

Subject:	Performance Management Report Quarter 1 2025/26 (April, May, June 2025)	Status:	For Publication
Report to:	Cabinet	Date:	17 th September 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 Cabinet to note and consider the council's performance during Quarter 1 (Q1) 2025/26 as detailed in this report and Appendix 1.

2. EXECUTIVE SUMMARY

- The Council's [Valley Plan 2025-29 – Our Place, Our Plan](#) was adopted by Full Council in April 2025. An annual action plan has been developed to support the Plan's delivery.
- The Q1 Performance Management Report details the Council's performance in relation to the Valley Plan 2025-29 (Our Place, Our Plan) during the months April, May, and June 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 7 performance measures reported as 'red' and 0 corporate risk reported as 'red' on the RAG status.
- During Q1, the Council received 38 compliments, 29 complaints, and 0 Local Government Ombudsman enquiries.

3. BACKGROUND

- 3.1 The Council refreshed its Valley Plan 2025-29 – Our Place, Our Plan in March 2025 following multiple consultations with stakeholders. The outcomes from the consultation indicated the current vision and priorities should remain the same.
- 3.2 The Plan was formally adopted by Full Council on 2nd April 2025.
- 3.3 Delivery of the Valley Plan 2025-29 – Our Place, Our Plan is supported by Council Strategies and an Annual Action Plan to define specific activities and objectives to achieve the Valley Plan's outcomes.
- 3.4 The Council's Performance Management Framework was reviewed by the Corporate Management Team at the start of 2025/26 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.

- 3.5 This report aims to summarise the Council's performance during Q1 2025/26 for Cabinet. Cabinet plays a strong role in scrutinising the Council's performance to highlight issues that may require further action.
- 3.6 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.
- 3.7 The reviewed performance measures are split down into two tiers. Tier 1 measures are high-level strategic targets that constitute the Valley Plan 2025-29 – 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.
- 3.8 Where applicable, performance measures 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 from the LG Inform Platform, which provides the most up to date and accessible information in relation to local authority performance measures.
- 3.9 The Q1 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 Q1 Performance Management Report, pages 3-13.
- 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	2	-	2
A High Quality Environment	14	1	3	2
Healthy and Proud Communities	8	-	2	4
Effective and Efficient Council	18	2	2	2

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

Multiple regeneration and community development projects have been progresses across Rossendale. The temporary relocation of Rawtenstall Market is expected in autumn.

Cultural improvements in Waterfoot have continued, and preparation for the public realm works in Haslingden has concluded, alongside continued promotion of Haslingden Market through events.

Approval has been granted to develop a feasibility study for the long-vacant Heritage Arcade (Rawtenstall), and opportunities for Stubbylee Hall (Bacup) have been evaluated.

Updated designs for the South Gyrotory upgrades have been finalised, with approval from Cabinet expected in August 2025.

Finally, concept designs for a revised Bacup Market scheme have been drafted. Work will continue to finalise these designs in preparation for public consultation and approval.

- 4.4 During Q1, 2 performance measures were reported within the 'green' RAG status, 2 within 'amber', and 2 were not reportable.

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

Town centre and street cleansing has improved through the migration to the Bartec system. The Borough's parks and green spaces have been maintained to a high standard, with 4 areas nominated for the Green Flag Award.

Community clean-ups and enforcement actions have continued to address littering and fly-tipping hotspots, while Operation Trident has targeted environmental crime through education and partnership working.

Climate change initiatives have continued to be delivered to support the Council's aim of becoming carbon neutral by 2030.

Preparatory work for a new Waste Transfer Station at Futures Park has progressed, with planning submission expected in December 2025. The Council has continued to prepare for borough-wide food waste collections in 2026, with the procurement of bins, vehicles, and equipment.

- 4.6 During Q1, 14 performance measures were reported within the 'green' RAG status, 1 within 'amber', 3 within 'red', and 2 were not reportable.

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

Housing delivery is being explored with partners, and support provided to vulnerable residents via the Disabled Facilities Grants has improved. 2 properties have been procured to support the Council's temporary housing stock and reduce reliance on Bed and Breakfasts.

Health and wellbeing initiatives have expanded, including the launch of the Women and Girls Taskforce, outdoor yoga sessions, community grant schemes, and popular events such as the Rossendale Triathlon and the Tour de Manc.

Efforts to strengthen community safety are ongoing, with targeted work around refugee cohesion and expanded PREVENT training. Development of the Low-Income Family Tracker has progressed to support the Better Lives Strategy.

345 families have provided with Household Support Fund grants and refugee and asylum seeker have been supported through drop-in sessions and the Homes for Ukraine scheme.

New wheeled sports areas have been completed, and park masterplans and community planting schemes continue, with local groups preparing for national competitions such as Britain in Bloom.

4.8 During Q1, 8 performance measures were reported within the ‘green’ RAG status, 2 within ‘red’, and 4 were not reportable.

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

The Council continues to strengthen its digital infrastructure and internal operations to deliver more efficient, accessible, and responsive services. Website improvements, including a ‘Recite Me’ accessibility tool, have enhanced the user experience.

Staff development remains a priority, with new appraisal guidance in place and 3 staff qualified as professional coaches to help embed a coaching culture.

A new applicant tracking system has digitalised recruitment, improving candidate experience and supporting the Council’s employer brand.

Health and safety efforts have also been strengthened, with an organisation-wide action plan being implemented following a serious incident, reinforcing the Council’s commitment to workplace safety.

4.10 During Q1, 18 performance measures were reported within the ‘green’ RAG status, 2 within ‘amber’, 2 within ‘red’, and 2 were not reportable.

4.11 **Feedback and Enquiries**

The Council has a duty to respond to complaints, Freedom of Information requests, Member enquiries, MP enquiries, and Local Government Ombudsman enquiries within a specified deadline.

Initial enquiries from Members go direct to an officer or department (these are not recorded). If the Member is dissatisfied in the way the original enquiry was dealt with, or the enquiry requires escalation, then recorded as a Member enquiry and dealt with the same way as a Complaint.

- 88% of Freedom of Information requests were responded to within 20 working-days.
- 79% of complaints were responded to within 10 working-days.
- 100% of Member enquiries were responded to within 10 working-days.
- 45% of MP enquiries were responded to within 10 working-days.

Compliments and complaints are referred to in the Q1 Performance Management Report, page 14.

4.12

	Q1 2024/25	Q4 2024/25	Q1 2025/26
Number of Compliments	12	15	38
Highest nature of Compliments	100% (12) Staff member/team	80% (12) Staff member/team	79% (30) Staff member/team
Highest Service Area with Compliments	Operations - 7	Operations - 11	Operations - 27

The number of compliments has increased in Q1 when compared with the previous quarter, and is higher when compared to Q1 last year. The nature of compliment has continued to be ‘staff member/team’.

Throughout Q1, compliments were received across a wide range of service areas including; Capita, Corporate Support, Housing, and Operations.

4.13 Examples of compliments received during Q1:

- *'My dealings with the Council Tax team has always been helpful and stress free. Everybody I have spoken to has been kind, professional and able answer any query I have had.'*
- *'Thanks to your Housing Options Team for their kindness and help.'*
- *'I'm new to Rossendale and have just booked a bulky waste collection. Very courteous member of staff explained the process. The team came the same day and took the item and some cardboard. Thanks so much.'*

4.14		Q1 2024/25	Q4 2024/25	Q1 2025/26
	Number of Complaints	38	52	29
	Highest nature of Complaints	16% (6) Bins/bin collection	19% (10) Bins/Bin Collection	17% (5) Other and bins/bin collection
	Highest Service Area with Complaints	Operations - 15	Operations – 19	Operations - 7

The number of complaints received in Q1 has decreased when compared with the previous quarter, but has increased when compared to Q1 last year.

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

During Q1, 0 new enquiries was received from the LGO.

4.16 **Corporate Risk Register**

4.17 The Council continues to review and monitor its 10 Corporate Risk Register. During Q1, 2 Corporate Risks were reported within the 'green' RAG status, and 8 within 'amber'.

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 Q1 Performance Management Report, pages 16-25.

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 Q1. 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 Cabinet to identify and consider any service actions, projects, performance measures or corporate risks requiring further action.

Background Papers	
Q1 Performance Management Report	Appendix 1
Q1 Performance Management Dashboard	Appendix 2



ROSSENDALE
BOROUGH
COUNCIL



Quarter 1 2025/26
Performance Management Report

Quarter 1 2024/25 Performance Management Report

Rossendale Borough Council (the Council) refreshed and approved its [Valley Plan – Our Place, Our Plan 2025-29](#) at the start of 2025/26. The Council's vision remains the same; 'to have a thriving economy, built around our changing town centres, creating a quality environment for all and improving the life chances of all those living and working in our borough.'

To achieve its vision, the Council has four priority areas; Thriving Local Economy, High Quality Environment, Healthy and Proud Communities, and Effective and Efficient Council.

An annual action plan is produced to outline activity for the year to support the delivery of the Valley Plan – Our Place, Our Plan 2025-29. This report captures the Council's performance in relation to the action plan including; performance measures, performance summary and actions for improvement, compliments and complaints, and corporate risks. The information included within this report relates to Quarter 1 (Q1) 2025/26 – April, May, and June 2025.

A strong and effective approach to performance management and data quality underpins the delivery of high-quality services and supports ongoing service improvement. This report brings together information from across the Council's service areas, ensuring that data is accurate, reliable, and submitted in a timely manner. Performance measures are reviewed annually to ensure targets remain appropriate.

To track performance, the Council uses a Red, Amber, Green (RAG) rating system alongside an arrow indicator to show performance trends compared to previous reporting periods. Performance measures are categorised into Tier 1 and Tier 2 indicators, and where available, results are benchmarked against both the National Local Authority (NLA) average and the Council's Family Group (FG) average. These comparisons are sourced directly from the LG Inform platform (LGA – id), which provides the most current and accessible data on local authority performance.

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 2025-29 – 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 2025-29 – 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.



Outcomes

- Our towns will be thriving, vibrant and attractive centres for our communities and businesses.
- We will be a supporting environment for business growth, innovation and job creation.
- We will have cultural and community attractions that support a strong visitor economy.

Performance Measures	2024-25 Outturn	Higher or Lower	2025-26 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Percentage of empty shops across the borough	19.09%	Lower	14%	17.5%	-	-	-	AMBER ↑	N/A
Increase the attractiveness of Rossendale's main town centres by 5%, reported Q3 (Resident Survey)	45%	Higher	47%	-	-	-	-	-	N/A
Increase the vibrancy of Rossendale's main town centres by 5%, reported Q3 (Resident Survey)	33%	Higher	36%	-	-	-	-	-	N/A
Productivity of local businesses measured through the gross added value per employee, reported Q1 (LGA – id:20738)	£52,767	Higher	£54,500	£55,932	-	-	-	GREEN ↑	3rd QUARTILE FG – £54,798 (2023) NLA – £62,285 (2023)
Number of economically inactive residents engaged through the Rossendale Works Programme	101 (annual)	Higher	15	30	-	-	-	GREEN ↑	N/A
Reduce the borough's unemployment rate (LGA – id:5472)	3.9%	Lower	3%	3.8%	-	-	-	AMBER ↑	4th QUARTILE FG – 3.4% (Q1 2025/6) NLA – 2.9% (Q1 2025/6)
Performance Summary									
• New designs have been agreed for Rawtenstall Market, improving technical aspects of the build, resulting in costs savings. A tender to appoint a contractor will close for consideration in July.									

- Preparation for the temporary relocation of Rawtenstall Market to the Town Square has continued. Market traders have been supported throughout this process to ensure minimal disruption once relocated. The market is expected to relocate in autumn 2025.
- Whitworth Town Councillors have been engaged to discuss issues identified by the community that could develop into a potential project, subject to funding.
- Support has been provided to the Horse + Bamboo and The Whitaker in their application for Arts Council 'Project Grants' funding. If successful, this will help fund staffing and events for the temporary town square to enhance Waterfoot's arts, culture, and heritage offer.
- Built Works (Architecture and Design Company) and UCLan's School of Architecture have been appointed to deliver Waterfoot's temporary town square, which is expected to be installed late August.
- The Haslingden public realm design team has worked in collaboration with Lancashire County Council to incorporate feedback and refine the plans for Deardengate. Weekly drop-in sessions at Haslingden Market have allowed officers to respond to resident queries and collect further input on the proposals.
- A community events and pop-up stall programme has been developed to attract visitors to Haslingden Market. A public address (PA) system and a premises licence have been secured to further improve the market's atmosphere at events.
- A tender has been prepared to appoint a market operator for Rawtenstall Market. The criteria has the potential option to include Bacup and Haslingden Markets.
- The Plan for Neighbourhoods Board has allocated £125k to support an initial feasibility study for the Heritage Arcade (Rawtenstall), and adjacent empty properties. The project aims to unlock a long-vacant site and support the ongoing delivery of the Rawtenstall Masterplan.
- Development opportunities for Stubbylee Hall (Bacup) have been assessed and will be used to inform a long-term vision for the buildings use.
- The Rossendale Works programme continues to thrive with a number of engagement activities including; midlife MOT workshops, Winfields business closure support, outdoor skills activities, and digital skill development.
- In partnership with Northern Reach, feedback has been gathered from tech businesses based in Rossendale to inform a draft digital economy roadmap, which outlines actions required to improve Rossendale digital sector.
- The South Gyratory improvement designs have been updates to include United Utilities requirements, drainage enhancements, and surface improvements. Final designs are expected to be approved by Cabinet in August.

Current Challenges and Next Steps

- The feasibility and concept design phase for the revised Bacup Market scheme has been completed, and include new layout options, improved accessibility, and new canopy design. The proposed designs retain the original eastern stalls while introducing new facilities, including a café, public toilets, and bike storage. The final designs are expected to be published for public consultation and planning permission in autumn 2025.

High Quality Environment



Outcomes

- Our local environment will be high quality, clean and green.
- We will be carbon neutral by 2023, supporting the wider Borough to reduce carbon emissions.
- We will have enhanced our waste and recycling services, boosting recycling rates and minimising the impacts of food waste.

Performance Indicator	2024-25 Outturn	Higher or Lower	2025-26 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Increase household waste recycling (LGA id: 46)	29.9%	Higher	34%	32.3%	-	-	-	RED ↑	4TH QUARTILE FG – 39.6% (2023/24) NLA – 44.1% (2023/24)
Residual household waste collection rate (LGA id: 45)	475kg (annual)	Lower	132.5kg per household	125kg	-	-	-	GREEN ↑	4TH QUARTILE FG – 116.6kg (2023/24) NLA – 109kg (2023/24)
Increase resident satisfaction in relation to the cleanliness of Rosendale's areas by 5%, reported Q3 (Resident Survey)	78%	Higher	83%	-	-	-	-	-	N/A
Average removal time of fly-tipping	4.8 days	Lower	5 days	5.2 days	-	-	-	GREEN ↓	N/A
Initial investigation of fly-tipping	5 days	Lower	5 days	3 days	-	-	-	GREEN ↑	N/A
Initial investigation of abandoned vehicles	5 days	Lower	5 days	3 days	-	-	-	GREEN ↑	N/A

Initial investigation of trade waste issues	5 days	Lower	5 days	4 days	-	-	-	GREEN ↑	N/A
Reduce the Council's operational carbon emissions by 15%, reported Q4	NEW	Lower	103.43 tonnes	-	-	-	-	-	N/A
Tier 2									
Percentage of general waste bins collected as per schedule	99%	Higher	95%	99.7%	-	-	-	GREEN ↑	N/A
Percentage of trade waste bins collected as per schedule	100%	Higher	95%	99.8%	-	-	-	GREEN ↓	N/A
Percentage of public litter bins emptied as per schedule	100%	Higher	95%	98%	-	-	-	GREEN ↓	N/A
Percentage of main roads swept as per schedule	97%	Higher	95%	90%	-	-	-	AMBER ↓	N/A
Percentage of side roads swept as per schedule	95%	Higher	95%	85%	-	-	-	RED ↓	N/A
Percentage of amenity grass cut as per schedule	100%	Higher	95%	75%	-	-	-	RED ↓	N/A
Percentage of park grass cut as per schedule	100%	Higher	95%	100%	-	-	-	GREEN █	N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule	100%	Higher	95%	100%	-	-	-	GREEN █	N/A
Percentage of play areas inspected as per schedule	100%	Higher	90%	100%	-	-	-	GREEN █	N/A
Percentage of cemeteries inspected as per schedule	100%	Higher	80%	90%	-	-	-	GREEN ↓	N/A
Percentage of requested bulky waste collections completed within 5 working days	98%	Higher	95%	98%				GREEN █	N/A
Percentage of requested bins delivered within 5 working days	97%	Higher	90%	98%				GREEN ↑	N/A
Performance Summary									

- The Council has begun integrating its back-office management system, Bartec, into the street cleansing service to enhance efficiency and improve service tracking.
- Additional planting at Whitaker and Edgeside Parks has enhanced the appearance of previously neglected areas. Continued support has been provided to community groups maintaining Stubblelee and Moorlands Park (Bacup), Rawtenstall Library Gardens, Whitworth Memorial Gardens, and Hempstead Memorial Gardens (Bacup), in preparation for the 2025/26 Green Flag Award judging.
- Ash tree surveys have been completed for Stubblelee and Victoria Parks, with further surveys at Edgeside and Whitaker Parks near completion to identify winter priorities.
- Clean-ups have been carried out with local community groups and volunteers at Prinny Hill (Haslingden) and Blackthorn (Bacup) to proactively tackle fly-tipping and littering hotspots.
- 3 Fixed Penalty Notices (FPNs) have been issued for a breached duty of care linked to fly-tipping incidents. Educational letters have been delivered in known hotspot areas to raise awareness and help prevent further fly-tipping offences.
- Joint working with the Environment Agency to tackle environmental crime has continued, with two waste sites under investigation, a successful prosecution for a breached Community Protection Notice (CPN) relating to waste accumulation, and a successful prosecution for fly-tipping in Whitworth.
- The decarbonisation project for Marl Pits Leisure Centre (Rawtenstall), funded by the Public Sector Decarbonisation Fund, has been approved. The initiative aims to reduce energy consumption and cut carbon emissions.
- All demonstrator homes in the Net Zero Terraced Street project have received full fabric retrofit works, with the exception of one outstanding fire door. Methodologies and processes have been recorded, and will be fed into the Rossendale Local Authority Guide for Net Zero Terraced Streets, due in September 2025.
- Calumert have been engaged to develop RIBA Stages 0–3 and complete all necessary surveys to support a comprehensive planning application for the proposed Waste Transfer Station at Futures Park (Bacup). Submission to planning is expected in December 2025.

Current Challenges and Next Steps

- Four food waste vehicles have been delivered in preparation for the rollout of food waste collections starting in April 2026. Loveclough and Crawshawbooth have been selected for a trial food waste collection in Q3, which will help identify any operational challenges and inform the wider implementation. The introduction of food waste collections is expected to improve recycling rates and reduce residual waste.

- The average removal time of fly-tipping has slightly increased due to two cases requiring site-specific risk assessments prior to removal. These additional steps caused a minor delay but were necessary to ensure staff safety and compliance with procedures.
- The percentage of main and side roads swept as per schedule has reduced due to vehicle downtime for repairs. Work is ongoing with the workshop team to reduce the amount of time vehicles are out of service, with the aim of improving the consistency and reliability of scheduled sweeping across both main and side roads.
- The percentage of amenity grass cutting carried out as per schedule is below target due staff vacancy and absence levels within the team. Recruitment to the vacant post is expected to improve this performance.

Healthy and Proud Communities



Outcomes

- We will have accessible and appropriate housing in Rossendale.
- Residents will lead healthier lifestyles, with better access to the support services they need.
- Rossendale will be a safe place where people are proud to live.

Performance Indicator	2024-25 Outturn	Higher or Lower	2025-26 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Homeless decisions made within 5 days of the 57 th day, when a case is priority need in the relief duty	81%	Higher	70%	91%	-	-	-	GREEN ↑	N/A
Percentage of Disables Facilities Grants completed within 12 months	95%	Higher	75%	98%	-	-	-	GREEN ↑	N/A
Determine major planning applications within 13 weeks (LGA id: 17482)	100%	Higher	60%	100%	-	-	-	GREEN █	1st QUARTILE FG – 96% (Q4 2024/25) NLA – 89% (Q4 2024/25)
Determine minor and other planning applications within 8 weeks (LGA id: 17487)	95%	Higher	75%	94%	-	-	-	GREEN ↓	3rd QUARTILE FG – 93% (Q4 2024/25) NLA – 88% (Q4 2024/25)
Number of 'new' and 'affordable new' homes delivered within	201	Higher	185	-	-	-	-	-	N/A

the Local Plan per annum, reported Q2									
Initial response to housing complaints	35 days	Lower	10 days	25 days	-	-	-	RED ↑	N/A
Initial response to food hygiene complaints	8 days	Lower	10 days	7 days	-	-	-	GREEN ↑	N/A
Increase the percentage of residents feeling safe in their local area during the day by 5%, reported Q3 (Resident Survey)	97%	Higher	97%	-	-	-	-	-	N/A
Increase the percentage of residents feeling safe in their local area after dark by 5%, reported Q3 (Resident Survey)	77%	Higher	80%	-	-	-	-	-	N/A
Prevalence of overweight (including obesity) year 6 children per annum, reported Q4 (LGA id: 888)	36%	Lower	37%	-	-	-	-	-	-
Tier 2									
Number of Disabled Facilities Grants awarded	107 (annual)	Higher	30	33	-	-	-	GREEN ↑	N/A
Processing of Disabled Facilities Grants – referral to approval days	65 days	Lower	110 days	73	-	-	-	GREEN ↓	N/A
Processing of Disabled Facilities Grants - approval to completion days	115 days	Lower	365 days	37	-	-	-	GREEN ↑	N/A
Number of Food Standards Agency food inspections	305 (annual)	Higher	76	50	-	-	-	RED ↓	N/A
Performance Summary									

- An internal Local Plan Steering Group has been created, and a Strategic Housing Market Assessment, Employment Review, and a funded Green Belt Review have commenced in preparation for the Local Plan review.
- To support housing developments within the Borough, opportunities on land allocated to housing within the Local Plan have been explored in partnership with Together Housing. Additional land will be identified by the ongoing asset review to support future developments.
- A new case management system has been fully implemented to improve the processing of Disabled Facilities Grants. The system will support the management of referrals to avoid delays in delivering essential support to residents.
- Two properties have been purchased to provide temporary accommodation for residents presenting as homeless, reducing reliance on Bed and Breakfast facilities.
- Consultants have been appointed to conduct a comprehensive leisure review, and a 2025-26 action plan has been agreed to support Rossendale's Sports and Physical Activity Strategy.
- A Women and Girls Taskforce has been established to promote inclusive physical activity across the Borough. Additionally, 'Yoga in the Park' has expanded from Whitaker Park (Rawtenstall) to Stubbylee Park (Bacup), increasing access to low-barrier wellbeing activities.
- Rossendale's active lifestyle offer has also been strengthened through high-profile events, including the Rossendale Triathlon and the Tour de Manc, which attracted over 1,200 participants. A new sports network newsletter has been launched and a community grant scheme for sports clubs has gone live.
- Rossendale Connected has continued to bring together partners to better support health and wellbeing in the Borough. The latest Big Connect, delivered in May 2025, focused on improving children and young people's mental health.
- In collaboration with the East Lancashire Prevent Team, PREVENT training for East Rossendale schools has been agreed to support early intervention and address cohesion issues related to refugees and asylum seekers in Bacup.
- Two internal Community Safety Working Group, two Pennine Community Safety Partnership, and two Serious Violence meetings have taken place to support effective information sharing and coordination among key agencies in relation to improve community safety.
- Initial data sharing with HMRC and DWP has been provided for the Low-Income Family Tracker platform. This data will be used to develop Rossendale's Better Lives strategy.

- 345 families have been supported via the 7th round of the Household Support Fund. Additionally, refugees and asylum seekers have been supported through a Refugee Support Group in Haslingden, which is set to expand to Bacup.
- Playing pitch leases have been signed for St Peter's Field and Stacksteads Recreation Ground. Rossendale's Playing Pitch Strategy has been approved by Sport England and relevant National Governing Bodies.
- The new wheeled sports areas at Edgeside Park (Waterfoot) and Victoria Park (Haslingden) have been completed, and the next phase of the Stubbylee Park Masterplan has been launched. The plan proposes improved signage and park features, restoration of heritage structures, support for more activities year-round, better accessibility at the bowling green and pavilion, and stronger links to Lee Quarry via the Valley of Stone Greenway.
- Bedding plants for community groups have been delivered and planted across various locations. Additional support has been provided to groups entering Britain in Bloom and the It's Your Neighbourhood awards in preparation for judging days.

Current Challenges and Next Steps

- The number of housing, and food agency inspections is below target due to staffing shortages in the Environmental Health team. Despite ongoing recruitment efforts, attracting staff is challenging, and alternative solutions are being explored to increase team capacity.



Outcome

- Residents will receive modern, high-quality services.
- The Council will be financially stable, delivering services and projects within a robust governance framework, always ensuring value for money.
- Council services will be delivered by a skilled and motivated workforce.

Performance Indicator	2024-25 Outturn	Higher or Lower	2025-26 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Time taken to process Housing Benefit new claims (LGA id: 299)	13.2 days	Lower	16.5 Days	11.7 days	-	-	-	GREEN ↑	1st QUARTILE FG – 19 (Q3 2024/25) NLA – 18 (Q3 2024/25)
Time taken to process Housing Benefit change in circumstances (LGA id: 300)	1.5 days	Lower	4 Days	4.1 days	-	-	-	GREEN ↓	3rd QUARTILE FG – 5 (Q4 2024/25) NLA – 5 (Q3 2024/25)
Time taken to process Council Tax benefit new claims	12.day days	Lower	15 Days	13.9 days	-	-	-	GREEN ↓	N/A
Time taken to process Council Tax benefit change in circumstances	2.3 days	Lower	4 days	3.4 days	-	-	-	GREEN ↓	N/A
Increase the use of the Council's website for service requests and contacting the Council by 5%, reported Q3 (Resident Survey).	26%	Higher	21%	-	-	-	-	-	N/A
Payment of undisputed invoices within 30 days	92%	Higher	92%	91%				GREEN ↓	N/A
Number of Ombudsman Enquiries upheld	0	Lower	0	0	-	-	-	GREEN █	N/A
Number of employee leavers in line with the national average (15% per annum)	5	Lower	7	8	-	-	-	AMBER ↓	N/A
Number of days lost due to sickness absence per full time equivalent employee	11.5 days (annual)	Lower	2 days	2.1	-	-	-	GREEN ↑	N/A

Percentage of staff who have completed an annual appraisal, cumulative figure.	90%	Higher	100%	82%	-	-	-	AMBER ↓	N/A
RIDDOR reportable accidents and incidents, cumulative figure	1	Lower	< 5	0	-	-	-	GREEN ↑	N/A
Tier 2									
Percentage of Council Tax collected, cumulative figure (LGA id: 199)	95.3%	Higher	95.25%	27.9%	-	-	-	GREEN ↑	4th QUARTILE FG – 96.6% (2024/25) NLA – 97.1% (2024/25)
Percentage of NNDR collected, cumulative figure	98.4%	Higher	98.4%	25.4%	-	-	-	GREEN ↑	N/A
Percentage of accurate processing of a Housing Benefit claim, cumulative figure	94.7%	Higher	96%	94%	-	-	-	GREEN ↓	N/A
Secured garden waste subscribers, cumulative figure	7082	Higher	7050	6755	-	-	-	GREEN ↓	N/A
Secured commercial waste subscribers, cumulative figure	422	Higher	470	425	-	-	-	GREEN ↑	N/A
Secured commercial food waste subscribers, cumulative figure	NEW	Higher	200	73	-	-	-	GREEN █	N/A
Secured number of bulky waste collection requests, cumulative figure	3102	Higher	3000	854	-	-	-	GREEN ↑	N/A
Increase the number of electronic service request forms completed by residents by 15%, reported Q4	19,717	Higher	19,000	-	-	-	-	-	N/A
Distribute 12 positive new stories	16	Higher	12	14	-	-	-	GREEN ↑	N/A
Average number of views per TikTok	NEW	Higher	1,000	2,850	-	-	-	GREEN █	N/A
Percentage of FOIs responded to within 20 days	92%	Higher	100%	88%	-	-	-	RED ↓	N/A
Percentage of complaints responded to within 10 working days	59%	Higher	100%	79%	-	-	-	RED ↑	N/A
Percentage of Member enquiries responded to within 10 working days	100%	Higher	100%	100%	-	-	-	GREEN █	N/A

Percentage of MP enquiries responded to within 10 working days	47%	Higher	100%	45%	-	-	-	RED 	N/A
Number of Health and Safety reports received	114 (annual)	Lower	27	28	-	-	-	GREEN 	N/A

Performance Summary

- The Council's website accessibility has improved through the introduction of 'Recite Me', a tool used to allow users to customise their web experience based on their needs.
- 3 members of staff have successfully completed a Level 5 Professional Coaching qualification, enabling in-house coaching to support staff development. Plans are in place to implement a coaching approach within teams, with further promotion needed to raise awareness of coaching and its benefits.
- Managing performance is a key part of employment and supports the Council in developing and training its staff. The Appraisal guidance for 2025 has been updated and rolled out to all staff.
- A new applicant tracking system has been procured and integrated into the Council's website. The new system has digitalised the Council's recruitment processes and enhanced the Council's appeal as an employer of choice. Recruiting managers have received training to support the system's launch.
- Following a serious accident within the Parks and Open spaces team, an action plan has been developed and monitored through the Operations Health & Safety Committee and the Joint Consultative Committee. The Health & Safety action plan continues to be rolled out, with a focus on improving safety standards across the organisation.

Current Challenges and Next Steps

- During Q1, 29 complaints, 24 MP enquiries, 1 Member enquiry*, and 476 Freedom of Information requests have been processed. Information relating to regular requests and enquiries is uploaded to the Council's website, and regular reminders are sent to responding officers to increase the number of complaints and enquiries responded to within the specified deadline.
 - Of the 29 complaints received, 79% (23) were responded to within deadline, 14% (4) were closed with a breached deadline, and 7% (2) remained open.
 - Of the 24 MP enquiries received, 54% (13) were closed within deadline, 25% (6) were closed with a breached deadline, and 21% (5) remained open.
 - Of the 476 Freedom of Information requests, 88% (419) were responded to within the 20 working-day deadline, 11% (51) were responded to with a breached deadline, 1% (6) remained open at the end of the quarter.

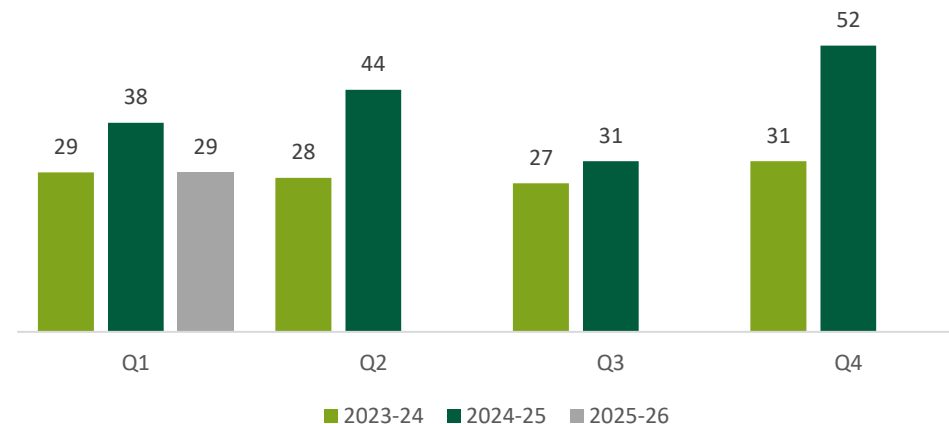
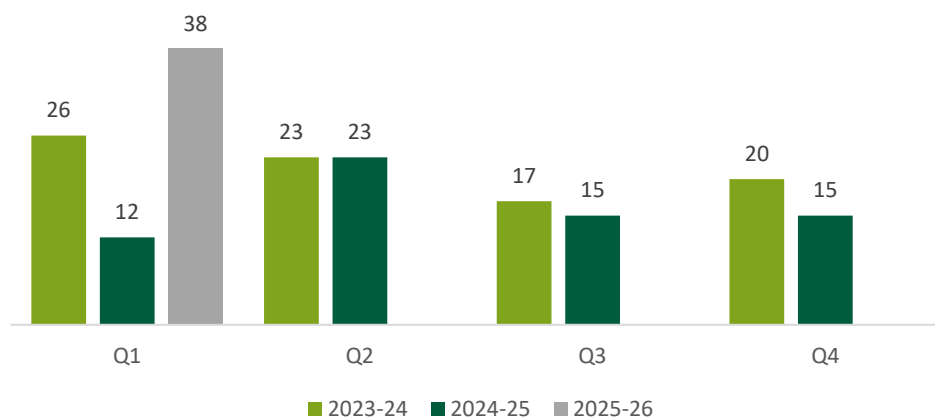
Compliments and Complaints

Compliments

Compliment Trend	Q1	Q2	Q3	Q4
2023-24	26	23	17	20
2024-25	12	23	15	15
2025-26	38	-	-	-
Number of Compliments	Compliment Detail			
1	Bins/bin collection			
3	Customer service			
1	Grass cutting			
1	Housing/landlord			
1	Quality of service			
30	Staff member/team			
1	Trees			

Complaints

Complaints Trend	Q1	Q2	Q3	Q4
2023-24	29	28	27	31
2024-25	38	44	31	52
2025-26	29	-	-	-
Number of Complaints	Complaint Detail			
1	Action/response/communication			
5	Bin/bin collection			
3	Council decision			
2	Customer service			
2	Housing/landlord			
1	Litter/debris/fly-tipping			
5	Other			
3	Property/land			
1	Quality of service			
3	Staff member/team			



Ombudsman Enquiry

Ombudsman Enquiry	Q1	Q2	Q3	Q4
2023-24	2	0	1	0
2024-25				
2025-26				

Corporate Risks

Quarter 1 Corporate Risk Register

Risks are those things which might present a barrier to the Council delivering the things we have set out to achieve. Embedding risk management across the Council will ensure there is a robust and consistent process to enable the Council to make the most of its opportunities and make appropriate decisions based on accurate, relevant, timely and complete information.

As part of the Council's annual business planning process, the Council reviews the potential risks it is facing and how it might mitigate the occurrence of such risks.

Service level risks where the impact and/or likelihood of the risk occurring could be high and effect the Council's ability to achieve its objectives and priorities are escalated to a Corporate Risk. Corporate Risks are monitored by the Council's Corporate Management Team on a regular basis.

The Council uses a risk matrix to analyse the probability and impact of risks. Scores are determined by multiplying the 'likelihood' score with the 'impact' score.

Likelihood	Almost certain	5	5	10	15	20	25
	Likely	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Unlikely	2	2	4	6	8	10
	Remote	1	1	2	3	4	5
			1	2	3	4	5
			Insignificant	Minor	Moderate	Major	Catastrophic
			Impact				

Likelihood – How likely is it that the risk may occur.

Impact – How serious might the consequences of the impact be.

A risk scoring 25 is the highest level of risk, and a risk scoring 1 is the lowest level of risk.

Risk RAG (Red, Amber, Green) rating status indicators	
Risk Status	Status description
RED	The likelihood and impact of the risk is low
AMBER	The likelihood and impact of the risk is medium
GREEN	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£574k in 2025/26, increasing each year thereafter to £934k in 2028/29. 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 4 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.

Mitigation

The Medium Term Financial Strategy does not indicate a significant narrowing of the gap in the next four years. However there are savings plans in progress and significant commercial opportunities available towards the end of the decade. Departments the Council are under constant review and there are a series of income and savings groups in place looking for efficiencies which meet regularly. The council has sufficient reserves to cover up to and past the vesting day for Local Government Reorganisation. Across the 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
	2	5	10	AMBER

Q1 Update

The income and savings groups have drawn up a long list of savings and income proposals which are being worked through to assign responsibility and action for delivery. Some of the savings have already been delivered through efforts to effectively manage utilities. Some items will need formal approval for delivery. On the assumption of delivery the Council has sufficient resources to deliver its core service objectives throughout the currency of the medium term financial strategy. Furthermore the council is forecasting an underspend at the end of Q1 lessening the pressure on reserves and following on from the underspend reported at the year ended 31st March 25 at which point the Council held usable reserves in the sum of c£17m with an annual revenue budget of c£11.5m. Fair Funding 2.0 will create some change for the sector and the impact of that is not fully evaluated yet and subject to change. Analysts predictions are for a flat cash settlement at the time of writing. Monitoring of the revenue and capital budgets of the Council and appropriate check challenge and action off the back of this monitoring remains a key control to minimise the risk of failure. This risk should remain on the Council's corporate risk register through Local Government Reorganisation.

Q1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	2	5	10	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.

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
	2	4	8	AMBER

Q1 Update

Officers continue to attend relevant LRF meetings at Strategic and Tactical level. An up to date Local Emergency Response Plan is in place. The internal Emergency Planning Team meets quarterly, with the last meeting being in April 2025. A refreshed mutual aid agreement has been signed by all Lancashire Chief Executives and is now implemented. Officers continue to work with other agencies to plan to mitigate flooding and to develop relationships with community groups in areas with high flood risk. The out of hours response arrangements are working well. There has been additional testing of our cybersecurity arrangements and the resilience of critical IT systems and Officers continue to learn lessons and implement any additional controls required.

Q1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	3	4	12	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.

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
	3	5	15	AMBER

Q1 Update

Work has continued on the health and safety action plan, aided by Governance training and introduction of the new risk management strategy. Following the serious accident that occurred during the previous Quarter, a high-level investigation was carried out, and recommendations have been implemented during Q1, with arrangements to monitor progress via the Joint Consultative Committee. Lessons learned have been shared across the Council. A debrief has also been arranged and will take place in Q2. Staff have been encouraged to report all accidents, incidents and hazards through the Corporate Brief and this will be supported by a new Accident/Incident reporting and investigation policy, which will be presented for approval during Q2. Officers have continued to work proactively with the Unison Health and Safety Representative and to respond to any concerns raised by employees. Work has continued with Human Resources to develop a Wellbeing Strategy which will support all employees. Drugs and alcohol testing has continued.

Q1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	4	5	20	AMBER

Risk 4 – Changes to Government policy on the delivery of the Council’s services

Responsible Officer - Rob Huntington

Description

As a statutory body, the Council is subject to changes in policy and legislation proposed or implemented by central government that could affect how services are delivered to residents and businesses. This includes potential changes arising from local government reorganisation, which may impact the Council’s structure, responsibilities, and service delivery models.

Risk Consequence

There is a risk that the Council may fail to respond effectively and prepare for policy changes or structural reforms, including local government reorganisation, leading to disruption in service delivery, loss of local influence, or resource pressures.

Mitigation

The Council is an active member of the Local Government Association and District Councils Network, which provide updates on government policy and consultations. The Council also subscribes to daily briefings from the Local Government Information Unit (LGIU), including government news and policy analysis. The Chief Executive and Leader of the Council meet regularly with the borough’s MPs to raise local priorities and discuss emerging national issues. The Corporate Management Team continually monitors and assesses government positions on funding distribution, policy developments, and potential local government reorganisation proposals to ensure timely preparation and response.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	1	2	2	GREEN

Q1 Update

The Council’s Policy, Performance, and Communications Officer receives regular policy bulletins and legislative updates from government departments and undertakes a weekly horizon scanning exercise. Updates are shared with the Senior Leadership Team and cascaded to relevant officers. ‘Horizon Scanning and Policy’ is a standing agenda item at the Corporate Management Team’s weekly meeting, facilitating ongoing discussions on recent announcements, funding opportunities, and other government updates to determine any required actions. Staff also attend webinars, and the Chief Executive regularly participates in the North West Chief Executives and Lancashire Chief Executives meetings, both with representation from the Local Government Association.

In Q1, officers continued to represent Rossendale in Lancashire-wide working groups for local government reorganisation, including the Chief Executives Group, HR and Workforce, Finance, Legal, Communications, and Data. Attendance at these sessions will continue to ensure Rossendale’s interests are represented and the Council remains actively engaged throughout the reorganisation process.

Q1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	1	2	2	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.

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
	2	3	6	AMBER

Q1 Update

During Q1, 8 employees resigned; 3 due to retirement, 1 following ill health, and 3 moved on to other opportunities (2 middle managers). Data for 2024/25 suggests there is a “glass ceiling” at middle manager level where there are fewer opportunities for promotion due to the Council’s size and limited management positions. There are also challenges in recruiting to Environmental Health, HGV Mechanic and Property/Project Management roles because of competing with neighbouring authorities who offer higher salaries. Environmental Health roles have statutory duties therefore creating a risk that legal requirements may not be met. To try to mitigate these challenges, exit interviews are carried out, HR interview leavers to understand why, review this information yearly to spot patterns, and work with managers to find other solutions like reviewing job structures, considering extra pay or market supplements, and exploring shared working opportunities with other councils.

Sickness absence at Q1 was 2.10 days per FTE (230 days) which if continued over the year would equate to 8.4 days, below the Councils target of 10 days. At the same time last year, sickness was 2.76 per FTE. 1.45 Days were because of long-term absence and 0.65 due to short-term absence. The highest number of days lost in Q1 were due to Stress/Anxiety (87 days) closely followed by 85 days lost due to Muscular skeletal conditions. To address the challenge of reducing absences, a new return to work form was implemented which identifies patterns and sickness triggers so issues can be dealt with quickly. Absence Management training has been delivered to all managers to give them the knowledge and skills to deal with absences in line with the absence management process. HR will continue to support managers in dealing with absences.

To strengthen the Employee Value Proposition (EVP) to help recruit and retain staff the current Employee Assistance Scheme has been reviewed and a new provider sourced which offers additional benefits for employees to include access to counselling, an online GP service and the opportunity to purchase Home Electronic equipment through a salary sacrifice scheme.

Q1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	4	3	12	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.

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: ISO27001:2022 and compliance with the PSN (Public Services Network) which means the Councils' infrastructure met all the security requirements to allow connection to the PSN. The Council adopts a Risk Insight approach to determine the threat Landscape and more importantly its evolution. A cyber security training programme is to be provided for all staff and members.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
3	5	15	AMBER

Q1 Update

Rossendale have received confirmation on achieving the following security certifications: · MOU (Memorandum of Understanding), the MOU details the required security standards and processes required by the DWP. The Audit covers both process, physical ICT equipment and software to ensure that security compliance with the DWP standards. · PSN audit covers both the internal and external ICT Infrastructure and involves penetration testing to try and identify any vulnerabilities. As part of the Rossendale Council's defence in depth security approach, the following programmes of work will be performed over the 25-26 period: · Futures Park replacement cloud switches. · Deployment of real time daily patches. · Implementation of SOC to prevent ransomware utilising ARP and AI. · Replacement of core perimeter firewalls. · Deployment of Zerto BCM / DR.

Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
3	5	15	AMBER

Risk 7 – Poor communications and public relations

Responsible Officer - Clare Law

Description

Effective communication and public relations are vital for informing, maintaining, and strengthening relationships with our stakeholders, supporting the successful delivery of the Valley Plan 2025–2029, and ensuring effective and efficient Council services.

Risk Consequence

Failure to proactively communicate, respond to emerging issues, or inadequate or inappropriate communications could significantly damage the Council's reputation at a local, regional, or national level. Reputational damage can negatively impact staff morale, public trust, and weaken relationships with stakeholders, ultimately affecting the successful delivery of our Valley Plan 2025-2029 and services.

Mitigation

The Council has a range of digital, traditional, and internal communication methods to ensure effective outreach and engagement with stakeholders. The Council's Communications Team supports officers in delivering timely, consistent messaging that aligns with and reinforces the objectives of the Valley Plan 2025–2029. For high-profile or potentially controversial issues, an established escalation and sign-off process is followed to ensure communications are reviewed, authorised, and aligned with corporate priorities and reputational risk management.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	4	2	8	AMBER

Q1 Update

In partnership with Viva PR, the Council continues to manage external communications through the Council's website, social media channels, and media releases. In Q1, 14 positive press releases were issued, supporting the promotion of Council activities and services. Targeted communications support was also provided for the Lancashire County Council election in May 2025.

The Council has reintroduced the use of TikTok to improve engagement and connect with younger audiences. Going forward, the Council will continue to utilise the platform and video content as part of its strategy to enhance communication and reach.

Reputational risk on social media has shown improvement in Q1, with a reduction in negative engagement compared to the previous quarter. Proactive messaging was released to address misinformation, including official statements regarding the family placed at King George's Court (Bacup) and the announcement of a new feasibility study for Bacup Market. The Council will continue to use FAQ documents for potentially contentious announcements to reduce both negativity and the spread of misinformation.

Q1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	3	2	6	AMBER

Risk 8 – Non – Delivery of Corporate Programmes

Responsible Officer - Rob Huntington

Description

The Council has agreed the 5 corporate programmes for 2025/26 to support the delivery of Corporate Plan. These are; Town Centre Regeneration, Property – Asset Review, Climate Change, Operations, and Customer Digital Strategy.

Risk Consequence

Failure to deliver the corporate programmes would have a detrimental impact on the delivery of the Council's Valley Plan 2025-29 – 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.

Mitigation

Each programme has a Programme Sponsor (member of the Corporate Management Team), a Programme Manager and Finance Officer. Each programme will have a robust plan and live risk register. The Programme Sponsor will be responsible for the strategic overview, and the Programme Manager will be responsible for the day-to-day management of activity. The Council's Programme Board meets quarterly to review the progress of its programmes. The Programme Sponsor is responsible for highlighting any concerns to the Corporate Management Team.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	1	2	2	GREEN

Q1 Update

Following the review of the Valley Plan 2025–29 – Our Place, Our Plan, 5 programmes have been identified, with individual projects monitored at an operational level to support delivery. Oversight of these programmes is provided through quarterly Programme Board meetings, attended by the Corporate Management Team, Programme Managers, and the Police and Performance Officer.

The most recent Programme Board meeting took place on 30th April 2025. At this meeting, 3 programmes were reported with a 'green' RAG status, 1 with 'amber', and 1 with 'red'. The Town Centre Regeneration programme received a 'red' rating due to timescale pressures and risk level. Mitigation actions were agreed within the meeting.

Following the redevelopment of Haslingden Market, a project debrief was held on 20th June 2025. Feedback from officers involved in delivery was collated, identifying project successes, lessons learnt, and recommendations to inform and strengthen the management of future projects.

Q1 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	2	2	4	AMBER

Risk 9 – Financial Sustainability of Council Owned Leisure Assets

Responsible Officer – Chris Warren

Description

National lockdowns during the Covid-19 pandemic 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 Council provided a level of financial support during that time. The tail end of the cost-of-living crisis and ongoing levels of inflationary pressures on such items as salaries and utilities continue to have a significant negative impact on the sustainability of the Trust. If the trust fails to follow a strategy whereby with Council it agrees on and delivers an appropriate sustainable leisure offer for the borough there is the risk of the trust in its entirety becoming unviable leading to the curtailment of leisure activities for the residents and a significant financial pressure for the Council.

Risk Consequence

If the trust fails to deliver an agreed sustainable future operating model, the operators of the facilities have little recourse to additional funding to survive other than through the Council earmarking a level of funding. Given that the Council has limited resources itself this would lead to a decision on which services would take priority with a likelihood that services and facilities could be ceased or closed.

Mitigation

The trust has made great strides in delivering trading results to small surpluses in the last two years and continues to trade within the headroom approved by the Council. A strategic review of the Council's leisure offer has been agreed by elected members and members of the trust board. This review is out for procurement at the time of writing with an ambition to be completed by the end of the calendar year. The review will focus on the operational and financial approach to deliver a sustainable leisure offer for the borough and the appropriate governance and skills required to deliver this outcome.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
2	5	10	AMBER

Q1 Update

The review procurement is expected to be concluded by the end of September with work to start shortly thereafter. The Q1 forecast position for the Trust is a surplus to budget which is also critical to mitigating this risk.

Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
2	5	10	AMBER

Risk 10 – Waste Transfer Station

Responsible Officer – Andy Taylor

Description

Following LCC's decision not to enter into a contract with Whinney Hill for the disposal of Residual Waste and Central Government's decision on the introduction of Domestic Food Waste Collections our current Waste Transfer Station no longer meets legislative requirements and as such needs replacing.

Risk Consequence

Failure to have an operational Waste Transfer Station at April 2026 will result in additional costs for running residual waste and food waste directly to Farrington.

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
4	3	12	AMBER

Q1 Update

Project is proceeding as per project plan – working through RIBA stages 0-3. RIBA 0-3 stages procured via Bloom framework at expected Budget. Key Target date for Q2 is submission of Planning application in September and move to RIBA stage 4. Residual Risk as due to change from Henrietta Street location no longer able to hit target completion date of April 26 – now looking at completion date of Dec 2026 which means that interim arrangements will be needed to transfer waste to Farrington between April 26 and Dec 26.

Q1 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
3	1	3	GREEN

Q1 2025/26 Performance Management Dashboard



Thriving Local Economy



During Q1, 2 performance measures were reported within the 'green' RAG status, 2 within 'amber', and 2 were not reportable.

High Quality Environment



During Q1, 14 performance measures were reported within the 'green' RAG status, 1 within 'amber', 3 within 'red', and 2 were not reportable.

Healthy & Proud Communities



During Q1, 8 performance measures were reported within the 'green' RAG status, 2 within 'red', and 4 were not reportable.

Effective & Efficient Council



During Q1, 18 performance measures were reported within the 'green' RAG status, 2 within 'amber', 2 within 'red', and 2 were not reportable.

Key successes



30 economically inactive residents supported via the Rossendale Works programme.



Designs for Rawtenstall's South Gyrotory improvements have been finalised.



Funding allocated for a feasibility study of the Heritage Arcade in Rawtenstall.

Key successes



Community clean-ups carried out at Prinny Hill (Haslingden) and Blackthorne (Bacup),



4 parks and green spaces nominated for the Green Flag award 2025/26.



3 Fixed Penalty Notices issued for a breached duty of care linked to fly-tipping incidents.

Key successes



98% of Disabled Facilities Grants completed within 12 months.



345 families supported via the 7th Round of the Household Support Fund.



Wheeled sports area upgrades completed for Edgeside and Victoria Parks.

Key successes



2,850 average number of views per TikTok increasing the Council's engagement.



Applicant tracking system added to the Council's website to streamline recruitment.



Website accessibility has improved with 'Recite Me,' enabling user customisation.

Current challenge

A revised Bacup Market scheme has been drafted. These designs will be finalised in preparation for public consultation and formal approval.

Current challenge

Preparatory work for a new Waste Transfer Station at Futures Park has progressed, with planning submission expected in December 2025.

Current challenge

Staffing issues continue in the Environmental Health Team despite recruitment efforts, alternative ways to increase capacity will be explored.

Current challenge

Regularly requested information is uploaded to the Council's website, with reminders to officers to improve complaint and enquiry response times.