youth Works with an application to the DWP in summer 2021
- A further iteration of Rossendale Works and an extension of its current format (MPT 1.1 and 1.4)
- An application to the Community renewal fund to evolve the Rossendale Youth Hub Offer in partnership with Active Lancashire
- To seek further opportunities through the Council advertised tenders, the NNDR relief scheme, planning applications and the business support programme.

4. RISK

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

5. FINANCE

5.1 There are no additional financial implications arising from this report.

6. LEGAL

6.1 No legal implications.

7. POLICY AND EQUALITIES IMPLICATIONS

7.1 No policy or equality implications.

8. CONCLUSION

8.1 To strengthen the employability offer in Rossendale by continuing to note it as an important priority in the Economic Development Strategy, ensuring each project is well marketed, partnerships are strengthened and that local residents are supported via the various mechanisms.

Background Papers

Document	Place of Inspection - online
Economic Development Strategy	Economic-Development-Strategy-2018-6-Nov-2018-

	ME.pdf (investinrossendale.com)
Cabinet Meeting February 2020	Agendas, reports and minutes Rossendale Borough Council
Cabinet Meeting November 2017	Agendas, reports and minutes Rossendale Borough Council
Media Releases	<p>Youth Hub - Rossendale's working for 16-24 year olds - Rossendale Council News (rossendaleneews.org.uk)</p> <p>Ross Youth Works Release - Employment successes for Rossendale Youth Works - Rossendale Council News (rossendaleneews.org.uk)</p> <p>Rossendale Works- Rossendale Works provides opportunity for Bacup resident to help others - Rossendale Council News (rossendaleneews.org.uk)</p> <p>Employability Forum Launch - Council launch employability forum to help Rossendale residents - Rossendale Council News (rossendaleneews.org.uk)</p>

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:

- 18th May 2021
- 10th August 2021
- 12th October 2021
- 21st December 2021
- 11th 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

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- 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

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- 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

- 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.

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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 or you may contact the Committee and Member Services Section on telephone number 01706 252422 or email democracy@rossendalebc.gov.uk for further details.

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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 th June 2021 7 th July 2021	Communities	Report	Adam Allen, Director of Communities 01706 252428 adamallen@rossendalebc.gov.uk
Climate Change Update	Council	7 th July 2021	Environment	Report	Adam Allen, Director of Communities 01706 252428 adamallen@rossendalebc.gov.uk
Rossendale Works update	Cabinet	8 th September 2021	Leader of the Council & Portfolio Holder for Economic Development	Report	Guy Darragh, Economic Development Manager 01706 252568 guydarragh@rossendalebc.gov.uk
Prosecution Policy	Cabinet	8 th September 2021	Communities	Report	Carol Walker, Fraud and Compliance Officer 01706 252582 carolwalker@rossendalebc.gov.uk
Constitution Review	Council	6 th October 2021 To be taken to each meeting unless no changes identified.	Corporate Services	Report	Carolyn Sharples, Committee and Member Services Manager 01706 252422 carolynsharples@rossendalebc.gov.uk
Waste and Recycling	Council	6 th October 2021	Environment	Report	Adam Allen, Director of Communities 01706 252428 adamallen@rossendalebc.gov.uk

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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
Play Strategy	O&S Council	13 th September 2021 6 th October 2021	Environment	Report	Adam Allen, Director of Communities 01706 252428 adamallen@rossendalebc.gov.uk
Corporate Plan	Overview & Scrutiny Council	12 th July 2021 6 th October 2021	Leader of the Council	Report	Neil Shaw, Chief Executive 01706 252447 neilshaw@rossendalebc.gov.uk
Outdoor Rossendale Projects	Council	6 th October 2021	Leader of the Council & Portfolio Holder for Economic Development	Report	Guy Darragh, Economic Development Manager 01706 252568 guydarragh@rossendalebc.gov.uk
Annual Air Quality Report 2021 – yearly item	Cabinet	10 th November 2021	Communities	Report	Phil Morton, Public Protection Manager 01706 252442 philmorton@rossendalebc.gov.uk
Medium Term Financial Strategy Update – yearly item	Cabinet	10 th November 2021	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karenspencer@rossendalebc.gov.uk ,
Council Tax, Non-Domestic Rate & Housing Benefit Overpayment Write-offs - twice yearly item (February/March & September/October)	Cabinet	10 th November 2021	Communities	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk

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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
Local Council Tax Support Scheme – yearly item	Council	8 th December 2021	Communities	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk
Corporate Priorities, Budget, Council Tax and the Medium Term Financial Strategy 2022/23 – yearly item	Overview & Scrutiny Cabinet Council	1 st February 2022 9 th February 2022 23 rd February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,
Capital Strategy 2022/23 to 2024/25 and Capital Programme 2022/23 – yearly item	Overview & Scrutiny Cabinet Council	1 st February 2022 9 th February 2022 23 rd February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,
Treasury Management Strategy & Treasury Management Practices (updates for 2022/23) – yearly item	Cabinet Council	9 th February 2022 23 rd February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,
Pay Policy Statement – yearly item	Council	23 rd February 2022	Corporate Services	Report	Clare Law, HR Manager 01706 252457 clarelaw@rossendalebc.gov.uk

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