

Report Title:	Performance Management Report Quarter 3 (Q3) 2025/26 (October, November and December 2025)		
Report to:	Overview & Scrutiny Committee	Date:	30 th March 2026
Report of:	Head of People and Policy	Cabinet Portfolio:	Environment and Corporate Services
Cabinet Lead Member:	Councillor Lythgoe	Wards Affected:	All
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	<input type="checkbox"/> General Exception	<input type="checkbox"/> Special Urgency
Integrated Impact Assessment:	Required:	No	Attached: No
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Valley Plan Priorities	Thriving Local Economy: This involves securing new inward investment, creating a sustainable economy, matching local skills with future job opportunities, and supporting town centres as unique destinations.	<input type="checkbox"/>
	High Quality Environment: This includes having a "clean and green" local environment, reducing the borough's carbon footprint, improving waste and recycling rates, and delivering new homes with a good mix of housing tenures.	<input type="checkbox"/>
	Healthy & Proud Communities: This priority focuses on improving the health and physical/mental wellbeing of residents, reducing health inequalities, ensuring access to better leisure facilities and health services, and fostering a sense of pride in the community.	<input type="checkbox"/>
	Effective & Efficient Council: The aim is to provide good quality and responsive services, embrace new technology, be a financially sustainable council with a commercial outlook, and ensure sound governance.	<input checked="" type="checkbox"/>

1. PURPOSE OF THE REPORT AND EXECUTIVE SUMMARY

- 1.1 To provide an overview of the Council's performance during Quarter (Q3) 2025-26 against the Valley Plan 2025–29 – Our Place, Our Plan.
- 1.2 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.
- 1.3 The Q3 Performance Management Report details the Council's performance in relation to the Valley Plan 2025-29 (Our Place, Our Plan) during the months October-December 2025.
- 1.4 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.
- 1.5 The report concludes 14 performance measures reported as 'red' and 1 corporate risk reported as 'red' on the RAG status.
- 1.6 During Q3, the Council received 7 compliments, 46 complaints, and 5 Local Government Ombudsman enquiries.

2. RECOMMENDATION

2.1 Overview and Scrutiny Committee is recommended to note and consider the Council's performance during Q3 2025-26 and identify any areas for further scrutiny or action.

3. BACKGROUND AND REASON FOR THE DECISION

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 Q3 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 Q3 Performance Management Report is attached at Appendix 1.

3.10 The Council's performance is assessed quarterly via performance measures, action summaries and recommendations for improvement. Further details are included within the Q3 Performance Management Report, pages 3-14.

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

RAG	Red	Amber	Green	N/A
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Thriving Local Economy	2	2	1	1
A High Quality Environment	1	2	13	4
Healthy and Proud Communities	4	2	7	1
Effective and Efficient Council	3	3	18	2

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

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

Rawtenstall Temporary Market enabling works have been completed, and the main site closed in December to allow redevelopment works to commence in early 2026. A successful ‘Meet the Buyer’ event attracted over 100 attendees, strengthening local supply chain engagement.

Higher Deardengate public realm works have progressed well despite utility-related delays, with widened footways and paving now visible. Planning permission has been granted for repurposing works at 34 Deardengate.

Town centre activation has continued across Rawtenstall, Bacup, Haslingden and Waterfoot, including seasonal events attracting strong community participation.

The Rossendale Works Programme has engaged 85 economically inactive residents since April 2025, including delivery of a community-led greengrocer initiative at Haslingden Market funded through external grant support.

Challenges remain in relation to regeneration programme risks caused by utility diversions and infrastructure constraints.

3.13 During Q3, 1 performance measures were reported within the ‘green’ RAG status, 1 within ‘amber’, 3 with ‘red’ and 1 was not reportable

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

Operational waste and cleansing performance has remained strong, with over 99% of general and trade waste collections completed on schedule. Fly-tipping removal times improved to 3.9 days, supported by proactive enforcement activity including Fixed Penalty Notices and cases progressing through the judicial system.

Winter preparatory works were completed across bowling greens and parks, including tree safety works in Whitaker Park. Community clean-up days continued in partnership with Pride and Friends groups.

Decarbonisation activity progressed, including procurement completion for the Building Decarbonisation Project and commencement of Public Sector Decarbonisation Scheme preparations at Marl Pits Leisure Centre.

Infrastructure preparations for weekly food waste collection continued, including vehicle and caddy procurement.

Performance pressures remain due to ageing street sweepers and mechanical downtime, impacting some side road sweeping schedules.

3.15 During Q3, 13 performance measures were reported within the 'green' RAG status, 1 within 'amber', 2 with 'red' and 4 were not reportable.

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

The Authority Monitoring Report has been published and a Local Plan Steering Group established to prepare a Housing Action Plan in response to housing delivery levels.

Housing standards enforcement continues under the Housing, Health and Safety Rating System (HHSRS) framework, with cases progressing through tribunal.

The Household Support Fund processed 497 crisis applications in Q3, supporting 1,698 households through food vouchers, white goods provision and Affordable Warmth interventions.

£60,000 per annum for two years has been secured via the Asylum Dispersal Grant to strengthen refugee and asylum seeker integration support, with procurement underway for a dedicated service.

Delivery of the Sport and Physical Activity Action Plan has progressed, including women and girls' initiatives, bowls development and safer running projects.

Recruitment pressures within Environmental Health and housing delivery performance remain key risks, impacting inspection capacity and response times.

3.17 During Q3, 7 performance measures were reported within the 'green' RAG status, 6 with 'red' and 1 were not reportable.

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

The NEC Electronic Document Management System has been fully implemented, strengthening governance, audit and compliance arrangements.

The Council's Data Centre was externally audited and confirmed fully compliant, enhancing cyber resilience.

Performance in processing Housing Benefit and Council Tax claims remains strong and within target. Sickness absence remains within projected levels, and leadership development has been strengthened through IOSH training completion by the Senior Leadership Team.

During Q3, 46 complaints, 36 MP enquiries, 0 Member Enquiries and 462 Freedom of Information requests were processed.

Response performance for complaints (80% within deadline), FOIs (89% within deadline) and MP enquiries (72% within deadline) remains below target and continues to require improvement focus.

3.19 During Q3, 7 performance measures were reported within the 'green' RAG status, 0 within 'amber', 6 with 'red' and 1 were not reportable

3.20 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.

89%	Freedom of Information requests were responded to within 20 working-days
80%	Complaints were responded to within 10 working-days
100%	Member enquiries were responded to within 10 working-days
72%	MP enquiries were responded to within 10 working-days

Compliments and complaints are referred to in the Q2 Performance Management Report, page 15.

3.21 Compliments

	Q3 2024/25	Q2 2025/26	Q3 2025/26
Number of compliments	15	8	7
Highest nature of compliments	100% (15) Staff member/team	50% (4) Staff member/team	86% (6) Staff member/team
Highest Service Area with compliments	Operations - 12	Operations – 8	Operations - 5

The number of compliments has decreased by 1 in Q3 when compared with the previous quarter, and decreased by 8 compared to Q3 last year. Q3 continues to see the top nature of compliment as ‘Staff member/Team.’

Throughout Q3, Operations received the highest number of compliments.

3.22 Examples of compliments received during Q3:

Compliment for the Parks Team – 05.12.2025 - Can I mention how good the parks team have been this year looking after the tennis courts. They are regularly clearing leaves and have recently jet washed the courts. I help with the Free Park Tennis on Saturday morning. Having the clean courts particularly during these winter months has meant we can continue to play – we’ve had over 1,400 individual attendees in the 18 months since starting and still get on average 8-10 players even during these cold and wet months.

Compliment for Corporate Support – 06.10.2025 - I would just like to say I have received excellent service in your bereavement services section. The officer went above and beyond helping me locate my father where he was cremated, she is an outstanding employee.

Compliment for Corporate Support – 04.11.2025 – Thank-you for being so lovely and helpful on the phone to me, really appreciate it.

3.23 Complaints

	Q3 2024/25	Q2 2025/26	Q3 2025/26
Number of Complaints	31	46	46
Highest nature of Complaints	19% (6) Property/land	20% (9) Property/land	52% (24) Action/response/ communication
Highest Service Area with Complaints	Operations - 8	Operations – 21	Operations - 11

The number of complaints received in Q3 has remained the same when compared with the previous quarter, and increased by 15 when compared to Q3 last year.

3.24 Local Government Ombudsman (LGO) Enquiries

During Q3, there were 5 enquiries was received from the LGO - 3 were preliminary enquiries and 2 were premature enquiries.

3.25 Corporate Risk Register

The Corporate Risk Register is reviewed quarterly by Corporate Management Team. During Q3, 2 risks were rated green, 7 amber and 1 red.

The Council continues to monitor its Corporate Risk Register. During Q3, the majority of risks remain within 'amber' status.

Risk 3 – Incident resulting in death or serious injury or HSE investigation – is currently reported as 'red'.

Progress continues against agreed HSE actions, including memorial inspections, policy updates and IOSH leadership training.

4. RISK

4.1 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 Q3 Performance Management Report, pages 16-25.

5. SECTION 151 OFFICER COMMENTS (FINANCE)

5.1 Financial implications and risks arising are identified within this report

6. MONITORING OFFICER COMMENTS (LEGAL)

6.1 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 Q3. There are no immediate legal considerations attached to the recommendations within this report.

7. INTEGRATED IMPACT ASSESSMENT IMPLICATIONS

7.1 No Integrated Impact Assessment is required, Performance management supports equitable service delivery and monitoring across all Valley Plan priorities.

8. POLICY/STRATEGY FRAMEWORK 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. LOCAL GOVERNMENT REORGANISATION IMPLICATIONS

9.1 Performance management arrangements will inform transition planning under any future Local Government Reorganisation arrangements to ensure service continuity and governance oversight.

10. BACKGROUND PAPERS

10.1

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



ROSSENDALE
BOROUGH
COUNCIL



Quarter 3 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%	15.9%	-	AMBER ↑	N/A
Increase the attractiveness of Rossendale’s main town centres by 5%, reported Q3 (Resident Survey)	45%	Higher	47%	-	-	37.4%	-	RED ↓	N/A
Increase the vibrancy of Rossendale’s main town centres by 5%, reported Q3 (Resident Survey)	33%	Higher	36%	-	-	31.8%	-	AMBER ↓	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	71	85	-	GREEN ↑	N/A
Reduce the borough’s unemployment rate (LGA – id:5472)	3.9%	Lower	3%	3.8%	2.9%	3.5%	-	RED ↓	4th QUARTILE FG – 3.4% (Q1 2025/6) NLA – 2.9% (Q1 2025/6)
Performance Summary									
<ul style="list-style-type: none"> • Following the progression of the Rawtenstall Market redevelopment programme, enabling works for the temporary market commenced in October and were completed in December. The main market site formally closed on 20 December to allow construction to commence in early 2026. • A successful ‘Meet the Buyer’ event was delivered in support of Casey’s appointment to redevelop Rawtenstall Market, attracting over 100 attendees and providing opportunities for local businesses to engage with the supply chain. 									

- Following feedback received during the Bacup Market consultation in Q2, amended designs have been developed and progressed through the planning process, with the scheme scheduled for consideration at the April Planning Committee.
- Following further investigations into the condition of Trickett's Arcade, the proposed shop unit project was closed due to structural deterioration concerns.
- Installation of the Waterfoot Town Square platform, canopy and table has been completed. A Christmas event was delivered to test activation of the space and inform future programming. The signage commission has continued to progress well throughout Q3, with installation of the heritage signs scheduled for Q4.
- In partnership with Whitworth Town Councillors, three mini projects have been identified to enhance the town centre, including a mural on the former railway steps behind Shawforth Chapel involving students from Whitworth High School, the creation of a new seating area with benches, bins and an information plaque at Cowm Park Way and Tong Lane, and the installation of an additional heritage information plaque at Whitworth Square.
- The Deardengate Big Lamp Project has continued to make positive progress, with public realm works at Higher Deardengate advancing throughout Q3. Widened footways and new paving are now visible on site, despite delays caused by utility issues. Planning permission has also been granted for the repurposing project at 34 Deardengate, with works expected to commence on the shop unit in the next phase.
- The Rossendale Works programme continues to deliver positive outcomes, with 85 economically inactive residents engaged since April 2025. During Q3, the team supported a group of volunteers to operate a greengrocer's stall at Haslingden Market, funded through a National Lottery Heritage Fund community grant, providing opportunities to develop new skills, build confidence and reduce barriers to employment.
- A varied programme of town centre events has been delivered across Rawtenstall, Haslingden, Bacup and Waterfoot throughout Q3, supporting increased footfall and community engagement. The Haslingden Christmas Light Switch-On attracted approximately 300–400 attendees, demonstrating continued public interest in town centre activities

Current Challenges and Next Steps

- Utility diversions and unforeseen infrastructure issues continue to present programme risks within regeneration schemes, in particular main water and gas leaks including an unaccounted stone culvert. Officers proactively work with utility providers and contractors to reduce mitigation and reduce costs and delays to projects.
- Completion of hard landscaping at Higher Deardengate and procurement of soft landscaping works will be delivered in the next quarter.
- Development of structured 2026/27 town centre events programmes will continue to strengthen the visitor economy



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%	32.6%	-	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	125.07kg	-	GREEN ↓	4TH QUARTILE FG – 116.6kg (2023/24) NLA – 109kg (2023/24)
Increase resident satisfaction in relation to the cleanliness of Rossendale’s areas by 5%, reported Q3 (Resident Survey)	78%	Higher	83%	-	-	73%	-	RED ↓	N/A
Average removal time of fly-tipping	4.8 days	Lower	5 days	5.2 days	4.1 days	3.9 days	-	GREEN ↑	N/A
Initial investigation of fly-tipping	5 days	Lower	5 days	3 days	5 days	5 days-	-	GREEN ▬	N/A
Initial investigation of abandoned vehicles	5 days	Lower	5 days	3 days	5 days	5 days	-	GREEN ▬	N/A
Initial investigation of trade waste issues	5 days	Lower	5 days	4 days	5 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%	99.45%	-	GREEN ↑	N/A

Percentage of trade waste bins collected as per schedule	100%	Higher	95%	99.8%	99.9%	99.9%	-	GREEN 	N/A
Percentage of public litter bins emptied as per schedule	100%	Higher	95%	98%	100%	97%	-	GREEN 	N/A
Percentage of main roads swept as per schedule	97%	Higher	95%	90%	99%	100%	-	GREEN 	N/A
Percentage of side roads swept as per schedule	95%	Higher	95%	85%	60%	88%	-	AMBER 	N/A
Percentage of amenity grass cut as per schedule (report Q1 and Q2 only)	100%	Higher	95%	75%	80%	-	-	-	N/A
Percentage of park grass cut as per schedule (report Q1 and Q2 only)	100%	Higher	95%	100%	100%	-	-	-	N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule (report Q1 and Q2 only)	100%	Higher	95%	100%	100%	-	-	-	N/A
Percentage of play areas inspected as per schedule	100%	Higher	90%	100%	100%	92%	-	GREEN 	N/A
Percentage of cemeteries inspected as per schedule	100%	Higher	80%	90%	100%	100%	-	GREEN 	N/A
Percentage of requested bulky waste collections completed within 5 working days	98%	Higher	95%	98%	99%	98%	-	GREEN 	N/A
Percentage of requested bins delivered within 5 working days	97%	Higher	90%	98%	97%	96%	-	GREEN 	N/A

Performance Summary

- The Cleansing Teams maintained core operational delivery, with additional prioritisation of Remembrance Day parade routes and seasonal leaf clearance programmes during October and November.
- Tennis courts the new running track were cleaned enhancing surface quality and presentation standards.
- Winter preparatory works were completed across the Council's seven bowling greens, including scarifying, aeration and top dressing, improving surface condition ahead of the 2026 playing season.
- Contractors commenced removal of diseased ash trees in Whitaker Park, with ten trees removed in Q3 as part of a wider winter programme across key parks.

- Monthly community clean-up days continued across Rossendale in partnership with Pride and Friends groups, supporting visible environmental improvements and community engagement. The average removal time for fly-tipping was 3.9 days, remaining within target and proactive enforcement activity resulted in 5 Fixed Penalty Notices and 3 warning letters issued and 3 cases progressing through the judicial system.
- Procurement for the internally funded Building Decarbonisation Project has now concluded. Works are programmed for completion by March 2026 and will introduce a new Building Management System at Futures Park, alongside the installation of energy-efficient lighting across Council-owned buildings
- Procurement process to appoint a contractor for the Public Sector Decarbonisation Scheme (PSDS) funded works at Marl Pits Leisure Centre has commenced. RIBA Stage 4 detailed designs have been completed, and both planning and Distribution Network Operator (DNO) applications have been submitted to support delivery of the project.
- The Net Zero Terrace Streets (NZTS) project progressed into live winter monitoring, with two demonstrator homes fully occupied and generating performance data. The December Quarterly Review with Innovate UK recorded positive feedback on delivery and governance arrangements.
- Infrastructure preparation for weekly food waste collection progressed in Q3 including procurement of kerbside and kitchen caddies in partnership with other Lancashire districts, liners for the caddies delivered to residents, the fifth 7.5 tonne waste vehicle has been delivered to support interim tipping at Farrington. The final food waste collection vehicle will be delivered in Q4.

Current Challenges and Next Steps

- Operational performance has continued to be impacted by mechanical downtime associated with ageing street sweepers. To mitigate service risk, the replacement of footpath sweepers is being accelerated within the fleet replacement programme.
- The planned Q3 food waste trial was deferred following the fire at the Brosters waste facility. Revised implementation arrangements are currently being developed.
- Memorial headstone testing across the Council's four principal cemeteries is nearing completion for all identified high-risk memorials, enhancing regulatory compliance and improving safety for visitors and staff.



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%	93%	-	GREEN ↓	N/A
Percentage of Disables Facilities Grants completed within 12 months	95%	Higher	75%	98%	95%	92%	-	GREEN ↓	N/A
Determine major planning applications within 13 weeks (LGA id: 17482)	100%	Higher	60%	100%	100%	66%	-	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%	95%	93%	-	GREEN █	3rd 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	138	-	RED ↓	N/A
Initial response to housing complaints	35 days	Lower	10 days	25 days	40 days	30 days	-	RED ↓	N/A
Initial response to food hygiene complaints	8 days	Lower	10 days	7 days	8 days	12 days	-	AMBER ↓	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%	-	-	92%	-	AMBER ↓	N/A
Increase the percentage of residents feeling safe in their local area after dark by 5%, reported Q3 (Resident Survey)	77%	Higher	80%	-	-	52%	-	RED ↓	N/A
Prevalence of overweight (including obesity) year 6 children	36%	Lower	37%	-	-	-	-	-	-

per annum, reported Q4 (LGA id: 888)									
Tier 2									
Number of Disabled Facilities Grants awarded	107 (annual)	Higher	30	33	74	111	-	GREEN ↑	N/A
Processing of Disabled Facilities Grants – referral to approval days	65 days	Lower	110 days	73	92	80	-	GREEN ↑	N/A
Processing of Disabled Facilities Grants - approval to completion days	115 days	Lower	365 days	37	134	126	-	GREEN ↑	N/A
Number of Food Standards Agency food inspections per annum, cumulative figure	305 (annual)	Higher	304	50	132	161	-	RED ↑	N/A

Performance Summary

- The Authority Monitoring Report has been published and a Local Plan Steering Group established, comprising officers and Members, to prepare a Housing Action Plan due to housing delivery falling below target.
- Engagement with long-term empty property owners is underway and nine mixed-ownership sites identified for potential housing opportunities
- Housing standards enforcement continues under the Housing Health and Safety Rating System (HHSRS) framework, with two cases progressing through the tribunal process.
- Delivery of the Sport and Physical Activity Action Plan 2025–2026 has progressed in Q3, including £1,600 Football Association (FA) funding to expand disability-focused women and girls’ football (including “soccersise” via Rossendale Rays), establishment of a Women and Girls Taskforce and netball development, creation of a Bowls steering group and “Bowls for Health” initiative for older residents, and formation of a cross-sector steering group to strengthen coordination.
- The Council is working with Rossendale Leisure Trust to deliver £122,000 Place-Based physical activity funding for 2026–2028.
- In partnership with Rossendale Leisure Trust, £10,000 has been secured from the Police and Crime Commissioner to deliver a safer running project for women and girls.
- The Sport England Together an Active Future 2022–2025 programme has concluded locally, achieving 68.6% of adults becoming physically active, with a new deepening phase commencing in 2026.
- An £81,000 six-month Smokefree campaign has been commissioned to Rossendale Leisure Trust running until March 2026,
- During Q3, targeted outreach through the Low Income Family Tracker (LIFT) scheme focused on income maximisation, with 35 households contacted regarding potential Discretionary Housing Payments and over 600 households potential eligibility for Free School Meals and Pension Credit. The financial impact will be reported in Q4.

- The Household Support Fund processed 497 crisis applications and supported 1,698 households through food vouchers, white goods provision, financial support to foodbanks and delivery of the Affordable Warmth Programme with Homewise.
- £60,000 per annum for two years has been secured through the Asylum Dispersal Grant to enhance refugee and asylum seeker integration support, with procurement underway for a service providing life skills and benefits advice etc.
- The White Ribbon campaign was successfully delivered, with awareness-raising activity through Rossendale Sports Club, Bacup Borough Football Club, and promotion via the Council's website and social media channels.

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	13.2 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	4.3 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	14.5 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	2.9 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%	93%		GREEN ↓	N/A
Number of Ombudsman Enquiries upheld	0	Lower	0	0	0	0	-	GREEN █	N/A
Number of employee leavers in line with the national average (15% per annum)	5	Lower	7	8	6	3	-	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	7.54	-	GREEN ↑	N/A

Percentage of staff who have completed an annual appraisal, cumulative figure.	90%	Higher	100%	82%	92%	92%	-	AMBER ↑	N/A
RIDDOR reportable accidents and incidents, cumulative figure	1	Lower	< 5	0	2	0	-	GREEN ↓	N/A
Tier 2									
Percentage of Council Tax collected, cumulative figure (LGA id: 199)	95.3%	Higher	95.25%	27.9%	54.51%	80.92%	-	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%	56.71%	81.24%	-	GREEN ↑	N/A
Percentage of accurate processing of a Housing Benefit claim, cumulative figure	94.7%	Higher	96%	94%	95.3%	96.0%	-	GREEN ↑	N/A
Secured garden waste subscribers, cumulative figure	7082	Higher	7050	6755	6923	6942	-	GREEN ↑	N/A
Secured commercial waste subscribers, cumulative figure	422	Higher	470	425	427	430	-	AMBER ↑	N/A
Secured commercial food waste subscribers, cumulative figure	NEW	Higher	200	73	80	81	-	AMBER ↑	N/A
Secured number of bulky waste collection requests, cumulative figure	3102	Higher	3000	854	1476	801	-	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	19	-	GREEN ↑	N/A
Average number of views per TikTok	NEW	Higher	1,000	2,850	9,197	6,583	-	GREEN ↓	N/A
Percentage of FOIs responded to within 20 days	92%	Higher	100%	88%	91%	89%	-	RED ↑	N/A
Percentage of complaints responded to within 10 working days	59%	Higher	100%	79%	54%	80%	-	RED ↓	N/A
Percentage of Member enquiries responded to within 10 working days	100%	Higher	100%	100%	100%	100%	-	GREEN █	N/A

Percentage of MP enquiries responded to within 10 working days	47%	Higher	100%	45%	56%	72%	-	RED 	N/A
Number of Health and Safety reports received	114 (annual)	Lower	27	28	39	35	-	GREEN 	N/A

Performance Summary

- The NEC Electronic Document Management System (EDRMS) implementation across Capita, Rossendale and third-party users has been completed, strengthening document governance, compliance and audit control.
- Replacement Cisco switches at Futures Park have been installed and migrated to cloud configuration, removing end-of-life infrastructure, create efficiency, enhancing system resilience and cyber security.
- The Council’s Data Centre was externally audited in December 2025. The audit covered infrastructure, resilience, compliance and monitoring arrangements and concluded that the facility is fully compliant.
- Programme Board oversight continues, alongside Constitution updates and completed audits, supporting transparency, accountability and structured corporate governance.
- Rossendale continues to actively participate in Local Government Reorganisation discussions to ensure the borough’s interests are represented. Proposals for Local Government Reorganisation were submitted to Government in November.
- All members of the Senior Leadership Team have completed IOSH Leading Safely training, reinforcing leadership accountability and strengthening the Council’s health and safety culture.
- An all-staff engagement session was held in December to recognise achievements across the year, thank colleagues for their contribution and set direction for 2026.
- The Annual Staff Survey and Resident Survey were completed during Q3. Survey findings will be published in Q4.
- Award submissions were made to the Local Government Association and the Municipal Journal, supporting the Council’s ambition to be recognised for excellence and best practice.

Current Challenges and Next Steps

- During Q3, 46 complaints, 36 MP enquiries, no Member enquiry*, and 462 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, 80% (37) were responded to within deadline, 6% (3) were closed with a breached deadline, and 13% (6) remained open.
- Of the 36 MP enquiries received, 72% (26) were closed within deadline, 11% (4) were closed with a breached deadline, and 17% (6) remained open.
- Of the 462 Freedom of Information requests, 89% (413) were responded to within the 20 working-day deadline, 8% (34) were responded to with a breached deadline, 3% (15) remained open at the end of the quarter.

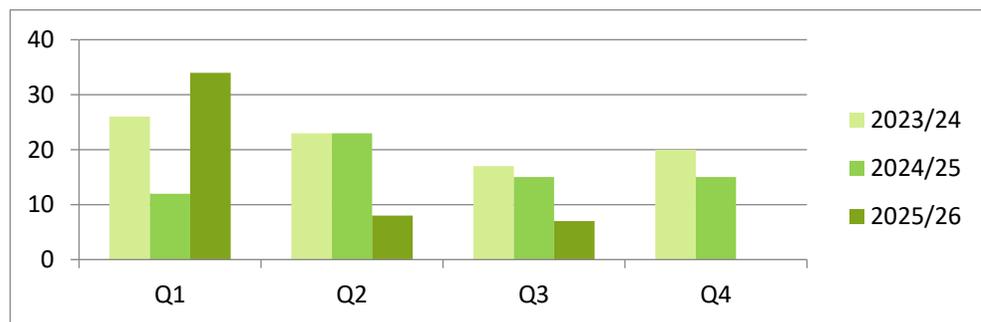
*Member enquiries go directly to the relevant officer or department. If the Member is dissatisfied, it is then logged as a Member Enquiry and handled in the same way as a complaint.

- Progress towards Cyber Essentials accreditation has been delayed due to additional infrastructure audit requirements undertaken in December.

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	7	-



Number of Compliments	Compliment Detail
1	Quality of service
6	Staff member/team

Ombudsman Enquiry

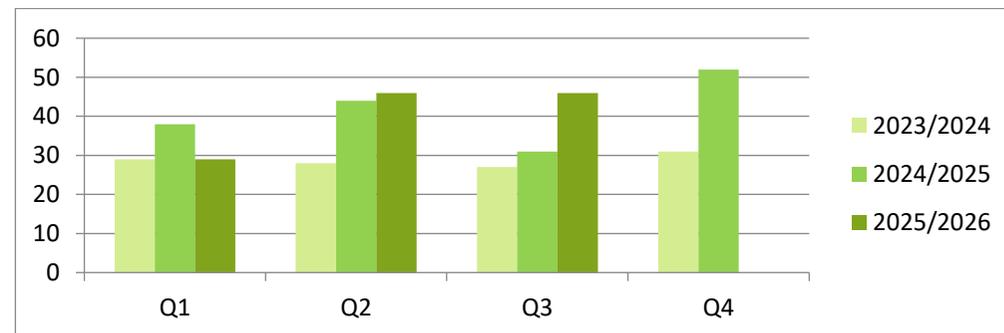
Ombudsman Enquiry	Q1	Q2	Q3	Q4
2023-24	2	0	1	0
2024-25	3	2	1	2
2025-26	0	0	5	-

During Q3 5 new Ombudsman enquiries were received.

*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	46	-



Number of Complaints	Complaint Detail
24	Action/response/communication
3	Bin/bin collection
7	Council decision
6	Council Tax charges/decision
1	Customer service
1	Housing
3	Property/land
1	Quality of service

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	
Status	Status description
RED	The likelihood and impact of the risk is high
AMBER	The likelihood and impact of the risk is medium
GREEN	The likelihood and impact of the risk is low

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. 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

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. 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. The provisional settlement was relatively positive for the Council and at the time of writing the budget consultation and approval processes are in progress. On the assumption that there is no significant movement in the financial settlement the Council has sufficient resources to deliver its core service objectives throughout the currency of the medium-term financial strategy. 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.

Q3 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

Q3 Update

The Local Emergency Response Plan is in the process of being reviewed and updated. The internal Emergency Planning Team meets quarterly, with the last meeting held in October 2025. The Business Continuity exercise was postponed due to competing priorities, including Local Government re-organisation. 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. Work is ongoing with Local Authorities across Lancashire to assess and respond to the impact of Local Government Reorganisation.

Flooding is a key emergency planning risk for RBC and Officers have been involved in several work streams on flood prevention and response:

Discussions are ongoing with LCC and the Environment Agency, to plan to respond to a blockage or restriction in the flow of Limey Water in Rawtenstall town centre. The main concern at the time was a potential building collapse and RBC are planning to commission a structural survey to assess the current risks from the property concerned. During Q3, part of the culvert over Limey Water and in Rawtenstall Cemetery collapsed and a sink hole opened up. Whilst no blockage of the river occurred there was a significant risk of further collapse and work has been undertaken to plan and commission urgent repair works. These will commence during Q4 and will reduce the flood risk in this area.

Grant funding for community groups to acquire emergency communication systems has been withdrawn. However, RBC has now purchased 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. Officer take part in monthly testing of the ERAL network across Lancashire.

Q3 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

Q3 Update

Work on the inspection of memorials has continued during Q3, with all high-risk memorials across the four RBC cemeteries being inspected and made safe. Further work will be undertaken to inspect all remaining memorials in RBC cemeteries and in the nine closed churchyards which RBC maintain. A completion date in Q4 has been agreed with the Health and Safety Executive (HSE). Completion of this work will complete the actions required by the HSE as a result of their investigation into the accident that occurred in Rawtenstall Cemetery in Q2.

The Senior Leadership Team undertook IOSH Leading Safely Training in Q3, with all Officers making commitments to improve health and safety management within their areas of control.

The action plan from the serious accident which occurred in Q4 2024/25 continues to be progressed and is monitored by the Joint Consultative Committee (JCC). The JCC approved the review of policies on Legionella Management, Asbestos Management within Buildings and First Aid. The new Drugs and Alcohol Policy was presented to the JCC for further consultation. Feedback was received from the Union and has been incorporated into the policy, which will be presented to JCC for approval in Q4. Joint workplace inspections with Unison have continued.

Accidents and incidents continue to be monitored and investigated, with lessons learned shared via JCC and the Operations Health and Safety Committee, to try to prevent recurrence and improve standards of health and safety.

Q3 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

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.

During Q3, five Local Government Reorganisation (LGR) proposals were submitted to Central Government for consideration. Officers continued to represent Rossendale through Lancashire-wide LGR working groups, including the Chief Executives Group and the HR and Workforce, Finance, Legal, Communications and Data workstreams. Participation in these groups will continue to ensure Rossendale’s interests are represented and that the Council remains fully engaged throughout the reorganisation process.

Q3 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

Sickness absence at Q3 stands at 6.81 days per employee, projecting to approximately 9 days annually if current trends continue. This represents an improvement from Q3 2024 (9.04 days).

Q3 turnover was 3 employees, significantly below the quarterly average of 7. Exit interviews identified varied reasons for departure including travel time, career opportunity at other local authorities and performance issues during the probationary period. No systemic organisational concerns requiring intervention were identified.

Recruitment and retention challenges persist in critical service areas, particularly Environmental Health and Operations vehicle maintenance unit (workshop). To mitigate these difficulties, alternative opportunities have been explored and put in place which includes joint working with another local authority and recruiting part qualified professional officer to develop experience and enhance retention.

Q3 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: ISO27001:2013 and the Payment Card Industry Data Security. The Council adopts a Risk Insight approach to determine the threat Landscape and more importantly its evolution. The Council has received notification of meeting the Public Services Network which means the Councils' infrastructure met all the security requirements to allow connection to the Public Services Network. A cyber security training is to be provided for all staff.

Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	3	5	15	AMBER

Quarter 3 Update

As part of our Defence in Depth security approach and increased risk in supply chain and third-party vendors. The following work has been conducted:

- Full Audit of one of Rossendale's Data Centres was carried out in Dec 25. The Audit covered: Physical Infrastructure, Redundancy & Resilience, Security, Documentation, Compliance, Monitoring & Reporting.
- Preparation for the Q4 – Q1 26-27 PSN security audit has commenced.

Q3 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

In partnership with Viva PR, the Council continues to deliver external communications via its website, social media channels, and media releases. During Q3, 16 positive press releases were issued, helping to promote Council services, initiatives, and achievements.

The Council’s Facebook following has now reached 10,276, increasing by 276 in the quarter. Reputational risk on social media has seen a slight dip in Q3, with positive sentiment 25% (down from 28%) negative sentiment 30% and neutral sentiment remaining the highest 45%. The continued use and updating of FAQ documents for potentially contentious announcements is helping to manage misinformation and reduce negative responses. Proactive messaging was released, including updates on Rawtenstall Market move, Haslingden Deardengate and approval of the waste transfer station to protect services and jobs.

Q3 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 due to Covid-19 resulted in Council owned leisure facilities closing for extended periods. During closure no income was received and outside of lockdown periods, income was significantly reduced. The cost of living crisis will have a significant negative impact on utility and salary costs for the Trust. This has impacted the financial sustainability of the Trust.

Risk Consequence

If the Council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the Council. This financial impact was managed in 2021/22 through additional government grants and Council support, however the real impact is likely to be felt in 2022/23, 2023/24 and continues in 2024/25.

Mitigation

A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact have been implemented. Senior Council officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a Covid-19 specific Sport England Fund has been received though this is limited in its amount and did not cover retrospective losses. Constant monitoring of future business plans and work in partnership to maximise income and reduce costs continues.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
2	5	10	AMBER

A well-known sector consultancy firm is nearing the end of a review of the sufficiency, operations and governance arrangements for the Council owned leisure assets and the Trust. Some preliminary preliminary findings from the review have been used to make provisions in the draft 2026/27 budget for investment in the Trust. The Trust forecast remains at a position which will deliver an outturn which will be close to budget. Monitoring and control remain critical to mitigating this risk. Alongside appropriate multi-party decision making and actions arising from the finalised review which is likely to be in the first half of the 2026/27 year.

Q3 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

Full Council approval has been granted for the project, Caulmert have been appointed to RIBA Stage 5 and we are currently awaiting tender documents from Barnfield. It has been agreed to award the build contract to Barnfield subject to them being able to deliver the contract under budget. The site clearance element of the project has been awarded to Barnfield and this will commence week beginning 3rd Feb to comply with planning conditions. A full build timescale will be submitted by Barnfield as part of the tender process

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	3	1	3	GREEN

Q3 2025/26 Performance Management Dashboard



Thriving Local Economy



During Q3, the RAG status of the 6 performance measures in this priority were reported as: 2 red, 2 amber, 1 green, and 1 was not reportable.

Key successes



Rawtenstall Market redevelopment is progressing to construction phase (2026 start).



100+ businesses engaged through supply chain 'Meet the Buyer' event.



85 residents have been supported into skills and employment via Rossendale Works.

Current challenge
Utility and infrastructure constraints continue to delay regeneration delivery.

High Quality Environment



During Q3, the RAG status of the 20 performance measures in this priority were reported as: 1 red, 2 amber, 13 green, and 4 were not reportable.

Key successes



Fly-tipping removal has improved to 3.9 days with strengthened enforcement.



Decarbonisation programme is advancing across Council buildings.



Food waste collection infrastructure and fleet preparations are progressing.

Current challenge
Ageing street sweeping fleet impacting service resilience.

Healthy & Proud Communities



During Q3, the RAG status of the 14 performance measures in this priority were reported as: 4 red, 2 amber, 7 green, and 1 was not reportable.

Key successes



Housing Action Plan initiated through the newly established Local Plan Steering Group.



£60k per annum has been secured for refugee and asylum seeker integration support.



1,698 households were supported through Household Support Fund interventions.

Current challenge
Housing delivery and Environmental Health capacity pressures remain.

Effective & Efficient Council



During Q3, the RAG status of the 26 performance measures in this priority were reported as: 3 red, 3 amber, 18 green, and 1 was not reportable.

Key successes



Electronic document management system has been implemented, strengthening governance.



A Data Centre audit confirmed full compliance and cyber resilience.



Leadership IOSH training completed, reinforcing safety culture.

Current challenge
Complaint, FOI and MP enquiry response times remain below target.