

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 2 2021-2022 Service Actions and Corporate Projects

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

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

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

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

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

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

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

Service Action – 9	<p>Continue to work closely with groups, including the provision of plants, support for funding bids, such as the improvements to Green Squirrel Square, Haslingden</p> <p>Responsible Officer – David McChesney</p>	<p>Green Spaces have liaised with community groups and ordered the spring bulbs on their behalf, which will arrive mid-October. Numerous small scale projects continue to be supported in this manner, including the provision of 2 new large planters for the entrance of Haslingden Cemetery, which the Friends Group will maintain.</p> <p>The council have again committed to support groups in their entries in Britain in Bloom and other similar events.</p>
B4 Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy		
Corporate Project – 8	Climate Change Strategy	Overall Project RAG Status
	<p>Engaging with residents, schools and businesses across Rossendale, including partnering with three local climate change partners</p> <p>Responsible Officer – Phil Morton</p>	<p>The carbon audit, has now been completed of all council buildings and vehicles. This now provides a baseline figure of each area of the council's operations and an average CO₂ figure of 11.6 tonnes per employee per year. A further full energy audit is underway for all council buildings.</p> <p>The first 5 meetings of the Community Climate Change Network have been held with active contributions from a wide range of community members. A new Climate Change Project Officer has now been appointed and commenced in post on 4th October.</p> <p>4 identified council owned carparks will have EV rapid charge points installed during Q3. Options for replacement of both the Mayoral car and the staff pool car are now being explored, to coincide with the installation dates of the charge points at Futures Park. Work with local taxi operators will encourage the increased use of EVs by looking at changes to licensing policies and possible incentives.</p>
	<p>Carbon footprint audit completed</p> <p>Responsible Officer – Lee Childs</p>	<p>The carbon audit has been completed. Full energy audits have now been commissioned for five of the larger usage buildings including Futures Park, Henrietta St, Riverside, Marl Pitts Pool and Haslingden Sports Centre. The audits will advise how to cut energy usage in each building and the possible investment of green energy solutions for each building for example ground source heat pumps, solar, wind or river, this is scheduled to be completed during Q3.</p>

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

	Killeen	<ul style="list-style-type: none"> Townsend Street and side streets off Townsend Street – 72 properties <p>This has been delayed due to a national shortage of HGV drivers and staff having to be redeployed in the service. Work is due to commence within Q3 if staffing issues are resolved.</p>
Service Action – 13	Media campaign to promote recycling Responsible Officer – VivaPR	A communications plan and campaign design look have been agreed. The campaign itself will commence when staffing returns to normal. Currently officers are needed to drive vehicles due to a national shortage of hgv qualified drivers.
Service Action – 14	Examining feasibility of changes in bin size Responsible Officer – Keith Jenkins	No work has been actioned this quarter due to the ongoing impact of Covid-19 with the Operations team, as a priority has been placed on maintaining frontline waste/recycling services. The intention is to seek a suitable company to assess the current waste/recycling collection rounds with tipping locations to ensure we are maximising efficiency with the resources available and at that juncture it would be prudent to assess changes in bins sizes, altering frequency of collection, working days & length of shift.
B7	To improve our parks which local people are proud to visit and which appear loved	
		Overall RAG Status
Service Action – 15	Implement improvement plan for Rossendale’s parks by refreshing the Stubblelee Masterplan and creating a new one for Edgeside Park. This will be followed by the creation of the Victoria Park Masterplan ready for 22/23. Responsible Officer – David McChesney	<p>The Edgeside Masterplan has been created and is underway after securing £34k for a pump track. The Stubblelee Masterplan has been finalised following community consultation and has begun the process of obtaining funding for a new skate park. A capital funding bid was submitted in summer 2021 to secure funding for projects of the Victoria Park Masterplan which will be consulted on and created in 2022.</p> <p>Efforts are now being made to create a working group and masterplan for Whitaker Park which will look to raise standards in one of our main parks</p>
B8	Tackle persistent fly-tipping and littering hotspots	
		Overall RAG Status
Service Action – 16	Increased enforcement activity against both commercial and	In addition to targeted enforcement activity outlined in Service Action 7, the PPU has commenced a compliance exercise to ensure that businesses across the borough are

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

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

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

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

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

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

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

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

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

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

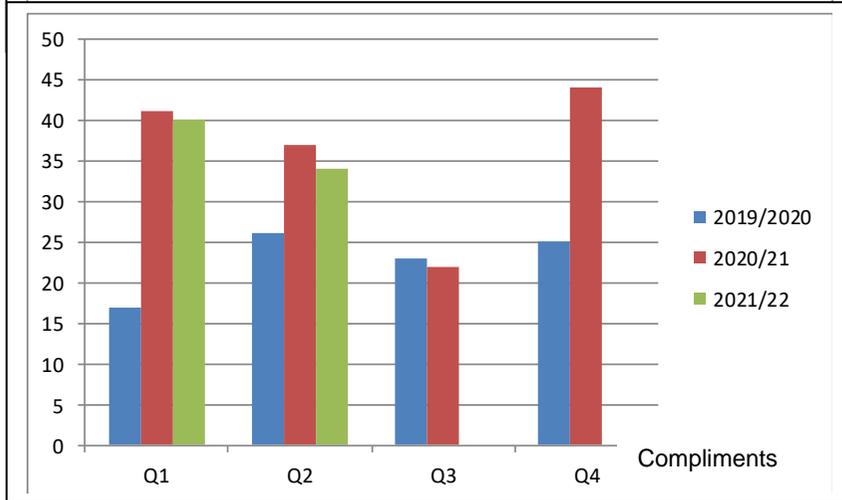
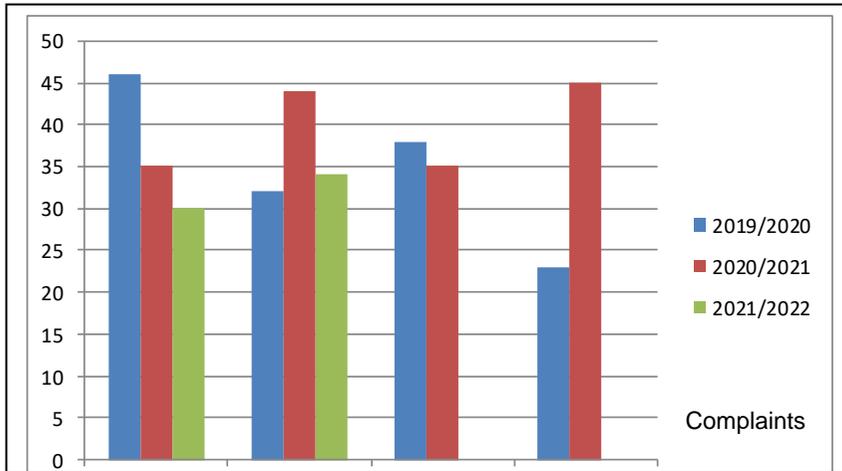
		<p>used. We have also gained coverage in regional business press on Youth Works and Youth Hub which have also been used in the DCN report. National coverage in a weekend broadsheet was obtained with the Councils involvement with South Pennines Park with CEO interviewed and quoted.</p> <p>We have also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

Key Performance Indicators

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

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

Compliments and Complaints



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

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

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

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

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

Corporate Risks

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

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

The Council's Risk Matrix

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

Likelihood

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

Impact

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

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

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
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 2021 indicates an underlying funding gap of c.£400k per annum. The Council must take appropriate action in order to balance its annual expenditure against its available annual income and other revenue resources. The Council has a legal obligation to publish an annual balanced budget; this means its budget expenditure must equal its available income and any available reserves. Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore, additional income must be identified or annual costs reduced in future years.				
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, however, the deficits in future years are less than previous MTFS cycles. New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the Council will need to be challenged to become more effective.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Quarter 2 Update				
Covid-19 has placed additional pressure on the MTFS. However, the Government has provided the council with several grants to assist with delivering the extra services required and to mitigate the impact of lost income. This has continued into Q2. The legal claims arising from the Empty Homes scheme may also have an adverse impact on the MTFS if settled in the claimants' favour. Officers are monitoring the scheme closely and managing the claims where possible.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	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 C	Impact 1	Overall Risk C1	Status 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 C	Impact 2	Overall Risk C2	Status AMBER
Quarter 2 Update We continue to operate in the recovery stage of Covid-19 and regularly review the Covid-19 service business continuity plans and risk assessments. Covid-19 related absences and isolation has remained below 10% during quarter 2; majority of office based staff are able to work from home if isolating and any operations staff is backfilled using agency workers. The national LGV driver shortage has impacted on the availability of agency drivers and caused significant challenges to the refuse and recycling service, staff from other Operations service areas have been used to back fill driver absences.				
Quarter 2 risk assessment RAG status (current)	Likelihood D	Impact 3	Overall Risk D3	Status 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.				
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 2 Update Work has continued to evaluate the systems and measures in place across the council's services to secure compliance and safeguard staff. The Safety & Emergency Planning Officer has spent time with Operational Services observing the activities and safety measures in place and advising on any required improvements. A review of policies has been completed. A report and action plan will be presented to CMT in Q3 and the agreed actions taken forward should progressively reduce the likelihood of the risk being realised and support the ongoing development of a safe working culture.				
Quarter 2 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. This will mean making budget reductions of over £120m in the next few years.				
Risk Consequence The County Council's 2019 approved budget included £120m savings over the period 2019/20 to 2022/23. This level of budget reductions is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to district councils.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER
Mitigation RBC will continue to work with County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The council will support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The council will interrogate LCC savings proposals and identify risks to our residents and to our services.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER
Quarter 2 Update In February 2021 the County Council announced that the elements of their savings plan, originally agreed in February 2019, which were yet to be implemented, had been delayed by a year as a result of the Covid-19 pandemic and could slip further. However, the savings programme will continue to be implemented post Covid-19. This council continue to suffer from increased fly-tipping and the associated costs, which has in part resulted from the implementation of the reduced opening hours of the LCC Household Waste Recycling Centres savings proposal.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER

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

Risk 6 - Non-delivery of the Local Plan			Responsible Officer - Mike Atherton	
Description				
<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. The Local Plan was due to be adopted in late 2020. It is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be seriously delayed or that the process will be taken out of the council's hands and that the Government will intervene.</p>				
Risk Consequence				
<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. 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>				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Mitigation				
<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>				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER
Quarter 2 Update				
<p>The Planning Inspectorate have confirmed that the Plan can be found sound subject to modifications to the policies. Consultation on the main modifications has begun and the consultation period is due to expire on the 15th October. Responses will be collated and sent to the Inspectorate. The Local Plan is timetabled is due to go to Full Council on the 15th December for adoption. A potential risk is that one of the local MPs has written to the Inspectors explaining that if his concerns regarding a specific housing site allocation are not addressed he will ask the Inspector to call in the Plan, risking delay and further modification.</p>				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER

Risk 7 - 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 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.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 2 Update No specific policy changes or updates have occurred in Q2, although we anticipate information in Q3 on the Government's Levelling Up Fund, which should be a positive opportunity for the council.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 8 - 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, Service Area Business Continuity Plans in place. HR will work with managers to review roles to make them more attractive. The council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free on sight parking, family friendly policies, discounted gym memberships and a cycle scheme.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	3	E3	GREEN
Quarter 2 Update There continues to be challenges to recruitment of staff, with 9 vacancies in Q2 (4 newly established temporary posts to support Covid-19 and corporate projects), the main reason for officers leaving the authority is career progression and salaries. Operations have reviewed and stress tested their business continuity plan in relation to the national LGV driver shortage and fuel shortage. The council has increased the opportunity from 2 staff to 4 staff to complete the LGV driving qualification to support the mitigation of the national shortage of drivers or agency drivers. The impact of covid continues to be monitored and covid related absences remains a potential challenge to managing service delivery.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER

Risk 9 - 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 GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).				
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 2 Update Rossendale have successfully upgraded to the latest MasterCard security standard version 2 this is required by PCI DSS (Payment Card Industry Data Security). This provides further protection for customers who pay electronically via the website.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 10 - 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 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 in place to support face to face, mail or electronic communications. Developed website and social media channels provide 24/7 service. Experienced communications function to support council officers to deal with communications in a timely manner and promote the work of the council.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
Quarter 2 Update Viva PR has continued to deliver the agreed communications plan and Covid-19 communications updates, including regular updates to the council's website and social media posts to residents and communities.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 11- Non – Delivery of Corporate Projects			Responsible Officer - Neil Shaw	
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.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	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. 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 2 Update The Programme Board continues to monitor all the projects. All projects are on track and within budget. The build phase of the Whitaker HLF project is complete closing down any major risks with the most challenging part of this project.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	E2	E2	GREEN

Risk 12 – 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
	A	1	A1	RED
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.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED
Quarter 2 Update Government Covid-19 restrictions have been eased in Q2. The Covid-19 Outbreak Board was stepped down in August. The council continues to follow Government advice on managing the impact of Covid-19. Take up of the vaccination programme has been good. However, the level of positive cases in Rossendale have remained between 200 and 250 per 100,000 people throughout Q2. We continue to monitor the position and have made contingency plans for a further tightening of Government restrictions in Q3.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED

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