

Subject:	Quarter 2 Performance Management Report (July, August and September) 2025	Status:	For Publication
Report to:	Overview and Scrutiny Committee	Date:	10 th November 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 to note and consider the Council's performance during Quarter 2 (Q2) 2025/26 as detailed in this report and Appendix 1.

2. EXECUTIVE SUMMARY

- 2.1
- 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 Q2 Performance Management Report details the Council's performance in relation to the Valley Plan 2025-29 (Our Place, Our Plan) during the months July, August and September) 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 8 performance measures reported as 'red' and 1 corporate risk reported as 'red' on the RAG status.
 - During Q2, the Council received 8 compliments, 46 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 Q2 2025/26 for Overview and Scrutiny. The Overview and Scrutiny Committee 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 Q2 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 Q2 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	1	-	3
A High Quality Environment	16	1	1	2
Healthy and Proud Communities	7	-	4	3
Effective and Efficient Council	18	3	3	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**

Work is progressing on the Rawtenstall Market redevelopment, with temporary and permanent sites scheduled for construction in early 2026.

Public consultations have shaped approved designs for Bacup Market, while a partnership with B&E Boys will deliver five new industrial units on the former Regal Cinema site.

The Higher Deardengate public realm works are on schedule for completion by mid-December 2025, enhancing the look and function of the town centre.

Employment programmes have successfully engaged 51 residents this quarter, supporting economic activity and inclusion.

The Big Lamp Project and new mural installations have supported local arts, heritage, and community cohesion, attracting strong public recognition.

Several regeneration projects are experiencing delays due to heritage feasibility studies and technical assessments required before works can proceed

- 4.4 During Q2, 2 performance measures were reported within the 'green' RAG status, 1 within 'amber', and 3 were not reportable

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

Waste and recycling services exceeded operational targets, with over 99% of scheduled collections completed on time.

Green Flag awards retained for Moorlands Park and Rawtenstall Library Gardens, and a new award gained for Whitworth Memorial Gardens.

The Edgeside Skate Park and Whitaker Park Youth Play Area were installed successfully and has become a community attraction.

Average fly-tipping removal times improved to 4.1 days, supported by enforcement partnerships and awareness campaigns.

Community clean-up events in Rawtenstall and Bacup collected over 3.5 tonnes of waste,

Staff resources within Parks and Street Sweeping have been diverted to urgent cemetery safety works, and vehicle downtime has impacted on mowing and sweeping schedules.

- 4.6 During Q2, 16 performance measures were reported within the 'green' RAG status, 1 within 'amber', 1 with 'red' and 2 were not reportable

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

Expansion of Parkrun and Park Yoga programmes continues to increase participation in local physical activity initiatives.

The Weight Management Project and Better Habits Family Programme achieved full satisfaction rates and now being delivered in schools across the borough.

1,277 awards totalling £129,500 were distributed to residents through the Household Support Fund, alongside continued work on fuel poverty.

New skateparks have been launched in Waterfoot and Haslingden, and multi-agency enforcement activities have reduced anti-social behaviour and youth-related harm.

Local Plan Review preparations have started, with a Steering Group established comprising of council officers and members.

Recruitment pressures in Environmental Health and slower delivery of new homes remain key risks, although mitigation plans in progress.

- 4.8 During Q2, 7 performance measures were reported within the 'green' RAG status, 4 with 'red' and 3 were not reportable.

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

Organisation-wide rollout of Windows 11, Office 2024, and a new document management system has improved efficiency and data security.

Core firewalls and encryption systems upgraded and enhanced disaster recovery measures have been implemented to support cyber resilience.

Sickness absence levels remain within target, and 92% of staff have completed annual appraisals.

Wellbeing support to staff has been rolled out via a refreshed Employee Assistance Programme (Vivup) has enhanced employee benefits.

Internal audits on FOI and data access processes received "Reasonable Assurance" ratings, confirming strong control frameworks are in place.

Complaint, FOI, and MP enquiry deadlines continue to below target, work is being undertaken to mitigate and meet the targets.

- 4.10 During Q2, 18 performance measures were reported within the 'green' RAG status, 3 within 'amber', 3 with '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.

- 91% of Freedom of Information requests were responded to within 20 working-days.
- 54% of complaints were responded to within 10 working-days.
- 100% of Member enquiries were responded to within 10 working-days.
- 56% of MP enquiries were responded to within 10 working-days.

Compliments and complaints are referred to in the Q2 Performance Management Report, page 14.

4.12		Q2 2024/25	Q1 2025/26	Q2 2025/26
	Number of Compliments	23	34	8
	Highest nature of Compliments	100% (23) Staff member/team	97% (33) Staff member/team	50% (4) Property/land
	Highest Service Area with Compliments	Operations - 11	Operations - 23	Operations - 8

The number of compliments has decreased by 26 in Q2 when compared with the previous quarter, and by 15 when compared to Q2 last year. Q2 continues to see top nature of compliments as 'Staff member/Team'.

Throughout Q2, Operations received the highest number of compliments.

4.13 Examples of compliments received during Q2:

- 'We have recently moved in to the area from Sheffield and I would like to pass on my sincere thanks to all the refuse collection staff for all their help in explaining the services of the bin collections. Each one of the staff I have spoken to have been very helpful and courteous and nothing has been too much trouble. Please pass on my thanks to all of the staff'.
- 'Thank you to refuse supervisor who sent the road sweeper down Heys street, thank you very much it is appreciated'.
- 'From my first phone call with the Corporate Support Manager, she was the most pleasant, efficient person I could have hoped to deal with. She listened, advised and would keep me informed on any issues or updates. In the end I needed to make safe 3 family graves. The work has now thankfully been completed to a high standard by a recognised mason. Please could she be thanked for her professionalism and kindness she showed to me throughout this time'.

4.14		Q2 2024/25	Q1 2025/26	Q2 2025/26
	Number of Complaints	44	29	46
	Highest nature of Complaints	32% (14) Other	17% (5) Other and bin/bin collection	20% (9) Property/Land
	Highest Service Area with Complaints	Capita - 13	Operations – 7	Operations - 21

The number of complaints received in Q2 has increased by 17 when compared with the previous quarter, and is the higher when compared to Q2 last year.

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

During Q2, there were no new enquiries received from the LGO.

4.16 **Corporate Risk Register**

4.17 The Council continues to review and monitor its 10 Corporate Risk Register. During Q2, 2 Corporate Risks were reported within the 'green' RAG status, 7 within 'amber' and 1 within 'red' status. The corporate risk within 'red' status is:

- Risk 3 – Incident resulting in death or serious injury or HSE investigation

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 Q2 Performance Management Report, pages 15-25.

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 Q2. 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 Overview and Scrutiny to identify and consider any service actions, projects, performance measures or corporate risks requiring further action.

Background Papers	
Q2 Performance Management Report	Appendix 1
Q2 Performance Management Dashboard	Appendix 2



ROSSENDALE
BOROUGH
COUNCIL



Quarter 2 2025/26
Performance Management Report

Quarter 2 2025/26 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%	17.25%	-	-	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	-	-	-	-	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	51	-	-	GREEN ↑	N/A
Reduce the borough's unemployment rate (LGA – id:5472)	3.9%	Lower	3%	3.8%	2.9%	-	-	GREEN ↑	4TH QUARTILE FG – 3.4% (Q1 2025/6) NLA – 2.9% (Q1 2025/6)
Performance Summary									
• Following the successful appointment of RLX Construction, work is now underway to prepare the temporary Rawtenstall Market, which is scheduled to open in January 2026. • In parallel, a preferred contractor has been identified through a successful procurement process to deliver the new permanent Rawtenstall Market. The 52-week construction programme is due to begin in January 2026 and complete in early 2027. Work is also progressing to appoint a contractor to carry out the utilities installation for the new market.									

- As part of the ongoing Bacup 2040 Vision, two public consultation events and an online survey, receiving over 90 responses—have helped shape the redesign of Bacup Market. The proposed designs have now been approved by Cabinet, and all site surveys are complete, providing the technical information needed to move the scheme forward to the planning application stage. Design work for Union Street is continuing to progress.
- Under the Bacup 2040 Vision, a partnership with B&E Boys has been established to redevelop the long-derelict Regal Cinema and snooker hall site. This exciting scheme will deliver five modern industrial units, providing new opportunities for local businesses and start-ups while breathing new life into a key site in the town centre.
- In preparation for the upcoming capital works in Waterfoot, significant groundwork has already taken place. A large mural, completed throughout August and September, now brings colour and creativity to the blocked-up entrance of the former tunnels. The design celebrates Waterfoot's distinct character — featuring kingfishers and the clock from the Grade II listed Trickett's Arcade and has been met with positive feedback from the local community, enhancing this key gateway into the town.
- As part of the exciting Haslingden 2040 regeneration programme, work is progressing well on the Higher Deardengate public realm improvements. The 24-week scheme, which began in July, is on track for completion by mid-December. Alongside these improvements, Haslingden 2040 continues to support, promote, and attract new businesses across the Market, Deardengate, and the wider town centre, helping to create a vibrant and thriving Haslingden for residents, visitors, and traders alike.
- The shopfront restoration project, although challenging continues to make progress, supported by several building grant applications currently in development. Six of these focus on bringing shopfronts back to life, while one repurposing project at 34 Deardengate has already been submitted for planning approval.
- The Big Lamp Project has continued to fund and support five key events across Quarter 2. These included the Guitar and Grub, Culture and Heritage, Celebration of Haslingden, and Stone Carving Training events held throughout August, attracting good attendance and helping to celebrate the town's creativity and community spirit
- The Rossendale Works programme continues to thrive with a number of engagement activities including walking football Tuesday with Bacup football Club, an options group running at revival in Haslingden, also a female only digital basic skill group running Wednesdays at Community link, Haslingden.

Current Challenges and Next Steps

- Key regeneration projects will continue to advance, with activities including pre-construction for the temporary Rawtenstall Market, contractor appointment for the permanent market, progression of the Bacup Market redevelopment through planning and procurement, design development for Union Street, and the start of on-site works at the Waterfoot Event Space.
- Some delays have occurred across regeneration projects while heritage feasibility surveys are completed, including detailed assessments for Tricketts Arcade, Waterfoot and other key locations. These are required to ensure full compliance with heritage and conservation obligations before works progress



Outcomes

- Our local environment will be high quality, clean and green.
- We will be carbon neutral by 2030, 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%	32.81%	-	-	AMBER ↑	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	127.28kg	-	-	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	4.1 Days	-	-	GREEN ↑	N/A
Initial investigation of fly-tipping	5 days	Lower	5 days	3 days	5 days	-	-	GREEN ↓	N/A
Initial investigation of abandoned vehicles	5 days	Lower	5 days	3 days	5 days	-	-	GREEN ↓	N/A
Initial investigation of trade waste issues	5 days	Lower	5 days	4 days	5 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%	99.3%	-	-	GREEN █	N/A

Percentage of trade waste bins collected as per schedule	100%	Higher	95%	99.8%	99.9%	-	-	GREEN ↑	N/A
Percentage of public litter bins emptied as per schedule	100%	Higher	95%	98%	100%	-	-	GREEN ↑	N/A
Percentage of main roads swept as per schedule	97%	Higher	95%	90%	99%	-	-	GREEN ↑	N/A
Percentage of side roads swept as per schedule	95%	Higher	95%	85%	60%	-	-	RED ↓	N/A
Percentage of amenity grass cut as per schedule	100%	Higher	95%	75%	80%	-	-	GREEN ↑	N/A
Percentage of park grass cut as per schedule	100%	Higher	95%	100%	100%	-	-	GREEN ↑	N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule	100%	Higher	95%	100%	100%	-	-	GREEN ↑	N/A
Percentage of play areas inspected as per schedule	100%	Higher	90%	100%	100%	-	-	GREEN ↑	N/A
Percentage of cemeteries inspected as per schedule	100%	Higher	80%	90%	100%	-	-	GREEN ↑	N/A
Percentage of requested bulky waste collections completed within 5 working days	98%	Higher	95%	98%	99%			GREEN ↑	N/A
Percentage of requested bins delivered within 5 working days	97%	Higher	90%	98%	97%			GREEN ↓	N/A

Performance Summary

- Green Flag awards have been retained for and Moorlands Park and Rawtenstall Library Gardens, and a new award has been achieved for Whitworth Memorial Gardens in July.
- Surveys have taken place in the Council's main parks (Whitaker Park - Rawtenstall, Victoria Park - Haslingden, Stubbylee and Moorlands Park - Bacup and Edgeside Park - Waterfoot) for ash trees with disease, and a risk-based approach has been applied to prioritise the work to be carried out in winter by the Tree Team.

- Whitaker Park Youth Play Area has been successfully installed in August and is proving to be a huge attraction within the park.
- Significant work has been undertaken in Cemeteries following the incident in Rawtenstall, to ensure the memorials and grave headstones meet the safety standards and safeguard Council employees and visitors to our cemeteries
- Monthly clean up days continue throughout Rossendale, during Qu 2 these have been at Rawtenstall - Reedshome (back of Thorn Street/Woodcroft Street) and Bacup (Co-operation Backs), 3 tonnes and 0.5 tonnes collected respectively.
- A planning application for the proposed WasteTransfer Station at Futures Park, Bacup, to develop the site and build the station to support cost efficient collection of waste throughout the Borough
- The Council continues to take a proactive approach to tackling fly-tipping. During Quarter 2, average removal times remained within target, supported by joint enforcement activity with the Environment Agency and Lancashire Police. Fixed penalty notices were issued for waste offences, and educational campaigns were delivered in hotspot areas to promote responsible waste disposal.

Current Challenges and Next Steps

- The frequency of the amenity grass mowing has been impacted due to all available resources within the parks and open spaces team have been diverted to cemetery inspections and works to make memorials safe following the incident in Rawtenstall Cemetery
- There has been downtime of the street sweeper vehicles due to mechanical defects and age of vehicles approaching their end of life, exploring other options to bring forward footpath sweepers on the vehicle replacement programme.
- Plans for food waste collections are being revised following the recent fire at Brostners waste processing facilities and interim arrangements have been put in place for commercial food waste collections.
- Lack of resource to undertake tree work and tree inspections.



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%	94%	-	-	GREEN ↑	N/A
Percentage of Disables Facilities Grants completed within 12 months	95%	Higher	75%	98%	95%	-	-	GREEN ↓	N/A
Determine major planning applications within 13 weeks (LGA id: 17482)	100%	Higher	60%	100%	100%	-	-	GREEN █	1 st 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%	95%	-	-	GREEN █	3 rd QUARTILE FG – 93% (Q4 2024/25) NLA – 88% (Q4 2024/25)
Number of ‘new’ and ‘affordable new’ homes delivered within the Local Plan per annum, reported Q2 (for 2024/25) Note – 6 of the 137 were affordable	201	Higher	185	-	137	-	-	RED ↓	N/A
Initial response to housing complaints	35 days	Lower	10 days	25 days	40 days	-	-	RED ↓	N/A
Initial response to food hygiene complaints	8 days	Lower	10 days	7 days	8 days	-	-	RED ↓	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	77%	Higher	80%	-	-	-	-	-	N/A

area after dark by 5%, reported Q3 (Resident Survey)									
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	74	-	-	GREEN ↑	N/A
Processing of Disabled Facilities Grants – referral to approval days	65 days	Lower	110 days	73	92	-	-	GREEN ↓	N/A
Processing of Disabled Facilities Grants - approval to completion days	115 days	Lower	365 days	37	134	-	-	GREEN ↑	N/A
Number of Food Standards Agency food inspections per annum, cumulative figure	305 (annual)	Higher	304	50	132	-	-	RED ↓	N/A

Performance Summary

- As part of the Sports and Physical Activity Action Plan 2025-26, following the success of the Victoria Park Parkrun, Haslingden started in November 2023, the Moorlands and Stubblelee Park Parkrun, Bacup was launched and Park Yoga expanded to include both Whitaker Park, Rawtenstall and Moorlands and Stubblelee Park, Bacup.
- The Weight Management Project supported 124 adults with 100% satisfaction rate and launched the Better Habits Family Programme in July, now being delivered across primary schools in the borough.
- The Rossendale Population Health Board has met quarterly, with System Leadership training for RBC and partner staff delivered in September
- Three Community Alcohol Partnership meetings were chaired by the Communities Team during Quarter 2, focusing on reducing anti-social behaviour and youth-related harm. In partnership with the Youth Service and the White Horse Project, a range of diversionary activities were delivered, including climbing wall sessions at Edgeside Park (Waterfoot) and Whitaker Park (Rawtenstall) throughout the summer school holidays. In addition, Trading Standards conducted a series of enforcement operations across Bacup, Haslingden, and Whitworth, resulting in the seizure of illegal vapes and counterfeit cigarettes from several retail premises.
- Monthly Prevent meetings continued with the East Lancashire Prevent Team, ensuring a coordinated approach to early intervention and safeguarding. During Quarter 2, two referrals were made to the East Lancashire Prevent Team for further assessment and support.
- The Low Income Family Tracker (LIFT dashboard was developed during Quarter 2 to identify and support low-income households, enabling the delivery of targeted financial assistance campaigns in partnership with key stakeholders and community organisations.

- The Household Support Fund provided 1,277 awards to 594 households, totalling £129,500, to assist residents experiencing financial hardship and fuel poverty. The fund also supported Homewise to deliver an affordable warmth programme and provided financial assistance to local foodbanks, strengthening community resilience and response to cost-of-living challenges.
- The official launch of two skateparks took place in June 2025 at Edgeside Park Skate Park (Waterfoot) and Victoria Park Wheeled Sports Facility (Haslingden) — providing new spaces for skate, scooter, and bike enthusiasts and the wider community.
- Work commenced on the third phase of the Moorlands and Stubbylee Park Masterplan, including plans to host more public events, improve accessibility, and enhance park infrastructure.
- Ongoing support was provided to Pride and Friends of Groups across the borough, including grant funding for community-led improvements, such as the installation of water butts for the Friends of Haslingden Cemetery.
- Preparation for the Local Plan Review have started with a Local Plan Steering Group established comprising of officers and councillors.
- Funding has been obtained for a Green Belt Review and further finance will need to be secured to commence other studies, such as, Strategic housing market assessment, Design code and Highway capacity.
- Recent planning permissions have been granted for 44 units at Hardman Avenue (with the appeal decision issued in July 2025). Taylor Wimpey’s application for 238 new homes in Edenfield was approved in October, subject to resolution of the s106 planning obligation. This will deliver more than 70 affordable homes.
- An internal working group comprising officers from Legal, Finance, HR, Communities, Transformation, and Data has been developed to support the Local Government Reorganisation. The group is coordinating activity to ensure readiness for potential structural changes and alignment across service areas. Officers have also attended a series of Lancashire-wide working groups with other local authorities to contribute to the development of options for the creation of new Lancashire authorities, ensuring that Rossendale’s interests are represented throughout the process.

Current Challenges and Next Steps

- The number of new and affordable homes completed during the quarter remains below target, reflecting the ongoing impact of wider market conditions, construction cost increases, and developer viability challenges. Work continues to secure additional funding and investment opportunities to stimulate delivery through partnership working, and strategic planning activity. The upcoming Local Plan Review will also provide an opportunity to reassess land allocations and housing strategies to better support long-term delivery across the borough.
- Recruitment challenges within the Environmental Health team continue to affect service delivery, resulting in pressure on inspection capacity and extended response times for housing complaints, food hygiene complaints and food inspections. Despite these constraints, priority cases are being managed effectively through a risk-based inspection programme, and recruitment activity remains ongoing to restore full operational capacity. Temporary support and cross-service service are also being utilised to maintain statutory service standards.



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	10.0 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	4.2 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	15.0 days	-	-	GREEN ↓	N/A
Time taken to process Council Tax benefit change in circumstances	2.3 days	Lower	4 days	3.4 days	3.6 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%	90%			GREEN ↓	N/A
Number of Ombudsman Enquiries upheld	0	Lower	0	0	0	-	-	GREEN █	N/A
Number of employee leavers in line with the national average (15% per annum)	5	Lower	7	8	6	-	-	GREEN ↑	N/A
Number of days lost due to sickness absence per full time equivalent employee	11.5 days (annual)	Lower	8 days	2.1	4.07	-	-	GREEN ↑	N/A

Percentage of staff who have completed an annual appraisal, cumulative figure.	90%	Higher	100%	82%	92%	-	-	AMBER ↑	N/A
RIDDOR reportable accidents and incidents, cumulative figure	1	Lower	< 5	0	2	-	-	GREEN ↓	N/A
Tier 2									
Percentage of Council Tax collected, cumulative figure (LGA id: 199)	95.3%	Higher	95.25%	27.9%	54.51%	-	-	GREEN █	4 th QUARTILE FG – 96.6% (2024/25) NLA – 97.1% (2024/25)
Percentage of NNDR collected, cumulative figure	98.4%	Higher	98.4%	25.4%	56.71%	-	-	GREEN ↑	N/A
Percentage of accurate processing of a Housing Benefit claim, cumulative figure	94.7%	Higher	96%	94%	95.3%	-	-	GREEN ↑	N/A
Secured garden waste subscribers, cumulative figure	7082	Higher	7050	6755	6923	-	-	GREEN ↑	N/A
Secured commercial waste subscribers, cumulative figure	422	Higher	470	425	427	-	-	AMBER ↑	N/A
Secured commercial food waste subscribers, cumulative figure	NEW	Higher	200	73	80	-	-	AMBER ↑	N/A
Secured number of bulky waste collection requests, cumulative figure	3102	Higher	3000	854	1476	-	-	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	17	-	-	GREEN ↑	N/A
Average number of views per TikTok	NEW	Higher	1,000	2,850	9,197	-	-	GREEN ↑	N/A
Percentage of FOIs responded to within 20 days	92%	Higher	100%	88%	91%	-	-	RED ↑	N/A
Percentage of complaints responded to within 10 working days	59%	Higher	100%	79%	54%	-	-	RED ↓	N/A
Percentage of Member enquiries responded to within 10 working days	100%	Higher	100%	100%	100%	-	-	GREEN █	N/A

Percentage of MP enquiries responded to within 10 working days	47%	Higher	100%	45%	56%	-	-	RED 	N/A
Number of Health and Safety reports received	114 (annual)	Lower	27	28	39	-	-	GREEN 	N/A

Performance Summary

- To support the Council's commitment to equality, diversity and inclusion strategy and approach, the new Recite Me accessibility tool has been launched on the Council's website in Quarter2 to allow users to adjust how the site looks and works to suit their individual needs, including those with visual impairments, dyslexia and cognitive differences, to access and interact effectively with the website content.
- Within the Digital Workforce programme, the upgrade to Windows 11 and Office 2024 is now complete across the organisation. A new document and records management system has also been successfully introduced, improving functionality and data security for staff and partners.
- During Quarter 2, significant work has been completed to further enhance and strengthen the Council's resilience against cyberattacks. This includes improving data protection, replacing core firewalls, and ensuring all systems meet current encryption and security standards.
- Staff and Elected Members have also taken part in cyber security awareness training to help reduce risks from phishing and similar threats. In addition, new backup and disaster recovery measures are now in place, ensuring that essential systems can be quickly restored in the event of an emergency. These actions form part of Rossendale's ongoing approach to building strong and layered defences against cyber threats.
- The two outstanding audits have now been completed, with Reasonable Assurance rating by auditors over arrangements to administer Freedom of Information (FOI) and subject access requests (SARs), confirming overall, a sound governance framework is in place, with clear roles, legal oversight, and staff training.

Current Challenges and Next Steps

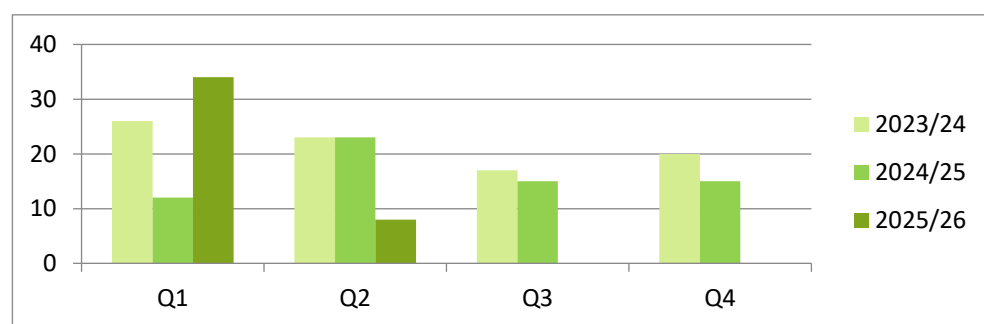
- During Q2, 46 complaints, 41 MP enquiries, 2 Member enquiry*, and 533 Freedom of Information requests have been processed. Information relating to regular requests and enquiries is uploaded to the Council's website, and regular reminders are sent to responding officers to increase the number of complaints and enquiries responded to within the specified deadline.
 - Of the 46 complaints received, 54% (25) were responded to within deadline, 31% (14) were closed with a breached deadline, and 15% (7) remained open.
 - Of the 41 MP enquiries received, 56% (23) were closed within deadline, 32% (13) were closed with a breached deadline, and 12% (5) remained open.
 - Of the 533 Freedom of Information requests, 91% (484) were responded to within the 20 working-day deadline, 6% (33) were responded to with a breached deadline, 3% (16) remained open at the end of the quarter.

*Member enquiries go directly to the relevant officer or department. If the Member is dissatisfied, it is then logged as a Member Enquiry and handled in the same way as a complaint.

Compliments and Complaints

Compliments

Compliment Trend	Q1	Q2	Q3	Q4
2023-24	26	23	17	20
2024-25	12	23	15	15
2025-26	34	8	-	-



Number of Compliments	Compliment Detail
1	Bins/bin collection
2	Customer service
4	Staff member/team
1	Action/response/communications

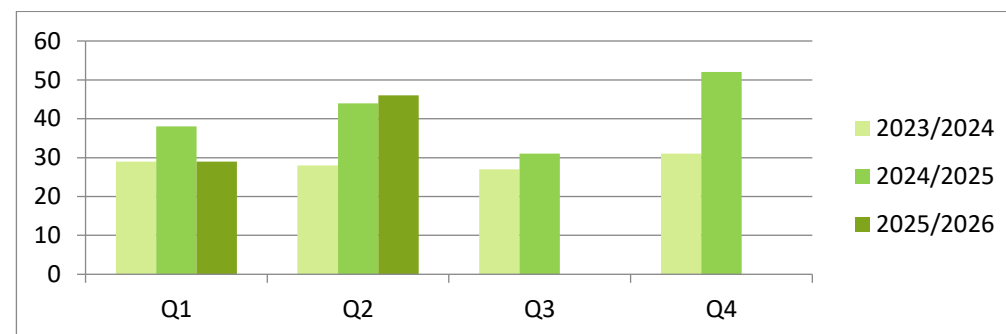
Ombudsman Enquiry

Ombudsman Enquiry	Q1	Q2	Q3	Q4
2023-24	2	0	1	0
2024-25	3	2	1	2
2025-26	0	0	-	-

*Please note that the Council is not notified of all enquiries/decisions by the Ombudsman. The above takes into account only those enquiries that the Council was notified of at that particular time.

Complaints

Complaints Trend	Q1	Q2	Q3	Q4
2023-24	29	28	27	31
2024-25	38	44	31	52
2025-26	29	46	-	-



Number of Complaints	Complaint Detail
8	Action/response/communication
7	Bin/bin collection
5	Council decision
5	Council Tax charges/decision
2	Customer service
1	Council policy/procedures
3	Other
9	Property/land
3	Quality of service
2	Staff member/team
1	Advice/information given

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

Q2 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 in excess of £500k at the end of Q2 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 positive at the time of writing but the impact of the business base line reset, business rates pooling and consequent impacts on the Councils finances remain subject to clarification. It is expected that the provisional settlement due in December of this year will allow quantification of the impacts. 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.

Q2 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

Q2 Update –

The Local Emergency Response Plan is maintained and the internal Emergency Planning Team meets quarterly, with the last meeting held in July 2025. Officers continue to attend relevant Local Resilience Forum meetings to remain up to date with current arrangements, contribute to the development of plans and take part in exercises to test LRF plans. Local Authorities across Lancashire are discussing the impact of Local Government Reorganisation, and how they can prepare in advance of the changes. Flooding is a key emergency planning risk for RBC and Officers have been involved in several work streams on flood prevention and response: Officers have been working with the LRF to map out our culverts, to comply with an action from the debrief from Storm Bert, which highlighted the need for RBC to identify any high risk culverts and plan to clear these before any pre-notified flood events. Working in partnership with LCC, United Utilities and the East Lancashire Railway (ELR), significant progress has been made in relation to flooding in the Strongstry area. There is now a planned schedule of works for Feb 2026 to significantly improve the main culvert on ELR land, to reduce the adverse impact on the residents of Strongstry during flood events. Work has also continued with community groups in Strongstry, Chatterton and Irwell Vale to acquire an emergency communication system via grant funding. ERAL grant. Following a successful trial, RBC has ordered an Emergency Radio Aerial Link (ERAL) radio and base unit. This will enable communication to be maintained across Lancashire in the event of a failure of the mobile and internet network or a power outage.

Q2 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

Q2 Update

Following an accident at Rawtenstall Cemetery where a child sadly died after being struck by a memorial, Officers have been fully co-operating with the Health and Safety Executive (HSE) investigation. Both a Prohibition Notice and an Improvement Notice were served by HSE, and these were subsequently satisfied within the timescales required. A programme of work commenced and continued throughout Q2, including implementing a new Memorial Safety policy, risk assessments for managing memorials, memorial inspection, safe systems of work for memorial work and training of six memorial inspectors. All memorials across the four RBC cemeteries and closed churchyards are being inspected and relevant action taken to make any unstable memorials safe. This programme will be completed by the end of Q4.

Health and Safety management training for all Senior staff has been arranged and will be completed in Q3.

A debrief, led by the Chief Executive, for the serious accident which occurred in Q4 2024/25, has been completed and further recommendations added to the action plan. Progress is being monitored via the Joint Consultative Committee (JCC) and Operations' Health and Safety Committee. The new Accident/Incident reporting and investigation policy was approved and implemented during the Quarter. The new Drugs and Alcohol Policy has been drafted, and will be presented to the JCC for further consultation. Joint workplace inspections with Unison have continued.

Q2 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
4	5	20	RED

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

Q2 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 Q2, 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.

Q2 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

Q2 Update

Sickness absence at Q2 stands at 4.07 days per employee, projecting to approximately 8 days annually if current trends continue. This represents a significant improvement from Q2 2024 (5.30 days).

Q2 turnover was 6 employees, below the quarterly average of 7. Exit interviews identified varied reasons for departure including career advancement at other local authorities, self-employment opportunities, and personal travel decisions. No systemic organisational concerns requiring intervention were identified.

To strengthen our Employee Value Proposition, a new benefits package was launched in September through Vivup, providing wellbeing support (counselling and online GP services), lifestyle savings, and Home & Technology and Cycle to Work schemes via salary deductions.

Recruitment and retention challenges persist in critical service areas, particularly Planning and Environmental Health. To mitigate these difficulties, alternative entry-level roles have been established, including Apprentice Environmental Health Officer and Trainee Planning Officer positions, designed to develop internal talent pipelines and enhance retention.

Q2 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

Q2 Update

Rossendale have received confirmation on achieving the following security certifications:

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 (**Autonomous Ransomware Protection**) and AI.
- Replacement of core perimeter firewalls.
- Deployment of Zerto BCM / DR.

Q2 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

Q2 Update

In partnership with Viva PR, the Council continues to deliver external communications via its website, social media channels, and media releases. During Q2, 17 positive press releases were issued, helping to promote Council services, initiatives, and achievements.

The Council has continued the use of TikTok to strengthen engagement with younger audiences. Early results are encouraging, with the last three videos achieving an average of over 9,000 views. Moving forward, the Council will continue to use TikTok and other video content as part of its strategy to expand reach and improve audience engagement.

The Council's Facebook following has now reached 10,000. Reputational risk on social media has also improved in Q2, with positive sentiment (28%) outweighing negative sentiment (26%), and neutral sentiment remaining the highest (46%) — consistent with trends across other local authorities. The continued use of FAQ documents for potentially contentious announcements is helping to manage misinformation and reduce negative responses. Proactive messaging was released, including advance notice of car park closures in Rawtenstall and explanation as to what was happening and why, addressed misinformation about tree felling in Waterfoot, issued statements addressing misinformation about Fieldfare Way statement on HMO's, and statement about headstones in Rawtenstall cemetery.

Q2 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

Q2 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 21st August 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.

Q2 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

Q2 Update

A well-known sector consultancy firm has been retained to carry out an up to date review of the sufficiency operations and governance arrangements for the Council owned leisure assets and the Trust. Work has commenced with the consultants meeting a range of stakeholders. It is expected that some preliminary findings from the review will be available in December. This will be in time to inform proposals for revenue and capital budgets as necessary for both the Trust and the Council for 2026/27 onwards. The Trust Q2 forecast position is expected soon and is expected to be close to budget. At Q1 the Trust forecast a surplus to budget which is also critical to mitigating this risk.

Q2 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

Q2 Update

Project is proceeding as per project plan, RIBA stage 3 completed on target and planning application submitted by target date. RIBA 4 stage procured via Bloom framework at expected Budget. Key Target date for Q3 is Planning application determination in December and full Council agreement to proceed to RIBA stage 5 (Build). Residual Risk due to change in location from Henrietta Street site resulting in delays to the programme - 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.

Q2 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	3	1	3	GREEN

Q2 2025/26 Performance Management Dashboard



Thriving Local Economy



During Q2, 2 performance measures were reported within the 'green' RAG status, 1 within 'amber', and 3 were not reportable

High Quality Environment



During Q2, 16 performance measures were reported within the 'green' RAG status, 1 within 'amber', 1 with 'red' and 2 were not reportable

Healthy & Proud Communities



During Q2, 7 performance measures were reported within the 'green' RAG status, 4 with 'red' and 3 were not reportable

Effective & Efficient Council



During Q2, 18 performance measures were reported within the 'green' RAG status, 3 within 'amber', 3 with 'red' and 2 were not reportable

Key successes



Rawtenstall Market contractor has been appointed and works scheduled to commence in January 2026.



Bacup Market redesign has been approved by Cabinet following community consultation.



Higher Deardengate public realm improvements on track for completion in December 2025.

Key successes



Whitworth Memorial Gardens achieved its first Green Flag Award.



Community clean-ups carried out in Bacup and Rawtenstall. Collecting over 3.5 tonnes of waste.



Operational targets have been exceeded with over 99% of scheduled collections completed on time.

Key successes



Expansion of Parkrun and Park Yoga programmes across the borough's parks.



Household Support Fund distributed £129,500 to 594 households.



Targeted enforcement on illegal vape and cigarette sales, helping to tackle anti-social behaviour.

Key successes



Rollout of Windows 11, Office 2024, and a new document management system has improved digital efficiency.



Upgraded firewalls, enhanced encryption standards has improved cyber security.



Staff appraisal completion rate has increased to 92%.

Current challenge

Regeneration schemes have been delayed pending heritage feasibility surveys to meet conservation requirements.

Current challenge

Staff from Parks and Street Sweeping have been diverted to urgent cemetery works and downtime has delayed mowing and sweeping schedules.

Current challenge

Recruitment pressures in Environmental Health continue to limit inspection capacity and delay complaint responses.

Current challenge

Response times for complaints, FOI requests, and MP enquiries remain below target.