

Meeting of: Overview and Scrutiny Committee

Time: 6.30pm

Date: 21st September 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

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

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Meeting ID: 991 3630 1779

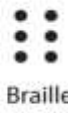
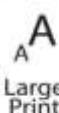
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A waiting room will be in place and observers will be admitted to the meeting at approx. 6.30pm.

ITEM		Lead Member/Contact Officer
A.	BUSINESS MATTERS	
A1.	Apologies for Absence	
A2.	To approve and sign as a correct record the Minutes of the Overview and Scrutiny Meetings held on: <ul style="list-style-type: none"> • 11th July 2022 • 8th August 2022 	
A3.	Declarations of Interest Members are advised to contact the Monitoring Officer in advance of the meeting to seek advice on interest issues if necessary. 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.	Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: carolynsharples@rossendalebc.gov.uk
A4.	Urgent Items of Business To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.	
B.	COMMUNITY ENGAGEMENT	
B1.	Question Time Members of the public and councillors wanting to speak must be in attendance to participate.	Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: carolynsharples@rossendalebc.gov.uk

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

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ITEM		Lead Member/Contact Officer
C.	CHAIR'S UPDATE	
C1.	To receive any communications from the chair.	Councillor Janice Johnson
D.	ORDINARY BUSINESS	
D1.	Water Hygiene and Asbestos Policies Approval	Lee Childs, Facilities Manager leechilds@rossendalebc.gov.uk
D2.	Quarter 1 Performance Management Report (April, May & June) 2022/23	Clare Law, Head of People and Policy clarelaw@rossendalebc.gov.uk
D3.	Annual Equality Report – Workforce Profile 2021/22	Clare Law, Head of People and Policy clarelaw@rossendalebc.gov.uk
D4.	Annual Council Feedback Review and Local Government Ombudsman (LGO) Enquiries	Carolyn Sharples, Committee and Member Services Manager carolynsharples@rossendalebc.gov.uk
D5.	The Forward Plan https://www.rossendale.gov.uk/downloads/file/14213/forward_plan	Carolyn Sharples, Committee and Member Services Manager carolynsharples@rossendalebc.gov.uk



Neil Shaw
Chief Executive

Date published: 1st September 2022
Updated: 14th September 2022

MINUTES OF: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 11th July 2022

Present: Councillor Foxcroft (Chair)
Councillors Coogan, McMahon, MacNae (sub), Marriott, Morris, Procter,
Smith (sub) and Thompson

In attendance: Patrick Killeen, Head of Operations
Anne Storah, Principal Planner- Forward Planning
Mandy Lewis, Director of Economic Development
Carolyn Sharples, Committee and Member Services Manager
Mia Worrell, Committee Work Experience

Also Present: Councillors Hughes and Lythgoe.
1 member of the public
1 press
By remote access:
Councillors Ashworth and Walmsley
Jacob Landers, Senior Planner, Forward Planning
1 member of the public

1. Apologies for Absence

Apologies for absence were submitted from Councillor Eaton, Councillor Johnson (Councillor MacNae subbing) and Councillor Rooke (Councillor Smith subbing).

2. Minutes

Resolved:

That the minutes of the meeting held on 6th June 2022 be approved as a correct record.

3. Declarations of Interest

There were no declarations of interest were made.

4. Urgent Items of Business

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

5. Question Time

There were no public questions.

6. Chair's Update

6.1 In relation to queries raised at the previous meeting, the information was circulated to members in advance of the meeting which included the following clarification:

- In response to the public question regarding a planning decision made at the Development Control Committee, it has been confirmed that the site is allocated for housing in the Local Plan. The site is located at the very north point of the allocated land and where its development for 6 houses would not constrain or prevent the development of the rest of the area by way of a Masterplan.
- Rossendale along with other districts in Lancashire were waiting for further information from central government following the Environment Act, but it was likely that a food waste collection would commence in 2024.
- Reviews were conducted for litter bin collection frequencies, and routes varied throughout the year. Where possible the Council tried to empty the majority of litter

bins twice a week. A checklist had been introduced for all litter bins to ensure that emptying takes place and was recorded.

- Medical was collected within the general waste collection. If required, residents could apply for extra capacity (additional bins).
- The benches for the Town Square arrived on 16th June and were installed the following weekend.
- At year end, the total cost of the Empty Homes project for 2021/22 was £535,450. The 21/22 costs were within the agreed project budget. The total net cost of the project to the end of 2021/22 was £7.42m. The last leases on properties terminate in December 2024. Each year in the council's Medium Term Financial Strategy, the Council makes provision for the project. In 20/21 the budget provision was £950k. In 21/22 the budget provision was £875k. The Council was defending an upcoming case brought by a local legal firm. If the Council lost the legal case or mediated a settlement it would incur cost in 22/23. By the date of the next public update on the project to the July meeting of the Audit & Accounts Committee, it was hoped to be in a clearer position to provide more detail on this.
- Regarding asset reviews, following the completion of a ward review, a report will be taken to Corporate Management Team and then presented to ward members either by a face to face meeting or Teams session which will be arranged directly. The meeting to present the Worsley ward has been arranged to take place in the coming weeks. The 11 garage sites (circa 71 plots) are those that the Council will be taking over the management of. The sites have always been owned in title by the Council but have been previously managed by Together Housing since the Housing Stock Transfer. This will complete on 1st August and all Together Housing tenants have received communication from the Council regarding this. The sites concern, Earnshaw Road, Greensclough, Fernhill Avenue/Osbourne Terrace and Heathfield Road, Stacksteads, Eden Avenue, Eden, Fairview/Park View and Barnes Avenue, Cribden, Haslingden Old Road and Hall Carr Road, Longholme, Back Chapel Street, Worsley, Weber Street and Woodside Crescent, Hareholme.
- Regarding the Greater Manchester (GM) plans and Climate Change, the consultation for this was done in 2020 prior to the initial start date of the scheme. The Director of Communities and the Leader of the Council had met with Andy Burnham and other Lancashire Leaders that border Greater Manchester to express concerns about the Clean Air Zone and its disproportionate impact on Rossendale businesses, especially taxis. The scheme had since been adapted and the latest proposal to government was for a non-charging scheme. The Council was linking up with the lead engineer in GM to ensure we are updated and tie things together. The new proposed approach would target those areas with the highest pollution. None of these border Rossendale. A commitment had also been given by Greater Manchester Combined Authority to keep us informed of their plans to re-regulate bus services in Greater Manchester, to see if there are any opportunities for ourselves as part of this.
- Regarding plans or strategies to persuade parents to switch their car engines during school drop off/pick up times, leaving engines idling was already an offence under the Highway Code. The Council was developing stronger virtual networks for climate change and I was likely we could use these channels to engage schools in initiatives going forward, but this responsibility would fall mainly with Lancashire County Council as it related to highways and schools.
- Regarding the Manchester airport consultation on flight pathways, an officer attended the stage two phase two Manchester Airport Future Airspace project presentation in early June and although there appeared to be only a small area of Rossendale that could be affected, we have raised relevant concerns over potential noise and disturbance. It is anticipated that there will be more presentations and consultations and the Council are registered as stakeholders to be included.

- In relation to homeworking and flexible working, research undertaken by the Chartered Institute of Personnel Development (CIPD) showed evidence of increased productivity.

In response to the updates the following was agreed:

- To provide clarity on whether all garage plots were being transferred back to the Council as there were plots not included on the list provided.
- Councillor McMahon would share the research on hybrid and flexible working.
- Councillor Marriott would contact Lucie Greenwood in Property Services regarding the hut at Woodside Crescent regarding a proposal to bring this back into community use.

ORDINARY BUSINESS

7. Waste, Recycling and Street Cleansing Update

7.1 The Head of Operations provided members with an update presentation on Waste, Recycling and Street Cleansing.

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

- The government legislation and the Lancashire County Council waste plans would inform the future plans for household waste in Rossendale. Members would be kept informed once this information was known.
- It was hoped to grow the commercial business to create extra revenue and the success of this would be known mid-year.
- Volumes of bulky waste was driven by public request, and this was a paid service.
- Issuing fixed penalties and publicising successes assisted in reducing instances of fly tipping and getting the right messages to deter people.
- They were looking at bigger bin capacities when bins were replaced in parks to try to reduce overflowing.
- There were dedicated teams trying to target areas where there was visual impact.
- Residents would be written to where there were hotspots for cars blocking refuse wagon access and there were regular crew meetings where hotspots were discussed. The Council tied in with LCC where help was required on the public highway.
- Statistics on the number of assisted bin collections would be included in the next report update as well as the number of repeated missed bins.
- There were still recruitment challenges and there were still 2 vacancies.
- The work on the roof of the recycling bay was now complete and this would also assist in reducing agency staff.
- The bin cleansing trial had ended and the future use or sale of the equipment would be considered.

Resolved:

1. The Overview and Scrutiny Committee noted the progress update.
2. It was agreed that statistics on the number of assisted bin collections would be included in the next update report update as well as the number of repeated missed bins. Members would also be kept informed of the new government legislation outcome and the Lancashire County Council waste plans.

8. Climate Change Supplementary Planning Document (SPD)

8.1 The Principal Planner- Forward Planning introduced the Climate Change SPD.

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

- Use of stronger language to require measures be undertaken. The Council would be guided by LCC in relation to cycling plans and would work to identify where

connections were needed. These would be recorded as formal comments on the SPD.

- Rewording road safety figure, from footnote 12 – to be recorded as a formal comment.
- Consultation would go to those consulted on the Local Plan in addition to other groups, and conversations were also taking place with the Communities Team regarding their contacts. It would also go on the website, press release and out on social media.
- Energy efficiency covered commercial builds as well as residential.
- The SPD was expected to go to Cabinet in December following the analysis of the consultation feedback.
- Extending the consultation to 6 weeks would be possible.
- Any formal developments still needed to be aware of ground conditions e.g. emissions from contaminated land.

Resolved:

1. The Overview & Scrutiny Committee reviewed the Draft Climate Change SPD and recommended it to go out for consultation for at least 6 weeks over summer 2022.
2. The Overview & Scrutiny Committee recommended that any amendments to the Draft Climate Change SPD prior to the consultation be delegated to the Head of Planning and Portfolio Holders.

9. Housing Strategy

9.1 The Director of Economic Development provided members with a presentation on the Housing Strategy.

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

- Members needed to consider housing choice and need to inform the strategy.
- It would include what the Council had a duty to undertake but members needed to consider any additional priorities and affordability.
- More clarity would be provided on what was meant by affordable housing.
- Members were asked to consider and provide feedback on the 3 headings which would be circulated.
- A survey would also be going out to the communities and a wide range of people in terms of the strategy.
- Members could feed through their comments as individuals as well as joint feedback from the political groups.
- The work of the consultants could be shared when it was ready.

A request was made to consider more detail to be included on domestic abuse and rogue landlords.

Resolved:

1. Members would discuss the strategy with their groups and provide feedback to the Director of Economic Development by 22nd August.
2. The Director of Economic Development would circulate copies of other housing strategies as examples of what they looked like and what could be included.

10. The Forward Plan

10.1 Members were updated on the Forward Plan and Overview and Scrutiny Work Programme for September.

Resolved:

The Forward Plan and Overview and Scrutiny Work Programme items were noted.

(The meeting commenced at 6.30pm and concluded at 8.10pm)

Signed.....

(Chair)

Date

MINUTES OF: SPECIAL OVERVIEW AND SCRUTINY COMMITTEE – CALL-IN

Date of Meeting: 8th August 2022

Present: Councillor Johnson (Chair)
Councillors McInnes (sub), McMahon, Marriott, Morris, Procter, Rigby (sub), Rooke and Thompson

In attendance: Councillors Foxcroft and Woods (call-in members)
Councillors A. Barnes and Hughes (Cabinet representatives)
Adam Allen, Director of Communities (relevant officer)
Andrew Buckle, Head of Customer Services and ICT (relevant officer)
Neil Shaw, Chief Executive
Mandy Lewis, Director of Economic Development
Clare Birtwistle, Head of Legal (Monitoring Officer) - remotely
Carolyn Sharples, Committee and Member Services Manager

Also Present: Councillor Brennan
1 member of the public

By remote access:

Councillors Ashworth, Oakes, Smith and Walmsley
1 member of the public

1. Apologies for Absence

Apologies for absence were submitted from Councillor Eaton, Councillor Coogan (Councillor McInnes subbing) and Councillor Steen (call-in member).

Councillor Rigby also subbed for Councillor Foxcroft, as he was attending the meeting as a call-in member.

2. Declarations of Interest

There were no declarations of interest made.

3. Question Time

There were no public questions.

4. Call-in

4.1 The Chair introduced the item and informed members of the call-in procedure.

4.2 The Chair invited the call-in members to explain their reasons for the call-in. Call-in members went through each of the points as detailed in the call-in and also gave the following clarification:

- It was not in accordance with the Digital Strategy as customers were supposed to be at the heart of the strategy, as detailed in the vision.
- A large percentage of residents who responded to the recent survey were happy with the Council website, so the decision did not link back to the strategy.
- The report failed to explain alternative options and explain how residents would be supported in adapting to the new site.
- It also failed to explain how the Council would work with local businesses on local infrastructure as detailed in the strategy.
- There was no reference in the risks as to why we were using the same supplier, when the current website had only been in use since 2015.

- The report failed to highlight how the other Council websites would be consolidated, or what the future use or costs would be for the news site.
- There was no reference to other Councils websites.
- The Digital Strategy refers to value for money but there was no reference to quotes for similar work.
- Regarding the discontinuation of certain elements, there was no guarantee that the situation wouldn't arise again against the wholesale bespoke website cost.

Questions were asked of the call-in members and further clarification was given as follows:

- The call-in was about the procurement decision, the costs and why a new website was needed.
- 77% of customers had no problem with the existing website.
- It was not a necessity to spend on a website at this time and websites would always need to be improved.
- The call-in concerned 1.2 of the Cabinet report and the agreement to the procurement of a new website and digital improvements through the company Jadu using a procurement framework.
- There was nothing in the Cabinet report to detail why this was the right provider.

4.3 The Chair invited the Cabinet representatives to respond to the call-in and explain the reasons for their decision. The following clarification was given:

- The website was the most significant way in which customers interacted with the Council and this would need investment over time.
- It was right to consider investment in ways which allow ease of access for residents.
- 21% expressed satisfaction, which was not a great response. 60% thought it was poor or average.
- Focus groups indicated the current website was simple to use and this would be taken forward and continued.
- Changes were required on the number of clicks taken to do certain tasks and changes were also required in relation to downloads. Redesign would make it easier to interact.
- More integration of back end systems would also make improvements for staff.
- The report outlined ongoing support challenges in relation to Jadu who were the provider for approx. 80% of Council websites.
- The £78k costs included a contingency element of £18,000 and the contract required pre-submitted costs to ensure it didn't go over budget.
- The report detailed the options and a redesign of the existing site would be costly for minimal benefit.
- The budget decision was taken by Council in February so the spend and costs were not valid in relation to the call-in.
- The Digital Strategy had been to Overview and Scrutiny in June 2021 and following financial concerns raised, further work was done to satisfy these concerns and a report was brought back in October 2021. The relevant member concerned had not attended, but should have been at the meeting if there were any concerns.
- No one had raised additional concerns and there had been ample opportunity to have any relevant discussions.
- The decision on 19th July 2022 was around procurement.
- The changes would improve elements such as making direct debit payments as well as renewal of garden waste services, which were not currently functioning well.
- The information that went to Overview and Scrutiny in October 2021 detailed year 1 projects and costs which were subsequently confirmed at the Council budget meeting.

Questions were asked of the Cabinet representatives and further clarification was given as follows:

- A small percentage of residents think the current website is good, as a Council we should aim for much better than this.
- Covid had changed the way people interact so there was a need to provide an outstanding service.
- We would be judged by the level of service available by other providers of services (e.g. Amazon).
- There was always a need to improve services.
- Not liking a Cabinet decision was not enough for the purposes of a call-in.

4.4 The Chair invited the relevant officers to respond to the call-in and explain the reasons for their recommendations in the report to Cabinet. The following clarification was given:

- The website was fundamental to delivering the digital strategy and this was highlighted strongly in the strategy and in the first year action plan. Extensive consultation took place with members to explain the Digital Strategy and the importance of the website.
 - Officers attended Overview and Scrutiny on two occasions, the second one being to provide costs associated with the website as part of the 1st year action plan.
 - The decisions to have a new website and commit funding were taken at previous Council meetings.
 - The Cabinet report that was subject to Call-in was to seek permission to procure the website following extensive public engagement. The costs were repeated in the Cabinet report.
 - The website would be more interactive for the customer and have more functionality.
 - The public consultation was not designed to establish if the Council were to have a new website as this was an essential element of the Digital Strategy, the consultation was to identify key improvements that should be incorporated.
 - The survey had received over 700 responses and also focus groups were undertaken.
 - Maintenance was likely to be provided in the short term for the existing website, however the company were no longer doing any development on the existing Rossendale template. This severely restricted its future functionality.
 - Weaknesses had been identified with forms and downloads through consultation. At the customer focus groups reference was made to the number of clicks that was required to access information. The new website would provide a new download function that reduced the number of clicks required to access information.
 - The 2017 decision was based on the financial circumstances at that time and the website had a very low purchase price but was expensive to alter and update. This now caused more issues as changes that were more significant were needed.
 - This decision would build on security, future proof and would also enable flexibility to meet customer needs.
 - First year costs including the website had already been agreed by full Council in the medium term financial strategy.
 - The customer had been put at the heart of the process and officers were confident that the new website would better meet customer needs. The existing taxonomy would be replicated onto the new website, this would ease the website transition for existing customers.
 - The customer focus groups highlighted that customers prefer to have elements such as popular services, which is the tile structure to access services, these would be retained in the new website.
 - The Council had talked to other providers but the existing website was connected to so many other systems and Jadu was still the preferred provider. Through the G-Cloud 12 - CCS Crown Commercial Services procurement framework, the Council
-

could be assured that the price was competitive and met all procurement requirements.

- Technology this changes rapidly and Rossendale have adopted a hybrid cloud approach to position the organisation against future changes in technology, as well as maintaining the most flexible and competitive infrastructure.
- As part of the change in technology, the Council website was now hosted via AWS (Amazon Web Services).

Questions were asked of the relevant officers and further clarification was given as follows:

- The first year projects had come to Overview and Scrutiny in October 2021 and a report on year 2 would be coming to Overview and Scrutiny in November.
- The local business element referred to in the Digital Strategy concerned broadband and infrastructure and was less related to the website. This would come forward in later years.
- This work was in line with the policy and what the Council had been working towards over the last 12 months.

Following a question by a committee member the Chief Executive confirmed that the purpose of the call-in was to determine whether the decision was in line with Council policy and the budget. Members had already agreed the policy and budget, so members of the committee needed to determine whether the Cabinet decision was going against these.

The Monitoring Officer confirmed that training on call-ins could be arranged if required. She also reiterated the advice given at the time of the call-in and confirmed that each call-in would need to be considered on its own merits.

N.B. Councillor Barnes left the meeting.

- 4.5 Members of the public and other members in attendance were invited to ask questions and the following clarification was given:
- The call-in related to the decision regarding 1.2 of the Cabinet report on Customer Services Improvement Plan and Website Development.

4.6 Following the representations, questions and clarification from all parties, the attendees left the meeting whilst the committee deliberated, with the exception of the supporting officers.

5. Determination

5.1 The Chair invited attendees to return to the meeting and advised them of the decision.

5.2 Resolved:

After considering the representations made and clarification given by all parties, the committee determined that the call-in was not valid, and that the decision made was wholly in accordance with Council policy and the budget and therefore no further action was required. The decision would come into immediate effect and there could be no further call-in. In making the decision the committee commented that the decision was both in accordance with the policy and also within budget.

(The meeting commenced at 6.30pm and concluded at 8.02pm)

Signed.....

(Chair)

Date

Subject:	Water Hygiene And Asbestos Policies Approval	Status:	For Publication
Report to:	Overview and Scrutiny	Date:	21 st September 2022
Report of:	Facilities Manager	Portfolio Holder:	Environment and Corporate Services
Key Decision:	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required: No	Attached: No	No
Biodiversity Impact Assessment:	Required: No	Attached: No	No
Contact Officer:	Lee Childs	Telephone:	01706 252527
Email:	leechilds@rossendalebc.gov.uk		

1. RECOMMENDATION(S)

1.1. That the Overview and Scrutiny Committee review and comment on the new Water Hygiene and Asbestos policies before they are presented to the Joint Consultative Committee (JCC) and to Cabinet for approval and adoption.

2. EXECUTIVE SUMMARY

- 2.1 Under the Health and Safety etc. Act 1974 Rossendale Borough Council have a compliance obligation to manage both water hygiene and asbestos within its buildings.
- 2.2 If either asbestos fibres or the legionella bacteria enter the human body it can lead to life changing health problems and death.
- 2.3 The council has recently tendered the Water Hygiene and Asbestos works contracts in line with authorises constitution and appointed a new competent contractor HSL on a four-year contract beginning in April 2022.
- 2.4 Now the new works contract is in place new polies have now been produced for both Water Hygiene and Asbestos to reflect the requirements of the contract and legislation.

3. BACKGROUND

- 3.1 The legislation requires which is reflected in our contract and enforced in our policies is that:
- 3.2 Water hygiene - each building is initially risk assessed, these risk assessments should be refreshed every two years or when major changes are made to the building. From these risk assessments, monitoring regimes for each building are then put in place with periodic visits, works required on each visit such as sampling, temperature tests, cleaning, serving and any remedial works carried out. Records must be maintained and site logbooks must be kept along with a web based date base. Competent staff must be identified and put in place to manage the contract.

- 3.3 Asbestos - any buildings with known asbestos will initially be subject to asbestos surveys, these surveys will then dictate if the asbestos requires removing or can be managed and left in place. If it is removed this must be carried out by a registered contractors. If asbestos is left in place annual inspections, carried out by a competent person, are required to assess its integrity and condition. Competent staff must be identified and put in place to manage the contract. An asbestos register must be kept with all records for each building, which is available to all staff and contractors.

Note: buildings built post 2000 will have no asbestos.

4. RISK

- 4.1 If we do not have these robust policies in place along with the new contract the authority is at risk of employees and the public becoming sick, suffering from long term illness and death. The consequence of this is that the authority could be subject to the health and safety executive serving improvement orders, closing of facilities and then subsequent reputational damage with loss of service and revenue. Then the possibility of prosecution by the health and Safety executive including corporate and individual manslaughter.

5. FINANCE

- 5.1 Whilst there are no direct financial implications arising from this report the authority could be subject to large financial penalties if these policies are not adhered too.

6. LEGAL

- 6.1 The legal implications have been covered in the body of the report and the policies attached address the legal obligations of the council in regards to asbestos and water hygiene.

7. POLICY AND EQUALITIES IMPLICATIONS

- 7.1 Any policy implications are included in the body of the report.

8. REASON FOR DECISION

- 8.1 Rossendale BC has both a legal and moral obligation to ensure it carries out the works described within the report which these polies enforce, therefore the committee should recommend the policies for the next stage of approval and adoption.

Management of Water Hygiene within Buildings Policy 2022

Other formats are available.
Please call 01706 217777 or
visit our One Stop Shop at
Futures Park, Bacup.

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Responsible Service	Facilities	Version/Status	
Responsible Author	Facilities Manager	Date Agreed/ Agreed At	
Date last Amended		Due for Review	

Legionella Management Policy

1. Introduction

- 1.1 The key objectives of this policy are to ensure that Rossendale Borough Council (RBC) has systems in place to manage the risks from Legionella Bacteria within building water systems and to ensure that our Corporate Management Team, Staff, Elected Members and Partners are informed on how we comply with our legal obligations to manage Legionella . This policy provides a practical framework within which to meet these obligations.
- 1.2 The policy is to be used to implement the legal obligations of RBC to maintain a safe environment for all within our all our buildings and our work activities.
- 1.3 The bacterium Legionella Pneumophila are common in natural water sources such as rivers, lakes and reservoirs however this is normally not normally harmful to Humans .The bacterium may also be found purpose- built water systems within buildings, if conditions are favourable, the bacteria can grow increasing the risk of legionnaire's disease to building users. This can cause breathing problems and pneumonia type symptoms particularly to old and people with other health conditions this can then cause life changing health conditions or in the worst case fatalities.
- 1.4 This policy forms part of our wider organisational commitment to health and safety as detailed within our Health and Safety Policy.

2. Scope

- 2.1 This policy applies to all our Corporate Management Team, Staff, Elected Members, Partners, stakeholders, contractors and the public who occupy, visit, work within or use our premises, or who may be affected by our activities or services.
- 2.2 The policy should be used by all to ensure they understand the obligations placed upon RBC to reduce the risks from Legionella. Everyone who carries out work for RBC should apply the policy in their work.

3. Legislation

- 3.1 The principal legislation applicable to this policy is:
- 3.2
 - Health and Safety at Work Act etc.1974
 - The Management of Health and Safety at Work Regulations 1999
 - The Workplace (Health Safety and Welfare) Regulations 1992
 - Control of Substances Hazardous to Health Regulations (as amended) 2002 (COSHH) Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

- 3.3 The approved code of practice (ACoP) “Legionnaires” Disease – The control of Legionella bacteria in water systems (L8) brings together all the above legislation and gives guidance on how to comply with the present legislation and its associated guidance documents HSG274 Parts 1, 2 and 3.

4. Duties

- 4.1 Under The approved code of practice ACoP L8 the ‘Duty Holder’ and is required to ensure:
- appropriate ‘Responsible Person(s)’ are appointed to oversee, control and coordinate controls to reduce the risk of Legionellosis.
 - suitable records are kept.
 - adequate resources are available to control the risk of Legionellosis.
 - sources of risk are Identified and assessed.
 - where possible, risks are eliminated .

5. Policy Statement

- 5.1 RBC acknowledges and accepts its responsibilities under the Health and Safety at Work Act etc. 1974 and outlined The ACoP L8

- 5.2 To comply with RBC’s duties under ACoP L8 RBC will :

- Appoint contractors to deliver the requirements in ACoP L8 and ensure that there are appropriate contract management arrangements in place. The currently appointed contractors from January 2022 to January 2026 are:
HSL – 5 Alton Business Park Alton Road, Ross-on-Wye HR9 5BP.
- Carry out risk assessments on all buildings every two years, and following major works and carry out subsequent remedial works.
- Carry out the routine inspection, flushing, cleaning regimes and remedial works recommended in risk assessments.
- Keep records of all works and all routine visits.
- Ensure that all RIDDOR notifications made to the HSE in relation to Legionellosis are managed appropriately and notified to RBC’s Joint Consultative Committee.

6. Key Roles and Responsibilities

- 6.1 The Duty Holder has overall governance responsibility for ensuring this policy is implemented and to ensure correctly resourced in order to ensure legal compliance. A review of the policy will take place after four years or if there is a change in legislation.

The Duty Holder is :

The Chief Executive – Neil Shaw
Futures Park, Bacup, OL13 0BB
01706 252527
neilshaw@rossendalebc.gov.uk

- 6.2 The Responsible Person has been given authority by the Duty Holder to ensure this policy and the ACoP L8 is implemented on a day to day basis.

The Responsible Person is:

Facilities Manager – Lee Childs
Futures Park, Bacup, OL13 0BB
01706 252527
leechilds@rossendalebc.gov.uk

7. Inspections Programme

- 7.1 All RBC's buildings, whether they are operational or non-operational, will have a water hygiene risk assessment carried out every two years or sooner if major renovation works are carried out.

8. Remedial Works

- 8.1 Any inspection, cleaning, water temperature monitoring / control , flushing regimes and or remedial works to the water systems within buildings will be carried out by our appointed contractor within the time scales recommended in the risk assessments.

9. Records Register

- 9.1 A web based register with all up dated building risk assessments, service records and work sheets will be kept, and will be available for staff to access through a link on the intranet.

10 Training

- 10.1 Legionella awareness training will be delivered to relevant staff by RBC's appointed competent contractor once within the four year period of the contract, and refresher training will be delivered to the Responsible Person annually.

Asbestos Management within Buildings Policy 2022

Other formats are available.
Please call 01706 217777 or
visit our One Stop Shop at
Futures Park, Bacup.

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Responsible Service	Facilities	Version/Status	
Responsible Author	Facilities Manager	Date Agreed/ Agreed At	
Date last Amended		Due for Review	

Asbestos Management Policy

1. Introduction

- 1.1 The key objectives of this policy are to ensure that Rossendale Borough Council (RBC) has systems in place to manage the risks from asbestos and to ensure that our Corporate Management Team, Staff, Elected Members and Partners are informed on how we comply with our legal obligations to manage asbestos. This policy provides a practical framework within which to meet these obligations.
- 1.2 The policy is to be used to implement the legal obligations of RBC to maintain a safe environment for all within our all our buildings and our work activities.
- 1.3 Buildings built or refurbished before the year 2000 may contain asbestos. If an asbestos containing material is disturbed or damaged it can release asbestos fibres into the air which are a danger to health. Operatives who carry out repairs and maintenance work are at particular risk.
- 1.4 This policy forms part of our wider organisational commitment to health and safety as detailed within our Health and Safety Policy.

2. Scope

- 2.1 This policy applies to all our Corporate Management Team, Staff, Elected Members, Partners, stakeholders, contractors and the public who occupy, visit, work within or use our premises, or who may be affected by our activities or services.
- 2.2 The policy should be used by all to ensure they understand the obligations placed upon RBC to reduce the risks from asbestos. Everyone who carries out work for RBC should apply the policy in their work.

3. Legislation

- 3.1 The principal legislation applicable to this policy is: **The Control of Asbestos Regulations 2012. (CAR 2012).**
- 3.2
 - Health and Safety at Work Act etc.1974
 - The Management of Health and Safety at Work Regulations 1999
 - The Workplace (Health Safety and Welfare) Regulations 1992
 - Personal Protective Equipment at Work Regulations 1992
 - Hazardous Waste (England and Wales) Regulations 2005 (Amendment 2009)
 - Control of Substances Hazardous to Health Regulations (as amended) 2002 (COSHH)
 - Construction (Design and Management) Regulations 2015

- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

4. Duties

4.1 Under The Control of Asbestos Regulations 2012 RBC is the 'Duty Holder' and is required to:

- Find out if asbestos containing materials (ACMs) are present, where we have an obligation to do so, presuming that materials contain asbestos unless there is strong evidence that they do not.
- Identify the location and condition of any ACMs.
- Protect employees from the risk associated with working with asbestos
- Assume asbestos is present if the property was built prior to the year 2000. If built after the year 2000 asbestos will not be present and no further action will be required.
- Keep an up-to-date record (an asbestos register) of the location and condition of ACMs or presumed ACMs.
- Assess the risk from any ACMs found.
- Implement the Asbestos Management policy / plan and manage the risk from ACMs, and review and monitor its implementation.
- Set up a system to provide information on the location and condition of ACMs to anyone who is liable to work on or disturb them.
- Assess the reliability of information received relating to asbestos within the properties we own and manage. Anyone who has information on the whereabouts of asbestos within these properties is required to make this information available.

5. Policy Statement

5.1 RBC acknowledges and accepts its responsibilities under CAR 2012 as outlined at 5.2, and will implement controls and safe systems of work to protect people who may potentially be exposed to asbestos, as far as is reasonably practicable.

6. Key Roles and Responsibilities

6.1 The Chief Executive has overall governance responsibility for ensuring this policy is implemented in order to ensure legal compliance. A review of the policy will take place after four years or if there is a change in legislation changes.

6.2 The Facilities Manager has operational responsibility for the management of asbestos safety and will be responsible for overseeing the delivery of these programmes within buildings. The Facilities Manager will fulfil the role of the appointed Duty Holder and will be the overall Responsible Person on behalf of Rossendale Borough Council.

6.3 To comply with RBC's duties under CAR 2012, RBC will:

- 6.3.1 – Maintain an Asbestos Register.
- 6.3.2 – Carry out an intrusive refurbishment/demolition survey to any domestic and non-domestic properties as and when required, as per.

- 6.3.3 – Ensure that information about ACMs (known or presumed) is provided to persons liable to disturb it, accidentally or during the course of their work. This includes staff, contractors and residents. Information will be provided before work begins.
- 6.3.4 – Where practicable asbestos will be labelled.
- 6.3.5 – A process to manage immediately dangerous situations identified during asbestos related works will be implemented and provided to anyone carrying out relevant works for RBC before work begins.
- 6.3.6 – Appoint contractors to deliver the requirements in CAR 2012 and ensure that there are appropriate contract management arrangements in place. The currently appointed contractors are: HSL – 5 Alton Business Park Alton Road, Ross-on-Wye HR9 5BP.
- 6.3.7 – Ensure that all RIDDOR notifications made to the HSE in relation to asbestos safety are managed appropriately and notified to RBC’s Joint Consultative Committee.
- 6.3.8 – Assess the risk of materials and recommended actions and undertake any remedial work required to reduce the risk of an ACM to an acceptable level.

7. Inspections Programme

- 7.1 All RBC’s commercial or domestic properties, operational or non-operational will have an asbestos management survey that is compliant with CAR 2012. This will be located web based asbestos register and where applicable a copy located on its respective site.
- 7.2 Any priorities will have a refurbishment / demolition survey carried out on them before commencing renovation works.

8. Remedial Works

- 8.1 Where asbestos is positively identified and removal, sealing or encapsulation is recommended quotes from licensed contractors for the works under the supervision of our said main appointed consultant contractor.

9. Asbestos Register

- 9.1 A web based Asbestos register with link published on the intranet will be maintained of all properties we own or manage, setting out which properties are and are not required to be included on the asbestos re-inspection programme. All Original surveys, re-inspection surveys and removal works certification will be kept on the register.

10. Competent Persons

- 10.1 Only competent contractors (as per HSG264) will carry out asbestos management surveys (including refurbishment and demolition surveys). They will be UKAS accredited for surveying services and analytical services.

- 10.2 Only competent Licensed Asbestos Removal Contractors will carry out all work on asbestos within buildings including non-notifiable non-licensed work, notifiable non-licensed work or licensed works.
- 10.3 Suitably competent persons will undertake asbestos re-inspections, under the supervision of persons who are suitably trained and competent to manage this work.

11. Training

- 11.1 Asbestos awareness training will be delivered to by RBC's appointed competent contractor once within the four year period of the contract and annually refresher training will delivered to the Duty Holder.

12. Glossary

- 12.1 This glossary defines key terms used throughout this policy:

- Duty Holder: The person or organisation that has clear responsibility for the maintenance or repair of premises, for example through an explicit agreement such as a tenancy agreement or contract.
- Management survey: A survey to enable the management of asbestos-containing materials during the normal occupation and use of premises.
- Refurbishment/demolition survey: A refurbishment/demolition survey is a survey which is necessary prior to any works which may affect the fabric of a building, and which is used to locate (as far as reasonably practicable) asbestos-containing materials. The survey may be within a localised area or cover the whole building.
- UKAS: The appointed national accreditation body for asbestos surveyors. Accreditation is a means of assessing, in the public interest, the technical competence and integrity of organisations offering evaluation services.
- ACM : Asbestos Containing Material
- CAR 2012 : Control of Asbestos Regulations 2012

Subject:	Quarter 1 Performance Management Report (April, May & June) 2022/23	Status:	For Publication
Report to:	Overview & Scrutiny	Date:	21 st September 2022
Report of:	Head of People & Policy	Portfolio Holder:	Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required: No	Attached:	No
Biodiversity Impact Assessment:	Required: No	Attached:	No
Contact Officer:	Clare Law	Telephone:	01706 252557
Email:	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 they may wish to escalate to the Cabinet for further action.

2. EXECUTIVE SUMMARY

- The Quarter 1 (Q1) Performance Management Report is reporting for months April, May and June.
- The report includes updates for 58 Service Actions, 10 Corporate Projects, 43 Key Performance Indicators (KPI) and 11 Corporate Risks.
- Overall, council performance is strong but the growing financial pressures in-year are creating cost pressures which the council must monitor closely as the year progresses.
- The report concludes:
 - 5 Service Actions rated 'red' on the RAG status.
 - 1 Corporate Project rated 'red' on the RAG status.
 - 4 KPI's rated 'red' on the RAG status.
 - 3 Corporate Risks rated 'red' on the RAG status.
- The report highlights that during Q1 the council received 27 compliments, 41 complaints and 2 Local Government Ombudsman Enquiries.

3. BACKGROUND

- 3.1 The purpose of this report is to provide the Overview and Scrutiny Committee with a summary of the council's performance in Q1. 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.

- 3.2 The 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 outlined within the Corporate Plan. 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 2022/23. The Q1 Performance Management Report is attached as Appendix 1.

4. OVERALL SUMMARY OF PERFORMANCE

A Thriving Local Economy

- 4.1 The town centre improvements in Bacup and Haslingden continue to progress within expected timescales. This includes a range of physical, public realm and events taking place. The council has been working with the Levelling Up Board shaping projects in Rawtenstall and Bacup as part of the bid in Q2. This also includes starting a new project in Waterfoot to improve the local economy. Supporting further work in Haslingden around the market has been agreed as part of the UK Shared Prosperity Fund Investment Plan.
- 4.2 Systra transport consultants continue to progress the Strategic Outline Business Case for the City Valley link which will be submitted to the Department of Transport in Q2.
- 4.3 There have been a number of successful skills and employability events building on success of past events and working in partnership with local businesses.

A High Quality Environment

- 4.4 More detailed information has been introduced for management to allow better monitoring of monthly KPI's within Operations. This includes the monitoring of emptied litter bins and the average time to remove fly-tipping (which remains below 5 days). Along with a joint initiative from Operations and the Public Protection Unit; Operation Trident continues to produce results with a high number of fines being issued. The new street cleansing routes continue to receive positive feedback and have resulted in an increase in litter collected from our town centre streets. We continue to issue high numbers of fixed penalty notices for dog fouling and littering. A new contract for this work is due to be by council within Q2 to enhance current provision with additional social value and increased focus on dog related offences.
- 4.5 The council missed 140 bins out of 100,000 emptied (against a target of 120). This is still a small number of missed bins when the topography of the borough and car parking issues are considered. The council is still falling below our recycling target of 38%. Our planned recycling pilot and campaign is behind schedule and rated 'red'. It has been delayed due to external pressures facing operations, in particular the driver shortage. Preparatory work is now nearly complete and both projects will take place in Q2.

- 4.6 Climate change work is progressing well with the launch of a virtual network and the completion of agreed actions. Grants to communities and businesses are steadily increasing. Draft supplementary planning guidance relating to climate change has been completed and now will undergo public consultation looking for adoption later in 2022.
- 4.7 We are on target to achieve our tree planting targets this year with land and trees being secured ready for autumn planting. We have actively supported the excellent work of our local Civic Pride groups in preparing for their Britain in Bloom judging this year.

Healthy and Proud Communities

- 4.8 The implementation of the Health Strategy continued within Q1. The strategy continues to be well received and is putting Rossendale on the map as a leading district council in community health initiatives. The restructuring and simplification of the health partnerships in Rossendale is now complete. The feasibility study for new health and leisure facilities continued at pace during Q1 - work should be complete during Q3.
- 4.9 Engagement with stakeholders and data analysis has been undertaken in order to prepare a Housing Strategy for wider consultation and adoption in early 2023.
- 4.10 A Housing Delivery Action Plan has been prepared which will publically state the measures we will undertake to increase housing completion rate, protect the integrity of the Local Plan and meet the housing need in Rossendale. Housing completion figures recorded by our own officers' have increased during Q1 however, we must wait to understand completion rates recorded by private inspectors to check if our planned Housing Delivery measures are already beginning to work.
- 4.11 Our greatest area of improvement is a 305% increase in spend of Disabled Facilities Grants and the reduction of an 18 month waiting list to less than 12 month waiting list. Significant work is underway to reduce this backlog to a greater extent. Work continues on consideration of a Housing Improvement Agency and/or Handy-Man scheme with an options appraisal for delivery for our consideration in Q2.

Effective and Efficient Council

- 4.12 The council has placed significant emphasis within Q1 on improving customer service. A resident survey has been completed. Focus groups have complemented this work. Data on complaints and call handling have been analysed. A new telephony system has been introduced. All of which have provided a number of clear areas where improvements can be made. Work is underway to deliver this. This will remain a significant focus for 2022.
- 4.13 In May the council managed the local elections well. Digital security was improved and has been tested during Q1. Significant work has been undertaken with all staff on making the council's new values meaningful. However, this is all against a backdrop of increasing financial pressures for the council. Although the council is managing the financial pressures to the best of its ability, the post Covid-19 impact on collection rates, inflationary pressures

associated with energy prices and the anticipated higher than projected annual pay settlement continues to place the council's revenue budget under pressure.

Overview of Service Actions, Projects and KPI's

4.14 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 Q1 Performance Management Report, pages 2-24.

Overall performance is as follows:

	Green	Amber	Red	Unknown
Corporate projects	7	2	1	-
Service actions	42	2	5	-
Performance indicators	30	4	4	5*
Risks	3	7	2	-
*Annually Reported				

4.15 Summary of performance indicators is as follows:

	Green	Amber	Red	Unknown
A Thriving Local Economy	5	1	-	4
A High Quality Environment	6	-	2	1
Healthy and Proud Communities	4	1	1	-
Effective and Efficient Council	16	2	0	-

4.16 72.0% (31) of performance indicators are performing on or above target, green status, (or within the 5% threshold) at the end of Q1. Those indicators performing below target have action plans outlined with measures that will be put into place to improve performance. 7.0% (3) of the performance indicators have finished in the red status at the end of Q1.

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

Priority B	Performance Indicator	Target	Quarter 1	Status
5	Percentage of the total tonnage of household waste which has been recycled and composted.	38%	35.35%	RED

Crews are continuing to deal with the extra volumes of waste and recycling produced during the ongoing pandemic. Therefore the council's performance remains below target.

Priority B	Performance Indicator	Target	Quarter 1	Status
6	Number of collections missed per 100,000 collections of domestic waste/recycling.	120	140	RED

Due to the backlog caused by the national HGV driver shortage collections during this quarter remain irregular. Crews have been arriving in areas at different times and sometimes early. Crews are continuing to deal with the extra volumes of waste and recycling produced during the ongoing pandemic. Therefore the council's performance remains below target.

Priority C	Performance Indicator	Target	Quarter 1	Status
3	Number of households in Temporary Homeless Accommodation.	12	16	RED

This target was not met during Q1 and due to the increase of demand on the service, as well as the delays with the Dark Lane Development, reduction in the number of social housing lets makes it difficult to reduce the number of households in temporary accommodation.

- 4.18 **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 Q1.

Performance indicators are referred to in the Q1 Performance Management Report, pages 25-26.

Compliments and Complaints

4.19 Compliments

	Q1 2021/22	Q4 2021/22	Q1 2022/23
Number of compliments	40	26	27
Highest nature of compliments	95% (38) Staff member/Team	84% (22) Staff member/Team	78% (21) Staff member/Team
Highest Service Area with compliments	Operations - 16	Operations - 10	Operations - 18

The number of compliments has increased by one in Q1 when compared with the previous quarter, but is lower when compared to Q1 last year. Q1 continues to see the top nature of compliment as 'Staff member/Team.' Over Q1 compliments were received across a wide range of service areas including: Capita, Corporate Support, Housing, Legal & Democratic, Operations, People and Policy and Planning.

4.20 Complaints

	Q1 2021/22	Q4 2021/22	Q1 2022/23

Number of complaints	30	23	41
Highest nature of complaints	27% (8) – Bins/bin collection	17% (4) – Bins/bin collection	29% (12) – Bins/bin collection
Highest Service Area of complaints	Operations – 14	Operations – 8	Operations – 21

The number of complaints received in Q1 has increased by 18 when compared with the previous quarter, and is also higher when compared to Q1 last year. Compliments and complaints are referred to in the Q1 Performance Management Report, pages 27.

4.21 Local Government Ombudsman (LGO) Enquiries

In Q1, two new enquiries were received from the LGO, both concerning Planning and Development. One was closed after initial enquiries with no further action and one enquiry will be carried over to Q2.

5. RISK

5.1 The council has reviewed and continues to monitor the council's corporate risks. This quarter the council has removed the risks relating to the Local Plan and the delivery of the Economic Development Strategy.

The corporate risks as categorised at the end of Q1 are as follows:

	Quarter 1 2022/23
Low	2
Medium	6
High	3

5.2 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)	A	1	A1	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 6	Likelihood	Impact	Overall risk	Status
Sustainable Workforce	B	2	B2	RED

Although the cumulative staff turnover at the end of quarter 1 (3.52%) is within the key performance indicator target (15% per annum) recruitment continues to be challenging with unsuccessful recruitment exercises in Finance, Planning and Operations with a number of senior officer vacancies, including Head of Operations, Head of Finance and Head of Housing and Regeneration. The main reason cited for failure to recruit or retain staff is lower salaries compared to the private sector and other local authorities, other reasons include opportunities to work more agile and career progression. Vacant posts have a detrimental impact on the moral of staff and additional pressures top maintain delivery of services.

Work is being undertaken to review service area business continuity planning to mitigate any disruptions due to threat of industrial action. Overall trade union membership is 24% (staff making contributions from their wages) – 34% operations staff and 17% office based staff. In the event of any industrial action the Operations Service would prioritise services, for example in refuse the priority would be to continue to empty general waste bins.

Corporate Risk 13	Likelihood	Impact	Overall risk	Status
Impact of COVID-19 on the Financial Sustainability of Council Owned Leisure Assets	A	2	A2	RED

The Trust are likely to end the 2021/22 financial year in a break even position. This is due to efficient operations, a number of Covid-19 grants and other financial support which helped mitigate losses. This current financial year will be much more challenging due to increasing fuel prices, increased wages following an increase in the living wage and recovery from Covid-19. Work is underway to develop a long term strategy linked to possible facility development that will put the Trust in a long term sustainable position. The projected financial position does pose a significant financial risk to the council.

The risks will continue to be monitored by Management Team on a regular basis and are referred to in the Q1 Performance Management Report, pages 29-40.

6. **FINANCE**

Financial implications and risks arising are identified within the report.

7. **LEGAL**

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

8. **POLICY AND EQUALITIES IMPLUICATIONS**

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.

9. REASON FOR DECISION

Monitoring of the councils performance management will enable the Overview & Scrutiny Committee to identify any actions, projects, performance indicators or risks they may wish to escalate to the Cabinet for further action.

Background Papers	
Q1 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
GREEN	On track, no substantial issues or risks which require action from the council's Programme Board
AMBER	Some issues or risks which require action from the council's Programme Board to keep the project on track
RED	Project in jeopardy – serious issues or risks needing urgent action
ANNUAL/NOT KNOWN	The status cannot be calculated

Quarter 1 2022-2023 Service Actions and Corporate Projects

Priority A	A Thriving Local Economy	
A1	Transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings.	
Corporate Project – 1	Bacup 2040	Overall Project RAG Status
	<p>High Street Heritage Action Zone project outputs, which includes improving 10 properties and a new public realm scheme for Burnley Road.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>The tender for the public realm enhancement for Hempstead gardens on Burnley Road was published on the 1st June 2022 and closed within 4 weeks. This defined scheme will develop and enhance the cenotaph and the gardens. Artwork, formal planting and contemporary benches will be placed there to commemorate the lives of those lost in the Great War. The work is anticipated to start early August 2022 with the target to be completed by October 2022 to ensure that the site is complete for Remembrance Sunday.</p> <p>Several work and events within Bacup have taken place to create further improvements to the town. Work continues to develop a training programme for young people, in partnership with Valley Heritage, to provide the opportunity to deliver evening sessions on dry stone walling and lime pointing. Further support continues with the Bacup Business Association and the Bacup Community Partnership. The ‘This Here Festival’ celebration, planned and delivered by the Bacup Cultural Consortium, was held in June achieving just under 700 attendees.</p>
	<p>Revised Market Square proposal agreed and external funding bid submitted.</p> <p>Responsible Officer – Guy Darragh</p>	<p>The Bacup 2040 Board supported the revised proposal focusing on the indoor market, new events area, cycle hub facility with bike hire and café, and a new landscaped area. The project will be included within the Levelling Up Fund bid.</p>
A2	Significantly improve Haslingden by reshaping the town centre by creating new public space and redeveloping Deardengate.	
Corporate Project – 2	Haslingden 2040	Overall Project RAG Status
	<p>Converting up to 6 buildings and shopfronts.</p>	<p>A tender to appoint the grant project contractor was published on the 13th April 2022 and closed 11th May 2022. The Board appointed Rosslee Construction, with an inception meeting scheduled for mid-July.</p>

	Responsible Officer – Mhorag Saxon	The project team are actively engaging with building owners and businesses through the newly formed Haslingden Business Association. Leaflets have been delivered to businesses within the project boundary. Two meetings have been held in May and June.
	Use pedestrianisation and improve the public realm to enable more outdoor events. Responsible Officer – Mhorag Saxon	The public realm plans have been consulted upon. The decision was made to bring the public realm delivery earlier in the programme of the project, to enable to new multi-use square to be used for community events, festivals and other activities sooner. The tender pack for the contractor has started development with the aim of publishing early July and will be live for 4 weeks. The works are planned to start on site in late 2022.
A3	Further improve the retail and leisure time offer in Rawtenstall town centre.	
Corporate Project – 3	Rawtenstall 2040	Overall Project RAG Status
	Let the Spinning Point retail units (complete licence agreements to allow pre-let to move to occupied units). Responsible Officer – Leah Armitage	Two tenants have been appointed to occupy the vacant retail units at Rawtenstall Bus Station and Heads of Terms have been agreed. Each tenant has received grant funding through Lancashire County Council’s Economic Recovery Grant. The businesses are now in the process of procurement and obtaining quotes for their scopes of work. One business has been instructed to commence works on a mezzanine to further expand their retail space. This work is due to start in the coming weeks. Further works to the units are pending on quotes being obtained.
	Improve Rawtenstall town centre car parks. Responsible Officer – Guy Darragh	This is a new project for 2022/23 and is scheduled to report in Q3. Early work on the project has begun with stakeholder dialogue taking place with a number of Members, business groups and car parking specialists. The aim is to develop a tender document that can incorporate the improvement aspirations including signage, enforcement, short/ long stay designation and maintenance. Free car parking will be maintained in Rossendale Borough Council car parking sites.
A4	Reinvigorate the local business environment in Waterfoot	
		Overall RAG Status
Service Action – 1	Engage with local businesses to define key issues, develop vision and suggest specific actions.	The forming of a Waterfoot Business Association aims to provide mutual support, best practice, improve footfall and to run events and activities in partnership with the community and/or voluntary organisations. The Waterfoot Business Association will have officer support with a view to becoming a constituted group in its own right.

	Responsible Officer – Mhorag Saxon	Support will be provided targeting businesses situated within the central area of the town and some of the smaller peripheral businesses. A meeting is planned for Q2 and leaflets will be delivered in a timely manner. The first meeting will be to capture how the Economic Development team can best advise and support the local businesses to develop a clear action plan.
Service Action – 2	Agree Waterfoot Action Plan 2040. Responsible Officer – Mhorag Saxon	<p>The Waterfoot 2040 Vision will focus on Waterfoot’s potential and building on the current strengths and achievements whilst addressing challenges to achieve a sustainable and resilient future. This will be developed through engagement and consultation with local people, community organisations, businesses and partners all operating within the Waterfoot district centre boundary.</p> <p>The team will work closely with building owners and local organisations such as the owner of Tricketts Arcade and the Horse & Bamboo Theatre to explore grant funding opportunities that can be accessed for Waterfoot. The team are exploring the notion of creating a small conservation area in the area focussed on the central crossroads which will be beneficial in accessing grant funding opportunities and also preserve the unique and rich heritage of Waterfoot. Funding will be provided through the Shared Prosperity Fund to support the work.</p>
A5	Attract new investment into the borough through the promotion of Futures Park Employment & Leisure Village	
Corporate Project – 4	Futures Park Employment and Leisure Village	Overall Project RAG Status
	Complete the infrastructure improvement works. Responsible Officer – Mandy Lewis	An unpaid invoice relating to progression of the site has prevented progression of work. The invoice has now been cleared for payment and pursuit of agreement of the s278 continues.
A6	Strengthen our offer for visitors to raise the profile of the borough’s attractions and develop an improved accommodation offer	
Corporate Project – 5	The Whitaker	Overall Project RAG Status
	Access external funding to support events. Responsible Officer – Leah Armitage	<p>The council has a very limited budget to support events within the borough. To maximise this budget, reviews of potential match-fund and other opportunities are being assessed discussed with external stakeholders to secure funding for events.</p> <p>The council’s Tourism Strategy demonstrates that events as a key contributor to</p>

		higher footfall in Rossendale. The council recently appointed a new Economic Development Officer who is researching events that will bring people to the borough. These events will encompass the key themes the council has identified for growth in the visitor economy. It is hoped we will be able to provide further information regarding this at the end of Q2.
	Complete year 3 of the Whitaker National Lottery project. Responsible Officer – Leah Armitage	The main construction works were completed by June 2021. This area is well used, with the film nights well received. New gallery space has provided opportunities to learn and explore the local history of Rawtenstall and The Whitaker. The National Lottery Heritage Fund will continue to fund this project until the end of 2022, providing a programme of activities for children, adults, special interest and local groups to engage with the Museum. The National Lottery Heritage Fund will continue to fund the volunteer’s programme.
	Better joining up of marketing with East Lancashire Railway. Responsible Officer – Leah Armitage	The East Lancashire Railway Trust, along with Rossendale Borough Council, Bury and Rochdale councils, are working with Marketing Lancashire to formulate a marketing strategy to encourage those using the railway to get off the train and explore the towns and villages it passes through. Proposals for this marketing strategy are to be actioned from Q2, a number of different strategies from Marketing Lancashire are being used to promote the towns and villages along the line. Funding for improved way marking in the town centre will form part of the levelling up fund bid.
A7	Lobby for an improvement in the condition of the borough’s highways.	
		Overall RAG Status
Service Action – 3	Ensure blocked gulleys are addressed prior to Winter. Responsible Officer – Pat Killeen	Gulleys within the borough will be reviewed at the end of the summer season to check, repair and report blocked gulleys where necessary in conjunction with Lancashire County Council. Undertaking this at the end of summer will ensure checks are made prior to the Autumn leaf fall.
Service Action – 4	Review Lancashire County Council annual highways maintenance programme to ensure it is focused on Rossendale priorities. Responsible Officer – Mandy Lewis	This work is programmed for later in the year.

Service Action – 5	Log and report significant highways defects to drive a quicker response time. Responsible Officer – Diane Dungworth	The council receives few calls regarding highway defects and all calls received on this matter are transferred to Lancashire County Council Highways. During Q1, a logging system was created to track the amount of calls received concerning highways defects, this will continue to be monitored throughout the year.
A8	Progress work on the City Valley Link rail link from Greater Manchester to Rawtenstall.	
		Overall RAG Status
Service Action – 6	Complete the strategic outline business case. Responsible Officer – Guy Darragh	The strategic outline business case is progressing well with Systra transport consultants identifying a list of options. These are being consulted further with key stakeholders and undergoing a detailed technical analysis to ensure compatibility with the heritage railway and its operations. The report will be submitted to Department for Transport in September 2022. If the project is progressed other stages of assessment are required but work remains positive at this stage.
Service Action – 7	Maintain support on key stakeholders and undertake public support campaign. Responsible Officer – Guy Darragh/Viva PR	The rail survey was extensively pushed on the council’s social media channels and saw high levels of responses. On-going dialogue has continued with neighbouring councils and other transport stakeholders. As the project moves towards its conclusion further media releases will be shared with the public sharing the outcomes of the options review and final business case.
A9	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.	
		Overall RAG Status
Service Action – 8	Work with the Rossendale employability and skills forum, which includes holding a jobs fair and careers event. Responsible Officer – Leah Armitage	A ‘Manufacturing Event’, held in conjunction with Rawtenstall Job Centre, was held 12 th May 2022 at Futures Park and welcomed over 50 attendees. An ‘Over 50s event’ was also delivered 24 th May 2022 with high attendance, 9 employment opportunities were secured. The employability sessions continue in earnest specifically targeting work skills and confidence building. Attendance has been high with many participants securing employment as a direct result of this targeted support. We have a further employability event, ‘Health and Wellbeing’ planned for 27 th July 2022 which targets those

		<p>claimants who have specific physical or mental health barriers to work. This is being delivered in direct conjunction the Department of Working Pension from Futures Park.</p> <p>Additionally, we delivered a very successful week-long 'Academy' event held at Webuybooks from the 20th–24th June 2022. This partnership event included four participating companies who wished to support young people into employment. The educational schedule was provided by Lancashire Adult Learning who designed a bespoke training programme for the seven participants. Over the week-long course the following accreditations were achieved: Planning for Personal Success, Preparing for an Interview, Undertaking an Interview, Health and Safety in the Workplace, Producing a Tailored CV.</p>
Service Action – 9	<p>Explore feasibility of an employability and skills hub.</p> <p>Responsible Officer – Guy Darragh</p>	<p>Discussions have taken place with a number of key stakeholders, suitable sites and funding are being considered as part of the Levelling Up Fund bid. This involves the refurbishment of the old Town Hall site in Rawtenstall to make it suitable for a training centre.</p>
A10	Create a new Rossendale Investment Plan	
		Overall RAG Status
Service Action - 10	<p>Create a long-term Investment Plan and seek external funding opportunities to deliver parts of the plan.</p> <p>Responsible Officer – Guy Darragh</p>	<p>Extensive work has taken place to develop the Levelling-Up bid and the UK Shared Prosperity Fund Investment Plan. Work needs to focus on a long-term Investment Plan to be ready for the next funding opportunities for the borough and focus on tourism and areas which have received less focus.</p>

Priority B	A High Quality Environment	
B1	Ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces.	
Corporate Project – 6	Waste, Cleansing and Recycling Improvement Plan	Overall Project RAG Status
	<p>Ensure new street cleansing routes/schedules are leading to improved town centres and residential areas.</p> <p>Responsible Officer – Pat Killeen</p>	<p>The new street sweeping routes are now in place and have seen a significant increase in waste collected from street sweepings to improve town centres and residential areas.</p> <p>Sweeping schedules are now shared with elected members' to assist them in informing residents of scheduled sweeping.</p>
	<p>Introduce additional litter bins and ensure litter bins are emptied appropriately, avoiding overflowing.</p> <p>Responsible Officer – Keith Jenkins</p>	<p>£20,000 capital funding has been identified for the litter bin programme in 2022/23 and a further £20,000 in 2023/24, this equates to approx. 120 litter bins installed, although some of the funding will be spent to remove smaller post mounted bins and replacement parts on damaged bins.</p> <p>Within Q1 we have identified Broxap's 180 Litre Maelor Trafflex Round Litter Bins as the preferred choice of bin as it holds between 60 and 80 litres more litter than the current floor mounted bins that are in Rossendale. 30 bins will be purchased and will be fitted once all town centre caretaker positions have been appointed too; two posts remain vacant and are likely to be recruited to by September. The town centre caretakers will be allocated their areas to empty litter bins and will be the first point of contact for fly-tipping removal.</p>
	<p>Undertake 'town pride' communications campaign to promote the attractiveness of our town centres.</p> <p>Responsible Officer – Pat Killeen</p>	<p>This will be timed with any announcements around the UK Shared Prosperity Fund and the expected investment in town centre resource.</p>
	<p>Introduce clear service standards and monitoring for Operations, covering side waste, lane end collections, missed bins and customer contact.</p>	<p>Work in these areas has started including providing a monthly dashboard of key performance indicators to the Chief Executive, Director of Communities and portfolio holder. In addition, all staff have received customer services training and are now signposting members of the public to the correct organisations/departments.</p>

	Responsible Officer – Keith Jenkins	The service standards, including side waste and lane end collections, is in development with the intention to publish a draft for approval in Q3.
	Improvement works to Rawtenstall and Haslingden Cemeteries are undertaken. Responsible Officer – Dave McChesney	Tier 2 and 3 groundwater risk assessments have been carried out and deemed the proposed sites for extending the cemeteries as suitable. The next steps are to appoint a consultant to carry out the planning, consultation, design and construction of the new areas. This is likely to require an additional capital allocation in 2023/24.
B2	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.	
		Overall RAG Status
Service Action – 11	Continued targeting of those littering and dog fouling through a joint approach of education, publicity and enforcement. Responsible Officer – Phil Morton	Third party contractors continue to provide on street enforcement against those who litter and breach our Public Space Protection Order in relation to dog matters. This has proved highly effective in reducing the amount of litter and dog fouling on our streets. A tendering exercise to award a 3 year contract has been completed and a contractor will be in place from August 2022. During Q1, 107 fixed penalty notices were issued to those who litter or allow their dogs to foul. A 75% payment rate was achieved in Q1.
Service Action – 12	Enforcement communications campaign is undertaken. Responsible Officer – Viva PR	Press releases and social media posts highlighting the successes of Operation Trident continues to encourage public support. All successful prosecutions are publicised.
Service Action – 13	Explore feasibility of a derelict and difficult site officer in Planning. Responsible Officer – Mandy Lewis	A briefing paper has been submitted to Historic England to seek joint funding of a proactive Heritage Action Officer to focus on the most challenging sites. Historic England have informally supported the proposal and a meeting is planned between the council, Valley Heritage and Historic England to finalise the nature of the role and the funding.
B3	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.	
		Overall RAG Status
Service Action – 14	Continue to work closely with groups, including the provision of plants, support for funding bids and Rawtenstall in	Over 8,000 plants have been provided to community groups across Rossendale and the council is preparing for the Civic Pride Rossendale's bid for the Britain in Bloom Award, meeting regularly with group members. Work undertaken by the Council

	Bloom. Responsible Officer – David McChesney	includes fixing and repairing railings, painting the subway and other minor works. The judging of this award will take place on 28 th July 2022.
B4	Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy.	
Corporate Project – 7	Climate Change Strategy and Implementation	Overall Project RAG Status
	Engaging with residents, schools and businesses across Rossendale, including partnering with three local climate change partners Responsible Officer – Phil Morton	The first years agreed priority actions outlined in the Climate Change Strategy and Action Plan are now complete. Electric vehicle charging points have been fitted on all 4 identified council owned car parks, and have now been connected to the network by Electricity North West. Within Q1 the charge points have been used to charge vehicles 134 times and continued publicity regarding locations, availability etc. will increase this figure. Further funding applications have been prepared to bid for On-Street Residential Charge point scheme funding to allow electric vehicle charge points to be fitted on residential car parks. The Climate Change Officer is leading on driving the strategy and action plan forward carrying out community engagements with communities, business and residents to make a positive impact on our carbon footprint. Work is ongoing with the Rossendale Leisure Trust, Valley Heritage, Energy Saving Trust and housing providers.
	Introduce a virtual network to bring together all those actively tackling climate change in Rossendale. Responsible Officer – Phil Morton	A Facebook Rossendale Climate Network has been established to bring together likeminded individuals, schools, groups, businesses and organisations who are interested in practical action to tackle the climate change emergency in Rossendale. This is used to promote, encourage and inform members of the public of local actions and share information across the area and beyond.
	Introduce Supplementary Planning Guidance covering environmental sustainability of new developments. Responsible Officer – Anne Sturah	A Supplementary Planning Document has been drafted and will be presented to Overview and Scrutiny Committee on 11 th July 2022, with stakeholder consultation expected to start in July 2022.
	Convert all Operational Vehicles to Hydrogenated Vegetable Oil to reduce vehicle emissions by around 90%.	All operational vehicles, with the exception of 2 vehicles have been converted to Hydrated Vegetable Oil fuel as of April 2022. The 2 vehicles which have not yet been converted are used for grass cutting and are located at the other end of the borough

	Responsible Officer – James Gunning	therefore are filled with diesel from a nearby fuel station. We have reduced the vehicle carbon emissions by 90% in comparison to the same usage data from last year.
	Implement the Plastic Free Rossendale Strategy. Responsible Officer – Joseph Walker	The replacement of bins and use of biodegradable bin liners in offices at Futures Park have been instated to encourage the segregation of waste from recyclable materials. This is now being expanded to Henrietta St. Within Q2, the implementation of guidelines for council owned land will be introduced to support the Plastic Free Rossendale Strategy. We continue to engage with communities to encourage them to initiate the community led element of the strategy.
B5	Create a new Rossendale Forest.	
		Overall RAG Status
Service Action – 15	Plant 6,000 new trees in 2022/23. Responsible Officer – David McChesney	Ongoing discussions with private landowners continue to enable the planting 6,000 trees by April 2023. 2 farms have been designated for the planting of 800 trees. 8 sites have been visited by the Green Spaces team and the details have been forwarded to Ribble Rivers Trust. This work would provide a further 9,000 trees planted if successful. 1 private landowner has secured part funding for 2,500 trees from the Woodland Trust for his land. An agreement has been made for Rossendale Borough Council to provide volunteers to help plant in Autumn 2022.
Service Action – 16	Work with schools, community groups and Ribble Rivers Trust to access funding to purchase trees for planting in the Autumn. Responsible Officer – David McChesney	Several sites have been passed to Ribble Rivers Trust for assessment as potential planting sites for winter 2022/23. Meetings are planned for further private sites which will be filtered by council officers and passed on if appropriate.
B6	Recycle 50% of the borough’s household waste.	
		Overall RAG Status
Service Action – 17	Pilot a new recycling approach Responsible Officer – Patrick Killeen	A recycling pilot is ready to launch in September 2022. This is 12 months behind schedule as a result of additional external pressures placed on Operations.
Service Action – 18	Communications campaign to promote recycling.	The pilot scheme is due to begin within Q2. This will see an intensive campaign in the pilot area and a wider general awareness campaign borough wide to encourage recycling.

	Responsible Officer – Viva PR	
Service Action – 19	Examine future bin sizes and emptying schedules. Responsible Officer – Keith Jenkins	It should be noted that Government’s Our Waste, Our Resources: A Strategy For England will have an impact on this as it is likely to result in separate food waste collections from 2023/24. Detailed guidance is awaited from government along with a final decision as to whether government funding will be made available. Once details are known, the intention is to seek a suitable company to assess the current waste/recycling collection rounds with tipping locations to ensure we are maximising efficiency with the resources available and at that juncture it would be prudent to assess changes in bins sizes, altering frequency of collection, working days & length of shift.
B7	Improve our parks which local people are proud to visit and which appear loved	
		Overall RAG Status
Service Action – 20	Victoria Park and Whitaker Park masterplans completed. Responsible Officer – David McChesney	The initial work has taken place at Victoria Park alongside stakeholders. The first draft of the masterplan is currently out for public consultation, with the final draft being prepared for September 2022. The initial work has also taken place at Whitaker Park, with the first draft of the masterplan being prepared for August 2022 for public consultation.
Service Action - 21	Capital Improvements to Victoria Park and Whitaker Park including footpaths are undertaken. Responsible Officer – David McChesney/Communities Manager	Improvements to both parks will be steered by the outcome of the public consultation, which will be completed by September 2022 for Victoria Park and November 2022 for Whitaker Park. Stakeholders will then decide on priority projects at both sites.
B8	Tackle persistent fly-tipping and littering hotspots.	
		Overall RAG Status
Service Action – 22	Increase enforcement activity against both commercial and domestic fly-tipping offenders. More effective communication between the Operations team and Public Protection Unit to help	The Operations team continues to work in partnership with the Public Protection Unit to identify issues related to environmental crime. Operation Trident continues to show excellent results in identifying those responsible for fly-tipping and other environmental crime. Q1 has resulted in a total of 27 active fly-tipping investigations and 28 reports of abandoned vehicles. We have deployed covert cameras in 5 locations to detect incidents of fly-tipping and other environmental crimes. 11 fixed

	<p>collate evidence.</p> <p>Responsible Officers – Phil Morton</p>	<p>penalty notices for fly-tipping/duty of care have been issued during Q1</p> <p>Changes are to be implemented which will allow the council to respond quicker to the report of fly-tipping, by allocating the initial visit to one of the council's Town Centre Caretakers. Once staff are in post, further training on evidence gathering will be provided by the Public Protection Unit. A WhatsApp group has been set up to improve communications between front line operations staff and enforcement.</p>
<p>Service Action – 23</p>	<p>Quicker removal of fly-tipped waste with set service standards and robust monitoring arrangements.</p> <p>Responsible Officer – Patrick Killeen</p>	<p>Operation Trident supports the removal and improvement to fly-tipping within the borough. Operation Trident aims to remove fly-tipped waste within 5 days and gather evidence to assist prosecutions through a dedicated team.</p> <p>The time taken to remove the fly-tipped waste is now monitored and reported through key performance indicators, this is now achieving an average of 5 days.</p>
<p>Service Action – 24</p>	<p>Use of social media outlets to publicise and promote issues, problems and successes.</p> <p>Responsible Officer – Phil Morton</p>	<p>Press releases and press statements continue with a minimum of 3 releases a month. Consistent positive proactive coverage in local and regional media. Social media remains good and effective channel for communicating key messages with increase in followers and engagement each quarter.</p>
<p>Service Action – 25</p>	<p>Monthly targeted clean up days.</p> <p>Responsible Officer – Pat Killeen/Phil Morton</p>	<p>Due to service pressures the scales of clean up days has reduced in recent months. Going forward there will be monthly clean up days and every quarter a much larger community clean-up day.</p>

Priority C	Healthy and Proud Communities	
C1	Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers.	
Corporate Project – 8	Housing Strategy	Overall Project RAG Status
	Produce a housing strategy action plan. Responsible Officer – Ged Gallagher	The timetable that has been agreed with the consultants is on track. A survey to obtain the views of key stakeholders has been designed and will be made live from the 11 th July 2022 for a 2 week period. Key interviews have been carried out with senior officers within the council. An update is being presented to O&S on the 11 th July 2022.
	Enable 180 new homes to be built, of which 25 are affordable through granting planning permission and working with developers. Responsible Officer – Ged Gallagher/Mike Atherton	In total 137 additional new homes were built over the period 2021/22. Although this is below the requirement it should be noted that delivery is starting to increase with several planning permissions granted for major housing developments throughout the borough. The number of affordable housing units that were delivered over the period 2021/22 were 34 dwellings from the Dark Lane consent. (Please note that figures for Q1 can only include those completions that have been signed off by Building Control. Data is not yet available for those completions authorised by the National House Building Council or other Approved Inspectors. This will be available for the year end.)
	Update the Housing Delivery Action Plan including reduction in pre-commencement conditions and reduced permission timescales. Responsible Officer – Ged Gallagher/Mike Atherton	The Housing Action Plan was signed off by the Portfolio Holder and is on-track to be published on the council's website before 14 th July 2022.
	Agree Affordable Housing supplementary planning document. Responsible Officer – Anne Storah	This Supplementary Planning Document has been prioritised for commencement following delivery of the Climate Change Supplementary Planning Document. Preparation of the Affordable Housing Supplementary Planning Document is about to commence, in tandem with the council's Housing Strategy, and consultation is expected to start later this year. This is progressing in accordance with the agreed timetable.

C2	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners.	
		Overall RAG Status
Service Action – 26	Investigate the feasibility of developing a Home Improvement Agency in Rossendale. Responsible Officer – Ged Gallagher	Foundations have produced an options appraisal for delivering or commissioning a Handy Man and Home Improvement Agency approach. Delays are now likely following the long-term sickness of the responsible officer.
Service Action – 27	Improve 20 homes using disabled facility grants. Responsible Officer – Ged Gallagher	The backlog has been reduced and is now under 12 months. This quarter has seen a 305% increase in spend compared to the same period last year. 9 completions have been achieved this quarter. Advertised and recruited to the post of Technical Officer, with a planned start within the next 2-3 weeks.
C3	Better access to and take up of health and wellbeing activities including improved leisure facilities.	
Corporate Project - 9	Future Health and Leisure Facilities	Overall Project RAG Status
	Complete a feasibility study for improving leisure facilities. Responsible Officer – Adam Allen	The feasibility is underway and wide-ranging consultations have taken place. It is expected that firm proposals will be presented to Council in Q3. This project is behind its projected completion date due to delay in getting the original tender documents agreed with a range of partners.
	Council to agree a proposal to invest in the improvement of leisure facilities. Responsible Officer – Adam Allen	It is expected that a firm proposal will be available for Council to make a decision in Q3.
	Work with local running clubs to complete the new running track at Marl Pits. Responsible Officer – David McChesney	Within Q1, the council has worked alongside Polytan and the stakeholder group to remove the existing track and lay the new track up until the final layer. This layer will be applied when a clear run of good weather occurs. Fencing has been installed and an automated gate system installed to allow the public to book sessions. The track is expected to be completed within August 2022.

C4	A more joined up approach to working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people.	
		Overall RAG Status
Service Action – 28	<p>Deliver year 1 of the Health Strategy (implement priority actions on mental health, obesity and physical activity).</p> <p>Responsible Officer – Adam Allen</p>	<p>Work is ongoing to deliver on the key priorities for this year which will be formalised at the Place Based Health Partnership Board in late July, the priorities include:</p> <ul style="list-style-type: none"> • Completing the Health and Leisure Facilities Review, including plans for the running track, tennis courts and artificial football pitches; • Developing mental health and wellbeing community interventions with the Foundation Trust; • Developing a place based approach to health with Primary Care Network outreach workers and Rosendale Connected; • Introducing our own healthy weight programme including activity programme, planning guidance on take-aways and our community food group; • Continuing delivery of our Together and Active Futures programme to increase physical activity.
Service Action – 29	<p>Restructure the partnership health governance structure.</p> <p>Responsible Officer – Adam Allen</p>	<p>Following the launch of the Health Strategy: Our Place, Our Wellbeing, Our Plan, it was agreed within March 2022 to merge the Rossendale Health Partnership with Rossendale Connected. This has been implemented successfully.</p> <p>The Place Based Health Partnership Board has had an introductory meeting and the first meeting is scheduled to take place within July 2022. This board will provide strategic support and act as a communication channel between Pennine and Lancashire health providers and the communities of Rossendale.</p>
C5	Manage the impact of increasingly frequent flooding on local communities.	
		Overall RAG Status
Service Action – 30	<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 18th May 2022, attendees include Environment Agency, Lancashire County Council and United Utilities.</p> <p>Works are being designed by the Environment Agency for Irwell Vale, Strongstry and Chadderton to provide 50-year flood protection to this area. Consideration is now being given to re-directing the River Ogden which will mitigate the requirements for flood</p>

		barriers in some areas. Regular project meetings continue to take place. Local groups continue to pressure the local MP for further central government funding. The project cost is approximately £17m and is still 40% underfunded.
C6	Work with the police to ensure strong neighbourhood policing and traffic enforcement.	
		Overall RAG Status
Service Action – 31	Regular liaison meetings with Lancashire Police Inspector Responsible Officer – Neil Shaw	Regular meetings take place with the Leader and Chief Executive. Current policing issues are discussed included the planned re-opening of the front desk at Stacksteads police station in Q2. The policing team across Rossendale are now up to full strength following recent recruitment.
Service Action – 32	Deployment of the mobile traffic enforcement team and reactivate existing fixed enforcement cameras. Responsible Officer – Neil Shaw	It has not been possible to obtain data from the Lancashire Camera Safety Partnership. The Chief Executive has pursued this via the Police and Crime Commissioner, Lancashire Police and the Partnership. The partnership are not currently prepared to share any camera or fixed penalty notice data with the council and have indicated this is not available on a Rossendale footprint.

Priority D	Effective and Efficient Council	
D1	A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability.	
		Overall RAG Status
Service Action – 33	Provide good quality member induction and training programme. Responsible Officer – Clare Birtwistle	A full suite of induction and refresher training has been rolled out to members as part of the annual induction process. Governance will continue to monitor the training schedule and ad hoc training to members will continue as necessary.
Service Action – 34	On-going refresher training on the constitution for officers. Responsible Officer – Clare Birtwistle	A new session is to be rolled out to introduce the new Finance Procedure Rules having just been approved by Full Council. Ad hoc 1-2-1 training continues with officers as necessary.
D2	Drive a visible improvement in customer service across the council.	
		Overall RAG Status
Service Action – 35	All new starters to receive customer service training. Responsible Officer – Kelly Forrest	Within Q1 the council has had 11 new starters, as part of the HR induction the new starters are informed of the council's expected service standards and are given a copy of the council's customer service standards, standardised phone salutation, out of office messages and email footers. All staff have received face to face customer services training within 2021/22 and a customer service training programme is being developed to include new starters and refresher training for existing staff.
Service Action – 36	Undertake customer focus groups and mystery shopping to inform a customer services improvement plan. Responsible Officer – Clare Law	As part of the Customer Services Improvement Action Plan three customer focus groups were held in Q1 focusing on how residents contact and communicate with the council, the findings from the focus groups have been included in the improvement action plan. A mystery shopping exercise was completed during Q1, the focus of the exercise was staff answering the phone internally, externally (both first and second contact). The outcome of the exercise showed positive results with majority of calls being answered professionally and politely using the council's standardised greeting, calls were being

		answered quickly at first contact, however the answering of the secondary contact (other services) was more mixed. It has been agreed that the mystery shopping exercise will continue as part of the Customer Service Improvement Action Plan.
Service Action – 37	CMT to sample customer service and address issues arising monthly. Responsible Officer – Neil Shaw	Each month each member of CMT samples examples of responses to customer service enquiries/complaints. This began in June and it is therefore too early to report useful feedback but we will be in a better position in Q2. The early findings have fed into the development of an improvement plan for customer service.
Service Action – 38	Undertake a resident's survey to better understand resident views of the council. Responsible Officer – Clare Law	A resident's survey was completed during April and May 2022 focusing on how residents contact and communicate with the council, the delivery of our core services including refuse, fly-tipping, street cleansing, parks and open spaces. 735 responses were received and actions from the findings will be included in the Customer Service Improvement Action Plan and Operations service area internal performance management process. It has been agreed there will be an annual resident's survey going forward.
Service Action – 39	Agree a Customer Service Action Plan. Responsible Officer – Adam Allen	Following extensive consultation with residents, a customer services continual improvement plan will be sent to Cabinet on 19 th July 2022.
Service Action – 40	Design and launch the new council website. Responsible Officer – Andrew Buckle	The council agreed to develop a new website, this is included as part of the Customer & Digital strategy. A report has gone to CMT to provide an outline of the scope and procurement approach to be used for the new website. This is also included in the customer improvement plan.
Service Action – 41	Launch a new integrated telephony system. Responsible Officer – Andrew Buckle	A new contact centre and unified communications applications were successfully implemented on the 13 th April 2022. The new application provides voice, instant messaging, video conferencing, voice message and can be accessed remotely. A training package for all the new applications has been installed on Learning Pool and is available to all users.
D3	A robust approach to managing projects well.	
		Overall RAG Status
Service Action – 42	Effective operation of the Programme Board. Responsible Officer – Neil Shaw	The Programme Board continues to meet and is effectively managing the council's corporate projects. There is no significant deviation from any of the corporate projects. The Board continues to maintain a good project management discipline around the corporate projects.

D4			Improve the Overview and Scrutiny function.			
					Overall Project RAG Status	
Service Action – 43	Ensure all new strategies are considered by the Overview and Scrutiny Committee at an early stage to enable identification of strategic priorities for the strategy to be developed appropriately. Responsible Officer – Neil Shaw	Work is underway to further develop the scrutiny function. Priorities for the new Housing Strategy will be discussed by scrutiny in Q2. This will be the first strategy being considered by scrutiny at an early stage. Following the meeting we will use this feedback to inform the development of the strategy.				
Service Action – 44	Undertake development work with Overview and Scrutiny members to enable clearer focus on strategic issues to support strategy development. Responsible Officer – Mandy Lewis	Office training fully completed. Responsible officer attend each briefing and meeting to provide consistent and robust guidance to Chair, Vice-Chair and all members to ensure focus remains on scrutinising strategic issues.				
Service Action – 45	Undertake dedicated Overview and Scrutiny training. Responsible Officer – Carolyn Sharples	All committee members have undertaken mandatory training and responded regarding their preferences for dedicated training. The feedback has identified that councillors would like dedicated training to cover: <ul style="list-style-type: none"> • Turning scrutiny into action; • Challenge performance with focus on council priorities; • Understanding financial information. Training will be scheduled once organised with the training provider. In the meantime members have been sent links to relevant training and development resources and courses available through the Centre for Governance and Scrutiny and the Local Government Association.				
D5			Ensure our portfolio of assets maximise income and/or supports service delivery.			
					Overall RAG Status	
Service Action – 46	Conduct a Strategic Asset Review (completing a ward per quarter).	The review of Worsley ward is complete and each asset now has a digital record holding all site data, status, maps and images. A presentation to ward members has been arranged, to take place in Q2.				

	Responsible Officer – Lucie Greenwood	<p>Once agreed any actions identified within the Worsley ward will be undertaken, of which 85 have been noted to be required. The actions are 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 completed. This includes 28 assets and an inspection of 52 parcels of unregistered land.</p>
Service Action – 47	<p>Investigate providing more detailed planning guidance when marketing sites for disposal.</p> <p>Responsible Officer – Mike Atherton</p>	Liaison is taking place between officers in Property Services, Forward Planning and Development Control at the pre-marketing stage to identify key planning issues relating to sites owned by the council that are being considered for disposal. Planning briefs for individual sites can be developed as necessary.
D6	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.	
Corporate Project - 10	Customer Digital Strategy	Overall RAG Status
	<p>Introduce an improved corporate geographic information system.</p> <p>Responsible Officer – Andrew Buckle</p>	<p>The new Geographic Information System application is included in the capital work programme and the budget has been approved. The solution is an end-to-end Enterprise Geographic Information System comprising a Spatial Data Warehouse with a browser-based Graphical User Interface for users to access the application.</p> <p>All of the infrastructure and architecture has been built using Amazon Web Services integrating with a Virtual Machine in the Rossendale environment. The next stage of the project will involve integrating the Geographic Information System layers.</p>
	<p>Introduce security improvements including new event management system to reduce the risk of a successful ransomware attack.</p> <p>Responsible Officer – Andrew Buckle</p>	A full Security Information and Event Management solution has been deployed across the new Revenues & Benefits the UK1 and UK2 Data Centres. A Security Information Event Management solution has also been implemented across the Rossendale Disaster Recovery Data Centres.

D7	Promote staff welfare, development and satisfaction.	
	Overall RAG Status	
Service Action - 48	<p>Undertake regular staff surveys and engagement events.</p> <p>Responsible Officer – Clare Law/Mandy Lewis</p>	<p>A staff Leadership Survey was undertaken in May 2022, the same questions were used from the previous leadership survey in September 2020. The survey received a 26% response rate from staff. 72% of responding officers believe CMT are leading the council well, 81% of respondents meet with their line manager once a month and 74% of respondents receive regular constructive feedback on performance and development. However, only 48% of respondents believe the way in which they are managed has improved over the last 12 months, 93% of respondents know the revised council corporate values, and 61% of respondents have enjoyed working for the council in the past 12 months.</p> <p>Following the introduction of the council’s new corporate values – Pride, Passion and People, all staff have attended a staff engagement session focussing on Passion. Two further sessions have been arranged in Q2/3.</p>
Service Action - 49	<p>Introduce new welfare champions to improve staff retention and satisfaction.</p> <p>Responsible Officer – Kelly Forrest</p>	<p>Work has commenced to define the role and responsibilities of the workplace health and wellbeing champions to recruit to the welfare champion roles. Training for the champions is currently being resourced to support them.</p> <p>A staff health and wellbeing survey is being developed to be circulated to staff in Q2 to support the development of the health and wellbeing programme.</p>
Service Action - 50	<p>Embed the council values within key council processes and drive a more customer-focused culture.</p> <p>Responsible Officer – Kelly Forrest</p>	<p>The council corporate values have been incorporated into job descriptions and person specifications templates. Managers will be including the values as part of the recruitment and selection process.</p> <p>The annual appraisal training and appraisal form has included the new corporate values, staff are requested to reflect and demonstrate how they exhibit the corporate values and how they can work to help develop a more customer-focused culture.</p> <p>The corporate values have been included in the HR induction which all new starters receive on the first day of employment at the council.</p>

Service Action – 51	Deliver key staff training on key statutory duties e.g. safeguarding, fraud awareness. Responsible Officer – Clare Law	Annual appraisal training for all staff and managers has been reviewed for staff to complete to their annual performance appraisal in Q1. A suicide protocol has been developed to help staff to support residents with suicide ideations and embed a robust reporting procedure. Suicide awareness training course for all staff is currently being developed to be rolled out to staff in Q2.
D8 A financially sustainable organisation with a good financial strategy which supports good decision-making.		
		Overall RAG Status
Service Action – 52	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 Council Tax energy Rebate scheme, 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. The departure of the Finance Manager and the subsequent difficulty recruiting to the post is placing additional pressure on the team.
Service Action – 53	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. However failure to recruit to the Finance Manager position would place the robustness of this process in jeopardy. Whilst the Council has a comprehensive financial strategy and a rigorous decision making process, the current economic climate is threatening the financial sustainability of the Council.
D9 Securing significant external funding to deliver projects and services.		
		Overall RAG Status
Service Action – 54	Levelling Up and Shared Prosperity funding secured. Responsible Officer – Neil Shaw	The council expect to submit a bid to the Levelling Up Fund in August. The bid has been shaped by the Levelling Up Board in Q1 and is coming together well. Projects have been shortlisted for the bid and the detail is being worked up with Genecon (the council's consultants).

		Projects for the Shared Prosperity Fund have been discussed in Q1. During Q2 the application to Government to unlock the funding will be undertaken which should release £2.6m of funding for the next three years. Projects to be shortlisted will be discussed by members and then the Levelling Up Board in July.
D10	Be recognised as a good council with a reputation for improving residents' lives.	
		Overall RAG Status
Service Action – 55	Implementing the Local Government Association Corporate Peer Challenge action plan. Responsible Officer – Neil Shaw	Good progress is being made on implementing the actions. A progress meeting with the Local Government Association is scheduled to take place in Q2 which will involve the two Group Leaders and two of the peers from the original peer challenge. Following this, a formal update report will be considered by members, likely to be in Q2.
Service Action – 56	Shortlisted for a national local government award. Responsible Officer – Neil Shaw	In Q1 the council won the Public Relations and Communication Association regional award for its work on the Rossendale Forest. This brought some recognition for the council across the region and has been widely publicised in the PR/communications sector. The council continues to look at opportunities for national local government awards.
Service Action – 57	Raised profile through national publications and events. Responsible Officer – Neil Shaw	No activity was undertaken in Q1 on this issue. However, in Q2 CMT will be undertaking some focused work on how the council can raise its profile in the local government world in the coming year and will agree some specific actions.
Service Action – 58	Good news stories and achievements through local and regional media. Responsible Officer – Viva PR	The council has achieved considerable positive press on the work on the City Valley Rail Link. The work on Rossendale Forest was acknowledged with a regional PR award. The council is having a sustained push on 'day-to-day' good news stories for promoting the council locally, but more needs to be done on this.

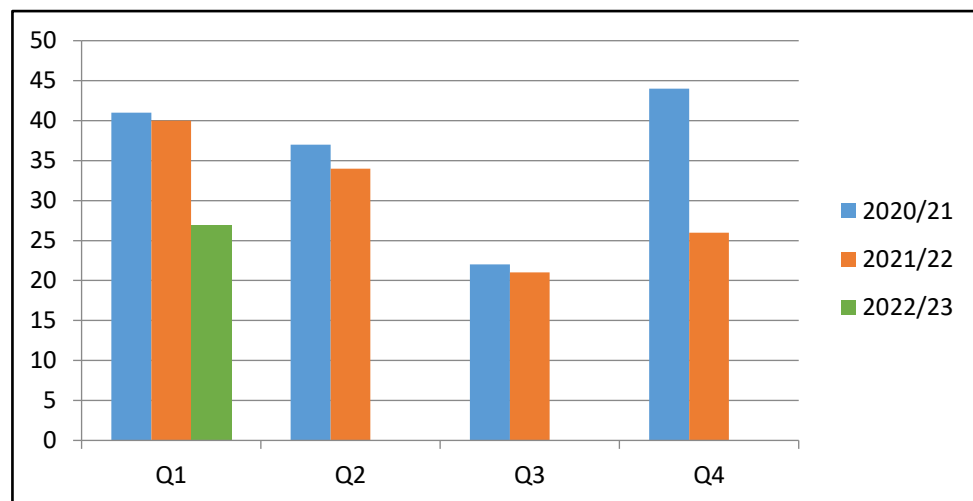
Key Performance Indicators

	Performance Indicator	Target	Q1 Performance	RAG Status
A. Vibrant local economy				
1	Number of Partnership Schemes in Conservation Areas (PSICA) grants Bacup – per annum, reported in Q4.	8	-	ANNUAL
2	Number of PSICA grants Haslingden – per annum, reported in Q4.	6	-	ANNUAL
3	Number of people into employment via Rossendale Works/Youth Works – per annum, reported in Q4.	25	-	ANNUAL
4	Number of Invest in Rossendale business workshops – per annum, reported Q4.	4	-	ANNUAL
5	Number of new homes – per annum, cumulative figure.	180	26	GREEN
6	Number of new affordable homes – per annum, cumulative figure.	25	21	GREEN
7	Number of planning applications validated.	20	110	GREEN
8	Number of planning permissions approved.	10	97	GREEN
9	Percentage of 'Major' planning applications determined within 13 weeks.	90%	100%	GREEN
10	Percentage of 'Minor' planning applications determined within 8 weeks.	90%	77%	AMBER
B. High quality environment				
1	Number of fly-tipping incidents reported – per annum, cumulative figure.	490	250	GREEN
2	Average number of days taken to remove a fly-tip.	5	4.6	GREEN
3	Number of environmental crimes actively investigated – per annum, cumulative figure.	80	27	GREEN
4	Number of fixed penalty notices issued for environmental crime – per annum, cumulative figure.	800	118	GREEN
5	Percentage of the total tonnage of household waste which has been recycled and composted.	38%	35.35%	RED
6	Number of collections missed per 100,000 collections of domestic waste/recycling.	120	140	RED
7	Number of collections missed per 1,000 collections of commercial waste.	5	5	GREEN
8	Subscribers to the garden waste service – per annum, reported in Q3.	7700	-	ANNUAL
9	Number of commercial waste customers – per annum, cumulative figure.	485	429	GREEN
C. Health and proud communities				
1	Number of disabled facilities grants completed per annum, cumulative figure.	67	9	AMBER
2	Reduce the number of statutory homeless households per annum, cumulative figure.	Less than 14	1	GREEN

2	Increase the number of homelessness preventions and relief per annum, cumulative figure.	350	158	GREEN
3	Number of households in Temporary Homeless Accommodation.	12	16	RED
4	Number of licensed premises inspected annually – per annum, cumulative figure.	75	22	GREEN
5	Number of businesses achieving 4 or 5 star hygiene rating – per annum, cumulative figure.	590	602	GREEN
D. Effective and efficiency council				
1	The percentage of residents satisfied with the quality of the council's customer service – per annum, reported in Q1.	62%	64%	GREEN
2	Percentage of abandoned calls.	Less than 15%	8.9%	GREEN
3	Average speed of answering calls to customers for revenues and benefits.	3 minutes	1 min 54	GREEN
4	Percentage of council tax collected.	94.7%	28.35%	AMBER
5	Percentage of non-domestic rates collected.	94.2%	28.16%	GREEN
6	Time taken to process housing benefit new claims.	18 days	18.2 days	GREEN
7	Time taken to process council tax benefit new claims.	15 days	16 days	AMBER
8	Time taken to process housing benefit change circumstances.	5 days	3.9 days	GREEN
9	Time taken to process council tax benefit change circumstances.	5 days	2.9 days	GREEN
10	Percentage of housing benefit claims outstanding over 50 days.	5%	0%	GREEN
11	Payment of undisputed invoices within 30 days.	90%	89%	GREEN
12	Freedom of Information request average response time.	20 days	9 days	GREEN
13	Formal complaint average response time.	10 days	9 days	GREEN
14	Staff turnover is in line with national average – per annum, cumulative figure	15%	3.52%	GREEN
15	Percentage of staff appraisals completed by May 31 st – per annum, reported in Q2.	100%	58.39%	GREEN
16	Number of days lost due to sickness absence per full time equivalent employee – per annum, cumulative.	8 days	1.82	GREEN
17	Number of RIDDOR reportable accidents and incidents – per annum, cumulative.	Less than 5	0	GREEN
18	The number of health & safety incident reports – per annum, cumulative.	More than 46	16	GREEN

Compliments and Complaints

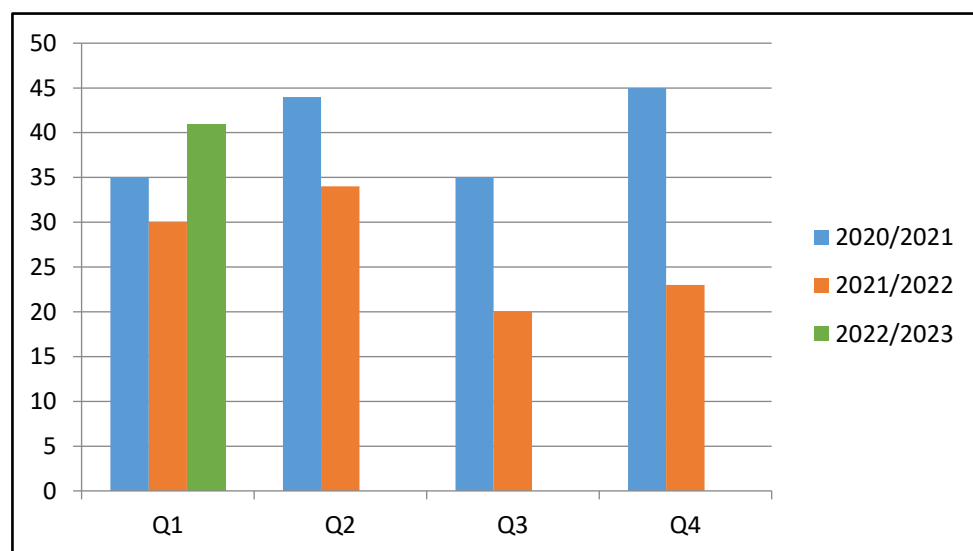
Compliments



Compliment Trend	2020/21	2021/22	2022/23
Q1	41	40	27
Q2	37	34	-
Q3	22	21	-
Q4	44	23	-

Formal Complaint Trends	2020/21	2021/22	2022/23
Q1	35	30	41
Q2	44	34	-
Q3	35	20	-
Q4	45	26	-

Complaints



Ombudsman Enquiries	2020/21	2021/22	2022/23
Q1	0	0	2
Q2	1	3	-
Q3	2	2	-
Q4	0	1	-

During Q1 two Ombudsman enquiries were received. One has been closed after initial enquiries with no further action, and the other is still open and will be carried into Q2.

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

Corporate Risks

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

We profile our risks using a matrix (shown below) which is based on our making two judgments about each potential risk faced by the council. The definition of the likelihood and impact can be found in the 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
GREEN	The likelihood and impact of the risk is low
AMBER	The likelihood and impact of the risk is medium
RED	The likelihood and impact of the risk is high

Risk 1 – Sustainability of the Medium Term Financial Strategy			Responsible Officer - Karen Spencer	
Description The Council's latest Medium Term Financial Strategy (MTFS) update published February 2022 indicates an underlying funding gap of c£600k per annum from 2023/24 onwards. 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. The current cost of living crisis may also add to the pressure on the MTFS through pay award, utility costs, contract inflation and Council Tax/NNDR collection rates.				
Risk Consequence 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.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall	Status
	B	2	B2	RED
Mitigation The MTFS does not indicate a significant narrowing of the gap in the next four years. 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.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall	Status
	C	2	C2	AMBER
Quarter 1 Update 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.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall	Status
	A	1	A1	RED

Risk 2 – Major disaster affecting the delivery of council services			Responsible Officer - Clare Law	
Description 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.				
Risk Consequence 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.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Mitigation 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.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Quarter 1 Update The council has adopted a flexible working policy to support staff working more agile, all office based staff have the equipment to allow them to work from home if needed to do in an emergency situation. The council continues to follow Covid-19 government guidance and staff that test Covid-19 positive if fit will continue to work from home (Covid-19 absences has reduced to 7.2% in Q1). Covid-19 sickness related absences will be managed under the Absence Management Policy. An Emergency Planning Team Meeting was held on 14th June 2022, one out-of-hours emergency planning incident was reported in Q1, to support the emergency accommodation of a homeless person. At the meeting the plans for death of a Senior Figure were reviewed and updated. The training plan for 2022/23 for Emergency Planning Team members has been developed.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Risk 3 – Incident resulting in death or serious injury or HSE investigation			Responsible Officer – Clare Law	
Description Under the Health and Safety at Work Act (1974), the council has a duty of care towards the health, safety and wellbeing of its employees and others who may be affected by our work. In the event of a RIDDOR reportable accident, there is a risk of an HSE investigation and potential for a civil claim for damages.				
Risk Consequence Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER
Mitigation 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.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 1 Update The 4-year health & safety plan has been compiled and implementation has commenced. The Workplace Inspection Schedule 2022/23 has been developed, to include main council offices at Futures Park and Henrietta Street and other satellite sites such as Stubbylee Hall, Tup Bridge and cemeteries depots. Work has commenced to review Hand Arm Vibration (HAVs) compliance to safeguard staff using hand held vibrating equipment in Operations. In May, the first Health and Safety Culture survey was completed in Operations with a response rate of 44%. The survey focussed on training, Personal Protective Equipment (PPE) and reporting of accidents, incidents and safety concerns. Overall the respondents had a positive view that safety was a high priority for the Council.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER

Risk 4 – Sustainability of the County Council budget			Responsible Officer - Karen Spencer	
Description Like all local authorities, Lancashire County Council has to maintain a balanced budget. If the County Council are required to make savings this may impact on service provision across the county.				
Risk Consequence Budget reductions may have an impact on service provision for our residents. There is also a risk of cost shunting to district councils.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall	Status
	C	3	C	AMBER
Mitigation The council will continue to work with Lancashire County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The council continues to support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The council will continue to interrogate Lancashire County Council savings proposals and identify risks to our residents and to our services.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall	Status
	C	3	C	AMBER
Quarter 1 Update The Lancashire 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 Lancashire County Council Household Waste Recycling Centres savings proposal.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall	Status
	C	3	C3	AMBER

Risk 5 – Changes to Government policy on the delivery of the council’s services			Responsible Officer - Neil Shaw	
Description Like all local authorities the council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.				
Risk Consequence The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Mitigation The council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit (LGiU) policy briefings. The Chief Executive and Leader of the council meets regularly with our two MPs. The 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.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 1 Update The council continues to monitor the potential impact of the Levelling Up & Regeneration Bill introduced to Parliament in May 2022. The Bill proposes opportunities to ‘level up’ areas of the UK and could have an impact on current and future rounds of Levelling Up funding. This should not affect the council’s current proposed bid to the Fund.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 6 – Sustainable Workforce			Responsible Officer - Clare Law	
Description There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.				
Risk Consequence Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
Mitigation The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework and Service Area Business Continuity Plans in place to mitigate any staffing challenges such as loss of staff due to the impact of an epidemic or pandemic. HR will work with managers to develop workforce succession planning. The council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free onsite parking, family friendly policies, discounted gym memberships and a cycle scheme to attract and retain staff.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	3	E3	GREEN
Quarter 1 Update The cumulative staff turnover at the end of quarter 1 is 3.52%. Recruitment continues to be challenging with unsuccessful recruitment exercises in Finance, Planning and Operations including the Head of Operations. The main reason cited for failure to recruit or retain staff is the lower salaries compared to the private sector and other local authorities, other reasons include opportunities to work more agile and career progression. Vacant posts have a detrimental impact on moral of staff and additional pressures to maintain delivery of services. Work is being undertaken to review service area business continuity planning to mitigate any disruptions due to threat of industrial action. Overall trade union membership is 24% (staff making contributions from their wages) – 34% operations staff and 17% office based staff, in the event of industrial actions Operations service would prioritise services, for example in refuse the priority would be to continue to empty general waste bins.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED

Risk 7 – Insufficient data and cyber security			Responsible Officer - Andrew Buckle	
Description Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.				
Risk Consequence Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as General Data Protection Regulation (GDPR), Payment Card Industry Data Security (PCI-DSS).				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Mitigation To protect against a data breach RBC, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. RBC Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. RBC adopts a Risk Insight approach to determine the 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.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
Quarter 1 Update The PCI-DSS Penetration and scan testing were completed in June 2022 and Rossendale have been informed that the council has passed the PCI-DSS security tests. The PSN testing and certification process was completed in June 2022. In addition external vulnerability scanning has been successfully implemented, this provides a checking process to identify the latest external threats and vulnerabilities detailing both the security and business risk.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 8 – Poor communications and public relations			Responsible Officer - Clare Law	
Description Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide effective and efficient council services.				
Risk Consequence Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating could lead to a major loss of reputation for the council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	1	B1	RED
Mitigation Communication methods are in place to support face to face, mail or electronic communications with a developed website and social media channels to provide 24/7 communication service. The council has an experienced public relation and communications function to support council officers to deal with communications in a timely manner and promote the work of the council.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
Quarter 1 Update VivaPR has continued to deliver the agreed communications plan 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.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 9 – Non – Delivery of Corporate Projects			Responsible Officer - Neil Shaw	
Description The council has agreed the 11 corporate projects for 2022/2023 to support the delivery of Corporate Plan.				
Risk Consequence Failure to deliver the corporate projects would have a detrimental impact on the delivery of the council's Corporate Plan 2021-25, 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.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Mitigation Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and Finance Officer. Each corporate project will have a robust project plan and live risk register. The Project Sponsor will be responsible for the strategic overview of the corporate project, and the Project Manager will be responsible for the day-to-day management of the corporate project. The 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.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 1 Update The Programme Board continues to monitor all the projects (last meeting on 9 th May 2022). All projects are on track and within budget.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 10 – Response and Recovery to Covid-19 Pandemic				Responsible Officer - Neil Shaw
Description Covid-19 is a strain of the coronavirus, the government declared the virus as a pandemic in the UK in March 2020.				
Risk Consequence The pandemic causes a potentially risk to the delivery of the council services and the health and wellbeing of the wider community.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Mitigation The council has an Emergency Plan and Service Area Business Plans to support a pandemic emergency. The plans have been activated, regularly reviewed and stress tested throughout the pandemic. Risk Assessments and Safe Systems of Work have been developed and reviewed with staff and Trade Unions throughout the pandemic to provide a safe working environment. Council officers have worked with the Lancashire Resilience Forum and multi-agency partners to mitigate any potential risks throughout the pandemic. At the start of 2022, most Covid-19 restrictions had been lifted but the council will keep the situation under review.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER
Quarter 1 Update 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 Q1 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.				
Quarter 1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER

Risk 11 – Impact of Covid-19 on the Financial Sustainability of Council Owned Leisure Assets			Responsible Officer – Adam Allen	
Description National Lockdowns due to Covid-19 resulted in council owned leisure facilities closing for extended periods. During closure no income was received and outside of lockdown periods, income was significantly reduced. This has impacted the financial sustainability of the trust.				
Risk Consequence If the council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the council. This financial impact was managed in 2021/22 through additional government grants and council support, however the real impact is likely to be felt in 2022/23. The impact of a new private gym provider is still unknown.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
Mitigation The Leisure Trust and council have consolidated all council owned leisure assets under the umbrella Trust to maximise efficiency. Ski Rossendale, CLAW and the Whitaker have been transferred. A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact have been 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 has been received though this is limited in its amount and did not cover retrospective losses. Constant monitoring of future business plans and work in partnership to maximise income and reduce costs continues.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
Quarter 1 Update The Trust are likely to end the 2021/22 financial year in a break even position. This is due to efficient operations, a number of Covid-19 grants and other financial support which helped mitigate losses. This current financial year will be much more challenging due to increasing fuel prices, increased wages following an increase in the living wage and recovery from Covid-19. Work is underway to develop a long term strategy linked to possible facility development that will put the Trust in a long term sustainable position. The projected financial position does pose a significant financial risk to the council.				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED

Subject:	Annual Equality Report – Workforce Profile 2021/22	Status:	For Publication
Report to:	Overview and Scrutiny Committee	Date:	21 st September 2022
Report of:	Head of People and Policy	Portfolio Holder:	Environment and Corporate Services
Key Decision:	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required: No	Attached:	No
Biodiversity Impact Assessment:	Required: No	Attached:	No
Contact Officer:	Clare Law	Telephone:	01706 252457
Email:	clarelaw@rossendalebc.gov.uk		

1. RECOMMENDATION(S)

- 1.1 That Overview and Scrutiny considers the content of the Council’s Annual Equality Workforce Report for 2021/22 attached at Appendix 1, and agree any specific actions or issues that need to be taken forward arising from the content of the report.
- 1.2 That Overview and Scrutiny continues to monitor the Council’s progress on equality and sufficient publication of equality information in line with current legislative and best practice requirements to ensure that the Council is operating fairly and equitably.
- 1.3 That Overview and Scrutiny recommends the council to actively seek to boost the workforce profile in relation to disability.

2. EXECUTIVE SUMMARY

- The Annual Equality Workforce Report covers April 2021 to March 2022.
- The report provides an annual summary of the profile of the workforce by its protected characteristics as defined under the Equality Act 2010.
 - Age no significant changes from 2020-21
 - Disability no significant change from 2020-21
 - Gender Reassignment no significant change from 2020-21
 - Marriage and Civil Partnership information not recorded
 - Pregnancy and Maternity no significant change from 2020-21
 - Race slight decrease in BAME from 3.87% (7 staff) 2020-21 to 2.79% (5 staff) 2021-22
 - Religion or Belief no significant change from 2020-21
 - Sex (gender) no significant change from 2020-21
 - Sexual Orientation no significant change from 2020-21
- The report shows a decrease in full time equivalent posts in the establishment from 186 to 176, and an increase in part-time employees from 18 to 29 and vacant posts from 5 to 13 compared to 2020-21 reporting.
- The reports shows an increase from 27% (46 applicants) to 46% (98 applicants) in the 40-49 age range of job applications.

- The report shows a significant increase in leavers compared to 9.86% (17 leavers) in 2020-21 to 28.65% (46 leavers) in 2021-22, mainly due to Kickstart and Covid-19 related temporary fixed term contracts coming to an end.
- No complaints relating to discrimination have been received 2021-22.

3. BACKGROUND

- 3.1 Rossendale Borough Council is committed to ensuring that it is operating fairly and equitably in both its employment practices and service delivery, in line with, current legislation and codes of practice.
- 3.2 The Public Sector Equality Duty requires the Council is to publish equality information on at least an annual basis.
- 3.3 The Council's Equality Policy was reviewed in 2021 and outlines how equality, diversity and inclusion for all staff and communities in Rossendale will be supported.

4. DETAILS

- 4.1 The Annual Equality Report – Workforce Profile 2021/22 set out in Appendix 1 presents the Council's key workforce equality data.

Elected Member monitoring information is not included in this report, however it is available from Member Services on request.

- 4.2 Due to the Council's size, much of the data we actively collect in relation to our workforce relates to small numbers of people. The data we collect is monitored, wherever possible, against the community profile, this is based on the 2011 Census and is likely to change following the 2021 Census. However, the Council is committed to work towards achieving a workforce that reflects the community profile and develop an organisation that champions a diverse workforce.

Although Equality Impact Assessments are not a legal requirement, the Council has embedded an Equality Impact Assessment process to assess the impact of our policies, practices and decision making on equality. Using good quality information and analysis can help identify practical steps to mitigate or eliminate any negative impacts or discrimination within the Council's policy development and decision making processes.

The Council has undertaken a number of public consultation exercises on community base projects including the Local Plan, Haslingden Town Centre (National Lottery Bid) and the Council's Visitor Economy Strategy.

Equality Impact Assessments are published with the relevant Council or Committee reports.

From 2017, any organisation that employs 250 or more staff must publish and report specific figures about their gender pay gap. The Council do not meet the requirements to report the gender pay gap to HMRC. However, the Council can report it does not have a gender pay gap.

- 4.3 The Council's Equality Policy has been reviewed this year as part of the policy periodic review process and it is proposed the Council's equality objectives are:
- To enhance understanding of and promote equality and diversity at all levels within the Council.

- To have a diverse workforce that aims to be representative of the borough and to ensure that all staff are treated fairly.
- To assess, consult and evaluate the equality impact of our policies and decisions and to change where reasonably possible what we do to mitigate or eliminate any inequality.
- To ensure that our staff and Councillors engage and communicate with members of the community in an accessible and inclusive way.

4.4 The Council is committed to continue to work with our partners, residents, customers and communities to promote equality, diversity and inclusion, and to tackle discrimination and harassment regarding our employees, residents and service users in all operations of the organisation and services it provides. Examples include:

Haslingden Town Centre (national Lottery Bid) – The Council undertook extensive public consultation between 3rd August 2020 and 25th September 2020 with the residents of Haslingden to capture the views of the community. The consultation included public consultation events in the town centres, a brochure sent to 8,000 homes in Haslingden and surrounding areas, flyers, letters to businesses and public bodies, updates to the Haslingden 2040 website and social media. Surveys were also available in various civic buildings including Haslingden Community Link, St James Church, Baitul Mukarram Mosque and Islamic Centre, to ensure that the consultation was as inclusive as possible.

The Community Hub – The Council continues to support the Community Hub that provides help and support to the older and vulnerable residents of Rossendale, this was established during the covid-19 pandemic.

Rossendale Works and Youth Works – the Council has continued to support all residents in Rossendale who are seeking employment, providing assistance with removing and overcoming barriers to employment. Rossendale Works is open to people aged 18+ and the Rossendale Youth Works is open to people aged 18-25 years.

5. RISK

5.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

Non-compliance with the Equality Act 2010 and associated Equality Duties. This includes potential legal challenge and possible associated financial and reputational costs if equality duties are not complied with.

Possible investigation by the Equality and Human Rights Commission if equality information published is not considered sufficient.

6. FINANCE

6.1 As noted in the report, the progress made in this area assists the Council in mitigating the risk of legal challenge and therefore the associated financial risks.

7. LEGAL

7.1 No additional comments to be made in relation to this report.

8. POLICY AND EQUALITIES IMPLICATIONS

8.1 The Equality Act 2010 requires the Council to have due regard in the exercising of its functions in relation to the three aims of the Equality Duty, for the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advanced equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

8.2 The amount of regard that is “due” is set out in the Act and will depend on the circumstances of the case. Under the general equality duty there is a requirement to engage with people with protected characteristics and to have an adequate evidence base for Council decision-making. The duty to inform, consult or involve requires that the Council must involve communities and those directly affected at the most appropriate and proportionate level in ‘routine functions, in addition to one-off decisions.’ The Council is required to consult representatives of a wide range of local people; this should include local voluntary and community organisations and small businesses in such consultation.

8.3 Consultation has been undertaken with the Council’s Corporate Management Team, Portfolio Holder and Member Equalities Champion in relation to Annual Equality Report – Workforce Profile 2021/22.

9.0 REASON FOR DECISION

9.1 The Council continues to ensure it is working to achieve positive outcomes for its communities and has maintained strong and clear leadership on the importance of equality as a core part of Council business, reflected in its the decision making processes, progress and activity across the Council.

Background Papers	
Document	Place of Inspection
Annual Equality Report – Workforce Profile 2021/22	Attached as Appendix 1

**Annual Equality
Workforce Profile
2021-22**

Responsible Section/Team	People & Policy	Version/Status	V1
Responsible Author	Head of People& Policy	Date Agreed / Agreed At	
Date last Amended	15/07/2022	Due for review	15/07/2023

1. Introduction

The purpose of this report is to provide an annual summary of the profile of the workforce for Rossendale Borough Council (The Council) by its protected characteristics as defined under the Equality Act 2010.

2. The Equality Act 2010

The Equality Act 2010 states that everyone has the right to be treated fairly and equally.

The Act places a general equality duty on all public sector organisations to have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act

The equality duty is supported by two main specific duties which require public bodies to:

- Set and publish equality objectives at least every four years
- Publish equality information at least annually.

2.1 Protected Characteristics (or protected groups)

The Council aims to ensure that no one receives less favourable treatment for reasons relating to all recognised protected characteristics covered by the Act.

The protected characteristics covered by the Act are as follows:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual Orientation

2.2 Equality Impact Assessment

The completion of equality impact assessments is no longer a legal requirement, however it is used by the Council as a useful tool to identify the impact of policies and decisions made in relation to staff and communities.

2.3 Equality Objectives

The Council recognises its statutory equality duties under legislation in terms of employment and service provision and is committed to meet them through its objectives set out in the Council's Equality Policy 2021:

- To enhance understanding of and promote equality and diversity at all levels within the Council.
- To have a diverse workforce that aims to be representative of the borough and to ensure that all staff are treated fairly.
- To assess, consult and evaluate the equality impact of our policies and decisions and to change where reasonably possible what we do to mitigate or eliminate any inequality.
- To ensure that our staff and councillors engage and communicate with members of the community in an accessible and inclusive way.
- To continue working with our partners, where appropriate, to reduce inequality in all of our communities.

3. Annual Equality Workforce Profile 2021-2022

All public sector employers, including local authorities, have a statutory duty under the Act to publish the equality profile data it holds for its directly employed workforce at least annually to demonstrate compliance with the Public Sector Equality Duty.

This data underpins the Council's commitment to ensuring that its employment practices and are free from discrimination and fulfil the core statutory duty placed on all public sector employers.

The workforce equality profile is based on headcount of the workforce as at 31st March 2022. Elected Member monitoring information is not included in this report, if required the information is available from Member Services.

The information monitors the profile of the Council workforce by the protected characteristics and where possible are compared to the 2021 Census. At the time of publication only the first results from the 2021 Census had been published, therefore some comparisons are still with the 2011 Census. The next series of results are due by the end of October 2022 which will change the comparisons for the next profile report.

The Council is committed to work towards achieving a workforce that reflects the community profile and develop an organisation that champions a diverse workforce.

This annual report provides information about the composition of the workforce, the people we have recruited, the use of discipline, grievance and other procedures and information about employees who leave the authority.

4. Population

Based on the first published results from the 2021 Census the population of Rossendale has increased by 4.1%, increasing from approximately 68,000 in 2011 to 70,800 in 2021.

The Census 2011 figures confirms that Rossendale has a low percentage of people (40.3%) who live and work within the local area.

Analysis of our Workforce Profile data showed that 57% of staff live in the borough, 35% in BB4 postcode and 22% in OL13 postcode areas.

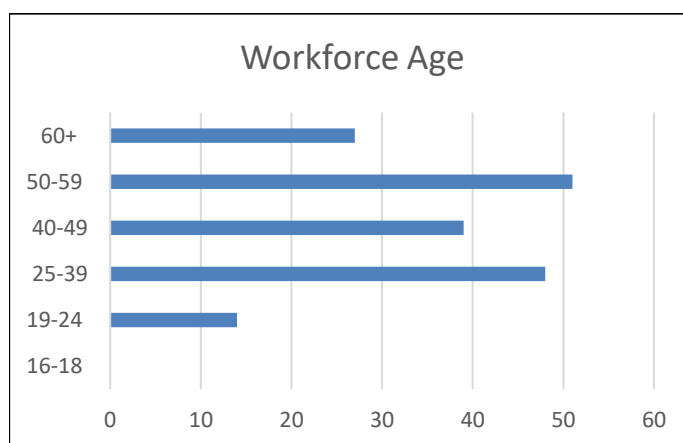
5. Workforce Profile

At 31st March 2022 the establishment was made up of 176 FTE posts, 13 of which were vacant. The Council employed 179 staff (163 full time equivalent). The headcount of 179 was made up of 148 full time, 29 part time employees and 2 casual employees. 156 employees are employed on permanent contracts, 21 employees are employed on temporary contracts and 2 employees are employed on a casual basis.

Employees are requested to complete a personal details and monitoring questionnaire on an annual basis. This has been suspended for the past 2 years due to the pandemic, however, from 2022 the questionnaire will be reinstated and updated annually.

5.1 Age

	No.	%
16-18	0	0%
19-24	14	8%
25-39	48	27%
40-49	39	22%
50-59	51	28%
60+	27	15%
	179	



As at 31st March 2022 the largest age group employed by the Council was staff aged 50 to 59 at 28%, the 2021 Census confirms that the largest age group within the borough is 50 to 59 years. The figure rises to 65% for all staff aged 40+. Compared to the figures for 2020-21 the percentage of staff employed 50+ has lowered from 48% to 44% and staff employed aged 40+ has lowered from 68% to 65%.

A total of 28.5% of the workforce are aged 55 or over. As more of the workforce moves into the 55 and over age range there is an increased importance on ensuring that in addition to retention initiatives to retain older workers, a robust succession planning mechanism is embedded to deliver business continuity and managers of the future.

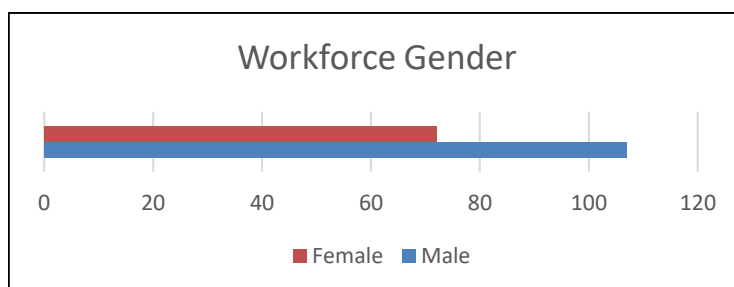
The percentage of staff aged 19 to 24 has risen from 3% to 8%. Although staff employed on the Kickstart scheme account for 3% of this figure an increase of 2% is still apparent.

5.2 Gender

During the period 2021-22 the Council employed 60% males and 40% females indicating no change from figures in the 2020-21 report.

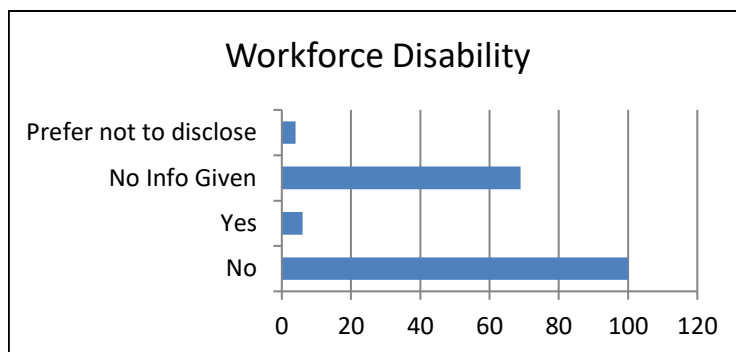
The next personal details and monitoring questionnaire will allow staff to self-identify their gender, that is, male, female or other.

	No.	%
Male	107	60%
Female	72	40%
	179	100%



5.3 Disability

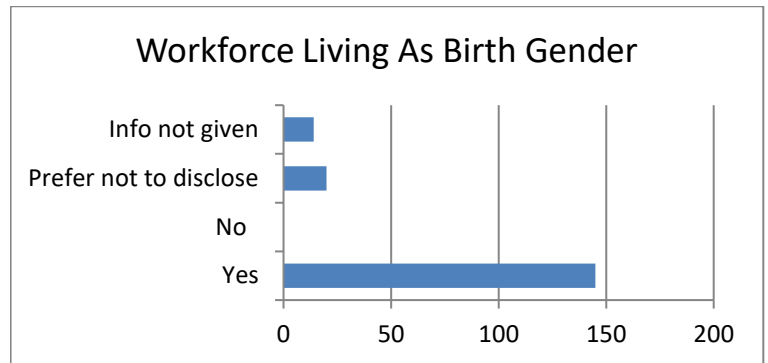
	No.	%
No	100	56%
Yes	6	3%
No Info Given	69	39%
Prefer not to disclose	4	2%
	179	100%



The data shows that 6 employees have declared a disability which has not changed since the 2020-21 report. In 2018 the Council gained the Disability Confident Employer (Level 2) accreditation by committing to inclusive and accessible recruitment, offering an interview to disabled people, providing reasonable adjustments and supporting existing employees with a disability. The Council was re-awarded the accreditation in February 2022.

5.4 Gender Reassignment (Employees living as birth gender)

	No.	%
Yes	145	81%
No	0	0%
Prefer not to disclose	20	11%
Info not given	14	8%
	179	100%



5.5 Marriage and Civil Partnership

The Council does not record data on marriage and civil partnership relating to the workforce.

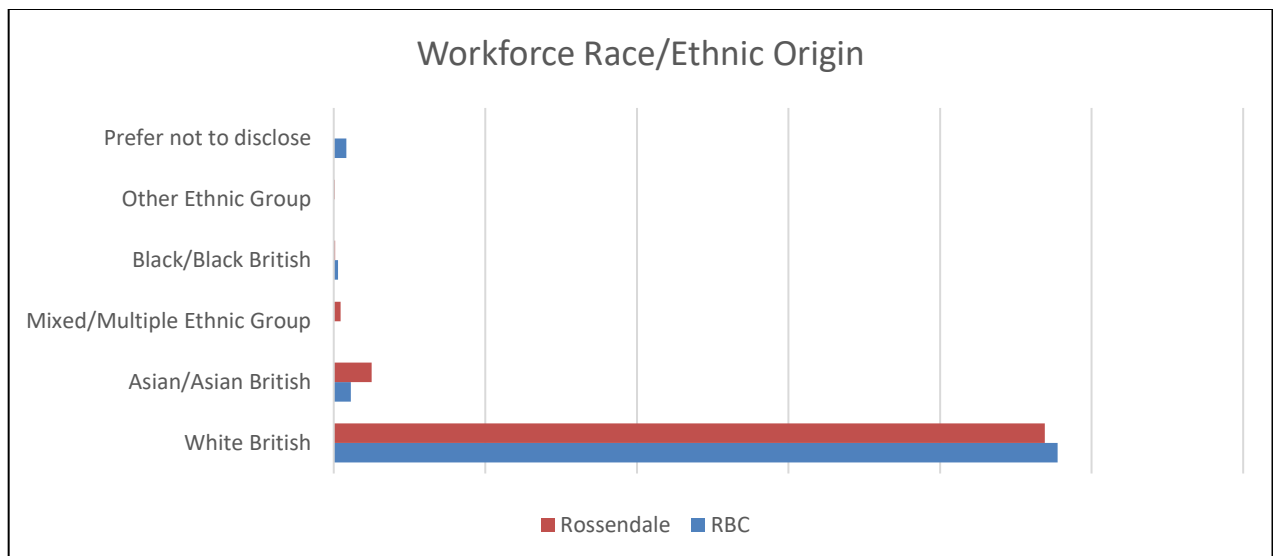
5.6 Pregnancy and Maternity

During the period 2021-22 four members of staff took maternity leave. As at 31st March 2022 three have returned back to work and one is still on maternity leave.

5.7 Race/Ethnic Origin

The percentage of Black, Asian and Minority Ethnic (BAME) employees overall at RBC was 2.79%, a decrease from 2020-21 when it was 3.87%. The figure of 2.79% represents 5 members of staff. The 2011 Census indicates that 6% of Rossendale's total population were from minority ethnic communities.

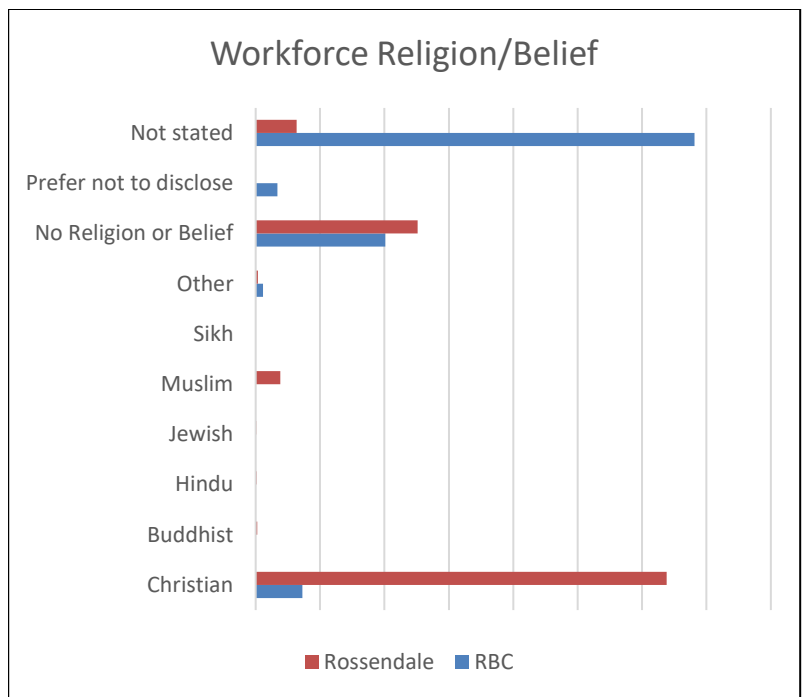
	RBC	Rossendale
White British	95.53%	93.82%
Asian/Asian British	2.23%	5.00%
Mixed/Multiple Ethnic Group	0.00%	0.89%
Black/Black British	0.56%	0.18%
Other Ethnic Group	0.00%	0.12%
Prefer not to disclose	1.68%	0.00%
Totals	100.00%	100.00%



5.8 Religion/Belief

Workforce records as at 31st March 2022 provided the results as shown in the table below, this has been compared to the figures of the Rossendale community (Census 2011).

	RBC	Rossendale
Christian	7.26%	63.83%
Buddhist	0.00%	0.24%
Hindu	0.00%	0.14%
Jewish	0.00%	0.10%
Muslim	0.00%	3.84%
Sikh	0.00%	0.01%
Other	1.12%	0.34%
No Religion or Belief	20.11%	25.15%
Prefer not to disclose	3.35%	0.00%
Not stated	68.16%	6.35%
	100.00%	100.00%

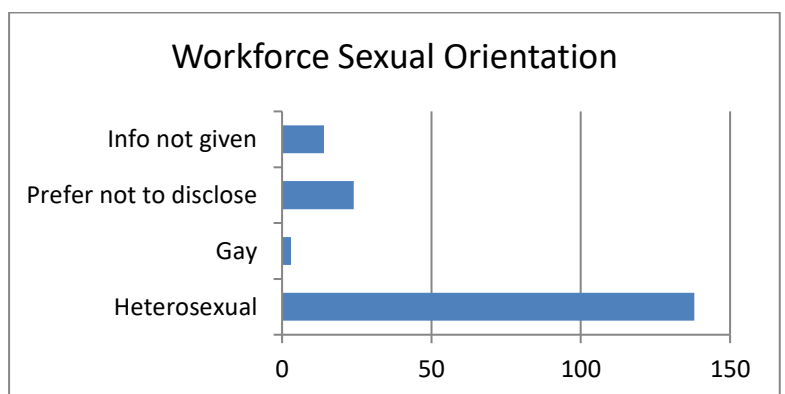


The Council is committed to the adoption of the International Holocaust Remembrance Alliance (IHRA) definition of anti-Semitism.

5.9 Sexual Orientation

Workforce records as at 31st March 2022 show the following information on sexual orientation.

	No.	%
Heterosexual	138	77%
Gay	3	2%
Prefer not to disclose	24	13%
Info not given	14	8%
	179	100%



The lesbian, gay, bisexual, transgender, queer (or sometimes questioning), and others community (LGBTQ+) were officially recognised in the 2021 Census for the first time in its 220 year history. Two new questions on sexuality and gender identity have been added to the survey. Results will be available at the end of October 2022.

5.10 Gender Pay Gap Reporting

From 2017, any organisation that has 250 or more employees must publish and report specific figures about their gender pay gap.

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men’s earnings.

The Council do not meet the requirements to report the gender pay gap to HMRC however for the purpose of this report we have calculated as below:

Mean male hourly rate of pay £14.53

Mean female hourly rate of pay £15.07

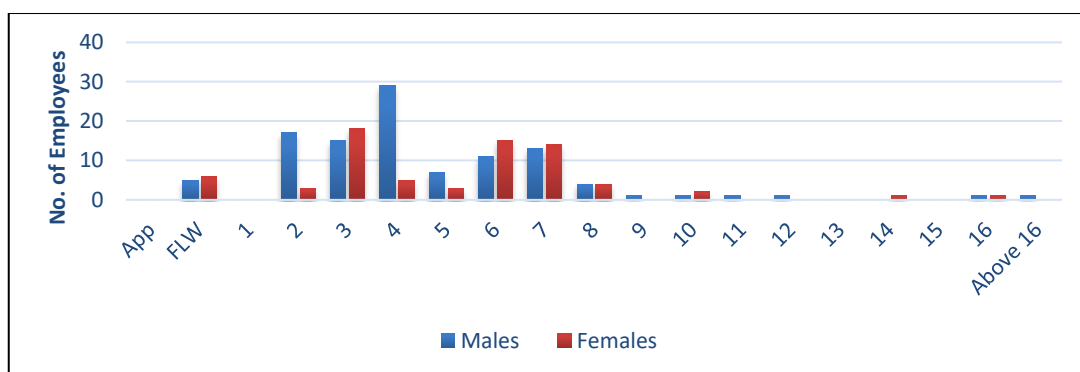
Overall mean hourly rate of pay £14.75

The Council has a gender pay gap of 2.17% favouring females.

5.11 Pay

Comparison of the distribution of male and female employees at each salary grade shows that men are highly over represented at grades 2 and 4. The roles of staff paid at Grade 2 and 4 are predominantly male orientated roles, such as Waste Operative and LGV Driver. There is also a higher percentage of female staff at Grade 6, the roles within that grade are mainly office based administration. This information is summarised below.

Distribution of male and female employees at each salary grade



6. Workforce Disciplinary and Grievance Cases

The following tables show equality monitoring of any employee disciplinary and grievance cases that have been managed under the formal process of the Disciplinary Policy, Grievance Policy and Dignity at Work Incorporating Bullying and Harassment Policy.

6.1 Age

	No.
16-18	0
19-24	0
25-39	0
40-49	1
50-59	0
60+	1
	2

6.2 Gender

	Disciplinary	Harassment	Grievance
Male	2	0	0
Female	0	0	0
	2	0	0

6.3 Disability

	Disciplinary	Harassment	Grievance
Disabled	0	0	0
Not Disabled	2	0	0
	2	0	0

6.4 Race/Ethnic Origin

	Disciplinary	Harassment	Grievance
White	2	0	0
BAME	0	0	0
	2	0	0

6.5 Religion/Belief

	No.
No belief	0
Prefer not to disclose	2
	2

6.6 Sexual Orientation

	No.
Heterosexual	0
Prefer not to disclose	2
	2

7. Leaving the Council

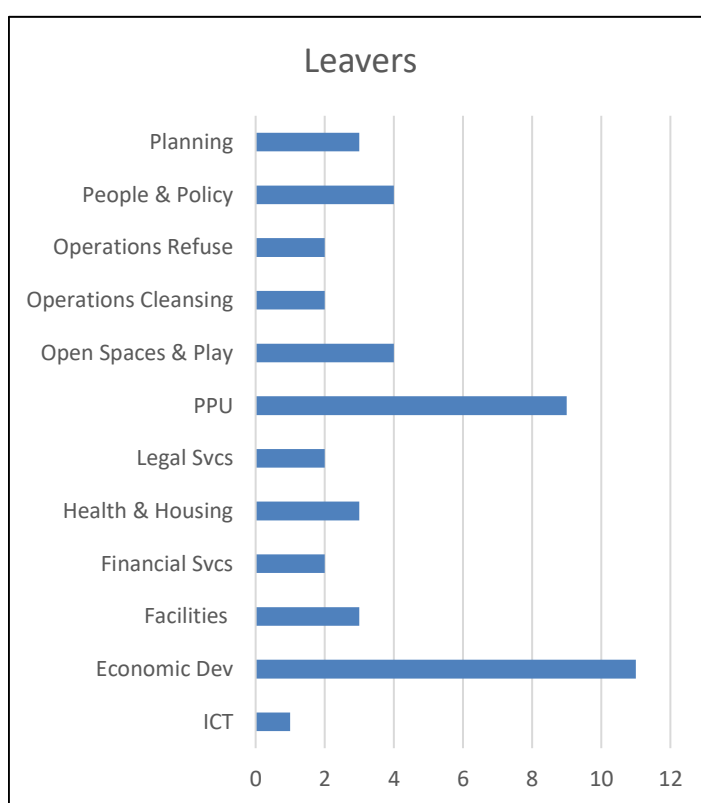
Chartered Institute of Personnel Development (CIPD) advises the average national turnover percentage to be 15%. The Council's staff turnover for 2021-22 was 25.56% with 46 leavers overall.

Of the 46 leavers 13 were due to end of fixed term contracts. Economic Development and PPU has a high level of leavers, 5 of which were staff employed through the Kickstart scheme and 7 were attributed to staff employed on fixed term contracts relating to COVID.

Council turnover not including the Kickstart scheme or COVID related contracts would be 17.8%, slightly above the national average.

The following table breaks down the leavers by service.

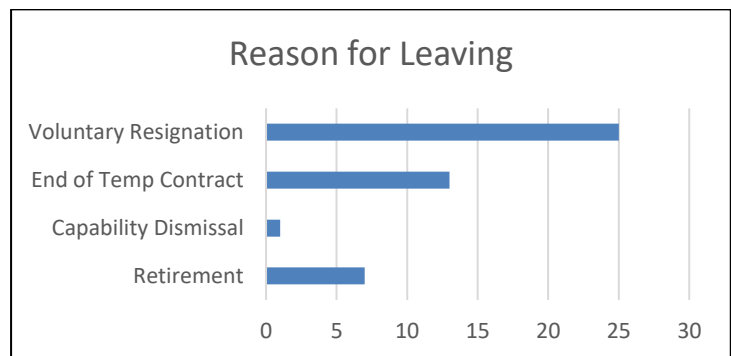
Service	No. of Leavers
ICT	1
Economic Dev	11
Facilities	3
Financial Svcs	2
Health & Housing	3
Legal Svcs	2
PPU	9
Open Spaces & Play	4
Operations Cleansing	2
Operations Refuse	2
People & Policy	4
Planning	3
	46



7.1 Reasons for Leaving

The percentage of leavers that voluntarily left or retired from the Council in 2021-22 was 69.57% (Retirement 7 staff, voluntary resignation 25 staff).

Reason For Leaving	No.
Retirement	7
Capability Dismissal	1
End of Temp Contract	13
Voluntary Resignation	25
	46

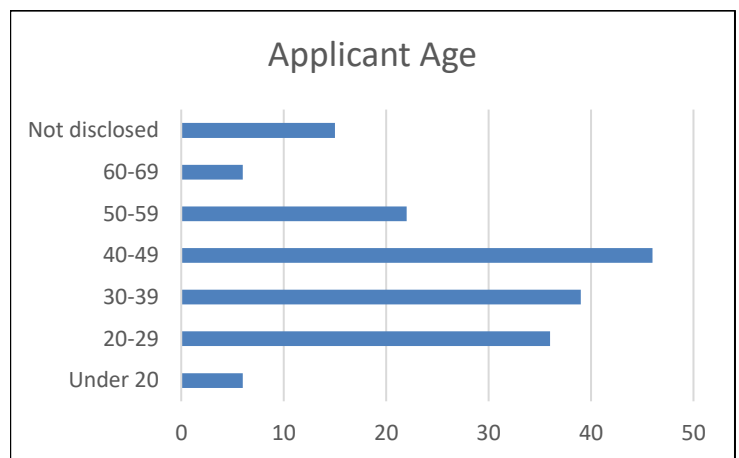


8. Job Applicants Profile

As part of the recruitment process equality monitoring of applicants is undertaken. It is not compulsory for applicants to disclose this information, however 86% of forms were returned.

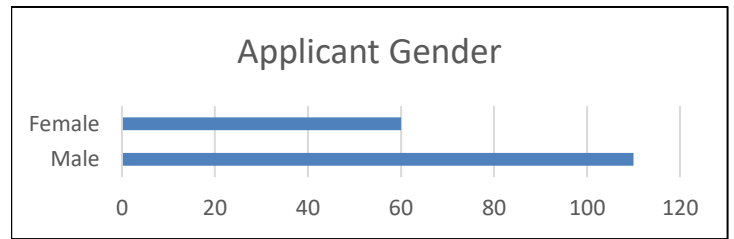
8.1 Age

	No.	%
Under 20	6	4%
20-29	36	21%
30-39	39	23%
40-49	46	27%
50-59	22	13%
60-69	6	4%
Not disclosed	15	9%
	170	100%



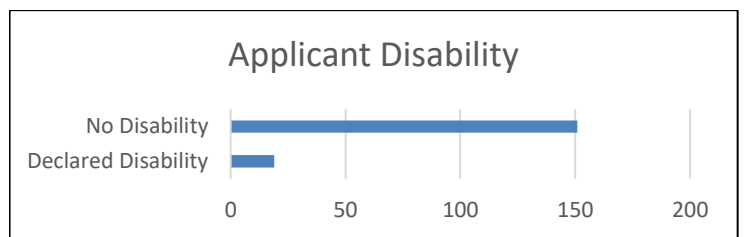
8.2 Gender

	No.	%
Male	110	65%
Female	60	35%
	170	100%



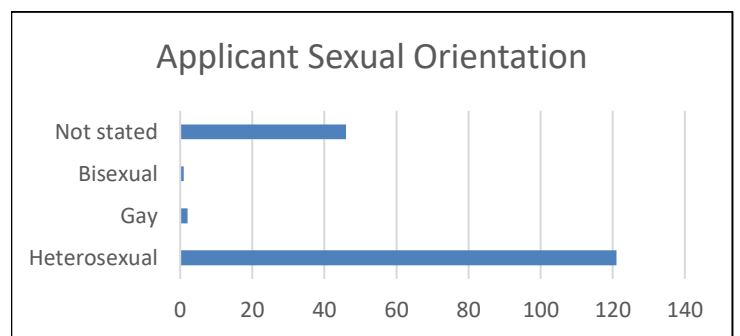
8.3 Disability

	No.	%
Declared Disability	19	11%
No Disability	151	89%
	170	100%



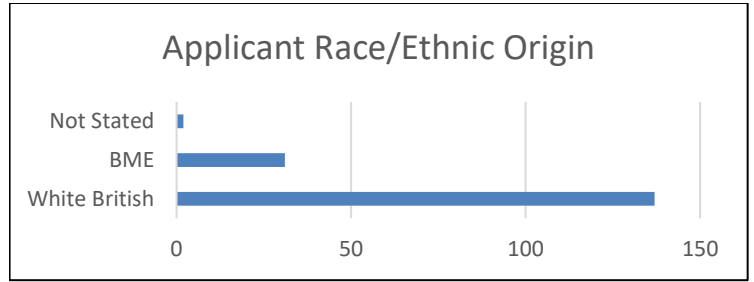
8.4 Sexual Orientation

	No.	%
Heterosexual	121	71%
Gay	2	1%
Bisexual	1	1%
Not stated	46	27%
	170	100%



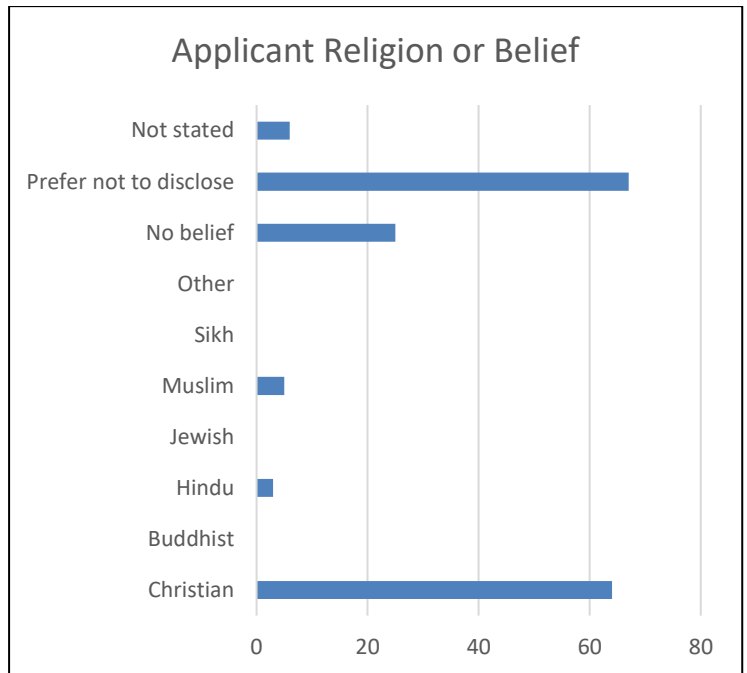
8.5 Race/Ethnic Origin

	No.	%
White British	137	81%
BME	31	18%
Not Stated	2	1%
	170	100%



8.6 Religion/Belief

	No.	%
Christian	64	38%
Buddhist	0	0%
Hindu	3	2%
Jewish	0	0%
Muslim	5	3%
Sikh	0	0%
Other	0	0%
No belief	25	15%
Prefer not to disclose	67	39%
Not stated	6	4%
	170	100%



9. Complaints about Discrimination

No complaints have been made against the Council or its staff on the grounds of prohibitive conduct (discrimination, harassment (including sexual harassment) and abuse of authority).

10. Trade Unions

The Council works with Unison and GMB unions.

The Trade Union (Facility Time Publication Requirements) Regulations 2017 came into force on 1st April 2017, which put in place the provisions in the Trade Union Act 2016

requiring relevant public sector employers to publish specified information related to facility time provided to trade union officials.

This information is published on the Council's website:

https://www.rossendale.gov.uk/downloads/file/16705/trade_union_facility_time_publication_july_2021

11. Awareness Raising /Training & Development

The Council recognise that it is critical for our staff to have the skills and knowledge to help eliminate unlawful discrimination, promote equal opportunities and value diversity. Staff are required to undertake periodic equality, diversity and inclusion training. This training was completed by 92% of staff during January and February 2022.

12. Engagement and Consultation

The Equality Duty (section 149 of the Act) came into force on 5 April 2011 requiring the Council to have an adequate evidence base for its decision-making. Rossendale Borough Council engages and consults with local residents to help us understand more about how our policies affect (or will affect) the different groups who use our services. This information is used to inform and improve decision making throughout the Council. Examples of engagement and consultation during 2021-22 include Rossendale's Local Plan, Haslingden Town Centre (National Lottery Bid), Bacup Town centre and the Council's Visitor Economy Strategy.

13. Hate crime / incidents and domestic abuse reporting

Hate crimes and incidents can have a serious impact on victims and their quality of life and can damage community cohesion. The Council is committed to working with individuals, communities, health and law enforcement services in order to tackle incidents and crimes motivated by prejudice and hate. The Council is a member of Lancashire Hate Crime and Cohesion Partnership Group and also has a Hate Crime Action Plan.

The Council has invested Domestic Abuse funding from Lancashire County Council to develop an in-house domestic abuse housing service. This is delivered locally, and will continue to look at ways it can best support partner domestic abuse support services, in future. The Council is White Ribbon accredited.

14. Conclusion

The Council is committed to delivering services based on the principles of fairness and equality. These principles underpin our core priorities in The Corporate Plan 2021-2025:

- Thriving Local Economy
- High Quality Environment
- Healthy and Proud Communities

- Effective and Efficient Council

These priorities are for the benefit of all of those who live, work and visit Rossendale and the Council will be unable to achieve these priorities if the services it provides are unfair or unequal.

The Council's Equality Policy was reviewed in 2021 and outlines how we will continue to promote equality, diversity and inclusion for our staff and communities in Rossendale.

The most current Workforce Profile Report is made available to Council employees through the Council's Intranet.

Subject:	Annual Council Feedback Review and Local Government Ombudsman (LGO) Enquiries	Status:	For Publication
Report to:	Overview and Scrutiny Committee	Date:	21 st September 2022
Report of:	Head of Legal	Portfolio Holder:	Environment and Corporate Services
Key Decision:	<input type="checkbox"/> Forward Plan <input type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required: Yes/No	Attached:	Yes/No
Biodiversity Impact Assessment:	Required: Yes/No	Attached:	Yes/No
Contact Officer:	Carolyn Sharples	Telephone:	01706 252422
Email:	carolynsharples@rossendalebc.gov.uk		

1. RECOMMENDATION(S)

- 1.1 That Overview and Scrutiny Committee note the different types of feedback received by the Council, in addition to the Local Government Ombudsman (LGO) enquiries and complaints for the period 1st April 2021 to 31st March 2022.
- 1.2 Overview and Scrutiny Committee is invited to comment on the report and provide feedback to Council's Corporate Management Team.

2. EXECUTIVE SUMMARY

- The report updates committee members on the following types of feedback for the period 1st April 2021 to 31st March 2022:
 - Compliments
 - Formal complaints
 - Ombudsman enquiries and complaints
- There were 123 compliments with the highest number of compliments being about a staff member or a team.
- There were 108 formal complaints with the highest number being about bins or bin collections.
- There were 13 Ombudsman enquiries and 13 Ombudsman decisions.

3. BACKGROUND

The terms of reference of the Overview and Scrutiny committee require the committee to monitor complaint handling, monitor Ombudsman complaints as well the Council's performance.

4. DETAILS

- 4.1 Feedback made to the Council in the form of compliments and formal complaints (as well as Local Government Ombudsman enquiries) is a bi-monthly agenda item at Corporate Management Team meetings. Reports are provided to ensure managers are aware of any outstanding complaints that require action within their service area. Weekly reminders on all live complaints are also sent to the relevant officers and managers for action.

The Overview and Scrutiny Committee also receive regular updates through the Quarterly Performance Reports throughout the year.

Each year the Local Government Ombudsman details the number of enquiries and complaints received and the decisions made. The Ombudsman complaints and enquiries during 2021/2022 are detailed at sections 4.9 - 4.14 with further details in Appendix 1.

All the information included in this report should be considered in the context of the amount of contact the Council receives each year from its customers (via the One Stop Shop, telephone and website).

4.2 **Compliments**

4.3 In the 2021/2022 period the Council received 123 compliments and a breakdown of the last 3 years' figures can be found below:

2019/2020	2020/2021	2021/2022
91	145	123

4.4 An analysis of the compliments for 2021/2022 can be found below:

Compliment about:	
Action/response/communication	3
Advice given	1
Bins/bin collection	2
Customer service	1
Quality of service	10
Staff member/team	106
Total	123

In relation to the two highest compliment categories a breakdown has been provided below.

Quality of service:

Communities - 1
 Economic Development - 5
 Environmental Health - 1
 Operations - 2
 Planning - 1

Staff member/team:

Capita – 4
 Corporate Support – 7
 Economic Development - 26
 Environmental Health - 3
 Finance - 1
 Housing - 7
 Legal and Democratic Services (includes Elections and Land Charges) - 10
 Operations - 39
 People and Policy (includes Facilities) – 1
 Planning – 6
 Public Protection Unit (PPU) - 2

4.5 Formal Complaints

The Council deals with a significant amount of contact on a daily basis and each department has their own system for dealing with customer contact. The majority of this contact is in relation to service requests, rather than formal complaints. Formal complaints are classed as a serious expression of dissatisfaction and usually occur when a customer has reported something, but they are not happy with the response, the outcome or action.

Formal complaints received by the Council are recorded and responded to by the relevant department. Officers and managers are asked to deal with customer complaints within the customer service standard of 10 working days: this is classed as a stage 1 response. Where it is not possible to send a full response within 10 working days, a holding response is sent.

Once a complaint has been responded to, the customer has the opportunity to request a review if they are not satisfied with the response: this is classed as stage 2 of the complaints process. The stage 2 review will be undertaken by a Head of Service or Director. Once a stage 2 response has been sent, if the customer still does not feel they are satisfied with the response, they can take their complaint to the Local Government Ombudsman for consideration.

In the period 2021/2022, 108 formal complaints were received by the Council.

An analysis of the complaints over the last 3 years can be found below:

Complaint about:	2019/20		2020/21		2021/22	
	No. of complaints	% of total	No. of complaints	% of total	No. of complaints	% of total
Action/response/communication	22	16.30	24	15.38	13	12.04
Advice/information given	3	2.22	3	1.93	1	0.93
Anti-social behavior	1	0.74	0	0	0	0
Application processing	2	1.48	2	1.28	1	0.93
Bailiff charges/action	2	1.48	0	0	1	0.93
Benefits processing	2	1.48	3	1.93	3	2.77
Bins/bin collection	40	29.63	56	35.90	26	24.07
Council decision	20	14.81	4	2.56	5	4.63
Council policy/procedure	1	0.74	2	1.28	2	1.85
Council Tax charges/ decision	7	5.19	1	0.64	14	12.96
Customer service	3	2.22	0	0	0	0
Footpaths	0	0	0	0	1	0.93
Grant Funding	0	0	8	5.13	4	3.70
Grass cutting	1	0.74	2	1.28	1	0.93
Housing/landlord	0	0	1	0.64	0	0
Litter/ debris/ fly tipping	2	1.48	15	9.62	3	2.77
Noise nuisance	0	0	1	0.64	0	0
Other	9	6.67	5	3.21	6	5.56
Property/ land	0	0	6	3.85	4	3.70
Quality of service	10	7.41	4	2.56	7	6.48
Recovery/payment Council Tax	3	2.22	4	2.56	2	1.85
Staff member/ team	6	4.45	10	6.41	12	11.11
Time taken	0	0	2	1.28	1	0.93

Trees	1	0.74	2	1.28	1	0.93
Weeds	0	0	1	0.64	0	0
Total	135		156		108	

The areas of most complaint during 2021/22 were in relation to bins/bin collection and council tax charges/decision.

In relation to the 26 bins/bin collection complaints, these were all dealt with by Operations as follows:

- 11 issues with missed bin collections
- 3 missed assisted collections
- 4 relating to non-delivery of a new bin
- 1 relating to bin damage
- 3 bins not being returned to the correct location
- 1 issue with a bulky collection
- 3 relating to blocking a driveway or blocking access during a collection

In relation to the 14 council tax charges/decision complaints, there were all dealt with by Capita as follows:

- 4 relating to Council Tax costs disputes or payment disputes
- 2 issues with advice given
- 2 issues with non-eligibility for business rates relief
- 2 issues with a court summons and added costs
- 1 relating to Council Tax benefit not being cancelled following a change in circumstances
- 1 issue with a Council Tax refund
- 1 issue with the way a letter was worded
- 1 relating to the flexibility of a payment plan

4.6 Learning and improvements

In relation to lessons learned and further improvements being made as a result of customer feedback, the following has been noted during the 2021/22 period:

- Extra resource was put in Land Charges to deal with the backlog and this has seen the significant reduction of complaints.
- It is important that feedback is given to the relevant team in all instances when there is a complaint or compliment regarding an interaction with a member of the public.
- Calls should always be dealt with quickly and answered pleasantly. It is also essential for staff answering phones to take time to listen to customers and always be willing to help. Whilst some calls are difficult to deal with, staff in Corporate Support continue to receive compliments for treating customers with respect and trying their best to sort out their enquiries.
- In response to an Ombudsman complaint the Council reviewed how missed collections and missed collection monitoring was documented.

4.7 During 2021/2022 the average number of working days taken to deal with complaints was 17 days, which is longer than the expected customer service standard of 10 working days. Response times continue to be monitored and staff customer service training has been

delivered in addition to the introduction of the new staff values. The first two training sessions on staff values have been delivered with a further session planned for September.

4.8 Out of the 108 complaints received in 2021/2022, 91 cases were resolved at stage 1. There were 17 stage 2 reviews. Out of these 17 cases, 5 were subsequently referred on to the Ombudsman by the complainant.

4.9 **Local Government Ombudsman Enquiries and Complaints**

The Local Government Ombudsman (LGO) provides an Annual Summary of complaints they have received against the Council each year. Members must note that the Ombudsman does not normally notify the Council of all contact (such as when advice is given, or if it is something at the pre-enquiry stage). In the majority of cases the Council finds out about a case once a decision has been made or if the Ombudsman requests additional information as part of the investigation.

The Ombudsman explains how they categorise complaints and enquiries below:

- **Invalid or incomplete.** We were not given enough information to consider the issue.
- **Advice given.** We provided early advice or explained where to go for the right help.
- **Referred back for local resolution.** We found the complaint was brought to us too early because the organisation involved was not given the chance to consider it first.
- **Closed after initial enquiries.** We assessed the complaint but decided against completing a full investigation. This might be because the law says we're not allowed to investigate it, or because it would not be an effective use of public funds if we did.
- **Upheld.** We completed a detailed investigation and found evidence of fault, or we found the organisation accepted fault early on.
- **Not upheld.** We completed a detailed investigation but did not find evidence of fault.

4.10 The Liaison Officer provides regular updates to the Committee and Member Services Manager on open investigations. When investigations are opened, regular updates are provided to the Monitoring Officer to discuss deadlines and any issues which may arise. A bi-monthly report is also provided to Corporate Management Team meetings for the Chief Executive, Directors and Heads of Service to monitor. Ombudsman complaints are also recorded on the Council's quarterly monitoring reports, which are scrutinised by the Overview and Scrutiny Committee.

4.11 During 2021/2022 the Ombudsman received 13 enquiries/complaints about this authority of which:

- 5 were referred back to the authority (to go through the Council complaints process). The Council is not aware of any referrals coming back through the complaints system, because the Ombudsman does not notify the authority of referrals. It is also up to the complainant to decide whether they wish to continue to pursue their complaint following receiving advice from the Ombudsman enquiry service.
- 1 received advice. The Council is not aware of this complaint as the Ombudsman does not notify of closures following providing advice.
- 4 were closed after initial enquiries because there was no injustice/service failure.
- 2 were investigated and have since been closed as detailed in section 4.12.
- 1 remained open, but has since been closed after initial enquiries. This will be included in the decision figures for 2022/23.

The Ombudsman made the Council aware of 7 of the 13 complaints they received in 2021/2022 (54%).

4.12 The Local Government Ombudsman made decisions on 13 complaints during 2021/2022 as detailed below:

- 5 were referred back to the authority (to go through the Council complaints process).
- 1 was given advice.
- 4 were closed after initial enquiries because there was no injustice/service failure.
- 3 complaints were investigated and were upheld (this figure includes one complaint carried over from 2020/2021).

The Ombudsman made the Council aware of 7 of the 13 decisions made in 2021/2022 (54%).

4.13 There were 3 investigations on which decisions were made in 2021/2022, 2 related to Environmental Services & Public Protection & Regulation and 1 Benefits and Tax. All 3 complaints were upheld following investigation.

The Ombudsman upholds complaints where fault is found in an organisations actions. They also uphold complaints where the organisation accepts fault before their involvement. The latter is the case for one of the Environmental Services & Public Protection & Regulation complaints as detailed below.

In relation to the 2 upheld Environmental Services & Public Protection & Regulation complaints:

- The Ombudsman found that there was fault regarding a missed bin collection. To remedy the injustice, the Council issued an apology and £200 to compensate for the loss of service and the Council reviewed how missed collections and missed collection monitoring was documented.
- The second upheld complaint concerned a missed assisted bin collection. This complaint was resolved prior to the Ombudsman's involvement.

In relation to the Benefits and Tax complaint the Ombudsman found fault with failing to seek further information from an applicant at the time of their application from the Small Business Grant Fund. To remedy the injustice, the applicant was invited to submit the required supporting evidence to review eligibility and the Council issued £150 to compensate them for their time and trouble in pursuing the matter.

4.14 Comparisons with 2021/2022 Ombudsman complaints and enquiries are as follows:

Ombudsman Complaints and Enquiries:	2019/20	2020/21	2021/22
Received	23	7	13
Decisions made	22	9	13

Complaint category:	2019/20	2020/21	2021/22
Benefits and Tax	2	2	5
Corporate and other services	0	1	2
Environmental Services & Public Protection & Regulation	10	4	2
Highways and Transport	0	0	1
Other	0	0	1
Planning & Development	11	0	2
Total	23	7	13

Decisions made:	2019/20	2020/21	2021/22
Referred back for local resolution	14	2	5
Closed after initial enquiries	1	3	4
Incomplete/invalid	1	1	0
Advice given	0	0	1
Investigated: Upheld	2	2	3
Investigated: Non Upheld	4	1	0
Total	22	9	13

The Ombudsman has provided the information at Appendix 1 which shows the breakdown of complaints received and the decisions made. This additional information provides details concerning the number of cases and reference numbers, and assists the Council in matching up the cases that the Ombudsman has informed the Council of. The Council is appreciative of this information which enables the data to be analysed.

For 2021/2022 the Ombudsman has reported that the Council has complied with 100% of the recommendations made.

It is good to note that the number of enquires received and decisions issued by the Ombudsman remains low.

It is also good to note that no public interest reports were issued during this period and the number of upheld complaints also remains low, especially bearing in mind the amount of contact the Council has with its customers on an annual basis.

4.15 The Council welcomes customer feedback in order to make continuous improvements to its services. Services are also improved through reviewing formal complaints and identifying learning outcomes. Corporate Management Team regularly reviews this information in order to further develop and shape Council services.

4.16 It is important to consider these figures in the context of the number of contacts from customers and services delivered in any 12 month period. For example, over the last year:

- the Council has 32,330 Council Tax accounts, 2,801 NNDR accounts and 5,416 benefit claimants.
- the Council received 80,024 telephone calls and 15,529 completed web forms in addition to other forms of contact.
- each year the Council provides 845, 273 domestic paper and cardboard collections, 845, 273 of domestic glass, tins, cans and plastic collections, 856,882 domestic general waste collections and 149, 760 domestic garden waste collections. The Council has 415 businesses that it collects their waste from, with 334 of those businesses having a separate recycling collection, the frequency of collection is to suit the customer and ranges from twice a week to fortnightly.
- during 2021/22 the Council completed 3022 bulky waste requests from customers and delivered/removed 5549 bins of which 4251 were for recycling.
- over 725 litter bins are emptied either twice a week or daily.
- the Council has attended 1000 reports of fly tipping.
- there is approx. 284 km of adopted road and 362km of adopted footpaths and the main roads/footpaths are now swept every two weeks and the other roads/footpaths every 9 weeks. Towards the end of the autumn period there are also dedicated routes to deal with the leaf fall.

4.17 It is particularly pleasing to note the following:

- the number of compliments the Council has received this year.
- the low number of enquires and Ombudsman investigations during 2021/22.

5. RISK

All the issues raised and the recommendations in this report involve risk considerations as set out below:

- There is a risk of damage to the Council's reputation if complaints are not responded to in a timely manner. Complainants and the Ombudsman are kept up to date if there are extenuating circumstances, or if a complaint is so complex that it requires more time than usual to respond.
- Not monitoring complaints would create a risk of not learning from experiences. Complaints are regularly reviewed via Corporate Management Team and by service area managers.
- There is risk of financial penalty should the Ombudsman find maladministration against the Council.

6. FINANCE

The Council faces the risk of financial penalty should the Ombudsman find maladministration against the Council in any existing or future complaints. During the period 2021/2022 the Ombudsman awarded two penalties against the Council with a total value of £350.

7. LEGAL

The legal implications have been included within the report. In addition to Ombudsman investigations, the Monitoring Officer has statutory responsibility to consider and, where necessary, investigate illegality, maladministration or statutory breaches which may, in turn, also be reported to the Council.

8. POLICY AND EQUALITIES IMPLICATIONS

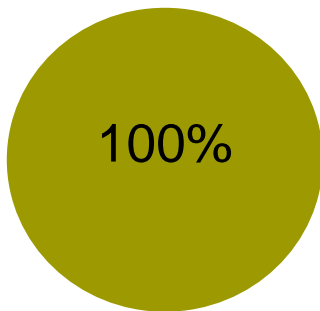
There are no policy or equalities implications.

9. REASON FOR DECISION

To monitor formal complaints and Ombudsman enquiries to enable the Council to make continuous improvements to its services.

Background Papers	
Document	Place of Inspection
2019/20 Report Item D1:	https://www.rossendale.gov.uk/meetings/meeting/1222/overview_and_scrutiny_committee
2020/21 Report item D5:	https://www.rossendale.gov.uk/meetings/meeting/1275/overview_and_scrutiny_committee

Complaints upheld



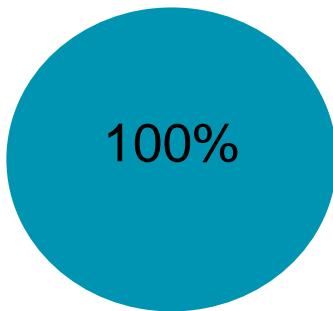
100% of complaints we investigated were upheld.

This compares to an average of **51%** in similar organisations.

3
upheld decisions

Statistics are based on a total of **3** investigations for the period between 1 April 2021 to 31 March 2022

Compliance with Ombudsman recommendations



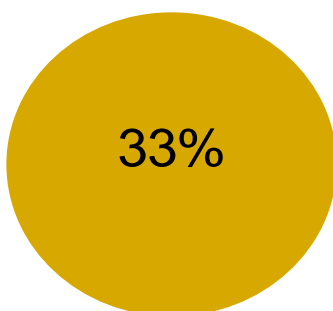
In **100%** of cases we were satisfied the organisation had successfully implemented our recommendations.

This compares to an average of **100%** in similar organisations.

Statistics are based on a total of **3** compliance outcomes for the period between 1 April 2021 to 31 March 2022

- Failure to comply with our recommendations is rare. An organisation with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedy provided by the organisation



In **33%** of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **20%** in similar organisations.

1
satisfactory remedy decision

Statistics are based on a total of **3** upheld decisions for the period between 1 April 2021 to 31 March 2022

Received

Reference	Authority	Category	Received
21001389	Rossendale Borough Council	Benefits & Tax	29/04/2021
21001413	Rossendale Borough Council	Corporate & Other Services	04/06/2021
21002761	Rossendale Borough Council	Other	27/05/2021
21003525	Rossendale Borough Council	Corporate & Other Services	10/06/2021
21006348	Rossendale Borough Council	Benefits & Tax	29/07/2021
21008391	Rossendale Borough Council	Benefits & Tax	09/09/2021
21009679	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	01/10/2021
21012156	Rossendale Borough Council	Planning & Development	15/11/2021
21013468	Rossendale Borough Council	Benefits & Tax	07/12/2021
21013719	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	13/12/2021
21014426	Rossendale Borough Council	Benefits & Tax	05/01/2022
21017606	Rossendale Borough Council	Highways & Transport	01/03/2022
21018360	Rossendale Borough Council	Planning & Development	15/03/2022

Decided

Reference	Authority	Category	Decided	Decision	Decision Reason	Remedy	Service improvement recommendations
20002676	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	16/06/2021	Upheld	mal & inj	Apology,Financial redress: Loss of service,Provide information/advice to person affected,Procedure or policy change/review	The Council will review how missed collection monitoring and missed collections are documented.
21001389	Rossendale Borough Council	Benefits & Tax	29/04/2021	Referred back for local resolution	Premature Decision - advice given		
21001413	Rossendale Borough Council	Corporate & Other Services	21/07/2021	Closed after initial enquiries	Not warranted by alleged injustice		
21002761	Rossendale Borough Council	Other	27/05/2021	Advice given	Signpost - go to complaint handling		
21003525	Rossendale Borough Council	Corporate & Other Services	23/07/2021	Closed after initial enquiries	Not warranted by alleged mal/service failure		
21006348	Rossendale Borough Council	Benefits & Tax	29/07/2021	Referred back for local resolution	Premature Decision - advice given		
21008391	Rossendale Borough Council	Benefits & Tax	23/02/2022	Upheld	mal & inj	New appeal/review or reconsidered decision,Financial redress: Avoidable distress/time and trouble	
21009679	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	10/11/2021	Upheld	Injustice remedied during BinJ complaint processes		
21012156	Rossendale Borough Council	Planning & Development	16/12/2021	Closed after initial enquiries	Not warranted by alleged mal/service failure		
21013468	Rossendale Borough Council	Benefits & Tax	07/12/2021	Referred back for local resolution	Premature Decision - advice given		
21013719	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	13/12/2021	Referred back for local resolution	Premature Decision - advice given		
21014426	Rossendale Borough Council	Benefits & Tax	05/01/2022	Referred back for local resolution	Premature Decision - advice given		
21017606	Rossendale Borough Council	Highways & Transport	21/03/2022	Closed after initial enquiries	Not warranted by alleged injustice		

Compliance

Reference	Authority	Category	Decided	Remedy	Remedy Target Date	Remedy Achieved Date	Satisfaction with Compliance
19005685	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	24-Feb-20	Apology Financial redress: Avoidable distress/time and trouble Provide information/advice Other Remedy	24-May-21	15-Jul-21	Remedy completed late
20002676	Rossendale Borough Council	Environmental Services & Public Protection & Regulation	16-Jun-21	Apology Financial redress: Loss of service Provide information/advice to person affected Procedure or policy change/review	14-Jul-21	12-Jul-21	Remedy complete and satisfied
21008391	Rossendale Borough Council	Benefits & Tax	23-Feb-22	New appeal/review or reconsidered decision Financial redress: Avoidable distress/time and trouble	23-Mar-22	23-Mar-22	Remedy complete and satisfied

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:

- 20th June 2022
- 9th August 2022
- 8th November 2022
- 10th January 2023
- 14th 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 Lead Member for Economic Development
- Councillor Jackie Oakes - Deputy Leader of the Council and Lead Member for Planning, Licensing and Enforcement
- Councillor Steve Hughes – Lead Member for Housing and Customer Services
- Councillor Adrian Lythgoe – Lead Member for Environment and Corporate Services
- Councillor Barbara Ashworth – Lead Member for Communities, Health and Wellbeing
- Councillor Andrew Walmsley – Lead Member for Resources

Responsible Section/Team	Committee and Member Services	Page	1 of 6
Responsible Author	Committee & Member Services Officer	Version	Sept 02
Date last published	08/09/2022	Next publication date	08/11/2022

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

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- Safeguarding
- Emergency Planning/Health and Safety
- Facilities Management

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

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

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

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

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

Copies of the following documents may be inspected at the Rossendale Borough Council Offices or accessed from the Council’s website https://www.rossendale.gov.uk/info/210159/about_the_council/10526/how_decisions_are_made

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

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

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Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Lead Member	Documents to be considered by the decision taker	Representations may be made to the following officer
Climate Change Strategy Update – <i>yearly item</i>	Council	5 th October 2022	Environment and Corporate Services	Report	Phil Morton, Public Protection Manager 01706 252442 philmorton@rossendalebc.gov.uk
Leisure Facilities	Council	5 th October 2022	Communities, Health and Wellbeing	Report	Adam Allen, Director of Communities 01706 252428 adamallen@rossendalebc.gov.uk
Rough Sleepers Initiative	Council	5 th October 2022	Housing and Customer Services	Report	Stephen Brown, Housing Options Team Leader 01706 252591 stephenbrown@rossendalebc.gov.uk
Local Council Tax Support Scheme – <i>yearly item</i>	Overview & Scrutiny Council	12 th September 2022 16 th November 2022	Housing and Customer Services	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk
Constitution Review	Council	16 th November 2022 To be taken to each meeting unless no changes identified.	Environment and Corporate Services	Report	Carolyn Sharples, Committee and Member Services Manager 01706 252422 carolynsharples@rossendalebc.gov.uk
Annual Air Quality Report – <i>yearly item</i>	Cabinet	7 th December 2022	Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 philmorton@rossendalebc.gov.uk

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Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Lead Member	Documents to be considered by the decision taker	Representations may be made to the following officer
Medium Term Financial Strategy Update – yearly item	Cabinet	7 th December 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,
Community Grants	Cabinet	7 th December 2022	Communities, Health and Wellbeing	Report	Adam Allen, Director of Communities 01706 252428 adamallen@rossendalebc.gov.uk
Corporate Priorities, Budget, Council Tax and the Medium Term Financial Strategy – yearly item	Overview & Scrutiny Cabinet Council	6 th February 2023 8 th February 2023 28 th February 2023	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk
Capital Strategy 2022/23 to 2024/25 and Capital Programme 2022/23 – yearly item	Overview & Scrutiny Cabinet Council	6 th February 2023 8 th February 2023 28 th February 2023	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,
Treasury Management Strategy & Treasury Management Practises (updates for 2022/23) – yearly item	Cabinet Council	6 th February 2023 28 th February 2023	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,
Pay Policy Statement – yearly item	Council	22 nd March 2023	Environment and Corporate Services	Report	Clare Law, HR Manager 01706 252457 clarelaw@rossendalebc.gov.uk

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Food Standards Agency Annual Report - <i>yearly item</i>	Council	21 st June 2023	Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 philmorton@rossendalebc.gov.uk
Council Tax, Non-Domestic Rate & Housing Benefit Overpayment Write-offs – <i>yearly item</i>	Cabinet	July 2023	Housing and Customer Services	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk

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