

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

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

Data Quality



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

Performance Indicators



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

Performance RAG (Red, Amber, Green) rating status indicators	
Indicator	Status
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 2020-2021 Service Actions and Corporate Projects

Priority A	Clean and green Our priority is to keep Rossendale clean, for all Rossendale's residents and visitors and to take available opportunities to recycle, use energy from renewable sources, more efficiently.			
A1	Improve key parks and open spaces			
	Clean and Green Improvement Plan that includes Green Flag status for Stubblelee Park and Moorlands Park.	<p>Green Flag - A site meeting with a Green Flag judge from a neighbouring local authority has taken place and positive feedback has been received regarding the current standard of the park. Work will now begin on the Management Plan for the bid on the required works within the park to meet the standard.</p> <p>Edgeside Masterplan- initial consultation has taken place, and a draft Masterplan has been drawn up for further consultation. A <i>Friends of Edgeside Park</i> Facebook page has been set up. Consultation will resume on the project in July.</p> <p>Bowling Green Transfer - discussions will take place with clubs to gauge their interest in July.</p> <p>Street cleansing - new street and footpath schedules are close to being finalised. This will provide a performance management structure for Managers and Supervisors, and will assist in making the service proactive rather than reactive.</p>		
		Corporate Project – 1	RAG Status 	Responsible Officer – David McChesney
A2	A new strategic approach to tackling climate change			
	Climate Change Strategy and implementation plan	The council's Climate Change Strategy and Action Plan has been developed over a number of months and included a period of public consultation. The Climate Change Strategy and action plan was agreed by Cabinet on 1st July 2020. The next phase will see officers from across the council and partners examining the objectives in detail, and working on implementation by the specified dates.		
		Corporate Project – 2	RAG Status 	Responsible Officer – Phil Morton

A3	Maintain high quality clean streets in our town centres						
	Revised Street Cleansing Regime	This action is part of the Clean and Green action plan in A1 above.					
			<table border="1"> <tr> <td>RAG Status</td> <td>Responsible Officer – David McChesney</td> </tr> <tr> <td></td> <td></td> </tr> </table>	RAG Status	Responsible Officer – David McChesney		
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A4	Reduce waste collected and increase recycling levels						
	Identify opportunities for the development of recycling improvements and also waste reduction	<p>The council is awaiting the response of the Waste Disposal Authority, Lancashire County Council to the central Government waste strategy 'Our Waste, Our Resources: A Strategy For England' to specify where the waste and recycling should be taken, plus what items can be recycled. It is likely that Government will to make provision for a food collection service throughout of England.</p> <p>The council have increased its recycling target for 20/21 to 35% as part of a two-year strategy to reach the national average recycling level. The council are continuing with localised recycling campaigns through its social media sites. Recruitment for an Education Officer to support these initiatives is underway.</p>					
			<table border="1"> <tr> <td>RAG Status</td> <td>Responsible Officer – Keith Jenkins</td> </tr> <tr> <td></td> <td></td> </tr> </table>	RAG Status	Responsible Officer – Keith Jenkins		
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A5	Tackle environmental crime through a combination of better education and robust enforcement action						
	Implementation of targeted programme of cleansing in high profile areas to supplement on going enforcement	Hotspots for clean ups and an associated publicity campaign have been identified. Planning is underway to amend enforcement staffing structures and engage other non-enforcement front line staff in tackling environmental crime.					
			<table border="1"> <tr> <td>RAG Status</td> <td>Responsible Officer – Phil Morton</td> </tr> <tr> <td></td> <td></td> </tr> </table>	RAG Status	Responsible Officer – Phil Morton		
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Priority B	A connected, growing and successful Rossendale Our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.			
B1	Create thriving town centres: Rawtenstall, Bacup and Haslingden			
	Rawtenstall 2040: Visioning and Future	Work on the Rawtenstall visioning work has been paused due to Covid 19.		
	Bacup 2040: Futures High Streets Fund and Heritage Action Zone	<p>The Bacup 2040 Partnership Board received very positive feedback from the March draft Business Case submission for the Future High Streets Fund grant application, which ascertained that the proposals set out in the bid were transformational, dynamic, resilient and sustainable and would address many of the challenges set out in the Bacup 2040 Vision and Masterplan. A four-page advertising supplement was published in the Rossendale Free Press and across all the councils' media platforms receiving an excellent response. A brochure has also been produced. The bid will be submitted in July and the outcome of the submission is due in Autumn 2020.</p> <p>In April the design submission for the High Street Heritage Action Zone (HS HAZ) was successful and the full £1.08m has been awarded. A project officer has been recruited to deliver the project. The Bacup 2040 Board has delegated authority to the Bacup HS HAZ Steering Group which also has several specialist sub groups. This has been a highly publicised project in recent weeks and there is a lot of excitement due to the fantastic success the Town Centre has enjoyed since the Townscape Heritage projects completion.</p>	RAG Status 	Responsible Officer – Guy Darragh
		Corporate project - 4	RAG Status 	Responsible Officer – Guy Darragh

	Haslingden 2040 Vision	The Haslingden 2040 Masterplan and National Lottery project (Deardengate Big Lamp) has made significant progress. A consultation on the project has been opened for local people. The consultation will continue into Q2. A design team has been appointed to support with surveys, site investigations and public realm developments to advance the project onto the next stage. The project team have been working closely with the Highways Department at Lancashire County Council to develop plans set out in the emerging Masterplan.		
		Corporate project - 5	RAG Status	Responsible Officer – Guy Darragh
B2	Increase inward investment in Rossendale			
	Secure 27 hectares of employment land within the emerging Local Plan	During the Local Plan Hearings, the Council was asked by the Inspectors to provide further work to demonstrate deliverability of the proposed employment allocations. As a result, the Council has been working with land owners and their agents to identify specific works needed in order to assist in bringing the sites forward for employment purposes, including site access, ownerships etc.		
			RAG Status	Responsible Officer – Anne Storah
B3	Create a strong existing and new business base – key focus on Futures Park			
	Futures Park Employment and Leisure Village	Development has continued to progress at Futures Park: Plot 5 - The development of a bespoke industrial unit for an advanced manufacturing company is now nearing completion. Plot 1 – Member’s approved proposals to develop Plot 1 to provide a bespoke nursery school as a lease arrangement, along with any necessary road/pedestrian infrastructure improvements. Planning permission, subject to a flood risk assessment has been granted for Plot 1. In addition, 30 new jobs will be created, Construction works are expected to commence in Q2, with completion in Spring 2021.		
		Corporate Project – 6	RAG Status	Responsible Officer – Guy Darragh

	Commercial estate rent review	The council's industrial sites/units have been reviewed. Rent reviews are being implemented where relevant.		RAG Status	Responsible Officer – Lucie Greenwood
B4	Develop a visitor economy strategy				
	Design and agree a visitor economy strategy	<p>Meetings have taken place with partners and stakeholders providing their feedback and ideas to improve the visitor economy sector. A tourism stakeholder forum has been organised with the following subgroups: Marketing and Branding Rossendale, Accommodation, Town Centres, Events and Food and Drink, Adrenaline Valley and Heritage, Arts and Culture to ensure that all ideas and views are captured. Over 65 businesses have been approached with a survey to generate further ideas.</p> <p>Evidence and data collection have taken place, with comparable analysis of other areas along with a review of any historic Rossendale relevant information. Momentum has been gained in preparing the vision and identifying the overall priorities for the strategy. Visits with key operators have been undertaken (virtually) to ensure that all pipeline projects are featured within the strategy, strengthening any funding applications.</p>			
			Corporate Project - 7	RAG Status	Responsible Officer – Megan Eastwood
	Deliver the Whitaker HLF project	<p>The project team have continued working hard behind the scenes to keep momentum despite disruptions created by the coronavirus pandemic. On 1 April we welcomed a new team member into the role of Heritage and Activity Coordinator at the Whitaker. The focus of this role is education and public engagement.</p> <p>B&E Boys were appointed as the main contractor on 29 May. Works to widen the driveway entrance were undertaken during June to improve access. B&E Boys began moving onto site towards the end of June. Works commenced week beginning the 29th June. Initial works include demolitions, site clearance and preparatory works for the new build elements of the project.</p> <p>Work is progressing to develop the new museum displays. Objects have been selected and researched to inform the new interpretation scheme which is underway.</p>			
			Corporate Project – 8	RAG Status	Responsible Officer – Charlotte Steels
B5	Ensure residents reach their full economic potential through increased employment and skills				

	<p>Deliver the Rossendale Works and Futures Project</p>	<p>The Rossendale Works and Futures project has continued as approved by Cabinet in Q4 2019/20 and is now part of the More Positive Together ESIF project. The project is delivered in partnership with Active Lancashire who base a full time staff member in the Economic Development team, two part-time officers also support the project.</p> <p>The project delivers an intensive 10/20 week pre work engagement sessions with candidates developing their social and employability skills. Candidates then based upon their interests and skills are placed with an employer on a trial basis whilst retaining their benefits. The candidates are only placed with employers that are seeking to recruit and there is a possibility of employment.</p> <p>Covid has obviously been a big issue for employability recently and the project has had to adapt to changing supply side factors. However, we are confident that performance delivery will be within target across the year.</p>						
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	RAG Status	Responsible Officer – Guy Darragh						
<p>Priority C</p>	<p>A Proud, Healthy and Vibrant Rossendale Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.</p>							
<p>C1</p>	<p>Build strong communities with neighbourhoods where people take pride in where they live</p>							
	<p>Build community resilience by developing wider engagement through community partnerships and working with partners to develop Rossendale Connected.</p>	<p>Community engagement has been focussed on coronavirus related activity over the quarter. There has been a fantastic community response to Covid 19 in Rossendale through Rossendale Connected Hub, supported and co-ordinated by the Council. The Communities Team produced weekly Community Bulletins providing information, advice and guidance on health and wellbeing, activities and local support, enabling the team to maintain contact with community partnership members and other residents.</p> <p>The Communities Team is working with partners on the future development of Rossendale Connected to ensure a legacy in terms of the collaboration and partnership working that was so effective during the Covid 19 crisis. Although Community Partnerships were unable to meet, grants have continued to be awarded to support community projects and 11 Community Partnership grants were approved in the quarter totalling £3460.</p>						
		<table border="1"> <tr> <td data-bbox="660 1310 1227 1342"></td> <td data-bbox="1227 1310 1453 1342">RAG Status</td> <td data-bbox="1453 1310 2168 1342">Responsible Officer – Alison Wilkins</td> </tr> <tr> <td data-bbox="660 1342 1227 1390"></td> <td data-bbox="1227 1342 1453 1390"></td> <td data-bbox="1453 1342 2168 1390"></td> </tr> </table>		RAG Status	Responsible Officer – Alison Wilkins			
	RAG Status	Responsible Officer – Alison Wilkins						
	<p>Housing Strategy</p>	<p>The draft priorities have been formulated which will first be consulted via a member session in September/October before a public/stakeholder consultation get feedback and identify current gaps in provision:</p>						

		<ul style="list-style-type: none"> — Enabling sustainable housing growth — Meeting the housing needs of vulnerable people. — Improving the quality and management of existing and future housing stock. — Improving the housing offer by working in partnership <p>Following the initial consultation, the draft strategy and action plan will be drafted and before a final consultation including Overview and Scrutiny in late 2020. The document will be revised having regard to consultation feedback before it is hoped the final version will be adopted by Cabinet.</p>						
		<table border="1"> <tr> <td>Corporate Project - 9</td> <td>RAG Status</td> <td>Responsible Officer – Mick Coogan</td> </tr> <tr> <td></td> <td style="background-color: #e67e22;"></td> <td></td> </tr> </table>	Corporate Project - 9	RAG Status	Responsible Officer – Mick Coogan			
Corporate Project - 9	RAG Status	Responsible Officer – Mick Coogan						
	Digital Strategy	A draft Customer Experience Strategy has been developed and it will be taken to Corporate Management Team in July. A proposal will be discussed around creating a Corporate Customer Care group. The purpose of the group is to identify quick wins and champion Customer Service throughout the organisation. A digital proposition will also be scoped covering Members, employees and Customers.						
		<table border="1"> <tr> <td>Corporate Project - 10</td> <td>RAG Status</td> <td>Responsible Officer – Andrew Buckle</td> </tr> <tr> <td></td> <td style="background-color: #27ae60;"></td> <td></td> </tr> </table>	Corporate Project - 10	RAG Status	Responsible Officer – Andrew Buckle			
Corporate Project - 10	RAG Status	Responsible Officer – Andrew Buckle						
C2	Improve the health of local people through a focus on improving levels of activity, diet and lifestyle							
	Review, prioritise and focus participation in multi-agency partnerships	<p>A council-wide review of partnerships began in Q1, including community safety and health partnerships. Many partnerships have not been able to meet during the Covid 19 lockdown, although some have continued to meet via Zoom etc.</p> <p>A workshop with the Health and Wellbeing Board is planned for July. There is a need to better understand the scope and effectiveness of current partnerships. This work will be undertaken in Q2 and Q3 with a view to bringing forward proposals to strengthen the focus and drive of key health partnerships.</p>						
		<table border="1"> <tr> <td></td> <td>RAG Status</td> <td>Responsible Officer – Alison Wilkins</td> </tr> <tr> <td></td> <td style="background-color: #e67e22;"></td> <td></td> </tr> </table>		RAG Status	Responsible Officer – Alison Wilkins			
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C3	A new strategic approach to improving the mental health of local people							

	<p>Work in partnership to deliver a health and wellbeing plan that focuses on the mental health of residents</p>	<p>The process to develop a health and wellbeing strategy for the borough has begun. This will have a specific emphasis on mental health. As part of this plans are underway for a review of Rossendale Health and Wellbeing Partnership which meets in July to take into account outcomes from Covid 19 and developing a closer relationship with the Primary Care Network. In Q2 or early Q3 a session will be held with health partners to bring together the complex information on current health projects in order to determine a clear set of priorities which will be used to shape the new strategy.</p> <p>The council continues to support health related projects including Together an Active Future and Healthy Place Healthy Future. The newly established East Lancs Elected Member Forum is a recent development from Healthy Place Healthy Future, which Cllr Oakes leads on for Rossendale.</p>	<p>RAG Status</p> <p style="background-color: green; color: black; text-align: center;"> </p>	<p>Responsible Officer – Adam Allen</p>
C4	Develop the business case for improved health and leisure facilities			
	<p>Future health and leisure facilities</p>	<p>This project is yet to begin. There has been a slight delay in work due to Covid-19. The project will be scoped in Q2 with a view to an options appraisal being undertaken. The options appraisal will report in Q4 to inform a discussion with members on options for future facilities.</p>	<p>RAG Status</p> <p style="background-color: red; color: black; text-align: center;"> </p>	<p>Responsible Officer – Adam Allen</p>

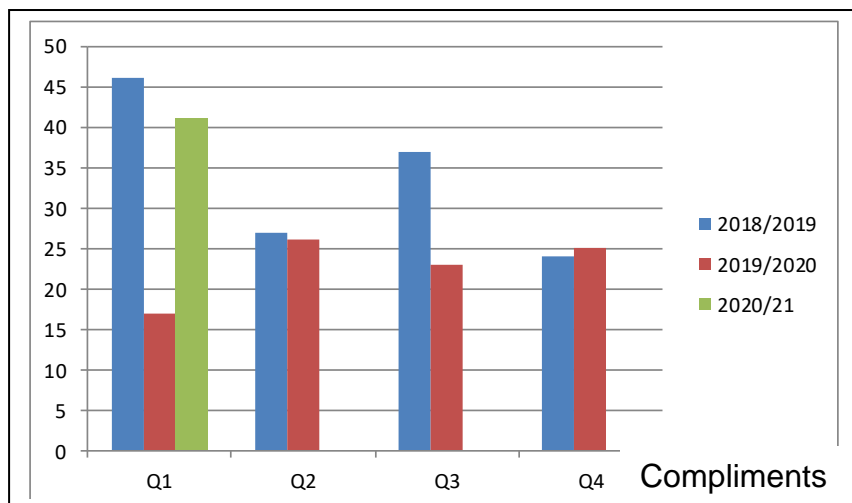
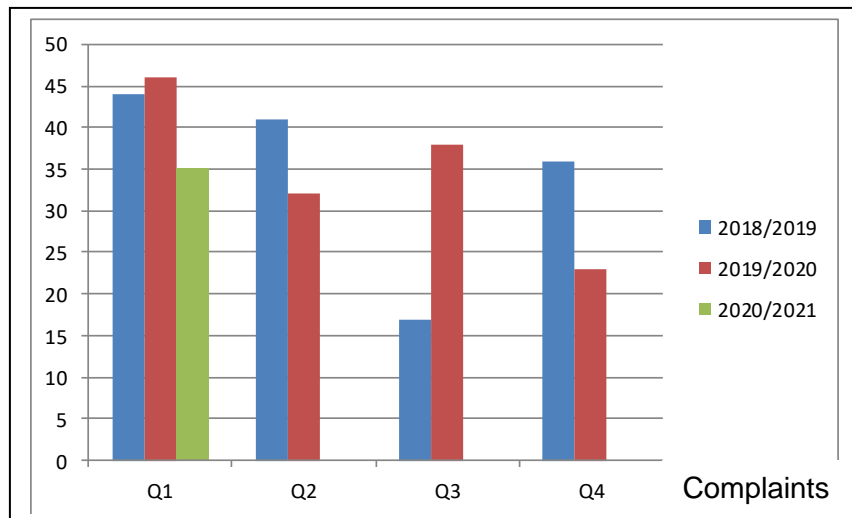
Key Performance Indicators

Priority	Corporate Performance Indicators	Target Q1	Q1 Performance	RAG Status
Priority 1				
1	Percentage of the total tonnage of Household waste which has been recycled and composted.	35%	34.40%	AMBER
2	Number of collections missed per 100,000 collections of domestic waste/recycling	100	123	AMBER
3	Number of collections missed per 1,000 collections of commercial waste	5	4	GREEN
4	Subscribers to the Garden waste service, reported in quarter 3	7010	Reported in quarter 3	GREEN
5	Number of commercial waste customers	320	319	GREEN
6	Annual test of Civil Emergency Plan and Business Continuity Plans – 100% compliance	100%	100%	GREEN
Priority 2				
1	Abandoned calls quarterly target no more than 15%	15%	4%	GREEN
2	Average speed of answering telephone to customers	5 mins	1 Min	GREEN
3	% of Council Tax collected	28.9%	27.6%	RED
4	Percentage of non-domestic rates collected	28%	25.62%	RED
5	Accuracy of processing housing benefit and council tax claims – annual target 94%	95%	95.33%	GREEN
6	Time taken to process Housing Benefit new claims	21 days	16.9 days	GREEN
7	Time taken to process Council Tax Benefit new claims	18 days	11.1 days	GREEN
8	Time taken to process Housing Benefit Change in circumstances	6.5 days	3.9 days	GREEN
9	Time taken to process Council Tax Benefit Change in circumstances	6.5 days	5.0 days	GREEN
10	Less than 5% of new Housing Benefit claims outstanding over 50 days	5%	0%	GREEN
Priority 3				
1	Increase number the number of engagements on Facebook baseline 8000	5% per quarter	8,200	GREEN
2	Increase the number of likes and followers on Twitter baseline 1000	5% per quarter	1,200	GREEN
3	Number of Disabled Facilities Grant completed per annum (cumulative figure) – annual target 67	10	11	GREEN

4	Reduce the number of Statutory Homeless Households per annum (cumulative figure) – annual target 15 or less	4 or less	1	GREEN
5	Increase the number of homelessness preventions and relief per annum (cumulative figure) – annual target 275	38	40	GREEN
6	Reduce the number of long term empty dwelling, empty for over 6 months and counted for New Homes bonus purpose –2% reduction per annum - annual target 487 (to be reported in quarter 2)	487	Reported in quarter 2	ANNUAL
7	Reduce the number of long term empty dwellings, empty for 2 years plus and charged a premium by 2% per year – annual target 175 (to be reported quarter 2)	175	Reported in quarter 2	ANNUAL
8	Increase the supply of Affordable Housing Units in the Borough per annum – annual target 25 (to be reported in quarter 2)	25	Reported in quarter 2	ANNUAL
9	Maintain number of licensed hackney carriages.	Below 200	155	GREEN
10	Maintain number of licensed hackney carriage drivers	Below 600	430	GREEN
11	Number of licensed premises inspected – annual target 75	15-25	Nil	RED
12	Number of businesses achieving 4 or 5 star rating - annual target 85%	85%	Nil	RED
Finance				
1	Payment of undisputed invoices within 30 days	90%	87.8%	GREEN
Legal				
2	Freedom of Information (FOI) request average response time	20 days	11	GREEN
3	Formal complaint average response time	10 days	10.5	AMBER
4	GDPR subject access requests (notifiable reported breaches)	30 days	0	GREEN
Planning				
5	Percentage of 'Major' planning applications determined within 13 weeks	90%	100%	GREEN
6	Percentage of 'Minor' planning applications determined within 8 weeks	90%	100%	GREEN
7	Total number of 'Other' planning applications	90%	100%	GREEN
8	Net Additional Homes Provided per annum	247	Reported in quarter 4	ANNUAL
People and Policy				
9	Reduce staff turnover in line with National Average–annually	15%	Reported in quarter 4	ANNUAL

	monitored quarter 4			
10	% Performance Development Reviews (PDRs) completed—annually monitored quarter 2. PDR to be completed by 30.06.20	100%	Reported in quarter 2	ANNUAL
11	Reduce number of days lost due to sickness per full time equivalent (FTE) employee per annum (cumulative).	8 days	2.4 days	GREEN
12	Number of RIDDOR reportable accidents and incidents	Less than 5	0	GREEN
13	% random drugs and alcohol tests undertaken monthly in line with Council policy.	5%	Nil	RED

Compliments and Complaints



Formal Complaint Trends	2018/2019	2019/2020	2020/2021
Q1	44	46	35
Q2	41	32	-
Q3	17	38	-
Q4	36	23	-

Compliment Trends	2018/2019	2019/2020	2020/21
Q1	46	17	41
Q2	27	26	-
Q3	37	23	-
Q4	24	25	-

Ombudsman Enquiries	2018/2019	2019/2020	2020/2021
Q1	4	1	0
Q2	2	1	-
Q3	1	3	-
Q4	2	3	-

During Q1 there were no Ombudsman enquiries received. One preliminary enquiry and two investigations from the previous quarter are still awaiting decision. *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.

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 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

Corporate Risks

Risk 1 - Sustainability of the Medium Term Financial Strategy			Responsible Officer - Karen Spencer	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall	Status
	C	2	C2	AMBER
<p>Description</p> <p>The Council's latest Medium Term Financial Strategy (MTFS) update published February 2020 indicates an underlying funding gap of c.£500k per annum. The Council must take appropriate action in order to balance its annual expenditure in future years against its available annual income and other revenue resources.</p>				
<p>Risk Consequence</p> <p>The Council has a legal obligation to publish an annual balanced budget; that it is to say its budget expenditure must equal its available income and any available reserves.</p> <p>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.</p> <p>From April 2020 the Council restricted to a maximum 2% annual increase in Council Tax in order to avoid triggering a referendum.</p> <p>The MTFS includes an estimate for 2% pay award in 2020/21 however the National Employers have made a final offer for 2020/21 of a 2.75% increase for all Local Government employees. This will have an adverse impact on the MTFS of c£42k ongoing.</p>				
<p>Mitigation</p> <p>The MTFS does not indicate a significant narrowing of the gap in the next four years, however, the deficits in future years are significantly less than previous MTFS cycles.</p> <p>With the decision to not proceed with the Spinning Point development, new commercial opportunities will need to be identified to generate additional revenue. Of equal importance will be improved efficiency and effectiveness of services, with departments across the Council being challenged to be more effective.</p>				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<p>Update</p> <p>Final 2020/21 National Employers pay award 2.75% now agreed. The COVID-19 pandemic has placed additional pressure on the MTFS. whilst the Government has provided the Council with several grants to mitigate the pressure, the fact that the Council is still having to pay the preceptors based on pre COVID-19 estimates is placing additional pressure on the Council's cash flow.</p>				

Risk 2 – Major disaster affecting the delivery of council services			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
<p>Description</p> <p>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.</p>				
<p>Risk Consequence</p> <p>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.</p>				
<p>Mitigation</p> <p>Robust Rossendale Borough Council (RBC) Emergency and Business Continuity Plans are in place. The 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 Plans and keep them under review.</p> <p>RBC is a member of Lancashire County Council (LCC) Local Resilience Forum (LRF), officers attend meetings and undertake regular training exercises. Rossendale Borough Council Plans are available on the Resilience Direct website exercises. Mutual Aid agreement are in place with all Local Authorities across Lancashire.</p>				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	1	A1	RED
<p>Update</p> <p>A review of the risk status including the impact of the COVID-19 pandemic resulted in a change of the risk status from Amber (C2) to Red (A1). Although additional measures, including; remote working for office based staff, limited face to face meetings, review of risk assessments and safe systems of work for all staff including additional PPE and working arrangements have been put into place to mitigate, the risk still remain high.</p> <p>The Council’s Civil Emergency Plan and Business Continuity Plan was activated in quarter 4 (2019/20) due to the pandemic. Throughout quarter 1 Service Business Continuity Plans have been stress tested to include potential significant staff losses and resources with additional mitigation put in place as needed. Officers have worked with LRF and multi-agency partners throughout the pandemic during quarter 1.</p> <p>Officers have lead the set up and management of the Community Hub working with community groups and volunteers to support vulnerable residents.</p> <p>There has been minimum disruption to council services during quarter 1.</p>				

Risk 3 - Incident resulting in death or serious injury or HSE investigation			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<p>Description</p> <p>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.</p>				
<p>Risk Consequence</p> <p>Failure to have robust health and safety processes and procedures in place could result in sanctions from the health and safety potentially impacting on the council services.</p> <p>The Health and Safety Executive has placed additional reporting measures on employers relating to cases of, or deaths from, COVID-19 under Reporting Incidents Disease and Dangerous Occurrences Regulations (RIDDOR) apply only to occupational exposure, that is, as a result of a person's work.</p>				
<p>Mitigation</p> <p>The council has robust health and safety policies and procedures in place, including a Health and Safety Manual, Safe Systems of Work and Risk Assessments, training matrix, Health and Safety incident reporting procedure, Health and Safety audit schedule operating on a two year rolling cycle (annually in Operations).</p>				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<p>Update</p> <p>Additional measures put into place has mitigated an increase in the risk status during the pandemic. During the pandemic risk assessments have been reviewed and safe systems of work has been developed for all staff.</p> <p>Additional Personal Protective Equipment (PPE) has been provided and working arrangements have been reviewed to include social distancing. Officers have liaised with trade unions in relation to additional support and recommended changes to working practices.</p> <p>COVID-19 related absences have been recorded and reported to LCC Local Resilience Forum on a daily basis. Government pandemic guidance has been fully followed throughout quarter 1.</p>				

Risk 4 - Sustainability of the County Council budget			Responsible Officer - Karen Spencer	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED
<p>Description</p> <p>Like all local authorities, Lancashire County Council (LCC) has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.</p>				
<p>Risk Consequence</p> <p>In February 2020 the County Council approved their budget which included £58m savings over the period 2020/21 to 2022/23. This level of budget reductions is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to district councils.</p>				
<p>Mitigation</p> <p>RBC will continue to work with County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The Council will support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The Council will interrogate Council savings proposals and identify risks to our residents and to our services.</p>				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED
<p>Update</p> <p>The impact the LCC budget savings have on the provision of services for the residents of Rossendale continues to be monitored. LCC has withdrawn the scheme for the supply and maintenance of lifting equipment and other specialist disability related equipment. Whilst this doesn't have a financial impact on the Council as all equipment is funded through the Disabled Facility Grant, it incurs additional officer time as the Council is having to undertake its own procurement exercise.</p>				

Risk 5 - Non-delivery of the borough's economic development strategy			Responsible Officer - Cath Burns	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Description				
<p>The Council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic growth elements of its Corporate Strategy.</p>				
Risk Consequence				
<p>The investment based revenue generation schemes identified within the economic development strategy will underpin the Medium Term Financial Strategy (MTFS). In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.</p>				
Mitigation				
<ul style="list-style-type: none"> • Development and delivery of identified revenue growth projects at York Avenue and Futures Park. • Review of rentals on industrial estates underway. • Bringing forward Council owned land for development or sale, for example, Dark Lane, Haslingden Baths, Pennine Road, Cowtoot Lane and Rosso Depot. 				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Update				
<p>Work has progressed on Futures Park plots. It is anticipated work on Futures Park plot 5 will be completed next quarter. The Bacup Future High Street Funding bid was submitted at the end of this quarter. Consultation on the Haslingden 2040 vision began this quarter. A COVID-19 Business Advisor role was created to support business through the recovery phase of the pandemic.</p>				

Risk 6 - Non-delivery of the Local Plan			Responsible Officer - Mike Atherton	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<p>Description</p> <p>The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law it is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004.</p> <p>The Local Plan is due to be adopted in late 2020. There is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be seriously delayed or that the process will be taken out of the council's hands and that the Government will intervene.</p>				
<p>Risk Consequence</p> <p>Risk of the Local Plan not being delivered is extremely low. The risk of the plan being slightly delayed is moderate. The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, and developers.</p> <p>There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this increases the longer it takes to adopt the plan.</p>				
<p>Mitigation</p> <p>Measures are in place to reduce the risk include the Local Plan Action Plan which outlines the actions required following the hearing sessions into the examination of the Local Plan. This is updated and sent to the Planning Inspectorate on a regular basis. The Local Plan Steering Group meets on a regular basis to keep members informed of issues and the timetable. Monthly meetings also take place between the Planning Manager and the Portfolio Holder and also separately the Planning Manager and Director. A barrister has been retained to provide expert advice as required.</p>				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
<p>Update</p> <p>Local Plan is on track for consultation in quarter 2 in respect of the actions requested by the Inspectors. Publication of the Main Modifications is expected in late quarter 3 with adoption expected in quarter 1 of 2021/22. There have been slight delays to the timetable set out in the Local Development Scheme as a result of COVID-19.</p>				

Risk 7 - Changes to Government policy on the delivery of the council's services			Responsible Officer - Neil Shaw	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
<p>Description</p> <p>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.</p>				
<p>Risk Consequence</p> <p>The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.</p>				
<p>Mitigation</p> <p>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.</p> <p>The Chief Executive and Leader of the Council meets regularly with our two MPs. The Councils Corporate Management Team monitor and assess government's position on funding to be distributed to local authorities and other Government announcements that impact funding.</p>				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	3	C3	AMBER
<p>Update</p> <p>The Council has addressed the Government's announcements in quarter 1 in relation to the coronavirus and implications for council services. We continue to monitor the potential impact anticipated in the upcoming Local Government White Paper (anticipated in quarter2/quarter 3) and changes to the planning regime yet to be announced by the Government (although the detail is difficult to anticipate until the Government announces the proposals).</p>				

Risk 8 - Sustainable Workforce			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
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. Currently there are significant challenges due to the loss of senior professional officers in Finance and vacancies in the Corporate Management Team. The additional measures put into place has mitigated an increase in the risk status during the pandemic.				
Mitigation				
The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework, Service Area Business Continuity Plans in place.				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
Update				
The impact of the pandemic has been monitored on a daily basis throughout quarter 1. Staff absences (COVID-19 symptomatic and non-symptomatic) have remained less than 10%. Office based staff have been provided with equipment to work remotely and work has been completed in accordance with governance guidance to ensure the council is a COVID secure workplace. The HR Manager has attended the LRF HR Task and Finish subgroup to support best practice and consistency dealing with staff issues throughout the pandemic.				
CMT vacancies have been filled and the new Head of Finance will be reviewing the Finance team structure in quarter 2.				

Risk 9 - Insufficient data and cyber security			Responsible Officer - Andrew Buckle	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
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 GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).				
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 threat Landscape and more importantly its evolution. RBC have 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.				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Update				
Logrhythm Security Information and Event Management (SIEM) has been implemented in the Revenues and Benefits Data Centre. The application is used to collect logs from the network and from the malware protection servers to provide protective monitoring of the environment.				

Risk 10 - Poor communications and public relations			Responsible Officer - Clare Law	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
<p>Description</p> <p>Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide council services.</p>				
<p>Risk Consequence</p> <p>Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating.</p> <p>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.</p>				
<p>Mitigation</p> <p>Communication methods in place to support face to face, mail or electronic communications.</p> <p>Developed website and social media channels provide 24/7 service. Experienced communications function to support council officers to deal with communications in a timely manner and promote the work of the council.</p>				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER
<p>Update</p> <p>The council has reviewed its communication provision and will be appointing a reputable PR agency from 1st July 2020, to provide a more resilient and responsive service.</p> <p>A communications plan has been developed to support the council during the COVID-19 pandemic including; regular updates to the council's website and social media platforms, regular internal updates for staff and Members from Chief Executive.</p>				

Risk 11- Non – delivery of Corporate Projects			Responsible Officer - Neil Shaw	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
		D	2	D
Description				
The council has agreed the 11 corporate projects for 2020-2021 to support the delivery of Corporate Strategy 2017-2021.				
Risk Consequence				
Failure to deliver the corporate projects would have a detriment impact on the delivery of the council’s Corporate Strategy 2017-2021, and result in a reputational risk to the Council’s commitment to the residents. The failure to deliver the corporate projects could potentially have a negative impact on the Council’s revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.				
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. 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.				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Update				
CMT ensured the council formally agreed the corporate projects in a report approved by Cabinet on 27 May 2020. The first quarterly Programme Board meeting this financial year was held in May. None of the projects were risk RAG rated ‘red’, and no significant issues were raised by the Project Sponsors and Project Managers. Two of the corporate projects have not yet started; Customer Digital Strategy and Future Health and Leisure (and Rawtenstall 2040 project is on hold until quarter 2). All projects are on track at quarter 1 and within budget.				

Risk 12 – Response and recovery to COVID-19 pandemic			Responsible Officer - Neil Shaw	
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
		A	1	A1
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.				
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. The council established and managed a Community Hub to provide support to vulnerable residents.				
Quarter 1 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	3	A3	AMBER
Update During quarter 1 office based staff were issued with equipment to work from home. Working practices and additional personal protective equipment (PPE) were provided to Operations staff to support safe working. Staff unable to fully undertake their substantial duties supported the Community Hub, for example, contacting and checking vulnerable people where safe and well, sourcing and delivering food parcels and supporting a prescription service to deliver medication to vulnerable people throughout Rossendale. As a precaution additional graves were prepared to support a potential increase in deaths due to the pandemic. Managers reviewed and stress tested their Service Area Business Plans, to support an increase in staff absences due to the pandemic. Processes were reviewed and technology was introduced to deliver services differently, for example, documents were sent electronically. The level of absences due to COVID average at 12% throughout quarter 1 and no staff received a positive diagnosis. All external meetings were suspended and officers moved to either teleconferences or video calls, for example, zoom and Microsoft Teams. The council's main contact centre was closed for face to face contact and staff used their skills effectively to continue to support residents remotely either by telephone or electronically.				