Subject:	Quarter 4 Performance Management Report (January, February, March) 2025	**Status:**	For Publication
Report to:	Overview and Scrutiny	**Date:**	16th June 2025
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 Overview and Scrutiny Committee to note and consider the Council's performance during Quarter 4 (Q5) 2024-25 as detailed in this report and Appendix 1.

2. EXECUTIVE SUMMARY

2.1
- The Q4 Performance Management Report details the Council's performance in relation to the Valley Plan 2021-25 (Our Place, Our Plan) during the months January, February and March 2025.

- The report provides an update in relation to the Council's performance measures, action summaries and recommendations for improvement, compliments and complaints, and corporate risks.

- The report concludes 6 performance measures reported as 'red' and 1 corporate risks reported as 'red' on the RAG status.

- During Q3, the Council received 15 compliments, 52 complaints and 2 Local Government Ombudsman enquiries.

3. BACKGROUND

3.1 This report aims to summarise the Council's performance during Q4 2024-25 for the Overview and Scrutiny Committee.

3.2 The Performance Management Framework was reviewed by the Corporate Management Team at the start of 2024-25 and slight changes were made to the performance measures and action objectives sitting under the 4 priorities. Reporting managers were consulted as part of the review to ensure the report effectively evaluates the impact and delivery of the Council's Valley Plan 2021-25.

3.3 The Council continues to use the Red, Amber, Green (RAG) rating status and an arrow indicator to monitor performance and demonstrate performance trend in comparison to previous outturns.

3.4   The reviewed performance measures continue to be 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. A 'Higher or Lower' column is included to provide clarity to whether the performance should be operating either higher or lower than the target to increase/improve the Council's performance.

3.5   Where applicable, performance measures 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.

3.6   The Q4 Performance Management Report is attached as Appendix 1.

4.   DETAILS

4.1   The Council's performance is assessed quarterly via performance measures, action summaries and recommendations for improvement. Further details are included within the Q4 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	4	3	-	-
A High Quality Environment	19	-	1	-
Healthy and Proud Communities	11	1	2	-
Effective and Efficient Council	17	5	3	-

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

4.3   **<u>Priority 1 – A Thriving Local Economy</u>**

To support a thriving local economy, Rossendale has progressed multiple initiatives across its towns. The Bacup Market scheme has been paused to evaluate and maximise the project's impact on the town, and Rawtenstall Market has transitioned to Council management with preparations for a temporary relocation underway.

The Plan for Neighbourhoods is still within its early stages, and Waterfoot continues to see investment in arts and infrastructure.

Economically inactive residents continue to be supported via the Rossendale Works Programme and businesses have been provided with ongoing day-to-day support, alongside Rossendale Digital to modernise and upskill businesses digitally.

4 Green Flag awards have been submitted for Stubbylee Park (Bacup), Library Gardens (Rawtenstall), Hempstead Memorial Garden (Bacup), and Whitworth Memorial Garden.

4.4   During Q4, 4 performance measures were reported within the 'green' RAG status, and 3 within 'amber'.

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

The Bartec waste management system has been fully integrated into the Council's website, enhancing customer service and operational efficiencies. Enforcement against environmental offences has continued, with fines and prosecutions issued for fly-tipping, abandoned vehicles, and community protection breaches.

Continued support has been provided to community groups, with additional 'community clean-up' days at West View Play Area and Prinny Hill in Haslingden.

The Council has successfully installed an air-handling unit at Marl Pits Leisure Centre and has secured an additional £1.4m Public Sector Decarbonisation Scheme funding to continue to decarbonisation of Marl Pits.

Plans for the improved Waste Transfer Station at Henrietta Street were put on hold and are being reviewed to explore alternative locations, including Futures Park, Bacup.

4.6 During Q4, 19 performance measures were reported within the 'green' RAG status, and 1 within 'red'.

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

The Edenfield Neighbourhood Plan was approved via referendum in February 2025 and is set for formal adoption by Full Council.

The Council launched a Physical Activity and Sport Strategy highlighting a commitment to making physical activity central to wellbeing. Additionally, the Leisure Facilities Working Group has continued to progress a number of identified actions including the Leisure Strategy Asset Review and options appraisal for the future use of Marl Pits' Pavilion.

Round 6 of the Household Support Fund was fully allocated to local food groups, with future plans for a food hub underway. A Ukraine Commemoration Event in March 2025 welcomed over 120 residents, and four Ukrainian families have been supported into private accommodation.

4.8 During Q4, 11 performance measures were reported within the 'green' RAG status, 1 within 'amber', and 2 within 'red'.

4.9 **Priority 4 – Effective and Efficient Council**

The Council has produced a balanced budget for 2025/26 and has updated its four-year Medium-Term Financial Strategy.

Following extensive consultation with stakeholders, the Council has refreshed its Valley Plan (2025–2029).

In response to the proposed Local Government Reorganisation, a formal letter from Lancashire has been submitted to central government. The Council has shared communications with residents and staff relating to the Council's current position.

4.10　During Q4, 17 performance measures were reported within the 'green' RAG status, 5 within 'amber', and 3 within 'red'.

4.11　**Compliments and Complaints**

Compliments and complaints are referred to in the Q4 Performance Management Report, page 16.

4.12

	Q4 2023-24	Q3 2024-25	Q4 2024-25
Number of Compliments	20	15	15
Highest nature of Compliments	80% (16) Staff member/team	100% (15) Staff member/team	80% (12) Staff member/team
Highest Service Area with Compliments	Operations – 11	Operations - 12	Operations - 11

The number of compliments has remained the same when compared to the previous quarter. During Q4, 80% of compliments were in relation to 'staff member/team', 11 of these were for the Operations team.

4.13　Examples of compliments received during Q4:

- *'Thank you to the Operations Team for helping with the removal of fly-tipping.'*

- *'My dealings with Council Tax have always been helpful and stress free. Everybody I have spoken to has been kind, professional, and able to answer any query I have had.'*

- *'Thank you to Communities and Finance for supporting me with my Household Support Fund application.'*

4.14

	Q4 2023-24	Q3 2024-25	Q4 2024-25
Number of Complaints	31	31	52
Highest nature of Complaints	16% (5) Council Tax Charges/Decision	19% (6) Property/Land	19% (10) Bins/Bin Collection
Highest Service Area with Complaints	Capita – 10	Operations - 8	Operations – 19

The number of complaints received has increased by 21 when compared to the previous quarter and when compared to Q4 last year.

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

During Q4, 2 new enquiries was received from the LGO. 1 preliminary enquiry and 1 premature enquiry.

4.16　**Corporate Risk Register**

4.17　The Council continues to review and monitor its 10 Corporate Risk Register. During Q4, 3 Corporate Risks were reported within the 'green' RAG status, and 6 within 'amber'. 1 Corporate Risks was reported within the 'red' RAG status.

- Corporate Risk 9 – Financial Sustainability of Council Owned Leisure Assets

5. RISK

5.1 The Council's Corporate Risk Register continues to be monitored by the Corporate Management Team on a quarterly basis in line with the Council's Risk Management Strategy, and is referred to within the Q4 Performance Management Report, pages 17-28.

6. FINANCE

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

7. LEGAL

7.1 As recommended by the Investigatory Powers Commissioner's Office, the Council is required to monitor and report on the use of authorisations under the Regulation of Investigatory Powers Act (RIPA). There have been no authorisations sought in Q4. There are no immediate legal considerations attached to the recommendations within this report.

8. POLICY AND EQUALITIES IMPLICATIONS

8.1 Effective performance management is important to the Council, and the Council is committed to improving its services. 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 the Overview and Scrutiny Committee to identify and consider any service actions, projects, performance measures or corporate risks requiring further action, and make suitable recommendations to Cabinet.

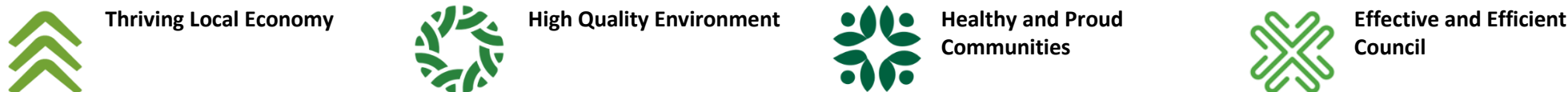| Background Papers	
Q4 Performance Management Report	Appendix 1
Q4 Performance Management Dashboard	Appendix 2

Performance Management Report

Quarter 4 - 2024-25

Performance Management Report – Quarter 4 2024/25

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 2024/25. The information included within this report relates to Quarter 4 (Q4) 2024/25 – **January, February, and March 2025**.

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/ UNKNOWN	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 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	2023-24 Outturn	Higher or Lower	2024-25 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Percentage of empty shops across the borough	22%	Lower	14%	23.4%	21.35%	19.7%	**19.09%**	AMBER ⬆	N/A
Increase the attractiveness of Rossendale's main town centres by 5% per annum, reported during Q3 (Resident Survey)	38%	Higher	43%	-	-	**45%**	-	GREEN ⬆	N/A
Increase the vibrancy of Rossendale's main town centres by 5% per annum, reported during Q3 (Resident Survey)	29%	Higher	34%	-	-	**33%**	-	GREEN ⬆	N/A
Productivity of local businesses measured through the revenue generated by each employee per annum, reported during Q1 (Office for National Statistics)	£45,685	Higher	£54,500	**£52,767**	-	-	-	AMBER ⬆	N/A
Number of economically inactive residents engaged through the Rossendale Works Programme per annum, cumulative figure	110	Higher	60	43	68	91	**101**	GREEN ⬆	N/A
Reduce the borough's unemployment rate per annum, cumulative figure (LGA – id:5472)	4%	Lower	3%	4%	4.2%	4%	**3.9%**	AMBER ⬆	**4TH QUARTILE** FG – 3.1% (Q4 2024/5) NLA – 3% (Q4 2024/5)
Tier 2									
Number of business support referrals per annum, cumulative figure	147	Higher	120	36	77	100	**123**	GREEN ⬆	N/A
Performance Summary									

- Following feedback from statutory consultees, the proposed designs for the new Bacup Market and public realm scheme on Union Street were revised, resulting in additional costs outside the project's scope. The scheme was placed on hold to explore alternative options that maximise the project's impact for the town. Throughout this process, the Bacup 2040 Board were consulted, and architects were appointed to develop a revised scheme.

- Haslingden's National Lottery Heritage Fund public realm scheme has been re-tendered. A temporary traffic regulation order has been issued in preparation for the works within the scheme. The on-site works are expected to begin in June 2025.

- Seven shops in Haslingden have received support through the shop front grants, helping to enhance the overall appearance of Haslingden town centre. In addition, 34 Deardengate (former Creative Bathrooms property) has been identified for redevelopment by a Rossendale-based business to transform the building into a training centre and office facility. A grant funding opportunity will be submitted to the Board for approval.

- The Council's existing Rawtenstall market operators, Play Market Management, exited Rawtenstall Market in March 2025 and the facility being managed by the Council. Temporary market stalls have been procured and Market Traders are kept informed of updates, including the timeline for the relocation to the temporary site at Rawtenstall Town Square.

- Rawtenstall's Long-Term Plan for Towns project and Board has been re-established as the Plan for Neighbourhoods. The funding aims to improve access to employment and related opportunities. The Board activities have been refreshed to develop an outline for the proposed allocation of funding against existing Corporate Priorities and masterplans.

- Five art pieces for Waterfoot town centre have been developed and will be installed during 2025/26. Other capital projects including; the Trickett's Arcade shop, temporary town square, new signage, and tunnel mural—will be carried forward into the 2025/26 UK Shared Prosperity Funding programme to ensure continued quality and impact.

- The Council has continued to support the newly established Waterfoot Arts Group to explore additional investment opportunities for Waterfoot. These discussions will feed into the Plan for Neighbourhoods project.

- Rossendale's Digital Tech Hub has continued to engage with local businesses to support digital modernisation and upskilling. A series of engagement activities have been delivered including; a monthly 'Tech Talk' featuring guest speakers, including the CIO of Asda, and a regular 'Lunch and Learn' networking session.

- In collaboration with Valley Heritage and Manchester School of Architecture a project to identify a sustainable new use for Waterbarn Chapel will conclude in May with a final viability report and development proposal.

- Together with Rossendale Heritage Futures Steering Group a comprehensive list of 17 local heritage assets has been identified. The list will be refined to identify 5 priority assets requiring future investment and focus.

- Existing Rossendale Works participants were supported during Q4 however, no new participants were enrolled onto the scheme pending confirmation of the project's future. Full Council has approved the continuation of the programme for 2025/26, which will be funded through the UK Shared Prosperity Fund.

- To enhance Rossendale's visitor assets, four parks have been submitted for the 2025/26 Green Flag Award: Stubbylee Park (Bacup), Library Gardens (Rawtenstall), Hempstead Memorial Garden (Bacup), and Whitworth Memorial Garden. Management plans have been developed for each site, and ongoing support has been provided to local community groups in preparation for the judging process.

Actions for Improvement

- Steady progress to reduce the number of vacant retail units from 23% to 19%, with significant improvements in Haslingden, have been made. Each of the four town centres have action plans aimed at improving their vibrancy, increasing football, and therefore tackling the number of vacant shops. In addition to the wide range of capital projects, such as the improvements to markets, further activities are being explored and developed to bring more people into the towns.

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	2023-24 Outturn	Higher or Lower	2024-25 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Increase the household waste recycling rate per quarter (LGA id: 46)	32.3%	Higher	34%	33.8%	32.4%	30.1%	**29.9%**	RED ⬇	**4TH QUARTILE** FG – 38.1% (2022/23) NLA – 43.2% (2022/23)
Residual household waste collection rate per annum, cumulative figure (LGA id: 45)	510.6kg	Lower	540kg per household	125.4kg	242.1kg	359.9kg	**475kg**	GREEN ⬆	**4TH QUARTILE** FG – 491kg (2022/23) NLA – 439.2kg (2022/23)
Increase resident satisfaction in relation to the cleanliness of Rosendale's areas by 5% per annum, reported during Q3 (Resident Survey)	74%	Higher	79%	-	-	**78%**	-	GREEN ⬆	N/A
Average removal time of fly-tipping per quarter	4 days	Lower	5 days	4.4 days	4.6 days	3.9 days	**4.8 days**	GREEN ⬇	N/A
Initial investigation of fly-tipping per quarter	4 days	Lower	5 days	4 days	4 days	5 days	**5 days**	GREEN ▬	N/A
Initial investigation of abandoned vehicles per quarter	4 days	Lower	5 days	5 days	4 days	4 days	**5 days**	GREEN ⬇	N/A
Initial investigation of trade waste issues per quarter	4 days	Lower	5 days	4 days	4 days	5 days	**5 days**	GREEN ▬	N/A
Tier 2									
Percentage of general waste bins collected as per schedule per quarter	99%	Higher	95%	99%	99%	**99%**	**99%**	GREEN ▬	N/A
Percentage of trade waste bins collected as per schedule per quarter	99%	Higher	95%	99%	99%	**99%**	**100%**	GREEN ⬆	N/A
Percentage of public litter bins emptied as per schedule per quarter	99%	Higher	95%	100%	99%	**98%**	**100%**	GREEN ⬆	N/A

Install additional/replacement bin per annum, cumulative figure	80 bins	Higher	60 bins	7 bins	19 bins	**44 bins**	**62 bins**	GREEN ⬆	N/A
Percentage of main roads swept as per schedule per quarter	98%	Higher	95%	98%	100%	**100%**	**97%**	GREEN ⬇	N/A
Percentage of side roads swept as per schedule per quarter	100%	Higher	95%	100%	100%	**96%**	**95%**	GREEN ⬇	N/A
Percentage of amenity grass cut as per schedule per quarter	100%	Higher	95%	93%	78%	**96%**	**100%**	GREEN ⬆	N/A
Percentage of park grass cut as per schedule per quarter	100%	Higher	95%	100%	92%	**98%**	**100%**	GREEN ⬆	N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule per quarter	100%	Higher	95%	100%	90%	**100%**	**100%**	GREEN ➡	N/A
Percentage of play areas inspected as per schedule per quarter	100%	Higher	80%	100%	100%	**100%**	**100%**	GREEN ➡	N/A
Percentage of cemeteries inspected as per schedule per quarter	100%	Higher	80%	100%	75%	**100%**	**100%**	GREEN ➡	N/A
Percentage of requested bulky waste collections completed within 5 working days per quarter	NEW	Higher	95%	88%	91%	**96%**	**98%**	GREEN ⬆	N/A
Percentage of requested bins delivered within 5 working days per quarter	NEW	Higher	95%	78%	94%	**97%**	**97%**	GREEN ➡	N/A

Performance Summary

- The new Operations back-office management system (Bartec), the back-office management system, has been integrated into the Council's website for all Waste and Recycling services including; service requests, bulky waste collections, etc. Staff in the Council's Corporate Admin Team have been trained to use the system to provide live updates to callers and improve customer services.

- During Q4, 12 fixed penalty notices, 20 community protection warnings, and 8 community protection notices were issued in response to environmental crimes. Further prosecutions include; fine to local taxi firm for overcharging a disabled passenger, fines to two individuals for abandoned vehicles, and fine to roofing company for illegal fly-tipping.

- 1,300 plants were provided to local community groups for planting across various council-owned sites. Additionally, Operational staff supported two community clean-ups at West View Play Area (Haslingden) and Prinny Hill (Haslingden).

- A tender has been published to appoint a contractor to deliver a junior play facility at Whitaker Park (Rawtenstall). The tender will close April 2025.

- Developments to the wheeled sports areas at both Edgeside Park (Waterfoot) and Victoria Park (Haslingden) are near completion. Final works will be completed during Q1 2025/26, with opening events scheduled for July 2025.

- Areas within Stubbylee and Moorland Parks have been resurfaced to provide a safe route for walkers and runners. This work will support the proposed Junior Park Run for 2025/26.

- A Council Building Heat Decarbonisation Plan has been developed to support the reduction of energy consumption and carbon emissions in Council owned buildings, including Rossendale Leisure Trust. Recommendations from this report will be prioritised to evaluate the feasibility for delivery.

- In March 2025, an air-handling unit was successfully installed at Marl Pits Leisure Centre to help reduce energy consumption, operational costs, and carbon emissions. An additional £1.4 million has been secured through the Public Sector Decarbonisation Scheme to fully decarbonise the centre. This funding will support further upgrades to facilities and systems, delivering enhanced benefits for both users and Rossendale Leisure Trust.

- The 3 demonstrator properties within the Net Zero Terraced Streets project have continued to be fit with retrofit measures including; roof repairs, roof insulation, solar panels, battery installations, and airtightness measures. The properties will continue to be monitored using smart metres and energy bills, and the project's best practice and lessons learnt will be evaluated to support other local authorities and organisations replicating this project once complete.

- Kerbside and kitchen caddies, liners, and delivery solutions have been procured in partnership with other Lancashire district councils. 2 out of the 4 food waste collection vehicles have been delivered in preparation for domestic food waste collections starting April 2026.

Actions for Improvement

- Following statutory comments on the planning application for the improved Waste Transfer Station at Henrietta Street, the project has been put on hold to explore alternative locations, including Futures Park, Bacup.

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	2023-24 Outturn	Higher or Lower	2024-25 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Homeless decisions made within 5 days of the 57th day, when a case is priority need in the relief duty	NEW	Higher	70%	85%	90%	90%	**81%**	GREEN ↓	N/A
Percentage of Disables Facilities Grants completed within 12 months per quarter	96%	Higher	95%	100%	100%	98%	**95%**	GREEN ↓	N/A
Determine major planning applications within 13 weeks per quarter (LGA id: 17482)	100%	Higher	60%	100%	100%	100%	**100%**	GREEN →	**1ST QUARTILE** FG – 98% (Q3 2024/25) NLA – 91% (Q3 2024/25)
Determine minor and other planning applications within 8 weeks per quarter (LGA id: 17487)	98%	Higher	75%	98%	97%	99%	**95%**	GREEN ↓	**1ST QUARTILE** FG – 91% (Q3 2024/25) NLA – 88% (Q3 2024/25)
Number of 'new' and 'affordable new' homes delivered within the Local Plan per annum, reporting in Q2	111	Higher	135	-	**201**	-	-	GREEN ↑	N/A
Initial response to housing complaints per quarter	4 days	Lower	7 days	6 days	15 days	25 days	**35 days**	RED ↓	N/A
Initial response to food hygiene complaints per quarter	6 days	Lower	10 days	6 days	6 days	6 days	**8 days**	GREEN ↓	N/A
Increase the percentage of residents feeling safe in their local area during the day by 5% per annum, reported during Q3 (Resident Survey).	94%	Higher	97%	-	-	**97%**	-	GREEN ↑	N/A
Increase the percentage of residents feeling safe in their local area after dark by 5% per annum, reported during Q3 (Resident Survey).	71%	Higher	76%	-	-	**77%**	-	GREEN ↑	N/A

Measure									
Prevalence of overweight (including obesity) year 6 children per annum, reported in Q4. (LGA id: 888)	38.1%	Lower	37%	-	-	-	**36%**	**GREEN** ⬆	**3RD QUARTILE** FG - 35.44 (2023/24) NLA – 33.2% (2023/24)
Tier 2									
Number of Disabled Facilities Grants awarded per annum, cumulative figure	126	Higher	80	19	36	96	**107**	**GREEN** ⬆	N/A
Processing of Disabled Facilities Grants – Referral to Approval days per quarter	51 days	Lower	110 days	49 days	49 days	75 days	**65 days**	**GREEN** ⬆	N/A
Processing of Disabled Facilities Grants - Approval to Completion days per quarter	131 days	Lower	80 days	121 days	112 days	90 days	**115 days**	**RED** ⬇	N/A
Number of Food Standards Agency food inspections per annum, cumulative figure	246	Higher	320	51	132	219	**305**	**AMBER** ⬆	N/A

Performance Summary

- Following a referendum in February 2025 the Edenfield Neighbourhood Plan was adopted. The plan which will support planning decisions alongside the Borough's Local Plan. The Neighbourhood Plan will be presented to Full Council for formal approval in April 2025.

- The Leisure Facilities Working Group has continued to progress a number of identified actions including the Leisure Strategy Asset Review and options appraisal for the future use of Marl Pits' Pavilion.

- The Physical Activity and Sport Strategy was launched in February 2025 at Rossendale Sports Club (Marl Pits Leisure Centre). The event was attended by over 60 people and outlined the Council's commitment to make physical activity the centre of community wellbeing.

- The Population Health Board has developed a governance model to monitor and evaluate the Health Plan's five priorities to support the delivery of projects utilising the data evidence and insight collected.

- Throughout 2024/25, the Council has provided c.£650k to residents and foodbanks via the Household Support Fund. During Q4, the sixth round of funding was fully allocated, and work is underway to explore a potential hub model for food storage and distribution.

- A Ukraine Commemoration Event was held in March 2025, attracting over 120 residents, and 4 Ukrainian families were supported to secure private rented accommodation.

Actions for Improvement

- The processing of Disabled Facilities Grants remains below target due to the number of major adaptations carried out, continuing to impact performance. The target does not consider major adaptations, meaning the 80-day target is not realistic. To improve this, a case management system will be implemented to reduce administrative burdens on officers. Additionally, the introduction of a waiting list is being considered to alleviate pressure on both officers and contractors, with the aim to enhance service delivery and reducing complaints and issues.

- The number housing inspections continues to underperform against the target. This due to ongoing issues with staffing capacity within the Environmental Health team despite continued recruitment efforts, attracting staff remains a considerable challenge. Alternative options are actively being explored to increase capacity within the team.

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	2023-24 Outturn	Higher or Lower	2024-25 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Time taken to process Housing Benefit new claims per quarter (LGA id: 299)	11 days	Lower	17.5 days	12.9 days	11.2 days	8.5 days	**13.2 days**	GREEN ⬇	**1ST QUARTILE** FG – 18 (Q2 2024/25) NLA – 20 (Q2 2024/25)
Time taken to process Housing Benefit change in circumstances per quarter (LGA id: 300)	1.7 days	Lower	4 days	4 days	3.1 days	3 days	**1.5 days**	GREEN ⬆	**1ST QUARTILE** FG – 2 (Q2 2024/25) NLA – 9 (Q2 2024/25)
Time taken to process Council Tax benefit new claims per quarter	15.7 days	Lower	15 days	13.9 days	13.4 days	14.2 days	**12.day days**	GREEN ⬆	N/A
Time taken to process Council Tax benefit change in circumstances per quarter	2.4 days	Lower	4 days	3.2 days	3.2 days	3.1 days	**2.3 days**	GREEN ⬆	N/A
Increase the use of the Council's website for service requests and contacting the Council by 5% per annum, reported during Q3 (Resident Survey).	15%	Higher	20%	-	-	**26%**	-	GREEN ⬆	N/A
Payment of undisputed invoices within 30 days per quarter	87%	Higher	92%	94%	94%	93%	**92%**	GREEN ⬇	N/A
Number of Ombudsman Enquiries upheld per annum, cumulative figure	0	Lower	0	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)	6	Lower	7	3	8	6	**5**	GREEN ⬆	N/A
Number of days lost due to sickness absence per full time equivalent employee per annum, cumulative figure	13.3 days	Lower	8 days	2.8 days	5.3 days	9 days	**11.5 days**	RED ⬇	N/A
Percentage of staff who have completed an annual appraisal per annum, cumulative figure.	95%	Higher	100%	24%	85%	90%	**90%**	AMBER ▬	N/A

Measure		Polarity	Target	Q1	Q2	Q3	Current	RAG	Benchmark
Percentage of staff who have completed mandatory training per quarter	91%	Higher	100%	80%	N/A	N/A	**N/A**	GREEN →	N/A
RIDDOR reportable accidents and incidents per annum, cumulative figure	3	Lower	< 5	0	0	0	**1**	GREEN ↓	N/A
Tier 2									
Percentage of Council Tax collected per annum, cumulative figure (LGA id: 199)	95.8%	Higher	96%	27.9%	54.4%	81%	**95.3%**	AMBER ↑	**4TH QUARTILE** FG – 97.1% (2023/24) NLA – 97.1% (2023/24)
Percentage of NNDR collected per annum, cumulative figure	98%	Higher	98.4%	28%	56.9%	82.7%	**98.4%**	GREEN ↑	N/A
Percentage of accurate processing of a Housing Benefit claim per annum, cumulative figure	95.3%	Higher	95%	96%	94.7%	95.3%	**94.7%**	AMBER ↓	N/A
Secured garden waste subscribers per annum, cumulative figure	7203	Higher	7000	6788	7067	7082	No Service	GREEN ↑	N/A
Secured commercial waste subscribers per annum, cumulative figure	409	Higher	440	413	420	420	**422**	AMBER ↑	N/A
Secured number of bulky waste collection requests per annum, cumulative figure	NEW	Higher	3000	805	1653	2420	**3102**	GREEN ↑	N/A
Increase the number of electronic service request forms completed by residents by 15% per annum, reported in Q4	10,114	Higher	11,600	-	-	-	**19,717**	GREEN ↑	N/A
Distribute 12 positive new stories per quarter	20	Higher	12	21	15	18	**16**	GREEN ↓	N/A
Percentage of FOIs responded to within 20 days per quarter	90%	Higher	95%	90%	91%	95%	**92%**	AMBER ↓	N/A
Percentage of complaints responded to within 10 working days per quarter	65%	Higher	95%	63%	69%	74%	**59%**	RED ↓	N/A
Percentage of Member enquiries responded to within 10 working days per quarter	75%	Higher	95%	100%	100%	None received	**100%**	GREEN →	N/A
Percentage of MP enquiries responded to within 10 working days per quarter	70%	Higher	95%	64%	91%	68%	**47%**	RED ↓	N/A
Number of Health and Safety reports received per annum, cumulative figure	87	Lower	95	27	71	101	**114**	GREEN ↑	N/A
Performance Summary									

- Online application forms for Planning and Licensing services have been integrated into the Council's website alongside an updated geographic system to further improve and digitalise services.

- An external cyber security testing and audit was completed by the Public Sector Network. The audit was rated as 'good' with no perceived risk and work will continue to follow industry standards to protect the Council's cyber security.

- Finance and budget holders have produced a balanced budget for 2025/26. The budget has been approved by Full Council, along with the Council's 4-year Medium-Term Financial Strategy.

- The Council has refreshed its Valley Plan – Our Place, Our Plan for 2025-2029. The Plan was developed in collaboration with Service Managers following extensive consultation with residents (2024 Residents Survey and focus group), staff, Members, and other stakeholders who completed the online consultation. The Valley Plan will guide the Council's activities to achieve its vision by continuing to focus on the current four priorities; Thriving Local Economy, High Quality Environment, Healthy and Proud Communities, and Effective and Efficient Council.

- The Council's Net-Zero Terraced Street project was shortlisted in the Local and Public Sector Net Zero Transformation category for the Green Energy Awards. Although unsuccessful, the shortlisting is a testament to the project's forward-thinking approach in creating an accessible and affordable solution to achieving net zero at a local level.

- In March, the Council submitted a letter to central government outlining Lancashire's current position on the proposed Local Government Reorganisation. To support this, an animation video and internal and external FAQs were published on the Council's website, social media, and shared with staff. These resources will be regularly updated to reflect any changes in the Council's position, serving as tools to promote transparency, address misinformation, and keep stakeholders informed throughout the process.

Actions for Improvement

- The 2024/25 outturn for number of days lost to sickness absence (11.5 days) is significantly lower than the 2023/24 outturn (13.3 days). The level of sickness absence has slightly reduced during Q4. 5 employees were absent due to long term sickness, equating to 1.38 days per full-time equivalent employee. 3 absences were as a result of stress/anxiety and depression, and 2 as a result of other musculo-skeletal conditions. Absences have been managed under the Council's Absence Management Policy. Additional absence management monitoring has been introduced in the sickness absence reporting process to monitor absences in real time. 3 employees have now returned to work and 1 employee has resigned. The main reason for short term sickness absence (1.13 days per full-time equivalent employee) was infections, colds, and flu.

- During Q4, 52 complaints, 38 MP enquiries, 1 Member enquiry, and 510 Freedom of Information requests were processed. The number of complaints and MP enquiries responded to within the 10-working day deadline was below target. Of the 52 complaints received, 59% (28) were responded to within deadline, 35%

(18) were closed with a breached deadline, and 6% (6) remained open. Of the 38 MP enquiries received, 47% (18) were closed within deadline, 32% (12) were closed with a breached deadline, and 21% (8) remained open. Work continues to embed a consistent response process across the Council to ensure all complaints and enquiries are responded to within deadline. Information relating to regular requests and enquiries continues to be uploaded to the Council's website.

Compliments and Complaints

Compliments

Compliment Trend	Q1	Q2	Q3	Q4
2022-23	27	28	12	23
2023-24	26	23	17	20
2024-25	12	23	15	15
Number of Compliments	Compliment Detail			
15	Staff member/team			
2	Customer Service			
1	Quality of Service			

Compliments bar chart — legend: 2022/23, 2023/24, 2024/25
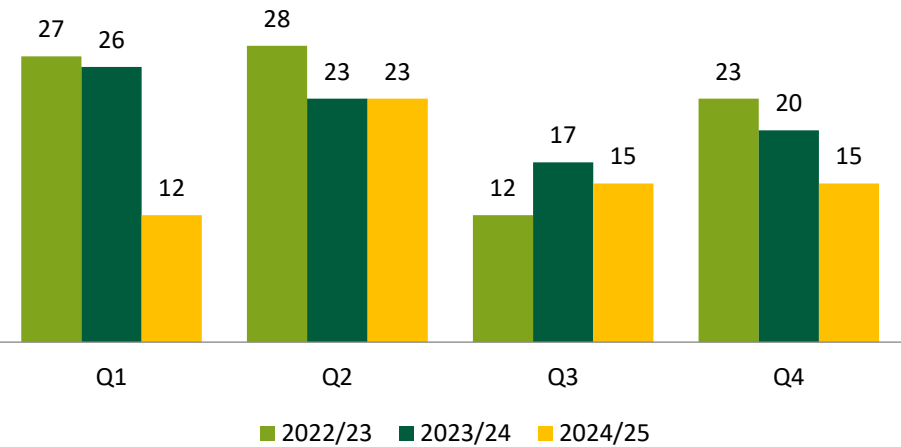
Ombudsman Enquiry

Ombudsman Enquiry	Q1	Q2	Q3	Q4
2022-23	2	3	0	0
2023-24	2	0	1	0
2024-25	3	2	1	2

Complaints

Complaints Trend	Q1	Q2	Q3	Q4
2022-23	41	34	37	31
2023-24	29	28	27	31
2024-25	38	44	31	52
Number of Complaints	Complaint Detail			
3	Action/response/communication			
2	Advice/information given			
1	Bailiff charges/action			
10	Bins/bin collection			
5	Council decision			
5	Council policy/procedure			
3	Council Tax charges/decision			
2	Customer Services			
1	Flooding/drainage			
1	Footpaths			
1	Housing/landlord			
2	Noise nuisance			
7	Other			
1	Quality of service			
6	Staff member/team			
1	Trees			
1	Weeds			

Complaints bar chart — legend: 2022/2023, 2023/2024, 2024/2025

6
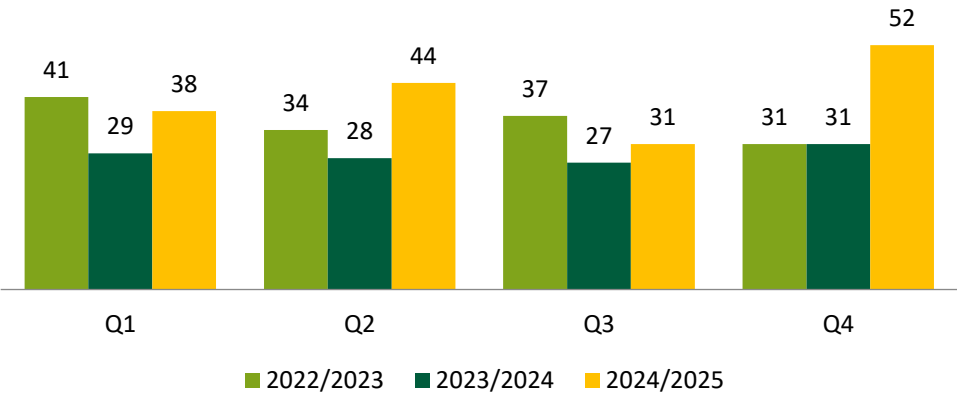
During Q4, two new Ombudsman enquiry was received.

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

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 - Chris Warren

Description

The Council's latest Medium Term Financial Strategy update 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

Q4 Update

The Council has set a balanced budget for 2025/26 in collaboration with budget holders to more effectively deploy expenditure and align resources to meet business need. The Medium-Term Financial Strategy shows a need to call on reserves during the entirety of the following 3 years. The proposed Waste Transfer Station improvements may create budget concerns if a suitable solution cannot be identified, and may result in reductions or additional savings required from core services. The Council continues to evaluate potential commercial activity, progressing in accordance with legislation and noting the impacts within the Medium-Term Financial Strategy updates.

A funding reform and Business Rates Baseline Reset is expected June 2025. The Government's Local Government Finance Policy Statement (December 2024) promises a multi-year settlement, with increased funding for authorities with lower ability to drive growth from their tax base. However, this remains uncertain.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

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

Q4 Update

Emergency plans are regularly reviewed and are available to the internal Emergency Planning Team to aid any emergency response required. Role descriptions have been updated to ensure the role of Environmental Health reflects legal responsibilities under the Civil Contingencies Act. The Emergency Planning Team continues to meet quarterly to ensure a co-ordinated response in a civil emergency - the last meeting was 21st January 2025.

Relevant Officers attend training provided by Lancashire Resilience Forum to ensure awareness of roles and responsibilities of internal teams and external Agencies. The Council attends the Lancashire Resilience Forum to ensure emergency planning activities are co-ordinated with the rest of Lancashire. Officers continue to take part in testing and exercising of emergency arrangements and communication systems.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	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

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

Q4 Update

The Health and Safety Plan has been reviewed, and is underpinned by the Council's reviewed Risk Management Strategy, to improve the management of health and safety risks and ensure consistency in risk rating across the Council's risk profile. Incident reporting has continued to exceed expected levels, providing opportunities to learn and prevent future occurrences by strengthening risk control measures. The majority of injuries from workplace accidents have remained minor.

The programme of workplace inspections for 2024/25 has been completed alongside staff representatives to ensure employees are consulted on health and safety.

The Operation's health and safety committee continues to meet every two months to discuss health and safety risks, incidents, and safety activities within our operational services. Officers continue to provide health and safety assistance and advice to support workplace activities and projects across the Council, and continue to engage with other specialists across Lancashire to share knowledge and information, including information on enforcement activities.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER

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

Q4 Update

The Council is a member of both the Local Government Association and District Councils Network. The Policy and Performance Officer receives regular policy bulletins and updates in relation to legislation and government departments, and completes a weekly horizon scanning exercise which is shared to the Senior Leadership Team and cascaded to officers where relevant.

'Horizon Scanning and Policy' is an agenda item on the Corporate Management Team's weekly meeting to promote ongoing discussions in relation to recent announcements, funding opportunities, and other relevant information from government departments, to determine if any action is required. Staff attend various webinars and meetings in relation to their service area and the Chief Executive regularly attends the North West Chief Executive, and Lancashire Chief Executive meetings, both having representation from the Local Government Association.

In March, the Council submitted a letter to central government outlining Lancashire's current position on Local Government Reorganisation. To support this, an animated video and a set of internal and external FAQs were published on the Council's website, social media, and shared with staff. These resources will be regularly updated to reflect any changes in the Council's position, serving as tools to promote transparency, address misinformation, and keep stakeholders informed throughout the process.

Q4 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

Q4 Update

In Q4 there were 5 employee leavers, 3 left for promotion opportunities, 1 voluntarily resigned after a long-term sickness absence, and 1 left was due to the end of a fixed term contract. The 2024/25 outturn for employee leavers (22) has reduced when compared to the 2023/24 outturn (23). The number of employee leavers during 2024/25 equates to 12%, this below the 15% national average. No patterns or concerns have been highlighted through the exit interview process however, recruitment to 'hard to recruit' posts eg, Mechanics and Environmental Health continues to be challenging.

The 2024/25 outturn for number of days lost to sickness absence (11.5 days) is significantly lower than the 2023/24 outturn (13.3 days). The level of sickness absence has slightly reduced during Q4. 5 employees were absent due to long term sickness, equating to 1.38 days per full-time equivalent employee. 3 absences were as a result of stress/anxiety and depression, and 2 as a result of other musculo-skeletal conditions. Absences were managed under the Council's Absence Management Policy. Additional absence management monitoring has been introduced in the sickness absence reporting process to monitor absences in real time. 3 employees have now returned to work and 1 employee has resigned. The main reason for short term sickness absence (1.13 days per full-time equivalent employee) was infections, colds, and flu.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	4	B4	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

Q4 Update

Nationally, there has been a number of targeted cyber-attacks against high-risk individuals, attempting to gain access to their accounts and devices. This resulting in the theft and publication of sensitive information, which can also cause reputational damage. As part of the Council's defence in depth security approach, an email phising test was performed with all Members. Following this, all Members were sent training and best practise around security and cyber.

Rossendale is currently being audited in relation to the following security certifications:

- Memorandum Of Understanding required by the Department for Work and Pensions for security standards and processes.
- Physical ICT equipment and software to ensure that security compliance.
- Public Services Network audit for both the internal and external ICT Infrastructure involving vulnerability testing.

Q4 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

Q4 Update

In partnership with Viva PR, the Council continues to deliver communications via the Council's website, social media, and media releases. During Q4, 16 positive press releases were issued to promote the Council externally.

Communications remains a standing item on the Corporate Management Team's weekly agenda to discuss any potential reputational risks and emerging issues.

In Q4, negative engagement relating to the Waste Transfer Station improvements and Rawtenstall Gyratory scheme continued on the Council's social media platforms. To address misinformation, the Council published FAQ documents for both topics. These were shared via social media and were published on the Council's website, with trackable links to monitor engagement. The Waste Transfer Station FAQ received over 1,000 views, and the Rawtenstall Gyratory FAQ was viewed nearly 800 times.

The Council will continue to use FAQ documents as a strategic tool to provide clear information, proactively managing the risk of misinformation across social media.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	4	C4	AMBER

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

Q4 Update

A revised programme to support the delivery of the Valley Plan 2021-25 (Our Place, Our Plan) is being developed. The Programme Board reports on the Council's 5 overarching programmes (Regeneration, Climate Change, Properties, Operations, and Digital Strategy) with individual projects monitored at an operational level. The Corporate Management Team, Programme Managers and the Policy and Performance Officer attend Programme Board on a quarterly basis.

During Q4, the number of programmes was reduced to five, combining the former 'Capital Regeneration' and 'Town Centre Regeneration' programmes to streamline reporting. The newly formed 'Regeneration' programme now focuses on projects within individual town centres (Bacup, Haslingden, Rawtenstall, and Waterfoot), rather than funding streams. The previous meeting was held on 29th January 2025. No programmes were reported within the 'red' RAG status.

Q4 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 – Chris Warren

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, 2023/24 and continues in 2024/25.

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**

Q4 Update

The latest forecast position of Rossendale Leisure Trust was around break-even for the year, however this has worsened slightly after a period of closure necessitated by the installation of air handling units. The expectation is that these units will create energy cost savings and will help with future inflationary and staff cost pressures.

A number of Council and Leisure Trust Board members have met to agree the need for an external strategic review of the Trust portfolio, its target operating model and financing arrangements with the Council. From this, the parameters have been drawn up between officers of the Council and the Trust which are being worked up into a procurement document to be agreed across all parties. Once this is agreed the Council will commission the outcome of which will advise on a revised corporate strategy and multiyear business plan/Medium Term Financial Strategy to demonstrate how the Council's aims can be achieved. This will need to be in accordance with desired leisure/health outcomes. Until this review is complete and the outcomes developed and deployed, the risk will remain as currently evaluated

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	**RED**

Risk 10 – Staffing provision within Economic Development	Responsible Officer – David Smurthwaite

Description

There is an over reliance on short-term contracted staff to support the Council's Economic Development provision and project delivery.

Risk Consequence

Failure to have sufficient resources to effectively manage the Council's ongoing projects and capital programme. This leading to late or non-delivery of projects, cost overruns and/or inappropriate spend against external funder conditions. As well as resulting in poor outcomes for the borough and non-delivery of Council priorities.

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

Mitigation

The Council has a single source collaborative plan review document which will be updated and actioned on a monthly basis. A permanent resource requirement is being assessed for the Economic Development team and will feed into the budget setting process for 2025-26. On the assumption that this is accepted, recruitment of permanent, qualified staff will support delivery.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	4	E4	GREEN

Q4 Update

The Council has a single source collaborative plan review document which will be updated and actioned on a monthly basis. Following a restructure, all staff have been placed on permanent contracts and an external organisation has been employed to deliver key projects. This enhances project management resilience through access to a diverse and extensive range of personnel.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	4	E4	GREEN

Thriving Local Economy

● GREEN ● AMBER

Performance Measures

57% of performance measures were reported in the **green** RAG status and 43% **amber.**

123

businesses provided with support.

Rawtenstall Market successfully transition back to Council management.

5

art pieces commissioned to improve Waterfoot arts offer.

Area for Improvement

The percentage of empty shops across Rossendale has improved but remains below target. The Council continues to deliver multiple regeneration programmes to create a 'thriving local economy'.

Healthy and Proud Communities

● GREEN ● AMBER ● RED

Performance Measures

79% of performance measures were reported in the **green** RAG status, 7% **amber**, and 14% **red**.

£650k

provided to residents and foodbanks via the Household Support Fund.

Physical Activity and Sport Strategy approved and launched.

107

Disabled Facilities Grants awarded to residents.

Area for Improvement

The processing of Disabled Facilities Grants remains below target. To improve this, a case management system and waiting lists will be implemented to enhance service delivery and efficiencies.

High Quality Environment

● GREEN ● RED

Performance Measures

95% of performance measures were reported in the **green** RAG status and 5% **red.**

99%

of general waste bins collected as per schedule.

£1.4m

Public Sector Decarbonisation Scheme funding secured.

food waste vehicles procured in preparation for food waste collections.

Area for Improvement

·Following statutory comments on the planning application for the improved Waste Transfer Station at Henrietta Street, the project has been put on hold to explore alternative locations, including Futures Park, Bacup.

Effective and Efficient Council

● GREEN ● AMBER ● RED

Performance Measures

68% of performance measures were reported in the **green** RAG status, 20% **amber**, and 12% **red**.

19,717

electronic service requests made via the Council's website.

7,082

households subscribed to the Council's garden waste collection.

12%

staff turnover, 3% below the national average.

Area for Improvement

Sickness absence remains high. Absences are managed under the Council's Absence Management Policy and additional measures have been introduced to monitor absences in real time.