

|                                      |   |  |   |
|--------------------------------------|---|--|---|
| <b>Report Title:</b>                 | Performance Management Report Quarter 4 (Q4) 2025/26<br>(January, February, March 2026) |  |   |
| <b>Report to:</b>                    | Cabinet   | <b>Date:</b>                               | 15 <sup>th</sup> July 2026  |
| <b>Report of:</b>                    | Head of People and Policy   | <b>Cabinet Portfolio:</b>                  | Environment and Corporate Services                                |
| <b>Cabinet Lead Member:</b>          | Councillor Lythgoe  | <b>Wards Affected:</b>                     | All   |
| <b>Key Decision:</b>                 | <input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>               | <input type="checkbox"/> General Exception | <input type="checkbox"/> Special Urgency <input type="checkbox"/> |
| <b>Integrated Impact Assessment:</b> | Required: <input type="checkbox"/>  | No <input type="checkbox"/>                | Attached: <input type="checkbox"/> No <input type="checkbox"/>    |
| <b>Contact Officer:</b>              | Clare Law   | <b>Telephone:</b>                          | 01706 252547  |
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|                               |  |                                     |
|-------------------------------|--|-------------------------------------|
| <b>Valley Plan Priorities</b> | <b>Thriving Local Economy:</b> 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"/>            |
|                               | <b>High Quality Environment:</b> 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"/>            |
|                               | <b>Healthy &amp; Proud Communities:</b> 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"/>            |
|                               | <b>Effective &amp; Efficient Council:</b> 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 4 (Q4) 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 Q4 Performance Management Report details the Council's performance in relation to the Valley Plan 2025-29 (Our Place, Our Plan) during the months January, February, and March 2026.
- 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 9 performance measures reported as 'red' and 1 corporate risk reported as 'red' on the RAG status.
- 1.6 During Q4, the Council received 17 compliments, 32 complaints, and 5 Local Government Ombudsman enquiries were received.

## 2. RECOMMENDATION

- 2.1 **Cabinet to note and consider the Council's performance during Q4 2025-26 as detailed in this report and Appendix 1.**

### 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 2<sup>nd</sup> 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 Q4 2025-26 for Cabinet.
- 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 Council’s performance is assessed quarterly via performance measures, action summaries and recommendations for improvement. Further details are included within the Q4 Performance Management Report (Appendix 1), pages 3-14.
- 3.10 The table below provides a summary of the performance measures under each priority.

| RAG                             | Green | Amber | Red | N/A |
|---------------------------------|-------|-------|-----|-----|
| Thriving Local Economy          | 1     | 1     | 1   | 3   |
| A High Quality Environment      | 13    | 1     | 2   | 4   |
| Healthy and Proud Communities   | 10    | -     | 1   | 3   |
| Effective and Efficient Council | 17    | 2     | 5   | 2   |

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

### 3.11 **Priority 1 – A Thriving Local Economy**

Significant progress has been made across the borough’s regeneration and town centre improvement programmes during the reporting Q4. Rawtenstall Market was successfully relocated to the temporary Town Square, enabling improvement works to commence on schedule in January 2026.

Proposals for the Bacup Market redevelopment have been submitted for planning approval and capital funding has been secured for the restoration of Stubblelee Hall.

The public realm improvements have been completed at Higher Deardengate and an events programme has been developed to increase footfall within the town centre, and connect the newly develop Haslingden Market and Big Lamp Square with Haslingden’s high street.

Community regeneration activity has continued in Whitworth and Waterfoot through public realm improvements, stakeholder engagement, community events, and consultation on future funding proposals.

Unforeseen structural issues have been identified as part of the initial works to Rawtenstall Market. A formal review is being undertaken to assess these implications and develop appropriate remedial solutions.

3.12 During Q4, 1 performance measures were reported within the ‘green’ RAG status, 1 within ‘amber’, 1 with ‘red’ and 3 was not reportable

### 3.13 **Priority 2 – A High Quality Environment**

Good progress has been made across environmental, waste, and parks services. Preparations for the introduction of separate food waste collections were successfully completed ahead of the April 2026 launch.

£90k has been secured to improve the junior play area at Edgeside Park. A further funding application has been submitted to secure an additional £20k to support this project.

Bedding plants have been distributed to local community groups in preparation for award submissions, and significant tree management works to address Ash Dieback disease in key parks and green spaces have been completed.

Preparatory works have been completed ahead of the proposed construction of the Waste Transfer Station at Futures Park, with procurement activity underway through the Council’s Joint Venture Partnership.

The Building Decarbonisation Project has been completed. New LED lighting has been installed at The Whitaker, Bacup Library, The Ashcroft, and the Maden Recreation Ground. A new Building Management System has also been installed at Futures Park. The Council continues to progress its carbon reduction ambitions; however, the latest emissions data shows a year-on-year increase in carbon emissions during 2024/25.

Three contractors have been appointed for the remedial works across Rossendale cemeteries to improve public safety and the appearance of the sites following the Health and Safety investigation.

3.14 During Q4, 13 performance measures were reported within the 'green' RAG status, 1 within 'amber', 2 with 'red' and 4 were not reportable.

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

The Council has expanded its temporary accommodation provision through the purchase of three additional properties, increasing capacity to support vulnerable households and reduce reliance on out-of-district bed and breakfast placements.

Work has continued through the internal Asset Review and Local Plan Review processes to identify future housing opportunities and support long-term housing delivery across the borough.

Support has been provided to local organisations preparing for Green Flag and Britain in Bloom judging activities.

A strategic leisure review has now been completed, with recommendations due to be considered by Cabinet and Full Council in May 2026.

Further progress has been made in supporting residents through the Council's Better Lives agenda and cost-of-living support initiatives. Rossendale's Better Lives Strategy was approved in March 2026, with governance arrangements established ahead of the formal launch in June 2026. During 2025/26, 2,376 households also received Household Support Fund grants totalling £388,000.

In partnership with Rossendale Leisure Trust, a 'She Runs' campaign was launched and 82 adults and 6 families accessed Rossendale's weight management service.

Recruitment difficulties within Environmental Health continue to place pressure on inspection and enforcement capacity, although priority services continue to be maintained through risk-based approaches and temporary operational support arrangements.

3.16 During Q4, 10 performance measures were reported within the 'green' RAG status, 1 with 'red' and 3 were not reportable.

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

The Council's 2026/27 budget was approved, establishing a growth-focused financial plan aligned to the Valley Plan priorities while continuing to maintain delivery of key services for residents.

Significant progress has been made in strengthening the Council's digital infrastructure and cyber security resilience.

Staff engagement activity has continued through the annual pulse survey, which achieved 50 responses in 2025. The overall feedback was positive with 95% of respondents stating that they enjoy working for the Council. However, work will focus on increasing participation, particularly among operational staff, ahead of next year's annual survey.

Resident engagement remains strong, with the 2025 Residents Survey receiving 8,072 responses, a 42% increase on the previous year. Overall satisfaction with Rossendale as a place to live remains high at 77%, exceeding the national benchmark. Findings from the survey have been reported to Cabinet and will inform strategic planning and service improvement activity in 2026/27.

During Q4, 32 complaints, 32 MP enquiries, 1 Member Enquiry and 427 Freedom of Information requests were processed.

Response performance for complaints (78% within deadline), FOIs (89% within deadline) and MP enquiries (66% within deadline) remains below target and continues to require improvement focus.

During Q4, 17 performance measures were reported within the 'green' RAG status, 2 within 'amber', 5 with 'red' and 2 were not reportable.

### 3.18 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 |
| 78%  | Complaints were responded to within 10 working-days                      |
| 100% | Member enquiries were responded to within 10 working-days                |
| 66%  | MP enquiries were responded to within 10 working-days                    |

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

### 3.19 Compliments

|                                       | Q4 2024/25                    | Q3 2025/26                   | Q4 2025/26                                   |
|---------------------------------------|-------------------------------|------------------------------|--|
| Number of compliments                 | 15                            | 7                            | 17   |
| Highest nature of compliments         | 80% (12)<br>Staff member/team | 86% (6)<br>Staff member/team | 71(12)<br>Actions/response/<br>communication |
| Highest Service Area with compliments | Operations - 11               | Operations - 5               | Operations - 4                               |

The number of compliments has increased by 10 in Q4 when compared with the previous quarter, and increased by 2 when compared to Q4 last year. The top compliments during Q4 were in relation to action/response/communication.

Throughout Q4, Operations received the highest number of compliments.

### 3.20 Examples of compliments received during Q4:

**Compliment for Operations – 21.01.2026** - Thank you for cleaning the back street between Fern Street and Sunnybank Street in Haslingden. The workers have done ‘a proper job’.

**Compliment for Corporate Support – 13.02.2026** – Thanks to RBC’s Market Officer for her support at the old site at Rawtenstall. She takes my calls and rings me back on her day off, it’s rare to find someone so committed.

**Compliment for the Parks Team – 12.03.2026** - I would like to highlight the great work being done to lay the gravestones flat at Bacup Cemetery. The workers are making a conscious effort to respect the graves with an overall fantastic job being done.

### 3.21 Complaints

|                                      | Q4 2024/25                          | Q3 2025/26                                    | Q4 2025/26                                    |
|--------------------------------------|-------------------------------------|---|---|
| Number of complaints                 | 52                                  | 46  | 32  |
| Highest nature of complaints         | 19% (10)<br>Bins and bin collection | 52% (24)<br>Action/response/<br>communication | 52% (24)<br>Action/response/<br>communication |
| Highest Service Area with complaints | Operations - 19                     | Operations - 11                               | Operations - 8                                |

The number of complaints has decreased by 14 during Q4 when compared to the previous quarter, and has decreased by 20 when compared to Q4 last year. The top complaints during Q4 were in relation to action/response/communication.

### 3.22 Local Government Ombudsman (LGO) Enquiries

During Q4, there were 5 new enquiries received from the LGO, all of which were premature enquiries.

### 3.23 Corporate Risk Register

The Corporate Risk Register is reviewed quarterly by Corporate Management Team. During Q4, 2 risks were rated green, 7 amber and 1 red.

The Council continues to monitor its Corporate Risk Register. During Q4, 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 Q4 Performance Management Report, pages 17-26.

**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 Q4. 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

| <b>Background Papers</b>            |            |
|-------------------------------------|------------|
| Q4 Performance Management Report    | Appendix 1 |
| Q4 Performance Management Dashboard | Appendix 2 |



ROSSENDALE  
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Quarter 4 2025/26

Performance Management Report

## Quarter 4 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 4 (Q4) – January, February, and March 2026.

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   |
| <b>GREEN</b>                  | On track, no substantial issues or risks which require action from the Council. |  | Performance has increased.   |
| <b>AMBER</b>                  | Some issues or risks which require action from the Council.                     |  | Performance has decreased.   |
| <b>RED</b>                    | Serious issues or risks needing urgent action.                                  |  | Performance has continued with no increase or decrease / cannot be measured. |
| <b>ANNUAL/<br/>UNKNOWN</b>    | 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.

# Thriving Local Economy

## 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   |
|--|-----------------|-----------------|----------------|----------------|--------|--------------|--------------|---|---|
| <b>Tier 1</b>  |                 |                 |                |                |        |              |              |   |   |
| Percentage of empty shops across the borough   | 19.09%          | Lower           | 14%            | 17.5%          | 17.25% | 15.9%        | <b>15.5%</b> | <b>AMBER</b><br> | N/A   |
| Increase the attractiveness of Rossendale’s main town centres by 5%, reported Q3 (Resident Survey)                 | 45%             | Higher          | 47%            | -              | -      | <b>37.4%</b> | -            | -   | N/A   |
| Increase the vibrancy of Rossendale’s main town centres by 5%, reported Q3 (Resident Survey)                       | 33%             | Higher          | 36%            | -              | -      | <b>31.8%</b> | -            | -   | N/A   |
| Productivity of local businesses measured through the gross added value per employee, reported Q1 (LGA – id:20738) | £52,767         | Higher          | £54,500        | <b>£55,932</b> | -      | -            | -            | -   | <b>3<sup>rd</sup> QUARTILE</b><br>FG – £54,798 (2023)<br>NLA – £62,285 (2023)   |
| Number of economically inactive residents engaged through the Rossendale Works Programme                           | 101 (annual)    | Higher          | 15             | 30             | 71     | 85           | <b>94</b>    | <b>GREEN</b><br> | N/A   |
| Reduce the borough’s unemployment rate (LGA – id:5472)   | 3.9%            | Lower           | 3%             | 3.8%           | 2.9%   | 3.5%         | <b>3.9%</b>  | <b>RED</b><br>  | <b>4<sup>th</sup> QUARTILE</b><br>FG – 3.3% (Q4 2025/6)<br>NLA – 3% (Q4 2025/6) |

### Performance Summary

- Rawtenstall Market was closed at the end of 2025 and traders were successfully relocated to the temporary market site at Rawtenstall Town Square. The former market site was handed over to the appointed contractor, Casey’s, at the end of January 2026 to begin the improvement works.
- A project package for the construction of Bacup Market has been shared with Barnfield Construction, through the agreed Joint Venture Partnership, for quotation. Subject to the planning decision at April 2026 Development Control Committee, the quotation will be reviewed to ensure it provides value for money before a formal appointment is made.
- A draft Car Parking Strategy has been shared with Rawtenstall Chamber of Commerce for feedback. A meeting is scheduled for April 2026 to finalise and progress

the scheme to align with the Rawtenstall Masterplan.

- Three smaller projects have been progressed in Whitworth. A mural on the former railway steps behind Shawforth Chapel was completed in February 2026, with local art students actively involved throughout. The proposed seating areas at Cowm Park Way and Tong Lane, along with heritage information plaques, are due to be completed early 2026/27.
- Engagements to promote the use of Waterfoot Town Square have continued, including a Mother's Day event which was well received. As part of the Pride in Place project, a recommendation paper has been submitted to the Waterfoot subgroup to consult and finalise proposals to allocate £20k funding.
- Public realm improvement works at Higher Deardengate in Haslingden have been completed. Street projectors, artwork, uplighters, and the Big Lamp are illuminated in the evenings, enhancing the appearance of the area.
- Capital funding has been secured for the restoration of Stubbylee Hall in Bacup. Emergency roof, window, and chimney repairs have been completed to prevent further water damage. A full building survey will be undertaken to determine the scope, cost, and timescale of the remaining works required.
- Demolition of the former Bingo Hall in Bacup has been completed. A 15-week programme is planned for gas monitoring and archaeological investigations.
- A pilot scheme has been developed to establish a Rossendale Digital Hub as part of 'The Bridge' project. The proposals utilise an existing unit to create a central base for the borough's digital sector. The scheme will be presented to Cabinet in May 2026 for consideration.

#### Current Challenges and Next Steps

- A number of unforeseen issues have been identified during the initial works at Rawtenstall Market, including inadequate building foundations, unsuitable floor substructures, and structural defects. Appropriate remedial solutions will be developed as works progress on site. A formal programme review will be undertaken to assess the potential impacts on costs and timescales.
- During Q1, Lancashire County Council has appointed a contactor to deliver the second phase of the gyratory scheme in Rawtenstall, and has issued a Grant Funding Agreement and Section 278 agreement to establish the legal and financial framework required to proceed. Work is expected to commence on site Q1 2026/27.
- A series of event programmes covering Rawtenstall, Haslingden and Waterfoot has been developed to improve connectivity and increase footfall within the town centres.
- Tender submissions to appoint a market operator for Rawtenstall Market were reviewed in February 2026. Negotiations with the preferred bidder have concluded and a lease and management agreement are being drafted.



# High Quality Environment

## 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  |
|---|-----------------|-----------------|------------------------|----------|----------|------------|------------------------------|-------------------|--|
| <b>Tier 1</b>   |                 |                 |                        |          |          |            |                              |                   |  |
| Increase household waste recycling (LGA id: 46)   | 29.9%           | Higher          | 34%                    | 32.3%    | 32.81%   | 32.6%      | <b>30%</b>                   | <b>RED</b><br>↓   | <b>4<sup>TH</sup> QUARTILE</b><br>FG – 38.15% (2024/25)<br>NLA – 43.2% (2024/25) |
| Residual household waste collection rate (LGA id: 45)   | 475kg (annual)  | Lower           | 132.5kg per household  | 125kg    | 127.28kg | 125kg      | <b>124.9kg</b>               | <b>GREEN</b><br>↑ | <b>4<sup>TH</sup> QUARTILE</b><br>FG – 118kg (2024/25)<br>NLA – 109kg (2024/25)  |
| Increase resident satisfaction in relation to the cleanliness of Rosendale’s areas by 5%, reported Q3 (Resident Survey) | 78%             | Higher          | 83%                    | -        | -        | <b>73%</b> | -                            | -                 | N/A  |
| Average removal time of fly-tipping   | 4.8 days        | Lower           | 5 days                 | 5.2 days | 4.1 days | 3.9 days   | <b>4.8 days</b>              | <b>GREEN</b><br>↓ | N/A  |
| Initial investigation of fly-tipping  | 5 days          | Lower           | 5 days                 | 3 days   | 5 days   | 5 days     | <b>5 days</b>                | <b>GREEN</b><br>█ | N/A  |
| Initial investigation of abandoned vehicles   | 5 days          | Lower           | 5 days                 | 3 days   | 5 days   | 5 days     | <b>5 days</b>                | <b>GREEN</b><br>█ | N/A  |
| Initial investigation of trade waste issues   | 5 days          | Lower           | 5 days                 | 4 days   | 5 days   | 5 days     | <b>5 days</b>                | <b>GREEN</b><br>█ | N/A  |
| Reduce the Council’s operational carbon emissions, reported Q4  | NEW             | Lower           | 103.43 tonnes decrease | -        | -        | -          | <b>10.81 tonnes increase</b> | <b>RED</b><br>↓   | N/A  |
| <b>Tier 2</b>   |                 |                 |                        |          |          |            |                              |                   |  |
| Percentage of general waste bins collected as per schedule  | 99%             | Higher          | 95%                    | 99.7%    | 99.3%    | 99.45%     | <b>99.5%</b>                 | <b>GREEN</b><br>↑ | N/A  |

|   |      |        |     |       |       |       |              |                   |     |
|---|------|--------|-----|-------|-------|-------|--------------|-------------------|-----|
| Percentage of trade waste bins collected as per schedule  | 100% | Higher | 95% | 99.8% | 99.9% | 99.9% | <b>99.2%</b> | <b>GREEN</b><br>↓ | N/A |
| Percentage of public litter bins emptied as per schedule  | 100% | Higher | 95% | 98%   | 100%  | 97%   | <b>98%</b>   | <b>GREEN</b><br>↑ | N/A |
| Percentage of main roads swept as per schedule  | 97%  | Higher | 95% | 90%   | 99%   | 100%  | <b>100%</b>  | <b>GREEN</b><br>↑ | N/A |
| Percentage of side roads swept as per schedule  | 95%  | Higher | 95% | 85%   | 60%   | 88%   | <b>92%</b>   | <b>AMBER</b><br>↑ | N/A |
| Percentage of amenity grass cut as per schedule (Q1, Q2)  | 100% | Higher | 95% | 75%   | 80%   | -     | -            | -                 | N/A |
| Percentage of park grass cut as per schedule (Q1, Q2)   | 100% | Higher | 95% | 100%  | 100%  | -     | -            | -                 | N/A |
| Percentage of bowling green, football pitches and memorial gardens cut as per schedule (Q1, Q2) | 100% | Higher | 95% | 100%  | 100%  | -     | -            | -                 | N/A |
| Percentage of play areas inspected as per schedule  | 100% | Higher | 90% | 100%  | 100%  | 92%   | <b>100%</b>  | <b>GREEN</b><br>↑ | N/A |
| Percentage of cemeteries inspected as per schedule  | 100% | Higher | 80% | 90%   | 100%  | 100%  | <b>100%</b>  | <b>GREEN</b><br>↑ | N/A |
| Percentage of requested bulky waste collections completed within 5 working days                 | 98%  | Higher | 95% | 98%   | 99%   | 98%   | <b>99%</b>   | <b>GREEN</b><br>↑ | N/A |
| Percentage of requested bins delivered within 5 working days                                    | 97%  | Higher | 90% | 98%   | 97%   | 96%   | <b>98%</b>   | <b>GREEN</b><br>↑ | N/A |

#### Performance Summary

- Final preparations were completed to support the introduction of separate food waste collections across Rossendale by April 2026. Food waste caddies were delivered to households throughout February 2026, and a Lancashire-wide social media campaign was promoted across the Council's communication channels.
- To improve the Council's operational service, four employees have completed training to operate the Flexigo machine. Recruitment for a dedicated full-time Flexigo Operator is scheduled for Q1 2026/27 to increase operational capacity for park and cemetery sweeping, vegetation clearance, and gritting activities. Additionally, two footpath sweepers have been procured through the approved vehicle replacement programme.
- Annual bedding plants have been distributed to community groups across Rossendale to support the Green Flag and Britain in Bloom national award judging visits

and enhance the appearance of town centres and community spaces.

- 90 diseased ash trees across Stubblelee and Moorlands Park in Bacup and Whitaker Park in Rawtenstall have been pruned, reduced, or removed to help limit the spread of Ash Dieback disease to surrounding trees.
- £90k of funding has been confirmed to improve the junior play area at Edgeside Park. An additional funding application has been submitted to secure an additional £20k in funding to support the delivery of this project.
- The Building Decarbonisation Project has been completed. New LED lighting has been installed at The Whitaker, Bacup Library, The Ashcroft, and the Maden Recreation Ground. A new Building Management System has also been installed at Futures Park.

### Current Challenges and Next Steps

- The Council aims to reduce its carbon emissions by 103.43 tonnes per year. The latest data measuring carbon emissions is from 2024/25, and shows a 10.81 tonnes increase in when compared with 2023/24. During 2025/26, several carbon reduction measures have been introduced, including delivery of the Net Zero Terraced Street project and securing £1.5 million in funding for further climate change projects. Existing carbon reduction targets will be reviewed to better reflect performance, funding available for the decarbonisation plan, and the implications of Local Government Reorganisation.
- Three contractors have been appointed to deliver remedial works across Rossendale cemeteries, including the laying down of unsafe headstones and the re-erection of stones where appropriate. This programme will improve public safety and significantly enhance the overall appearance of the sites following completion of the works.
- A tender has been issued to Barnfield Construction, via the agreed Joint Venture Partnership, for the construction of the Waste Transfer Station at Futures Park. The proposed site has been cleared in preparation for scheduled works starting May 2026.
- Fly tipping activity will be monitored and reported through quarterly updates to assess whether any adverse effects emerge following the increased price of bulky waste collections. This will ensure that any necessary action can be identified and considered in response to trends.



# Healthy and Proud Communities

## Outcomes

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

| Performance Indicator  | 2024-25<br>Outturn | Higher or<br>Lower | 2025-26<br>Target | Q1      | Q2         | Q3         | Q4             | Trend             | Comparative<br>Performance  |
|--|--------------------|--------------------|-------------------|---------|------------|------------|----------------|-------------------|---|
| <b>Tier 1</b>  |                    |                    |                   |         |            |            |                |                   |   |
| Homeless decisions made within 5 days of the 57 <sup>th</sup> day, when a case is priority need in the relief duty                                     | 81%                | Higher             | 70%               | 91%     | 94%        | 93%        | <b>87%</b>     | <b>GREEN</b><br>↓ | N/A   |
| Percentage of Disables Facilities Grants completed within 12 months  | 95%                | Higher             | 75%               | 98%     | 95%        | 92%        | <b>100%</b>    | <b>GREEN</b><br>↑ | N/A   |
| Determine major planning applications within 13 weeks (LGA id: 17482)  | 100%               | Higher             | 60%               | 100%    | 100%       | 66%        | <b>100%</b>    | <b>GREEN</b><br>↑ | <b>1<sup>st</sup> QUARTILE</b><br>FG – 96% (Q3 2025/26)<br>NLA – 90% (Q3 2025/26) |
| Determine minor and other planning applications within 8 weeks (LGA id: 17487)   | 95%                | Higher             | 75%               | 94%     | 95%        | 93%        | <b>98%</b>     | <b>GREEN</b><br>↑ | <b>3<sup>rd</sup> QUARTILE</b><br>FG – 92% (Q3 2025/26)<br>NLA – 88% (Q3 2025/26) |
| Number of ‘new’ and ‘affordable new’ homes delivered within the Local Plan per annum, reported Q2 (for 2024/25)<br>Note – 6 of the 137 were affordable | 201                | Higher             | 185               | -       | <b>138</b> | -          | -              | -                 | N/A   |
| Initial response to housing complaints   | 35 days            | Lower              | 10 days           | 25 days | 40 days    | 30 days    | <b>5 days</b>  | <b>GREEN</b><br>↑ | N/A   |
| Initial response to food hygiene complaints  | 8 days             | Lower              | 10 days           | 7 days  | 8 days     | 12 days    | <b>10 days</b> | <b>GREEN</b><br>↑ | 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%               | -       | -          | <b>92%</b> | -              | -                 | N/A   |
| Increase the percentage of residents feeling safe in their local area after dark by 5%, reported Q3 (Resident Survey)                                  | 77%                | Higher             | 80%               | -       | -          | <b>52%</b> | -              | -                 | N/A   |
| Prevalence of overweight (including obesity) year 6 children per annum, reported Q4 (LGA id: 888)  | 36%                | Lower              | 37%               | -       | -          | -          | <b>35.7%</b>   | <b>GREEN</b><br>↑ | <b>2<sup>nd</sup> QUARTILE</b><br>FG – 35.5% (2023/24)<br>NLA – 33% (2023/24)     |

| Tier 2  |              |        |                |    |     |     |     |            |     |
|---|--------------|--------|----------------|----|-----|-----|-----|------------|-----|
| Number of Disabled Facilities Grants awarded per annum, cumulative figure     | 107 (annual) | Higher | 30 per quarter | 33 | 74  | 111 | 151 | GREEN<br>↑ | N/A |
| Processing of Disabled Facilities Grants – referral to approval days          | 65 days      | Lower  | 110 days       | 73 | 92  | 80  | 96  | GREEN<br>↓ | N/A |
| Processing of Disabled Facilities Grants - approval to completion days        | 115 days     | Lower  | 365 days       | 37 | 134 | 126 | 109 | GREEN<br>↑ | N/A |
| Number of Food Standards Agency food inspections per annum, cumulative figure | 305 (annual) | Higher | 304            | 50 | 132 | 161 | 241 | RED<br>↓   | N/A |

### Performance Summary

- Three properties have been purchased to increase the Council’s temporary accommodation stock to seven properties and reduce the need for out-of-district bed and breakfast placements. These properties are expected to be operational in Q1 2026/27, and will support households with dependent children and/or pregnant women. The demand will be monitored to consider the purchase of additional properties to minimise the use of B&B accommodation across all households.
- Funding has been allocated as part of the Council’s annual budget setting to support the 2026 Local Plan Review. The Local Plan Steering Group will continue to meet on a regular basis as part of the Plan’s consultation and development.
- The Council’s Asset Review has continued to identify housing opportunities on Council owned land in each Ward. Long-term private owners of the identified empty sites have been contacted with the aim of bringing these properties back in to use.
- Support has been provided to Bacup Pride, Whitworth in Bloom, and Rossendale Civic Pride in preparation for their entries into the 2026/27 Green Flag and Britain in Bloom judging at Stubblelee and Moorlands Park, Rawtenstall Library Gardens, and Whitworth Memorial Gardens.
- A strategic leisure review has been completed. Recommendations will be submitted to Cabinet prior to Full Council approval in May 2026.
- In partnership with Rossendale Leisure Trust, and funding from the Police and Crime Commissioner, a ‘She Runs’ campaign was launched in February 2026 to encourage women to feel safe and supported whilst running around the Valley. This scheme will continue to be delivered and monitored by Rossendale Leisure Trust.
- In partnership with Rossendale Leisure Trust, a Women and Girls Coaching and Volunteering Survey was launched to gather feedback on the barriers and equality issues experienced by women involved in coaching or volunteering in sport across Rossendale. A follow-up engagement session will be held to review the feedback received and help identify future actions and priorities.

- During Q4, 82 adults and 6 families accessed the Rossendale weight management service provided by Rossendale Leisure Trust.
- Rossendale's Better Lives Strategy was approved in March 2026, and a Better Lives Steering Group has been established. The strategy is expected to be launched in June 2026.
- Throughout 2025/26, 2,376 households received grants via the Household Support Fund, this totally £388,000 provided in total.

#### Current Challenges and Next Steps














- The number of new and affordable homes completed 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 continue to be reviewed and 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.



# Effective and Efficient Council

## 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<br>Outturn | Higher or<br>Lower | 2025-26<br>Target | Q1        | Q2        | Q3        | Q4                | Trend             | Comparative<br>Performance  |
|---|--------------------|--------------------|-------------------|-----------|-----------|-----------|-------------------|-------------------|---|
| <b>Tier 1</b>   |                    |                    |                   |           |           |           |                   |                   |   |
| 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 | <b>11.3 days</b>  | <b>GREEN</b><br>↑ | <b>1<sup>st</sup> QUARTILE</b><br>FG – 19 (Q3 2024/25)<br>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  | <b>2.9 days</b>   | <b>GREEN</b><br>↑ | <b>3<sup>rd</sup> QUARTILE</b><br>FG – 5 (Q4 2024/25)<br>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 | <b>13.1 days</b>  | <b>GREEN</b><br>↑ | 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  | <b>3.1 days</b>   | <b>GREEN</b><br>↓ | N/A   |
| Increase the use of the Council’s website for service requests and contacting the Council by 5%, reported Q4 (Resident Survey). | 26%                | Higher             | 21%               | -         | -         | -         | <b>26%</b>        | <b>GREEN</b><br>▬ | N/A   |
| Payment of undisputed invoices within 30 days   | 92%                | Higher             | 92%               | 91%       | 90%       | 93%       | <b>92%</b>        | <b>GREEN</b><br>↓ | N/A   |
| Number of Ombudsman Enquiries upheld  | 0                  | Lower              | 0                 | 0         | 0         | 0         | <b>0</b>          | <b>GREEN</b><br>▬ | N/A   |
| Number of employee leavers in line with the national average (15% per annum)  | 5                  | Lower              | 7                 | 8         | 6         | 3         | <b>7</b>          | <b>GREEN</b><br>↓ | N/A   |
| Number of days lost due to sickness absence per full time equivalent employee   | 11.5 days (annual) | Lower              | 8 days            | 2.1 days  | 4.07 days | 7.54 days | <b>10.18 days</b> | <b>RED</b><br>↓   | N/A   |

|  |        |        |        |       |        |        |               |  |   |
|--|--------|--------|--------|-------|--------|--------|---------------|--|---|
| Percentage of staff who have completed an annual appraisal, cumulative figure.                     | 90%    | Higher | 100%   | 82%   | 92%    | 92%    | <b>92%</b>    |  AMBER      | N/A   |
| RIDDOR reportable accidents and incidents, cumulative figure                                       | 1      | Lower  | < 5    | 0     | 2      | 2      | <b>4</b>      | GREEN<br>   | N/A   |
| <b>Tier 2</b>  |        |        |        |       |        |        |               |  |   |
| Percentage of Council Tax collected, cumulative figure (LGA id: 199)                               | 95.3%  | Higher | 95.25% | 27.9% | 54.51% | 80.92% | <b>95.4%</b>  | GREEN<br>   | <b>4<sup>th</sup> QUARTILE</b><br>FG – 96.6% (2024/25)<br>NLA – 97.1% (2024/25) |
| Percentage of NNDR collected, cumulative figure  | 98.4%  | Higher | 98.4%  | 25.4% | 56.71% | 81.24% | <b>98.8%</b>  | GREEN<br>   | N/A   |
| Percentage of accurate processing of a Housing Benefit claim, cumulative figure                    | 94.7%  | Higher | 96%    | 94%   | 95.3%  | 96.0%  | <b>96%</b>    |  GREEN      | N/A   |
| Secured garden waste subscribers (Q1, Q2, Q3)  | 7082   | Higher | 7050   | 6755  | 6923   | 6942   | -             | -  | N/A   |
| Secured commercial waste subscribers, cumulative figure  | 422    | Higher | 470    | 425   | 427    | 430    | <b>441</b>    | AMBER<br>   | N/A   |
| Secured commercial food waste subscribers, cumulative figure                                       | NEW    | Higher | 200    | 73    | 80     | 81     | <b>81</b>     |  RED        | N/A   |
| Secured number of bulky waste collection requests, cumulative figure                               | 3102   | Higher | 3000   | 854   | 1476   | 2277   | <b>2986</b>   | GREEN<br>   | N/A   |
| Increase the number of electronic service request forms completed by residents by 15%, reported Q4 | 19,717 | Higher | 19,000 | -     | -      | -      | <b>19,281</b> | GREEN<br>  | N/A   |
| Distribute 12 positive new stories   | 16     | Higher | 12     | 14    | 17     | 19     | <b>13</b>     | GREEN<br> | N/A   |
| Average number of views per TikTok   | NEW    | Higher | 1,000  | 2,850 | 9,197  | 6,583  | -             | -  | N/A   |
| Percentage of FOIs responded to within 20 days   | 92%    | Higher | 100%   | 88%   | 91%    | 89%    | <b>89%</b>    |  RED      | N/A   |
| Percentage of complaints responded to within 10 working days                                       | 59%    | Higher | 100%   | 79%   | 54%    | 80%    | <b>78%</b>    | RED<br>   | N/A   |
| Percentage of Member enquiries responded to within 10 working days                                 | 100%   | Higher | 100%   | 100%  | 100%   | 100%   | <b>100%</b>   |  GREEN    | N/A   |

|  |                 |        |      |     |     |     |            |   |     |
|--|-----------------|--------|------|-----|-----|-----|------------|---|-----|
| Percentage of MP enquiries responded to within 10 working days | 47%             | Higher | 100% | 45% | 56% | 72% | <b>66%</b> | <b>RED</b><br>   | N/A |
| Number of Health and Safety reports received                   | 114<br>(annual) | Lower  | 27   | 28  | 39  | 35  | <b>37</b>  | <b>GREEN</b><br> | N/A |

### Performance Summary

- The 2026/27 budget was approved, setting out a growth-focused financial plan that supports the council’s Valley Plan priorities while continuing to deliver key services for residents.
- A LogRhythm Security Information and Event Management system has been introduced to help detect and respond to cyber security threats in real time and monthly email phishing tests are carried out across all staff as part of the Cyber Assessment Framework, with training provided to those who fail.
- Phase two of the Anti-Ransomware Protection solution is being rolled out across the Rossendale VM Data Centre to improve protection against ransomware attacks.
- The Council’s annual all staff pulse survey was shared to all staff during September 2025 via Daily Message emails, WhatsApp messages, and posters in key areas. The 2025 survey received 50 total responses, this decreasing by 59% when compared to 2024. The response to the survey was positive overall with 95% of respondents stating that they enjoy working for the Council. Staff continue to receive regular communications via Chief Executive Huddles, Monthly Team Meeting agendas, suggestion boxes, and bi-annual staff engagement sessions. Due to the low response rate, particularly from operational staff, work will be undertaken to review how participation and response can be increased in the next annual survey.
- The Council’s annual Residents Survey was live throughout October 2025. The survey received 8,072 total responses, this increasing by 42% when compared to 2024 (5,688 responses). Overall satisfaction with Rossendale as a place to live remains high at 77% satisfied, this 3% above the Local Government Association national benchmarking. A detailed report was presented to Cabinet during March 2026. The findings will inform strategic planning, performance management and targeted improvement activity in 2026/27.
- To support the Council through its transition within the Local Government Reorganisation process, a dedicated Project Management Office has been established. Recruitment to a PMO Manager, and two PMO Officers will be completed during Q1 2026/27. Staff continue to support specific workstreams including Communications, HR, Finance, Legal, Assets, and Procurement.
- Recruitment was completed for a range of new roles created to support emerging council services and priorities. This includes areas such as Food Waste Collections, Housing, and establishing a Local Government Reorganisation Office.

### Current Challenges and Next Steps

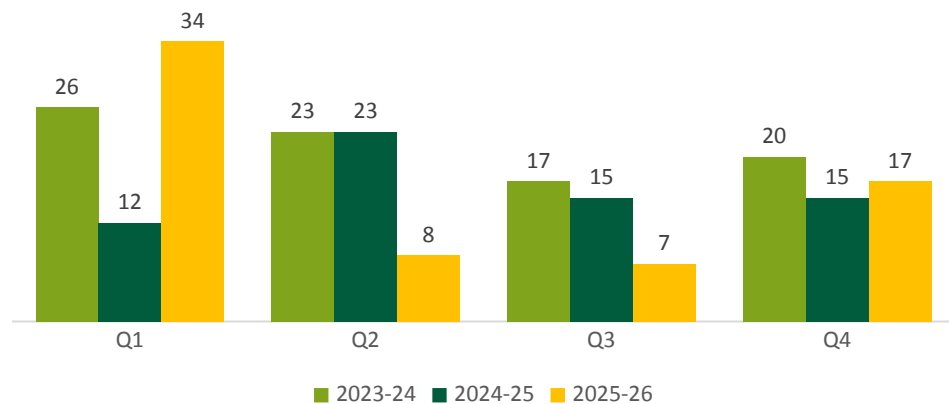
- During Q4, 32 complaints, 32 MP enquiries, 1 Member enquiry\*, and 427 Freedom of Information requests have been processed. Information relating to regular requests and enquiries is uploaded to the Council’s website, and regular reminders are sent to responding officers to increase the number of complaints and enquiries responded to within the specified deadline.
  - Of the 32 complaints received, 78% (25) were responded to within deadline, 16% (5) were closed with a breached deadline, and 6% (2) remained open.
  - Of the 32 MP enquiries received, 66% (21) were closed within deadline, 31% (10) were closed with a breached deadline, and 3% (1) remained open.
  - Of the 427 Freedom of Information requests, 89% (378) were responded to within the 20 working-day deadline, 9% (37) were responded to with a breached deadline, 3% (12) 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.

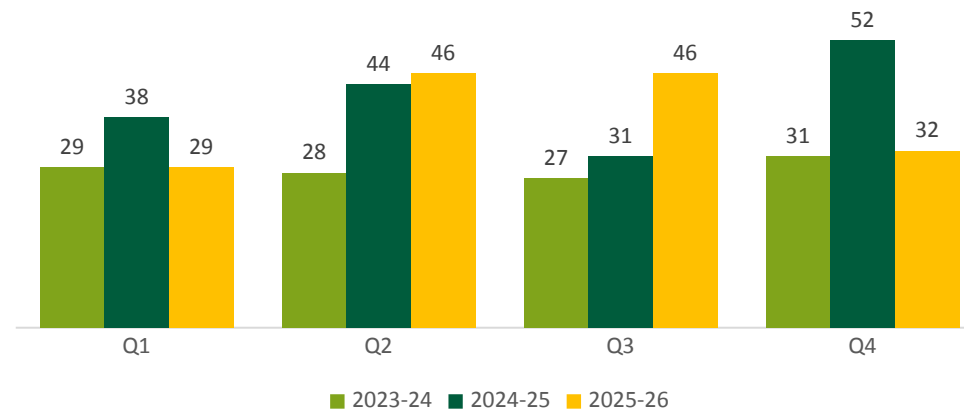
- Due to limited resources within the Council’s Communication Team, the use of TikTok has been paused until further capacity becomes available.

# Compliments and Complaints

| Compliment Trend | Q1 | Q2 | Q3 | Q4        |
|------------------|----|----|----|-----------|
| 2023-24          | 26 | 23 | 17 | 20        |
| 2024-25          | 12 | 23 | 15 | 15        |
| 2025-26          | 34 | 8  | 7  | <b>17</b> |



| Complaints Trend | Q1 | Q2 | Q3 | Q4        |
|------------------|----|----|----|-----------|
| 2023-24          | 29 | 28 | 27 | 31        |
| 2024-25          | 38 | 44 | 31 | 52        |
| 2025-26          | 29 | 46 | 46 | <b>32</b> |



| Number of Compliments | Compliment Detail               |
|-----------------------|---------------------------------|
| 12                    | Actions/response/communications |
| 3                     | Bins/bin collections            |
| 1                     | Quality of service              |
| 1                     | Staff member/team               |

| Number of Complaints | Complaint Detail              |
|----------------------|-------------------------------|
| 12                   | Action/response/communication |
| 7                    | Bin/bin collection            |
| 1                    | Council policy/procedure      |
| 5                    | Council Tax charges/decision  |
| 2                    | Housing/landlord              |
| 3                    | Other                         |
| 2                    | Property/land                 |

## 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  | <b>5</b> |

During Q4, 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.

## Quarter 4 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 |
|            |                |   | <b>Impact</b> |       |          |       |              |

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                              |
| <b>RED</b>  | The likelihood and impact of the risk is high   |
| <b>AMBER</b>  | The likelihood and impact of the risk is medium |
| <b>GREEN</b>  | The likelihood and impact of the risk is low    |

## Risk 1 – Sustainability of the Medium Term Financial Strategy

Responsible Officer – Kimberly Haworth

### 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  |

### Q4 Update

The income and savings groups has drafted a 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 of c£1m at the end of Q4 lessening the pressure on reserves and following on from the underspend reported at the year ended 31st March 2025. This places the Council in a favourable position moving forwards, however the focus on identifying and promoting efficiencies remains important.

The 2026/27 settlement was relatively positive for the Council and this is demonstrated in the revenue budget of £14m for 2026/27. The Council has sufficient resources to deliver its core service objectives throughout the duration of the medium-term financial strategy leading to Local Government Reorganisation. 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.

| Q4 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  |

### Q4 Update

The Local Emergency Response Plan is maintained and regularly reviewed and the internal Emergency Planning Team meets quarterly, with the last meeting held in January 2026. 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. During Q4, appropriate officers attended specific courses related to the Control of Major Accident Hazards (COMAH) and LRF's Teams Channel in an emergency response.

Local Authorities across Lancashire are discussing the impact of Local Government Reorganisation (LGR), and how they can prepare in advance of the changes. Requests for information are beginning to be received to assist with planning through the LGR process.

A contractor was appointed to carry out remediation works at the large sink hole over Limy Water in Rawtenstall Cemetery, which will commence once the Environmental Agency Works Permit has been granted. Officers have planned engagement with the local community to advise of the works and to highlight the potential responsibilities under riparian ownership. Planned culvert works to reduce the impact of flooding in the Strongstry area have been delayed due to administrative queries from LCC.

### Q4 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  |

#### Q4 Update

Following the accident at Rawtenstall Cemetery, officers have continued to fully co-operate with the Health and Safety Executive investigation, and a programme of work implementing a new Memorial Safety policy, carrying out and recording memorial inspections, risk assessments for managing memorials, safe systems of work for memorial work and training of six memorial inspectors has been completed and accepted by Health and Safety Executive.

Health and Safety management training for all Senior Officers has been completed, with follow-up actions being implemented.

The Drugs and Alcohol Policy, Lone Working Policy and Corporate Health and Safety Policy have been reviewed and approved by the Joint Consultative Committee (JCC). Joint workplace inspections with Unison have continued.

#### Q4 risk assessment RAG status (current)

| Likelihood | Impact | Overall Risk | Status |
|------------|--------|--------------|--------|
| 5          | 4      | 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.

Officers continue 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.

A dedicated Project Management Office (1 Manager and 2 Officers) has been agreed to support the Council’s processes and transition as LGR progresses. Recruitment to these post will be carried out Q1 2026/27.

### Q4 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  |

### Q4 Update

Sickness absence at Q4 stands at 10.18 days per full-time employee, representing a reduction compared with Q3. The main causes of absence were stress, anxiety and depression (5.52 FTE), followed by back, neck and other musculoskeletal conditions (4.3 FTE), and infections, colds and flu (1.1 FTE).

Q4 turnover was 7 employees. 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.

Due to a vacant post within payroll, people and policy, significant pressures have been put on people and policy team. Due to the nature of this specialised role and challenges to recruit to this role. mitigated through an interim contractor with third-party, which will remain in place subject to Local Government Reorganisation to ensure payment of salaries for both RBC staff and RLT staff.

| Q4 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 treat Landscape and more importantly its evolution. The Council has received notification of meeting the Public Services Network which means the Councils' infrastructure met all the security requirements to allow connection to the Public Services Network. A cyber security training is to be provided for all staff.

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

### Q4 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:

- Deployment of LogRhythm Security Information and Event Management used to detect, investigate, and respond to cyber-security threats in real time.

| Q4 risk assessment RAG status (current) | Likelihood | Impact | Overall Risk | Status |
|---|------------|--------|--------------|--------|
|   | 2          | 1      | 10           | 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  |

### Q4 Update

Recruitment has been completed for a full-time Communications and Engagement Manager, who will join the Council on 1st April 2026, strengthening in-house capacity and resilience.

In partnership with VIVA PR, the Council continued to deliver external communications across its website, social media channels, and through media releases. 13 press releases were issued during Q4, supporting the promotion of Council services, projects, and achievements. The Council has served notice on the VIVA PR contract, which will end in May 2026. Planning for the transition of external communications back in-house will begin in Q1, once the new Communications and Engagement Manager is in post. Bringing the service in-house is expected to strengthen oversight, consistency, and productivity.

The Council’s Facebook following increased to 10,724, a growth of 4.4% (448) in the quarter. Instagram following grew by 2.2% and is now 2,168.

Work has begun on the first edition of Valley Voice, a printed newsletter designed to reach residents who are less digitally engaged. This will be distributed in Q1, supporting inclusive communications and reducing the risk of information gaps. Proactive messaging has also been developed and shared to support the introduction of food waste collections in April, helping to prepare residents for service changes and reduce the risk of confusion or misinformation.

### Q4 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  |

### Q4 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.

| Q4 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 – Kimberly Haworth

### 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  |

### Q4 Update

A report reviewing the sufficiency, operations and governance arrangements for the Council owned leisure assets and the Trust has now been completed. Some preliminary preliminary findings from the review were 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.

### Q4 risk assessment RAG status (current)

| Likelihood | Impact | Overall Risk | Status |
|------------|--------|--------------|--------|
| 2          | 4      | 8            | 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  |

### Q4 Update

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 completed in March. A full build timescale has been submitted by Barnfield as part of the tender process and we are awaiting the final sign off of the contract. The build is expected to commence in Q1 2026/7

| Q4 risk assessment RAG status (current) | Likelihood | Impact | Overall Risk | Status |
|---|------------|--------|--------------|--------|
|   | 3          | 1      | 3            | GREEN  |

# Q4 2025/26 Performance Management Dashboard



## Thriving Local Economy



During Q4, 1 performance measure was reported within a green RAG status, 1 amber, 1 red, and 3 were not reportable

## High Quality Environment



During Q3, 13 performance measures were reported within a green RAG status, 1 amber, 2 red, and 4 were not reportable

## Healthy & Proud Communities



During Q4, 10 performance measures were reported within a green RAG status, 1 red, and 3 were not reportable

## Effective & Efficient Council



During Q4, 17 performance measures were reported within a green RAG status, 2 amber, 5 red, and 2 were not reportable

### Key successes



Proposals for the new Bacup Market facility have been finalised and submitted for Planning approval.



Completion of the Public Realm improvements along Deardengate Haslingden.



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

**Current challenge**  
Unforeseen issues have been identified during the initial works to Rawtenstall Market, a formal review will identify the impacts on costs and timescales.

### Key successes



£90k secured to improve the junior play areas at Edgeside Park.



LED lighting installed at The Whitaker, Bacup Library, The Ashcroft, and Maden Rec to improve energy efficiencies.



Final preparations completed for the Food Waste collections across Rossendale, starting April 2026.

**Current challenge**  
Three contractors have been appointed to deliver remedial works across Rossendale cemeteries to improve safety and appearance.

### Key successes



151 Disabled Facilities Grants awarded to allow residents to remain in their own home.



Strategic Leisure Assets review completed in partnership with Rossendale Leisure Trust.



Three additional properties purchased to increase the Council's temporary accommodation provision.

**Current challenge**  
Recruitment challenges persist within the Environmental Health Team, impacting housing complaints, food hygiene complaints and food inspections.

### Key successes



The 2026/27 budget was approved, setting out a growth-focused financial plan to support the Valley Plan.



The annual Residents Survey received 8,072 responses, increasing by 42%.



Established PMO Office to support the Council's transition as part of Local Government Reorganisation.

**Current challenge**  
The response to complaints, FOIs and MP enquiries within the specified deadline remains below target.