

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

**Quarter 3 2021-2022 Service Actions and Corporate Projects**

<b>Priority A</b>	<b>A Thriving Local Economy</b>	
<b>A1</b>	<b>To transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings.</b>	
<b>Corporate Project – 1</b>	<b>Bacup 2040</b>	<b>Overall Project RAG Status</b>
	<p>High Street Heritage Action Zone (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>The partnership scheme is progressing with funding fully allocated.</p> <p>Works have continued at the former Lancashire and Yorkshire Bank, ABD Centre and Trinity Baptist Church. Further works are due to begin imminently at various sites along Market Street, Historic England has been informed that funding will be sought for St John’s the Evangelist Church.</p> <p>Two consultation sessions have been held with Bacup High Street HAZ Project Board regarding public realm proposals for Burnley Road Memorial Garden and Union Street. A further two public consultation sessions are scheduled for January with a press release issued to publicise the consultation.</p> <p>Two community engagement subgroup meetings have now been held. The SLA has been signed with The Horse and Bamboo in relation to Bacup Cultural Consortium. The next meeting is scheduled for January to review 2022 events.</p>
	<p>Identify an alternative external funding bid source for the Market Square development</p> <p>Responsible Officer – Guy Darragh</p>	<p>A revised proposal is under development regarding a new external funding bid focusing on an indoor market and new events area in the Market Square. Further due diligence and consideration is required and will be presented to the Bacup 2040 Board in Q4 for stakeholder discussion.</p>

<b>A2</b>	<b>To significantly improve Haslingden by reshaping the town centre by creating new public space and redeveloping Deardengate.</b>	
<b>Corporate Project – 2</b>	<b>Haslingden 2040</b>	<b>Overall Project RAG Status</b>
	<p>National Lottery stage 2 year 1 outputs as defined by the letter of offer.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>A ‘Seeing is Believing’ visit to two neighbouring projects in Padiham and Blackburn has taken place. Publicity for the project has been reinvigorated with regular social media postings, updates to the websites will be made in Q4. Current works are underway designing a leaflet which will be delivered to each household within the two Haslingden wards to raise the project’s profile.</p> <p>Letters have been sent to all priority building owners inviting them to meet with the project officer and project architects to discuss grants for a range of building repairs and restoring of architectural features. The large repurposing project at 5-7 Deardengate is progressing well with positive discussions with the building owners and potential tenants.</p> <p>The community engagement programme is underway with the first activities being organised for delivery in the New Year.</p>
	<p>Develop a feasibility plan for the development of Cockerill Square</p> <p>Responsible Officer – Guy Darragh / Mandy Lewis</p>	<p>No update this quarter. The concept for the square will be revisited in Q4 for an early discussion with members.</p>
<b>A3</b>	<b>To further improve the retail and leisure time offer in Rawtenstall town centre.</b>	
<b>Corporate Project – 3</b>	<b>Rawtenstall 2040</b>	<b>Overall Project RAG Status</b>
	<p>To deliver town square landscaping project</p> <p>Responsible Officer – Guy Darragh</p>	<p>Eric Wright has appointed to undertake the works. Work started on site in November 2021 and saw the installation of security fencing around the perimeter and the use of the car park for building materials. The building work is progressing to plan and budget, it is hoped that the site can be accessed by the public for Easter 2022.</p>

<b>A4</b>	<b>To develop the M66 Rossendale Valley Growth Corridor with infrastructure support from Lancashire County Council, boosting the number of local businesses.</b>		
			<b>Overall RAG Status</b>
<b>Service Action – 1</b>	Prepare Rossendale Valley Growth Corridor Masterplan and develop strategy to bring forward individual sites  Responsible Officer – Mandy Lewis	No work has been undertaken on this action in this quarter. The prioritisation of this work will be reviewed in Q4 for 2022/23.	
<b>A5</b>	<b>To attract new investment into the borough through the promotion of Futures Park Employment &amp; Leisure Village</b>		
<b>Corporate Project - 4</b>	<b>Futures Park Employment and Leisure Village</b>		<b>Overall Project RAG Status</b>
			<b>Plot 1</b>
			<b>Junction Works</b>
	Complete plot 1 development  Responsible Officer – Guy Darragh	This project reached practical completion in Q2 and is now closed.	
	Complete the infrastructure improvement works  Responsible Officer – Guy Darragh	The design for the junction improvement works has been completed. The application for the required permits to complete the works has been submitted to the Highways Authority, Lancashire County Council (LCC). Further surveys have been carried out at LCC's request and submitted to support the application. Discussions are ongoing with LCC to bring forward a decision to authorise the planned works. Procurement of a competent contractor to carry out the works has begun.	
<b>A6</b>	<b>Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer</b>		
<b>Corporate Project – 5,6</b>	<b>The Visitor Economy Strategy &amp; The Whitaker</b>		<b>Overall Project RAG Status</b>
	Deliver year 1 of the visitor economy action plan including 3 town centre based wayfinding walking/cycling	The council has worked 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 minutes duration aim to enable residents and visitors to explore the town centres and tourist attractions. Interpretation boards and wayfinding signs have been designed and agreed, to	

	<p>routes</p> <p>Responsible Officer – Guy Darragh</p>	<p>be installed in Q4.</p>
	<p>Deliver year 3 of the Whitaker National Lottery project</p> <p>Responsible Officer – Naomi Atherton</p>	<p>The capital build achieved practical completion during Q1 and the museum has successfully opened to positive feedback. The remaining work within the final 12 months of the project focuses on an events programme, volunteering growth, interpretation of the displays, snagging of the capital works and completion of a project evaluation.</p>
<b>A7</b>	<b>Secure Government support and funding for the City Valley Link rail extension from Greater Manchester to Rawtenstall</b>	
		<b>Overall RAG Status</b>
<b>Service Action - 2</b>	<p>To produce a strategic outline business case in partnership with Lancashire County Council</p> <p>Responsible Officer – Guy Darragh</p>	<p>The council was successful in Q3 with an application to the Government’s Restoring Your Railway fund. Rossendale has been awarded £50,000 and council match funding of £12,500 to develop a strategic outline business case. Furthermore, Lancashire County Council as the transport authority has added up to a further £100,000 to support the study.</p> <p>A tender to appoint a suitable transport consultant is expected to be issued in Q4. A report was presented to Rossendale council on this subject in Q3 and is available on the council’s website.</p>
<b>Service Action - 3</b>	<p>Gain support of key stakeholders and undertake public support campaign</p> <p>Responsible Officer – Guy Darragh</p>	<p>As the project develops, new media releases will be issued that keep people up to speed with progress. The next step of the project will be to release a tender to appoint the transport consultant to produce a strategic outline business case. Once the consultants have been appointed in Q4 we will then announce this in a new press release which will be followed by regular progress updates to the public. It is expected that the report will be produced in Autumn 2022 and the findings from the strategic outline business case will be shared at this stage.</p>
<b>A8</b>	<b>Delivering on a specific plan to support businesses recover from the Covid pandemic</b>	

		Overall RAG Status
<b>Service Action - 4</b>	<p>Implement the Covid recovery plan which will include holding 18 business workshops and hold 100 business one-to-ones</p> <p>Responsible Officer – Brad Hacking</p>	<p>We have held 7 workshops to date for the business community with an average of 10 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 50 businesses on Covid-19 guidance, grant funding and general queries. The workshop calendar has been publicised and there will be 20 workshops in total for 2021. The topics have been varied and cover general business guidance in relation to Covid-19, mindset training, 60- second pitch, HR support, amongst others.</p> <p>We have carried out 38 business 1-1 sessions for Q3, covering any topic that the business wants to discuss. The 1-1 sessions have been well received with businesses appreciating a tailored approach to their support with tasks that they can then work on going forward.</p>
<b>A9</b>	<b>Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities</b>	
		Overall RAG Status
<b>Service Action - 5</b>	<p>Develop year 1 activity plan for the Rossendale employability and skills forum, which includes holding a jobs fair and a careers event</p> <p>Responsible Officer – Brad Hacking</p>	<p>Due to a severe shortage in staffing levels across the care industry within Rossendale, an event focused on the care sector has been arranged and has been used as a pilot for other sectors in Rossendale. A 'Care Careers Event' was held, within the Council Chamber to remain Covid-19 safe, on 25<sup>th</sup> November. The event was held face-to-face, organised by the council, Active Lancashire, DWP and other partners.</p> <p>The event involved eight care specific businesses in Rossendale who had roles available and decision makers on hand to offer interviews. Over 60 people attended to obtain interviews, discuss care career planning and make links with the businesses. From the day, over 30 interviews were offered and over ten job offers given. The feedback was very positive from all that attended.</p> <p>We are looking to hold similar events going forward, taking a sector approach based on need both from the employers and the potential candidates. Other sectors being considered for 2022 are construction, manufacturing and administration sectors.</p>

<b>Service Action – 6</b>	Secure funding for Rossendale Works and Youth project for April 2022+  Responsible Officer – Guy Darragh	Through Active Lancashire’s and Rossendale council’s support, the Rossendale Works project has secured funding until December 2023 through the ESIF programme. Rossendale Youth Works has secured funding of a direct DWP award until November 2022. As such, the objective of securing funding beyond April 2022 has been achieved.
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<b>Priority B</b>	<b>A High Quality Environment</b>	
<b>B1</b>	<b>To ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces</b>	
<b>Corporate Project – 7</b>	<b>Clean and Green Improvement Plan</b>	<b>Overall Project RAG Status</b>
	<p>Income generation ideas to be pursued including bin cleaning service and MOT testing station</p> <p>Responsible Officer – Keith Jenkins</p>	<p>The three subprojects to generate income have all reached their conclusion.</p> <p>The bin cleaning trial was completed but did not generate the anticipate level of income once full costs had been taken into consideration. This project will therefore not be rolled out.</p> <p>A feasibility study for an MOT testing station has been completed, it is proposed that the proposal remains a viable option in the long term and that capacity is to be reviewed next year to see if it can be accommodated.</p> <p>Unfortunately, it has not been possible to identify a site for a crematorium that meets current guidelines. It has been concluded that a crematorium would not be viable in Rossendale.</p> <p>It should be noted that the Commercial officer is now in post and is steadily driving forward the Commercial Waste/Recycling customer base. Increased charging for garden waste is also increasing income.</p>
	<p>Street cleansing to be improved by better routing and introduction of new schedules</p> <p>Responsible Officer – Patrick Killeen</p>	<p>New street sweeping routes are now in place. Work is underway to review and revise through the programme to identify areas that require changes and refinement. There has been a significant increase in waste collected from street sweepings.</p>
	<p>Obtaining green flag status for Stubbylee Park and raising standards across all parks</p> <p>Responsible Officer – David McChesney</p>	<p>Green Flag status was achieved in October 2021. A celebration event will take place in the spring of 2022.</p> <p>Also within Q3 construction we completed a £40k first high quality pump track, at Edgeside Park. A £99k bid to Viridor for the refurbishment of Stubbylee Skate Park successfully went through its final stages. Results are expected by the end of January 2022, Q4.</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>Rossendale Forest is progressing, planting has been postponed until the January 2022 due to supply chain issues with the trees. It is anticipated that over 7,500 trees will be planted by April 2022. During Q3, 3 battery chainsaws and 3 battery hedge trimmers have been purchased as part of the transition to battery-powered tools.</p>
<b>B2</b>	<b>To ensure pro-active use of education and our enforcement powers to ensure that the borough is welcoming and creates a positive view of our town centres</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 7</b>	<p>Continued targeting of those who blight our neighbourhoods by littering and dog fouling through a joint approach of education, publicity and enforcement. Using the services of a third party provider to enhance our own resources</p> <p>Responsible Officer – Phil Morton</p>	<p>Operation Trident continues to show excellent results in identifying those responsible for fly tipping and other environmental crime. Since we commenced Operation Trident in May 2021 we have received 68 reports of fly tipping and 48 offenders have been invited for interview under caution. 30 Fixed Penalty Notices have been issued in the same period for fly tipping and offences related to fly tipping. To date we have a confirmed court date for 3 prosecutions, with 14 other prosecutions pending at present.</p> <p>In the same period we have also received and investigated 134 reports of abandoned vehicles resulting in 7 Fixed Penalties being issued and there are 3 cases pending prosecution.</p> <p>Protocols have been agreed with Lancashire Constabulary to enable access to, and receive information from ANPR cameras across the North west. This allows us to track the movement of vehicles identified as being used in the commission of fly tipping and other offences. Continued use of both overt and covert CCTV in hotspots to provide valuable evidence leading to a number of ongoing investigations. Continued use of 3rd 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.</p>
<b>Service Action – 8</b>	<p>Tender the third party enforcement contract</p>	<p>Cabinet approved to continue with a third party provision on 13<sup>th</sup> October 2021. A tender document has been prepared and is awaiting the portfolio holder's approval prior to a</p>

	Responsible Officer – Phil Morton	procurement exercise taking place. Cabinet have agreed a continued extension of existing arrangements to allow this to be completed.
<b>B3</b>	<b>To support strong local voluntary groups like Rossendale Civic Pride, Bacup Pride and Whitworth In Bloom to bring brightness and imagination to our public open spaces</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 9</b>	<p>Continue to work closely with groups, including the provision of plants, support for funding bids, such as the improvements to Green Squirrel Square, Haslingden</p> <p>Responsible Officer – David McChesney</p>	<p>During December 2021, requests from Community groups were collated for summer plants bedding for the council to provide.</p> <p>The Operations Team are working closely with Rossendale Civic Pride on their Britain in Bloom bid for July 2022. This will involve creating an action plan of works to be carried out through the first half of 2022.</p> <p>Several projects are being progressed with various Community groups as part of the welcome back fund.</p>
<b>B4</b>	<b>Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy</b>	
<b>Corporate Project – 8</b>	<b>Climate Change Strategy</b>	<b>Overall Project RAG Status</b>
	<p>Engaging with residents, schools and businesses across Rossendale, including partnering with three local climate change partners</p> <p>Responsible Officer – Phil Morton</p>	<p>The first years agreed priority actions outlined in the Climate Change Strategy and Action Plan are nearing completion. EV charge points have been fitted on all 4 identified council owned car parks, and are just awaiting connection to the network by ENW.</p> <p>The Climate Change Officer post has now been filled and started in October 2021. Work is now being carried out to drive the strategy and action plan forward. He is working on engagement with our communities, business and residents to make a positive impact on our carbon footprint.</p> <p>The Climate Change Network is established with the relevant partners and we are now looking to launch a virtual network on-line which we think will engage more people in the work.</p>
	Carbon footprint audit completed	Carbons audit complete. More detailed energy audits are also now complete for the five larger energy usage buildings - Futures Park, Henrietta St, The Ashworth, Marl Pitts pool and the

	Responsible Officer – Lee Childs	Adrenaline Centre. The results of these audits will be considered in Q4. The new three-year electricity Half Hourly supply contract is now in place in all our larger sites including the Leisure Trust buildings. This has been changed to green electricity, reducing our carbon emissions. The Non Half Hourly supply contract for smaller sites will be tendered summer 2022 and again we will specify the requirement of green electricity.
	Agreeing a new active travel plan  Responsible Officer – Clare Law	Development of the Active Travel Plan has commenced in liaison with Council’s Active Transport Group and Together and Active Future (TaAF). These pieces of work need to be brought together during Q4. Completed work to date includes the installation of 4 charging points (externally funded) throughout the borough and 4 electric bikes (externally funded) for staff to use for sites visits etc.
<b>B5</b>	<b>To create a new Rossendale Forest</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 10</b>	Identifying council owned sites for potential tree planting projects  Responsible Officer – David McChesney	Throughout Q3 further council owned sites have been identified for tree planting in winter 2022:  Eastgate, Whitworth- 305 Fern Terrace- 100 Rossendale Crescent- 300 Land near Duckworth Clough, Haslingden- 400 Waingap Woods (Whitworth town centre)- 400  Trees have been secured for these sites through the Treescapes plant project.
<b>Service Action – 11</b>	Work with schools, community groups and Ribble Rivers Trust to access funding to purchase trees for planting in the Autumn  Responsible Officer – David McChesney	Treescapes Plan project in partnership with Ribble Rivers Trust (RRT) and Rossendale Forest is underway with planting on 4 sites to commence in January. These sites will be Edenfield Rec, Maden Rec, Cowpe Rec and Whitaker Park.  Another 4 rounds of planting will take place before the end of March 2022 and will see 5,140 trees planted on RBC owned sites. Over 130 volunteers have signed up to plant by Christmas. Several private landowners have also come forward offering land for planting, RBC and RRT are working with the landowners to secure trees to plant.

		RRT are planting over 1000 trees on an RBC owned site adjacent to Badgercote Allotments in winter 2022. This is in partnership with the Allotment Society who have a lease on the land. RRT are also working with local schools under the Treescapes plant project to plant on their land.
<b>B6</b>	<b>To recycle 50% of the borough's household waste</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 12</b>	Piloting a new recycling approach  Responsible Officer – Patrick Killeen	Recycling pilot is ready to launch in Q4 but has been on hold due to resource issues impacted by Covid-19 and HGV driver shortages.
<b>Service Action – 13</b>	Media campaign to promote recycling  Responsible Officer – VivaPR	The collection calendar was re-introduced in Q3 which provided extensive information on recycling.  A Marketing campaign has been designed to promote recycling and this will be launched in Feb 2022. A pilot programme to engage residents in recycling and monitor success will also begin in Feb 2022.
<b>Service Action – 14</b>	Examining feasibility of changes in bin size  Responsible Officer – Keith Jenkins	Currently we are awaiting guidance on the Environmental Bill which was passed in December 2021 and further guidance on the Our Waste Our Resources Strategy. This will guide the council on requirements for food waste and possible standardisation of bins. Once this is received a longer term waste strategy will be developed for the council during 2022/23.
<b>B7</b>	<b>To improve our parks which local people are proud to visit and which appear loved</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 15</b>	Implement improvement plan for Rossendale's parks by refreshing the Stubblelee Masterplan and creating a new one for Edgeside Park. This	The first major project for the renewed Stubblelee Masterplan is a new Skate Park. A bid for £99k to Viridor is at the final stages, a decision is expected January 2022, Q4.  The Edgeside Masterplan is progressing with a new Skate Park installed in December 2021.  Master plans for both Whitaker and Victoria Park are to commence early 2022.

	will be followed by the creation of the Victoria Park Masterplan ready for 22/23.  Responsible Officer – David McChesney	
<b>B8</b>	<b>Tackle persistent fly-tipping and littering hotspots</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 16</b>	Increased enforcement activity against both commercial and domestic fly tipping offenders. More effective communication between the Operations team and Public Protection Unit to help collate evidence.  Responsible Officers – Phil Morton / Keith Jenkins	<p>PPU has continued the compliance exercise to ensure that businesses across the borough are disposing of their business waste in accordance with Section 34 of the Environmental Protection Agency (EPA) 1990.</p> <p>700 letters have been sent out to a cross section of businesses. This has proved highly effective in identifying those establishments who are compliant. This has allowed us to continue with action to either ensure future compliance or to consider enforcement action. This information is shared with Operations, to encourage take up of the council's trade waste service.</p> <p>The Operations team continues to work in partnership with PPU to identify issues related to environmental crime. During Q3 resources have been diverted to maintaining frontline waste/recycling services due to the impact of a nationwide shortage of HGV drivers and implications of Covid-19, which has impacted on response times.</p>
<b>Service Action – 17</b>	Quicker removal of fly-tipped waste to reduce visual impact  Responsible Officer – Patrick Killeen	Fly tipping has improved through Operation Trident. Supporting the removal of fly-tipped waste within 5 days and gathering evidence to assist in prosecutions through a dedicated team, work continues with the PPU team to reduce the visual impacts caused by fly tipping.
<b>Service Action – 18</b>	Creation of a dedicated fly-tip team – piloted for 12 months  Responsible Officer – Patrick Killeen	Resources are allocated for the removal of fly-tipped waste as part of the wider Operations staffing.

<p><b>Service Action – 19</b></p>	<p>Increased enforcement capability and the use of technology to prevent and detect incidents of environmental crime.</p> <p>Responsible Officer – Phil Morton</p>	<p>A number of overt and covert cameras have been purchased and deployed in identified fly tipping hotspots to obtain evidence of offenders. This will continue across the borough and any evidence obtained will form part of legal proceedings. This has already seen success in a number of cases currently under investigation</p> <p>Further use of Automatic Number Plate Recognition (ANPR) technology via the police is also continuing to track vehicles used in the commission of environmental crime.</p>
<p><b>Service Action – 20</b></p>	<p>Use of social and other media outlets to publicise and promote issues, problems and successes.</p> <p>Responsible Officer - VivaPR</p>	<p>Press releases and press statements continue with a min of 3 releases a month. November saw the most pieces of positive coverage thus far with over 40 pieces of online and print coverage. Many of these were related to the City Rail link funding but also included the Stubby Lee green flag award, town square work, business grants and the climate action day conference.</p> <p>Social media remains an effective channel for communicating key messages seeing an increase of followers and engagement each quarter.</p>

<b>Priority C</b>	<b>Healthy and Proud Communities</b>	
<b>C1</b>	<b>Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers</b>	
<b>Corporate Project – 9</b>	<b>Housing Strategy</b>	<b>Overall Project RAG Status</b>
	Produce a housing strategy and action plan that put processes in place to ensure a corporate approach to the strategic housing function.  Responsible Officer – Ged Gallagher	No action has taken place on this in Q3. The work will start in Q4 with the gathering of housing data and an early discussion with the Overview & Scrutiny Committee on potential housing strategy priorities.
	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, 80 dwellings by Hollins Homes at Loveclough and also 30 dwellings by Hurstwoods at Johnny Barn Close. 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 scheduled to commence in 2022. The council has granted a significant number of planning permissions for new housing. However, the council has little power over the timing and responsibility for the commencement of construction, this powers lies with the house builders, therefore it out of the council's control.
<b>C2</b>	<b>Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 21</b>	Deliver disabled facility grant programme – catching up last year's backlog. Overall target	Resource issues and Covid-19 restrictions had resulted in a backlog totalling 90 cases. A programme of catch up works is underway with 14 cases completed in last 3 months, with a significant increase in applicant contact. Initial findings point to issues regarding whether Disables Facilities Grants (DFG) still required in a sample of cases.

	67 disabled facilities grants completed  Responsible Officer – Ged Gallagher	Liaison with LCC Occupational Therapist service was undertaken and this will form part of DFG Strategy Review to be conducted within Q4.
<b>C3</b>	<b>Better access to and take up of health and wellbeing activities including improved leisure facilities</b>	
<b>Corporate Project - 10</b>	<b>Future Health and Leisure Facilities</b>	<b>Overall Project RAG Status</b>
	Complete a full feasibility study for improved health and leisure facilities  Responsible Officer – Adam Allen	Following a tender exercise, a consultant has been engaged to complete this work. Stakeholder engagement has commenced in December 2021 and in Q4 extensive community engagement will be undertaken. This project will be completed in May 2022 which is later than originally planned.
<b>C4</b>	<b>Engaging more local people and visitors to make better use of our excellent outdoor environment to improve their health</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 22</b>	Explore the feasibility of creating a trailhead cycling facility in Bacup  Responsible Officer – Guy Darragh	Plot 3 at Futures Park is potentially earmarked for the development of a cycle hub facility that would include bike hire, training, events, shop, café, facilities and car parking. These plans are under development. If viable this will be considered by members in Q4.
<b>C5</b>	<b>A more joined up approach working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 23</b>	To lead on the development of a partnership Health and Wellbeing Strategy  Responsible Officer – Stephanie Thornton	The Health and Wellbeing plan for Rossendale was agreed by Council in December 2021 and has also been agreed by key partners. The health plan delivery will closely align with Together and Active Future (TaAF) and an officer has been appointed through TaAF to coordinate the different streams of TaAF in Rossendale. This officer will complete the interactive digital version of the plan. It is anticipated that the plan will be launched in March 2022 at the Rossendale Connected conference.



		The priorities within the plan will inform the structure of the Rossendale Connected/Health and wellbeing partnership meetings going forward. Work has begun mapping the activity already taking place in Rossendale contributing to physical activity and healthy weight. This will enable analysis around gaps in provision and solutions will be explored.
<b>Service Action – 24</b>	Improving joined up working on health issues  Responsible Officer – Stephanie Thornton	The Health Plan includes redesign of the Rossendale groups working on Health and Wellbeing as well as establishing links with health partners on a Lancashire and Pennine footprint. The new Health and Wellbeing Board will actively engage with these partners and the plan has been presented to Pennine Health Leadership Group and has been very well received.  The council is also undertaking an overview and scrutiny review focused on accessing GP appointments. The findings and recommendations from the review will be finalised in Q4.
<b>C6</b>	<b>To manage the impact of increasingly frequent flooding on local communities</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 25</b>	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 8 <sup>th</sup> December 2021, attendees include Environment Agency (EA), Lancashire County Council (LCC) and United Utilities (UU).  Works are being designed and planned by the Environment Agency for Irwell Vale, Strongstry and Chadderton to provide flood protection to this area. On the 21 <sup>st</sup> October 2021 a “walk around the site” meeting was arranged by the EA with the MP, Leader of the Rossendale council, Councillors, senior officers from EA, LCC, RBC and local residents, to explain the works to be carried out and progress to residents.
<b>C7</b>	<b>Supporting vulnerable individuals and families to recover from the Covid pandemic</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 26</b>	Managing Government funding to support vulnerable individuals  Responsible Officer – Jackie	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. The pilot project has had a very low uptake, with few people seeking support. This mirrors the uptake in self isolation support across the county. The Household Support Fund was launched in December 2021, offering financial support to

	Flynn	<p>vulnerable individuals and families. £180,000 is available. This project is also being delivered in partnership with Burnley Pendle and Rossendale CVS and the Rossendale Social Prescribing Team.</p> <p>Contain Outbreak Management Fund (COMF) funding is supporting a Debt Advice worker at Citizens Advice. This project has worked with 80+ people struggling with debt. Council tax debt is the main enquiry area, with benefit debt following, often related to the payment of Universal Credit advances.</p>
<b>Service Action – 27</b>	<p>Promoting local support services through Rossendale Connected Hub</p> <p>Responsible Officer – Jackie Flynn</p>	<p>Rossendale Connected continues to thrive as a partnership of support organisations, and callers to the Hub/RBC who need support are referred through to Rossendale Connected partners. The hub number has been stood down as most enquiries for support are coming through RBC’s switchboard; however, the services offered by the Hub are still available.</p> <p>A Rossendale Connected ‘Big Mental Health’ connect was held in October 2021 to bring voluntary, community and statutory organisations supporting people with mental health and wellbeing issues together to look at best practice and share local information.</p> <p>The food group of local community organisations providing access to free food and additional support continues to meet to coordinate activity. The group members have been supported through a donation from the East Lancashire Medical Service SIC to provide additional food support during the Christmas period.</p>
<b>C8</b>	<b>Working with the police to ensure strong neighbourhood policing and traffic enforcement</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 28</b>	<p>Regular liaison meetings with Lancashire Police Inspector</p> <p>Responsible Officer – Neil Shaw</p>	A new Chief Inspector has been appointed for Rossendale in Q3. Meeting have taken place with the new Chief Inspector and he has undertaken a briefing with councillors. A schedule of meetings has been agreed.
<b>Service Action – 29</b>	<p>Deployment of the mobile traffic enforcement team</p> <p>Responsible Officer – Neil Shaw</p>	Mobile traffic enforcement has taken place and the council continue to lobby Lancashire Constabulary on the reactivation of the existing permanent speed cameras throughout the borough. We await an update from the Police.

<b>Priority D</b>	<b>Effective and Efficient Council</b>	
<b>D1</b>	<b>A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 30</b>	<p>Review of Constitution with specific focus on the Finance Procedure Rules and Code of Conduct for Members</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>The Constitution continues to be updated as necessary with the last updates being approved on 15<sup>th</sup> December 2021, which included the adoption of the new Code of Conduct for Councillors.</p> <p>The Head of Finance continues to work on the Finance Procedure Rules, this will be taken to Governance in Q4.</p>
<b>Service Action – 31</b>	<p>Provide good quality member induction and training programme</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>Member training and service briefings continue to take place.</p> <p>Webinars and online training sessions continue to be offered to members provided by external resources such as the LGA. Officers continue to promote Learning Pool and are on hand to assist members as necessary.</p>
<b>Service Action – 32</b>	<p>Training to officers on the updated Constitution</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>Ad hoc training continues following the dedicated sessions earlier in the year.</p>
<b>Service Action – 33</b>	<p>Update the RIPA policy and provide training and guidance to officers</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>The RIPA policy has been reviewed and approved by Cabinet on 6<sup>th</sup> October 2021. A training module has been drafted and will be circulated to staff within Q4.</p>
<b>D2</b>	<b>A robust approach to managing projects well</b>	
		<b>Overall RAG Status</b>

<b>Service Action – 34</b>	Contract Procedure Rules training to officers  Responsible Officer – Clare Birtwistle	This action has been completed but ad hoc training and assistance will continue as needed.
<b>Service Action – 35</b>	Contract management training to officers  Responsible Officer – Clare Birtwistle	Contract management training was delivered as part of the Contract Procedure Rules training but a more in depth training package is to be delivered to relevant officers.
<b>Service Action – 36</b>	Project management training for officers  Responsible Officer – Clare Law	Project Manager accredited training (PMQ) has been completed for seven officers responsible for the delivery of corporate projects.
<b>D3</b>	<b>To ensure our portfolio of assets maximise income and/or support service delivery</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 37</b>	Conduct year 1 of the Strategic Asset Review with reviews for 4 wards undertaken.  Responsible Officer – Lucie Greenwood	The Asset Review has further progressed and the site inspections of the 143 assets in Worsley are now complete. Each asset has a completed site visit report, deed or plan and has been photographed. In addition, 53 parcels of unregistered land have been inspected to determine ownership and status.  Those sites noted for tree planting have been further inspected by Parks. The next ward to be inspected is Eden. The background work to collate the necessary deeds, maps and ownership checks has been completed. The initial preparations identified a requirement for 25 site visits in Eden and in addition, an assessment of 52 parcels of currently unregistered land.
<b>Service Action – 38</b>	Undertake rent renewals for industrial properties  Responsible Officer – Lucie Greenwood	The core industrial sites remain as Daniel Street in Whitworth, which comprises of 22 units, and Heys Street in Bacup, which comprises of 7 units. Both sites are currently occupied in full.  There are no other units currently available at either Daniel St or Heys St. Rent reviews of the industrial units continue in line with individual agreement terms with seven units being

		addressed in this quarter.
<b>Service Action – 39</b>	Transfer 11 garage sites to the council  Responsible Officer – Lucie Greenwood	Works to enable the transfer are underway. The tenants will receive correspondence of the change of management to the council. Upon the transfer, any vacant plots will be added to the council's garage site waiting list. Those currently on the waiting list will be updated and details will be circulated to those waiting for plots in similar areas.
<b>D4</b>	<b>To have a digital strategy in place which is customer focused and moves us towards being a digitally enabled council with cost effective and responsive customer services</b>	
<b>Corporate Project – 11</b>	<b>Digital Strategy</b>	<b>Overall Project RAG Status</b>
	Agree a Digital Strategy and action plan  Responsible Officer – Andrew Buckle	The Customer & Digital strategy and action plan was agreed October 2021.
	MS 365/Teams roll out and Virtual Phone implementation  Responsible Officer – Andrew Buckle	Microsoft Office 365 and Teams has been successfully deployed to all RBC users, Capita and RLT. The virtual phone infrastructure including virtual servers, call publisher/subscriber, voice mail, IVR and call routing has been implemented into test. The contact centre module has also been installed. The applications are currently being tested and will be rolled out in Q4.
	Deploy customer portals for Citizen Access and Revenues & Benefits Document Management next generation  Responsible Officer – Andrew Buckle	The I@W document management infrastructure has been built and updated for the new application. A copy of the data has been migrated to the new environment to enable user testing to take place. The next phase of testing will take place in January, depending on the outcome of the testing a 'go live' decision will be determined.  The Citizen Access preliminary requirements for deployment have been determined awaiting confirmation from Capita that they are happy with all the parameters. The estimated 'go live' date is June 2022.
<b>D5</b>	<b>To promote staff welfare, development and satisfaction</b>	
		<b>Overall RAG Status</b>

<b>Service Action – 40</b>	Agree an Organisational Development strategy  Responsible Officer – Clare Law	The Organisational Development Strategy was agreed 2 <sup>nd</sup> November 2021 and is being implemented.
<b>Service Action – 41</b>	Manage post Covid safe return to work  Responsible Officer – Kelly Forrest	In line with recent government guidance, staff are working from home when they can however, we await further guidance and will make changes accordingly. Cleaning materials are in plentiful supply in all offices and communal rooms such as meeting rooms. Facemasks are still freely available in all rooms; however, it is not mandatory for staff to wear them around the building.
<b>Service Action – 42</b>	Undertake staff surveys and engagement events  Responsible Officers – Clare Law	A staff Flexible Working survey was completed in October 2021, to support the review of the flexible working arrangements. The responses from the survey did not indicate a need to make any changes to the policy.
<b>D6</b>	<b>A financially sustainable organisation with a financial strategy which supports good decision-making</b>	
		<b>Overall RAG Status</b>
<b>Service Action – 43</b>	Provision of high quality and timely financial and accountancy advice and support to all council services, managers and projects  Responsible Officer – Karen Spencer	The ongoing pandemic and subsequent business and self-isolation grant schemes, along with the work arising from the empty homes scheme is placing significant additional pressure on the team. The team are also under pressure to close the 2017/18 and subsequent years accounts which involves working with the external auditors and responding to queries.
<b>Service Action – 44</b>	Regular monitoring of financial performance against the Medium Term Financial Strategy  Responsible Officer – Karen Spencer	Monitoring of financial performance is an embedded process with reports to CMT and Cabinet quarterly.
<b>D7</b>	<b>Securing significant external funding to deliver projects and services</b>	

		Overall RAG Status
<b>Service Action - 45</b>	Haslingden National Lottery bid funding secured  Responsible Officer – Guy Darragh	£1.8m National Lottery Funding was awarded in Q1 2021-22 and this objective has been achieved. The project is now live.
<b>D8</b>	<b>To be recognised as a good council with a reputation for improving residents’ lives</b>	
		Overall RAG Status
<b>Service Action – 46</b>	Addressing outcomes from Local Govt Association Corporate Peer Challenge  Responsible Officer – Neil Shaw	The peer challenge was undertaken in November and the council await the written report from the Local Government Association (LGA). Some smaller issues identified by the peer team have already begun to be addressed, for example, resourcing in the Finance team and a prioritisation of key partnerships to support.
<b>Service Action – 49</b>	Shortlisted for national local government award  Responsible Officer – Neil Shaw	The council has not submitted an entry for a local government award in Q1-Q3 and do not anticipate doing so in Q4.
<b>Service Action – 50</b>	Raised profile through national publications and events  Responsible Officer – Neil Shaw	The council have not participated in any significant local government events or had content published nationally in Q3.
<b>Service Action – 51</b>	Good news stories and achievements through local and regional media  Responsible Officer – Neil Shaw	The council’s quarterly media campaigns continue along with regular traditional and social media releases. There has been considerable media activity around Covid-19 support and positive profile for tackling fly-tipping and success in the Restoring Your Railways funding.
<b>D9</b>	<b>To effectively manage any future transition to a unitary local authority and that the views and needs of Rossendale are effectively represented</b>	

		Overall RAG Status
<b>Service Action – 52</b>	<p>Managing any actions which arise from the Lancashire Leaders meetings</p> <p>Responsible Officer – Neil Shaw</p>	In Q3 work began across Lancashire on developing a proposal for a County Deal for Lancashire. This work will be considered by Councillors in Q4 and into 2022/23.



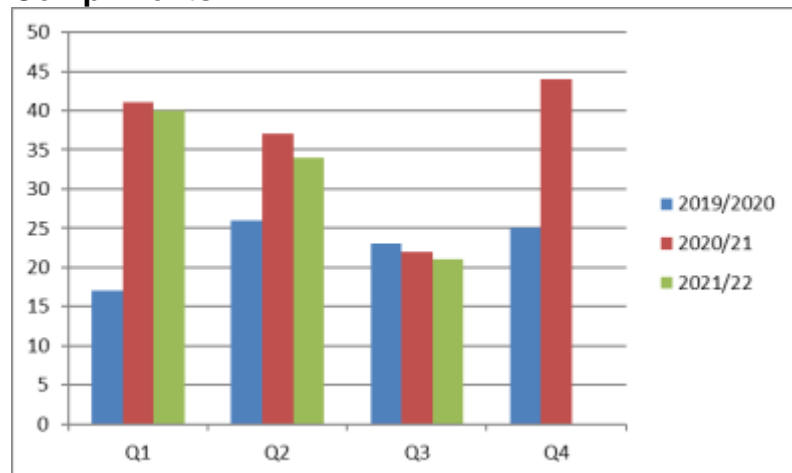
## Key Performance Indicators

Priority	Corporate Performance Indicators	Target Q3	Q3 Performance	RAG Status
<b>A - Vibrant Local Economy</b>				
1	Number of derelict buildings in Bacup HAZ improved – 2 per annum, reported in Q4	2	-	<b>ANNUAL</b>
2	Number into employment via Rossendale Works/Youth Works – 25 per annum	6	16	<b>GREEN</b>
3	Number of new town centre based wayfinding walking/cycling routes – 3 per annum, reported in Q4	3	-	<b>ANNUAL</b>
4	Number of new homes per annum from 2021/22 – 180 per annum, reported in Q4	180	-	<b>ANNUAL</b>
5	Number of new affordable homes per annum from 2021/22 – reported Q1	25	-	<b>ANNUAL</b>
6	Number of Invest in Rossendale business workshops – 18 per annum	5	7	<b>GREEN</b>
7	Number of 1 to 1 business advisor sessions – 100 per annum	25	38	<b>GREEN</b>
<b>B - High Quality Environment</b>				
1	Number of fly tipping incidents reported each quarter	500	341	<b>GREEN</b>
2	Number of environmental crimes actively investigated	20	24	<b>GREEN</b>
3	Percentage of the total tonnage of household waste which has been recycled and composted	34%	34.56%	<b>GREEN</b>
4	Number of collections missed per 100,000 collections of domestic waste/recycling	100	146	<b>RED</b>
5	Number of collections missed per 1,000 collections of commercial waste	5	6	<b>RED</b>
6	Subscribers to the garden waste service – reported in Q3	7010	7568	<b>GREEN</b>
7	Number of commercial waste customers	340	392	<b>GREEN</b>
<b>C - Healthy and Proud Communities</b>				
1	Number of disabled facilities grants completed per annum – annual target 67	10	14	<b>GREEN</b>
2	Reduce the number of statutory homeless households per annum – annual target 15 or less	4 or less	4	<b>GREEN</b>
3	Increase the number of homelessness preventions and relief per annum (cumulative figure) – annual target 275	38	124	<b>GREEN</b>

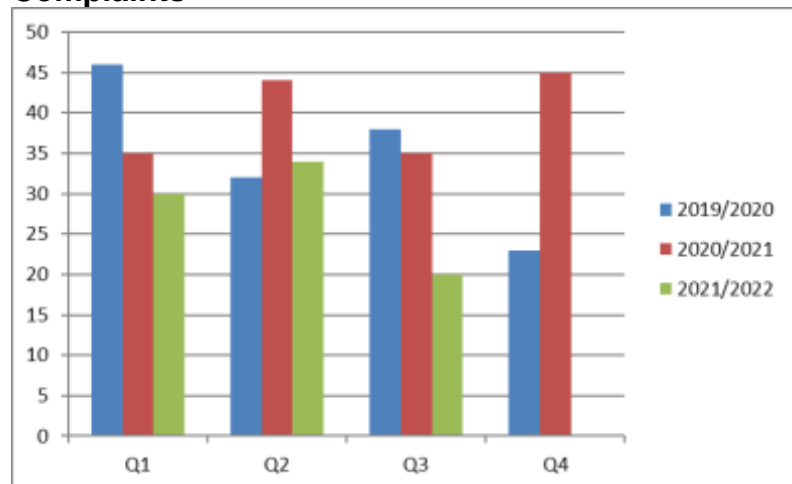
4	Number of licensed premises inspected	75	0	RED
5	Number of businesses achieving 4 or 5 star hygiene rating	85%	93%	GREEN
<b>D - Effective and Efficient Council</b>				
1	Percentage of abandoned calls each quarter	Less than 15%	4.2%	GREEN
2	Average speed of answering calls to customers for revenues and benefits	3 minutes	1min 11secs	GREEN
3	Percentage of council tax collected – annual target 94.7%	81.9%	82.12%	GREEN
4	Percentage of non-domestic rates collected – annual target 94.2%	80.1%	81.26%	GREEN
5	Time taken to process housing benefit new claims	21 days	15.1 days	GREEN
6	Time taken to process council tax benefit new claims	18 days	14.1 days	GREEN
7	Time taken to process housing benefit change circumstances	6.5 days	4.8 days	GREEN
8	Time taken to process council tax benefit change circumstances	6.5 days	3.3 days	GREEN
9	Percentage of housing benefit claims outstanding over 50 days	5%	1%	GREEN
10	Maintain 7700 Twitter followers	7700	7727	GREEN
11	Maintain 55,000 Tweet impressions/reach	55,000	82,500	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%	91.3%	GREEN
14	Freedom of Information (FOI) request average response time	20 days	11.1 days	GREEN
15	Formal complaint average response time	10 days	9.7 days	GREEN
16	GDPR subject access requests (notifiable reported breaches)	0	0	GREEN
17	Percentage of ‘Major’ planning applications determined within 13 weeks	90%	NIL	GREEN
18	Percentage of ‘Minor’ planning applications determined within 8 weeks	90%	78%	AMBER
19	Total number of ‘Other’ planning applications	90%	95%	GREEN
20	Reduce staff turnover in line with national average – 15% annual	15%	22.42%	RED
21	Percentage of Appraisal Review and Personal Development Plans completed –reported in Q3	100%	92.35%	GREEN
22	Reduce number of days lost due to sickness absence per full time equivalent employee per annum (cumulative)	8 days	11.4 days	RED
23	Number of RIDDOR reportable accidents and incidents	Less than 5	1	GREEN

## Compliments and Complaints

### Compliments



### Complaints



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

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

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

During Q3 two Ombudsman enquiries were received. These have been closed with no further action.

\*Please note that the Ombudsman does not notify the council of all enquiries/decisions. The above takes into account only those enquiries that the council was notified of at that particular time.

## Corporate Risks

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

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

### The Council's Risk Matrix

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

#### Likelihood

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

#### Impact

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

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

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
<b>GREEN</b>	The likelihood and impact of the risk is low
<b>AMBER</b>	The likelihood and impact of the risk is medium
<b>RED</b>	The likelihood and impact of the risk is high

<b>Risk 1 - Sustainability of the Medium Term Financial Strategy</b>			<b>Responsible Officer - Karen Spencer</b>	
<b>Description</b>				
The Council's latest Medium Term Financial Strategy (MTFS) update published February 2021 indicates an underlying funding gap of c.£400k per annum. The council must take appropriate action in order to balance its annual expenditure against its available annual income and other revenue resources. The council has a legal obligation to publish an annual balanced budget; this means its budget expenditure must equal its available income and any available reserves. Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore, additional income must be identified or annual costs reduced in future years.				
<b>Risk Consequence</b>				
If the council is not able to prepare a balanced budget there would be legal ramifications, but it would ultimately impact on the level of services the council is able to deliver to Rossendale residents and would result in major reputational damage.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>
<b>Mitigation</b>				
The MTFS does not indicate a significant narrowing of the gap in the next four years, however, the deficits in future years are less than previous MTFS cycles. New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the council will need to be challenged to become more effective.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>2</b>	<b>C2</b>	<b>AMBER</b>
<b>Quarter 3 Update</b>				
The November 2021 MTFS update indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. In addition the Covid pandemic continues to place additional pressure on the MTFS. 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.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>

<b>Risk 2 – Major disaster affecting the delivery of council services</b>			<b>Responsible Officer - Clare Law</b>	
<b>Description</b> The council has statutory duties under the Civil Contingencies Act (2004) and to carry out emergency planning and business continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the borough.				
<b>Risk Consequence</b> Failure to have robust contingency plans in place could result in the failure to deliver council services, such as, the collection of residential and trade waste, burial services and payment of suppliers and benefits.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b> C	<b>Impact</b> 1	<b>Overall Risk</b> C1	<b>Status</b> AMBER
<b>Mitigation</b> A robust overall council Emergency and Business Continuity Plan is in place. Service continuity plans are updated and tested regularly through a quarterly Emergency Planning meeting. The plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the overall plan and their service plan and keep them under review. RBC is a member of Lancashire County Council Local Resilience Forum (LRF). Officers attend meetings and undertake regular training exercises. RBC plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b> C	<b>Impact</b> 2	<b>Overall Risk</b> C2	<b>Status</b> AMBER
<b>Quarter 3 Update</b>  We continue to operate in the recovery stage of Covid-19 and regularly review the service business continuity plans and risk assessments in accordance with government guidance. Covid-19 related absences and isolation has remained below 10% during quarter 3, 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 affected 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. Staff returned to office working during quarter 3 but subsequently reverted to 'working at home if able to do so' following government guidance on 14 <sup>th</sup> December 2021.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b> D	<b>Impact</b> 3	<b>Overall Risk</b> D3	<b>Status</b> AMBER

<b>Risk 3 - Incident resulting in death or serious injury or HSE investigation</b>			<b>Responsible Officer - Clare Law</b>	
<b>Description</b> Under the Health and Safety at Work Act (1974), the council has a duty of care towards the health, safety and wellbeing of its employees and others.				
<b>Risk Consequence</b> Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	2	D2	AMBER
<b>Mitigation</b> The council has health and safety policies and procedures including a health and safety incident reporting procedure in place along with a safe working culture. Actions need to be completed to address and implement a consistent approach across the council in order to secure compliance.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN
<b>Quarter 3 Update</b> Work has continued to evaluate the systems and measures in place across the council's services to secure compliance and safeguard staff. Following an initial health and safety compliance audit by the Safety and Emergency Planning Officer a report was presented at CMT and it was agreed that a 3-5 year action plan would be produced to progressively reduce the likelihood of potential risks and support the ongoing development of a safe working culture. Actions are directed towards developing an effective Health and Safety management system to ensure compliance is monitored and reviewed. A new Corporate Health and Safety Policy has been developed and currently in consultation with CMT, Members, staff and Trade Unions.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	3	D3	AMBER

<b>Risk 4 - Sustainability of the County Council budget</b>			<b>Responsible Officer - Karen Spencer</b>	
<b>Description</b> Like all local authorities, Lancashire County Council has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.				
<b>Risk Consequence</b> 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.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>
<b>Mitigation</b> RBC will continue to work with County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The council will support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The council will interrogate LCC savings proposals and identify risks to our residents and to our services.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>
<b>Quarter 3 Update</b>  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. The council continues to suffer from increased fly-tipping and the associated costs, which has in part resulted from the implementation of the reduced opening hours of the LCC Household Waste Recycling Centres savings proposal.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>3</b>	<b>B3</b>	<b>AMBER</b>



<b>Risk 5 - Non-delivery of the borough's economic development strategy</b>			<b>Responsible Officer – Guy Darragh (interim)</b>	
<b>Description</b> The council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic regeneration elements of its Corporate Plan.				
<b>Risk Consequence</b> The investment based revenue generation schemes identified within the economic development strategy will support the Medium Term Financial Strategy (MTFS). In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>3</b>	<b>C3</b>	<b>AMBER</b>
<b>Mitigation</b>				
<ul style="list-style-type: none"> <li>• Development and delivery of identified economic regeneration projects at Spinning Point and Futures Park.</li> <li>• Review of rentals on industrial estates underway.</li> <li>• Bringing forward council owned land for development or sale.</li> </ul>				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>
<b>Quarter 3 Update</b>				
<ul style="list-style-type: none"> <li>• The strategic asset review that will unlock land asset disposals and new rental income has been placed on hold due to staffing issues.</li> <li>• Plans are being advanced for a new council industrial site on Plot 4 Futures Park that will generate new additional income to the Council – due diligence by Economic Development and Property team has now been authorised by CMT/Cabinet.</li> <li>• Industrial unit rent reviews are being enacted on a rolling renewal basis – raising income levels.</li> <li>• Land at Park Avenue has been identified for disposal with an agent appointed and land advertised to interested parties.</li> <li>• Forward plan for Bacup Market Square – under consideration by Cabinet.</li> </ul>				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>3</b>	<b>D3</b>	<b>AMBER</b>

<b>Risk 6 - Non-delivery of the Local Plan</b>			<b>Responsible Officer - Mike Atherton</b>	
<b>Description</b> The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law it is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. The Local Plan was due to be adopted in late 2020. It is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be seriously delayed or that the process will be taken out of the council's hands and that the Government will intervene.				
<b>Risk Consequence</b> Risk of the Local Plan not being delivered is extremely low. The risk of the plan being slightly delayed is moderate. The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, and developers. There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this increases the longer it takes to adopt the plan.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b> C	<b>Impact</b> 2	<b>Overall Risk</b> C2	<b>Status</b> AMBER
<b>Mitigation</b> Measures are in place to reduce the risk include the Local Plan Action Plan which outlines the actions required following the hearing sessions into the examination of the Local Plan. This is updated and sent to the Planning Inspectorate on a regular basis. The Local Plan Steering Group meets on a regular basis to keep members informed of issues and the timetable. Monthly meetings also take place between the Planning Manager and the Portfolio Holder and also separately the Planning Manager and Director. A barrister has been retained to provide expert advice as required.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b> D	<b>Impact</b> 2	<b>Overall Risk</b> D2	<b>Status</b> AMBER
<b>Quarter 3 Update</b>  The Local Plan was adopted at the council meeting on the 15 <sup>th</sup> of December 2021.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b> E	<b>Impact</b> 2	<b>Overall Risk</b> E2	<b>Status</b> GREEN

<b>Risk 7 - Changes to Government policy on the delivery of the council's services</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Description</b> Like all local authorities the council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.				
<b>Risk Consequence</b> The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN
<b>Mitigation</b> The council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit (LGiU) policy briefings. The Chief Executive and Leader of the council meets regularly with our two MPs. The council's Corporate Management Team monitor and assess government's position on funding to be distributed to local authorities and other Government announcements that impact funding.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN
<b>Quarter 3 Update</b>  No specific policy changes or updates have occurred in Q3.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN

<b>Risk 8 - Sustainable Workforce</b>			<b>Responsible Officer - Clare Law</b>	
<b>Description</b> There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.				
<b>Risk Consequence</b> Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	3	D3	AMBER
<b>Mitigation</b> The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework, Service Area Business Continuity Plans in place. HR will work with managers to review roles to make them more attractive. The council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free on sight parking, family friendly policies, discounted gym memberships and a cycle scheme.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	3	E3	GREEN
<b>Quarter 3 Update</b> The cumulative turnover of staff at the end of quarter 3 is 8.33% (quarter 1 – 7.47% and quarter 2 – 6.25%), although the national HGV driver shortage continues to have a significant impact on the Operations refuse and recycling service. The large number of Covid-19 grant schemes and volume of work involved to process the payments and reporting within tight deadlines has had a significant impact on the Finance team and the delivery of the day to day work and scheduled statutory financial deadlines. The impact of Covid-19 continues to be monitored and Covid-19 related absences remains a potential challenge to managing service delivery.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	3	D3	AMBER

<b>Risk 9 - Insufficient data and cyber security</b>			<b>Responsible Officer - Andrew Buckle</b>	
<b>Description</b> Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.				
<b>Risk Consequence</b> Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>C</b>	<b>1</b>	<b>C1</b>	<b>AMBER</b>
<b>Mitigation</b> To protect against a data breach RBC, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. RBC Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. RBC adopts a Risk Insight approach to determine the treat Landscape and more importantly its evolution. RBC has received notification of meeting the Public Services Network (PSN) which means the councils' infrastructure met all the security requirements to allow connection to the PSN. A cyber security training is to be provided for all staff.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>
<b>Quarter 3 Update</b>  The remote working application Virtual Private Network (VPN) was upgraded during Q3 to further enhance security. In addition further updates have been made to the new Payment 3 D Secure V2 standard that has been introduced to ensure compliance with the Payment Card Industry Data Security Standard (PCIDSS). To provide protection to customers who are making both online and telephone payments Cyber Security Training and ICT Security Training will be rolled out to staff in Q4.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>

<b>Risk 10 - Poor communications and public relations</b>			<b>Responsible Officer - Clare Law</b>	
<b>Description</b> Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide council services.				
<b>Risk Consequence</b> Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating. Could lead to a major loss of reputation for the council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>1</b>	<b>B1</b>	<b>RED</b>
<b>Mitigation</b> Communication methods in place to support face to face, mail or electronic communications. Developed website and social media channels provide 24/7 service. Experienced communications function to support council officers to deal with communications in a timely manner and promote the work of the council.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>
<b>Quarter 3 Update</b> 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.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>D</b>	<b>1</b>	<b>D1</b>	<b>AMBER</b>

<b>Risk 11- Non – Delivery of Corporate Projects</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Description</b> The council has agreed the 11 corporate projects for 2020-2021 to support the delivery of Corporate Strategy 2017-2021.				
<b>Risk Consequence</b> Failure to deliver the corporate projects would have a detriment impact on the delivery of the council's Corporate Strategy 2017-2021, and result in a reputational risk to the council's commitment to the residents. The failure to deliver the corporate projects could potentially have a negative impact on the council's revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	D	2	D2	AMBER
<b>Mitigation</b> Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and finance officer. Each corporate project will have a robust project plan and live risk register. The Project Sponsor will be responsible for the strategic overview of the corporate project, and the Project Manager will be responsible for the day to day management of the corporate project. council's Programme Board meets quarterly to review the progress of the corporate projects. The Project Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate project.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN
<b>Quarter 3 Update</b>  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 that project.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	E	2	E2	GREEN

<b>Risk 12 – Response and Recovery to COVID-19 Pandemic</b>			<b>Responsible Officer - Neil Shaw</b>	
<b>Description</b> COVID-19 is a strain of the coronavirus, the government declared the virus as a pandemic in the UK in March 2020.				
<b>Risk Consequence</b> The pandemic causes a potentially risk to the delivery of the council services and the health and wellbeing of the wider community.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>A</b>	<b>1</b>	<b>A1</b>	<b>RED</b>
<b>Mitigation</b> The council has an Emergency Plan and Service Area Business Plans to support a pandemic emergency. The plans have been activated, regularly reviewed and stress tested throughout the pandemic. Risk Assessments and Safe Systems of Work have been developed and reviewed with staff and Trade Unions throughout the pandemic to provide a safe working environment. Council officers have worked with the Lancashire Resilience Forum and multi-agency partners to mitigate any potential risks throughout the pandemic. The council established and managed a Community Hub to provide support to vulnerable residents.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>
<b>Quarter 3 Update</b>  The Covid-19 Outbreak Board was stepped down in August. The council continues to follow Government advice on managing the impact of Covid. 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 the last 2 months. We continue to monitor the position and have made contingency plans for a potential tightening of Government restrictions in Q4.				
<b>Quarter 3 risk assessment RAG status (current)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	<b>B</b>	<b>2</b>	<b>B2</b>	<b>RED</b>



<b>Risk 13 – Impact of COVID-19 on the Financial Sustainability of Council Owned Leisure Assets</b>			<b>Responsible Officer – Adam Allen</b>	
<b>Description</b> National Lockdowns due to COVID-19 result in council owned leisure facilities closing for extended periods. During closure no income is received and outside of lockdown periods, income is significantly reduced.				
<b>Risk Consequence</b> If the council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the council. This financial impact will be over £500k but is likely to be considerably higher, depending on the length and severity of lockdowns.				
<b>Initial risk assessment RAG status (without mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	A	2	A2	RED
<b>Mitigation</b> The Leisure Trust and council are currently seeking to consolidate all council owned leisure assets under the umbrella Trust to maximise efficiency. Ski Rossendale has transferred and the transfer of CLAW facilities will be recommended to council in Q3, the Whitaker is likely merge with the Trust and discussions are on-going. A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact are being implemented. Senior council Officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a COVID-19 specific Sport England Fund will be applied for. However, this is not thought to provide retrospective funding for closures and it is unlikely to cover the majority of financial loss. Lobbying of Government for sufficient financial support will continue.				
<b>Risk assessment RAG status (after mitigation)</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	B	2	B2	RED
<b>Quarter 3 Update</b> Projected losses for 2021/22 are lower than expected and are likely to be under 100k. Projections for 2022/23 however include a number of financial pressures including increased fuel costs, increased staffing due to a rise in the living wage, no access to Covid-19 grants and a removal of various payment holidays across the sites. Work is underway to finalise projections for the next financial year to see how expenditure can be reduced and income maximised. Continued close monitoring and partnership working will be essential in achieving longer term financial sustainability.				
<b>Quarter 3 risk assessment RAG status</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Status</b>
	A	2	A2	RED