

**Meeting of:** Overview and Scrutiny Committee

**Time:** 6.30pm

**Date:** 6<sup>th</sup> June 2022

**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)

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Meeting ID: 991 3630 1779

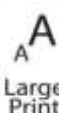
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**A waiting room will be in place and observers will be admitted to the meeting at approx. 6.30pm.**

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 7 <sup>th</sup> March 2022.	
<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>	
<b>B.</b>	<b>COMMUNITY ENGAGEMENT</b>	
<b>B1.</b>	<p><b>Question Time</b></p> <p>Members of the public and councillors wanting to speak must be in attendance to participate.</p>	<p>Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a></p>

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

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<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>	Quarter 4 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>D2.</b>	Overview and Scrutiny Annual Report and Work Programme	Carolyn Sharples, Committee and Member Services Manager <a href="mailto:carolynsharples@rossendalebc.gov.uk">carolynsharples@rossendalebc.gov.uk</a>
<b>D3.</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:** 25<sup>th</sup> May 2022

**MINUTES OF: OVERVIEW AND SCRUTINY COMMITTEE**

**Date of Meeting:** 7<sup>th</sup> March 2022

**Present:** Councillor Johnson (Chair)  
Councillors Eaton, Foxcroft, Kempson, Kenyon, Procter, Rooke and Thompson

**In attendance:** Ken Masser, Chief Executive – Rossendale Leisure Trust  
Adam Allen, Director of Communities  
Anne Storah, Principal Planner- Forward Planning  
Mandy Lewis, Director of Economic Development  
Carolyn Sharples, Committee and Member Services Manager

**Also Present:** Councillors Adshead, Ashworth and Lythgoe.  
1 member of the public  
By remote access – 1 member of the public.

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**1. Apologies for Absence**

Apologies for absence were submitted from Co-opted member Z. Ali and Councillors Gill and Morris.

**2. Minutes**

**Resolved:**

That the minutes of the meeting held on 1<sup>st</sup> February 2022 be approved as a correct record.

**3. Declarations of Interest**

Councillor Foxcroft declared a non-pecuniary interest that he was a board member of Rossendale Leisure Trust.

**4. Urgent Items of Business**

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

**5. Question Time**

A member of the public asked questions about S106 monies and it was confirmed that S106 was not formed by one pot of money. It was various commuted sums attributed to be spent on different matters according to what was set out in each individual agreement, such as highway work, schools, greenspace etc., and all with separate time limits to be spent.

In relation to affordable housing there were different types of contributions such as on site provision via a legal agreement, or contributions in lieu of a commuted sum for use on a particular site.

**6. Chair's Update**

6.1 At the last meeting clarification had been requested on two of the performance indicators. In relation to the number of licensed premises inspected, it was confirmed that whilst there were no licensed premises inspected, the comments in the update related to risk based inspections for compliance with the covid restrictions. Therefore the information reported was correct but needed further clarification in the comments section. The second query related to the Growth Corridor Masterplan. Management had made a decision to re-

prioritise the economic development workload so the review date of Q4 2022/23 was correct.

- 6.2 At the November meeting it was agreed that the street cleansing routes would be shared with members and it was confirmed that this would be done in the next few weeks now that the routes were working effectively.
- 6.3 At the November meeting, members discussed vehicles using Hydrotreated Vegetable Oil (HVO) and asked for their oil disposal suggestions to be looked into. The oil used was produced to specific criteria based on vegetable oil so it was not possible to use waste oil from other uses. It was agreed at the Council meeting in February to fund the roll out of HVO to all vehicles and this would happen in April. This would reduce carbon emissions from all the vehicle fleet by 90 percent.

In response to comments and questions from members it was confirmed that:

- The Economic Development Team were concentrating on the Levelling-up bid which included a focus on the highway network and other transport strands which is why other work was being prioritised. This work was being undertaken with other stakeholders in line with the guidance procedure.
- The stakeholders were wider than Lancashire County Council (LCC), who were just one stakeholder of a much wider group.
- It was essential to get enough detail provided in the quarterly report performance indicator comments. Members relied on the detail of the reports to keep informed regarding service area performance and accurate explanations would be helpful to avoid misinterpretation.

## **ORDINARY BUSINESS**

7. **Rossendale Leisure Trust Annual Report 2022/23 and 2021/22 Action Plan Update**
- 7.1 The Chief Executive of Rossendale Leisure Trust (RLT), Ken Masser, provided members with an update on the work of the Trust over the last year and introduced the Annual Report and key challenges for 2022/23.
- 7.2 In response to members' questions the following clarification was given:
- There were a number of new board members: 6 new directors in the last 12 months (4 women, 2 men). There were representatives for the Whitworth facilities and also other trustees with expertise in governance, diversity and inclusion.
  - Initial indications were positive regarding the impact of the new gym with positive sales for January and February, however this would need to be continually monitored over the next 12 months as contracts came to an end and due for renewal.
  - At present the new gym appeared to have a different audience.
  - It was a good addition to the health and well-being offer and whilst it would be a challenge for the Trust it had the potential to boost performance and compliment what was on offer.
  - There had been significant funding support during covid from business rates, and both government and Council grants.
  - For the current year, financial performance was better than expected however there were challenges for the coming year and still work to do on a detailed forecast with significant mitigation steps to take.
  - Sustainability was being explored as well as investment in facilities required over the next 5 year period. Sustainability would become increasingly difficult with ageing facilities.
  - Investment would make facilities more efficient and sustainable from a carbon footprint perspective.
  - The Trust has grown and absorbed additional facilities and were now reviewing the current shared IT and finance facilities which has become increasingly challenging.

- The Whitaker team and the board had been in consultation with the Arts Council in relation to becoming a National Portfolio Organisation (NPO).
- A number of reports had been circulated regarding the Holiday Activity Fund Programme.
- There was a need to review social return on investment and more work to be done on how success was measured and articulated.
- There would be community consultation/ engagement to review facility development and to look at gaps in the market.

**Resolved:**

The committee noted the annual report and action plan update.

**8. Single Use Plastic Strategy**

8.1 The committee considered the Single Use Plastic (SUP) Strategy, which was presented by the Director of Communities, Adam Allen. There were 3 key elements to the strategy: our own use and audit, events and the use of SUPs, and community use and impact.

8.2 In response to members' questions the following clarification was given:

- Notice displays were not required for every single planning application, so the number of planning notices on display using a plastic covering would be much smaller than the number of applications received.
- The Plastic Free Working Group had been incorporated into the Climate Change Group which was comprised of both senior officers and members.

The Climate Change Champion, Councillor Adshead thanked the Communities Team and those involved in the audit and preparation of the strategy and noted that the next step was implementation.

**Resolved:**

That the Overview and Scrutiny Committee recommend Council to agree the Single Use Plastics Strategy.

**9. Authority Monitoring Report (AMR)**

9.1 The committee considered the Authority Monitoring Report (AMR), which was presented by the Principal Planner- Forward Planning, Anne Storah. The purpose of this AMR was to report on progress in preparing the (now adopted) Local Plan and the effectiveness of the planning policies in the Development Plan, which for the period covered by this AMR was the Core Strategy. With the adoption of the new Local Plan, the Core strategy has been superseded, and new Supplementary Planning Documents (SPDs) were being prepared and the Climate Change SPD was being prioritised. The AMR for 2021/22 would be coming to committee later in the year and with monitoring to be focussed on the new Local Plan policies.

9.2 In response to members' questions the following clarification was given:

- The delay in producing the AMR was a result of prioritising the Local Plan, resource issues, changing inspection requirements and associated work.
- Key information was still publicly available in different formats and quarterly returns were still being submitted.
- The main issue impacting on the delivery of housing had been the lack of a Local Plan and allocated sites. Other neighbouring authorities were also struggling with housing delivery.
- Developers work better where there is a Local Plan in place as there is more security when submitting planning applications on allocated sites.
- Availability of labour and supplies were impacted on during covid and the development industry was only just starting to catch up.

- Sites expected to be delivered such as Dark Lane had been put back.
- The AMR for 2021/22 would be brought to the committee in November 2022.

The Portfolio Holder for Environment, Councillor Lythgoe, thanked the Forward Planning Team and all those involved in the massive amount of work on the Local Plan and he noted the phenomenal efforts made by such a small team.

**Resolved:**

1. To note the contents of the Rossendale Authority Monitoring Report 2018/2019, 2019/2020 & 2020/2021.
2. To agree that the Authority Monitoring Report be brought to Overview and Scrutiny on an annual basis, reporting on delivery of the Adopted Rossendale Local Plan.

**10. Adoption of Rossendale Playing Pitch and Outdoor Sports Assessment and Strategy**

10.1 The committee considered the adoption of the Rossendale Playing Pitch and Outdoor Sports Assessment and Strategy, which was presented by the Principal Planner- Forward Planning, Anne Storah. This was an assessment which was not supported by capital investment, but identified where funding opportunities should be targeted.

10.2 In response to members' questions the following clarification was given:

- It would help lever in external funding, such as from the Football Foundation.
- Parking at Marl Pits had been discussed at length and feasibility would be considered.
- Parking was separate to this strategy.
- S106 needed to be fair in terms of what was asked for.
- The figures used to calculate S106 contributions required updating.
- Once the figures were updated, S106 monies should come closer to covering the cost of any loss of provision.
- The sports covered in the assessment were those identified by the guidance and what Sports England concentrated on, however other sports could have been included.
- The strategy would be monitored regularly and would be updated as new information became available.

It was agreed that the exclusion of rounders provision would be looked into. It was also noted that the adult sports focus by Sports England was predominantly on male sports.

**Resolved:**

That the Overview and Scrutiny Committee recommend Council to agree the following recommendations:

1. To accept the recommendations set out in the Playing Pitch and Outdoor Sports Strategy, and adopt and keep up-to-date the Strategy and associated Action Plan, in order to inform the Council's policies with regard to the maintenance and provision of playing pitches and outdoor sports facilities, and assist with external funding opportunities.
2. Any future minor amendments to be delegated to the Head of Planning in consultation with the Portfolio Holder.

**11. Task and Finish Group Report: GP Practice Appointment Accessibility**

11.1 The committee considered the Task and Finish Group Report: GP Practice Appointment Accessibility, which was presented by the Chair of the Overview and Scrutiny Committee, Councillor Johnson.

11.2 Members' commented as follows:

- The co-operation from GPs and those involved had been positive and greatly appreciated.
- It had helped task group members fully understand appointment availability and the work would assist in keeping residents informed.
- Thanks was given to the supporting officer for pulling together a comprehensive report from the meeting discussions.
- An update on the recommendations was planned for later in the year.

**Resolved:**

1. That the Overview and Scrutiny Committee note the work carried out by the task and finish group.
2. That the Overview and Scrutiny Committee note the Cabinet response to the recommendations as detailed at 3.4.
3. That updates on the recommendations, progress and work carried out are reported back to a future committee meeting in line with the suggested timescales.

**12. The Forward Plan**

Members were updated on the Forward Plan.

**Resolved:**

The update was noted.

**(The meeting commenced at 6.30pm and concluded at 7.45pm)**

Signed.....

(Chair)

Date .....

<b>Subject:</b>	Quarter 4 Performance Management (January, February & March) 2021/22	<b>Status:</b>	For Publication		
<b>Report to:</b>	Overview and Scrutiny	<b>Date:</b>	6 <sup>th</sup> June 2022		
<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 Q4. 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 Q4 performance report is attached as Appendix 1.

### 3.2 A Thriving Local Economy

Both the Bacup and Haslingden 2040 projects are progressing well. With eight buildings almost complete and ready for handover and the public realm projects reaching agreement at the Bacup 2040 Board meeting. The tender for the contractor to commence works in Haslingden is likely to be published shortly and there are a variety of public events planned.



The Rawtenstall Town Centre landscaping project is complete and has been warmly received alongside the Whitaker winning the Lancashire Cultural Venue of the year.

A significant step forward in achieving the strategic outline business case for the City Valley Link extension has occurred with the appointment of Systra Transport consultants who will work through the Department of Transport five stage process.

A Business Health Matters and a KickStart event has been held with businesses attending to learn about the importance of health and well-being and support getting unemployed Rossendale residents into work.

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

During 2021/22 we have achieved the majority of the actions within the Corporate plan and those not finished during Q4 are started and will be completed in the first half of 2022/23.

Successes include the first Green Flag for a Rossendale park and the launch of operation Trident, which has seen a significant increase in enforcement action of fly tipping. We have introduced new street cleansing routes which has seen a major increase in the litter and detritus collected as a result. Rossendale Forest was launched and we planted 8250 trees in partnership with local residents. We initiated a carbon reduction grant scheme for community groups and businesses and installed more electrical vehicle charging points. The main area that has not progressed as quickly as hoped this year is the implementation of a recycling pilot and borough wide campaign. Income generation pilots were completed and it was concluded that our focus should be on commercial waste to maximise income. We are however still considering an MOT centre when maintenance demand decreases with the introduction of new vehicles.

In Q2 and Q3 we found it difficult to obtain HGV drivers for refuse services due to the national shortage. This resulted in supervisory staff driving refuse vehicles rather than focusing on recycling as planned. The plans and campaign are completed and decision was taken to implement these in Q2 of 2022/23.

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

In Q3 the council approved Our Health, Our Wellbeing, Our Place which is a partnership health strategy for Rossendale. The plan was formally approved by partners and launched in March 2022 and now forms the basis of the work of Rossendale Connected for future years. The plan has been very positively received by Pennine Health Leaders and singled out as an example of good practice by the Lancashire and Cumbria Health Equity Commission.

The feasibility study to determine our future health and leisure portfolio commenced in Q3 with the appointment of the consultant KKP to lead the work. Stakeholder consultation has taken place and we undertook extensive community consultation in Q4. Extensive work has also taken place to understand the quality and usage of existing facilities. This work with initial proposals will be shared with Members in Q2 of 2022/23.

We continue to support vulnerable people by bringing groups together and facilitating a joined up approach. This has included delivering hardship grants through the Burnley, Pendle and Rossendale CVS and also coordinating food support through our excellent food banks. We continue to work with Citizens Advice around financial poverty and are commencing work on a partnership approach to poverty. This will be particularly important given the expected cost of living crisis.

The inspection of licensed premises is categorised as red in the performance indicators. This is due to us stopping regular inspections of licensed premises during Covid-19. The inspection of premises is not a statutory requirement and is currently being reviewed as to its effectiveness.

A Housing Action Plan is being developed to help increase the completion of new housing across Rossendale in order to meet the demand for a range of housing, including affordable. Significant steps have been taken to reduce the back-log of Disability Facilities Grant (DFG) applications with in excess of the target set for 2021/22 completed.

### 3.5 Effective and Efficient Council

The digital strategy was approved by council in the summer of 2021 along with a first year action plan. The actions programmed for 2021/22 have all been completed from a technical standpoint, however training and bedding in of the new systems will be required in Q1 of next year.

The asset review was re-started in this quarter with work within the Worsely ward completed and site visits in the Eden ward underway. Rent reviews of industrial sites have been completed, with a high occupancy levels of the sites and the transfer of additional garage sites to the council are complete and will be marketed.

## 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 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	2	1	-
Service actions	20	2	2	-
Performance indicators	33	1	6	2*
Risks	4	7	2	-
				*N/A

4.3 Summary of performance indicators is as follows:

	Green	Amber	Red	Unknown
A Thriving Local Economy	6	-	1	-
A High Quality Environment	5	-	2	-
Healthy and Proud Communities	4	-	-	1
Effective and Efficient Council	19	1	3	-

4.4 81% (34) 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 that will be put into place to improve performance. 14.3% (6) of the performance indicators have finished in the red status at the end of Q4.

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

Priority A	Performance Indicator	Target	Quarter 4	Status
4	Number of new homes per annum from 2021/22 – 180 per annum, reported in Q4	180	61	RED

The completion of new homes remains significantly under target for the fourth year. This places the council in an adverse position and places areas of land which are not allocated for development at risk. In this quarter the council have been able to formally adopt the Local Plan and this now provides clarity for developers in relation to investing in Rossendale. Furthermore the Planning Service is responding to the low rate of housing completions by prioritising determining planning applications for new residential development and any applications associated with new residential development, such as, discharge of conditions applications or progressing section 106 agreements.

Priority B	Performance Indicator	Target	Quarter 4	Status
3	Percentage of the total tonnage of household waste which has been recycled and composted	34%	31.5%	RED

The target does not take account seasonal variations. During December, February and March we only have 1 collection of organic waste and the low tonnage collected impacts adversely on this. We are still awaiting for final data from LCC and it to be verified by Waste Data Flow although the average for the year is anticipated to be approaching 34% as the previous quarters exceed 34%.

Priority B	Performance Indicator	Target	Quarter 4	Status
4	Number of collections missed per 100,000 collections of domestic waste/recycling	100	154	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 HGV driver shortage which has had an impact on the service causing backlog.

Priority D	Performance Indicator	Target	Quarter 4	Status
15	Formal complaint average response time	10 days	23.5 days	RED

The average response time in Q4 was affected by 8 late closures, many of these were longstanding complaints.

Priority D	Performance Indicator	Target	Quarter 4	Status
20	Reduce staff turnover in line with national average – 15% annual	15%	28.65%	RED

This year has seen a significant rise in staff turnover, although other surrounding councils have also experienced a similar increase. There has been 46 leavers since 1st April 2021, the reason for the leavers are; 25 voluntary resignation, 11 end of temporary contract (including Kickstart), 3 dismissal (2 within probation period) and 7 retirement. The main reason cited on the Exit Interview Form for voluntary resignation is career progression. It is currently extremely challenging for the council to attract and recruit officers at all levels due to the current pay and grading structure, HR work with Managers to maximise advertisement of vacant posts.

Priority D	Performance Indicator	Target	Quarter 4	Status
22	Reduce number of days lost due to sickness absence per full time equivalent employee per annum (cumulative)	8 days	12.99 days	RED

The 12.99 days per full time equivalent includes Covid-19 related absences, which if excluded would report as 11.09 days per full time equivalent. Long-term sickness absence is 8.59 days per full time equivalent and short term sickness is 4.39 days per full time equivalent. The main reasons for sickness absence are 470 days 'other musculo-skeletal' and 444 days 'stress, depression, anxiety and fatigue', although 285 days have been lost due to Covid-19 related sickness. Through the application of the Absence Management Policy the number of employees absent due long-term sickness has reduced from 4 to 2 employees during Q4. From 1<sup>st</sup> April 2022 any Covid related absences will be managed under the council's Absence Management Policy.

#### 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 Q4.

## 5. COMPLIMENTS AND COMPLAINTS

### 5.1 Compliments

	Q4 2020/21	Q3 2021/22	Q4 2021/22
Number of compliments	44	21	26
Highest nature of compliments	91% (40) Staff member/Team	95% (20) Staff member/Team	84% (22) Staff member/Team
Highest Service Area with compliments	Economic Development - 20	Economic Development - 6 Operations - 6	Operations - 10

The number of compliments has increased by five in Q4 when compared with the previous quarter, but is lower when compared to Q4 last year. Q4 continues to see the top nature of compliment as ‘Staff member/Team.’

Over Q4 compliments were received across a wide range of service areas including: Capita, Corporate Support, Economic Development, Housing, Legal & Democratic, Operations, Planning and Public Protection.

### 5.2 Complaints

	Q4 2020/21	Q3 2021/22	Q4 2021/22
Number of complaints	45	20	23
Highest nature of complaints	31% (14) – Bins/bin collection	25% (5) – Staff member/Team	17% (4) – Bins/bin collection
Highest Service Area of complaints	Operations – 21	Operations – 10	Operations – 8

The number of complaints received in Q4 has increased by 3 when compared with the previous quarter, but is lower when compared to Q4 last year.

### 5.3 Local Government Ombudsman (LGO) Enquiries

In Q4 one new enquiry was received from the LGO. This concerned a Highways and Transport enquiry which was closed after initial enquiries with no further action. One enquiry carried over from Q2 concerning Benefits and Council Tax has since been closed with the decision upheld: maladministration and injustice. Following further review, the LGO have recorded the compliance on this enquiry as: remedy complete and satisfied.

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

## 6. RISKS

6.1 The council has reviewed and continues to monitor the council's corporate risks. The corporate risks as categorised at the end of Q4 are as follows:

	Quarter 4 2021/22
Low	4
Medium	7
High	2

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 (MTFS)	B	2	B2	RED

The February 2022 MTFS indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. Recovery from the Covid-19 pandemic and the impact from increasing inflation continue to place additional pressure on the MTFS. It is likely that the legal claims arising from the Empty Homes Scheme will 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 13	Likelihood	Impact	Overall risk	Status
Impact of COVID-19 on the Financial Sustainability of Council Owned Leisure Assets	B	2	B2	RED

The financial performance of the Trust during 2021/22 was stronger than expected and it is expected that the Trust will end the year with an approximate balanced budget. Work has started to project budgets for 2022/23 and this is likely to be more challenging than the previous year due to increases in fuel prices, an increase to living wage and also a reduction in Covid-19 Funding and the end of a council repayment holiday for previous grants. Work is being undertaken to more accurately assess the likely shortfall for 2022/23 and this will then be reported to Elected Members.

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 28 – 41**.

## 7. FINANCE

Financial implications and risks arising are identified within the report.

## 8. LEGAL

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

## 9. POLICY AND EQUALITIES IMPLICATIONS

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

**Performance Indicators**

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

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



**Quarter 4 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 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>Eight buildings are now complete or are due for completion imminently. This includes the former Lancashire and Yorkshire Bank and the AB&amp;D Centre. The council will sought further funding for the ten buildings scheduled for the project in 2022/23 including 1-7a Market Street, 21 and 37/37a Market Street and 4-6 Union Street.</p> <p>The Bacup public realm survey regarding Union Street and Burnley Road Memorial Garden concluded in February. Further visits to the area surrounding Union Street on two occasions and a survey session at Bacup Market were held to liaise with visitors and businesses. Concluding this, the Bacup Heritage Action Zone Project Board approved the proposals subject to caveats at the board meeting held in March.</p> <p>Following a Community Engagement subgroup meeting in January, a successful workshop was held in March in collaboration with Valley Heritage and Buttress Architects for property owners and tenants, on the subject of ‘Maintaining and Caring for Your Heritage Property.’ Preparation is also underway for a heritage walk in Bacup.</p> <p>The Bacup Cultural Consortium submitted a successful bid to Arts Council England for a bow top wagon project and preparation is underway for Jubilee Weekend celebrations.</p>
	<p>Identify an alternative external funding bid source for the Market Square development</p> <p>Responsible Officer – Guy Darragh</p>	<p>The Board has a new revised proposal for a new external funding bid under development. The focus of the proposal will be on an indoor market, new events area, cycle hub facility with bike hire and café and a new landscaped area.</p> <p>The proposal will be put forward to the Levelling Up Fund consultants for further due diligence to outline the benefit cost ratio scoring based upon the revised green book assessment. Any decision on inclusion in the Levelling Up Fund bid would require approval from the Rossendale Board and the council.</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>
	<p>National Lottery stage 2 year 1 outputs as defined by the letter of offer.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>The Haslingden 2040 project has progressed to its agreed programme. In January, the project officer met with 5 building owners to discuss the partnership schemes in conservation areas grants and potential eligible works to the buildings.</p> <p>The tender for the project contractor to undertake the partnership schemes in conservation areas has progressed with aims of being published in April. The re-purposing project at 5-7 Deardengate continued with positive discussions with several potential anchor tenants.</p> <p>A survey went out to gather feedback on the public realm proposals for Higher Deardengate. The proposals have been developed and consulted on extensively through both the development of the Haslingden 2040 Vision and the National Lottery Heritage Fund bid. Publicity continues around the community micro grants available for local community groups/projects in the conservation area boundary.</p>
	<p>Develop a feasibility plan for the development of Cockerill Square</p> <p>Responsible Officer – Guy Darragh / Mandy Lewis</p>	<p>Other projects have been prioritised ahead of this work and this will be reviewed in 2022/23.</p>
<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>
	<p>To deliver town square landscaping project</p> <p>Responsible Officer – Guy Darragh</p>	<p>A successful launch event took place with a media release this quarter. The £300k redevelopment of the square has been successfully completed, with positive feedback from residents.</p>

<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>	<p>Prepare Rossendale Valley Growth Corridor Masterplan and develop strategy to bring forward individual sites</p> <p>Responsible Officer – Mandy Lewis</p>	<p>The council has now adopted a Local Plan that identified 27hectares of allocated new employment land. The sites are mainly in private ownership which may require discussions with the owners in order to overcome any barriers for delivery. The aim is to bring the sites forward in partnership where necessary over the next 15 years. The Economic Development and Property Team will require significant external funding to progress the project.</p>	
<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>
	<p>Complete plot 1 development</p> <p>Responsible Officer – Guy Darragh</p>	<p>The Bright Futures Nursery has now been open for some time and this project is completed.</p>	
	<p>Complete the infrastructure improvement works</p> <p>Responsible Officer – Mandy Lewis</p>	<p>The council are negotiating with Lancashire County Council Highways regarding completion of the section 278 agreement and Lancashire’s requirement to hold a £150K bond. Agreement with project managers and contractors is complete. The council is awaiting permission to commence.</p>	
<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>
	<p>Deliver year 1 of the visitor economy action plan including 3 town centre based wayfinding walking/cycling routes</p>	<p>This quarter has seen the installation of the interpretation boards, way-marking tags and wayfinding signs in the town and district centres and across the routes. These will launch officially in late Spring 2022.</p>	

	Responsible Officer – Guy Darragh	
	Deliver year 3 of the Whitaker National Lottery project  Responsible Officer – Naomi Atherton	The National Lottery Heritage Fund are funding a volunteer’s programme, where anyone is welcome to come and meet new people, develop new skills or use existing skills to help keep the museum alive, relevant and vibrant.
<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>	To produce a strategic outline business case in partnership with Lancashire County Council  Responsible Officer – Guy Darragh	Systra Transport consultants have been appointed this quarter and work on the business case has begun. The study will look at the 5 staged Department of Transport process for strategic outline business cases. The study will consult various stakeholders in the coming months including the public, and is expected to conclude in September 2022.
<b>Service Action – 3</b>	Gain support of key stakeholders and undertake public support campaign  Responsible Officer – Guy Darragh	The Economic Development and Property Team is working with VivaPR on this engagement process and the development of a media plan. Material has been gathered to develop a promotional video this quarter and undertake a residents/business survey, which will be delivered next quarter.
<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-19 recovery plan which will include holding 18 business workshops and hold 100 business one-to-ones	Current work to formulate the workshop calendar for 2022 should see implementation within Q1 2022/23. Topics will cover general business guidance in relation to Covid-19, mind-set training, 60-second pitch, HR support. The council has carried out 30 business 1-1 sessions with the business advisor in Q4, resulting in the annual target being exceeded. Businesses appreciate the tailored sessions allowing discussions surrounding various issues, businesses

	Responsible Officer – Brad Hacking	<p>have the opportunity to book further sessions or attend one of the workshops.</p> <p>The council held a ‘Business Health Matters’ event with 15 local businesses attending to learn the importance of staff health and mental wellbeing.</p> <p>The council has supported over 45 business with the Growth and Innovation fund application process. This fund was Rossendale focused with nearly £300,000 going directly to local businesses to take on staff and grow their business.</p>
<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>	<p>Develop year 1 activity plan for the Rossendale employability and skills forum, which includes holding a jobs fair and a careers event</p> <p>Responsible Officer – Brad Hacking</p>	<p>A ‘Kickstart Jobs Event’ on 25th February, organised by the council, Active Lancashire, Department of Working Pensions and other partners was widely publicised across the valley using print media and social media channels. The event had involvement from 8 businesses in Rossendale. Over 40 people attended to obtain interviews, discuss opportunities and make links with the businesses. From the event, over 10 interviews and job offers were given. Feedback was positive. The next Careers event planned is a manufacturing Jobs event, taking place in Q2 2022/23.</p> <p>The council also held a Pre-Employment Programme 28th February - 7th March, with a prominent large local business that had numerous job vacancies. This programme brought a cohort of 10 local unemployed people together to receive training, earn a qualification and gain valuable experience in the workplace. All attendees were guaranteed an interview and 4 of the cohort were offered full time roles with the employer. This was a great success and further Pre-Employment Programmes as planned with the next one in Q2 2022/23.</p>
<b>Service Action – 6</b>	<p>Secure funding for Rossendale Works and Youth project for April 2022+</p> <p>Responsible Officer – Guy Darragh</p>	Funding achieved until December 2023, project action closed.

<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>As reported in previous quarters, the bin cleaning trial, crematorium and feasibility study for an MOT testing station is complete. These projects are not being taken forward due their feasibility or limited likely income generation potential, except for the MOT facility which will remain under review.</p> <p>The Commercial officer is now in post and is steadily driving forward the Commercial Waste/Recycling customer base. Increased charging (from £35 to £40) for Garden waste is also increasing income.</p>
	<p>Street cleansing to be improved by better routing and introduction of new schedules</p> <p>Responsible Officer – Patrick Killeen</p>	<p>New street sweeping routes are now in place, which has seen a significant increase in waste collected from street sweepings. More regular sweeping of town centres is being undertaken as a result of the changes.</p>
	<p>Obtaining green flag status for Stubblelee Park and raising standards across all parks</p> <p>Responsible Officer – David McChesney</p>	<p>A bid for £99k was successful to go towards the redevelopment of Stubblelee skate park with the development due to commence in the Spring to open in the Summer 2022.</p> <p>The steering group for the Victoria Park Masterplan consists of Green Spaces officers, Councillors, community groups and Proffitts. The initial walk around the park took place in March to form a draft masterplan to go out to wider consultation.</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>The first planting season under Rossendale Forest concluded with 8,250 trees planted. This puts the project well ahead of schedule in meeting the target of 16,000 by April 2024 and is a major success.</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>Operation Trident continues to show excellent results in identifying those responsible for fly tipping and other environmental crime. Since commencing in May 2021, the council has received 96 reports of fly tipping to follow up within the borough. The council has invited 63 offenders for interviews under caution and have issued 40 Fixed Penalty Notices in the same period for fly tipping and offences related to fly tipping. To date the council has a confirmed court date for 6 prosecutions and there are 12 other prosecutions pending at present. In the same period, the council has investigated 147 reports of abandoned vehicles resulting in the issue of 13 Fixed Penalties and 2 cases pending prosecution.</p> <p>To assist in identifying those responsible for fly tipping, agreed protocols with Lancashire Constabulary enables us to access and receive information from Automatic Number Plate Recognition cameras across the North West. Continued use of both overt and covert CCTV in hotspots continues to provide valuable evidence.</p>
<b>Service Action – 8</b>	<p>Tender the third party enforcement contract</p> <p>Responsible Officer – Phil Morton</p>	<p>The tender is now complete and will go to advertisement in Q1 2022/23.</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>
<b>Service Action – 9</b>	<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>Operations are working closely with Rossendale Civic Pride to start plans for the Britain in Bloom bid for Rawtenstall in July 2022. This will involve creating an action plan of works for the first half of 2022.</p> <p>A new stone raised planter, maintained with Civic Pride at the junction of Bury Rd and Bocholt way will have a union jack display to celebrate the Queen’s Jubilee.</p>
<b>B4</b>	<b>Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents’ behaviour change and promoting renewal energy</b>	
<b>Corporate Project – 8</b>	<b>Climate Change Strategy</b>	<b>Overall Project RAG Status</b>
	<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 first years agreed priority actions outlined in the Climate Change Strategy and Action Plan are now complete. The fitting of electric vehicle charge points on all 4 identified council owned car parks are connected to networks carried out by Electricity North West.</p> <p>The Climate Change officer is now driving the strategy and action plan forward. Working on engaging with our communities, business and residents to make a positive impact on our carbon footprint. A number of applications for the business and community grants are being processed and considered by the grants panel. One grant has been finalised.</p>
	<p>Carbon footprint audit completed</p> <p>Responsible Officer – Lee Childs</p>	<p>The council has completed energy audits and carbon audits on five of the larger energy usage buildings including Futures Park, Henrietta Street, The Ashworth, Marl Pitts Pool and Adrenaline Centre.</p> <p>A further detailed feasibility study is being carried out at Futures Park to decide which zero carbon system will be use to heat the building. This will produce a design scheme and tender for the works. This will act as a test pilot scheme for the other four buildings.</p>



	Agreeing a new active travel plan  Responsible Officer – Clare Law	Development of the Active Travel Plan has commenced in liaison with council's Active Transport Group and Together and Active Future. Completed work to date includes the installation of 4 charging points (externally funded) throughout the borough and 4 electric bikes (externally funded) for staff to use for sites visits etc.
<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	Victoria Park, Haslingden is an additional site successfully identified as a tree-planting site with further planting taking place March 2022. The Green Spaces team are working with Property Services to identify further potential sites when the asset review resumes.
<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	Green Spaces have met with several private landowners in Q4 who are willing to give land for tree planting. These were referred to Ribble Rivers Trust for discussions with the landowners and funders to look at the best way of planting in Autumn/ Winter 2022/23.  Planting of a further 400 trees is planned for Autumn at Peers Clough Farm, which will be funded by the council and carried out through volunteers. The first season of planting resulted in the planting of 8250 trees, with 192 volunteer registrations. In total there has been planting of 23 sites with 336 volunteer contributions.
<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 Killeen	Recycling pilot is ready to launch but is on hold as we focus on other priorities and await further guidance on the Environment Bill. This is now scheduled for Q2 in 2022/23.
<b>Service Action – 13</b>	Media campaign to promote recycling	This is currently on hold, as above.

	Responsible Officer – VivaPR	
<b>Service Action – 14</b>	Examining feasibility of changes in bin size  Responsible Officer – Keith Jenkins	The Government's Our Waste, Our Resources: A Strategy For England, will have a massive impact on the change of bin size as the likely direction is to hold separate food waste collections from 2023, and a consistency agenda and Deposit and Return Scheme. Central Government funding has been promised to support implementing any changes, but details are yet to be confirmed.  It is necessary to wait for further guidance on the Environment Bill, prior to committing to a full re-evaluation of bin rounds. 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 and length of shift. This could cost in the region of £25k to £40k depending on scope.
<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	A steering group has been formed for the Victoria Park Masterplan. The initial walk around the park took place in March and will form the draft masterplan to go out to wider consultation, prior to producing the final version. The group will then focus on the delivery.  The Edgeside Masterplan steering group meets every 2 months and a bid is being prepared to improve the skate park here. If successful, this will look to make improvements in 2023.
<b>B8</b>	<b>Tackle persistent fly-tipping and littering hotspots</b>	
		<b>Overall RAG Status</b>

<p><b>Service Action – 16</b></p>	<p>Increased enforcement activity against both commercial and 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>The Operations team continues to work in partnership with the Public Protection Unit to identify issues related to environmental crime. During Q4, resources have been diverted to maintain frontline waste/recycling services due to the impact of a nationwide shortage of HGV drivers and implications of Covid-19. This has affected response times in removing fly tipping, but enforcement activity has been strong. The council is in the process of training 3 members of staff to attain a HGV licence. Benefits from this will be seen in 2022/23. Implementing changes will allow the council to respond quicker to reports of fly tipping, by allocating the initial visit to one of the council's Town Centre Caretakers. We are currently undergoing a recruitment exercise to fill these posts.</p> <p>In addition to targeted enforcement activity outlined in service action 7, the Public Protection Unit has continued a compliance exercise to ensure that businesses across the borough are disposing of their business waste in accordance with section 34 of the Environmental Protection Agency 1990. A programmed mail merge across Rawtenstall and Haslingden and Bacup has taken place, with over 700 letters sent out to a cross section of businesses. This has proved highly effective in identifying those establishments who are compliant and those who are not. This has allowed the council to continue with action to either ensure future compliance or to consider enforcement action. Information obtained is shared with operations and in particular the Commercial Waste officer to encourage take up of the council's trade waste service.</p> <p>Regular meetings between Public Protection Manager and Head of Operations taking place to address issues evidence gathering and retention and speed of removal of fly tipping.</p>
<p><b>Service Action – 17</b></p>	<p>Quicker removal of fly-tipped waste to reduce visual impact</p> <p>Responsible Officer – Patrick Killeen</p>	<p>Targeted through Operation Trident, time taken to remove fly tipping within 5 days is monitored and reported through KPI's, regular meetings with Public Protection Unit take place to progress evidence gathering and prosecutions.</p>
<p><b>Service Action – 18</b></p>	<p>Creation of a dedicated fly-tip team – piloted for 12 months</p> <p>Responsible Officer – Patrick Killeen</p>	<p>Resources are allocated to removal of fly tipped waste but are part of the wider operational staffing.</p>

<p><b>Service Action – 19</b></p>	<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>As outlined in action 7 a number of overt and covert cameras have been purchased and deployed in identifying fly tipping hotspots to obtain evidence of offenders. This will continue across the borough and any evidence obtained will form part of legal proceedings. This continues to provide successes in a number of cases currently under investigation and awaiting prosecution action. Further use of Automatic Number Plate Registration technology, via the police, is also continuing to track vehicles used in the commission of environmental crime. Closer contact with the council's CCTV Hub in Blackburn have been established with officers attending the monitoring centre to appraise on fly tipping and other envirocrime hotspots.</p>
<p><b>Service Action – 20</b></p>	<p>Use of social and other media outlets to publicise and promote issues, problems and successes.</p> <p>Responsible Officer - VivaPR</p>	<p>Press releases and press statements continue, with a minimum of 3 releases a month, proving proactive coverage in local and regional media. A key successes with Rossendale Forest coverage in particular with mention on ITV Granada bulletin, coverage and link on their website and an outside broadcast by Radio Lancashire from a planting site.</p> <p>Social media remains good and effective channel for communicating key messages with increasing followers and engagement each quarter.</p>

<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	A Housing consultant has been appointed. Principles of the strategy have been drafted and feedback will be gathered from the Overview & Scrutiny Committee in early 2022/23 to shape the strategy's priorities.
	Enable 180 new houses to be built, of which 25 are affordable.  Responsible Officer – Mike Atherton	61 new homes have been completed this year. Although this is well below target, in this quarter, 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, 80 dwellings by Hollins Homes at Loveclough, 117 dwellings at Spring Mill, Whitworth and also 30 dwellings by Hurstwoods at Johnny Barn Close.  Whilst these developments may not be fully completed within 2021/22 they are making a contribution to the total supply of new homes. Smaller schemes have commenced construction or are due to commence within 2022/23.
<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 – target 67 grants completed  Responsible Officer – Ged Gallagher	81 grants have been given out this year. The service experienced staffing issues throughout Q4 but 24 grants were completed and a significant part of the back-log was reduced.

<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	KKP consultants were appointed in Q3 to undertake the feasibility study. During Q4 a wide range of community group consultations have taken place to understand how people currently exercise and what they wish to see from future facilities.  A desktop study is also being undertaken to evaluate a number of current studies such as the playing pitch strategy and indoor facilities study to assess how these may impact the future portfolio. The findings will be shared with Members in Q2 of 2022/23.
<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	Following a presentation to CMT the action was de-prioritised for consideration in later quarters of 2022/23.
<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 published Health and Wellbeing Strategy, Our Place, Our Wellbeing, Our Plan, was launched on Thursday 3 <sup>rd</sup> March at the Whitaker. The launch was well attended by local and regional partners including Lancashire County Council, GPs and colleagues from the local voluntary and community sector. Feedback from the event was very positive.  The plan is available in hard copy and in an interactive form through the Rossendale Connected website. Going forward each Rossendale Connected monthly meeting focusses on one of the priorities within the plan on a rota basis.

<b>Service Action – 24</b>	<p>Improving joined up working on health issues</p> <p>Responsible Officer – Stephanie Thornton</p>	<p>The Lancashire Health and Wellbeing Partnership was held in Rossendale on 8<sup>th</sup> March at Stubblelee Greenhouses. Councillor Barbara Ashworth and Adam Allen welcomed lead councillors from across the county, the Director of Public Health and other senior health colleagues. The Health and Wellbeing Plan was introduced and discussed with an opportunity to showcase some of the health and wellbeing work taking place in Rossendale through our partnerships with voluntary and community sector colleagues.</p> <p>During week commencing 21<sup>st</sup> March the NHS and Lancashire County Council Public Health ran a health checks roadshow in Rossendale, the first of its kind, intended to promote health checks in accessible, community locations. This required significant contribution from the council in sourcing locations, maps, promotion etc. The mobile roadshow visited a different location each day covering the entire Rossendale valley.</p>
<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>	<p>Liaison through the Making Spaces for Water group and supporting community response in the event of a major flooding incident</p> <p>Responsible Officer – Lee Childs</p>	<p>The Making Spaces For Water Group meets quarterly, with the last meeting on 23<sup>rd</sup> February; attendees include Environment Agency, Lancashire County Council and United Utilities.</p> <p>Works planned and designed by the Environment Agency for Irwell Vale, Strongstry and Chadderton will provide the areas with 50-year flooding protection. On 3<sup>rd</sup> March, a community workshop was held at Irwell Vale Methodist Church by the Environment Agency and supported by Lancashire County Council, Rossendale Borough Council and local councillors. Its objective was to update the residence of the progress being made. The project cost is approximately £17 million and is still 40% underfunded all parties are working on additional funding.</p>
<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>	<p>Managing Government funding to support vulnerable individuals</p> <p>Responsible Officer – Jackie</p>	<p>The first round of the Household Support Fund closed on 31<sup>st</sup> March. Working with Burnley, Pendle and Rossendale Council for Voluntary Services (CVS), we supported over 1,700 families with supermarket vouchers and fuel vouchers with sign posting on to other support organisations where needed. The council were successful in bidding for extra funding so the total amount of Household Support Fund allocated to Rossendale was £260,000.</p>

	Flynn	The Self Isolation Support project also ended on 31 <sup>st</sup> March. This project provided additional support to those who were struggling during Covid-19 related self-isolation. Support offered included access to food, befriending and help with finances and debt.
<b>Service Action – 27</b>	Promoting local support services through Rossendale Connected Hub  Responsible Officer – Jackie Flynn	Rossendale Connected has grown as a network of organisations and community groups offering health and wellbeing help and support to Rossendale residents. Originally, the network formed to provide support during Covid-19, but now has over 70 groups and organisations. The network has continued to meet monthly to share good practice and has now moved towards themed meetings looking at the different priorities of the Our Place, Our Wellbeing, Our Plan health and wellbeing strategy. Voluntary sector partner organisations chair the group on a shared basis.  The Rossendale Food Group also still meets to coordinate food banks, food boxes and other food support projects.
<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	A new police inspector has been assigned to Rossendale. Two meetings have taken place, this included discussion on speed enforcement, deployment of neighbourhood policing teams, the planned reopening of Stacksteads police station front desk and a general update on recent crime.
<b>Service Action – 29</b>	Deployment of the mobile traffic enforcement team  Responsible Officer – Neil Shaw	Data is being sought from the Lancashire Community Safety Camera Partnership on the total number of fixed penalty notices issued during 2021/22.



<b>Priority D</b>	<b>Effective and Efficient Council</b>	
<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>	<p>Review of Constitution with specific focus on the Finance Procedure Rules and Code of Conduct for Members</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>Full Council has approved and completed The Code of Conduct for Members.</p> <p>The Head of Finance has prepared the draft Finance Procedure Rules ready for consideration by the Governance Working Group shortly after the 2022 elections.</p>
<b>Service Action – 31</b>	<p>Provide good quality member induction and training programme</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>The council has provided ongoing training to members throughout the year together with the monthly service area briefings. Members are continuously offered Internal and external online training and officers continue to promote Learning Pool and are on hand to assist members as necessary.</p>
<b>Service Action – 32</b>	<p>Training to officers on the updated Constitution</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>Training with officers continues as necessary following the sessions earlier in the year.</p>
<b>Service Action – 33</b>	<p>Update the RIPA policy and provide training and guidance to officers</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>On 6<sup>th</sup> October 2021, Cabinet approved the reviewed and updated the Regulation of Investigatory Powers Act policy.</p> <p>The updated training module is available on Learning Pool. Ad hoc training to officers will continue particularly if necessity.</p>
<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 action has been completed and ad hoc training and assistance will continue as needed.
<b>Service Action – 35</b>	Contract management training to officers  Responsible Officer – Clare Birtwistle	Contract Management training has been delivered as part of a wider session. Ad hoc training and advice is given as and when required.
<b>Service Action – 36</b>	Project management training for officers  Responsible Officer – Clare Law	Project Management training for officers was completed within Q3.
<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	<p>The Asset Review was placed on hold during Q3 whilst the team were re-directed to assist with urgent project work. The work was able to recommence as of the 28th January 2022.</p> <p>The report documenting the results within Worsley is complete and each asset now has a digital record holding all site data, status and images and admin actions were able to recommence as above. Once agreed, further actions will take place, of which 85 have been noted to be required, including but not limited to maintenance instruction, rent reviews and encroachment proceedings. Property will work with Finance to update records in line with the report findings.</p> <p>The remaining site visits of the assets due to take place in Eden have been rescheduled and are now underway. This includes 28 assets and an inspection of 52 parcels of unregistered land. Each asset will have a completed site visit report, a deed or plan and will be photographed. This log will ensure that each asset has a digital record holding all site data, status and images. Upon completion a report will be brought forward and a list of required actions will be compiled.</p>

<p><b>Service Action – 38</b></p>	<p>Undertake rent renewals for industrial properties</p> <p>Responsible Officer – Lucie Greenwood</p>	<p>The core industrial sites remain as Daniel Street in Whitworth, which comprises of 22 units, and Heys Street in Bacup, which comprises of 7 units. Both sites are currently fully occupied and regular enquiries are received for this style of property. All enquiries are added to the industrial unit waiting list.</p> <p>Notice to terminate a tenancy was received during Q3 on one unit at Daniel St. This will expire in May 2022. Details of the unit at Daniel St, including full specification, images and rental terms available have been circulated to those on the industrial unit waiting list. This active list comprises of those parties who have previously registered their interest and a total of 43 individuals and businesses were on the list.</p> <p>As expected, there was a strong response to the vacant unit and a viewing date was made available during March 2022. A total of 7 viewings were held and attendees were invited to submit best and final offers. The successful prospective tenant has been offered terms to commence occupancy from June 2022 to allow for the necessary dilapidations in the unit.</p> <p>There are no other units currently available at either Daniel Street or Heys Street. Rent reviews of the industrial units continue in line with individual agreement terms with seven units being addressed in this quarter.</p>
<p><b>Service Action – 39</b></p>	<p>Transfer 11 garage sites to the council</p> <p>Responsible Officer – Lucie Greenwood</p>	<p>All tenants received written receive correspondence of the change of management from the council. The letter included direct contact details for the Property team who will be available to answer any questions, and also the new payment details and terms. In addition, the letter included a map of the garage site specific to that tenant and requests that the tenant marks on the map the plot that they occupy and returns it. This is to ensure that the correct details are held and to assist in a smooth transition. An addressed envelope with postage will be provided.</p> <p>Upon the transfer of the management of the new sites, any vacant plots will be added to the council's garage site waiting list. Those currently on the waiting list will be updated and details will be circulated to those waiting for plots in similar areas.</p> <p>The digital analysis of each plot, which records the tenant details, location and site maps will assist in updating associated asset schedules once the transfer is complete.</p>

<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 Customer and Digital strategy and action plan was agreed by Full Council in Q2 of 2021/22.
	MS 365/Teams roll out and Virtual Phone implementation  Responsible Officer – Andrew Buckle	Microsoft Office 365 and Teams has been successfully deployed to all council users, Capita and Rossendale Leisure Trust.  The virtual phone infrastructure including virtual servers, call publisher/subscriber, voice mail, Contact Centre Express, Interactive Voice Response customer messaging and call routing has been implemented. The new applications are scheduled to Go Live on the 13 <sup>th</sup> April 2022.
	Deploy customer portals for Citizen Access and Revenues & Benefits Document Management next generation  Responsible Officer – Andrew Buckle	The building and updating of the I@W document management infrastructure is complete and ready for the new application. A copy of the data has been migrated to the new environment to enable user testing to take place. All the errors found in the user testing conducted in Q3 have been resolved and testing of the application is taking place across all Capita sites. All the reports and stored procedures have been added to the new environment.  User training is scheduled for the 27 <sup>th</sup> April. Following the training and final test phase a go live date will be agreed.
<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  Responsible Officer – Clare Law	The strategy was adopted 2 <sup>nd</sup> November 2021. Work has been undertaken on greater staff engagement, including; establishing the Employee Voice staff group and more frequent staff engagement face-to-face activities. Work on developing a new set of values for the council has been undertaken to drive a more productive and customer focused culture.

<b>Service Action – 41</b>	Manage post Covid safe return to work  Responsible Officer – Kelly Forrest	All staff have returned to work, however some are working from home up to 2 days per week under the council’s updated flexible working policy (with management agreement).  There is still very much an awareness of safety measures and staff are particularly mindful in communal areas such as kitchens, toilets and meeting rooms. Cleaning materials are in plentiful supply in all offices and communal rooms. Face masks are still freely available in all rooms, however staff do not need to wear them unless they choose to.
<b>Service Action – 42</b>	Undertake staff surveys and engagement events  Responsible Officers – Clare Law	An all staff events was undertaken in December 2021 via zoom, CMT took the opportunity to reflect and thank staff for the good work completed over the last twelve months and wish them a well-deserved rest over the festive season.
<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 very small team and the council has a significant number of live projects. The ongoing impact of Covid-19 and subsequent business and self-isolation grant schemes, along with the work arising from the empty homes scheme legal challenges is placing significant additional pressure on the team. The team are also under pressure to close the 2017/18 and subsequent years’ accounts which involves working with the external auditors and responding to queries.
<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>	Haslingden National Lottery bid funding secured  Responsible Officer – Guy Darragh	£1.8m National Lottery Funding was awarded in Q1 2021/22 and this objective has been achieved. The objective is now closed, see update A2 for current information.			
<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>	Addressing outcomes from Local Government Association Corporate Peer Challenge  Responsible Officer – Neil Shaw	The peer challenge report was considered by Full Council in January 2022. Good progress is being made on implementing the action plan. This includes; developing a narrative for Rossendale, increasing corporate capacity by expanding the Finance team by an additional role, agreement of the 2022/23 council action plan to focus on priorities and beginning work to further improve the approach to Overview and Scrutiny (following a meeting with the Group Leaders).			
<b>Service Action – 49</b>	Shortlisted for national local government award  Responsible Officer – Neil Shaw	No national awards were open for application in Q4.			
<b>Service Action – 50</b>	Raised profile through national publications and events  Responsible Officer – Neil Shaw	Rossendale Forest has gained significant profile locally and regionally in Q4 through traditional press and social media. The beginning of the development of the business case for the City Valley rail link has also gained good regional coverage.			
<b>Service Action – 51</b>	Good news stories and achievements through local and regional media  Responsible Officer – Neil Shaw	The Rossendale Forest was the focus on a media campaign in Q4. As outlined, above, this has gained good coverage. Good local coverage has been attained on Operation Trident but the council needs to work harder to continually push out good news stories.			

<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>	Managing any actions which arise from the Lancashire Leaders meetings  Responsible Officer – Neil Shaw	The Government’s publication of the Levelling Up White Paper has generated a re-examination of the approach to developing a Lancashire County Deal. Positive discussions continue with other Lancashire councils. Work has begun, in parallel, to develop the Lancashire 2050 Plan. Discussions in Q4 will continue at the next meeting of Lancashire Leaders in June 2022.

## Key Performance Indicators

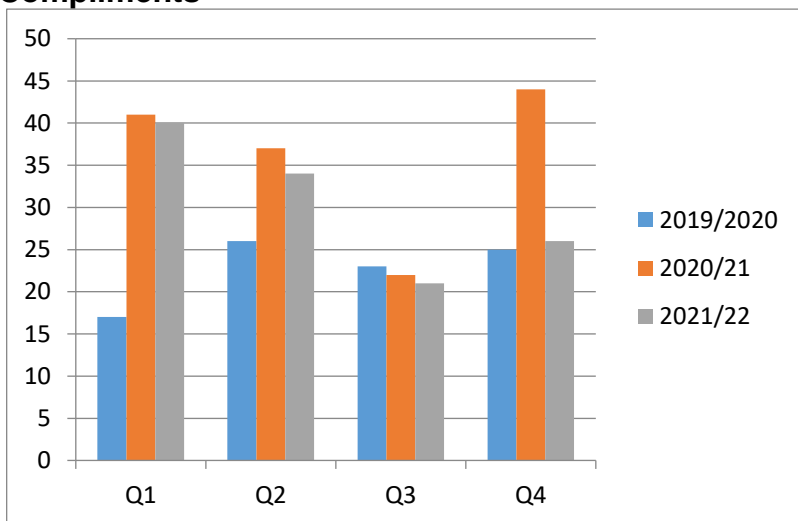
Priority	Corporate Performance Indicators	Target Q4	Q4 Performance	RAG Status
<b>A - Vibrant Local Economy</b>				
1	Number of derelict buildings in Bacup HAZ improved	2	2	GREEN
2	Number into employment via Rossendale Works/Youth Works	25	37	GREEN
3	Number of new town centre based wayfinding walking/cycling routes	3	5	GREEN
4	Number of new homes per annum from 2021/22 – 180 per annum	180	61	RED
5	Number of new affordable homes per annum from 2021/22	25	34	GREEN
6	Number of Invest in Rossendale business workshops	18	18	GREEN
7	Number of 1 to 1 business advisor sessions – 100 per annum	25	30	GREEN
<b>B - High Quality Environment</b>				
1	Number of fly tipping incidents reported each quarter	500	330	GREEN
2	Number of environmental crimes actively investigated	20	32	GREEN
3	Percentage of the total tonnage of household waste which has been recycled and composted	34%	31.5%	RED
4	Number of collections missed per 100,000 collections of domestic waste/recycling	100	154	RED
5	Number of collections missed per 1,000 collections of commercial waste	5	3	GREEN
6	Subscribers to the garden waste service	7,010	7568	GREEN
7	Number of commercial waste customers	340	403	GREEN
<b>C - Healthy and Proud Communities</b>				
1	Number of disabled facilities grants completed per annum – annual target 67	10	24 (Q4) 81 (annual) 1 (Q4) 9 (annual) 105 (Q4) 375 (annual)	GREEN
2	Reduce the number of statutory homeless households per annum – annual target 15 or less	4 or less		GREEN
3	Increase the number of homelessness preventions and relief per annum (cumulative figure) – annual target 275	38		GREEN
4	Number of licensed premises inspected	75	No longer in scope	N/A
5	Number of businesses achieving 4 or 5 star hygiene rating	85%	88%	GREEN
<b>D - Effective and Efficient Council</b>				
1	Percentage of abandoned calls each quarter	Less than 15%	6%	GREEN
2	Average speed of answering calls to customers for revenues and	3 minutes	1 minute 37	GREEN



	benefits		seconds	
3	Percentage of council tax collected – annual target 94.7%	81.9%	95.6%	GREEN
4	Percentage of non-domestic rates collected – annual target 94.2%	80.1%	98.1%	GREEN
5	Time taken to process housing benefit new claims	21 days	15.5 days	GREEN
6	Time taken to process council tax benefit new claims	18 days	11.7 days	GREEN
7	Time taken to process housing benefit change circumstances	6.5 days	1.8 days	GREEN
8	Time taken to process council tax benefit change circumstances	6.5 days	3.1 days	GREEN
9	Percentage of housing benefit claims outstanding over 50 days	5%	0%	GREEN
10	Maintain 7700 Twitter followers	7,700	7,782	GREEN
11	Maintain 55,000 Tweet impressions/reach	55,000	98,400	GREEN
12	To submit a minimum of 2 ED & Property external funding bids 2021/22	2	2	GREEN
13	Payment of undisputed invoices within 30 days	90%	92.5%	GREEN
14	Freedom of Information request average response time	20 days	10.5 days	GREEN
15	Formal complaint average response time	10 days	23.5 days	RED
16	GDPR subject access requests (notifiable reported breaches)	0	0	GREEN
17	Percentage of 'Major' planning applications determined within 13 weeks	90%	N/A	N/A
18	Percentage of 'Minor' planning applications determined within 8 weeks	90%	75%	AMBER
19	Total number of 'Other' planning applications	90%	94%	GREEN
20	Reduce staff turnover in line with national average	15%	28.65%	RED
21	Percentage of Appraisal Review and Personal Development Plans completed	100%	94.53%	GREEN
22	Reduce number of days lost due to sickness absence per full time equivalent employee per annum (cumulative)	8 days	12.99 days	RED
23	Number of RIDDOR reportable accidents and incidents	Less than 5	2	GREEN

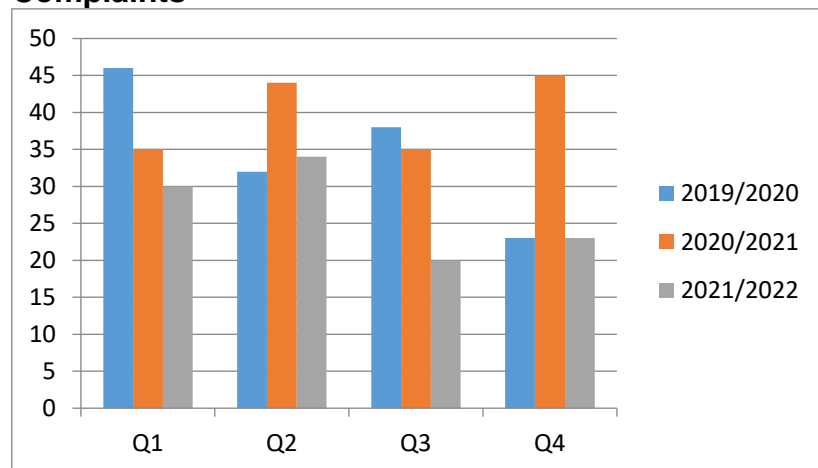
## Compliments and Complaints

### Compliments



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

### Complaints



Formal Complaint Trends	2019/20	2020/21	2021/22
Q1	46	35	30
Q2	32	44	34
Q3	38	35	20
Q4	23	45	26

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

During Q4, the council received and closed one Ombudsman enquiry with no further action. \*Please note that the Ombudsman does not notify the council of all enquiries/decisions. The above only accounts for the notified enquiries to the council 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 council's 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 within 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 4 Update</b> The February 2022 MTFS indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. Recovery from the Covid-19 pandemic and the impact from increasing inflation continue to place additional pressure on the MTFS. It is likely that the legal claims arising from the Empty Homes scheme will 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 4 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>	<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> 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>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>2</b>	<b>C2</b>	<b>AMBER</b>
<b>Quarter 4 Update</b> In-line with Government Covid-19 guidance, following a review of the risk assessments, office based staff returned to working in the office on 24 <sup>th</sup> January 2022, Covid-19 related absences and isolation has remained below 10% during Q4. The challenges of the national HGV driver shortage is being managed effectively in Operations. On 7 <sup>th</sup> February 2022 a desktop exercise to test Operations (Refuse and Recycling) business continuity plan was successfully completed.				
<b>Quarter 4 risk assessment RAG status (current)</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>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 4 Update</b> The newly developed Corporate Health and Safety Policy has been agreed and will be adopted 1 <sup>st</sup> April 2022. To support the ongoing development of a safe working culture in Operations, a refresh of the Report It Card and establishment of a WhatsApp Group in Parks and Green Spaces has been completed to enable staff to report any incidents or near misses directly to the Corporate Health and Safety Officer in a timely manner.				
<b>Quarter 4 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 4 - Sustainability of the County Council budget</b>			<b>Responsible Officer - Karen Spencer</b>	
<b>Description</b> Like all local authorities, Lancashire County Council (LCC) has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.				
<b>Risk Consequence</b> Lancashire 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 4 Update</b> In February 2021, LCC 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. The County Council's 2022/23 budget approved in February 2022 announced further savings of c£11m, however these are mainly resulting from income generation schemes and a change in internal working practices. The council continues 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 4 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 – Mandy Lewis</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 support 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 4 Update</b> Preparation of a bid to Department for Levelling Up, Housing and Communities (DHLUC) for the second round of the Levelling-up-Fund is underway. This includes three distinct projects to further the economic development of each town centre and to provide additional support for skills and employability within Rossendale. In addition the projects at Spinning Point and Futures Park are drawing to a conclusion and the rental review is almost complete. The review of council assets is underway with a 'red carpet' style promotion of the sale of a recent asset attracting significant interest.				
<b>Quarter 4 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>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	C	2	C2	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>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	2	D2	AMBER
<b>Quarter 4 Update</b> The Local Plan was adopted at the council meeting on the 15 <sup>th</sup> of December 2021 and is now beyond the period of challenge by way of a Judicial Review. Therefore, it is no longer a corporate risk.				
<b>Quarter 4 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 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 council's 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 4 Update</b> No specific policy changes or updates have occurred in Q4.				
<b>Quarter 4 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>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>
<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>
	<b>E</b>	<b>3</b>	<b>E3</b>	<b>GREEN</b>
<b>Quarter 4 Update</b> The cumulative staff turnover at the end of Q4 is 28.65% (quarter 1 – 7.47%, quarter 2 – 6.25% and quarter 3 – 8.33%). The ongoing recruitment to staff is challenging in particular unsuccessful recruitment exercises have been completed in Finance, Housing, Planning and Economic Development. The main reason cited for failure to attract and recruit suitable applicants is the lower salaries compared to the private and other local authorities, other reasons include opportunities for people to work more agile and career progression for existing staff.				
<b>Quarter 4 risk assessment RAG status (current)</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>

D

<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 4 Update</b> Both cyber security and information management training courses have been developed and rolled out to all users via Learning Pool. Also preparation has commenced for the Public Service Network (PSN) testing and certification process. There has been an increased threat alert raised by the National Cyber Security Centre (NCSC) following the incident between Russia and Ukraine.				
<b>Quarter 4 risk assessment RAG status (current)</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>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 4 Update</b> VivaPR has continued to deliver the agreed communications plan and COVID-19 communications updates, including updates to the council's websites and social media posts to residents and communities. CMT receive a weekly communications update, which includes horizon scanning and potential risks.				
<b>Quarter 4 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>
	<b>D</b>	<b>2</b>	<b>D2</b>	<b>AMBER</b>
<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>
	<b>E</b>	<b>2</b>	<b>E2</b>	<b>GREEN</b>
<b>Quarter 4 Update</b> The Programme Board continues to monitor all the projects. All projects are on track and within budget.				
<b>Quarter 4 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>E</b>	<b>2</b>	<b>E2</b>	<b>GREEN</b>

<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>
	A	1	A1	RED
<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	2	B2	RED
<b>Quarter 4 Update</b> The council continues to follow Government advice on managing the impact of Covid-19. We continue to monitor the number of positive Covid-19 cases and have maintained a contingency plan for a potential tightening of Government restrictions. However, this has not developed during Q4 and therefore the overall level of risk in terms of the impact of the Covid-19 pandemic on the council has reduced. We continue to monitor the situation closely.				
<b>Quarter 4 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 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>
	A	2	A2	RED
<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	2	B2	RED
<b>Quarter 4 Update</b> The financial performance of the Trust during 2021/22 was stronger than expected and it is expected that the Trust will end the year with an approximate balanced budget. Work has started to project budgets for 2022/23 and this is likely to be more challenging than the previous year due to increases in fuel prices, an increase to living wage and also a reduction in Covid-19 Funding and the end of a Council repayment holiday for previous grants. Work is being undertaken to more accurately assess the likely shortfall for 2022/23 and this will then be reported to Elected Members.				
<b>Quarter 4 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	B	2	B2	RED





<b>Subject:</b>	Overview and Scrutiny Annual Report and Work Programme	<b>Status:</b>	For Publication
<b>Report to:</b>	Overview and Scrutiny Council	<b>Date:</b>	6 <sup>th</sup> June 2022 22 <sup>nd</sup> June 2022
<b>Report of:</b>	Committee & Member Services Manager	<b>Portfolio Holder:</b>	Corporate Services
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached: No
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## 1. RECOMMENDATION(S)

- 1.1 That the Overview and Scrutiny Committee provide their comments on the Annual Report 2021/22 and Work Programme 2022/23 (Appendix 1) prior to being recommended to Full Council for approval.
- 1.2 That the Overview and Scrutiny Committee make the following recommendation to Full Council:
  - That Council approve the Annual Report 2021/22 and Work Programme 2022/23.

## 2. EXECUTIVE SUMMARY

- The annual report informs of the work undertaken by the Overview and Scrutiny Committee during 2021/22 and section 6 highlights how scrutiny has made a difference.
- The work programme at section 12 details the proposed scrutiny items for 2022/23.

## 3. BACKGROUND

The annual report and work programme are required to be reviewed by the Overview and Scrutiny Committee and agreed at Full Council each year.

## 4. DETAILS

- 4.1 The annual report and work programme summarises the work undertaken during 2021/22 and sets out the proposed work to be carried out by the committee during the coming year in 2022/23. The work programme provides a draft of what is expected to be brought before the committee in 2022/23 and is a working document which allows for fluidity and for new items to be added as required.
- 4.2 A consultation meeting took place with the chair, vice-chair and officers in April, and the report was also sent to Corporate Management Team for their input into the proposed agenda items and timescales for planned work.

## 5. RISK

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

## 6. FINANCE

All work must be contained within existing budgets and resources.

**7. LEGAL**

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

**8. POLICY AND EQUALITIES IMPLICATIONS**

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

**9. REASON FOR DECISION**

To inform of the work carried out by the Overview and Scrutiny Committee during 2021/22 and outline of the work to be carried out during 2022/23.

No background papers.

# Overview and Scrutiny Committee



**Annual Report 2021/22 and  
Work Programme 2022/23**

## **Foreword from the 2021/22 Chair of Overview and Scrutiny, Councillor Janice Johnson**



This report highlights the activity and work of the Overview and Scrutiny Committee for the period of 2021/22 and the expected programme of work for 2022/23.

The committee has been extremely busy during 2021/22, which is reflected in the list of policy items, performance reviews and external scrutiny which has been undertaken, as well as the task and finish group. I am also pleased to highlight how scrutiny has made a difference at section 6.

It is important for scrutiny members to be involved in decisions at an early stage to ensure they influence the decision making process and play an important role as a 'critical friend,' and the report highlights which policies, plans and strategies have come before the committee for pre-decision review.

This work will be strengthened further over the coming year and officers will be requested to consult with the committee at an earlier stage where new policy development is concerned in order for the committee to provide valuable feedback and be involved as part of the initial scoping and consultation stage. In addition to this, external training will be provided for committee members and there will be a more focussed and manageable work programme by introducing new ways of working, for example, committee presentations will be submitted in advance of agenda publication, committee updates will be provided by briefing note rather than committee attendance and officers will be asked to provide an executive summary in their committee reports highlighting the key messages.

As always, I would like to thank all members and co-opted member of the committee for the contributions they have made throughout the year, in addition to supporting officers and those external to the Council who have provided us with their knowledge and expertise to assist us with our committee and task and finish work.

## **Message from Councillor Sean Serridge – Portfolio Holder for Corporate Services 2021/22**



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

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

Both councillors and officers continue to work together to ensure the best provision of services for the people of Rossendale.

## **Annual Report 2021/22**

### **1. Background**

- 1.1 Overview and scrutiny is a way of achieving open and democratic accountability for the provision of public services. Local authorities operating an Executive Leader and Cabinet Model have an overview and scrutiny function which is carried out by non-Cabinet members who act as a critical friend to the Cabinet to hold them to account. In Rossendale the committee is politically balanced and made up of 10 councillors and one co-opted member. Overview and Scrutiny is not a decision making committee, but is there to monitor and influence those that are, i.e. the Cabinet. The Overview and Scrutiny Committee report their work back to the Cabinet who then decide whether recommendations will be accepted, and if not, explain their reasons for their decision.
- 1.2 The Overview and Scrutiny Committee has a role in performance monitoring, and also policy development and review. The committee also undertakes more in-depth reviews by establishing task and finish groups. These are usually comprised of five politically balanced councillors (non-Cabinet members), who review specific issues and make recommendations for change and improvements, for example, in policy or service provisions. Task and finish groups are limited to a maximum of two operating at any one time to ensure there are sufficient resources to undertake an effective review.
- 1.3 Overview and scrutiny is not a mechanism for the investigation or settlement of individual complaints, as the Council has a separate complaints/member enquiry process for this. Nor can the committee look at individual planning or licensing decisions.
- 1.4 The committee welcomes suggestions for investigation and an online form is available throughout the year where suggestions can be put forward. Any suggestions made are considered as part of the work planning process for the Annual Work Programme.
- 1.5 The Council continues to work in line with statutory guidance and the Constitution, and where possible the chair, vice-chair and relevant officers attend North West Employers' Scrutiny Networks to keep up to date on the latest developments in scrutiny.

### **2. Internal scrutiny**

#### **Policy scrutiny**

##### **2.1 Pre-decision**

During 2021/22 the committee was consulted on a variety of strategies, policies and plans. Feedback and recommendations were sought on the following prior to a decision being made:

- Digital Strategy
- Corporate Plan
- Sanction and Prosecution Policy
- RIPA Policy
- Health and Wellbeing Plan

- 2022/23 Council Budget and Medium Term Financial Strategy
- Capital Programme 2022/23 - 2025/26 and Capital Strategy 2022/23
- Single Use Plastic Strategy
- Rossendale Playing Pitch and Outdoor Sports Assessment and Strategy

### **Performance scrutiny**

#### 2.2 Quarterly Performance Reports and Regulation of Investigatory Powers Act (RIPA)

The committee continued to monitor quarterly performance reports (which now incorporate the quarterly update on the use of RIPA). If required, the committee can call a relevant senior officer to the committee meeting to answer questions and provide further clarification, or matters can be scrutinised in more depth through the Performance Management Task and Finish Group and fed back to the next committee. During 2021/22 the Head of People and Policy provided the quarterly updates to the committee and provided further clarification where requested.

#### 2.3 Performance reviews and ongoing monitoring

The committee received a variety of performance updates during 2021/22 with some items being part of the work programme and some being brought to Overview and Scrutiny for a specific reason for discussion. This internal review and monitoring activity included:

- Clean and Green Update – this item was requested as part of the work programme in order to gain an overview of the service and key challenges including enforcement, and to examine the ‘clean and green’ improvement plan including; waste collection, fly-tipping and recycling.
- Visitor Economy Strategy – this item was included in the work programme and provided an update on the progress towards the five priorities of the Visitor Economy Strategy since its approval in December 2020.
- Employability – this item was included in the work programme and provided an update on the progress towards getting local people into paid work.
- Equality Report and Workforce Profile – this item is required to be reported to the committee on an annual basis to review the Council’s workforce profile.
- Local Government Ombudsman Annual Letter and Council Feedback Update – this item is required to be reported to the committee on an annual basis and reviews the annual breakdown of formal complaints and compliments..
- Climate Change Strategy Update – this item was requested as part of the work programme to review progress against year 1 of the action plan and to provide an update on the Climate Change Conference.
- Authority Monitoring Report (AMR) – full Council agreed that this item would come before the committee to allow members to review the information being reported for the period 2018/19, 2019/20 and 2020/21 following the adoption of the Local Plan. Council also agreed that going forward, the AMR reports would be presented to the committee on an annual basis.

### **3. External scrutiny**

The committee received a number of presentations and updates from external organisations, which are summarised as follows:

#### **3.1 Leisure**

In July 2021 the Chief Executive of Rossendale Leisure Trust reported on the action plan and agreed to attend later in the year to provide an update on progress against actions, as well as providing additional information requested by the committee including progress in recruiting to the new governance positions. This information was brought back to the committee in March 2022, where the Trust also presented their annual report and shared a video highlighting key achievements over the last 12 months.

#### **3.2 Lancashire County Council Highways**

In November 2021 Lancashire County Council Highways provided a briefing for members on road maintenance and also their preparations in advance of the winter season. They responded to specific questions from members regarding the road repair programme, the criteria used to formulate the plan, and also timescales for commencing works where temporary road closures had been issued. They also attended the January Committee to update members on the Transport Asset Management Plan and inform how repairs were prioritised.

#### **3.3 Lancashire Constabulary**

As set out in the Overview and Scrutiny terms of reference, the committee acts as the Council's Crime and Disorder Committee under the requirements of the Police and Justice Act and related statutory guidance from the Home Office. Lancashire Constabulary attend the committee each year to give a presentation on performance and progress against crime indicators. Inspector Valentine attended in January 2022 to provide the annual update and answered questions from committee members, in addition to providing an update on the 101 service and performance statistics.

#### **3.4 Foodbanks**

Foodbanks who had received government funding were invited to attend the January committee to keep committee members informed of their work. RAFT (Resourceful Action for Transformation) updated members on how government funding had been spent, the number of food parcels delivered and informed how they helped meet individual needs through their varied activities. The committee thanked them for their hard work during the covid pandemic and recommended that full Council commend them for their work over the last 10 years. Council commended their work at its meeting on 31<sup>st</sup> January and agreed to present RAFT with a certificate of achievement.

#### **3.5 Credit Unions**

Bacup Credit Union and First Choice Credit Union attended the February committee and provided an update on staffing, volunteers, membership numbers, details of savings and loans, and also back office improvements being made such as moving more facilities online and making them more accessible, particularly in response to the covid pandemic. They also informed of other value added activities such as providing community support to other groups.



### 3.6 Citizens Advice

Citizens Advice (Rossendale and Hyndburn) also updated members on their work at the February committee. They informed how they were funded and explained how Council funding assisted them in attracting additional funding from other sources. They reported on their outcomes and explained how value for money was calculated, including the added benefits to the Council by easing pressures on services such as homelessness and the payment of Council Tax. They also informed how partnership working benefitted customers, e.g. working with the Gas Energy Trust.

## 4. **Health scrutiny**

4.1 At the time of writing the report, the Portfolio Holder for Health and Leisure is the East Lancashire representative for the Lancashire Leaders Group on Lancashire County Council Health and Wellbeing Board and also represents the Council on the Rossendale Health and Well-being Partnership and Lancashire County Council Health Scrutiny Committee.

4.2 The Rossendale Health and Wellbeing Partnership is open to any councillor to attend and issues of concern can be raised via the Portfolio Holder for Health and Leisure for any of these meetings.

## 5. **Task and finish group work in 2021/22**

### 5.1 GP Practice Appointment Accessibility

This work took place through task and finish in a day in January 2022, with the initial information gathering and agreement of the terms of reference taking place during October/November 2021. The final report was agreed at the March committee meeting with the following recommendations which we also agreed by the Cabinet:

<b>No.</b>	<b>Recommendation</b>	<b>Who by:</b>	<b>When:</b>
1.	To develop a robust communications strategy to get key messages out via the Primary Care Network and partner organisations.	Rossendale surgeries	Jul 2022
2.	Rossendale Council to help promote key communications on social media, including information on care navigation and the appointments process.	RBC Communications	Jul 2022
3.	To develop Patient Participation Groups to connect practices with patients/communities and find out what improvements can be made.	Rossendale surgeries	Jul 2022
4.	Councillors to have involvement with Patient Participation Groups and provide feedback and connect them with relevant participants.	Rossendale councillors	Jul 2022
5.	Promote the Health and Well-being agenda, including promoting recreation, leisure and self-empowerment to help alleviate non-physical issues (such as mental and social health) and link into	Rossendale Health and Well-being Partnership/ Rossendale Connected/ RBC	Dec 2022

	relevant activities and organisations such as pride groups.	Communities Team	
6.	Explore the use of S106 funding and Community Infrastructure Levy to assist with building NHS capacity, and if viable include reference in relevant planning strategies.	Planning	Jul 2022

## 5.2 Suicide

This work took place during 2019/20 and outstanding actions have been monitored on a continual basis. To date, eleven of the twelve recommendations have been achieved. Work will continue to be monitored through to completion of all outstanding actions and recommendations. During 2021/22 it was confirmed that recommendations 4 and 5 had been completed. Recommendation 4 was for the Council's health champion to liaise with the Samaritans. This has been achieved through the Lancashire Suicide Prevention Partnership, which is attended by the Portfolio Holder for Health and Leisure and also the Mental Health Champion. Recommendation 5 was to have facilities available for hosting training and awareness events, and various rooms are available to host such events. Work has also progressed on recommendation 7. Safeguarding training for taxi drivers has recommenced and the training provider has been asked to include suicide awareness as part of the online training course.

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

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

## 6. **How has scrutiny made a difference?**

6.1 Overview and Scrutiny continues to perform the important function of holding the executive (the Cabinet) to account, carrying out task and finish work and reviewing policies and strategies before implementation. For 2021/22 the following is worth noting:

- The committee continued to meet and carry out its business during the Covid pandemic and members of the public can still observe meetings remotely or attend in person if they register to ask questions.
- Quarterly performance monitoring – as part of the quarter 2 performance monitoring, the committee requested that street cleansing routes be shared more widely to keep both councillors and members of the public informed of the routes and timetable. This information has now been shared with councillors. Officers were also asked to consider whether the routes could be incorporated into future bin collection notices and this is currently being reviewed.
- Digital Strategy – the strategy was recommended for approval and agreed at the Council meeting in July. The committee also recommended that a funding paper be brought back within three months detailing the projects, timescales and associated costs. This update was provided at the October meeting

(Digital Strategy First Year Delivery Plan) where the committee asked officers to consider their comments particularly regarding staffing capacity, appropriate training, and keeping information up to date and accurate should the projects in Year 1 of the delivery plan be agreed and implemented.

- Climate Change Strategy Update – following approval of the strategy by Cabinet July 2020, an update was provided to the committee on the work achieved to date and work in progress. The committee requested that the Equalities Champion check the draft Carbon Reduction Grant application forms to ensure relevant monitoring information was being captured at the right point. The committee also asked officers to check whether S34 notices could be extended to include evidencing suitable oil disposal and report back on vehicle efficiency for those using Hydrotreated Vegetable Oil (HVO). These points were considered and will be included in a Corporate Management Team report on expanding HVO and a note detailing the outcome will be sent to all members.
- Rossendale Playing Pitch and Outdoor Sports Assessment and Strategy – the strategy was recommended for approval and agreed at the Council meeting in March 2022. At the March committee meeting details were also requested as to why the consultants had not included the sport of rounders in the assessment. An update was provided following the meeting that rounders was typically a summer sport, played on existing football and cricket pitches which were included in the assessment. It was also confirmed that when the strategy was being updated, the inclusion of rounders would be specifically mentioned to the consultants and Sport England.
- Policy development – the committee was consulted and provided feedback on policies before they were approved by Full Council or Cabinet and this included the Corporate Plan and annual budget reports. The following policies were revised prior to approval following recommendations made by the committee:
  - o Sanction and Prosecution – the policy was recommended for approval with the inclusion of additional information suggested by the Portfolio Holder, and also with minor revisions to some of the terminology. The revised policy was agreed at the Cabinet meeting in October 2021.
  - o RIPA – the committee recommended some minor revisions to ensure the terminology was gender neutral. The revised policy was agreed at the Cabinet meeting in October 2021.
  - o Health and Wellbeing Plan – the committee recommended some minor revisions to the plan to ensure it was more inclusive and also provided clarification on statutory partner organisations and community consultees. They also requested a yearly progress update following implementation: to review success and continued relevance of the principles and priorities. The new plan and priorities with the revisions were approved at the Council meeting in December 2021.
- Suicide task and finish work - it is excellent to note that Public Health have stated that across Lancashire, Rossendale is being promoted as an exemplar model for our action plan and the steps being taken to address suicide. The

Council's Communities Team was also invited to attend a Local Government Association (LGA) presentation to discuss the action plan with other Lancashire districts. As a result, Rossendale's model is now being used as a template for other districts.

## **2022/23 Work Programme**

### **7. Introduction**

- 7.1 The Overview and Scrutiny Committee is required to produce and agree an Annual Work Programme which sets out the expected work to be carried out in the coming year.
- 7.2 As well as outlining the work of the Overview and Scrutiny Committee the programme should also identify proposed work to be undertaken by task and finish groups, of which there can be two running at any one time.

### **8. Cabinet involvement**

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

### **9. Standing agenda items**

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

#### 9.1 Routine monitoring of the performance of the Council

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

#### 9.2 Policy development

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

#### 9.3 Scrutiny of the Council's budget

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

#### 9.4 Complaints/compliments

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

- 9.5 Councillor Call for Action (CCfA)  
To deal with any relevant Councillor Call for Action requests and determine the appropriate course of action.
- 9.6 Call-In  
To scrutinise decisions referred under the Council's Call-In Procedure.
- 9.7 Forward Plan  
To monitor the Forward Plan and agree those policies to be scrutinised prior to decision by Cabinet/Full Council.
- 9.8 To act as the Council's Crime and Disorder Committee  
To review local performance and progress against crime indicators.
- 9.9 External/partner scrutiny  
To receive information from external organisations and partners whose operations affect the area to ensure that the interests of local people are enhanced by collaborative working (with particular emphasis on those who receive funding from the Council).
- 9.10 Leisure scrutiny  
To monitor the funding and legal agreements agreed with Rossendale Leisure Trust and receive financial/performance monitoring reports.
- 10. Drafting the 2022/23 Work Programme**
- 10.1 The draft work programme in the table below is based on updates requested at previous committees, items identified from the Forward Plan and the standing items outlined in the terms of reference and as summarised in section 9.
- 10.2 Although the work programme is formally agreed, it may be amended by the Overview and Scrutiny Committee as required. The table at section 12 sets out the basic agendas and planned reports/updates going to each committee. It is important to ensure that there is room for task and finish group reports and for any other items or policies, which may be added to the Forward Plan during the year.
- 10.3 A meeting was held with the chair and vice-chair and officers on 13<sup>th</sup> April to discuss the draft Work Programme and plan how to implement the agreed items. This document was presented to Corporate Management Team on 26<sup>th</sup> April for advice, and comments regarding the items and suggested timescales. Following these consultations the draft work programme for 2022/23 at section 12 has been proposed.
- 11. Conclusion**
- 11.1 The programme provides members with a clear plan of work and engages with our partners and grant recipients. The work programme is a living document and will be amended throughout the year as necessary.

11.2 Details of the Overview and Scrutiny Committee meetings for 2022/23 can be found on the Committee Schedule on the Council website:  
<https://www.rossendale.gov.uk/>

**12. Work Programme 2022/23**

Date	Topic	Proposed areas in scope
Jun	Quarter 4 performance report and RIPA update) (standing item)	To scrutinise the performance of the council's services and corporate projects
	Overview and Scrutiny Annual Report and Work Programme (standing item)	To examine the previous year's progress and review the draft work programme for 2022/23
Jul	Climate Change SPD (policy scrutiny)	To scrutinise the supplementary planning document (SPD) with a specific focus on: <ul style="list-style-type: none"> <li>• Examining implementation</li> <li>• Discussing how the SPD will be reviewed</li> </ul>
	Housing Strategy (policy scrutiny)	To be involved in the development of a new Housing Strategy (pre-decision): <ul style="list-style-type: none"> <li>• Examine what is required to be included</li> <li>• Make suggestions for additional inclusions</li> </ul>
	Annual Report - Corporate Plan Update (standing item)	To scrutinise the annual report with a specific focus on: <ul style="list-style-type: none"> <li>• Constructively challenging specific objectives and priorities</li> <li>• Reviewing the action plan and performance monitoring</li> </ul>
Sep	Quarter 1 performance report and RIPA update (standing item)	To scrutinise the performance of the council's services and corporate projects
	Equality Report and Workforce Profile (standing item)	To scrutinise the workforce profile in relation to equalities.
	Ombudsman's Annual Letter Annual Council Complaints Review (standing item)	To scrutinise the Council's performance in dealing with/responding to complaints.
	Climate Change Annual Update (performance scrutiny – update via briefing note)	To scrutinise the progress made against the aims and objectives of the strategy and monitoring of actions.
Nov	Digital Strategy – year 2 projects (performance scrutiny)	To scrutinise the progress against the delivery plan including: <ul style="list-style-type: none"> <li>• Monitoring project targets against the delivery plan</li> <li>• Examining how the remainder of strategy and delivery plan will be implemented</li> </ul>

	Health and Well-being Plan – year 1 review (performance scrutiny – update via briefing note)	To scrutinise the Rossendale Health and Well-being Plan with a specific focus on: <ul style="list-style-type: none"> <li>• How the plan and community partners are improving health outcomes for residents</li> <li>• Monitoring outcomes against the action plan</li> <li>• Constructively challenging the specific health objectives and priorities</li> </ul>
	Authority Monitoring Report (AMR) (performance scrutiny)	To annually scrutinise the council’s AMR report prior to publication
	Council Tax Support Scheme (standing item) - if any revisions are made to the scheme	To scrutinise any revisions to the Council Tax support scheme
	Quarter 2 performance report and RIPA update (standing item)	To scrutinise the performance of the council’s services and corporate projects
Jan	Lancashire Constabulary Annual Update (external scrutiny – statutory standing item)	To scrutinise the effectiveness of external partners in improving the lives of Rossendale residents with a specific focus on: <ul style="list-style-type: none"> <li>• How the partner is improving outcomes for residents e.g. crime outcomes</li> <li>• How effectively are partners using any council funding (where applicable)</li> <li>• How the council can work more effectively with partners in the future</li> </ul>
	Update on GP practice appointment accessibility recommendations – update via briefing note)	To scrutinise the progress toward achieving the task and finish group recommendations
Feb	2023/24 Council Budget and Medium Term Financial Strategy (standing item)	To scrutinise the draft budget for 2023/24 with a specific focus on: <ul style="list-style-type: none"> <li>• Allocation of resources</li> <li>• Planned fees and charges</li> </ul>
	Capital Strategy and Capital Programme 2023/24 (standing item)	To scrutinise the draft Capital Strategy and Capital Programme for 2023/24 with a specific focus on: <ul style="list-style-type: none"> <li>• Allocation of resources</li> <li>• Planned projects</li> </ul>
	Citizens Advice Annual Update (external scrutiny – update via briefing note)	To scrutinise the effectiveness of external partners in improving the lives of Rossendale residents with a specific focus on:



	Rossendale Credit Unions Annual Update (external scrutiny – update via briefing note)	<ul style="list-style-type: none"> <li>• How the partner is improving outcomes for residents e.g. well-being</li> <li>• How effectively are partners using any council funding</li> <li>• How the council can work more effectively with partners in the future</li> </ul>
Mar	Rossendale Leisure Trust Annual Report and Annual Update (external scrutiny)	To scrutinise the report against the action plan with a specific focus on: <ul style="list-style-type: none"> <li>• How the partner is improving outcomes for residents e.g. health, leisure, culture</li> <li>• Examining how the 2022/23 plan will be implemented</li> <li>• Performance monitoring against the 2021/22 action plan</li> </ul>
	Quarter 3 performance report and RIPA update (standing item)	To scrutinise the performance of the council's services and corporate projects
	Single Use Plastic Strategy Annual Update (performance scrutiny – update via briefing note)	To scrutinise the progress made against the aims and objectives of the strategy

## 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 2022/23 Municipal Year are as follows:

- 20<sup>th</sup> June 2022
- 9<sup>th</sup> August 2022
- 8<sup>th</sup> November 2022
- 10<sup>th</sup> January 2023
- 14<sup>th</sup> February 2023

### 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 Jackie Oakes - Deputy Leader of the Council and Portfolio Holder for Housing, Planning, Licensing and Enforcement
- Councillor Sean Serridge - Portfolio Holder for Corporate Services
- Councillor Steve Hughes - Portfolio Holder for Communities and Digital
- Councillor Adrian Lythgoe - Portfolio Holder for Operations and Climate Change
- Councillor Barbara Ashworth - Portfolio Holder for Health and Well-being
- Councillor Andrew Walmsley - Portfolio Holder for Resources

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	1 of 7
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	24/05/2022	<b>Next publication date</b>	21/06/2022

**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 – Mandy Lewis**

- 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
- 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

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	2 of 7
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	24/05/2022	<b>Next publication date</b>	21/06/2022

- 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.

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

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	3 of 7
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	24/05/2022	<b>Next publication date</b>	21/06/2022

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
Disposal of Land	Council	22 <sup>nd</sup> June 2022	Resources	Report	Lucie Greenwood, Senior Property Officer 01706 252521 <a href="mailto:luciegreenwood@rossendalebc.gov.uk">luciegreenwood@rossendalebc.gov.uk</a>
Utilising S106 Monies to provide Affordable Housing in Rossendale	Council	22 <sup>nd</sup> June 2022	Housing, Planning, Licensing and Enforcement	Report	Ged Gallagher, Strategic Housing Manager 01706 252507 <a href="mailto:gedgallagher@rossendalebc.gov.uk">gedgallagher@rossendalebc.gov.uk</a>
Housing Delivery Test Action Plan	Council	22 <sup>nd</sup> June 2022	Housing, Planning, Licensing and Enforcement	Report	Anne Storah, Principal Planning Officer (Forward Plan) 01706 252418 <a href="mailto:annestorah@rossendalebc.gov.uk">annestorah@rossendalebc.gov.uk</a>
Food Standards Agency Annual Report 2022-23 - <i>yearly item</i>	Council	22 <sup>nd</sup> June 2022	Housing, Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Levelling Up Fund Bid	Council	22 <sup>nd</sup> June 2022	Leader of the Council and Portfolio Holder Economic Development	Report	Guy Darragh, Head of Regeneration 01706 252568 <a href="mailto:gyudarragh@rossendalebc.gov.uk">gyudarragh@rossendalebc.gov.uk</a>
Health & Leisure Facilities	Council	22 <sup>nd</sup> June 2022	Health and Well-being	Report	Adam Allen, Director of Communities 01706 252428 <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	4 of 7
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	24/05/2022	<b>Next publication date</b>	21/06/2022

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
Constitution Review	Council	22 <sup>nd</sup> June 2022 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>
Council Tax, Non-Domestic Rate & Housing Benefit Overpayment Write-offs - <b>twice yearly item (February/March &amp; September/October)</b>	Cabinet	19 <sup>th</sup> July 2022	Communities and Digital	Report	Ian Walker, Service Assurance Team Leader 01706 252592 <a href="mailto:ianwalker@rossendalebc.gov.uk">ianwalker@rossendalebc.gov.uk</a>
Customer Service Improvement Plan/RBC Website	Cabinet	19 <sup>th</sup> July 2022	Communities and Digital	Report	Adam Allen, Director of Communities 01706 252428 <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
Depot improvement scheme	Cabinet	19 <sup>th</sup> July 2022	Operations and Climate Change	Report	Patrick Killeen, Head of Operations 01706 217777 <a href="mailto:patrickkilleen@rossendalebc.gov.uk">patrickkilleen@rossendalebc.gov.uk</a>
Environmental Enforcement Contract	Cabinet	19 <sup>th</sup> July 2022	Housing, Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Recycling Campaign and Pilot	Cabinet	19 <sup>th</sup> July 2022	Operations and Climate Change	Report	Patrick Killeen, Head of Operations 01706 217777 <a href="mailto:patrickkilleen@rossendalebc.gov.uk">patrickkilleen@rossendalebc.gov.uk</a>

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	5 of 7
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	24/05/2022	<b>Next publication date</b>	21/06/2022

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
Climate Change Annual Report – <b>yearly item</b>	Overview & Scrutiny  Cabinet	11 <sup>th</sup> July 2022  7 <sup>th</sup> September 2022	Operations and Climate Change	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Leisure Facilities	Council	5 <sup>th</sup> October 2022	Health and Well-being	Report	Adam Allen, Director of Communities 01706 252428 <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>
Local Council Tax Support Scheme – <b>yearly item</b>	Council	16 <sup>th</sup> November 2022	Communities and Digital	Report	Ian Walker, Service Assurance Team Leader 01706 252592 <a href="mailto:ianwalker@rossendalebc.gov.uk">ianwalker@rossendalebc.gov.uk</a>
Annual Air Quality Report – <b>yearly item</b>	Cabinet	7 <sup>th</sup> December 2022	Housing, Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 <a href="mailto:philmorton@rossendalebc.gov.uk">philmorton@rossendalebc.gov.uk</a>
Medium Term Financial Strategy Update – <b>yearly item</b>	Cabinet	7 <sup>th</sup> December 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karenspencer@rossendalebc.gov.uk">karenspencer@rossendalebc.gov.uk</a> ,
Community Grants	Cabinet	7 <sup>th</sup> December 2022	Communities and Digital	Report	Adam Allen, Director of Communities 01706 252428 <a href="mailto:adamallen@rossendalebc.gov.uk">adamallen@rossendalebc.gov.uk</a>

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	6 of 7
<b>Responsible Author</b>	Committee & Member Services Officer	<b>Version</b>	May 02
<b>Date last published</b>	24/05/2022	<b>Next publication date</b>	21/06/2022

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
Corporate Priorities, Budget, Council Tax and the Medium Term Financial Strategy – <b>yearly item</b>	Overview & Scrutiny Cabinet Council	6 <sup>th</sup> February 2023 8 <sup>th</sup> February 2023 28 <sup>th</sup> February 2023	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a>
Capital Strategy 2022/23 to 2024/25 and Capital Programme 2022/23 – <b>yearly item</b>	Overview & Scrutiny Cabinet Council	6 <sup>th</sup> February 2023 8 <sup>th</sup> February 2023 28 <sup>th</sup> February 2023	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,
Treasury Management Strategy & Treasury Management Practises (updates for 2022/23) – <b>yearly item</b>	Cabinet Council	6 <sup>th</sup> February 2023 28 <sup>th</sup> February 2023	Resources	Report	Karen Spencer, Head of Finance 01706 252465 <a href="mailto:karens pencer@rossendalebc.gov.uk">karens pencer@rossendalebc.gov.uk</a> ,
Pay Policy Statement – <b>yearly item</b>	Council	22 <sup>nd</sup> March 2023	Corporate Services	Report	Clare Law, HR Manager 01706 252457 <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>

<b>Responsible Section/Team</b>	Committee and Member Services	<b>Page</b>	7 of 7
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