

**Meeting of:** Overview and Scrutiny Committee

**Time:** 6.30pm

**Date:** 22<sup>nd</sup> November 2021

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



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

**\*This meeting will be accessible in the Council Chamber for essential attendees (elected councillors, supporting officers and members of the public with a registered question). All other access will be by remote observation as detailed below.**

**To observe the meeting, please use the Zoom link below** (please allow time for set up if accessing for the first time):

<https://zoom.us/j/99136301779?pwd=TIAyUHhhMGdWUUdZYWZYZWJSZG0vZz09>

Meeting ID: 991 3630 1779

Passcode: 818436

**A waiting room will be in place and observers will be admitted to the meeting at approx. 6.30pm.**

ITEM		Lead Member/Contact Officer
<b>A.</b>	<b>BUSINESS MATTERS</b>	
<b>A1.</b>	<b>Apologies for Absence</b>	
<b>A2.</b>	To approve and sign as a correct record the Minutes of the Overview and Scrutiny Meeting held on 20 <sup>th</sup> October 2021.	
<b>A3.</b>	<p><b>Declarations of Interest</b></p> <p>Members are advised to contact the Monitoring Officer in advance of the meeting to seek advice on interest issues if necessary.</p> <p>Members are requested to indicate at this stage, any items on the agenda in which they intend to declare an interest. Members are reminded that, in accordance with the Local Government Act 2000 and the Council's Code of Conduct, they must declare the nature of any personal interest and, if the interest is prejudicial, withdraw from the meeting during consideration of the item.</p>	<p>Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a></p>
<b>A4.</b>	<p><b>Urgent Items of Business</b></p> <p>To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.</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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<b>B.</b>	<b>COMMUNITY ENGAGEMENT</b>	
<b>B1.</b>	<b>Question Time</b> Members of the public and councillors wanting to participate in the meeting must register to speak in advance of the meeting to be able to attend and participate.	Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>
<b>C.</b>	<b>CHAIR'S UPDATE</b>	
<b>C1.</b>	To receive any communications from the chair.	Councillor Janice Johnson
<b>D.</b>	<b>ORDINARY BUSINESS</b>	
<b>D1.</b>	Health and Well-being Plan	Adam Allen, Director of Communities <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
<b>D2.</b>	Climate Change Strategy Update - verbal	Adam Allen, Director of Communities <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
<b>D3.</b>	Quarter 2 performance report and RIPA update	Clare Law, Head of People and Policy <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
<b>D4.</b>	The Forward Plan	Carolyn Sharples, Committee and Member Services Manager <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>



**Neil Shaw**  
Chief Executive

**Date published:** 11<sup>th</sup> November 2021

## OVERVIEW AND SCRUTINY COMMITTEE

**Date of Meeting:** 20<sup>th</sup> October 2021

**Present:** Councillor Johnson (Chair)  
Councillors Janet Eaton, Gill, Haworth (sub), Kempson, Kenyon,  
Procter, Rooke and Thompson.

**In attendance:** Adam Allen, Director of Communities  
Andrew Buckle, Head of Customer Services and ICT  
Clare Law, Head of People and Policy  
Carolyn Sharples, Committee and Member Services Manager

**Also Present:** Councillor Hughes.  
By remote access – Councillors Morris and Lythgoe, Co-opted  
Member, Z.Ali and 1 member of the public.

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### 1. APOLOGIES FOR ABSENCE & SUBSTITUTIONS

- 1.1 Apologies for absence were submitted from Councillors Morris and L. Barnes (Councillor Haworth subbing) and Co-opted Member, Z.Ali.

### 2. MINUTES OF THE LAST MEETING

**Resolved:**

That the minutes of the meeting held on 13<sup>th</sup> September 2021 be approved as a correct record.

### 3. DECLARATIONS OF INTEREST

- 3.1 There were no declarations of interest.

### 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 RIPA Policy, Employability report and the Sanction and Prosecution Policy which has been considered at previous meetings had been approved by Cabinet in October.
- 6.2 The GP Appointments Task and Finish Group had commenced and had been looking at the press coverage and also the GP responses before making the preparations for the scrutiny day.

## **ORDINARY BUSINESS**

### **7. HIGHWAYS UPDATE**

- 7.1 The Chair reported that owing to unforeseen circumstances this item had been withdrawn, instead a briefing note would be circulated to members in due course.

### **8. DIGITAL STRATEGY FIRST YEAR DELIVERY PLAN - PRESENTATION**

- 8.1 The Director of Communities and Head of Customer Services and ICT gave a presentation on the details of the delivery plan which had been requested at the June Overview and Scrutiny Committee. An overview was given on the four key projects for the first year with costs. These were subject to agreement and would be contained within the budget costs due to be agreed in February as part of the budget setting. Year 2 projects would be brought before Overview and Scrutiny in October 2022.

- 8.2 In response to members' questions the following clarification was given:
- In relation to the Geographical Information System (GIS), it would be possible to integrate our own layers of data, which would improve both customer and officer experience e.g. bin locations, street cleansing routes etc., this was not available on existing maps.
  - It would be for departmental leads to keep the data updated and take ownership and be responsible for the accuracy of the data.
  - The funds were not yet committed within the budget and subject to agreement via the budget setting process.
  - Staff would be involved in the introduction of any changes.
  - Outside help might need to be considered for projects such as the website if it was needed.
  - If agreed, work would likely start post April on the website.
  - Staff would be engaged through the staff engagement sessions and received appropriate training.
  - Projects could be done independently but if some were done and not others the overall outcome wouldn't be as effective for the customer.
  - Once up and running it would be easier for customers to give consent to Citizens Advice, for example, to act on their behalf and share their data.
  - Customers would also be able to keep their own information up to date. Creating less need for correcting overpayments.
  - There would also be a digital improvement project to assist people with low level skills.
  - Virtual phones would eradicate the need for a physical phone as the phone would be on the computer.

#### **Resolved:**

That members note the presentation and ask officers to consider the comments made by the committee when taking the projects to the appropriate decision takers.

### **9. THE FORWARD PLAN**

- 9.1 Members were updated on the Forward Plan.

**Resolved:**

The update was noted.

**The meeting started at 6.30pm and finished at 7.30pm**

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

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

<b>Subject:</b>	Rossendale – Our Place, Our Wellbeing	<b>Status:</b>	For publication
<b>Report to:</b>	Overview and Scrutiny	<b>Date:</b>	22/11/21
<b>Report of:</b>	Director of Communities	<b>Portfolio Holder:</b>	Health and Leisure
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	yes	Attached: No
<b>Biodiversity Impact Assessment</b>	Required:	no	Attached: No
<b>Contact Officer:</b>	Adam Allen	<b>Telephone:</b>	01706 252492
<b>Email:</b>	adamallen@rossendalebc.gov.uk		

## 1. RECOMMENDATION

- 1.1 That Overview and Scrutiny consider the partnership Health and Wellbeing Plan for Rossendale prior to the plan being presented to Council in December for approval.

## 2. PURPOSE OF REPORT

- 2.1 To present the partnership plan to Overview and Scrutiny and seek views.

## 3. BACKGROUND

- 3.1 Over the past 12 months, engagement work has been undertaken with partners to develop a new innovative health and wellbeing plan for Rossendale. The plan was always intended to be written by the people of Rossendale for the people of Rossendale.

It is now widely recognised that eighty percent of a person's health outcomes are determined not by clinical intervention, but by a person's lifestyle, housing and community. This plan is designed to focus on what Rossendale can do about this eighty percent. Plans and strategies for the remaining twenty percent covering clinical interventions are plentiful and very well resourced. The gap in the system is how we mobilise and energise communities to come together to improve health and wellbeing. This is where we can have the biggest impact.

The Health and Wellbeing Partnership for Rossendale have been a key player in developing the plan, along with the PCN network and Rossendale Connected. This has included dedicated conferences to identify the priorities for Rossendale.

Sessions have also taken place with statutory partners, such as Adult and Children services, Public Health, CCG and Mental Health services. The purpose of these sessions has been two fold, firstly to work with statutory partners on population health data and to use this in guiding local groups during decision making the plan. Secondly, it is paramount that statutory partners support the approach and tie in their key priorities to the plan and vice versa.

There is a strong commitment from both community groups in Rossendale and statutory partners to continue to work together on the further development and implementation of the plan.

Through consultation, four priority themes have been established. These are:

**Mental Wellbeing** – This has been an area of work that has been raised by all groups as an issue and it is seen as an area where communities can have the most impact. In Lancashire over 14 % of people have a clinical diagnosis of depression compared with an England average of 11.6%. Through our consultation work, we have been working with the Foundation Trust to establish practical ways in which we can work better together and connect community activity better with mental health services. Through this work, we have been able to get involved and help guide a major devolution of mental health funding to the voluntary and community sector (VCS). In total, there could be £21 M of funding across Lancashire that will in future be commissioned to the VCS. We aim to use our well-established engagement networks to ensure this funding has maximum impact in Rossendale. For these reasons, the community of Rossendale and partners wanted Community Led Mental Wellbeing to be a priority in the plan.

**Physical Activity and Healthy Weight** is an area where we have made a good head start in identifying issues and establishing activities. This has primarily been delivered through Together and Active Future (TaAF) and this funded work will be expanded to align with the health plan and a broader range of community partners. The data suggests that physical activity should be a key focus in Rossendale as a smaller proportion of residents do 30 minutes of exercise a week than in any other Lancashire Borough. We also have the third highest level of adult obesity and are a national outlier when it comes to the high percentage of takeaways per head of population. For these reasons, the community of Rossendale and partners wanted physical activity and health weight to be a priority in the plan.

**Developing Facilities to Support Health and Wellbeing** - Having venues and places to exercise and come together is critical to maximise wellbeing. In Rossendale, we are blessed with wonderful outdoor spaces, but our built facilities are aging. It was agreed with partners and groups early in the process that we should develop a long-term strategy for our health and leisure facilities. Early consultations suggests that this may not be through traditional large leisure centres, but could be through the better utilisation of smaller community venues. The work to understand our future requirements and to design the right future portfolio is underway through a feasibility. This feasibility will be based heavily on community engagement and will consider all possible places for health, leisure and wellbeing activities.

**Rossendale Shaping Local Services** – A multitude of health related strategies and plans exist for Lancashire, but they cover 12 districts or in some cases, they cover Cumbria and Lancashire. It is fair to say that the specific needs of Rossendale get lost in the mix when aggregated with the needs of others such as Blackpool and Blackburn. People in Rossendale want a voice in the development of these strategies and plans and to understand what is being delivered by health partners in Rossendale and how we can then contribute. It is also suggested that patient engagement within Rossendale could have greater impact and this would help GP's deliver better services. This priority addresses both issues by engaging statutory partners annually to align planning and by working with the PCN in a revised structure to have better engage the community.

The overall plan has been written to be a developing document. It sets out long-term priorities that we will all work on together and it leaves flexibility for communities to develop actions, decide what they want to see as the outcomes and decide how they

want to deliver them. In taking this approach, we decided that it was valuable to agree a set of principles to which we would work. This means that as we develop future actions, we ensure that we are appreciative of everyone's efforts, we lead together as a community, we invest our time and effort where it has most needed, and we keep it simple, listen, and learn. We collaborate and we stay authentic and honest.

The language and tone of early documents presented a real issue for community groups and partners and a key message was that the language should not mirror the plans and strategies of statutory partners but be written in a simple engaging way that everyone can follow easily. To address this, we employed a lead author for the document who worked with a core group of representatives from the Council (including portfolio holder), PCN, CCG and RLT.

This has resulted in a new approach and a style that is designed with the community at the centre. The document also actively prompts the reader to consider how they can contribute and become engaged.

This innovative approach has been recognised already by partners with the Health Equity Commission hoping to use our plan as best practice. It is suggested that the commission will also consider funding for pilot schemes in Rossendale to support delivery of the plan.

**Agreeing the Plan**

The plan was presented to the Health and Wellbeing Partnership in late September and was very well received. The plan has also been presented to the PCN and is well supported.

The Council have worked in partnership with RLT, the PCN and CCG on the consultation and production of the plan. It is a partnership document and it is hoped that the Council will sign up to it on an equal footing with other partners. To this end, it is proposed that the plan be presented to Council in December and that partners sign up at roughly the same time. A public signing could then take place to launch the plan in early January.

Prior to Council, it is recommended that it be presented to an all member session on Health and Wellbeing on 8<sup>th</sup> December.

The final Plan will also be shared with Lancs and Pennine statutory partners with virtual meeting to present the plan and ensure full engagement.

**4. RISK**

4.1 The plan has been developed through strong partnership working and delivery will be dependent on the engagement of partners. A lack of engagement will negatively impact on delivery.

The plan has been written in a plain English and engaging way, this is contrary to traditional plans and strategies and it will be necessary to explain the context and background to statutory partners to achieve engagement.

**5. FINANCE**

5.1 None at this stage.

**6. LEGAL**

6.1 None at this stage.

**7. POLICY AND EQUALITIES IMPLICATIONS**



7.1 The plan will through its implementation address health inequalities and a key action is to engage the Health Equity Commission through the process. A full EIA will be completed prior to the plan going to Council to establish proportionate actions in relation to equalities. These actions will then be incorporated into the work programme.

**8. CONCLUSION**

8.1 The influence that Rossendale Council currently has on the overall health and wellbeing landscape is limited. Most strategies and plans relating to health are written with Lancashire or Pennine as the footprint. Our Place, Our Wellbeing seeks to maximise the voice of Rossendale within the health sector and to also maximise our impact in improving wellbeing by bringing local providers and the community together.

Background Papers	
Document	Place of Inspection
Our Place Our Wellbeing	<i>Appendix 1</i>



# Rossendale

## Our Place - Our Wellbeing

Our local plan



## Welcome to a plan created by the people and partners of Rossendale!

We've come a long way together. Our connections, relationships and collective ambition in Rossendale are stronger than ever before, which is why for the first time, we can create, own and deliver a plan like this.

Informed by what we've all agreed is needed to make a difference to people's health and wellbeing, this plan gives us the direction and focus as a united team for Rossendale. It shows us what is at the heart of the success we've achieved together and turns those things into the foundation of how we should do things from now on.

It is all of ours. We have all shaped it when we've come together, connecting, sharing our ideas, experiences and passion. And it is down to all of us, individually and as a team, to deliver it and continue to improve things for the people and the place we love.

We want this to be simple in its intent and easily understood. No jargon, no words that create barriers between us, no statements that don't really mean anything. [A simple plan that sets out how we want to do things, what we want to do and how we plan on doing it.](#)

## The right time for this

Under the banner of Rossendale Connected we have focussed on the things that really matter and put aside the things that don't. We have proven to ourselves and each other that we can –

- ✓ Organise and set things up quickly
- ✓ forget our organisational differences and work together for the thing that connects us all - making a difference for Rossendale
- ✓ be more effective together than on our own.

[Click here to watch a video of people talking about what was achieved](#)

We are stronger than we have been before and have learnt a lot of lessons about how we can be better. And so it is the right time for this plan; a plan that brings things together and provides focus for our collective energies and passion; a plan that commits to making a positive difference, however it needs to be done, to improve the health and wellbeing of our friends, families and colleagues; a plan to come back to, remind ourselves of what is important and hold ourselves and each other to account to.

## What this plan gives us

This plan will support and guide us until 2030 and be reviewed after 5 years to ensure it is still representative of who we are, what we want to do and how we want to do it.

It reflects the clear desire that we have all shown to stay connected, continue to work in a principled way and get the most from our collective resources to have the biggest impact where it's most needed.

This plan shows the priorities we all agreed we need to focus on and the great progress already made in these areas. You'll see principles we've agreed really matter, the structure we need to drive the plan forward and some immediate actions that can help bring all of this together.

## It's down to all of us

A plan is just words if we don't all recognise we have a role in making it happen. All of us in Rossendale deserve to have an equal opportunity for great health and wellbeing and we are the ones who can make that a reality. We are the people who need to bring about the change. We are the people who can.

[“We have the people in Rossendale to change things”](#)  
Quote from Big Connect conference

So as you read this plan, think about what you will do to make it happen. Write down some actions you can take. Ask “what's my part in this”, “how can my team or organisation deliver it” and “what's my role in supporting others”.

[“Don't expect to see a change, if you don't make one”](#)

## Our Rossendale priorities

“We know that 80 percent of a person’s health is determined by their lifestyle and their home and community environment”

As we shared with each other at events and meetings, what became clear was our shared view that we needed a plan that focussed on improving the health and wellbeing of people through non-medical approaches. How much better it feels to focus on making a positive difference to people’s lifestyles, homes and communities, rather than talking about managing illness and medical conditions.

With this refreshing mindset, conversations moved to identifying priorities that felt like they could make a real difference to health and wellbeing and reduce some of the health inequalities that exist.

The priorities shown below (and detailed in this section), were identified through engagement sessions and events through Rossendale Connected and agreed as the right priorities for Rossendale at this time. Priorities that would benefit from having a collective focus on them, with people and partners working together to create plans and deliver actions to improve things in these key areas.

### Our priorities



For each of these priorities there has already been a lot of progress in communities and organisations and clear work and action underway, so we’re already off to a great start.

Clearly naming and committing to these priorities can help drive this work even further as -

- ✓ It gives us something to focus our collective attention and resources on
- ✓ We can align our strategic and operational groups in Rossendale with these priorities
- ✓ People and partners can more clearly align themselves with the priority they can offer the most value to and receive the most benefit from
- ✓ We can dedicate time and attention to ensuring our collective resources in these areas are maximised

### Before moving on, let’s talk about those collective resources

When we talk resources, it’s almost always about money and costs. Whereas it’s people, relationships, skills, venues, equipment that we should be talking about.



Rossendale doesn’t have a surplus of cash waiting to be used which can be easily shared with a partner or a group in need.

What we do have however, is truly amazing and skilled people, great facilities and amazing outdoor space, all of which are great resources that can and should be used collectively to improve people’s health and wellbeing. We’ve shown before that we can maximise what we already have by working together, being clever about what we do and not being afraid to point out where we are not getting value.

However it’s not enough to just say we can do it; we need to demonstrate it. By embedding the following in how we work, we can get the most out of what we have and find ways of bringing in new resources to Rossendale –

- Work on a principle of “we must have what we need somewhere” and embed an approach of asking for and offering support to each other
- Encourage everyone to highlight opportunities to minimise waste and maximise value
- Look for opportunities (tenders, grants etc) to bring in new funding.

“ I’m frustrated by the amount of resources we waste purely based on the fact that we aren’t connected, we duplicate effort and we overlap when we don’t need to. ”

## Our priorities explained

### Community led mental wellbeing

This is about enhancing the role of voluntary, community and faith sector (VCFS) organisations in improving mental wellbeing

**Just some of the great ways we've made progress so far in this area** - Find out more on each by clicking it

Social Prescribing and Health Coaching

Whitworth Men in Sheds

Stubbylee Community Greenhouses and Recovery College

Rossendale Works

#### Actions to be taken now to help us deliver on this priority

- Work closely with Lancashire and South Cumbria NHS Foundation Trust to shape the future of mental health services in Rossendale
- Encourage and support workplaces to develop a work culture that helps mental and emotional wellbeing and share the great practice of those who already have
- Collaborate with the arts and cultural sector to enhance the role they can play in supporting mental wellbeing
- Connect this priority to both the physical activity and facilities priorities in recognition of the impact being more active and being in nature and the outdoors has on people's mental wellbeing

#### A/Some personal commitment(s) to help deliver this priority

Video montage of key people offering a personal and/or business commitment

### Physical activity and healthy weight

This is about making it easier for people to be physically active and encouraging healthy weight

**Just some of the great ways we've made progress so far in this area** – Find out more on each by clicking it

Together an Active Future

Active Lifestyle Hub – "Up & Active"

Holiday Activity & Food Programme

Big Schools Connect & School Sports Partnership

Business Health Matters

Rossendale Works

#### Actions that help deliver on this priority

- Increase the opportunity for people to be more physically active by making it easier for them (priority for Together an Active Future)
- Encourage and support community partners to consider ways to build physical activity into regular activities
- Refurbishment of Marl Pits running track
- Adopt and implement Healthy Weight Declaration (priority for Rossendale Council) and explore working with food partners, restaurants and takeaways on healthier menu options
- Support health and community professionals to build their confidence and skills in talking to people about physical activity and healthy weight

#### A/Some personal commitment(s) to help deliver this priority

Video montage of key people offering a personal and/or business commitment

## Developing facilities to support health and wellbeing

This is about developing indoor and outdoor facilities that maximise the opportunities for people to improve their health and wellbeing

**Just some of the great ways we've made progress so far in this area** - Find out more on each by clicking it

Playing Pitch Strategy

Rossendale Council Facilities Review

Outdoor Rossendale

Refurbishment of the Whitaker Museum

### Actions to be taken now to help us deliver on this priority

- Support the review of health facilities in Rossendale to understand how they can be improved to support wellbeing
- Encourage and support schools to share their facilities with local people, organisations, groups and clubs
- Refurbishment of Marl Pits running track
- Work with partners to assess outdoor spaces for community access
- Develop a long-term strategy for our local parks with health and wellbeing at the heart
- Increase the amount of good quality housing in Rossendale by working with Social and Private landlords.

### A/Some personal commitment(s) to help deliver this priority

Video montage of key people offering a personal and/or business commitment

## Rossendale shaping the delivery of local services

This is about ensuring that services that are commissioned for Rossendale have been shaped by our people and partners based on what is important to us

**Just some of the great ways we've made progress so far in this area** - Find out more on each by clicking it

Health & Wellbeing Partnership

Big School Connect

Community Partnerships

Community Connectors and Social Prescribers

Primary Care Networks

### Actions to be taken now to help us deliver on this priority

- Build a better understanding of roles such as Connectors and Social Prescribers and identify ways in which we can help realise the full potential of the people, skills and capacity that we have
- Engage with organisations that provide services to Rossendale and influence these based on our health and wellbeing plan
- Develop the right structures and opportunities for local voices to influence the decisions that are made in Rossendale and beyond
- Continue to hold bi-annual "Big Connect" conferences to connect, share and influence local provision
- Work in partnership with the Health Equalities Commission to influence future service delivery.

### A/Some personal commitment(s) to help deliver this priority

Video montage of key people offering a personal and/or business commitment

There are ways we can all contribute to this priority as individuals, organisations and as a connected Rossendale.

# Our Rossendale principles that show how we should do things

We know that how we do a thing makes a massive difference to how successful a thing can be.

If you think about it, we've proven that through our work under Rossendale Connected. We have spent time talking about the best way of doing things and then we have worked together to deliver that. We haven't cared about organisational differences or taking the credit for success; we have cared about how we ensured that people came first, how we could make sure the right connections were made, how we could support each other through some challenging times.

As a result, we have achieved some special things. [Maybe provide a link to some stats, data, stories of what has been achieved](#)

These principles have been created based on what we have learnt and what we have all been saying. They form a key part of this plan as a reminder of what has made a difference for us and to guide us in how we should continue to be.

By definition, a principle is a general belief that about the way we should behave, which influences your behaviour. It's this last part here that makes a difference. Principles are pointless unless we allow them to influence us to change, to be better. That is why as well as explaining the principles below, there are also some ideas on ways in which we can all live them.



## Connected and collaborative

### What it means –

We need to connect and collaborate in actions as well as words. Things are stronger when people work together and we can only work together if we connect, share ideas and resources and make each other better

Click the pic to hear ideas on how we can live this principle and help others to live it too



## Appreciative and grateful

### What it means –

We should express our appreciation and thanks readily. It's so easy to do and yet can make a real difference to how someone feels

Click the pic to hear ideas on how we can live this principle and help others to live it too



## All leading together

### What it means –

We shouldn't look to only a small number of people or organisations for leadership. Rather we need to recognise and embrace that we are all leaders when we are willing to step forward and lead in our own way. And we should be encouraging others to do so

Click the pic to hear ideas on how we can live this principle and help others to live it too



## Investing most in those that need it most

### What it means –

This is a plan for Rossendale and so will benefit all its people. There are times when some people need more help and opportunity than others. We need to use good data, alongside our knowledge and experience, to identify who and where they are and get the right support to them

Click the pic to hear ideas on how we can live this principle and help others to live it too



## Keeping it simple

### What it means –

We should make things easy to understand, say what we really mean and communicate simply. When we do this we become closer, reducing the barriers between us and highlighting the similarities and opportunities

Click the pic to hear ideas on how we can live this principle and help others to live it too



## Listening and learning

### What it means –

We must listen to and learn from local people and each other, so that we're all deciding what's important and what's needed. And we should listen with the intent to understand and involve

Click the pic to hear ideas on how we can live this principle and help others to live it too



## Honest and authentic

### What it means –

There is no progress without trust and no trust without honesty and authenticity. So if we want to move forwards as a united team we must speak the truth and mean what we say

Click the pic to hear ideas on how we can live this principle and help others to live it too





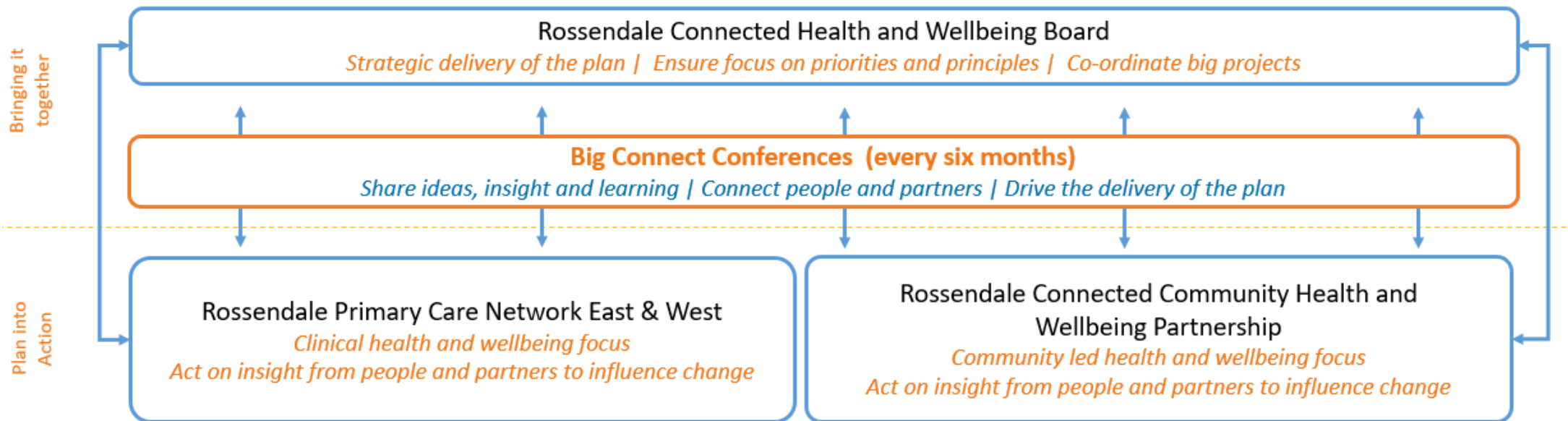
## The right structures to make this happen

We know that group structures and dare we say governance are not necessarily the most exciting aspect of a plan that is trying to make a positive change to thousands of people's health and wellbeing. However getting it right means we have a way of ensuring our principles and priorities are at the heart of what we do, there is a place for things that get stuck to get un-stuck and that we are collectively held accountable for delivering what we say we're going to deliver.

We need to make sure that decision making groups include people that represent the community and this plan that we have created; people and partners who understand how things need to be different to deliver our priorities in line with our principles. They need to be a collective space, as open to a community lead as they are a Council lead, with everyone having a voice and chance to share ideas, make decisions and make a difference.

“Planning should be more about collective wisdom building than top-down or bottom-up planning”

### What we think is needed



- **Big Connect** - We need everyone to continue to be involved, lead, share their ideas and asks and drive the continuous push to improve how we do things. The Big Connect has been a fantastic way of doing that so far and so is fundamental to everything else.
- **Rossendale Connected Community Health and Wellbeing Partnership and Rossendale Primary Care Network East & West** - We need people who are in a position to really hear and understand what local people and partners (through Big Connects' and other ways) are saying is needed and who are then able to share this with partners and organisations who have the power to do something about this in a way that benefits everyone.
- **Rossendale Connected Place Planning Group** - We need connected people working together on the strategic view of this plan, to help ensure that things are happening in the right way and that key decisions are being made that ensure the larger organisations and partnerships in Rossendale are doing all they can to help this plan achieve its priorities in a principled way.

#### **Some of the things that will be different –**

- This structure and these groups have been simplified to better reflect what we have learned through Rossendale Connected and what is needed to help the delivery of this plan. The ambition is to have something that is simple, with each part connected to each other to allow clear communication and decision making at every level.
- Big Connect conferences will become aligned to the named priorities and will be the place where the people who are passionate about making a difference will come together to focus on one of the key priorities. They are the places where we can work out things like how we ensure decisions are being informed by what people and partner are saying, how we get better at awareness raising and connecting ideas, projects, opportunities and how we can make better use of the resources we have.
- The delivery of this plan, its priorities and principles will be the focus of each of these groups with each using their experience, skills and position to lead the change that's needed.



## Writing the next chapter together

This plan is for everyone in Rossendale and therefore it can't detail all the things that need to happen and who exactly needs to do them. Ours is a wonderfully diverse place made up of all manner of people, partners and projects, and so it makes sense for this plan to stop at this point.

The next chapter of this plan will be written by all of us reading this. In many cases it's already being written. We are all responsible for working out the actions and plans that will help deliver this plan, we just need to make sure we're coming together, connecting and sharing them. As we do, we'll start to see the opportunities, the themes and the ways we can help each other to make something stronger.

So, as you have been capturing actions and thoughts in this document as you've read it, you've been writing your own draft of the next chapter.

Please share what you've captured on behalf of yourself, your team or your organisation, so that it can be turned into a collective next chapter for 'Our Plan – Our Wellbeing'. You can do so by following the steps below.

[Inserts steps for how someone could share their action plans](#)

## Knowing if this plan and approach is working

When we capture the things we're doing that are making a positive difference and the things we've tried that haven't quite worked, we all benefit from the learning. It helps shape what we do now and in the future, and it gives us energy and inspiration to carry on working together to make a difference.

There isn't a one size fits all approach to capturing progress, learning and success and therefore we can't detail here how it should be done. Rather how it should be done is down to all of us working in our places and communities and alongside our people and partners.

That said, we want to understand and capture any impact and learning from this plan and what it's trying to achieve. It has been created to reflect the work of the people and partners of Rossendale in recent years and is intended to provide the basis for this to continue to strengthen and grow, creating a sense of collective ownership of what needs to happen. There are measures that feel like they can demonstrate whether this has been achieved. Things like –

- How many of us share our actions through the link shown above – [capturing this shows whether the plan has connected with those who read it and whether it created a sense of ownership and commitment](#)
- Involvement in the Big Connect conferences - [the commitment and involvement at Big Connects has been amazing and with future conferences being shaped by this plan, continued involvement in them will reflect people's engagement with this plan and the approach](#)
- Capturing how connected we feel to each other - [capturing how connected we feel to each other at different stages is a great way of assessing whether this plan is working.](#)

If we recognise the value in capturing progress and learning, take a bit of time to work out how to do it simply and ask each other for help and support where needed, we can use what we capture to show the impact we're having on health and wellbeing as a united team and use it as inspiration for ourselves and everyone else.

## A thanks to everyone

As we said at the start, this plan was shaped by the dedication, commitment and amazing input of the people and partners of Rossendale. Through genuinely challenging times we all showed time and time again that we can make a real difference to people's health and wellbeing, by caring, connecting, working together and leading by example.

So thank you to everyone. Thank you to those who came together when the people of Rossendale needed it. Thank you to those who pushed themselves and others to be better. Thank you to those who joined discussions, meetings, Big Connects and spoke up, shared a thought, offered an idea, took the lead. This plan doesn't exist without you.

## In your own words...



“ The key to the vision is partnerships between public, private, community, faith and voluntary sectors. We must build and maintain those relationships ”

Tracy Noon

#weareconnected



“ The way that all the groups came together (during the Pandemic) to support our community was absolutely fantastic ”

Janet O'Driscoll

#weareconnected



“ Teamwork and collaboration with the Council and other community groups supported and empowered us to be all we could be. ”

Jackie Shaw

#weareconnected



“ No one cares more deeply about their community than those that have their roots firmly planted in that place. ”

Somara Barnes

#weareconnected



“ We need to start with where individuals are. We need to focus our attention on what matters to them, not what is neat and easy for us at a national or local council level. ”

Justine Blomeley

#weareconnected



“ We have to tackle inequality. We have the people in Rossendale to change things. ”

Dr Emma Godwinfield

#weareconnected



“ Rossendale Connected has really broken-down barriers and as Dr Mannan said tipped the pyramid on its head with a very grass roots response which valued everything that everyone within our community had to bring ”

Helen Jeeves

#weareconnected



“ To be able to be truly connected we need to be focused on the outcomes for the community as a whole, rather than on who gets the credit. ”

Dave Bartram

#weareconnected



“ The leaders are out there, they're everywhere in Rossendale. It's not about complicating things, its about giving people the opportunity to help, it's about mobilising people. ”

Adam Allen

#weareconnected



“ We need to recognise that self-care and kindness to others is so important, it needs to become a culture change and the ripple effect will spread ”

Lorna Robinson

#weareconnected



“ We live in the most amazing place, I absolutely love living here! ”

Dale Connors

#weareconnected



“ Much of what you can achieve is about mindset and being creative with what you've got, how you do things, who you connect with and how you connect in order to deliver and make a difference ”

Helen Jeeves

#weareconnected

<b>Subject:</b>	Quarter 2 Performance Management (July, August & September) 2021-2022	<b>Status:</b>	For Publication
<b>Report to:</b>	Overview and Scrutiny	<b>Date:</b>	22 <sup>nd</sup> November 2021
<b>Report of:</b>	Head of People & Policy	<b>Portfolio Holder:</b>	Resources
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment</b>	Required	No	Attached No
<b>Biodiversity Impact Assessment</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Clare Law	<b>Telephone:</b>	01706 252457
<b>Email:</b>	clarelaw@rossendalebc.gov.uk		

## 1. RECOMMENDATIONS

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

## 2. PURPOSE OF REPORT

The purpose of this report is to provide the Overview and Scrutiny Committee with a summary of the council's performance in Q2. The committee can play a strong role in scrutinising the performance of the council and identifying issues where members may wish further action to be taken.

## 3. CURRENT PERFORMANCE OF THE COUNCIL

- 3.1 The quarterly performance report enables the council to track its performance especially in respect of the delivery of actions and projects which contribute to the council's priorities. The format and objectives of the performance report were revised at the start of this year to reflect the council's priorities and corporate projects for 2021/22. The Q2 performance report is attached as Appendix 1.

### 3.2 A Thriving Local Economy

Since July the local economy has begun to move into Covid-19 recovery. This has been challenging particularly for many hospitality, retail and tourism businesses. The council has used £63k funding from the Government's Welcome Back Fund to support the recovery, support is on-going through the Covid-19 Business Advisor and other colleagues.

Work has started this quarter in preparing for the implementation of the Haslingden National Lottery funded town centre project to improve shop buildings and public realm on Upper Deardengate. July saw the reopening of the Whitaker Museum & Gallery, which has been a great success. Work is nearing completion on the Bright Futures nursery on plot 1 of Futures Park, this will be completed in early Q3.

Work on the Local Plan progresses with a view to adopt the Plan in the coming months. Rossendale Works goes from strength to strength. Over the last 18 months this has secured employment for 130 people. Overall, the local economy is in a critical but fragile state. The council is keen to support businesses in Covid-19 recovery and we look forward to a strong economic recovery.

### **3.3 A High Quality Environment**

We have been informed that Stubblelee and Moorlands Park have been awarded a Green Flag which is a key objective achieved. Further work will take place on developing the skate park at Stubblelee but focus will now shift to developing masterplans for Whitaker and Victoria parks.

Performance on refuse collections has been below that expected. This is a consequence of the national shortage of qualified HGV drivers. As a consequence of this we have had to deploy staff with HGV licenses on to refuse rounds. This has resulted in other areas not achieving, in particular recycling. Fly tipping enforcement is progressing very well, however the speed in which fly tipping is removed has been slightly impacted by the driver shortage. Operation Trident has seen further success in prosecuting abandoned vehicles and in Q3 a contract will be tendered for the issuing of fixed penalty notices for litter and dog fouling. Street sweeping schedules have been introduced and the first full nine-week cycle is coming to completion. In early Q3 we will analyse the effectiveness of these routes and provide the finalised routes to members.

Climate Change work is progressing well through the established climate emergency network. In Q3 there will be a Climate Emergency conference (10<sup>th</sup> November) at which grants for businesses and Community groups will be launched. A full energy audit of the largest council buildings is taking place. The Rossendale Forest is taking shape with a commitment from the Forestry Commission and Ribble Rivers Trust for over 6000 trees. A major campaign will be launched in Q3 to attract volunteers to plant the trees.

### **3.4 Healthy and Proud Communities**

Following extensive consultation with statutory and community partners, we have now completed the Health Plan for Rossendale titled Our Place, Our Wellbeing. In Q3 this will be presented to councillors and partnership groups such as the Health and Wellbeing Partnership and Primary Care Trust. A contract has been let for a feasibility into our future health and leisure facilities.

Our Covid-19 response continues, however requests for support have reduced and it is likely that the Hub number will be stood down in Q3 and calls directed to the council number. It has been possible to continue financial support to local partners such as Food Banks, The Leisure Trust and Citizens Advice via government moneys provided for Covid-19. The response in Rossendale has been community driven and this has been recognised in the distribution of funding by the Council.

The number of routine inspections of our licensed premises remained at zero through Q2 due to Covid-19 restrictions. These inspections are purely voluntary and something we developed to drive improvement in licensed premises. The scheme is to be reviewed in Q3 in light of staffing capacity to carry out these inspections. Licensed premises are still visited and inspected as required. Food inspections under the FSA are being re-introduced via an agreed route map with the FSA.

The Leisure Trust has over-achieved financially in Q2 when compared with projections provided to Council in Feb 2021. This is a corporate risk and continues to be monitored closely with officers attending the Trust Board and Financial Sub-group.

### 3.5 Effective and Efficient Council

From July we have been managing a return to the Business Centre for office-based staff. We have reviewed our approach to a safe return to work to prioritise staff welfare at the same time meeting business need. We have adopted a more flexible approach to working, which will see a much greater proportion of staff working from the Business Centre, whilst affording them some degree of flexibility to work from site or home.

The council has continued to roll out its training programme for both members and officers. This has included a series of service briefings for all members and training for officers on procurement. The council has begun a process to have a number of garage sites transferred back to its ownership from Together Housing. The performance of the Revenues and Benefits service has been strong in Q2, over-achieving in all areas of tax collection and in response times.

We have begun the process to look at potential capital proposals for next year's budget. This will be refined in Q3 along with the revenue budget as we work towards a clear Medium Term Financial Strategy proposal for 2022/23 in Q4. We have continued a drive to positively promote the council's achievements including promoting the council's support offer to businesses, its achievement on tackling fly-tipping, Covid-19 grants being provided to residents and the town centre improvement through success with external funding.

## 4. OVERVIEW OF SERVICE ACTIONS, PROJECTS AND PERFORMANCE INDICATORS

4.1 This report sets out the performance against the Corporate Plan and service delivery measures. Performance is assessed based on the delivery of service actions and key projects against the measures set out in the draft Corporate Plan 2021-25 along with performance indicators for services. The service actions and corporate projects are referred to in more detail in the Performance Report, pages 2-24.

4.2 Overall performance is as follows:

	Green	Amber	Red	Unknown
Corporate projects	7	3	1	-
Service actions	16	6	2	-
Performance indicators	30	-	4	8*
Risks	2	8	3	-
*Annually reported				

4.3 The summary of performance indicators is as follows:

	Green	Amber	Red	Unknown
A Thriving Local Economy	3	-	-	4
A High Quality Environment	4	-	2	1
Healthy and Proud Communities	4	-	1	-
Effective and Efficient Council	19	4	-	2

4.4 71% (30) of performance indicators are performing on or above target, green status, (or within the 5% threshold) at the end of the quarter. Those indicators performing below target have action plans outlined with measures which will put into place to improve performance. 9.5% (4) of the performance indicators have finished in the red status at the end of Q2.

4.5 The performance indicators in 'red' status and improvement measures are as follows:

Priority B	Performance Indicator	Target	Quarter 2	Status
4	Number of collections missed per 100,000 collections of domestic waste/recycling.	100	199	RED

Priority B	Performance Indicator	Target	Quarter 2	Status
5	Number of collections missed per 1,000 collections of commercial waste.	5	13	RED

Collections during this quarter has been irregular (crews getting to areas at different times, sometimes early) dealing with the extra volumes of waste and recycling produced during the ongoing pandemic. There has also been a national LGV driver shortage which has had an impact too.

Priority C	Performance Indicator	Target	Quarter 2	Status
4	Number of licensed premises inspected – annual target 75.	75	0	RED

This indicator measures routine inspections which have not been carried out during Covid. Ad Hoc inspections are continuing on a needs basis.

Priority D	Performance Indicator	Target	Quarter 2	Status
15	Formal complaint average response time.	10 days	16.1 days	RED

Officers responding after the 10 working day deadline has affected the average figure overall.



4.6 Performance indicators are referred to in the Performance Report, pages 25-26.

**Use of RIPA** – As recommended by the Investigatory Powers Commissioner’s Office, the council is required to monitor and report on the use of authorisations under the Regulation of Investigatory Powers Act (RIPA). There have been no authorisations sought in Q2.

## 5. COMPLIMENTS AND COMPLAINTS

### 5.1 Compliments

	Q2 2020/21	Q1 2021/22	Q2 2021/22
Number of compliments	37	40	34
Highest nature of compliments	76% (28) Staff member/Team	95% (38) Staff member/Team	70% (24) Staff member/Team
Highest Service Area with compliments	Operations - 17	Operations - 16	Economic Development - 9 Operations - 9

The number of compliments has reduced by six in Quarter 2 when compared with the previous quarter, but is similar to Q2 last year. Quarter 2 continues to see the top nature of compliment as ‘Staff member/Team.’

Over Quarter 2 compliments were received across a wide range of service areas including: Communities, Corporate Support, Economic Development, Finance, Housing, Legal & Democratic, Planning and Operations.

### 5.2 Complaints

	Q2 2020/21	Q1 2021/22	Q2 2021/22
<b>Number of complaints</b>	44	30	34
<b>Highest nature of complaints</b>	36% (16) – Bins/bin collection	27% (8) – Bins/bin collection	29% (10) – Bins/bin collection
<b>Highest Service Area of complaints</b>	Operations – 29	Operations – 14	Operations – 12

The number of complaints received in Q2 has increased by 4 when compared with the previous quarter, however this is lower when compared with Q2 in the previous year.

### 5.3 Local Government Ombudsman enquiries

In Quarter 2 three enquiries were received from the LGO which were categorised as Corporate & Other Services. The LGO decided not to investigate two of these and closed them after initial enquiries with no further action. The third enquiry is currently awaiting a decision whether to investigate or close with no further action and will be carried forward to the next quarter.

Compliments and complaints are referred to in the Performance Report, page 27.

## 6. RISKS

6.1 The council has reviewed and continues to monitor the council's corporate risks. This quarter the council has added a new risk to the corporate risk register – focused on the financial vulnerability of the borough's leisure assets. The corporate risks as categorised at the end of Q2 are as follows:

	Quarter 2 2021/22
Low	2
Medium	8
High	3

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

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

Covid-19 has placed additional pressure on the MTFs. However, the Government has provided the council with several grants to assist with delivering the extra services required and to mitigate the impact of lost income. This has continued into Q2. The legal claims arising from the Empty Homes scheme may also have an adverse impact on the MTFs if settled in the claimants' favour. Officers are monitoring the scheme closely and managing the claims where possible.

Corporate Risk 12	Likelihood	Impact	Overall risk	Status
Response and Recovery to Covid19 Pandemic	B	2	B2	RED

Government Covid-19 restrictions have been eased in Q2. The Covid-19 Outbreak Board was stepped down in August. The council continues to follow Government advice on managing the impact of Covid-19. Take up of the vaccination programme has been good. However, the level of positive cases in Rossendale have remained between 200 and 250 per 100,000 people throughout Q2. We continue to monitor the position and have made contingency plans for a further tightening of Government restrictions in Q3.

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

The transfer of all facilities to the Leisure Trust has now taken place and facilities are operating under the Trust structure. The Whitaker has reopened and is fully operational. We were successful in obtaining Sport England Funding and the Council have been able to allocate other Covid-19 funding to the Trust. The Trust have managed the transitions and closures very well and the financial projections are now much improved compared to those presented to Council in Feb 21. A new private leisure provider is opening in Rawtenstall during October 21 which may impact Trust income. The Council are undertaking a feasibility study for the future of our facilities. It is imperative that investment in the aging facilities take place to give them a long-term sustainable future.

6.3 The risks will continue to be monitored by Management Team on a regular basis and are referred to in the Performance Report, pages 29 – 41.

## **7. COMMENTS FROM STATUTORY OFFICERS**

### **7.1 Section 151 Officer**

Financial implications and risks arising are identified within the report.

### **7.2 Monitoring Officer**

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

### **8.0 Policy Implications and Consultation Carried Out**

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

<b>Appendices</b>	
Performance Management Report	Appendix 1

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

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

**Data Quality**

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

**Performance Indicators**

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

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

**Quarter 2 2021-2022 Service Actions and Corporate Projects**

<b>Priority A</b>	<b>A Thriving Local Economy</b>	
<b>A1</b>	<b>To transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings.</b>	
<b>Corporate Project – 1</b>	<b>Bacup 2040</b>	<b>Overall Project RAG Status</b>
	<p>High Street Heritage Action Zone (HAZ) project outputs defined in letter of offer, which includes improving 22 properties and installing a public realm scheme by March 2024.</p> <p>Responsible Officer – Lydia Williamson</p>	<p>A High Street (HS) Heritage Action Zone (HAZ) Project Board meeting was held in September, where two buildings received approval for Historic England grant funding. In total, 16 buildings have now been approved by the board to receive grant funding. Historic England visited Bacup for a site visit in early September and advised us to submit a grant funding uplift application for improvements to 18-20 Yorkshire Street.</p> <p>The HAZ Board was consulted on proposals for Burnley Road and Union Street public realm enhancements. A further meeting is scheduled for Q3, to consider the proposals. The approved proposals will then be subject to public consultation and a future grant award.</p> <p>Rosslee Construction has erected scaffolding at the former Lancashire &amp; Yorkshire Bank and works have begun at the AB&amp;D Centre. Trinity Baptist works are scheduled to commence at the beginning of October. Planning permission submissions are on-going for remaining properties in the scheme.</p>
	<p>Identify an alternative external funding bid source for the Market Square development</p> <p>Responsible Officer – Guy Darragh</p>	<p>Proposals for the Market Square are linked to the Vision for the wider town centre. The council issued an Expression of Interest for an anchor tenant for the overnight accommodation to test the market for this facility as part of the overall redevelopment of the town centre. Discussions are on-going with an identified interested provider.</p> <p>Designs and proposals for the Market Square have been refined and adapted whilst being overseen and guided by the Bacup 2040 Partnership Board.</p> <p>We are engaged with a consultant in order to identify a revised UK Government Green Book assessment, following adaptations to the plan and revisions to criteria. Once this is known, we will be looking to identify external funding opportunities.</p>

<b>A2</b>	<b>To significantly improve Haslingden by reshaping the town centre by creating new public space and redeveloping Deardengate.</b>	
<b>Corporate Project – 2</b>	<b>Haslingden 2040</b>	<b>Overall Project RAG Status</b>
	National Lottery stage 2 year 1 outputs as defined by the letter of offer.  Responsible Officer – Mhorag Saxon	At the end of July the council have secured £1.8m grant funding from the National Lottery Heritage Fund to deliver the second stage of the Deardengate Big Lamp project. A Project Officer has been recruited. The 'permission to start' process (a requirement of the National Lottery) has begun. The Project Officer is re-engaging with the priority building owners in the project area, refreshing the Haslingden 2040 website. The Design Team for stage two delivery of the project have been reappointed. The Project Officer is also working with the Padiham TH and Blakely Moor TH to plan and deliver a 'Seeing is Believing' visit in the coming weeks for both Board members and building owners.
	Develop a feasibility plan for the development of Cockerill Square  Responsible Officer – Cath Burns	With the Director of Economic Development leaving the organisation early October no further work has progressed. A feasibility study is being prepared. Further progress will be reported in Q3.
<b>A3</b>	<b>To further improve the retail and leisure time offer in Rawtenstall town centre.</b>	
<b>Corporate Project – 3</b>	<b>Rawtenstall 2040</b>	<b>Overall Project RAG Status</b>
	To deliver town square landscaping project  Responsible Officer – Ian Stackhouse	The Rawtenstall Town Square project has progressed significantly and the council is entering into final contract negotiations with the chosen contractor, Eric Wright Ltd. The scheme has been approved by the council and contractors are aiming to be on site from 1st November. These works will be the first phase of improving the area with additional phases planned if funding becomes available. Works will include an increase in green space, new planting beds, new seating, new and improved pathways, lighting and a new outside seating area for a commercial tenant of one of the bus station units. The scheme will be completed during Q4.
<b>A4</b>	<b>To develop the M66 Rossendale Valley Growth Corridor with infrastructure support from Lancashire County Council, boosting the number of local businesses.</b>	
		<b>Overall RAG Status</b>

<b>Service Action – 1</b>	Prepare Rossendale Valley Growth Corridor Masterplan and develop strategy to bring forward individual sites  Responsible Officer – Cath Burns	The Rossendale Valley Growth Corridor has the potential to provide the single biggest investment opportunity in decades to address the levelling up agenda by improving connectivity along the A56/M66, relieving congestion at the gyratory and bringing forward a supply of employment land.  During this quarter a concept plan has been prepared, but other economic development projects have taken priority in Q2.
<b>A5</b>	<b>To attract new investment into the borough through the promotion of Futures Park Employment &amp; Leisure Village</b>	
<b>Corporate Project - 4</b>	<b>Futures Park Employment and Leisure Village</b>	<b>Overall Project RAG Status</b>
		<b>Plot 1</b>
		<b>Junction Works</b>
	Complete plot 1 development  Responsible Officer – Jane Riley	The construction of a purpose built nursery at Plot 1 at Futures Park Employment and Leisure Village was completed on 27th September. The work on the building was completed on target at the end of August. There were a number of external works which were completed during September, with both parties in agreement on this extension to the completion schedule. The Bright Futures bespoke nursery, opened on 1st September 2021 (providing employment for 30 Rossendale residents).  Plot 4 is available for a suitable employment use and is being actively marketed. An architect has been appointed through a competitive tender process to take forward any enquiries for the plot.
	Complete the infrastructure improvement works  Responsible Officer – Guy Darrgh	The junction of Newchurch Road and New Line in Bacup is the focus of planned junction enhancement. This will ensure improved access to this development. As part of the works to the road junction, a pelican crossing will be installed to enable pedestrians to cross this area safely and access the many facilities available in this area. Designs have been produced and agreed and application for the required permits to complete the works has been submitted to Lancashire County Council.
<b>A6</b>	<b>Strengthen our offer for visitors to raise the profile of the borough’s attractions and develop an improved accommodation offer</b>	
<b>Corporate Project – 5,6</b>	<b>The Visitor Economy Strategy &amp; The Whitaker</b>	<b>Overall Project RAG Status</b>
	Deliver year 1 of the visitor economy action plan including	Funding from Reopening High Streets Safely and the Welcome Back Fund has been used to publicise safe shopping and visiting across the borough. The Business Adviser has continued

	<p>3 town centre based wayfinding walking/cycling routes</p> <p>Responsible Officer – Ian Stackhouse</p>	<p>to work with local businesses to support recovery. Regular newsletters and information sessions with businesses, including promoting available grants, has continued during this quarter. Food and drink businesses and tourist attractions have reopened and work has continued with partners to enhance the events offer at Rawtenstall Market.</p> <p>Work continues with Rossendale Leisure Trust to provide town centre walking routes of varying lengths in Bacup, Rawtenstall and Haslingden. The walks of 30, 60 or 90-minute durations aim to enable residents and visitors to explore the town centres and tourist attractions, highlighting the variety of activities in Rossendale. Interpretation boards and wayfinding signs have been designed and agreed and these will be installed during Q3.</p> <p>The Council has committed all of its tourism budget for the financial year and is looking to secure further funding specifically to improve the Visit Rossendale website and also undertake a targeted marketing campaign outside of the immediate Rossendale area.</p>
	<p>Deliver year 3 of the Whitaker National Lottery project</p> <p>Responsible Officer – Naomi Atherton</p>	<p>Following a successful opening summer season, the Museum Team continue to develop the offer both educationally and commercially. The interpretation fit out is complete within the main gallery and learning spaces, with work yet to complete to the Welcome Area and the Café Area. The Volunteer and Community Development Plan is progressing well, with regular volunteers in the museum.</p> <p>The Activity Programme is a real success and there is a great Programme of events concentrating on interpreting the building, the environment and the collections. The recruitment of the Project Manager is in progress.</p>
<b>A7</b>	<b>Secure Government support and funding for the City Valley Link rail extension from Greater Manchester to Rawtenstall</b>	
	<b>Overall RAG Status</b>	
<b>Service Action - 2</b>	<p>To produce a strategic outline business case in partnership with Lancashire County Council</p> <p>Responsible Officer – Guy Darragh</p>	<p>Discussions have taken place with stakeholders particularly Bury and Lancashire County Council with the view of moving the project to the next step of the process which is a strategic outline business case. A funding bid to the Government’s Restoring Your Railway Fund has been submitted by the council. Lancashire County Council, who are the transport authority, have agreed to work with us in the development of the strategic outline business case and have committed funding that can be combined with the Restoring your Railway bid. A Cabinet report seeking its authorisation is scheduled for Q3.</p>



<b>Service Action – 3</b>	Gain support of key stakeholders and undertake public support campaign  Responsible Officer – Guy Darragh	To support the rail link project and forthcoming strategic outline business case Rossendale, working with Viva PR, to develop a rolling media campaign. This will begin after the Q3 update to Cabinet to create a more structured approach to engaging residents and businesses.
<b>A8</b>	<b>Delivering on a specific plan to support businesses recover from the Covid pandemic</b>	
		<b>Overall RAG Status</b>
<b>Service Action - 4</b>	Implement the Covid recovery plan which will include holding 18 business workshops and hold 100 business one-to-ones  Responsible Officer – Brad Hacking	12 workshops to date have been held for the business community with an average of 15 businesses per workshop. The business guidance seminars have been particularly well received where we have worked with other colleagues to take a cross departmental approach. This allowed us to update over 80 businesses on Covid-19 guidance, grant funding and general queries. There will be 20 workshops in total for 2021.  24 (65 in total for the year) business 1-1 sessions for Q2. The sessions cover issues like business planning, forecasting, marketing, sales techniques and HR issues.
<b>A9</b>	<b>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</b>	
		<b>Overall RAG Status</b>
<b>Service Action - 5</b>	Develop year 1 activity plan for the Rossendale employability and skills forum, which includes holding a jobs fair and a careers event  Responsible Officer – Brad Hacking	During Q2 the Virtual Careers Event was held w/c 28th June. We had the involvement of 6 secondary schools and other education providers in Rossendale and the response from the education providers was positive. Over 15 businesses were involved in the event providing videos, curriculum content and Zoom Q&A conferences. We expect the content has reached over 600 children across Rossendale. The platform for this event will continue to grow and can be used as a resource throughout the following years creating a database of businesses for the pupils of Rossendale.  The 2021 Employability Event took place on Friday 20th August 2021 at Futures Park. It was open to the general public, DWP customers, our Rossendale Works candidates and any 'NEETs'. 24 businesses attended and 20+ interviews were confirmed following the event.

<p><b>Service Action – 6</b></p>	<p>Secure funding for Rossendale Works and Youth project for April 2022+</p> <p>Responsible Officer – Ian Stackhouse</p>	<p>The council is awaiting the outcome of a Community Renewal Fund bid which proposes to relocate the hub to a more suitable location.</p> <p>The council is going through the formal process to secure funding for the Rossendale Works Project – this would see the project run to at least December 2023. This will provide advice and assistance to Rossendale residents seeking employment. The Council is applying for funding to the Department of Work and Pensions for a further years’ funding for the Rossendale Youth Works Project. The outcome of this funding bid is expected in late October.</p>
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<b>Priority B</b>	<b>A High Quality Environment</b>	
<b>B1</b>	<b>To ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces</b>	
<b>Corporate Project – 7</b>	<b>Clean and Green Improvement Plan</b>	<b>Overall Project RAG Status</b>
	<p>Income generation ideas to be pursued including bin cleaning service and MOT testing station</p> <p>Responsible Officer – Keith Jenkins</p>	<p>A bin cleaning service has been trialled in part of the borough. However, the trial failed to generate the anticipated income to offset costs and the service has therefore not been offered boroughwide.</p> <p>A feasibility study for an MOT testing station has been completed. It is not possible to implement this now due to limited mechanic time being available. As new vehicles are introduced with less mechanical need, capacity may be released for this, the scheme will be revisited each year.</p> <p>A feasibility study has been undertaken to explore the viability of creating a new crematorium. Due the siting limitations the project is not currently seen as viable.</p> <p>The council is targeting commercial properties that do not have suitable commercial waste agreements in place. This is progressing very well and further work to progress this will take place in Q3 and Q4.</p>
	<p>Street cleansing to be improved by better routing and introduction of new schedules</p> <p>Responsible Officer – Patrick Killeen</p>	<p>New sweeping routes and schedules have been allocated to each driver and we are running a 9-week trial prior to the schedules being publicised. Early signs are positive and this appears to have provided a more structured (and less reactive) approach to street sweeping. Throughout this quarter we have been reviewing the location of where the staff are based with the aim of bringing the team together at Henrietta Street depot to ensure that staff can get appropriate supervisory and back office support. This will be finalised in Q3.</p>
	<p>Obtaining green flag status for Stubblee Park and raising standards across all parks</p> <p>Responsible Officer – David McChesney</p>	<p>The Green Flag result will be announced during Q3. The Stubblee Masterplan Working Group has agreed to pursue a refurbishment of the skate park in line with public consultation and are now working with local skaters and Newground on a bid for £100k from Viridor Credits. A smaller project is being reviewed for additional seating and picnic facilities in the park. The Edgeside Skatepark has been put out to tender and will be installed over winter.</p>

	<p>Contributing to the climate change agenda through tree planting initiatives and transition to battery powered tools</p> <p>Responsible Officer – David McChesney</p>	<p>Ribble Rivers Trust have agreed to plant over 1,300 trees on council land in Loveclough in winter 2021. This is the first progression towards the target of 16,000 over 3 years.</p> <p>The joint bid to Treescapes has been successful and this will give the council over 5,000 trees to plant over 10 parks and recreation grounds. The Green Spaces Team will now work alongside community groups and schools to plant the trees supporting the climate change agenda in Q3 and Q4.</p>
<b>B2</b>	<b>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</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 7</b>	<p>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</p> <p>Responsible Officer – Phil Morton</p>	<p>Since Operation Trident started in Q1 we have received 44 reports of fly tipping to follow up, some of which we are still investigating. As a result of the investigations we have invited 26 offenders in for interviews under caution. We have issued 16 Fixed Penalty Notices in the same period for fly tipping and offences related to fly tipping. To date we have a confirmed a court date for 1 prosecution and there are 4 other prosecutions pending at present.</p> <p>We have received and investigated 120 reports of abandoned vehicles resulting in 5 Fixed Penalties being issued and there are 4 cases pending prosecution. Operations staff have been trained in evidence gathering at the scene, and how to pass this for investigation. Further use of technology including CCTV has commenced and is being deployed in targeted hotspot locations.</p>
<b>Service Action – 8</b>	<p>Tender the third party enforcement contract</p> <p>Responsible Officer – Phil Morton</p>	<p>Continued use of third party contractors to provide on street enforcement against those who litter and breach our PSPO in relation to dog matters ensures that the quality of the local environment is maintained. This has proved highly effective in reducing the amount of litter and dog fouling on our streets. The arrangement with District Enforcement (3rd party contractor) will continue to December 2021, and tendering arrangements put in place prior to this in Q3.</p>
<b>B3</b>	<b>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</b>	
		<b>Overall RAG Status</b>

<p><b>Service Action – 9</b></p>	<p>Continue to work closely with groups, including the provision of plants, support for funding bids, such as the improvements to Green Squirrel Square, Haslingden</p> <p>Responsible Officer – David McChesney</p>	<p>Green Spaces have liaised with community groups and ordered the spring bulbs on their behalf, which will arrive mid-October. Numerous small scale projects continue to be supported in this manner, including the provision of 2 new large planters for the entrance of Haslingden Cemetery, which the Friends Group will maintain.</p> <p>The council have again committed to support groups in their entries in Britain in Bloom and other similar events.</p>
<p><b>B4 Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy</b></p>		
<p><b>Corporate Project – 8</b></p>	<p><b>Climate Change Strategy</b></p>	<p><b>Overall Project RAG Status</b></p>
	<p>Engaging with residents, schools and businesses across Rossendale, including partnering with three local climate change partners</p> <p>Responsible Officer – Phil Morton</p>	<p>The carbon audit, has now been completed of all council buildings and vehicles. This now provides a baseline figure of each area of the council's operations and an average CO<sub>2</sub> figure of 11.6 tonnes per employee per year. A further full energy audit is underway for all council buildings.</p> <p>The first 5 meetings of the Community Climate Change Network have been held with active contributions from a wide range of community members. A new Climate Change Project Officer has now been appointed and commenced in post on 4th October.</p> <p>4 identified council owned carparks will have EV rapid charge points installed during Q3. Options for replacement of both the Mayoral car and the staff pool car are now being explored, to coincide with the installation dates of the charge points at Futures Park. Work with local taxi operators will encourage the increased use of EVs by looking at changes to licensing policies and possible incentives.</p>
	<p>Carbon footprint audit completed</p> <p>Responsible Officer – Lee Childs</p>	<p>The carbon audit has been completed. Full energy audits have now been commissioned for five of the larger usage buildings including Futures Park, Henrietta St, Riverside, Marl Pitts Pool and Haslingden Sports Centre. The audits will advise how to cut energy usage in each building and the possible investment of green energy solutions for each building for example ground source heat pumps, solar, wind or river, this is scheduled to be completed during Q3.</p>

		For the council's larger sites, the half-hourly electricity supply contract has now been tendered and the council has moved to renewable energy provision through its utilities contract starting in Q3.
	Agreeing a new active travel plan  Responsible Officer – Clare Law	The council plans to begin this work in Q3.
<b>B5</b>	<b>To create a new Rossendale Forest</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 10</b>	Identifying council owned sites for potential tree planting projects  Responsible Officer – David McChesney	This is an on-going process working with Property Services. There have been 5 sites identified in the audit of the Goodshaw Ward and the sites from the audit of Worsley Ward are now to be assessed on completion of the site visits.
<b>Service Action – 11</b>	Work with schools, community groups and Ribble Rivers Trust to access funding to purchase trees for planting in the Autumn  Responsible Officer – David McChesney	5,000 trees have been awarded by the Forestry Commission to be planted over 10 council sites. The council are now reaching out to schools and groups to help deliver the planting of these in Autumn and Winter.
<b>B6</b>	<b>To recycle 50% of the borough's household waste</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 12</b>	Piloting a new recycling approach  Responsible Officer – Patrick	We have identified three areas to run a pilot scheme: <ul style="list-style-type: none"> <li>• Thorburn Drive, Whitworth – 53 properties</li> <li>• Queensway &amp; Woodside Crescent, Newchurch – 129 properties</li> </ul>

	Killeen	<ul style="list-style-type: none"> <li>Townsend Street and side streets off Townsend Street – 72 properties</li> </ul> <p>This has been delayed due to a national shortage of HGV drivers and staff having to be redeployed in the service. Work is due to commence within Q3 if staffing issues are resolved.</p>
<b>Service Action – 13</b>	Media campaign to promote recycling  Responsible Officer – VivaPR	A communications plan and campaign design look have been agreed. The campaign itself will commence when staffing returns to normal. Currently officers are needed to drive vehicles due to a national shortage of hgv qualified drivers.
<b>Service Action – 14</b>	Examining feasibility of changes in bin size  Responsible Officer – Keith Jenkins	No work has been actioned this quarter due to the ongoing impact of Covid-19 with the Operations team, as a priority has been placed on maintaining frontline waste/recycling services. The intention is to seek a suitable company to assess the current waste/recycling collection rounds with tipping locations to ensure we are maximising efficiency with the resources available and at that juncture it would be prudent to assess changes in bins sizes, altering frequency of collection, working days & length of shift.
<b>B7</b>	<b>To improve our parks which local people are proud to visit and which appear loved</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 15</b>	Implement improvement plan for Rossendale’s parks by refreshing the Stubblelee 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.  Responsible Officer – David McChesney	<p>The Edgeside Masterplan has been created and is underway after securing £34k for a pump track. The Stubblelee Masterplan has been finalised following community consultation and has begun the process of obtaining funding for a new skate park. A capital funding bid was submitted in summer 2021 to secure funding for projects of the Victoria Park Masterplan which will be consulted on and created in 2022.</p> <p>Efforts are now being made to create a working group and masterplan for Whitaker Park which will look to raise standards in one of our main parks</p>
<b>B8</b>	<b>Tackle persistent fly-tipping and littering hotspots</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 16</b>	Increased enforcement activity against both commercial and	In addition to targeted enforcement activity outlined in Service Action 7, the PPU has commenced a compliance exercise to ensure that businesses across the borough are

	<p>domestic fly tipping offenders. More effective communication between the Operations team and Public Protection Unit to help collate evidence.</p> <p>Responsible Officers – Phil Morton / Keith Jenkins</p>	<p>disposing of their business waste in accordance with Section 34 of the Environmental Protection Act 1990.</p> <p>During this quarter resources have been diverted to maintaining frontline waste/recycling services which has had an impact on response times, we are in the process of training 4 LGV drivers and will see the benefits of this from March 2022.</p>
<b>Service Action – 17</b>	<p>Quicker removal of fly-tipped waste to reduce visual impact</p> <p>Responsible Officer – Patrick Killeen</p>	<p>New protocols have been introduced and the PPU team are working in conjunction with the Street Cleansing team to focus on the early removal of fly tipped waste and gathering of evidence to support enforcement action. This is resulting in much quicker removal of fly tips.</p>
<b>Service Action – 18</b>	<p>Creation of a dedicated fly-tip team – piloted for 12 months</p> <p>Responsible Officer – Patrick Killeen</p>	<p>Since the reintegration of the street cleansing teams and town centre caretakers to the waste and recycling team we have been able to dedicate a team to target on a daily basis the removal of fly tipped waste. Training has been provided by the PPU team so the operatives are able to identify, record and report any evidence gathered from the fly tipped waste to assist in taking action against those who have tipped waste illegally.</p>
<b>Service Action – 19</b>	<p>Increased enforcement capability and the use of technology to prevent and detect incidents of environmental crime.</p> <p>Responsible Officer – Phil Morton</p>	<p>A number of overt and covert cameras have been purchased and deployed in identified fly tipping hotspots to obtain evidence of offenders. This has already seen success in a number of cases currently under investigation.</p>
<b>Service Action – 20</b>	<p>Use of social and other media outlets to publicise and promote issues, problems and successes.</p> <p>Responsible Officer – Clare Law</p>	<p>There has been 3 press releases published on council news website on Operation Trident within this quarter. Successful prosecutions for fly tipping and fixed penalty notices have been issued with over £3k collected. All have been published by local press and Rossendale Radio (Free Press and Lancashire Telegraph), we have also provided press statements and comment on specific incidents.</p> <p>Social media posts on successful prosecutions and penalty notices used, as well as problem hotspot areas. We have also used proactive social media posts emphasising importance of</p>



		disposing of rubbish correctly (and abandoned vehicles) and the consequences if not. The local press are also now aware of how seriously council are taking incidents and will be highlighting the issue's going forward.
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<b>Priority C</b>	<b>Healthy and Proud Communities</b>	
<b>C1</b>	<b>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</b>	
<b>Corporate Project – 9</b>	<b>Housing Strategy</b>	<b>Overall Project RAG Status</b>
	Produce a housing strategy and action plan that put processes in place to ensure a corporate approach to the strategic housing function.  Responsible Officer – Ged Gallagher	This project has recently re-commenced following the recruitment of the Strategic Housing Manager. There have been delays in recruitment which has negatively impacted the delivery plan for the project.
	Enable 180 new houses to be built, of which 25 are affordable.  Responsible Officer – Mike Atherton	Large scale housing developments are under construction at the former Reeds Holme works for 97 dwellings by Taylor Wimpey, at Dark Lane for 95 dwellings (all affordable) by Together Housing and also at Loveclough for 80 dwellings by Hollins Homes. Whilst these developments may not be fully completed within the current year they are making a significant contribution to the total supply of new homes.  A number of smaller schemes have also commenced construction or are likely to do so in the coming year. A significant number of planning permissions for new housing have been granted by the council. However, ultimately, the responsibility for the timing of the commencement of construction rests with the house-builders over this matter and is largely outside of the council's control.
<b>C2</b>	<b>Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 21</b>	Deliver disabled facility grant programme – catching up last year's backlog. Overall target 67 disabled facilities grants completed	Despite the issues with resources within the team the officers have been able to successfully complete 43 DFGs in the first 6 months. The team are dealing with the urgent DFGs and have not been able to tackle the growing backlog of standard DFGs awaiting assessment.

	Responsible Officer – Ged Gallagher	
<b>C3</b>	<b>Better access to and take up of health and wellbeing activities including improved leisure facilities</b>	
<b>Corporate Project - 10</b>	<b>Future Health and Leisure Facilities</b>	<b>Overall Project RAG Status</b>
	Complete a full feasibility study for improved health and leisure facilities  Responsible Officer – Adam Allen	A specification for the feasibility has been developed in partnership with the Leisure Trust and Sport England. An award has been made to KKP to undertake the work. In Q3 plans will be put in place form extensive consultation on our facilities with statutory and community partners.  Work on the feasibility will result in a final proposal to Council in March/April 2022.
<b>C4</b>	<b>Engaging more local people and visitors to make better use of our excellent outdoor environment to improve their health</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 22</b>	Explore the feasibility of creating a trailhead cycling facility in Bacup  Responsible Officer – Guy Darragh	The council has commissioned a feasibility study to look at options of developing the scheme. and a biking specialist company to suggest what running, walking, and cycling trails may be suited to such a scheme. These studies are reaching their conclusion and will make policy recommendations and provide a next steps action plan will be produced later this year. This will then be presented to members for their consideration.
<b>C5</b>	<b>A more joined up approach working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 23</b>	To lead on the development of a partnership Health and Wellbeing Strategy  Responsible Officer – Stephanie Thornton	The strategy has been progressed in Q2 through extensive on-going dialogue with health and community partners. A draft plan has been produced: Our Place, Our Wellbeing, which will come to Council in Q3 (or early Q4) for consideration.  It is anticipated that the strategy will be launched in January 2022. To support the implementation of the plan current structures are being considered and revised including the merging of Rossendale Connected and the Health and Wellbeing Partnership and the introduction of a Rossendale Health and Wellbeing Board.

<b>Service Action – 24</b>	Improving joined up working on health issues  Responsible Officer – Stephanie Thornton	It has been recognised that the council needs to build stronger relationships with statutory health partners. There have been 2 meetings in the last 12 months with regional partners including LCC Public Health, LCC Adult and Children’s services, LCSFT for mental health services and ELCCG.  This has started to build relationships and allowed us access to their planned initiatives including LCSFT’s plan to invest in the voluntary and community sector.
<b>C6</b>	<b>To manage the impact of increasingly frequent flooding on local communities</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 25</b>	Liaison through the Making Spaces for Water group and supporting community response in the event of a major flooding incident  Responsible Officer – Lee Childs	The Making Spaces for Water group meets every quarter with the last meeting on 14th September, attendees include Environment Agency, Lancashire County Council and United Utilities. There has been successful completion of works at the culvert head at Shawforth, which was affected by the floods. Works are being planned by the Environmental Agency for Irwell Vale, Strongstry and Chadderton to provide 50-year flood protection to this area. This major project will cost £17m. 50% of this funding has been secured with a further £750,000 secured from the Government flood amelioration fund.
<b>C7</b>	<b>Supporting vulnerable individuals and families to recover from the Covid pandemic</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 26</b>	Managing Government funding to support vulnerable individuals  Responsible Officer – Jackie Flynn	The Communities Team has continued to deliver the Self Isolation Support Framework to encourage people to self-isolate by providing any practical assistance needed, working with our voluntary sector partners. In September we received confirmation that we will be delivering a self-isolation pilot scheme in partnership with Rossendale C.V.S. and the Rossendale Social Prescribing Team. It is expected that the 6-week pilot scheme will begin in late October 2021.  £14.5k of Covid Outbreak Management Fund (COMF) funding has been distributed to foodbanks and food box schemes across the borough to support people struggling financially due to Covid. Citizen’s Advice continue to support people struggling financially due to Covid through a debt advice worker funded through the COMF fund.
<b>Service Action – 27</b>	Promoting local support services through Rossendale Connected Hub	The Rossendale Connected Hub continues to provide signposting to local support services. Though the number of people asking for support to self-isolate has decreased, we now receive more calls for vulnerable people seeking advice, and those in financial difficulty.

	Responsible Officer – Jackie Flynn	A review of the Hub will take place in Q3 to assess whether future calls to the Hub should be directed directly to the Council general enquiries number.
<b>C8</b>	<b>Working with the police to ensure strong neighbourhood policing and traffic enforcement</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 28</b>	Regular liaison meetings with Lancashire Police Inspector  Responsible Officer – Neil Shaw	An introductory meeting with the new Chief Constable has taken place. New additional neighbourhood policing resources have been deployed to the borough starting in late August. The current Rossendale Inspector has moved to a new role in Q2 and we await the outcome for the recruitment of the new Inspector and an introductory meeting.
<b>Service Action – 29</b>	Deployment of the mobile traffic enforcement team  Responsible Officer – Neil Shaw	Regular traffic enforcement activity has been undertaken in Whitworth, Haslingden, Rawtenstall and Bacup throughout Q2. Traffic enforcement has been identified as a priority in Rossendale by the new Chief Constable.

Priority D	Effective and Efficient Council	
<b>D1</b>	<b>A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability</b>	
	<b>Overall RAG Status</b>	
<b>Service Action – 30</b>	Review of Constitution with specific focus on the Finance Procedure Rules and Code of Conduct for Members  Responsible Officer – Clare Birtwistle	The next round of constitutional changes including the Finance Procedure Rules will be reported to CMT on 26 <sup>th</sup> October in readiness for consideration by Governance Working Group on 11 <sup>th</sup> November 2021. The final version of the Model Code of Conduct has now been released by the LGA and this has been adapted for consideration by members.
<b>Service Action – 31</b>	Provide good quality member induction and training programme  Responsible Officer – Clare Birtwistle	Member training continues to be provided in line with the training plan agree at Governance Working Group. Member service area briefings continue to be delivered which have received positive feedback from those attending.
<b>Service Action – 32</b>	Training to officers on the updated Constitution  Responsible Officer – Clare Birtwistle	Training to officers has been delivered on the new constitution with particular focus on decision making and Contract Procedure Rules. Further training to be rolled out once Full Council has considered the changes proposed in relation to the Finance Procedure Rules.
<b>Service Action – 33</b>	Update the RIPA policy and provide training and guidance to officers  Responsible Officer – Clare Birtwistle	The RIPA policy has been updated and will be considered by Cabinet for its approval in Q3. External online training has been carried out by authorising officers and internal training will be provided once the policy has been approved.
<b>D2</b>	<b>A robust approach to managing projects well</b>	
	<b>Overall RAG Status</b>	

<b>Service Action – 34</b>	Contract Procedure Rules training to officers  Responsible Officer – Clare Birtwistle	This training has now been delivered to those officers responsible for procuring goods and services with the course content being circulated to all managers for wider distribution within their teams.
<b>Service Action – 35</b>	Contract management training to officers  Responsible Officer – Clare Birtwistle	Contract management training was delivered as part of the Contract Procedure Rules training but a more in depth training package is to be delivered to relevant officers.
<b>Service Action – 36</b>	Project management training for officers  Responsible Officer – Clare Law	Accredited project management training has been completed by all project managers responsible for corporate projects.
<b>D3</b>	<b>To ensure our portfolio of assets maximise income and/or support service delivery</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 37</b>	Conduct year 1 of the Strategic Asset Review with reviews for 4 wards undertaken.  Responsible Officer – Lucie Greenwood	The work undertaken on the Goodshaw Ward generated actions including record updates, map amends, rent reviews of the leased assets and further investigation into potential encroachments onto council owned land. The admin actions are underway in line with the internal database. Contact has been made with tenants and further work has been completed to confirm any encroachment issues. The Property department is working through resolving any encroachment concerns. The digital records are now available and Property are working with Finance to update records in line with the report findings. The review of Worsley is now nearing completion. 143 site visits have taken place along with a further 53 parcels of unregistered land investigated. The next ward to be reviewed will be Eden in Q3.
<b>Service Action – 38</b>	Undertake rent renewals for industrial properties  Responsible Officer – Lucie Greenwood	Rent reviews of the industrial units continue in line with individual agreement terms. Moving forward any new tenants or those renewing terms will be offered a fixed length of agreement. Individual rental amounts remain below current market rates and any renewals work toward bringing rents in line with external RICs surveyor recommendations to reflect the local market.  Rent reviews of the industrial units at the core sites of Daniel Street in Whitworth and Heys Street in Bacup, continue in line with individual agreement terms. New tenants, or existing tenants who are renewing terms, will be offered a fixed length of agreement. Existing individual

		rental amounts are noted as being below current market rates. Therefore, any renewals work toward bringing rents in line with external RICs surveyor recommendations in order to reflect the local market.
<b>Service Action – 39</b>	Transfer 11 garage sites to the council  Responsible Officer – Lucie Greenwood	The transfer of 13 garages sites, which are currently overseen by Together Housing, has been agreed. Upon the transfer of the management of the new sites, any vacant plots will be added to the council’s garage site waiting list.
<b>D4</b>	<b>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</b>	
<b>Corporate Project – 11</b>	<b>Digital Strategy</b>	<b>Overall Project RAG Status</b>
	Agree a Digital Strategy and action plan  Responsible Officer – Andrew Buckle	The Digital Strategy was approved by Council in July 2021. The costing for actions in year 1 of the plan will be considered by Overview & Scrutiny in Q3.
	MS 365/Teams roll out and Virtual Phone implementation  Responsible Officer – Andrew Buckle	Microsoft 365 and Teams has been implemented for all Rossendale staff, members, Rossendale Leisure Trust and Capita. The contact centre and virtual phone project has commenced. Work will commence building the platform and networking for the new contact centre and virtual phones in Q3.
	Deploy customer portals for Citizen Access and Revenues & Benefits Document Management next generation  Responsible Officer – Andrew Buckle	The new NPS document management system platform has been built and networked. The application will be tested by Capita. Capital bids have been developed for the Citizen Access application for next year’s budget.
<b>D5</b>	<b>To promote staff welfare, development and satisfaction</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 40</b>	Agree an Organisational Development strategy	The council Organisational Development Strategy will be agreed in Q3.



	Responsible Officer – Clare Law	
<b>Service Action – 41</b>	Manage post Covid safe return to work  Responsible Officer – Kelly Forrest	Staff have returned to office. Some staff are working from home up to 2 days per week under the council’s new Flexible Working Policy. Some restrictions and safety measures are still in place including allowing a maximum of 2 members of staff in communal areas such as bathrooms and kitchens. The social distancing markings are still on the floors and cleaning materials are in plentiful supply in all offices and communal rooms such as meeting rooms. Face masks are still freely available in all rooms.
<b>Service Action – 42</b>	Undertake staff surveys and engagement events  Responsible Officers – Clare Law	A mini staff survey was completed in July 2021 to provide an insight to how staff regards training and we await the analysis of the results.
<b>D6</b>	<b>A financially sustainable organisation with a financial strategy which supports good decision-making</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 43</b>	Provision of high quality and timely financial and accountancy advice and support to all council services, managers and projects  Responsible Officer – Karen Spencer	Whilst the finance section endeavours to provide a top quality service it is a small team and the council has a significant number of live projects. The vacancy reported in Q1 has now been filled and we have appointed against the second vacancy although the candidate is currently working her notice period.
<b>Service Action – 44</b>	Regular monitoring of financial performance against the Medium Term Financial Strategy  Responsible Officer – Karen Spencer	Monitoring of financial performance is an embedded process with reports to CMT and Cabinet quarterly.

<b>D7</b>			<b>Securing significant external funding to deliver projects and services</b>		
				<b>Overall RAG Status</b>	
<b>Service Action - 45</b>	<p>Haslingden National Lottery bid funding secured</p> <p>Responsible Officer – Guy Darragh</p>	<p>The council has secured £1.8m funding from the National Lottery Heritage Fund to deliver the five year, second stage of the Deardengate Big Lamp project.</p>			
<b>D8</b>			<b>To be recognised as a good council with a reputation for improving residents' lives</b>		
				<b>Overall RAG Status</b>	
<b>Service Action – 46</b>	<p>Addressing outcomes from Local Govt Association Corporate Peer Challenge</p> <p>Responsible Officer – Neil Shaw</p>	<p>The council is seeking the scheduling of the LGA peer challenge in Q3.</p>			
<b>Service Action – 49</b>	<p>Shortlisted for national local government award</p> <p>Responsible Officer – Neil Shaw</p>	<p>The council has not applied for an award in Q2.</p>			
<b>Service Action – 50</b>	<p>Raised profile through national publications and events</p> <p>Responsible Officer – Neil Shaw</p>	<p>The council had an article in the Sunday Times in September and will shortly have an article published in 'First' – the national magazine for all local authorities.</p>			
<b>Service Action – 51</b>	<p>Good news stories and achievements through local and regional media</p> <p>Responsible Officer – Neil Shaw</p>	<p>Regular contact with the Free Press and Lancs Telegraph. All press releases sent to them in last quarter have been used, there have been 9 releases within Q2. We have focused on the good work council have done with Rossendale Works, Rossendale youth hub, success in NHLF bid and positive work done during Covid-19 recovery.</p> <p>Excellent relationships now established with local press. Weekly call to Free Press and regular contact with Lancs Telegraph. All 11 press releases sent to them in last quarter have been</p>			

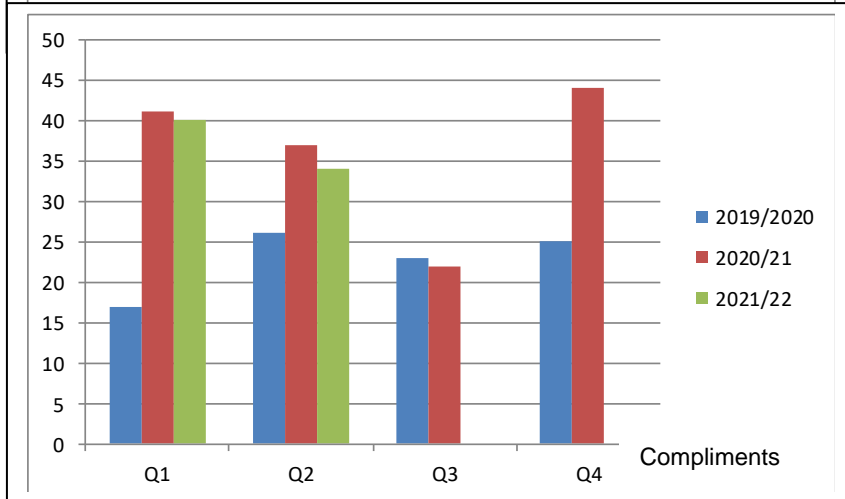
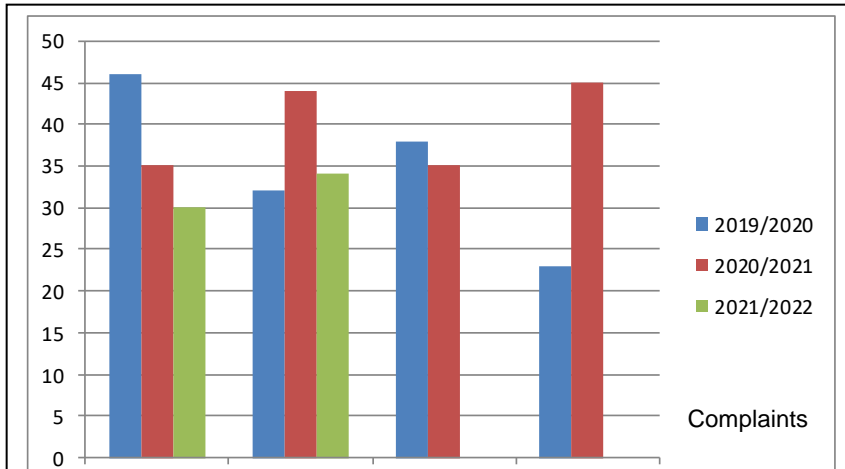
		<p>used. We have also gained coverage in regional business press on Youth Works and Youth Hub which have also been used in the DCN report. National coverage in a weekend broadsheet was obtained with the Councils involvement with South Pennines Park with CEO interviewed and quoted.</p> <p>We have also established good working relationship with Granada TV, offering ourselves as a reliable point of contact for them and they have filmed council leader on several occasions for comment on GP waiting lists and High Streets</p>
<b>D9</b>	<b>To effectively manage any future transition to a unitary local authority and that the views and needs of Rossendale are effectively represented</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 52</b>	<p>Managing any actions which arise from the Lancashire Leaders meetings</p> <p>Responsible Officer – Neil Shaw</p>	<p>No specific actions have arisen as a result of Lancashire Leaders meetings for the council. The Chief Executive has been appointed to the county Employment &amp; Skills Advisory Panel to strengthen links to the education and skills agenda.</p>

## Key Performance Indicators

Priority	Corporate Performance Indicators	Target Q2	Q2 Performance	RAG Status
<b>A - Vibrant Local Economy</b>				
1	Number of derelict buildings in Bacup HAZ improved – 2 per annum, reported in Q4	2	Nil	<b>ANNUAL</b>
2	Number into employment via Rossendale Works/Youth Works – 25 per annum	6	11	<b>GREEN</b>
3	Number of new town centre based wayfinding walking/cycling routes – 3 per annum, reported in Q4	3	Nil	<b>ANNUAL</b>
4	Number of new homes per annum from 2021/22 – 180 per annum, reported in Q4	180	Nil	<b>ANNUAL</b>
5	Number of new affordable homes per annum from 2021/22 – reported Q3	25	-	<b>ANNUAL</b>
6	Number of Invest in Rossendale business workshops – 18 per annum	5	6	<b>GREEN</b>
7	Number of 1 to 1 business advisor sessions – 100 per annum	25	27	<b>GREEN</b>
<b>B - High Quality Environment</b>				
1	Number of fly tipping incidents reported each quarter	500	364	<b>GREEN</b>
2	Number of environmental crimes actively investigated	20	29	<b>GREEN</b>
3	Percentage of the total tonnage of household waste which has been recycled and composted	34%	36%	<b>GREEN</b>
4	Number of collections missed per 100,000 collections of domestic waste/recycling	100	199	<b>RED</b>
5	Number of collections missed per 1,000 collections of commercial waste	5	13	<b>RED</b>
6	Subscribers to the garden waste service – reported in Q3	9,000	Nil	<b>ANNUAL</b>
7	Number of commercial waste customers	340	370	<b>GREEN</b>
<b>C - Healthy and Proud Communities</b>				
1	Number of disabled facilities grants completed per annum – annual target 67	10	16	<b>GREEN</b>
2	Reduce the number of statutory homeless households per annum – annual target 15 or less	4 or less	1	<b>GREEN</b>
3	Increase the number of homelessness preventions and relief per annum (cumulative figure) – annual target 275	38	50	<b>GREEN</b>

4	Number of licensed premises inspected	75	No routine inspections due to covid 87%.	<b>RED</b>
5	Number of businesses achieving 4 or 5 star hygiene rating	85%		<b>GREEN</b>
<b>D - Effective and Efficient Council</b>				
1	Percentage of abandoned calls each quarter	Less than 15%	7.6%	<b>GREEN</b>
2	Average speed of answering calls to customers for revenues and benefits	3 minutes	1 Min	<b>GREEN</b>
3	Percentage of council tax collected – annual target 84.2%	28.2%	55.4	<b>GREEN</b>
4	Percentage of non-domestic rates collected – annual target 83.8%	26.7%	55.9	<b>GREEN</b>
5	Time taken to process housing benefit new claims	21 days	17.6 days	<b>GREEN</b>
6	Time taken to process council tax benefit new claims	18 days	12.3 days	<b>GREEN</b>
7	Time taken to process housing benefit change circumstances	6.5 days	4.9 days	<b>GREEN</b>
8	Time taken to process council tax benefit change circumstances	6.5 days	3.5 days	<b>GREEN</b>
9	Percentage of housing benefit claims outstanding over 50 days	5%	2%	<b>GREEN</b>
10	Maintain 7700 Twitter followers	7700	7700	<b>GREEN</b>
11	Maintain 55,000 Tweet impressions/reach	55,000	58,400	<b>GREEN</b>
12	To submit a minimum of 2 ED & Property external funding bids 2021/22 – reported in Q1	2	-	<b>ANNUAL</b>
13	Payment of undisputed invoices within 30 days	90%	93.1%	<b>GREEN</b>
14	Freedom of Information (FOI) request average response time	20 days	9.4	<b>GREEN</b>
15	Formal complaint average response time	10 days	16.1	<b>RED</b>
16	GDPR subject access requests (notifiable reported breaches)	0	0	<b>GREEN</b>
17	Percentage of 'Major' planning applications determined within 13 weeks	90%	100%	<b>GREEN</b>
18	Percentage of 'Minor' planning applications determined within 8 weeks	90%	94%	<b>GREEN</b>
19	Total number of 'Other' planning applications	90%	96%	<b>GREEN</b>
20	Reduce staff turnover in line with national average –reported in Q4	15%	-	<b>ANNUAL</b>
21	Percentage of Appraisal Review and Personal Development Plans completed –reported in Q3	100%	-	<b>ANNUAL</b>
22	Reduce number of days lost due to sickness absence per full time equivalent employee per annum (cumulative)	8 days	6.61 days	<b>GREEN</b>
23	Number of RIDDOR reportable accidents and incidents	Less than 5	0	<b>GREEN</b>

## Compliments and Complaints



Formal Complaint Trends	2019/20	2020/21	2021/22
Q1	46	35	30
Q2	32	44	34
Q3	38	35	-
Q4	23	45	-

Compliment Trends	2019/20	2020/21	2021/22
Q1	17	41	40
Q2	26	37	34
Q3	23	22	-
Q4	25	44	-

Ombudsman Enquiries	2019/20	2020/21	2021/22
Q1	1	0	0
Q2	1	1	3
Q3	3	2	-
Q4	3	0	-

During Q2 three Ombudsman enquiries were received. Two have been closed with no further action and one is currently awaiting decision or closure.

\*Please note that the Council is not notified of all enquiries/decisions by the Ombudsman. The above takes into account only those enquiries that the Council was notified of at that particular time.

## Corporate Risks

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the council reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks. This information is then regularly monitored and reviewed. This quarter the council has added a new risk to the corporate risk register. This is focused on the financial vulnerability of the borough's leisure assets and classified as Risk 13.

We profile our risks using a matrix (shown below) which is based on our making two judgments about each potential risk faced by the council. The definition of the likelihood and impact can be found in the Councils Risk Management Strategy 2016.

### The Council's Risk Matrix

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

#### Likelihood

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

#### Impact

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

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

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

<b>Risk 1 - Sustainability of the Medium Term Financial Strategy</b>			<b>Responsible Officer - Karen Spencer</b>	
<b>Description</b>				
The Council's latest Medium Term Financial Strategy (MTFS) update published February 2021 indicates an underlying funding gap of c.£400k per annum. The Council must take appropriate action in order to balance its annual expenditure against its available annual income and other revenue resources. The Council has a legal obligation to publish an annual balanced budget; this means its budget expenditure must equal its available income and any available reserves. Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore, additional income must be identified or annual costs reduced in future years.				
<b>Risk Consequence</b>				
If the Council is not able to prepare a balanced budget there would be legal ramifications, but it would ultimately impact on the level of services the Council is able to deliver to Rossendale residents and would result in major reputational damage.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>
<b>Mitigation</b>				
The MTFS does not indicate a significant narrowing of the gap in the next four years, however, the deficits in future years are less than previous MTFS cycles. New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the Council will need to be challenged to become more effective.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>2</b>	<b>C2</b>	<b>AMBER</b>
<b>Quarter 2 Update</b>				
Covid-19 has placed additional pressure on the MTFS. However, the Government has provided the council with several grants to assist with delivering the extra services required and to mitigate the impact of lost income. This has continued into Q2. The legal claims arising from the Empty Homes scheme may also have an adverse impact on the MTFS if settled in the claimants' favour. Officers are monitoring the scheme closely and managing the claims where possible.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>



<b>Risk 2 – Major disaster affecting the delivery of council services</b>			<b>Responsible Officer - Clare Law</b>	
<b>Description</b> The council has statutory duties under the Civil Contingencies Act (2004) and to carry out emergency planning and business continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the borough.				
<b>Risk Consequence</b> Failure to have robust contingency plans in place could result in the failure to deliver council services, such as, the collection of residential and trade waste, burial services and payment of suppliers and benefits.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b> C	<b>Impact</b> 1	<b>Overall Risk</b> C1	<b>Status</b> AMBER
<b>Mitigation</b> A robust overall council Emergency and Business Continuity Plan is in place. Service continuity plans are updated and tested regularly through a quarterly Emergency Planning meeting. The plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the overall plan and their service plan and keep them under review. RBC is a member of Lancashire County Council Local Resilience Forum (LRF). Officers attend meetings and undertake regular training exercises. RBC plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b> C	<b>Impact</b> 2	<b>Overall Risk</b> C2	<b>Status</b> AMBER
<b>Quarter 2 Update</b>  We continue to operate in the recovery stage of Covid-19 and regularly review the Covid-19 service business continuity plans and risk assessments. Covid-19 related absences and isolation has remained below 10% during quarter 2; majority of office based staff are able to work from home if isolating and any operations staff is backfilled using agency workers. The national LGV driver shortage has impacted on the availability of agency drivers and caused significant challenges to the refuse and recycling service, staff from other Operations service areas have been used to back fill driver absences.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b> D	<b>Impact</b> 3	<b>Overall Risk</b> D3	<b>Status</b> AMBER

<b>Risk 3 - Incident resulting in death or serious injury or HSE investigation</b>			<b>Responsible Officer - Clare Law</b>	
<b>Description</b> Under the Health and Safety at Work Act (1974), the council has a duty of care towards the health, safety and wellbeing of its employees and others.				
<b>Risk Consequence</b> Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	2	D2	AMBER
<b>Mitigation</b> The council has health and safety policies and procedures including a health and safety incident reporting procedure in place along with a safe working culture. Actions need to be completed to address and implement a consistent approach across the council in order to secure compliance.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN
<b>Quarter 2 Update</b>  Work has continued to evaluate the systems and measures in place across the council's services to secure compliance and safeguard staff. The Safety & Emergency Planning Officer has spent time with Operational Services observing the activities and safety measures in place and advising on any required improvements. A review of policies has been completed. A report and action plan will be presented to CMT in Q3 and the agreed actions taken forward should progressively reduce the likelihood of the risk being realised and support the ongoing development of a safe working culture.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	2	D2	AMBER

<b>Risk 4 - Sustainability of the County Council budget</b>			<b>Responsible Officer - Karen Spencer</b>	
<b>Description</b> Like all local authorities, Lancashire County Council has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.				
<b>Risk Consequence</b> The County Council's 2019 approved budget included £120m savings over the period 2019/20 to 2022/23. This level of budget reductions is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to district councils.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>
<b>Mitigation</b> RBC will continue to work with County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The council will support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The council will interrogate LCC savings proposals and identify risks to our residents and to our services.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>
<b>Quarter 2 Update</b>  In February 2021 the County Council announced that the elements of their savings plan, originally agreed in February 2019, which were yet to be implemented, had been delayed by a year as a result of the Covid-19 pandemic and could slip further. However, the savings programme will continue to be implemented post Covid-19. This council continue to suffer from increased fly-tipping and the associated costs, which has in part resulted from the implementation of the reduced opening hours of the LCC Household Waste Recycling Centres savings proposal.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>

<b>Risk 5 - Non-delivery of the borough's economic development strategy</b>			<b>Responsible Officer - Cath Burns</b>	
<b>Description</b> The council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic regeneration elements of its Corporate Plan.				
<b>Risk Consequence</b> The investment based revenue generation schemes identified within the economic development strategy will underpin the Medium Term Financial Strategy (MTFS). In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>3</b>	<b>C3</b>	<b>AMBER</b>
<b>Mitigation</b>				
<ul style="list-style-type: none"> <li>• Development and delivery of identified economic regeneration projects at Spinning Point and Futures Park.</li> <li>• Review of rentals on industrial estates underway.</li> <li>• Bringing forward Council owned land for development or sale.</li> </ul>				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>
<b>Quarter 2 Update</b>				
Spinning Point retail units have been leased to suitable tenants. Futures Park Plot one has now achieved practical completion and is being utilised by the tenant. Plot 4 is now being marketed internally to identify a suitable long-term tenant. All of the Councils industrial site tenants are being assessed for rent reviews. A strategic asset review is taking place on a ward by ward basis with the specific aims of identifying surplus land assets and utilising returns from viable holdings.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>

<b>Risk 6 - Non-delivery of the Local Plan</b>			<b>Responsible Officer - Mike Atherton</b>	
<b>Description</b> The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law it is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. The Local Plan was due to be adopted in late 2020. It is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be seriously delayed or that the process will be taken out of the council's hands and that the Government will intervene.				
<b>Risk Consequence</b> Risk of the Local Plan not being delivered is extremely low. The risk of the plan being slightly delayed is moderate. The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, and developers. There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this increases the longer it takes to adopt the plan.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b> C	<b>Impact</b> 2	<b>Overall Risk</b> C2	<b>Status</b> AMBER
<b>Mitigation</b> Measures are in place to reduce the risk include the Local Plan Action Plan which outlines the actions required following the hearing sessions into the examination of the Local Plan. This is updated and sent to the Planning Inspectorate on a regular basis. The Local Plan Steering Group meets on a regular basis to keep members informed of issues and the timetable. Monthly meetings also take place between the Planning Manager and the Portfolio Holder and also separately the Planning Manager and Director. A barrister has been retained to provide expert advice as required.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b> D	<b>Impact</b> 2	<b>Overall Risk</b> D2	<b>Status</b> AMBER
<b>Quarter 2 Update</b> The Planning Inspectorate have confirmed that the Plan can be found sound subject to modifications to the policies. Consultation on the main modifications has begun and the consultation period is due to expire on the 15th October. Responses will be collated and sent to the Inspectorate. The Local Plan is timetabled is due to go to Full Council on the 15th December for adoption. A potential risk is that one of the local MPs has written to the Inspectors explaining that if his concerns regarding a specific housing site allocation are not addressed he will ask the Inspector to call in the Plan, risking delay and further modification.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b> D	<b>Impact</b> 2	<b>Overall Risk</b> D2	<b>Status</b> AMBER

<b>Risk 7 - Changes to Government policy on the delivery of the council's services</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Description</b> Like all local authorities the council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.				
<b>Risk Consequence</b> The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN
<b>Mitigation</b> The council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The Council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit (LGIU) policy briefings. The Chief Executive and Leader of the Council meets regularly with our two MPs. The Councils Corporate Management Team monitor and assess government's position on funding to be distributed to local authorities and other Government announcements that impact funding.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN
<b>Quarter 2 Update</b>  No specific policy changes or updates have occurred in Q2, although we anticipate information in Q3 on the Government's Levelling Up Fund, which should be a positive opportunity for the council.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN

<b>Risk 8 - Sustainable Workforce</b>			<b>Responsible Officer - Clare Law</b>	
<b>Description</b> There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.				
<b>Risk Consequence</b> Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	3	D3	AMBER
<b>Mitigation</b> The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework, Service Area Business Continuity Plans in place. HR will work with managers to review roles to make them more attractive. The council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free on sight parking, family friendly policies, discounted gym memberships and a cycle scheme.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	3	E3	GREEN
<b>Quarter 2 Update</b>  There continues to be challenges to recruitment of staff, with 9 vacancies in Q2 (4 newly established temporary posts to support Covid-19 and corporate projects), the main reason for officers leaving the authority is career progression and salaries. Operations have reviewed and stress tested their business continuity plan in relation to the national LGV driver shortage and fuel shortage. The council has increased the opportunity from 2 staff to 4 staff to complete the LGV driving qualification to support the mitigation of the national shortage of drivers or agency drivers. The impact of covid continues to be monitored and covid related absences remains a potential challenge to managing service delivery.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	3	D3	AMBER

<b>Risk 9 - Insufficient data and cyber security</b>			<b>Responsible Officer - Andrew Buckle</b>	
<b>Description</b> Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.				
<b>Risk Consequence</b> Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>1</b>	<b>C1</b>	<b>AMBER</b>
<b>Mitigation</b> To protect against a data breach RBC, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. RBC Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. RBC adopts a Risk Insight approach to determine the treat Landscape and more importantly its evolution. RBC has received notification of meeting the Public Services Network (PSN) which means the councils' infrastructure met all the security requirements to allow connection to the PSN. A cyber security training is to be provided for all staff.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>
<b>Quarter 2 Update</b>  Rossendale have successfully upgraded to the latest MasterCard security standard version 2 this is required by PCI DSS (Payment Card Industry Data Security). This provides further protection for customers who pay electronically via the website.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>



<b>Risk 10 - Poor communications and public relations</b>			<b>Responsible Officer - Clare Law</b>	
<b>Description</b> Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide council services.				
<b>Risk Consequence</b> Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating. Could lead to a major loss of reputation for the council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>1</b>	<b>B1</b>	<b>RED</b>
<b>Mitigation</b> Communication methods in place to support face to face, mail or electronic communications. Developed website and social media channels provide 24/7 service. Experienced communications function to support council officers to deal with communications in a timely manner and promote the work of the council.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>
<b>Quarter 2 Update</b>  Viva PR has continued to deliver the agreed communications plan and Covid-19 communications updates, including regular updates to the council's website and social media posts to residents and communities.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>

<b>Risk 11- Non – Delivery of Corporate Projects</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Description</b> The council has agreed the 11 corporate projects for 2020-2021 to support the delivery of Corporate Strategy 2017-2021.				
<b>Risk Consequence</b> Failure to deliver the corporate projects would have a detriment impact on the delivery of the council's Corporate Strategy 2017-2021, and result in a reputational risk to the Council's commitment to the residents. The failure to deliver the corporate projects could potentially have a negative impact on the Council's revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	2	D2	AMBER
<b>Mitigation</b> Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and finance officer. Each corporate project will have a robust project plan and live risk register. The Project Sponsor will be responsible for the strategic overview of the corporate project, and the Project Manager will be responsible for the day to day management of the corporate project. Council's Programme Board meets quarterly to review the progress of the corporate projects. The Project Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate project.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN
<b>Quarter 2 Update</b>  The Programme Board continues to monitor all the projects. All projects are on track and within budget. The build phase of the Whitaker HLF project is complete closing down any major risks with the most challenging part of this project.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	E2	E2	GREEN

<b>Risk 12 – Response and Recovery to COVID-19 Pandemic</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Description</b> COVID-19 is a strain of the coronavirus, the government declared the virus as a pandemic in the UK in March 2020.				
<b>Risk Consequence</b> The pandemic causes a potentially risk to the delivery of the council services and the health and wellbeing of the wider community.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>1</b>	<b>A1</b>	<b>RED</b>
<b>Mitigation</b> The council has an Emergency Plan and Service Area Business Plans to support a pandemic emergency. The plans have been activated, regularly reviewed and stress tested throughout the pandemic. Risk Assessments and Safe Systems of Work have been developed and reviewed with staff and Trade Unions throughout the pandemic to provide a safe working environment. Council officers have worked with the Lancashire Resilience Forum and multi-agency partners to mitigate any potential risks throughout the pandemic. The council established and managed a Community Hub to provide support to vulnerable residents.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>
<b>Quarter 2 Update</b>  Government Covid-19 restrictions have been eased in Q2. The Covid-19 Outbreak Board was stepped down in August. The council continues to follow Government advice on managing the impact of Covid-19. Take up of the vaccination programme has been good. However, the level of positive cases in Rossendale have remained between 200 and 250 per 100,000 people throughout Q2. We continue to monitor the position and have made contingency plans for a further tightening of Government restrictions in Q3.				
<b>Quarter 2 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>

<b>Risk 13 – Impact of COVID-19 on the Financial Sustainability of Council Owned Leisure Assets</b>			<b>Responsible Officer – Adam Allen</b>	
<b>Description</b> National Lockdowns due to COVID-19 result in council owned leisure facilities closing for extended periods. During closure no income is received and outside of lockdown periods, income is significantly reduced.				
<b>Risk Consequence</b> If the council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the council. This financial impact will be over £500k but is likely to be considerably higher, depending on the length and severity of lockdowns.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>2</b>	<b>A2</b>	<b>RED</b>
<b>Mitigation</b> The Leisure Trust and Council are currently seeking to consolidate all council owned leisure assets under the umbrella Trust to maximise efficiency. Ski Rossendale has transferred and the transfer of CLAW facilities will be recommended to Council in Q3, the Whitaker is likely merge with the Trust and discussions are on-going. A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact are being implemented. Senior Council Officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a COVID-19 specific Sport England Fund will be applied for. However, this is not thought to provide retrospective funding for closures and it is unlikely to cover the majority of financial loss. Lobbying of Government for sufficient financial support will continue.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>
<b>Quarter 2 Update</b>  The transfer of all facilities to the Leisure Trust has now taken place and facilities are operating under the Trust structure. The Whitaker has reopened and is fully operational. We were successful in obtaining Sport England Funding and the Council have been able to allocate other Covid-19 funding to the Trust. The Trust have managed the transitions and closures very well and the financial projections are now much improved compared to those presented to Council in Feb 21. A new private leisure provider is opening in Rawtenstall during October 21 which may impact Trust income. The Council are undertaking a feasibility study for the future of our facilities. It is imperative that investment in the aging facilities take place to give them a long-term sustainable future.				
<b>Quarter 2 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>

## ROSSENDALE BOROUGH COUNCIL FORWARD PLAN

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

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

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

### Definition of a Key Decision

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

### Cabinet Membership

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

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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 – Vacant***

- 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](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](http://www.rossendale.gov.uk/meetings) or you may contact the Committee and Member Services Section on telephone number 01706 252422 or email [democracy@rossendalebc.gov.uk](mailto:democracy@rossendalebc.gov.uk) for further details.

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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
City Valley Link Update	Cabinet	10 <sup>th</sup> November 2021	Leader of the Council & Portfolio Holder for Economic Development	Report	Neil Shaw, Chief Executive 01706 252447 <a href="mailto:neilshaw@rossendalebc.gov.uk">neilshaw@rossendalebc.gov.uk</a>
Annual Air Quality Report 2021 – <i>yearly item</i>	Cabinet	10 <sup>th</sup> November 2021	Communities	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Medium Term Financial Strategy Update – <i>yearly item</i>	Cabinet	10 <sup>th</sup> November 2021	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a> ,
Council Tax, Non-Domestic Rate & Housing Benefit Overpayment Write-offs - <i>twice yearly item (February/March &amp; September/October)</i>	Cabinet	10 <sup>th</sup> November 2021	Communities	Report	Ian Walker, Service Assurance Team Leader 01706 252592 <a href="mailto:ianwalker@rossendalebc.gov.uk">ianwalker@rossendalebc.gov.uk</a>
Reactive Building Repairs Framework Tender	Cabinet	10 <sup>th</sup> November 2021	Resources	Report	Lee Childs, Facilities Management Officer 01706 252527 <a href="mailto:leechilds@rossendalebc.gov.uk">leechilds@rossendalebc.gov.uk</a>
Rossendale Youth Works	Cabinet	10 <sup>th</sup> November 2021	Leader of the Council and Portfolio Holder Economic Development	Report	Guy Darragh, Head of Regeneration 01706 252568 <a href="mailto:guydarragh@rossendalebc.gov.uk">guydarragh@rossendalebc.gov.uk</a>

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Delivering the Haslingden Vision – <b>confidential</b>	Council	15 <sup>th</sup> December 2021	Leader of the Council and Portfolio Holder Economic Development	Report	Guy Darragh, Head of Regeneration 01706 252568 <a href="mailto:guydarragh@rossendalebc.gov.uk">guydarragh@rossendalebc.gov.uk</a>
Local Council Tax Support Scheme – <b>yearly item</b>	Council	15 <sup>th</sup> December 2021	Communities	Report	Ian Walker, Service Assurance Team Leader 01706 252592 <a href="mailto:ianwalker@rossendalebc.gov.uk">ianwalker@rossendalebc.gov.uk</a>
Adoption of Rossendale's Local Plan	Council	15 <sup>th</sup> December 2021	Environment	Reports	Anne Storah, Principal Planning Officer (Forward Plan) 01706 252418 <a href="mailto:annestorah@rossendalebc.gov.uk">annestorah@rossendalebc.gov.uk</a>
Public Space Protection Orders	Council	15 <sup>th</sup> December 2021	Communities	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Constitution Review	Council	15 <sup>th</sup> December 2021 To be taken to each meeting unless no changes identified.	Corporate Services	Report	Carolyn Sharples, Committee and Member Services Manager 01706 252422 <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>
Health and Wellbeing Plan	O&S  Council	20 <sup>th</sup> October 2021  15 <sup>th</sup> December 2021	Communities	Report	Adam Allen, Director of Communities 01706 252428 <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>

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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
Appointment of External Auditors	Council	15 <sup>th</sup> December 2021	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a> ,
Supported Accommodation	Cabinet	19 <sup>th</sup> January 2022	Communities	Report	Ged Gallagher, Housing Manager 01706 252507 <a href="mailto:gedgallagher@rossendalebc.gov.uk">gedgallagher@rossendalebc.gov.uk</a>
Corporate Priorities, Budget, Council Tax and the Medium Term Financial Strategy 2022/23 – <b>yearly item</b>	Overview & Scrutiny	1 <sup>st</sup> February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a>
	Cabinet	9 <sup>th</sup> February 2022			
	Council	23 <sup>rd</sup> February 2022			
Capital Strategy 2022/23 to 2024/25 and Capital Programme 2022/23 – <b>yearly item</b>	Overview & Scrutiny	1 <sup>st</sup> February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a> ,
	Cabinet	9 <sup>th</sup> February 2022			
	Council	23 <sup>rd</sup> February 2022			
Treasury Management Strategy & Treasury Management Practices (updates for 2022/23) – <b>yearly item</b>	Cabinet	9 <sup>th</sup> February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a> ,
	Council	23 <sup>rd</sup> February 2022			
Pay Policy Statement – <b>yearly item</b>	Council	23 <sup>rd</sup> February 2022	Corporate Services	Report	Clare Law, HR Manager 01706 252457 <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>

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