| | ROSSENDALE BOROUGH COUNCIL | | **ITEM NO. E1** |

Subject:	Performance Management Report Quarter 3 2023/24 (October - December 2023)	**Status:**	For Publication
Report to:	Cabinet	**Date:**	13th March 2023
Report of:	Head of People and Policy	**Lead Member:**	Environment and Corporate Services
Key Decision:	☐ Forward Plan ☒	General Exception ☐	Special Urgency ☐
Equality Impact Assessment:	Required: No	Attached:	No
Biodiversity Impact Assessment:	Required: No	Attached:	No
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1. RECOMMENDATION

1.1 Cabinet to note and consider the Council's performance detailed in this report.

1.2 Cabinet to note and consider recommendation from the February Overview and Scrutiny Committee as detailed in point 3.6 of this report.

2. EXECUTIVE SUMMARY

2.1
- The Quarter 3 (Q3) Performance Management Report relates to the Council's performance in relation to the Valley Plan 2021-25 – Our Place, Our Plan, during the months October, November and December 2023.
- The report provides an update in relation to the Council's performance measures, performance summary and actions for improvement, compliments and complaints and corporate risks.
- The report concludes 7 performance measures reported as 'red' and 2 corporate risks reported as 'red' on the RAG status.
- During Q3, the Council received 17 compliments, 27 complaints and 1 Local Government Ombudsman enquiries.

3. BACKGROUND

3.1 This report aims to summarise the Council's performance during Q3 2023/24 for Cabinet. Cabinet play a strong role in scrutinising the Council's performance to highlight issues that may require further action.

3.2 The Performance Management Report was reviewed at the start of 2023/24, with significant changes made. The format and objectives of the report focus on performance measures, performance summary and actions for improvement relating to the 4 priorities within the Valley Plan 2021-25 – Our Place, Our Plan. The Council has reviewed its performance measures to effectively evaluate the impact of the delivered actions to meet the Council's priorities.

3.3 The Council continues to use the Red, Amber, Green (RAG) rating status to monitor performance. An arrow rating status has been introduced to demonstrate the performance trend in comparison to previous outturns. Where applicable, the report will provide a wider comparison to the 'National Local Authority' (NLA) average and the Council's comparable authorities - 'Family Group' (FG) average. The comparable information is drawn from the LG Inform Platform, which provides the most up to date and accessible information in relation to local authority performance measures.

3.4 The identified performance measures have been split down into two tiers. Tier 1 measures are high-level strategic targets that constitute the Valley Plan 2021-25 – Our Place, Our Plan. Tier 2 measures are targets addressing performance within service areas at an operational level.

3.5 A 'Higher or Lower' column has been included to indicate whether the performance should be operating either higher or lower than the target to increase/improve the Council's performance.

3.6 Overview and Scrutiny Committee recommended officers to review and rationalise the Council's websites after considering customer use and place an "under review" message on any sites not fully up to date (e.g. Visit Rossendale).

3.7 The Q3 Performance Management Report is attached as Appendix 1.

4. DETAILS

4.1 The Council's performance is assessed against the performance measures set at the beginning of the year, along with a performance summary update. The performance measures, performance summary and actions for improvement are referred to in more detail in the Q3 Performance Management Report, pages 3-15.

4.2 The below provides a summary of the performance measures reported under each priority.

RAG	Green	Amber	Red	N/A
Thriving Local Economy	2	3	1	-
A High Quality Environment	15	-	2	-
Healthy and Proud Communities	8	-	4	-
Effective and Efficient Council	13	4	3	4

*N/A – performance measures reported within a specific quarter/annually, or no information available during the quarter.

4.3 **Priority 1 – A Thriving Local Economy**

Secured funding and investment continues to develop Rossendale's thriving local economy. The Council continues to deliver regeneration programmes in Bacup, Haslingden and Rawtenstall to provide better town centres for residents and visitors. The preparatory works to reinvigorate the borough's markets have progressed and other town centre opportunities will be explored.

The Council continues to promote Rossendale as a place to visit and invest. Relationships with local businesses and residents have been progressed through different channels, and the Council has continue to support and engage in events across the borough.

1 performance measure was reported within the 'red' status.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Vibrancy of Rossendale's town centres rated highly per annum, reporting during Q3.	75%	-	-	37%	-	**RED**

Measured through the Council's Resident Survey, 37% of respondents rated Rossendale as vibrant. Breakdown of this response highlights low vibrancy in Bacup (16%), Haslingden (7%), Waterfoot (10%) and Whitworth (17%). Although, Rawtenstall's (93%) vibrancy was rated very high, and could demonstrate links to the low percentage of empty shops within Rawtenstall (3.3%). It is proposed for the vibrancy of town centres to be measured periodically through public consultations. This will measure the impact of the Council's regeneration programmes and demonstrate the improvements made to the borough's town centres.

4.4 **Priority 2 – A High Quality Environment**

Service efficiencies have continued to be identified and implemented across the Council's Operational services. A new waste management system has been procured to support service delivery and improve customer services.

Focus on fly-tipping and park maintenance has advanced to develop a clean, high quality environment across the borough. Locations to plant the remaining 5,000 trees for Rossendale Forest have been finalised.

The Council's Climate Change Strategy has continued to be delivered and further funding opportunities have been explored to further reduce carbon emissions within Rossendale.

4.5 During Q3, 2 performance measures were reported within the 'red' status.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Increase the household waste recycling rate per quarter	38%	34.6%	33.7%	**29.4%**	-	**RED**

The Council's recycling performance remains below target. Following confirmation from Lancashire County Council, the Council will need to introduce a food waste collection by 2026. This will impact the frequency of collections and should encourage greater recycling across the borough. Funding for the introduction of food waste collections will be announced during Q4.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Percentage of side roads swept as per schedule per quarter	95%	90%	79%	**89%**	-	**RED**

The percentage of side roads swept has improved from Q2 however, remains below target due to the backlog created during the previous quarter. Work will continue to reduce the backlog and meet the target performance.

4.6 **Priority 3 – Healthy and Proud Communities**

The Council continues to develop Rossendale's housing offer and support. The recently agreed Housing Assistance Policy and purchased property to be used as temporary accommodation will progress this further.

The Council remain persistent in engaging residents and partners to improve and promote the health, wellbeing, leisure and health communities and facilities across the borough.

4.7 During Q3, 4 performance measure was reported within the 'red' status.

Percentage of Disabled Facilities Grants completed within 12 months per quarter	95%	96%	100%	**88%**	-	**RED**

The percentage of Disabled Facilities Grants completed within 12 months is below target as 4 large project received in 2021 have only just been completed. The Council will continue to chase the final invoices from Lancashire County Council and contractors to fully process the completed projects.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Deliver 'new home' with the Local Plan per annum, cumulative figure.	180	32	61	71	-	**RED**

Although the number of 'affordable new homes' built is performing above target, the delivery of 'new homes' built remains below target. The number of new homes built to deliver the Council's Local Plan is derived from a number of sources and will continue to be collated throughout the year. To identify an accurate representation of the number of new homes built, the Council will work with developers, partners and stakeholders.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Processing of Disabled Facilities Grants – Approval to Completion days per quarter	80 days	182 days	190 days	**190 days**	-	**RED**

The processing of Disabled Facilities Grants is below target due to the incomplete cases from 2021. The Council will continue to chase the final invoices from Lancashire County Council and contractors to fully process the completed projects. The internal roll out of the Housing Assistance Policy will improve the service and a proposed social media campaign will launch the new policy to promote the improved service to residents.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Number of Food Standards Agency food inspections per annum, cumulative figure	240	48	96	146	-	**RED**

Although the number of Food Standards Agency inspections is performing below target, the inspection take place at different times across the year and are scheduled to be completed during Q4. It is noted that business may close prior to the inspection and therefore impact progress against the target.

4.8   Priority 4 – Effective and Efficient Council

Efficiencies and saving opportunities remain at the forefront of the Council's operations. The Council's website was launched at the start of October 2023 and work continues to embed the Council's new branding and customer service standards across all departments.

Income generation opportunities have been explored and the Corporate Management Team have reviewed the proposed budgets for 2024/25. The Council's Constitution and Programme governance have been reviewed to improve and effectively monitor service/project delivery.

4 staff engagement sessions and internal 'pulse' surveys have been delivered to engage staff. The Council has gathered both internal and external feedback to highlight areas requiring improvement. Actions will be consulted and delivered during the new year.

4.9   During Q3, 3 performance measures were reported within the 'red' status.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Number of days lost due to sickness absence per full time equivalent per annum, cumulative figure	8 days	2.34 days	7.02 days	**10.38 days**	-	**RED**

The level of sickness absence remains high although has improved in performance in comparison to Q2. At the end of Q3, 6 staff remained on long-term absence, subsequently 1 has left the authority and 1 has returned to work. The most common reason for sickness absence remains other musculo skeletal, closely followed by back and neck problems, work is currently being undertaken to consider the option provide physio sessions to support a faster return to work. Short-term sickness absence remains similar to Q2 (1.67 days per FTE).The main reason for short term sickness absence continues to be infections, colds, flu (0.19 days per FTE were Covid-19 cases although, government advice is not to test therefore more absence could be attributed to Covid-19). Payment of the flu jab has been offered to all staff, to try to mitigate further absences due to infections, colds, flu absences, to date 4 staff have claimed back monies for the flu jab.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Percentage of complaints responded to within 10 working days per quarter	95%	79.3%	78%	**61%**	-	**RED**

During Q3, 27 complaints were received. 6 (3 Operations, 1 Facilities, 1 Benefit Processing, 1 Planning Enforcement) of these complaints did not meet the 10 day deadline. All the complaints have now been responded to and closed. 4 complaints were closed with 10 days of the target (that is, within 20 days) and 2 complaints were closed within 20 days target (that is, within 30 days). The Complaints reporting process is completed by Corporate Support who monitor and request a response from the relevant officers on a weekly basis. The Complaints that do not meet the agreed timeline are usually more complex.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Percentage of MP enquiries responded to within 10 working days per quarter	95%	70%	78%	**68%**	-	**RED**

50 MP enquiries were received during Q3, 12 (4 Operations, 3 Planning, 1 Housing, 1 Environmental Health, 1 Facilities, 1 Finance and 1 Capita) of the 12 enquiries were not answered within 10 day deadline. All the MP Enquiries have now been responded to and closed. 7 MP Enquiries were closed with 10 days of the target (that is, within 20 days) and 5 MP Enquiries were closed within 20 days target (that is, within 30 days).

4.10   **Compliments and Complaints**

Compliments and complaints are also referred to in the Q3 Performance Management Report, page 16.

4.11

	Q3 2022/23	Q2 2023/24	Q3 2023/24
Number of Compliments	12	23	17
Highest nature of Compliments	92% (11) Staff member/team	61% (14) Staff member/team	59% (10) Staff member/team
Highest Service Area with Compliments	Operations - 8	Operations - 13	Operations - 17

The number of compliments received has decreased by 6 in Q3 when compared with Q2. Quarter 3 continues to see the top nature of compliment as 'Staff member/Team.'

4.12   Examples of compliments received during Q3:

- 'Collecting assisted bins at Rushbed Drive. Thank you to the refuse collectors for the good job that they do and she is very appreciative - serviced by Yellow, Blue, Grey and Brown rounds.'

- 'Emptying of brown bins on a cold morning and wanted to compliment them on a great job and making sure the contents were all out of the bin'

- 'Thank you for all arrangements regarding memorial oak tree for our uncle. It is now planted and very nice thank you.'

4.13

	Q3 2022/23	Q2 2023/24	Q3 2023/24
Number of Complaints	37	28	27
Highest nature of Complaints	24% (9) Action/ response/ communication	21% (6) Bins/bin collection	19% (5) Bins/bin collection
Highest Service Area with Complaints	Operations – 11	Operations - 15	Operations – 7 Capita - 7

The number of complaints received in Q3 has decreased by 1 when compared with the previous quarter, and is also lower when compared to Q3 last year.

4.14   **Local Government Ombudsman (LGO) Enquiries**

In Quarter 3 there was 1 enquiry received from the LGO which remains open.

Compliments and complaints are also referred to in the Performance Report on page 16.

4.15   **Corporate Risk Register**

The Council continues to review and monitor the Corporate Risk Register. 2 Corporate Risks were reported as 'red' on the RAG status during Q3.

- Corporate Risk 1 – Sustainability of the Medium Term Financial Strategy
- Corporate Risk 2 – Financial Sustainability of Council Owned Leisure Assets.

4.16	**Corporate Risk 1**	**Likelihood**	**Impact**	**Overall**	**Status**
	Sustainability of the Medium Term Financial Strategy	B	1	B1	**RED**

The Council's 2022/23 outturn has performed better than the estimated position detailed within the February 2023 Medium Term Financial Strategy. This has slightly improved the Council's reserve balances however, it is still estimated that these reserves will run out during 2026/27. Officers have continued to investigate alternative delivery mechanisms and maximise savings wherever possible, although further saving opportunities without affecting service delivery are minimal.

The budget setting process for 2024/25 has commenced with income and expenditure being scrutinised on a line-by-line basis. The Council has a continued freeze on non-essential expenditure and officers continue to review and maximise income generation opportunities. All vacant posts are evaluated by the Corporate Management Team prior to recruitment. The Empty Homes scheme continues to have an adverse impact on the Council's Medium Term Financial Strategy and officers have continued to deliver and manage the scheme closely.

4.17	**Corporate Risk 9**	**Likelihood**	**Impact**	**Overall**	**Status**
	Financial Sustainability of Council Owned Leisure Assets	A	2	A2	**RED**

An external assessment has been carried out of the financial sustainability of Council owned leisure assets by Grant Thornton, which has made a number of recommendations that were agreed by Full Council in May 2023. This is now a focus of action. An established cross party working group monitors the delivery of the recommendations and associated action.

5. RISK
5.1 The Council's Corporate Risk Register continues to be monitored by the Corporate Management Team on a regular basis and is referred to within the Q3 Performance Management Report, pages 17-26.

6. FINANCE
6.1 Financial implications and risks arising are identified within this report.

7. LEGAL
7.1 There are no immediate legal considerations attached to the recommendations within this report.

8. POLICY AND EQUALITIES IMPLICATIONS
8.1 Effective performance management is very important to the Council, and the Council is committed to improving on an on-going basis how it operates and how it can improve the services it offers and delivers. In completing this report, consultation has been undertaken with the Corporate Management Team and Portfolio Holder for Resources.

9. REASON FOR DECISION
9.1 Monitoring the Council's performance will enable Cabinet to identify and consider any actions, projects, performance measures or corporate risks requiring further action.

Background Papers	
Q3 Performance Management Report	Appendix 1

VALLEY PLAN 2021-25

PERFORMANCE MANAGEMENT REPORT

QUARTER 3 – 2023-24

ROSSENDALE BOROUGH COUNCIL

Effective and Efficient Council

Performance Management Report – Quarter 3 2023/24

Rossendale Borough Council (the Council) has four priorities within the Valley Plan 2021-25 – Our Place, Our Plan. These priorities represent the Council's main aims to achieve the Council's overarching vision.

Thriving Local Economy

High Quality Environment

Healthy and Proud Communities

Effective and Efficient Council
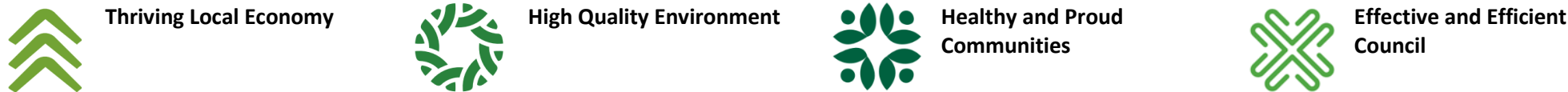
This report captures the Council's performance in relation to the outlined priorities and includes; Performance Measures, Performance Summary and Actions for Improvement, Compliments and Complaints and Corporate Risks. To deliver the outlined priorities, the Council revised the objectives within the Council's annual action plan at the start of 2023/24. The information included within this report relates to Quarter 3 (Q3) 2023/24 – **October, November and December**.

A strong and robust approach to performance management and data quality processes will deliver a high quality service and drive service improvements. This report compiles information from the Council's different service areas and ensures the information included is accurate, reliable and provided in a timely manner. The Council reviews its performance measures on an annual basis to ensure the targets are appropriate. A Red, Amber, and Green (RAG) rating status is used to monitor overall performance, and an arrow rating status has been introduced to demonstrate the performance trend in comparison to previous outturns.

To provide a clear understanding of how the Council is performing, the performance measures are split into Tier 1 and Tier 2 measures and where available will be compared to the 'National Local Authority' (NLA) average and the Council's comparable authorities - 'Family Group' (FG) average. The comparable information is drawn directly from the LG Inform Platform (LGA- id), which provides the most up to date and accessible information in relation to local authority performance measures.

Performance RAG Rating Status		Performance Trend Status	
Indicator	**Status**	**Indicator**	**Status**
GREEN	On track, no substantial issues or risks which require action from the Council.	⬆	Performance has increased.
AMBER	Some issues or risks which require action from the Council.	⬇	Performance has decreased.
RED	Serious issues or risks needing urgent action.	▬	Performance has continued with no increase or decrease / cannot be measured.
ANNUAL/	The status cannot be calculated.		

Tier 1 – A set of high-level strategic measures and targets that constitute the Valley Plan 2021-25 – Our Place, Our Plan.

Tier 2 – A set of performance measures and targets to address key priority areas of performance within Directorates/ Service Areas linked to the business planning process and the Valley Plan 2021-25 – Our Place, Our Plan.

Higher or Lower – Indicating whether the reported performance should be operating either higher or lower

| UNKNOWN | | | | than the target to increase/improve the Council's performance. |

Priority 1 - A Thriving Local Economy

Outcomes

- To support Bacup, Haslingden and Rawtenstall town centres as better places to provide their unique offers and a destination for local shoppers and visitors.
- To have secured inward investment in the borough creating a sustainable economy, matching local skills provision with future job and career opportunities.
- Having a thriving visitor economy which is more widely known with enhanced attractions and a much improved accommodation offer.

Performance Measures	2022-23 Outturn	Higher or Lower	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Percentage of empty shops across the borough per annum, cumulative figure	New	Lower	14%	19.5%	19.5%	**21.9%**	-	AMBER ↓	N/A
Vibrancy of Rossendale's town centres rated highly per annum, reported during Q3	New	Higher	75%	-	-	**37%**	-	RED ▬	N/A
Productivity of local businesses measured through the revenue generated by each employee per annum, reported during Q1 (measured through ONS)	New	Higher	£54,500	£45,685	-	-	-	AMBER ▬	N/A
Number of people supported into employment, education and training through the Rossendale Works Programme per annum, cumulative figure	66	Higher	60	19	75	**92**	-	GREEN ↑	N/A
Reduce the unemployment rate (claimant count aged 16-64) quarterly figure (LGA – id:5472)	4%	Lower	3%	3.9%	3.8%	**3.8%**	-	AMBER ▬	**4th QUARTILE** FG – **2.9%** (Nov - 2023) NLA – **2.7%** (Nov - 2023)
Tier 2									
Number of business support referrals per annum, cumulative figure	New	Higher	120	71	121	**135**	-	GREEN ↑	N/A
Performance Summary									

- As the Bacup 2040 regeneration project comes to a close, the final works to install a commemorative stone and information lectern have been commissioned for Hempstead Memorial Gardens and will be completed during Q4. Project plaques for the redeveloped buildings have been produced and will be installed at the end of the project. The project's evaluation has continued and a project-end celebration has been arranged to take place during Q4. The Council has supported the

Bacup Cultural Consortium in submitting a BID application to secure Arts Council England funding. If successful, the funding will be used to develop Bacup's cultural activity.

- Throughout Q3, the new concept designs for Bacup Market have progressed and a meeting has been scheduled in relation to the pre-planning application process. The designs will be consulted with the Bacup 2040 Board, other key stakeholders and the wider community during Q4.

- Following planning approval, a demolition company has been appointed to demolish the old Barclays Bank (12 Market Street), with works due to commence during January 2024.

- The renovation works to 51 and 53 Deardengate, Haslindgen have been completed. 41 and 18 Deardengate are the next two buildings to be re-developed as part of the Haslingden 2040 regeneration project.

- Following the successful application to secure an additional £729k public realm scheme funding, the Council has contracted Eric Wright Civil Engineering to undertake the public realm improvement works.

- The planning application for the new concept designs for Haslingden Market have been agreed. To deliver the proposal, a tender has been published to appoint a contractor and will close 19th January 2024.

- Public and stakeholder consultation has been carried out to feed into the development of Rawtenstall's masterplan. Additional consultations will follow to further improve the masterplan's outcomes.

- Rawtenstall Market traders have attended monthly update meetings together with the appointed architect, an initial designs workshop to develop the new Rawtenstall Market is scheduled for Q4.

- During Q3, work to deliver Lancashire County Council's Walking and Cycling Infrastructure Project has continued through the consultation of proposed routes

- The Town Centre Regeneration Officers have supported Haslingden's Christmas Market, Rawtenstall's Christmas Launch and the Bacup Now Christmas Event. All 3 events were delivered successfully and received positive feedback. The officers have also worked with local PCSO's in Bacup to tackle the ongoing anti-social behaviour issues, further actions are expected during Q4.

- During Q3, results from the Waterfoot public consultation were analysed and highlighted three main areas of concern. These were in relation to Waterfoot's eating and drinking offer, outdoor offer and Trickett's Arcade.

- The Council has supported the Horse and Bamboo in relation to making Waterfoot Rossendale's 'Arts Town'. This will be progressed during Q4 and into the new year.

- A Low Carbon Launch Event, 18th October 2023, provided businesses with energy and net zero advice, and a Rush Hour Networking Lunch Event, 21st November 2023, enabled the Council to create, and build on existing relationships with businesses across the borough.

- 3 vacant buildings have been identified in Bacup, funding from the Bacup 2040 regeneration project will be allocated for their redevelopment. The Former Regal Cinema, 16 Burnley Road (old Bingo Hall), will be demolished, consultation for the proposals for 11 Market Street are underway and a planning application for Bacup's Old Market Hall will be submitted during Q4.

- During Q3, 58 residents were supported through the Rossendale Works Programme, 14 of which securing jobs. The Rossendale Works Skills Hub has provided a base for Job Centre work coaches (twice a week), pre-employment assessments, CV workshops, over 50's workshops and NHS health and wellbeing drop in sessions. Additional support offers will be introduced to the Hub during Q4.

- Following the confirmed 'Green Flag' status for Stubbylee Park, initial steps have been taken to target a further 2024 'Green Flag' status for Rawtenstall's Library Gardens.

Actions for Improvement

- To further promote Rossendale as a place to visit and invest, the Town Centre Regeneration Officers have received website training which will increase the Council's proactive promotion of borough's attractions and businesses.

- During Q3, the percentage of empty shops across the borough remains below target and has increased from 19.5% to 21.9%. Breakdown of this data highlights that Rawtenstall (3.3%) is performing above national average. However, the percentage of empty shops within Bacup (22%) and Haslingden (20.8%) and Waterfoot (41.5%) are underperforming, this impacting Rossendale's overall average. The Waterfoot Action Plan and 'Arts Town' funding opportunity will aim to address this issue and the Council will continue to deliver regeneration programmes across Rossendale to improve the borough's town centres.

- Measured through the Council's Resident Survey, 37% of respondents rated Rossendale as vibrant. Breakdown of this response highlights low vibrancy in Bacup (16%), Haslingden (7%), Waterfoot (10%) and Whitworth (17%). Although, Rawtenstall's (93%) vibrancy was rated very high, and could demonstrate links to the low percentage of empty shops within Rawtenstall (3.3%). It is proposed for the vibrancy of town centres to be measured periodically through public consultations. This will measure the impact of the Council's regeneration programmes and demonstrate the improvements made to the borough's town centres.

Priority 2 - A High Quality Environment

Outcomes

- A high quality 'clean and green' local environment where people feel proud to live.
- Reduced our carbon footprint.
- Improved waste recycling rate across the borough.

Performance Indicator	2022-23 Outturn	Higher or Lower	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Increase the household waste recycling rate per quarter (LGA id: 46)	30.8%	Higher	38%	34.6%	33.7%	**29.4%**	-	**RED** ↓	**4th QUARTILE** FG – **38.93%** (2021/22) NLA – **44.39%** (2021/22)
Residual household waste collection rate per annum, cumulative figure (LGA id: 45)	516.72kg	Lower	540kg per household	118.5 kg	234.87 kg	**353.3kg**	-	**GREEN** ↑	**3rd QUARTILE** FG – **528.06kg** (2021/22) NLA – **468.77kg** (2021/22)
Average removal time of fly-tipping per quarter	5 days	Lower	5 days	4.67 days	3.5 days	**3.8 days**	-	**GREEN** ↓	N/A
Initial investigation of fly-tipping per quarter	New	Lower	5 days	3 days	3 days	**3 days**	-	**GREEN** ▬	N/A
Initial investigation of abandoned vehicles per quarter	New	Lower	5 days	2 days	2 days	**3 days**	-	**GREEN** ↓	N/A
Initial investigation of trade waste issues per quarter	New	Lower	5 days	4 days	3 days	**4 days**	-	**GREEN** ↓	N/A
Tier 2									
Percentage of general waste bins collected as per schedule per quarter	99.88%	Higher	98%	99.9%	99.9%	**99.8%**	-	**GREEN** ▬	N/A
Percentage of trade waste bins collected as per schedule per quarter	99.19%	Higher	98%	99.2%	99.4%	**99.5%**	-	**GREEN** ▬	N/A
Percentage of public litter bins emptied as per schedule per quarter	99.1%	Higher	98%	97%	99.9%	**99.6%**	-	**GREEN** ▬	N/A
Install additional/replacement bin per annum, cumulative figure	47 bins	Higher	60 bins	21 bins	48 bins	**62 bins**	-	**GREEN**	N/A

Percentage of main roads swept as per schedule per quarter	New	Higher	95%	89%	100%	**100%**	-	**GREEN** →	N/A
Percentage of side roads swept as per schedule per quarter	New	Higher	95%	90%	79%	**89%**	-	**RED** ↑	N/A
Percentage of amenity grass cut as per schedule per quarter	New	Higher	95%	94%	89%	**100%**	-	**GREEN** ↑	N/A
Percentage of park grass cut as per schedule per quarter	New	Higher	95%	100%	90%	**100%**	-	**GREEN** ↑	N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule per quarter	New	Higher	95%	90%	85%	**100%**	-	**GREEN** ↑	N/A
Percentage of play areas inspected as per schedule per quarter	New	Higher	80%	100%	100%	**100%**	-	**GREEN** →	N/A
Percentage of cemeteries inspected as per schedule per quarter	New	Higher	80%	100%	100%	**100%**	-	**GREEN** →	N/A

Performance Summary

- During Q3, the Council finalised the procurement of Bartec, a front and back office waste management system which monitors live operations to support efficient service delivery and improve customer services. The first stage of the system will be rolled out during Q4 and will focus on the waste service.

- In response to the disposal site changes at Lancashire's level, the Council has retrieved quotes from consultants in relation to building the local Waste Transfer Station. Budget estimates and initial proposals will be drafted in preparation of the tender to carry out the works.

- The Council's Resident Survey indicates that 61.26% of respondents felt that fly-tipping was an issue within their local area. The Council continues to prosecute fly-tipping and environmental crime offenders. During Q3, 2 offenders were prosecuted in relation to the 30-tonne fly-tipping offence at Futures Park, their sentence will be finalised during Q4. A further 7 fixed penalty notices, 20 community protection warning and 2 community protection notices have been issued in response to environmental crime offences.

- Due to the additional resources available within the winter months, an increased volume of maintenance works have been delivered in Victoria Park, Haslingden, and Whitaker Park, Rawtenstall. 50 trees, suffering from Ash Dieback, were identified and removed to control the spread of the disease and protect high footfall areas. The Parks team also received jet-washing training which will enable effective unblocking of drains and clearing of services to create service efficiencies.

- As part of delivering the Council's Climate Change Strategy, detailed energy and carbon audits for Henrietta Street have identified alternative heating system and electric fleet design options to reduce carbon emissions. The final recommendations will be incorporated into the design proposals for the new Waste Transfer Station at Henrietta Street. To further progress the decarbonisation of Council owned buildings, the Council has submitted a BID application to secure £1.3 million

Public Sector Decarbonisation Scheme funding.

- During Q3, the Net-Zero Terraced Streets pilot project was approved and the coinciding community engagement commenced. The project aims to decarbonise terraced street across Rossendale and the engagement response will contribute towards the next phase of the project.

- Further funding has been sought to develop Rossendale's electric vehicle infrastructure. A BID application has been submitted to secure £171k On-street Residential Chargepoint Scheme funding, confirmation of this funding is due to be announced during Q4.

- The Council has worked with partners and local landowners to successfully identify planting opportunities for the remaining 5,000 trees. These trees will be planted during Q4 to meet the 16,000 tree planting target.

Actions for Improvement

- The Council's recycling performance remains below target. Following confirmation from Lancashire County Council, the Council will need to introduce a food waste collection by 2026. This will impact the frequency of collections and should encourage greater recycling across the borough. Funding for the introduction of food waste collections will be announced during Q4.

- The percentage of side roads swept has improved from Q2 however, remains below target due to the backlog created during the previous quarter. Work will continue to reduce the backlog and meet the target performance.

Priority 3 – Healthy and Proud Communities

Outcomes

- To have delivered more new homes and a good mix of housing tenures.
- Improved the health of residents through access to better leisure facilities and health services.
- A more joined up approach to physical and mental wellbeing which is more rapidly reducing health inequalities.
- Residents share a sense of pride in their immediate community and the wider borough.

Performance Indicator	2022-23 Outturn	Higher or Lower	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Reduce the number of homeless presentations requiring relief duty per annum, cumulative figure (2022/23 - 15% reduction)	13.5%	Lower	11.82%	14.9%	10.8%	**4.54%**	-	GREEN ↑	N/A
Percentage of Disables Facilities Grants completed within 12 months per quarter	New	Higher	95%	96%	100%	**88%**		RED ↓	N/A
Deliver 'new homes' within the Local Plan per annum, cumulative figure	75	Higher	180	32	61	**71**	-	RED ↓	N/A
Deliver 'affordable new homes' within the Local Plan per annum, cumulative figure	60	Higher	25	11	21	**26**	-	GREEN ↓	N/A
Determine major planning applications within 13 weeks per quarter (LGA id: 17482)	N/A	Higher	60%	N/A	100%	**100%**	-	GREEN ▬	1st QUARTILE FG – 92% (2023/24) NLA – 88% (2023/24)
Determine minor and other planning applications within 8 weeks per quarter (LGA id: 17487)	85%	Higher	75%	92%	92%	**91%**	-	GREEN ↓	2nd QUARTILE FG – 84% (2023/24) NLA – 86% (2023/24)
Initial response to housing complaints per quarter	New	Lower	5 days	3 days	4 days	**3 days**	-	GREEN ↑	N/A
Initial response to food hygiene complaints per quarter	New	Lower	10 days	7 days	5 days	**7 days**	-	GREEN ↓	N/A
Prevalence of overweight (including obesity) year 6 children per annum, reported in Q1.	New	Lower	37%	38.1%	-	-	-	**N/A**	N/A
Tier 2									
Number of Disabled Facilities Grants awarded per annum, cumulative figure	74	Higher	80	24	55	**93**	-	GREEN ↑	N/A
Processing of Disabled Facilities Grants - Application to	New	Lower	110 days	139 days	72 days	**70 days**	-	GREEN ↑	N/A

Approval days per quarter								
Processing of Disabled Facilities Grants - Approval to Completion days per quarter	New	Lower	80 days	182 days	190 days	**190 days**	-	**RED** ▬	N/A
Number of Food Standards Agency food inspections per annum, cumulative figure	New	Higher	240	48	96	**146**	-	**RED** ⬆	N/A

Performance Summary

- Utilising the 'Improvements to Empty Homes' section 106 monies, a property has been purchase to provide temporary accommodation for vulnerable residents. Throughout Q4, further funding will be allocated to refurbish this property and purchase a second property for temporary accomodation.

- The revised Housing Assistance Policy (formally Disabled Facilities Grants Policy) was agreed at Cabinet, 6th December 2023. The policy revisions provide continuity with other local authorities, increases the Council's offer through the use of a Home Improvements Agency and makes better use of funding to support public and commercial spaces.

- A Get Active Big Connect event, 30th November 2023, was delivered to 68 attendees to communicate the importance of activity and improving the borough's collective health. During Q3, the Council appointed a Physical Activity Programme Manager, funded through Together and Active Futures, to develop relationships with leisure and health partners in preparation for a Physical Activity Strategy to support Rossendale's Community Health and Wellbeing Plan.

- Victoria Park, Haslingden, is now host to a weekly junior park run and the Council has developed a BID application to secure Lancashire Environment Funding to improve Victoria Park's wheeled sports area. A further BID application has been submitted to FCC Community Action Fund to improve the skate park at Edgeside Park, Watefoot.

- To raise the profile of local health facilities across Rossendale, the Rossendale Connected Population Health Board and partners have proposed a Health and Wellbeing event and Age of Inspiration event to take place during Q4, once finalised these events will be publicised on social media platforms.

- Community research to understand the use of health services has been completed in Stacksteads and Worsley. The research concludes that residents with a greater awareness of health facilities and community support are more likely to use the offers available. Following this, a communications campaign will be launched during 2024 to publicise health facilities and services available across Rossendale.

- The Household Support Fund 4 has been fully allocated to 2,700 vulnerable households. Further confirmation is awaited from central Government in relation to extending the programme after 31st March 2024.

- During Q3, 66 out of the 95 Ukraine guests have been supported into their own homes in and around Rossendale and the 'Ukrainians in Rossendale' support group continues to meet on a weekly basis.

- Foodbanks across Rossendale have reported an 80% drop in donations due to the cost of living crisis and have seen a 100% increase in demand over the past 12 months. The Household Support Fund 4 has contributed £47.5k funding to support foodbanks and Rossendale Food Group have provided other food offers over the Christmas period. The Council will continue to review foodbank/community grocery options for the borough – Haslingden Halo Community Grocery will be developed and trialed during Q4.

Actions for Improvement

- Although the number of 'affordable new homes' built is performing above target, the delivery of 'new homes' built remains below target. The number of new homes built to deliver the Council's Local Plan is derived from a number of sources and will continue to be collated throughout the year. To identify an accurate representation of the number of new homes built, the Council will work with developers, partners and stakeholders.

- The percentage of Disabled Facilities Grants completed within 12 months and processing of the grants has reduced due to outstanding invoices in relation to 4 large projects received during 2021. The Council will continue to chase the outstanding invoices to finalise the projects. To improve the service, the Council has increased its approved contractors list by 260% and has agreed the new Housing Assistance Policy. A proposed social media campaign will launch the new policy to promote the improved service to residents.

- Although the number of Food Standards Agency inspections is performing below target, the inspection take place at different times across the year and are scheduled to be completed during Q4. It is noted that business may close prior to the inspection and therefore impact progress against the target.

Priority 4 – Effective and Efficient Council

Outcome

- Provide good quality and responsive services embracing new technologies.
- Be a financially sustainable Council with a commercial outlook whilst always considering social value.
- Provide sound governance to enable key decisions and major projects to be progressed in an efficient and professional way.
- Have a skilled and happy workforce, where we are able to retain and attract good staff.

Performance Indicator	2022-23 Outturn	Higher or Lower	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Time taken to process Housing Benefit new claims per quarter (LGA id: 299)	14.9 days	Lower	17 days	16.8 days	11.7 days	**11 days**	-	**GREEN** ⬆	**1st QUARTILE** FG – 21 days (2023/24) NLA – 20 days (2023/24)
Time taken to process Housing Benefit change in circumstances per quarter (LGA id: 300)	2 days	Lower	4 days	4 days	2.7 days	**2.8 days**	-	**GREEN** ▬	**1st QUARTILE** FG – 8 days (2023/24) NLA – 8 days (2022/23)
Time taken to process Council Tax benefit new claims per quarter	14.3 days	Lower	15 days	15.3 days	15.7 days	**N/A**	-	**N/A**	N/A
Time taken to process Council Tax benefit change in circumstances per quarter	2.4 days	Lower	4 days	3.4 days	2.5 days	**2.9 days**	-	**GREEN** ⬇	N/A
Payment of undisputed invoices within 30 days per quarter	85%	Higher	90%	94%	88%	**92%**	-	**GREEN** ⬆	N/A
Number of Ombudsman Enquiries upheld per annum, cumulative figure	0	Lower	0	0	0	**0**	-	**GREEN** ▬	N/A
Number of employee leavers in line with the national average, 15% per annum (7 employee leavers per quarter)	New	Lower	7	5	6	**6**	-	**GREEN** ▬	N/A
Number of days lost due to sickness absence per full time equivalent employee per annum, cumulative figure	9.76 days	Lower	8 days	2.34 days	7.02 days	**10.38 days**	-	**RED** ⬆	N/A
Percentage of staff who have completed an annual appraisal per annum, cumulative figure.	92.2%	Higher	100%	27%	93%	**95%**	-	**GREEN** ⬆	N/A
Percentage of staff who have completed mandatory training per quarter	New	Higher	100%	N/A	N/A	**N/A**	-	**N/A**	N/A

Indicator		Direction	Target	Q1	Q2	Q3	Q4	Status	Benchmark
RIDDOR reportable accidents and incidents per annum, cumulative figure	3	Lower	< 5	2	3	**3**	-	**GREEN** ▬	N/A
Tier 2									
Percentage of Council Tax collected per annum, cumulative figure (LGA id: 199)	95.79%	Higher	96.1%	28.21%	54.92%	**81.5%**	-	GREEN ⬆	**4th QUARTILE** FG – 96.81% (2022/23) NLA – 97.11% (2022/23)
Percentage of NNDR collected per annum, cumulative figure	New	Higher	98.25%	28.51%	58.11%	**81.93%**	-	AMBER ⬆	N/A
Percentage of accurate processing of a Housing Benefit claim per annum, cumulative figure	New	Higher	95%	94.67%	98%	**95.33%**	-	GREEN ⬇	N/A
Secured garden waste subscribers per annum, cumulative figure	7257	Higher	7000	6938	7174	**7203**	-	GREEN ⬆	N/A
Secured commercial waste subscribers per quarter, cumulative figure	430	Higher	440	421	403	**408**	-	AMBER ⬆	N/A
Increase the number of electronic service request forms completed by residents by 15% per annum, reported in Q4	8250	Higher	9500	-	-	**-**	-	**N/A**	N/A
Distribute 12 positive new stories per quarter	New	Higher	12	12	18	**11**	-	GREEN ⬇	N/A
Increase the number of LinkedIn followers by 4% per annum, cumulative figure	New	Higher	210	287	396	**597**	-	GREEN ⬆	N/A
Percentage of FOIs responded to within 20 days per quarter	New	Higher	95%	86.9%	93%	**90%**	-	AMBER ⬇	N/A
Percentage of complaints responded to within 10 working days per quarter	New	Higher	95%	79.3%	78%	**61%**	-	RED ⬇	N/A
Percentage of Member enquiries responded to within 10 working days per quarter	New	Higher	95%	66.7%	25%	Non received	-	**N/A**	N/A
Percentage of MP enquiries responded to within 10 working days per quarter	New	Higher	95%	70%	78%	**68%**	-	RED ⬇	N/A
Number of Health and Safety reports received per annum, cumulative figure	99	Lower	90	26	44	**63**	-	GREEN ▬	N/A
Performance Summary									

- The Council's new website was launched 3rd October 2023. The website now provides direct links to the most popular service and has reduce the number of customer clicks to request a service or find information by 75%.

- To monitor the Council's customer services, a periodic mystery shopper exercise was undertaken throughout November 2023. The results from this exercise indicate that the majority of staff are following the Council's customer services standards. It is proposed for the exercise to be conducted every 6 months to maintain a high standards of customer service within the Council's culture.
- During Q3, the Council has introduced its new branding, logo and colours across platforms and documents. New templates have been drafted and will be agreed during Q4.

- During Q3, the Chief Finance Officer and Corporate Management Team have reviewed the proposed budgets for 2024/25 to support the Council's Medium Term Financial Strategy. The budgets will continue to be finalised during Q4.

- Following recommendations from the Governance Work Group, the Council's Constitution was agreed at Full Council, 15th November 2023. The new Constitution, and list of amendments, have been circulated to relevant officers in preparation for the planned training session.

- The Council's internal Programme Board process and templates have been refreshed. The Programme Board now reports on the Council's overarching Programmes, rather than Individual projects. Projects will now also be monitored at an operational level. The previous Programme Board meeting, 14th November 2023, approved the Council's 5 Programmes; Capital Regeneration, Town Centre Regeneration, Property Services, Climate Change, Operations and Digital Strategy. The Programme Board will continue to monitor the progress and risks of each Programme on a quarterly basis.

- During Q3, the Council delivered 4 Christmas Staff Engagement Sessions to celebrate the successes of 2023 and priorities/challenges for 2024.

- An annual staff satisfaction survey was completed. The survey recommendations highlighted focus needed to improve internal communications and IT systems, these were presented to all staff within the engagement sessions. Actions will be developed and delivered during 2024/25.

- 2 additional staff surveys were shared in relation to the use of the corporate document management system (Idox), used by majority of services (except Operations), and use of the Council's 4 Electric Bikes. Responses will be collated and any actions from these surveys will be implemented in Q4.

- The Council's annual resident survey was live from 9th October to 31st October 2023. The survey received 1158 total responses, this a 57.5% increase from 2022. The survey response and analysis is being collated and will be finalised during Q4.

Actions for Improvement

- The time taken to process new Council Tax claims has not been reported during this quarter as the indicator outputs have been identified as inaccurate. This issue has been raised with NEC (software solutions) and will be reviewed during 2024/25.

- During Q3, 27 complaints were received. 6 (3 Operations, 1 Facilities, 1 Benefit Processing, 1 Planning Enforcement) of these complaints did not meet the 10 day

deadline. All the complaints have now been responded to and closed. 4 complaints were closed with 10 days of the target (that is, within 20 days) and 2 complaints were closed within 20 days target (that is, within 30 days). The complaints process is monitored by Corporate Support. Officers are requested to provide a response on a weekly basis. The complaints that do not meet the agreed timeline are usually more complex.

- 50 MP enquiries were received during Q3, 12 (4 Operations, 3 Planning, 1 Housing, 1 Environmental Health, 1 Facilities, 1 Finance and 1 Capita) of these enquiries were not answered within 10 day deadline. All the MP Enquiries have now been responded to and closed. 7 MP Enquiries were closed with 10 days of the target (that is, within 20 days) and 5 MP Enquiries were closed within 20 days target (that is, within 30 days). Work continues to improve the response time to MP and Member Enquiries to meet the target deadline.

- The level of sickness absence remains high although has improved in performance in comparison to Q2. At the end of Q3, 6 staff remained on long-term absence, subsequently 1 has left the authority and 1 has returned to work. The most common reason for sickness absence remains other musculo skeletal, closely followed by back and neck problems, work is currently being undertaken to consider the option provide physio sessions to support a faster return to work. Short-term sickness absence remains similar to Q2 (1.67 days per FTE).The main reason for short term sickness absence continues to be infections, colds, flu (0.19 days per FTE were Covid-19 cases although, government advice is not to test therefore more absence could be attributed to Covid-19). Payment of the flu jab has been offered to all staff, to try to mitigate further absences due to infections, colds, flu absences, to date 4 staff have claimed back monies for the flu jab.

Compliments and Complaints

Compliments

Compliment Trend	Q1	Q2	Q3	Q4
2021-23	40	34	21	26
2022-23	27	28	12	23
2023-24	26	23	17	-

Number of Compliments	Compliment Detail
3	Bins/bin collection
1	Quality of service
10	Staff member/team
1	Litter/debris/fly-tipping
2	Other

■ 2021/22 ■ 2022/23 ■ 2023/24
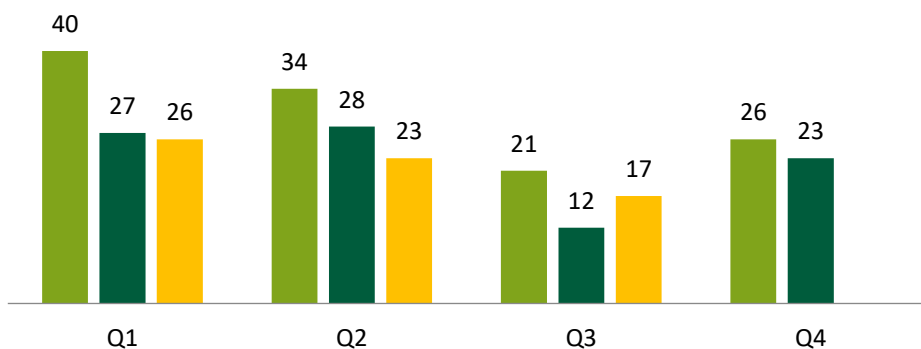
Ombudsman Enquiry

Ombudsman Enquiry	Q1	Q2	Q3	Q4
2021-23	0	3	2	1
2022-23	2	3	0	0
2023-24	2	0	1	-

Complaints

Complaints Trend	Q1	Q2	Q3	Q4
2021-23	30	34	20	23
2022-23	41	34	37	31
2023-24	29	28	27	-

Number of Complaints	Complaint Detail
4	Action/response/communication
1	Bailiff charges/action
2	Benefits processing
5	Bin/bin collection
1	Council decision
1	Council policy/procedure
4	Council Tax charges/decision
1	Grass cutting
1	Other
2	Property/land
2	Quality of service
2	Staff member/team
1	Tree

■ 2021/22 ■ 2022/23 ■ 2023/24
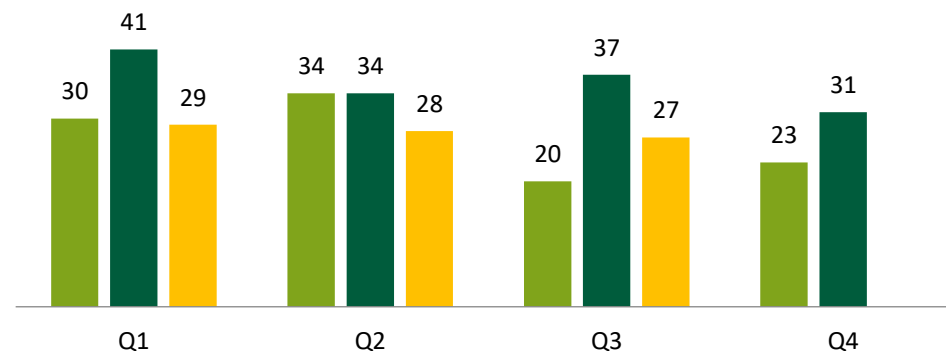
During Q3, 1 new Ombudsman enquiry was received. It is noted that the Council isn't notified of all enquiries/decisions, the above relates to the notified enquires.

Corporate Risk Register

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

A					
B					
C					
D					
E					
F					
	5	4	3	2	1

Likelihood

Impact

Likelihood

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

Impact

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

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

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

RED	The likelihood and impact of the risk is high

Risk 1 – Sustainability of the Medium Term Financial Strategy   Responsible Officer - Karen Spencer

Description

The Council's latest Medium Term Financial Strategy 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 Medium Term Financial Strategy through pay award, utility costs, contract inflation and Council Tax/NNDR collection rates.

Risk Consequence

If the Council is not able to prepare a balanced budget there would be legal ramifications, but would ultimately impact on the level of services the council is able to deliver to Rossendale residents and would result in major reputational damage.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED

Mitigation

The Medium Term Financial Strategy does not indicate a significant narrowing of the gap in the next four years. New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the council will need to be challenged to become more effective.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Q3 Update

The Council's 2022/23 outturn has performed better than the estimated position detailed within the February 2023 Medium Term Financial Strategy. This has slightly improved the Council's reserve balances however, it is still estimated that these reserves will run out during 2026/27. Officers have continued to investigate alternative delivery mechanisms and maximise savings wherever possible, although further saving opportunities without affecting service delivery are minimal.

The budget setting process for 2024/25 has commenced with income and expenditure being scrutinised on a line-by-line basis. The Council has a continued freeze on non-essential expenditure and officers continue to review and maximise income generation opportunities. All vacant posts are evaluated by the Corporate Management Team prior to recruitment. The Empty Homes scheme continues to have an adverse impact on the Council's Medium Term Financial Strategy and officers have continued to deliver and manage the scheme closely.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	1	B1	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 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. 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

Q3 Update

The Council's Local Emergency Plan has been reviewed and updated. The system for out of hours' emergencies has been streamlined so that there is a single point of contact for the Council's Senior Officers and improved arrangements with Capita. Arrangements with Lancashire County Council and Lancashire Resilience Forum are regularly reviewed and updated.

The Council has continued to work with the Lancashire County Council Emergency Planning Team to update the Rest Centre information and contacts. The Council's internal Emergency Planning Team meetings continue to be held on a quarterly basis. Officers continue to attend Lancashire Resilience Forum meetings, other agency meetings and training to ensure the Lancashire response to major incidents is robust.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Risk 3 – Incident resulting in Death or Serious Injury or HSE Investigation   Responsible Officer - Clare Law

Description

Under the Health and Safety at Work Act (1974), the Council has a duty of care towards the health, safety and wellbeing of its employees and others who may be affected by our work. In the event of a RIDDOR reportable accident, there is a risk of a Health and Safety Executive 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

A robust 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. 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
	E	2	E2	GREEN

Q3 Update

Work has continued to implement the Health and Safety Action Plan with the main areas of work being asbestos controls and premises monitoring and compliance. Work to review the controls for the removal of fly-tipping containing asbestos has been undertaken and robust controls have been implemented.

The merging of Facilities and Health and Safety has begun to improve the control of premises, particularly in relation to compliance and the programme of workplace inspections for 2023/24 is ongoing and on target, with a further 3 inspections carried out during Q3. Work to progress health and safety risk management remains behind schedule as it is dependent on the corporate Risk Management Strategy being agreed. 19 health and safety reports were received during Q3 and none of these were reportable under the RIDDOR Regulations.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 4 – Changes to Government policy on the delivery of the Council's services   Responsible Officer - Rob Huntington

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 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

Q3 Update

The Council continues to be a member of the Local Government Association and District Councils Networks. The Chief Executive regularly attends the North West Chief Executive, and Lancashire Chief Executive meetings, both having representation from the Local Government Association. 'Horizon Scanning and Policy' is an agenda item on the Corporate Management Team's weekly meeting and promotes ongoing discussions in relation to recent policy announcements, funding opportunities and other relevant information from government departments to determine any appropriate action required.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 5 – 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

Q3 Update

The number of employee leavers has remained the same as Q2 and within our KPI target. All vacant posts have successfully been recruited, with the exception of the vacancies within the Operations Workshop. The Operations Workshop vacancies continue to be backfilled via agency and work is currently being undertaken to support recruitment to these hard to recruit to roles.

The level of sickness absence remains high although has improved in performance in comparison to Q2. At the end of Q3, 6 staff remained on long-term absence, subsequently 1 has left the authority and 1 has returned to work. The most common reason for sickness absence remains other musculo skeletal, closely followed by back and neck problems, work is currently being undertaken to consider the option provide physio sessions to support a faster return to work. Short-term sickness absence remains similar to Q2 (1.67 days per FTE).The main reason for short term sickness absence continues to be infections, colds, flu (0.19 days per FTE were Covid-19 cases although, government advice is not to test therefore more absence could be attributed to Covid-19). Payment of the flu jab has been offered to all staff, to try to mitigate further absences due to infections, colds, flu absences, to date 4 staff have claimed back monies for the flu jab.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER

Risk 6 – 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, Payment Card Industry Data Security.

Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER

Mitigation

To protect against a data breach 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 and the Payment Card Industry Data Security. 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 which means the Councils' infrastructure met all the security requirements to allow connection to the Public Services Network. 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

Q3 Update

As part of the ongoing compliance and audit regulations Penetration Testing was carried out in December 2023. This forms part of Rossendale's approach to data and cyber security, this is an ongoing process as required by the Public Service Network. Also further additional internal testing will be conducted across a number of Virtual Machines. All of the existing Customer Information System certificates will be renewed, these are used to provide enhanced security protection with regard to any Central Government Application Programme Interfaces.

Further work has continued with the implementation of the Memorandum of Understanding compliance requirements imposed by Department of Working Pensions. The Memorandum of Understanding details the required security standards and processes that have to be met in line with requirements. A review of all data sources has been carried out, and an assessment around legal gateways will be conducted.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 7 – 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 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

Q3 Update

Viva PR has continued to deliver the agreed communications including updates to the Council's website and social media posts to residents, businesses and communities. Corporate Management Team receive a weekly update, which includes horizon scanning and potential risks. We have issued 11 positive press releases resulting in 62 pieces of media coverage. All of these pro-active positive releases help to promote the Council externally. Viva PR act as first point of contact for the media and always respond in a timely manner ensuring good working relationships with local and regional media.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	1	E1	GREEN

Risk 8 – Non – Delivery of Corporate Programmes | Responsible Officer - Rob Huntington

Description

The Council has agreed the 6 corporate programmes for 2023/24 to support the delivery of Corporate Plan.

Risk Consequence

Failure to deliver the corporate programmes would have a detrimental impact on the delivery of the Council's Valley Plan 2021-25, Our Place, Our Plan, and result in a reputational risk to the Council's commitment to the residents. The failure to deliver the corporate programmes 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 programme will have a robust project plan and live risk register. The Programme Sponsor will be responsible for the strategic overview of the corporate programme, and the Programme Manager will be responsible for the day-to-day management of the corporate programme. The Council's Programme Board meets quarterly to review the progress of the corporate programmes. The Programme Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate programme.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Q3 Update

A revised programme to support the delivery of the Valley Plan 2021-25 – Our Place, Our Plan has been implemented, with appropriate governance and programme sponsorship in place.

The Programme Board now reports on the Council's overarching Programmes, rather than Individual projects. Projects will now also be monitored at an operational level. The previous Programme Board meeting, 14th November 2023, approved the Council's 5 Programmes; Capital Regeneration, Town Centre Regeneration, Property Services, Climate Change, Operations and Digital Strategy. The Programme Board will continue to monitor the progress and risks of each Programme on a quarterly basis.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 9 – Financial Sustainability of Council Owned Leisure Assets   Responsible Officer – Rob Huntington

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 and continue through 2023/24.

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

Q3 Update

An external assessment has been carried out of the financial sustainability of Council owned leisure assets by Grant Thornton, which has made a number of recommendations that were agreed by Full Council in May 2023. This is now a focus of action. An established cross party working group monitors the delivery of the recommendations and associated action.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED