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| 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 |
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1. RECOMMENDATIONS

- 1.1. That the Overview & Scrutiny Committee consider the performance of the council detailed in this report.
- 1.2. That the Overview & Scrutiny Committee identify any actions 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 |
|--|------------|------------|------------|
| | | | |

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|------------------------------------|-------------------------------|-------------------------------|--------------------------------|
| 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.

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| 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

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| 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> |

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| | 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. |

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| | 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> |

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| | | 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 |
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| 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. |

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| 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 |

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| | | <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> |

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| 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> |

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| | 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 |

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| | 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 |

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| | 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 |
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| 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 |
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| 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. |

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| | 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 |
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| 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. | |
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| 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 |

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| | <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> |

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| 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 |
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| | 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. |

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| C2 | Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners. | |
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| 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 |
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| | 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. |

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| 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. | |
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| 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 |
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| 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> |

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| | | 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 |
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| 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. |

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| Priority D | Effective and Efficient Council | |
| D1 | A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability. | |
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| 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 |
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| 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 |

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| | | 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 |
| | | 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. | | | |
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| 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. | | | |
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| 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. | | | | |

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| | 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. | |
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| | Overall RAG Status | |
| <p>Service Action - 48</p> | <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> |
| <p>Service Action - 49</p> | <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> |
| <p>Service Action - 50</p> | <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> |

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| 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). |

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| | | 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 |
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| 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. |

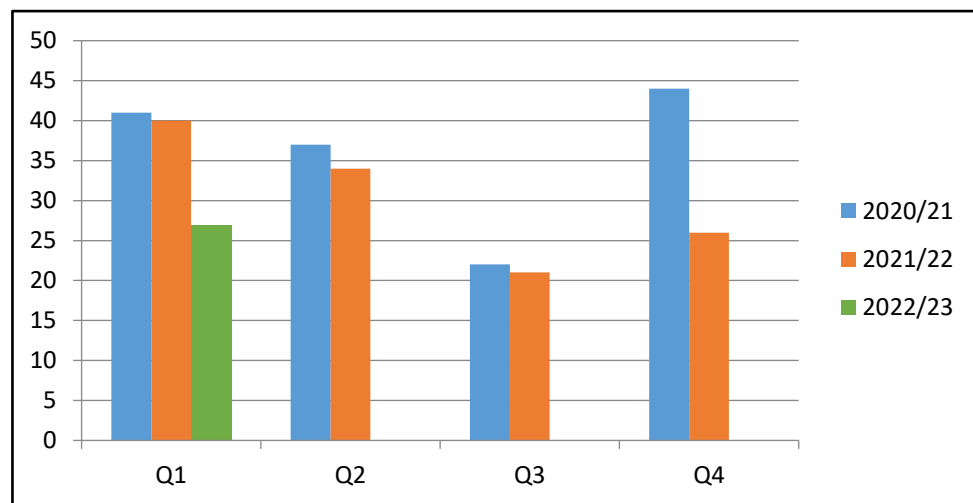
Key Performance Indicators

| | 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

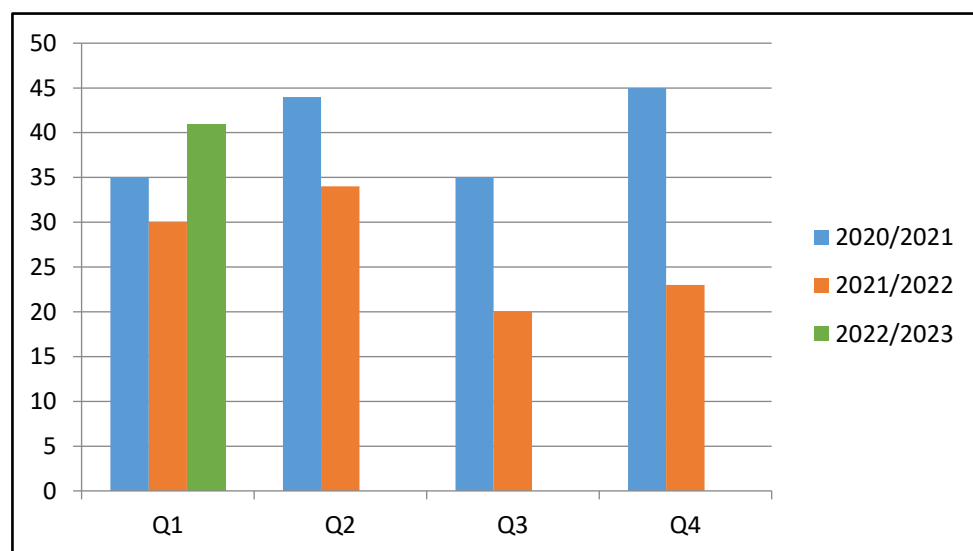
Compliments



| 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 |