

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

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

Data Quality

Rossendale Borough Council is committed to improving services for local people; we recognise that strong performance management and robust data quality processes are an important part of helping us achieve this. Data Quality is about making sure that the data and information we use to compile this report is accurate, reliable and provided in a timely manner. The council has introduced a Performance Management Framework 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
AMBER	Some issues or risks which require action from the council to keep the project on track
RED	Serious issues or risks needing urgent action
ANNUAL/NOT KNOWN	The status cannot be calculated

Quarter 2 (Q2) 2022-2023 Service Actions and Corporate Projects

Priority A	A Thriving Local Economy	
A1	Transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings.	
Corporate Project – 1	Bacup 2040	Overall Project RAG Status
	<p>High Street Heritage Action Zone project outputs, which includes improving 10 properties and a new public realm scheme for Burnley Road.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>The project has successfully allocated a further 7 building grants to be delivered within the next 12 months. The buildings are high profile buildings on Market Street and include a key frontage on St James Square and a long-term vacant building with significant structural issues to the front elevation and poor shop front. Another key building included within the scheme this year sits on Union Street and was highlighted as a building of significance in the 2040 Masterplan.</p> <p>During Q2, July, the public realm tender closed, within Q3 the project team will complete the final elements to appoint the preferred contractor. The public realm scheme has now been phased into two elements – phase one to include all the hard and soft landscaping and phase two to develop and install the benches, artwork and interpretation boards for Hempstead Gardens. The Bacup Consortium Trust has donated one feature bench which will be installed during the phase one works.</p> <p>During Q2 work continued, in partnership with the Bacup Natural History Museum and Rossendale Civic Society, to deliver a ‘Bleak to Blingy’ look to some of the bleak housing and work conditions Bacup residents endure.</p>
	<p>Revised Market Square proposal agreed and external funding bid submitted.</p> <p>Responsible Officer – Mandy Lewis</p>	<p>Within Q2 a proposal to redevelop Market Square has been submitted as part of the Levelling Up Fund bid. The council awaits the outcome of the bidding process.</p>
A2	Significantly improve Haslingden by reshaping the town centre by creating new public space and redeveloping Deardengate.	
Corporate Project – 2	Haslingden 2040	Overall Project RAG Status
	<p>Converting up to 6 buildings and</p>	<p>Work progresses to develop the first buildings of the project. One of the buildings</p>

	shopfronts. Responsible Officer – Mhorag Saxon	<p>included within the first phase is currently vacant and the grant work to this building will bring it back into a split viable commercial and residential offer. The building next door is progressing within the first phase and will benefit from the shop front being brought in line with other buildings on the street.</p> <p>Security remains a concern for businesses, the project architects have identified resolutions whilst still maintaining a heritage feel to the buildings. The cost of living is an increasing concern for businesses and residents, these are being resolved through improving buildings' energy efficiency.</p> <p>Traction has also been improving with the Haslingden Business Association, with many businesses in grant recipient buildings now attending and being active advocates for the project.</p>
	Use pedestrianisation and improve the public realm to enable more outdoor events. Responsible Officer – Mhorag Saxon	<p>Within Q2, a tender for the public realm contractor was published on the 6th August and closed on the 20th September. The tender returns are currently with the projects external quantity surveyor for scrutiny.</p> <p>A large element of the National Lottery Heritage Funds objectives is to highlight the importance of the environment and urban biodiversity. A carefully thought out planting schedule will ensure that the soft landscaping will be easy to maintain and remain attractive all year round. Hard landscaping materials have been specifically selected to complement the current palette of Haslingden, through the use of traditional materials, colours, textures and re-use of the removed cobbles.</p>
A3	Further improve the retail and leisure time offer in Rawtenstall town centre.	
Corporate Project – 3	Rawtenstall 2040	Overall Project RAG Status
	Let the Spinning Point retail units (complete licence agreements to allow pre-let to move to occupied units). Responsible Officer – Leah Armitage	<p>Two tenants have been appointed to occupy the vacant retail units at Rawtenstall bus station and Heads of Terms have been agreed. Both tenants have received funding through the Lancashire Economic Recovery Grant. Furthering this, the council has contributed an additional 10%.</p> <p>It is disappointing that the work on letting the units has been very protracted. Work has progressed well in Unit 4 (Posh Living) in Q2, with all major aspects of the work including the installation of a mezzanine level now complete. The tenant is now</p>

		<p>appointing contractors for the final elements of the works, which includes the fit out of the unit. We expect they will move into their unit within Q3.</p> <p>A contractor has been appointed for Units 1-2 (Pizzamans), works should commence within Q3. There will be extensive works in this unit to transform the empty shell into a vibrant pizzeria. It is hoped that these works will be completed in Q4.</p>
	<p>Improve Rawtenstall town centre car parks.</p> <p>Responsible Officer – Mandy Lewis</p>	<p>The previous Head of Regeneration developed a Car Parking Action Plan for Rawtenstall Town Centre with the Leader of the Council. The report is intended to be presented to CMT for review in early November prior to a report to Informal Cabinet.</p>
A4	Reinvigorate the local business environment in Waterfoot	
		Overall RAG Status
Service Action – 1	<p>Engage with local businesses to define key issues, develop vision and suggest specific actions.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>Waterfoot is a district centre that the Economic Development team would like to support, in particular the businesses, by forming a Waterfoot Business Association.</p> <p>The Waterfoot action plan will follow the Bacup and Haslingden models and will be to target the businesses situated within the central area of the town and some of the smaller peripheral businesses. Funding has been allocated in the Shared Prosperity Fund to support this work (and we await the outcome of the Government decision to unlock this funding). A meeting is planned within Q3 to capture how the Economic Development team can best advise and support the local businesses and a clear plan of action can be developed.</p>
Service Action – 2	<p>Agree Waterfoot Action Plan 2040.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>Waterfoot will be receiving funding through the Shared Prosperity Fund. The capital expenditure allocated for Waterfoot will not begin until 2024/25 financial year. However, discussions on the Waterfoot 2040 Action Plan are underway. Other routes of funding/match funding for Waterfoot, specifically Trickett’s Arcade, are also being explored.</p>
A5	Attract new investment into the borough through the promotion of Futures Park Employment & Leisure Village	
Corporate Project – 4	Futures Park Employment and Leisure Village	Overall Project RAG Status

	<p>Complete the infrastructure improvement works.</p> <p>Responsible Officer – Mandy Lewis</p>	<p>There has been no response to queries from Lancashire County Council's (LCC) Legal Services regarding the progression of a S278 agreement, to enable the junction improvement works to commence, within Q2.</p> <p>It has been flagged that there have been fatalities at this junction and several recent near misses. A request to LCC in how to raise this matter for examination of the Transport O&S meeting has been submitted. It has already been escalated by Rossendale Chief Executive to LCC Chief Executive. It is difficult to understand how else the matter can be escalated.</p>
A6	Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer	
Corporate Project – 5	The Whitaker	Overall Project RAG Status
	<p>Access external funding to support events.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>The council has a very limited budget to support events across the borough. The Economic Development team are proactive in the way that this budget can be maximised and in researching other funding opportunities that may provide match funding to support this budget. It is hoped that there will be a further update at the end of Q3.</p>
	<p>Complete year 3 of the Whitaker National Lottery project.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>The construction works to the museum and new restaurant were completed in June 2021.</p> <p>The National Lottery Heritage Fund element to the project is gradually drawing to a close, with the formal end of the project within Q3, December 2022. During Q2 work continues to reaffirm the legacy of the project through the Whitakers' future events and activity and its ability to captivate a sustainable audience. The project team are proactively looking for sources of grant funding that will enable the Whitaker to deliver its diverse and vibrant range of experience for the residents of Rossendale and visitors to the Valley.</p>
	<p>Better joining up of marketing with East Lancashire Railway.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>The East Lancashire Railway Trust along with Rossendale Borough Council, Bury Council and Rochdale Borough Council are working in collaboration with Marketing Lancashire to formulate a marketing strategy that will encourage those using the railway to get off the train and explore the towns and villages it passes through along its route. The proposals for this strategy have begun already in Rossendale through the newly installed walking boards.</p>

		<p>The walking boards in each town centre in Rossendale offer three lengths of walks, taking in points of interest. More walks will be added over time. The strategy involves promoting key locations that are in walking-distance of the railway station.</p> <p>The strategy also highlights other visitor attractions, landmarks and points of interest across Rossendale which aims to encourage return visitors.</p>
A7	Lobby for an improvement in the condition of the borough's highways.	
		Overall RAG Status
Service Action – 3	<p>Ensure blocked gullies are addressed prior to Winter.</p> <p>Responsible Officer – Pat Killeen</p>	<p>Lancashire County Council have scheduled cleaning of gullies and have been undertaking the clearing throughout the year. Routine checks are carried out on problematic gullies and additional requests for these to be cleared are made when necessary. This has been chased up in Q2 ahead of the anticipated worsening weather in Winter.</p>
Service Action – 4	<p>Review Lancashire County Council annual highways maintenance programme to ensure it is focused on Rossendale priorities.</p> <p>Responsible Officer – Mandy Lewis</p>	<p>Lancashire County Council Officers have been contacted to confirm their availability to identify priorities with members at a briefing during November 2022.</p>
Service Action – 5	<p>Log and report significant highways defects to drive a quicker response time.</p> <p>Responsible Officer – Diane Dungworth</p>	<p>Corporate Support have been monitoring the calls received regarding highway defects. No calls regarding this matter have been received during Q2. However, an increase in calls is expected during Q3 due to the winter weather conditions, such as slippery roads. These calls will be recorded and transferred to Lancashire County Council Highways.</p>
A8	Progress work on the City Valley Link rail link from Greater Manchester to Rawtenstall.	
		Overall RAG Status
Service Action – 6	<p>Complete the strategic outline business case.</p> <p>Responsible Officer – Neil Shaw</p>	<p>The strategic business case was submitted in Q2. This has identified a technically viable heavy rail route into Manchester via Bury and Heywood. We await the outcome of the bid to the Restoring Your Railways fund, this outcome anticipated for Q4. Further dialogue with Transport for Greater Manchester will take place in Q3.</p>

Service Action – 7	Maintain support on key stakeholders and undertake public support campaign. Responsible Officer – Neil Shaw	Considerable activity has been undertaken with Bury and Rochdale Councils and local MPs. A user friendly guide to the proposal has been produced and distributed. The proposal has received considerable positive media attention in Q2 and further activities are planned for Q3.
A9	Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities.	
		Overall RAG Status
Service Action – 8	Work with the Rossendale employability and skills forum, which includes holding a jobs fair and careers event. Responsible Officer – Leah Armitage	<p>Rossendale Works continues to deliver employability sessions and events for local residents who are seeking work. During Q2, a ‘Health and Wellbeing’ event took place which specifically targeted the benefit claimants who are unemployed that have specific physical or mental health barriers to work. 20 providers attended providing information at the event. It was very well attended by both Rossendale Work’s participants, and other DWP caseloads.</p> <p>Rossendale Works held a ‘Customer Service’ job fair that targeted those looking for customer facing job roles. There were 18 local businesses that attended this event who had job vacancies. This event was well attended by the participants on the Rossendale Works programme and the number of employment opportunities secured will be included in the Q3 report.</p> <p>In total the project has helped 70 young people into work placements and 38 young people secure sustained employment.</p>
Service Action – 9	Explore feasibility of an employability and skills hub. Responsible Officer – Mandy Lewis	A proposal to establish ‘The Bridge’ – a skills centre in the Old Town Hall in Rawtenstall, has been submitted as part of the Levelling Up Fund bid. We await the outcome of the bidding process. Positive dialogue has been on-going this quarter with Nelson & Colne College on developing the detail of the proposal.
A10	Create a new Rossendale Investment Plan	
		Overall RAG Status
Service Action - 10	Create a long-term Investment Plan and seek external funding opportunities to	This work has not been progressed during Q1 or Q2 due to capacity issues within the team. The team have focused on the Levelling Up fund and Shared Prosperity fund

	deliver parts of the plan. Responsible Officer – Mandy Lewis	bids. Work on the investment will be revisited in Q3 to explore if it is feasible to complete this work in 2022/23.
--	---	---

Priority B	A High Quality Environment	
B1	Ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces.	
Corporate Project – 6	Waste, Cleansing and Recycling Improvement Plan	Overall Project RAG Status
	<p>Ensure new street cleansing routes/schedules are leading to improved town centres and residential areas.</p> <p>Responsible Officer – Pat Killeen</p>	<p>New street sweeping routes have been implemented, this has seen a significant increase in the amount of waste collected. The sweeping schedules are shared with the council’s elected members and regularly monitored.</p>
	<p>Introduce additional litter bins and ensure litter bins are emptied appropriately, avoiding overflowing.</p> <p>Responsible Officer – Keith Jenkins</p>	<p>The council has allocated £20,000 capital funding for the litter bin programme within 2022/23 and a further £20,000 for 2023/24. This equates to approx. 120 litter bins (although it is anticipated that some of the funding will be spent to remove smaller post mounted bins and replacement parts on damaged bins). During Q2 we received delivery of 40 Broxap's 180 Litre Maelor Trafflex round Litter Bins. These will be installed within areas identified as requiring greater bin capacity, following consultation with local members.</p> <p>During Q2 the emptying of litter bins has been integrated into the work of our expanded town centre caretaker teams. The town centre caretakers have been allocated areas to empty litter bins and will be first point of contact for fly tipping removal, amongst other duties.</p>
	<p>Undertake ‘town pride’ communications campaign to promote the attractiveness of our town centres.</p> <p>Responsible Officer – Pat Killeen</p>	<p>Preparation work continues for this campaign, we await the result of our Shared Prosperity Fund (SPF) bid as this will be integral to the campaign we launch. This is expected to take place in Q3. To improve the appearance and council presence, all town centres have been allocated a dedicated town centre caretaker with the possibility of an additional Town Centre Officer if the SPF bid is successful. .</p>
	<p>Introduce clear service standards and monitoring for Operations, covering side waste, lane end collections, missed bins and customer contact.</p>	<p>The established monthly dashboard of key performance indicators continues to be monitored by the Chief Executive, Director of Communities and Lead Member.</p> <p>In addition, all operational staff have received customer services training and are now fully aware of the correct council team to signpost members of the public to if they</p>

	Responsible Officer – Keith Jenkins	have any concerns.
	Improvement works to Rawtenstall and Haslingden Cemeteries are undertaken. Responsible Officer – Dave McChesney	The council has appointed a contractor, Harrison DD, to carry out the feasibility and initial design work for both Rawtenstall and Haslingden cemeteries. Topographical and other site surveys have taken place during this quarter to inform the design work. This will contribute towards the scoping of planning requirements.
B2	Ensure pro-active use of education and our enforcement powers to ensure that the borough is welcoming and creates a positive view of our town centres.	
		Overall RAG Status
Service Action – 11	Continued targeting of those littering and dog fouling through a joint approach of education, publicity and enforcement. Responsible Officer – Phil Morton	The use of external contractors has proved highly effective in reducing the amount of litter and dog fouling on our streets. The new three year contract to carry out on street enforcement in relation to littering and dog fouling commenced in September in conjunction with a 3 year extension to the Public Space Protection Order relating to dog control. During Q2, 40 fixed penalty notices were issued to those who are littering or allowing their dogs to foul. There was a 77% payment rate. The new contract places more emphasis on added social value as well as enforcement, and a series of educational and community based initiatives are being introduced within the next 6 months.
Service Action – 12	Enforcement communications campaign is undertaken. Responsible Officer – Phil Morton	During this quarter the council has continued to publish successful investigations and prosecutions through all possible media outlets. Within Q2, 13 successful prosecutions went through the courts with substantial penalties handed out to offenders, many were for £2500 each. These prosecutions are being highlighted in the press on an individual basis for maximum impact. Continued publicity regarding on street enforcement services will be released during Q3.
Service Action – 13	Explore feasibility of a derelict and difficult site officer in Planning. Responsible Officer – Mandy Lewis	A meeting scheduled with Historic England to agree package of funding and terms of contract in December 2022.
B3	Support strong local voluntary groups like Rossendale Civic Pride, Bacup Pride and Whitworth In Bloom to bring brightness and imagination to our public open spaces.	
		Overall RAG Status

Service Action – 14	Continue to work closely with groups, including the provision of plants, support for funding bids and Rawtenstall in Bloom. Responsible Officer – David McChesney	Rawtenstall’s entry into Britain in Bloom was a great success during July as were the entries for Bacup and Whitworth. The Rose Garden at Stubbylee has been entered for an award in October in partnership with Bacup Pride. The Operations team supported these entries with practical support such as replacing fencing and paying for many items.
B4	Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents’ behaviour change and promoting renewal energy.	
Corporate Project – 7	Climate Change Strategy and Implementation	Overall Project RAG Status
	Engaging with residents, schools and businesses across Rossendale, including partnering with three local climate change partners Responsible Officer – Phil Morton	The second annual Climate Change update has been produced within the quarter and is due to be presented to full council within Q3, October 2022. Key achievements over the last 12 months include: <ul style="list-style-type: none"> • Partnership working has developed to ensure effective delivery of the priority actions. • An established Climate Change Network to increase community involvement. • Significant progress being made to reduce the council’s carbon footprint. • 10% reduction in the council’s carbon emissions since launch of action plan. • Development of a Climate Change Supplementary Planning Document, currently out for consultation. • Continued development of further carbon reduction schemes including heating, lighting and improved insulation of council owned buildings. • Conversion of all operational vehicles to Hydro Vegetable Oil. • Conversion of Mayoral and pool car to fully electric vehicles. • Successful first Climate Change Conference held. • Establishment of Business and Community Grants Scheme. • Continued excellent progression of the Rossendale Forest project with over 8,000 trees planted in first year.
	Introduce a virtual network to bring together all those actively tackling climate change in Rossendale.	An established Facebook group, Rossendale Climate Network, is continuing to bring together likeminded individuals, schools, groups, businesses and organisations who are interested in practical action to tackle the climate change emergency in

	Responsible Officer – Phil Morton	Rossendale. Within this quarter the Facebook group has been used to promote, encourage and inform members of the public of local actions and share information across the area and beyond. The group membership has increased within Q2 with a total of 103 current members.
	Introduce Supplementary Planning Guidance covering environmental sustainability of new developments. Responsible Officer – Anne Storah	To support the development and introduction of the Supplementary Planning Guidance, the council undertook a 6-week consultation within Q2. The consultation closed in August with 21 responses from councillors, residents, statutory consultees and developers. These comments are currently being considered prior to preparation of the final version which will be taken to Cabinet for adoption later this year.
	Convert all Operational Vehicles to Hydrogenated Vegetable Oil to reduce vehicle emissions by around 90%. Responsible Officer – James Gunning	All vehicles have been converted to Hydrogenated Vegetable Oil in April 2022. We have decreased our vehicle carbon footprint by between 80% and 90%.
	Implement the Plastic Free Rossendale Strategy. Responsible Officer – Joseph Walker	During Q2 an event notice, which bans the procurement or use of single use plastic for all council services and events, has been produced and now forms part of the Events Guidance. Work is continuing with communities around the borough to encourage 'Plastic Free Communities' and has led to the creation of Plastic Free Haslingden & Helmshore. This has been shared within the council-created Climate Change Facebook Page to encourage other parts of the borough to follow suit. The amount of single use plastics across the organisation has been reduced by reviewing the use of folders, plastic pockets etc. and by changing the issue of taxi licensing plates to allow plates to be used for much longer time periods. Changes to the way waste is collected in Futures Park has cut down the number of single use plastic bin liners, and encouraged increased recycling.
B5	Create a new Rossendale Forest.	
		Overall RAG Status
Service Action – 15	Plant 6,000 new trees in 2022/23.	Within Q2 discussions with two private landowners continued to ensure this target is achieved by April 2023. Two farms have been designated for the planting of 800 trees

	Responsible Officer – David McChesney	in Q3 and Q4. Eight sites have been visited by the Green Spaces team and details have been forwarded to the Ribble Rivers Trust for approval. If approved this would allow for a further planting of 9,000 trees. One private landowner has secured part funding for 1,000 trees from the Woodland Trust for his land. An agreement has been reached for the council to provide volunteers to help plant within Q3.
Service Action – 16	Work with schools, community groups and Ribble Rivers Trust to access funding to purchase trees for planting in the Autumn. Responsible Officer – David McChesney	Several sites have been passed to the Ribble Rivers Trust for assessment within Q2 to be identified as potential planting sites for winter 2022/23. Meetings are planned for further private sites which will be assessed by council officers and passed on if appropriate.
B6	Recycle 50% of the borough's household waste.	
		Overall RAG Status
Service Action – 17	Pilot a new recycling approach Responsible Officer – Patrick Killeen	During Q2 work has finalised on a recycling pilot scheme. This will launch during Q3, on 3 rd October 2022. The areas due to be covered are: <ul style="list-style-type: none"> • Thorburn Drive, Whitworth. • Orama Avenue, Whitworth including Thor Drive and Spinners Drive • Townsend Street, Waterfoot, including Millar Barn Lane, Ashworth Street, Stone Street, Ivy Street, Bacup Road, Lench Street. • Queensway and Woodside, New Church.
Service Action – 18	Communications campaign to promote recycling. Responsible Officer – Patrick Killeen	In conjunction with VivaPR the communications campaign has been fully designed and will be launched on all social media platforms and the local free press on October 3 rd . This is being launched under the 'Check Before You Chuck' catch line.
Service Action – 19	Examine future bin sizes and emptying schedules. Responsible Officer – Keith Jenkins	No work has been actioned during this quarter as there is a need to await further clarity from Government on its implementation. 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 possible changes in bin size, frequency of collection and working days & shift patterns. This study could cost in the region of

		<p>£25k to £40k depending on scope and will require funding to be identified.</p> <p>During this quarter, there has been several meetings with Lancashire County Council (LCC) regarding the Waste Transfer for East Lancashire districts post 2025, when the current LCC landfill contract ends.</p>
B7	Improve our parks which local people are proud to visit and which appear loved	
		Overall RAG Status
Service Action – 20	<p>Victoria Park and Whitaker Park masterplans completed.</p> <p>Responsible Officer – David McChesney</p>	<p>In Q2 the final draft of the Victoria Masterplan was published and shared with residents at public meetings. The initial walk has also taken place at Whitaker Park, with the first draft of the Masterplan being prepared for October 2022 for public consultation.</p>
Service Action - 21	<p>Capital Improvements to Victoria Park and Whitaker Park including footpaths are undertaken.</p> <p>Responsible Officer – David McChesney/Communities Manager</p>	<p>A tender for footpath repairs in Rossendale has been prepared and the work will be carried out in Q3. This will include areas of Whitaker and Victoria Park.</p> <p>The Lawn Tennis Association have agreed grant funding for resurfacing of the tennis courts at Whitaker Park. This work should commence in Q3.</p>
B8	Tackle persistent fly-tipping and littering hotspots.	
		Overall RAG Status
Service Action – 22	<p>Increase 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.</p> <p>Responsible Officers – Phil Morton</p>	<p>Operation Trident continues to show excellent results in identifying those responsible for fly-tipping and other environmental crime. Within Q2 there has been a total of 39 active fly-tipping investigations/interviews under caution. In addition 31 reports of abandoned vehicles have resulted in removal notices being served. Covert cameras have been deployed in locations to detect incidents of fly tipping and other environmental crimes, including breaching Public Space Protection Orders in relation to off road motorcycles.</p> <p>7 Fixed Penalty Notices for fly tipping/duty of care have been issued during Q2, totalling over £2000. 13 successful prosecutions have been heard through the Magistrates Court dealing with a range of offences, including Fly Tipping, Abandoned Vehicles and Business Waste Compliance. These resulted in a total of £6200 being awarded in fines, costs and compensation.</p>

		A further operation which ensures all businesses dispose of their waste correctly is continuing in Edenfield and Helmshore.
Service Action – 23	Quicker removal of fly-tipped waste with set service standards and robust monitoring arrangements. Responsible Officer – Patrick Killeen	Fly-tips are being removed on average in less than the target of 5 days. This is a considerable improvement on the council's performance within 2021. Changes are being implemented which will allow the council to respond quicker to reports of fly-tipping, by allocating the initial visit to one of the council's Town Centre Caretakers.
Service Action – 24	Use of social media outlets to publicise and promote issues, problems and successes. Responsible Officer – Phil Morton	The use of social media to publish successful investigations and prosecutions continued throughout Q2. Within this quarter, 13 successful prosecutions went through the courts and substantial penalties handed out to offenders. These are being released through the press on an individual basis to achieve maximum impact. Publicity around the continued on street enforcement service will be released during Q3.
Service Action – 25	Monthly targeted clean up days. Responsible Officer – Pat Killeen/Phil Morton	The targeted clean up days are resource intensive and are coordinated between Operations and PPU. The Head of Ops and Head of PPU are developing the next tranche of clean ups.

Priority C	Healthy and Proud Communities	
C1	Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers.	
Corporate Project – 8	Housing Strategy	Overall Project RAG Status
	Produce a housing strategy action plan. Responsible Officer – Mandy Lewis	Within Q2 the appointed consultants produced a first draft of the Housing Strategy. A further meeting is arranged for the beginning of November to refine and progress the strategy and action plan.
	Enable 185 new homes to be built, of which 25 are affordable through granting planning permission and working with developers. Responsible Officer – Mandy Lewis /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, 117 dwellings at Spring Mill, Whitworth and 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 likely to do so in the coming year. A significant number of planning permissions for new housing has been granted by the council. However, the responsibility for the timing of the commencement of construction rests with the house-builders and is largely outside of the council's control.
	Update the Housing Delivery Action Plan including reduction in pre-commencement conditions and reduced permission timescales. Responsible Officer – Mandy Lewis/Mike Atherton	The Housing Delivery Action Plan identifying actions to support the delivery of new housing was updated and published on 14 th July 2022.
	Agree Affordable Housing supplementary planning document. Responsible Officer – Anne Stora	Work will commence on this Supplementary Planning Document at the end of the year with consultation expected in Q4, in tandem with the Housing Strategy.
C2	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners.	

		Overall RAG Status
Service Action – 26	Investigate the feasibility of developing a Home Improvement Agency in Rossendale. Responsible Officer – Mandy Lewis	On hold awaiting the start of new Head of Housing and Regeneration within Q4.
Service Action – 27	Improve 20 homes using disabled facility grants. Responsible Officer – Mandy Lewis	The council has 105 active applications. Within Q2 there has been a further 29 completions compared to 9 in the previous quarter and a further 34 approvals compared to 14 in the previous quarter. The value of approvals to date is £355k.
C3	Better access to and take up of health and wellbeing activities including improved leisure facilities.	
Corporate Project - 9	Future Health and Leisure Facilities	Overall Project RAG Status
	Complete a feasibility study for improving leisure facilities. Responsible Officer – Adam Allen	Work on the feasibility study has been slightly delayed so the indicative costings can be revisited in view of likely supplier cost inflation. It is anticipated a report will be considered by Council in Q3 on the overall vision for the future of leisure facilities.
	Council to agree a proposal to invest in the improvement of leisure facilities. Responsible Officer – Adam Allen	Once the Council has agreed the vision for the future of leisure facilities a detailed costed proposal for the first phase of this development will be undertaken in Q3 and Q4.
	Work with local running clubs to complete the new running track at Marl Pits. Responsible Officer – David McChesney	The works to install the track have been completed and the facility is now being used by the clubs. The Leisure Trust is now working to get the public booking system up and running so the public can use the track. A launch event is planned for October.
C4	A more joined up approach to working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people.	
		Overall RAG Status
Service Action – 28	Deliver year 1 of the Health Strategy (implement priority actions on mental	The first priority area of the plan is mental health and a community mental health working groups has been established to take this forward. In addition work has

	health, obesity and physical activity). Responsible Officer – Adam Allen	commenced with the Mental Health Foundation Trust to implement local hubs for mental health
Service Action – 29	Restructure the partnership health governance structure. Responsible Officer – Adam Allen	This work has been completed and the first meeting of the Rossendale Population Health Board has taken place. The work of the Rossendale Health Partnership and Rossendale Connected has also been amalgamated to increase overall focus on Health.
C5	Manage the impact of increasingly frequent flooding on local communities.	
		Overall RAG Status
Service Action – 30	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 18 th August 2022, attendees include Environment Agency, Lancashire County Council and United Utilities. Works are being designed and planned by the Environment Agency for Irwell Vale, Strongstry and Chadderton to provide 50-year flood protection to this area. Consideration is now also being given to re-directing the River Ogden which will mitigate the requirements for flood barriers in some areas. Regular project meetings continue to take place. Local groups continue to pressure the local MP for further Government funding. The project cost is approximately £17m and is still 40% underfunded. Within the previous meeting the Burnley Road culvert was discussed and for the next meeting Michael Atherton, Head of Planning, will attend to update the group of the possible enforcement on the owners of the 39 Burnley Rd where the culvert is collapsing further.
C6	Work with the police to ensure strong neighbourhood policing and traffic enforcement.	
		Overall RAG Status
Service Action – 31	Regular liaison meetings with Lancashire Police Inspector Responsible Officer – Neil Shaw	Regular meetings take place with the Leader and Chief Executive. Current policing issues are discussed. The front desk at Waterfoot police station has re-opened.

Service Action – 32	Deployment of the mobile traffic enforcement team and reactivate existing fixed enforcement cameras. Responsible Officer – Neil Shaw	As reported in Q1, it has not been possible to obtain data from the Lancashire Camera Safety Partnership. The Chief Executive has pursued this via the Police and Crime Commissioner, Lancashire Police and the Partnership. The partnership are not currently prepared to share any camera or fixed penalty notice data with the council and have indicated this is not available on a Rossendale footprint
----------------------------	---	--

Priority D	Effective and Efficient Council	
D1	A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability.	
		Overall RAG Status
Service Action – 33	Provide good quality member induction and training programme. Responsible Officer – Clare Birtwistle	The Governance Working Group continues to monitor the member training programme and sees that councillors who attended 5 or more training sessions during 2022/23. So far this is 76%.
Service Action – 34	On-going refresher training on the constitution for officers. Responsible Officer – Clare Birtwistle	Training on the Constitution continues on an ad hoc basis with more structured training to follow in Q3.
D2	Drive a visible improvement in customer service across the council.	
		Overall RAG Status
Service Action – 35	All new starters to receive customer service training. Responsible Officer – Kelly Forrest	Customer Service training is in development through the councils learning pool platform. This is due to be issued to every new starter from December onwards.
Service Action – 36	Undertake customer focus groups and mystery shopping to inform a customer services improvement plan. Responsible Officer – Clare Law	Three customer focus groups and a mystery shopper exercise were completed during Q1. The mystery shopper exercise was positive with the majority of calls being answered professionally. The mystery shopper exercise will continue as part of the Customer Service Improvement Action Plan.
Service Action – 37	CMT to sample customer service and address issuing arising monthly. Responsible Officer – Neil Shaw	CMT continue to sample responses to customer service enquiries/complaints. This began in Q1. The findings fed into the development of an improvement plan for customer service. Customer feedback is generally positive and any specific response issues are picked up with the relevant service manager.
Service Action – 38	Undertake a resident's survey to better understand resident views of the council.	A resident's survey was completed during Q1 receiving 735 responses. Actions from the findings have been included within the Customer Service Continual Improvement Action Plan and Operations service area performance management process.

	Responsible Officer – Clare Law	There will be an annual resident’s survey going forward.
Service Action – 39	Agree a Customer Service Action Plan. Responsible Officer – Adam Allen	The Customer Services Continual Improvement Action Plan was agreed by Council in July 2022. Implementation is now underway.
Service Action – 40	Design and launch the new council website. Responsible Officer – Andrew Buckle	The council agreed to develop a new website, as part of the Digital Strategy. The contract has been agreed. An initial project meeting has been completed and a project plan is being developed along with a risk and issue register. The governance structure has been established for the project.
Service Action – 41	Launch a new integrated telephony system. Responsible Officer – Andrew Buckle	A new contact centre and unified communications applications were successfully implemented in Q1. The new application provides voice, instant messaging, video conferencing, voice message and can be accessed remotely. A revised customer message is currently being tested along with new customer service agent skills based routing to support the new changes.
D3	A robust approach to managing projects well.	
		Overall RAG Status
Service Action – 42	Effective operation of the Programme Board. Responsible Officer – Neil Shaw	The Programme Board continues to meet and is effectively managing the council’s Corporate projects. The last Programme Board meeting took place 15 th August 2022. There is no significant deviation from any of the corporate projects. The Board continues to maintain a good project management discipline around the corporate projects.
D4	Improve the Overview and Scrutiny function.	
		Overall Project RAG Status
Service Action – 43	Ensure all new strategies are considered by the Overview and Scrutiny Committee at an early stage to enable identification of strategic priorities for the strategy to be developed appropriately. Responsible Officer – Neil Shaw	Work continues to further develop the scrutiny function. Priorities for the new Housing Strategy were discussed by scrutiny in Q2. This was the first strategy being considered by scrutiny at an early stage. Feedback is being used to inform the development of the strategy.
Service Action – 44	Undertake development work with Overview and Scrutiny members to	At the end of Q2 three development sessions were agreed with the Group Leaders to further strengthen the scrutiny function. These will be commissioned in Q3 and

	enable clearer focus on strategic issues to support strategy development. Responsible Officer – Mandy Lewis	delivered in early 2023.
Service Action – 45	Undertake dedicated Overview and Scrutiny training. Responsible Officer – Carolyn Sharples	As above.
D5	Ensure our portfolio of assets maximise income and/or supports service delivery.	
		Overall RAG Status
Service Action – 46	Conduct a Strategic Asset Review (completing a ward per quarter). Responsible Officer – Lucie Greenwood	A presentation to ward members of the results of the asset review undertaken in Worsley has taken place. 85 actions were noted. All have been completed during Q2 or are in process. A presentation to ward members has been arranged. During Q3, the asset review work will move onto Cribden which includes inspection of 26 assets and 22 parcels of unregistered land.
Service Action – 47	Investigate providing more detailed planning guidance when marketing sites for disposal. Responsible Officer – Mike Atherton	Liaison is taking place between officers in Property Services, Forward Planning and Development Control at the pre-marketing stage to identify key planning issues relating to sites owned by the council that are being considered for disposal. Planning briefs for individual sites can be developed as necessary.
D6	Have a digital strategy in place which is customer focused and moves us towards being a digitally enabled council with cost effective and responsive customer services.	
Corporate Project - 10	Customer Digital Strategy	Overall RAG Status
	Introduce an improved corporate geographic information system. Responsible Officer – Andrew Buckle	The new Geographic Information System (GIS) application is included in the capital work programme and the budget has been approved. The solution is an end-to-end Enterprise GIS comprising a Spatial Data Warehouse with a browser-based Graphical User Interface for users to access the application. All of the infrastructure and architecture has been built using Amazon Web Services integrating with a Virtual Machine in the Rossendale environment. The application is currently going through system testing.

	Introduce security improvements including new event management system to reduce the risk of a successful ransomware attack. Responsible Officer – Andrew Buckle	A full Security Information Event Management solution has been deployed across the new Revenues & Benefits data centres. A solution has also been implemented across the Rossendale Disaster Recovery Data Centres.
D7	Promote staff welfare, development and satisfaction.	
		Overall RAG Status
Service Action - 48	Undertake regular staff surveys and engagement events. Responsible Officer – Clare Law	A staff survey has been completed in September/October to get staff feedback on the effectiveness of the Flexible Working Policy. In addition two staff focus groups were held. The results of the survey will be analysed and shared with CMT for discussion in early Q3.
Service Action – 49	Introduce new welfare champions to improve staff retention and satisfaction. Responsible Officer – Kelly Forrest	The Corporate Safety & Emergency Planning Officer has produced a job description and person specification for the role of Health & Wellbeing Champion. The roles will be communicated to the staff 'Your Voice' group on 11 th October 2022 and will be launched across the council after the Health and Wellbeing event on 12 th October 2022.
Service Action – 50	Embed the council values within key council processes and drive a more customer-focused culture. Responsible Officer – Kelly Forrest	The council's corporate values have been included in person specifications and are now published on the council's website. Job adverts were transferred onto a new template. The recruitment guidance and advert are due to be updated alongside the website review.
Service Action – 51	Deliver key staff training on key statutory duties e.g. safeguarding, fraud awareness. Responsible Officer – Clare Law	During Q2 Suicide Awareness Training has been rolled out to all staff, with a 51.6% completion rate, this percentage is low due to non-delivery to staff based at Operations, the training will be delivered in groups sessions within Q3. Further training is being sourced to support staff who have regular contact with vulnerable people. Information and Cyber Security training has also been rolled out to all staff during Q2, with a 94.1% completion rate. It is proposed refresher training will be rolled out on an annual basis.
D8	A financially sustainable organisation with a good financial strategy which supports good decision-making.	
		Overall RAG Status

<p>Service Action – 52</p>	<p>Provision of high quality and timely financial and accountancy advice and support to all council services, managers and projects.</p> <p>Responsible Officer – Karen Spencer</p>	<p>Whilst the finance section endeavours to provide a top quality service it is a very small team and the council has a significant number of live projects. The Council Tax energy Rebate scheme, along with the work arising from the empty homes scheme legal challenges is placing significant additional pressure on the team. The team are also under pressure to close the 2018/19 and subsequent years accounts which involves working with the external auditors and responding to queries. The departure of the Finance Manager and the subsequent difficulty recruiting to this post along with other finance posts is placing additional pressure on the team. The roles are currently being covered by agency staff, which is costly and getting them up to speed is time consuming for the remaining members of the team but brings no long term benefit.</p>
<p>Service Action – 53</p>	<p>Regular monitoring of financial performance against the Medium Term Financial Strategy.</p> <p>Responsible Officer – Karen Spencer</p>	<p>Monitoring of financial performance is an embedded process with reports to CMT and Cabinet quarterly. However failure to recruit to the vacant positions would place the robustness of this process in jeopardy.</p> <p>Whilst the council has a comprehensive financial strategy and a rigorous decision making process, the current economic climate is threatening the financial sustainability of the council.</p>
<p>D9</p>	<p>Securing significant external funding to deliver projects and services.</p>	
		<p>Overall RAG Status</p>
<p>Service Action – 54</p>	<p>Levelling Up and Shared Prosperity funding secured.</p> <p>Responsible Officer – Neil Shaw</p>	<p>The council submitted a £17.9m bid to the Levelling Up Fund in August. The council awaits the outcome of the bidding process. Projects for the Shared Prosperity Fund were agreed in early Q2. The application to Government to unlock the funding was submitted in August looking to release £2.6m of funding for the next three years. The council awaits the outcome of the application process.</p>
<p>D10</p>	<p>Be recognised as a good council with a reputation for improving residents' lives.</p>	
		<p>Overall RAG Status</p>
<p>Service Action – 55</p>	<p>Implementing the Local Government Association Corporate Peer Challenge action plan.</p> <p>Responsible Officer – Neil Shaw</p>	<p>Good progress has been made on implementing the actions. A progress meeting with the Local Government Association (LGA) took place in August. The LGA confirmed overall good progress has been made on the actions. This was reported to the Cabinet on 7th September 2022.</p>

Service Action – 56	Shortlisted for a national local government award. Responsible Officer – Neil Shaw	The council has not sought to apply for any national local government awards in Q2 (but in Q1 the council won the Public Relations and Communication Association regional award for its work on the Rossendale Forest).
Service Action – 57	Raised profile through national publications and events. Responsible Officer – Neil Shaw	No activity was undertaken in Q2 on this issue. However, coverage of Rossendale’s levelling up bid was published in the Local Government Chronicle.
Service Action – 58	Good news stories and achievements through local and regional media. Responsible Officer – Viva PR	Press releases and press statements continue with a minimum of 3 releases a month. Consistent positive proactive coverage in local and regional media. Key successes with Rossendale Forest, Operation Trident, Thankful Thursdays. The council raised good regional media attention for its work on the City Valley rail link and a sustained number of positive stories on tackling fly-tipping.

Key Performance Indicators

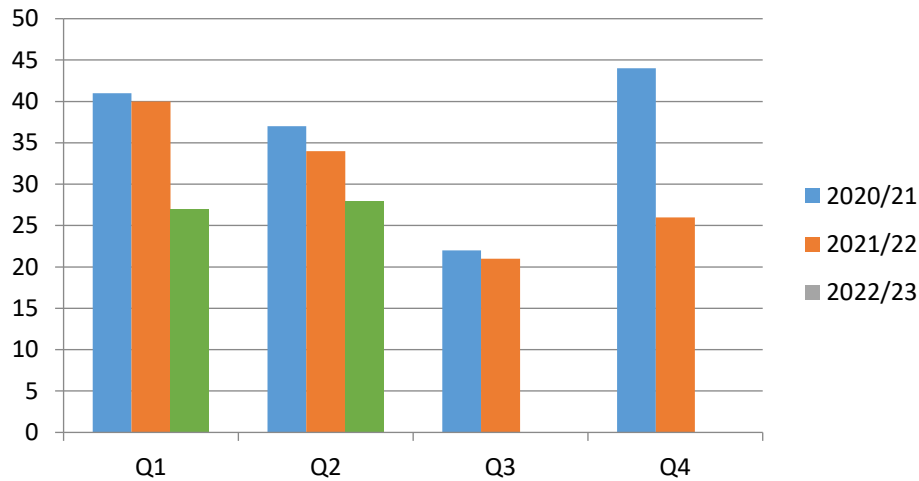
Key Performance Indicator		Target	Q2 2021/22 Performance	Q1 2022/23 Performance	Q2 2022/23 Performance	RAG Status
A. Vibrant local economy						
1	Number of Partnership Schemes in Conservation Areas (PSICA) grants Bacup – per annum, reported in Q4.	8	New KPI for 2022/23	-	-	ANNUAL
2	Number of PSICA grants Haslingden – per annum, reported in Q4.	6	New KPI for 2022/23	-	-	ANNUAL
3	Number of people into employment via Rossendale Works/Youth Works – per annum, reported in Q4.	25	-	-	-	ANNUAL
4	Number of Invest in Rossendale business workshops – per annum, reported Q4.	4	-	-	-	ANNUAL
5	Number of new homes – per annum, cumulative figure.	180	-	26	45	GREEN
6	Number of new affordable homes – per annum, cumulative figure.	25	-	21	39	GREEN
7	Number of planning applications validated.	20	New KPI for 2022/23	110	113	GREEN
8	Number of planning permissions approved.	10	New KPI for 2022/23	97	74	GREEN
9	Percentage of ‘Major’ planning applications determined within 13 weeks.	90%	100%	100%	Nil (none reported for decision in Q2)	GREEN
10	Percentage of ‘Minor’ planning applications determined within 8 weeks.	90%	94%	77%	78%	AMBER
B. High quality environment						
1	Number of fly-tipping incidents reported.	250	364	250	248	GREEN
2	Average number of days taken to remove a fly-tip.	5	New KPI for 2022/23	4.6	4.9	GREEN
3	Number of environmental crimes actively investigated – per annum, cumulative figure.	80	29	27	39	GREEN
4	Number of fixed penalty notices issued for environmental crime – per annum, cumulative figure.	800	New KPI for 2022/23	118	44	GREEN
5	Percentage of the total tonnage of household waste which has been recycled and composted.	38%	36%	35.35%	32.8%	RED

6	Number of collections missed per 100,000 collections of domestic waste/recycling.	120	199	140	100.5	GREEN
7	Number of collections missed per 1,000 collections of commercial waste.	5	13	5	9.73	RED
8	Subscribers to the garden waste service – per annum, reported in Q3.	7700	-	-	7240	RED
9	Number of commercial waste customers – per annum, cumulative figure.	485	370	429	434	AMBER
C. Health and proud communities						
1	Number of disabled facilities grants completed per annum, cumulative figure.	67	16	9	38	GREEN
2	Reduce the number of statutory homeless households per annum, cumulative figure.	Less than 14	1	1	2	GREEN
3	Increase the number of homelessness preventions and relief per annum, cumulative figure.	350	50	158	258	GREEN
4	Number of households in Temporary Homeless Accommodation.	12	New KPI for 2022/23	16	17	RED
5	Number of licensed premises inspected annually – per annum, cumulative figure.	75	0 due to Covid-19	22	13	GREEN
6	Number of businesses achieving 4 or 5 star hygiene rating – per annum, cumulative figure.	590	New KPI for 2022/23	602	612	GREEN
D. Effective and efficiency council						
1	The percentage of residents satisfied with the quality of the council's customer service – per annum, reported in Q1.	62%	New KPI for 2022/23	64%	64%	GREEN
2	Percentage of abandoned calls.	Less than 15%	7.6%	8.9%	4.8%	GREEN
3	Average speed of answering calls to customers for revenues and benefits.	3 minutes	1 min	1 min 54	49 seconds	GREEN
4	Percentage of council tax collected – per annum, cumulative.	94.7%	55.4%	28.35%	55.6%	GREEN
5	Percentage of non-domestic rates collected – per annum, cumulative.	94.2%	55.9%	28.16%	55.5%	AMBER
6	Time taken to process housing benefit new claims.	18 days	17.6 days	18.2 days	12.8 days	GREEN
7	Time taken to process council tax benefit new claims.	15 days	12.3 days	16 days	14.3 days	GREEN

8	Time taken to process housing benefit change circumstances.	5 days	4.9 days	3.9 days	3.6 days	GREEN
9	Time taken to process council tax benefit change circumstances.	5 days	3.5 days	2.9 days	2.8 days	GREEN
10	Percentage of housing benefit claims outstanding over 50 days.	5%	2%	0%	0%	GREEN
11	Payment of undisputed invoices within 30 days.	90%	9.31%	89%	90.2%	GREEN
12	Freedom of Information request average response time.	20 days	9.4 days	9 days	10.2 days	GREEN
13	Formal complaint average response time.	10 days	16.1 days	9 days	11.8 days	AMBER
14	Staff turnover is in line with national average – per annum, cumulative figure	15%	-	3.52%	8.76%	RED
15	Percentage of staff appraisals completed by May 31 st – per annum, reported in Q2.	100%	-	58.39%	87%	AMBER
16	Number of days lost due to sickness absence per full time equivalent employee – per annum, cumulative.	8 days	6.61 days	1.82	4.3 days	GREEN
17	Number of RIDDOR reportable accidents and incidents – per annum, cumulative.	Less than 5	0	0	1	GREEN
18	The number of health & safety incident reports – per annum, cumulative.	More than 46	New KPI for 2022/23	16	52	GREEN

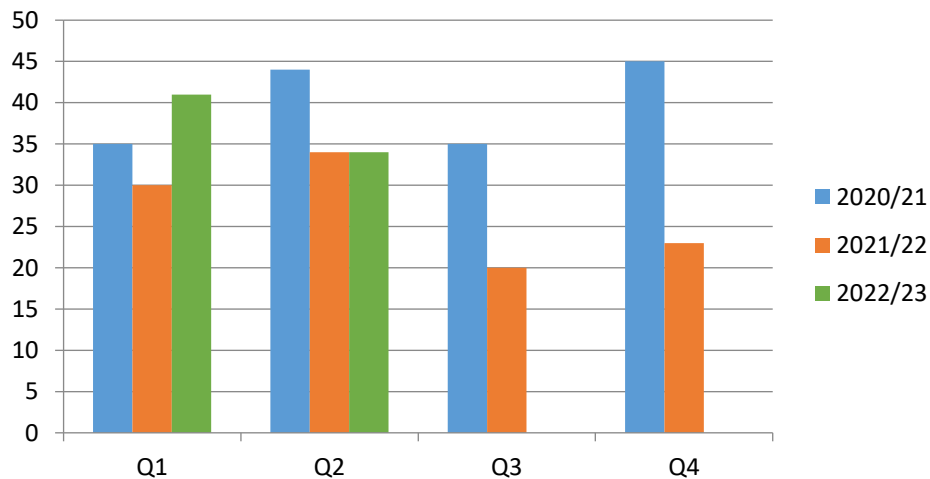
Compliments and Complaints

Compliments



Compliment Trend	2020/21	2021/22	2022/23
Q1	41	40	27
Q2	37	34	28
Q3	22	21	-
Q4	44	23	-

Complaints



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

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

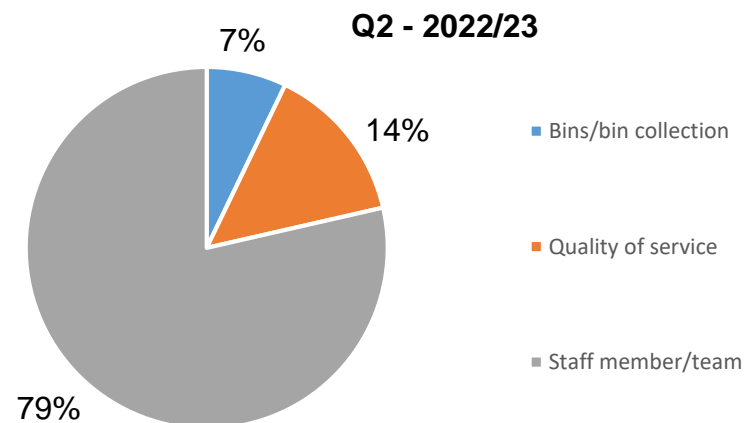
During Q2 three Ombudsman enquiries were received. All three have been closed after initial enquiries with no further action, and one from Q1 is still open and will be carried into Q3.

***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.**

Compliments

The highest compliment category within Q2 was in relation to staff member/team.

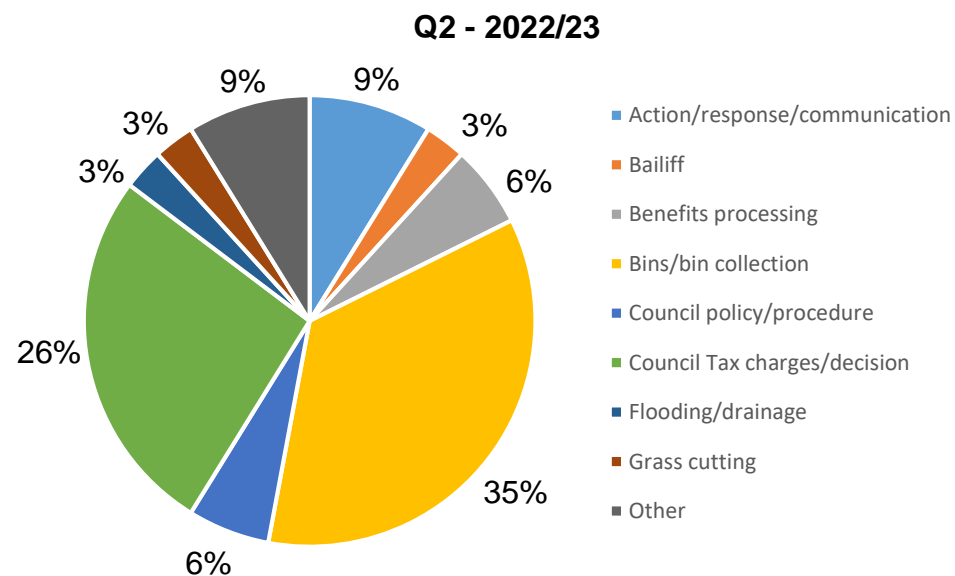
Q2 – 2022/23	Compliment
2	Bins/bin collection
4	Quality of service
22	Staff member/team



Complaints

The highest number of formal complaints made during Q2 were in relation to bins and bin collections.

Q2 – 2022/23	Complaint
3	Action/response/communication
1	Bailiff
2	Benefits processing
12	Bins/bin collection
2	Council policy/procedure
9	Council tax charges/decisions
1	Flooding/drainage
1	Grass cutting
3	Other



Corporate Risks

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the council reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks. This information is then regularly monitored and reviewed.

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

The Council's Risk Matrix

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

Likelihood

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

Impact

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

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

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

Risk 1 – Sustainability of the Medium Term Financial Strategy			Responsible Officer - Karen Spencer	
Description				
<p>The Council's latest Medium Term Financial Strategy (MTFS) update published February 2022 indicates an underlying funding gap of c£600k per annum from 2023/24 onwards. The council must take appropriate action in order to balance its annual expenditure against its available annual income and other revenue resources. The council has a legal obligation to publish an annual balanced budget; this means its budget expenditure must equal its available income and any available reserves. Council reserves are limited and equate to only circa 3 years given the anticipated funding gap. Therefore additional income must be identified or annual costs reduced in future years. The current cost of living crisis may also add to the pressure on the MTFS through pay award, utility costs, contract inflation and Council Tax/NNDR collection rates.</p>				
Risk Consequence				
<p>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.</p>				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall	Status
	B	2	B2	RED
Mitigation				
<p>The MTFS does not indicate a significant narrowing of the gap in the next four years. New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the council will need to be challenged to become more effective.</p>				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall	Status
	C	2	C2	AMBER
Quarter 2 Update				
<p>The February 2022 MTFS indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. The impact from the employers pay offer, the current economic crisis as well as the increased uncertainty around future central government funding following the formation of the new Government, is placing significant additional pressure on the MTFS. Officers are seeking to maximise efficiencies and make savings wherever possible, however following the years of austerity the council has already suffered, opportunities for making savings without affecting services delivery are minimal. The council is also striving to maximise income opportunities through its ongoing property reviews and subsequent marketing of sites and rent reviews. It is likely that the legal claims arising from the Empty Homes scheme will also have an adverse impact on the MTFS if settled in the claimants' favour. Officers are monitoring the scheme closely and managing the claims where possible.</p>				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall	Status
	A	1	A1	RED

Risk 2 – Major disaster affecting the delivery of council services			Responsible Officer – Clare Law	
Description The council has statutory duties under the Civil Contingencies Act (2004) and to carry out emergency planning and business continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the borough.				
Risk Consequence Failure to have robust contingency plans in place could result in the failure to deliver council services, such as, the collection of residential and trade waste, burial services and payment of suppliers and benefits.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Mitigation A robust overall council Emergency and Business Continuity Plan is in place. Service continuity plans are updated and tested regularly through a quarterly Emergency Planning meeting. The plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the overall plan and their service plan and keep them under review. The council is a member of Lancashire County Council Local Resilience Forum (LRF). Officers attend meetings and undertake regular training exercises. The council plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Quarter 2 Update The council has implemented a flexible working policy with agile working now fully embedded into relevant roles. Covid-19 absence is now managed through the Absence Management Policy and the council continues to follow Government advice. The review of local service plans for Winter has commenced. An Emergency Planning Team Meeting was held on 27 th September 2022. Operation London Bridge – the plan for managing and co-ordinating actions following the death of the Sovereign has been activated following the death of Her Majesty Queen Elizabeth II. The implementation of the plan was reviewed and the points raised will be included into the review of the local plan. One incident relating to a damaged building had been reported, but did not require intervention from the council. Officers regularly attend flood meetings and a maintenance programme is in place to ensure culverts and gullies are kept clear to help reduce the flood risk.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Risk 3 – Incident resulting in death or serious injury or HSE investigation			Responsible Officer – Jane Riley	
Description Under the Health and Safety at Work Act (1974), the council has a duty of care towards the health, safety and wellbeing of its employees and others who may be affected by our work. In the event of a RIDDOR reportable accident, there is a risk of an HSE investigation and potential for a civil claim for damages.				
Risk Consequence Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER
Mitigation The council has health and safety policies and procedures including a health and safety incident reporting procedure in place along with a safe working culture. Actions need to be completed to address and implement a consistent approach across the council in order to secure compliance.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 2 Update The council is working towards compliance, the implementation of the 4-year Health and Safety plan has continued during Q2. The first two workplace inspections were completed and the resultant action plans are being implemented. This has enhanced joint working with the Trades Union Health and Safety Representatives and contributes to increased consultation and co-operation. The review of health and safety policies has been completed and a programme is in place to update existing policies and compile some additional policies where they are required. Work is underway to deliver a Staff Wellbeing Day in Q3 and to recruit Workplace Health and Wellbeing Champions. CMT have approved the recruitment of a full-time trainee Health and Safety Officer from the existing establishment. This will increase the resources available to deliver on the action plan and will contribute to succession planning.				
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. If the County Council are required to make savings this may impact on service provision across the county.				
Risk Consequence Budget reductions may have an impact on service provision for our residents. There is also a risk of cost shunting to district councils.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall	Status
	C	3	C	AMBER
Mitigation The council will continue to work with Lancashire County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The council continues to support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The council will continue to interrogate Lancashire County Council savings proposals and identify risks to our residents and to our services.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall	Status
	C	3	C	AMBER
Quarter 2 Update The Lancashire County Council's 2022/23 budget approved in February 2022 announced further savings of c£11m, however these were mainly resulting from income generation schemes and a change in internal working practices. The council continues to suffer from increased fly-tipping and the associated costs, which has in part resulted from the implementation of the reduced opening hours of the Lancashire County Council Household Waste Recycling Centres savings proposal. LCC are predicting a budget gap of c£87m for 2023/24 and are considering savings proposals of c£55m to help bridge the gap. The proposals include potential reductions to adults and children's services, reduced winter gritting and fewer grass verge cuts. These proposals are likely to have an impact on Rossendale Residents.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall	Status
	C	3	C3	AMBER

Risk 5 – Changes to Government policy on the delivery of the council’s services			Responsible Officer - Neil Shaw	
Description Like all local authorities the council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.				
Risk Consequence The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Mitigation The council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit (LGiU) policy briefings. The Chief Executive and Leader of the council meets regularly with our two MPs. The council’s Corporate Management Team monitor and assess government’s position on funding to be distributed to local authorities and other Government announcements that impact funding.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 2 Update The council continues to monitor the potential impact of the Levelling Up & Regeneration Bill introduced to Parliament in May 2022. The Bill proposes opportunities to ‘level up’ areas of the UK and could have an impact on current and future rounds of Levelling Up funding. It is not yet clear how the new Government may (or may not) significantly change the council’s Levelling Up Fund bid. The council has therefore judged that the likelihood of this risk occurring has increased in Q2.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Risk 6 – Sustainable Workforce		Responsible Officer - Clare Law		
Description There is a requirement to have a sustainable workforce to deliver the council services to residents and customers.				
Risk Consequence Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
Mitigation The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework and Service Area Business Continuity Plans in place to mitigate any staffing challenges such as loss of staff due to the impact of an epidemic or pandemic. HR will work with managers to develop workforce succession planning. The council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free onsite parking, family friendly policies, discounted gym memberships and a cycle scheme to attract and retain staff.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	3	E3	GREEN
Quarter 2 Update The cumulative staff turnover at Q2 is 8.76% within the red RAG status. Recruitment continues to be challenging with senior officers and professional roles which is causing work load issues for teams. During Q2 three Head of Service roles have been advertised, Head of Housing and Regeneration role has been appointed, recruitment to Head of Financial Services and Head of Environment is ongoing. An options appraisal is completed for all vacancies prior to advertisement of a vacancy, a further appraisal is completed following an unsuccessful recruitment exercise, which may result in the attachment of a market supplement or use of agency staff to fill the vacancy. Both absences due to Covid-19 and the Heavy Goods Vehicle driver shortage has now reduced, and the number of days lost due to sickness absence per full time equivalent employee at Q2 is 4.37% within the green RAG status.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED

Risk 7 – Insufficient data and cyber security			Responsible Officer - Andrew Buckle	
Description Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.				
Risk Consequence Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as General Data Protection Regulation (GDPR), Payment Card Industry Data Security (PCI-DSS).				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Mitigation To protect against a data breach the council, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. The council's Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. The council adopts a Risk Insight approach to determine the treat Landscape and more importantly its evolution. The council 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 The PSN testing and certification process has been completed and submitted, and we are awaiting confirmation. In addition Internal vulnerability scanning has been successfully implemented, this provides a checking process to identify the latest external threats and vulnerabilities detailing both the security and business risk.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 8 – Poor communications and public relations			Responsible Officer - Clare Law	
Description Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide effective and efficient council services.				
Risk Consequence Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating could lead to a major loss of reputation for the council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	1	B1	RED
Mitigation Communication methods are in place to support face to face, mail or electronic communications with a developed website and social media channels to provide 24/7 communication service. The council has an experienced public relation and communications function to support council officers to deal with communications in a timely manner and promote the work of the council.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
Quarter 2 Update Viva PR has continued to deliver the agreed communications plan including updates to the council’s website and social media posts to residents and communities. CMT receive a weekly communications update, which includes horizon scanning and potential risks. Whilst there were no major or specific risks forecast for Q2 we were able to issue several updates and press releases relating to successful prosecutions under Operation Trident which target and combats fly tipping and abandoned vehicles in the borough. These have been topics which traditionally receive a lot of negative reaction from residents and seen as areas where the council could do more. The strategic outline business case (SOBC) for the city valley rail link was submitted to government, which could have been a potential risk with opposition from East Lancashire Railway (ELR) Positive messaging and communication planning helped ensure there was very little negative feedback.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	1	E1	GREEN

Risk 9 – Non – Delivery of Corporate Projects			Responsible Officer - Neil Shaw	
Description The council has agreed the 11 corporate projects for 2022/2023 to support the delivery of Corporate Plan.				
Risk Consequence Failure to deliver the corporate projects would have a detrimental impact on the delivery of the council's Corporate Plan 2021-25, and result in a reputational risk to the council's commitment to the residents. The failure to deliver the corporate projects could potentially have a negative impact on the council's revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Mitigation Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and Finance Officer. Each corporate project will have a robust project plan and live risk register. The Project Sponsor will be responsible for the strategic overview of the corporate project, and the Project Manager will be responsible for the day-to-day management of the corporate project. The council's Programme Board meets quarterly to review the progress of the corporate projects. The Project Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate project.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 2 Update The Programme Board continues to monitor all the projects (last meeting on 15th August 2022). All projects are on track and within budget.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 10 – Response and Recovery to Covid-19 Pandemic			Responsible Officer - Neil Shaw	
Description Covid-19 is a strain of the coronavirus, the government declared the virus as a pandemic in the UK in March 2020.				
Risk Consequence The pandemic causes a potentially risk to the delivery of the council services and the health and wellbeing of the wider community.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Mitigation The council has an Emergency Plan and Service Area Business Plans to support a pandemic emergency. The plans have been activated, regularly reviewed and stress tested throughout the pandemic. Risk Assessments and Safe Systems of Work have been developed and reviewed with staff and Trade Unions throughout the pandemic to provide a safe working environment. Council officers have worked with the Lancashire Resilience Forum and multi-agency partners to mitigate any potential risks throughout the pandemic. At the start of 2022, most Covid-19 restrictions had been lifted but the council will keep the situation under review.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER
Quarter 2 Update The council continue to maintain a contingency plan for a potential tightening of Government restrictions. However, this has not developed during Q1 and Q2 and therefore the overall level of risk in terms of the impact of the Covid-19 continues to reduce over the last 6 months. We continue to monitor the situation.				
Quarter 2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	3	E3	GREEN

Risk 11 – Financial Sustainability of Council Owned Leisure Assets			Responsible Officer – Adam Allen	
Description National lockdowns due to Covid-19 resulted in council owned leisure facilities closing for extended periods. During closure no income was received and outside of lockdown periods, income was significantly reduced. The cost of living crisis will have a significant negative impact on utility and salary costs for the Trust. This has impacted the financial sustainability of the Trust.				
Risk Consequence If the council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the council. This financial impact was managed in 2021/22 through additional government grants and council support, however the real impact is likely to be felt in 2022/23.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
Mitigation A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact have been implemented. Senior council officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a Covid-19 specific Sport England Fund has been received though this is limited in its amount and did not cover retrospective losses. Constant monitoring of future business plans and work in partnership to maximise income and reduce costs continues.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
Quarter 2 Update The key risk to the financial sustainability of the Trust is no longer Covid-19 but the cost of living crisis. In particular fuel inflation and the high rise in the Living Wage has impacted on the Trust and they are now projecting a £600k deficit for the current year. A report is to be taken to Full Council in November 2022 to outline how this risk is being mitigated as much as possible, however many of the factors are beyond the Trusts' and the council's control. To date no specific help has been announced by Government.				
Quarter 2 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED