ROSSENDALE BOROUGH COUNCIL

AGENDA ITEM: E1

Report Title:	Performance Management Report Quarter 1 (Q1) 2026/27 (April, May and June 2026)		
Report to:	Cabinet	**Date:**	23rd September 2026
Report of:	Head of People and Policy	**Cabinet Portfolio:**	Environment and Corporate Services
Cabinet Lead Member:	Councillor Lythgoe	**Wards Affected:**	All
Key Decision: ☐	Forward Plan ☒	General Exception ☐	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.	☐
	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.	☐
	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.	☐
	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.	☒

1. PURPOSE OF THE REPORT AND EXECUTIVE SUMMARY

1.1 To provide an overview of the Council's performance during Quarter 1 (Q1) 2026/27.

1.2 In April 2025, the Council adopted the Valley Plan 20259-29 – Our Place, Our Plan, which sets out the Council's priorities, objectives and ambitions until 2029. To support the delivery of the Valley Plan, an annual action plan is developed.

1.3 The Q1 Performance Management Report details the Council's activity and performance for months April, May and June 2026.

1.4 The report provides an update in relation to the Council's performance measures, actions and deliverables, compliments and complaints, and corporate risks.

1.5 Performance concludes:

- 37 performance measures reported within the green 'RAG' status, 11 within the amber 'RAG' status, 5 within the red 'RAG' status and 13 were not reportable.
- 1 corporate risk was reported within the red 'RAG' status.
- 14 compliments, 33 complaints and 3 Local Government Ombudsman enquiries.

2. RECOMMENDATION

2.1 To note the Council's performance during Q1 2025/26 as detailed within this report and Appendix 1.

3. BACKGROUND AND REASON FOR THE DECISION

3.1 The Council's Valley Plan 2025-29 was formally adopted by Full Council on 2nd April 2025.

3.2 In collaboration with the Senior Leadership Team, an annual action plan, corporate programmes and strategies are defined to outline specific activities and objectives to achieve the Valley Plan's outcomes.

3.3 As part of the Council's performance management framework, a RAG (red, amber, green) rating status and arrow indicator is used to demonstrate the Council's performance and trend in comparison to previous outturns.

3.4 Performance measures are split into two tiers:

- Tier 1 measures are high-level strategic targets that constitute the Valley Plan 2025-29.
- Tier 2 measures are targets addressing performance within service areas at an operational level. A 'Higher or Lower' column is included to provide clarity to whether the performance should be operating either higher or lower than the target to increase/improve the Council's performance.

3.5 Where applicable, performance measures will 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.

3.6 The Council's performance is monitored via quarterly updates in relation to the Council's performance measures, actions and deliverables, compliments and complaints, and corporate risks. Detailed performance updates are included within the Q1 Performance Management Report (Appendix 1).

3.7 The table below summarises the Council's performance measure for Q1:

RAG Status	Green	Amber	Red	N/A
Thriving Local Economy	2	1	-	3
High Quality Environment	16	1	1	2
Healthy and Proud Communities	8	1	2	4
Effective and Efficient Council	11	7	2	4

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

3.8 **Priority 1 – Thriving Local Economy**

Good progress has been made in supporting economic growth, town centre regeneration and employment opportunities across the Borough. The Rawtenstall Market redevelopment remains on programme and Pioneer Market Group has been appointed as the new market operator. In Haslingden, public realm works have been completed along Deardengate, and business grants and events have been organised support businesses and footfall in Haslingden.

Rossendale Works continues, supporting economically inactive residents, with 226 residents engaged during Q1.

Further progress has been made in supporting heritage, technology and transport investment, including feasibility work on heritage buildings, funding secured for the Bridge Project and a communications campaign supporting the City Valley Rail Link consultation.

3.9 **Priority 2 – High Quality Environment**

Operational performance is strong. Following the successful launch of food waste collections in April 2026, Rossendale's recycling rates have increased by 4%. Waste collections are efficient, with 98% of general waste collections, 99% of trade waste collections and 99% of public litter bin emptying completed to schedule.
There has been continued investment in parks and open spaces. The children's play area at Whitaker Park is on schedule for completion in summer 2026 and funding has been secured to improve the play area at Edgeside Park.

Progress has been made on climate change and sustainable transport, including approval and publication of the Electric Vehicle Charging Infrastructure Strategy and continued partnership work on community energy, biodiversity, flood prevention and nature recovery.

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

Performance across housing, planning and communities is positive.

The Council has maintained its target of zero families with dependent children or pregnant household members staying in B&B accommodation for six weeks or more, supported through the use of Council-owned and Together Housing properties.

Community wellbeing and participation have improved through the Physical Activity Strategy, the launch of Rossendale Rockets Netball Club and the first Sport and Wellbeing Festival, which attracted more than 100 attendees. Financial support schemes have provided targeted assistance to residents experiencing financial pressures, with 246 Crisis Resilience Fund applications processed and £29,425 distributed through HUGGS vouchers.

There are areas requiring improvement. Housing and food hygiene complaint response times are below target, primarily due to staffing shortages and recruitment difficulties. Agency staffing and increased investment have been introduced to improve capacity, with performance expected to improve in Q2.

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

The Council continues to progress its digital transformation programme, with new electoral and burial systems now live. A data centre audit has been completed and planning for Public Sector Network certification is due to commence in Q2.

Communications and resident engagement have improved and the launch of Valley Voice provides an additional channel to reach residents who may not use digital platforms.

Sickness absence was positive at 2.97 days per FTE at Q1, in line with the annual target, and only three employees left during the quarter. However, recruitment and retention challenges remain in critical service areas, with Local Government Reorganisation identified as a potential additional source of workforce uncertainty.

3.12 **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.

92%	Freedom of Information requests were responded to within 20 working-days
49%	Complaints were responded to within 10 working-days
N/A	Member enquiries were responded to within 10 working-days
56%	MP enquiries were responded to within 10 working-days

3.13 **Compliments**

	Q1 2025/26	Q4 2025/26	Q1 2026/27
Number of compliments	34	17	14
Highest nature of compliments	97% (33) Staff member/team	71% (12) Action/response/ communication	64% (9) Staff member/team
Highest area with compliments	23 Operations	4 Operations	10 Operations

The number of compliments has decreased in Q1 when compared with the previous quarter and Q1 last year. The highest nature of compliment was for staff member/team, with Operations receiving the highest number of compliments.

During Q1, compliments were received across a wide range of service areas including Capita, Operations and People and Policy. Examples of compliments include:

- *“Thanks to the Council’s Operational staff for their help with the tour of the Britian in Bloom route with Rossendale Civic Pride.”*
- *“A member of your call centre helped me pay my taxes by phone. She was one of the most professional and genuine people I have come across.”*
- *“Thank you to the refuse team who completed my bulky waste collection not even 24 hours after ordering it. There was no mess left behind and I am very impressed at home quick the service was.”*

3.14 **Complaints**

	Q1 2025/26	Q4 2025/26	Q1 2026/27
Number of complaints	29	32	33
Highest nature of complaints	17% (5) Other and Bin/bin collection	52% (24) Action/response/ communication	27% (9) Action/response/ communication
Highest area	7	8	10

with complaints	Operations	Operations	Operations

The number of complaints received during Q1 has slightly increased when compared with the previous quarter and Q1 last year.

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

During Q1, 3 new LGO enquiries were received.

3.16 **Corporate Risks**

The Council continues to monitor its corporate risks. During Q1, 1 risk was reported within ‘green’ RAG status, 8 ‘amber’ and 1 ‘green’.

Risk 3 – Incident resulting in death or serious injury or HSE investigation, is currently reported as ‘red’. Work continues to deliver the agreed HSE actions, including memorial inspections, policy updates and training.

4. RISK

4.1 The Council’s performance and corporate risks are monitored by the Corporate Management Team on a quarterly basis in line with the Council’s Risk Management Strategy and Performance Management Strategy.

5. SECTION 151 OFFICER COMMENTS (FINANCE)

5.1 Financial implications and risks 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 Q. 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 Appendix 1 – Q1 Performance Management Report 2026/27.

ROSSENDALE
BOROUGH
COUNCIL

Q1 2026/27
Performance Management Report

Our Valley Plan Journey

Delivering our vision for Rossendale

Our Valley Plan sets out our priorities for Rossendale and the outcomes we will deliver together for our communities.

Our vision: '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.'

Thriving Local Economy

- Regenerating our town centres
- Supporting local businesses
- Creating better jobs
- Attracting investment
- Increasing skills and opportunities
- Growing tourism

High Quality Environment

- Cleaner streets and places
- Better parks and open spaces
- Tackling climate change
- Protecting nature and biodiversity
- Sustainable transport
- Attractive and well maintained environment

Healthy and Proud Communities

- Improving health and wellbeing
- Building community pride
- Celebrating our heritage, arts and culture
- Strong and connected neighbourhoods
- Safer, inclusive communities
- Supporting children, young people and families

Effective and Efficient Council

- Excellent customer service
- Digital transformation
- Financial sustainability
- Working with partners
- Listening to residents
- Delivering value for money

Q1 Performance Management Dashboard

Overall Performance Summary

57%

of performance measures on track.

- 37 on track
- 10 improvement needed
- 5 with issue or risk
- 13 unknown or reported annually

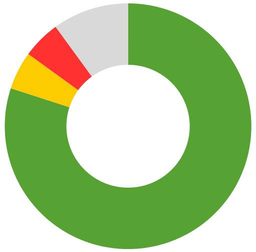
Thriving Local Economy

33% on track

2 | 1 | 3

High Quality Environment

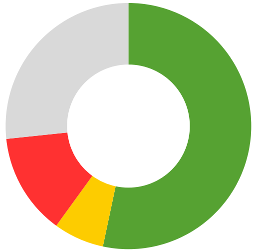
80% on track



16 | 1 | 1 | 2

Healthy and Proud Communities

53% on track



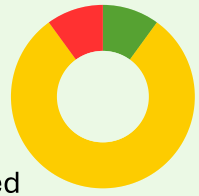
8 | 1 | 2 | 4

Effective and Efficient Council

46% on track

11 | 7 | 2 | 4

Corporate Risks



10%

of corporate risks reported within red RAG status.

1 | 8 | 1

Compliments and Complaints

14 compliments

33 complaints

3 ombudsman enquires

Communications

Total Followers
15,309
6.1% increase when compared to Q4 25/26

Total Impressions
5,282,095
21.2% increase when compared to Q4 25/26

Total Reactions and Comments
17,097
123% increase when compared to Q4 25/26

Q1 Performance Management Report

The Council refreshed its Valley Plan – Our Place, Our Plan 2025-29 at the start of 2025/26. 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) – April, May and June 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 demonstrate 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.

Tier 1 – A set of high-level strategic measures and targets that constitute the Valley Plan 2025-29.

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.

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.

Indicator	Status
GREEN	On track, no substantial issues or risks which require action from the Council.
AMBER	Some issues or risks which require action from the Council.
RED	Serious issues or risks needing urgent action.
ANNUAL / UNKNOWN	The measure is reported in a specific quarter annually, or the status cannot be calculated.

Performance	Status
⬆	Performance has increased.
⬇	Performance has decreased.
▬	Performance has continued with no increase or decrease / cannot be measured.

Thriving Local Economy

Performance Measures

Performance Measure	25/26 Outturn	Higher/ Lower	26/27 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Percentage of empty shops across the borough	14%	Lower	14%	14%	-	-	-		N/A
Increase the attractiveness of Rossendale's main town centres by 5%, reported Q3 (Resident Survey)	37%	Higher	39%	-	-	-	-	-	N/A
Increase the vibrancy of Rossendale's main town centres by 5%, reported Q3 (Resident Survey)	32%	Higher	34%	-	-	-	-	-	N/A
Productivity of local businesses measured through the gross added value per employee, reported Q4 (LGA – id:20738)	£55,932	Higher	£56,000	-	-	-	-	-	-
Number of economically inactive residents engaged through the Rossendale Works Programme	94	Higher	100	226	-	-	-		-
Reduce the borough's unemployment rate (LGA – id:5472)	3.9%	Higher	3%	3.8%	-	-	-		4th QUARTILE NLA - 2.9% (Q1 26/27) FG - 3.2% (Q1 26/27)

Performance Summary

- Casey's has continued to deliver the agreed programme of works for Rawtenstall Market. During the initial phase, historic features, including traditional arches and inadequate foundations, were uncovered and incorporated into the scope of works. The programme remains on track, with completion expected by late spring 2027.
- Pioneer Market Group has been appointed as the new operator of Rawtenstall Market. Traders were actively engaged throughout the procurement process, including at a Market Vendor Day where plans for the future market were discussed. Feedback was positive, with traders welcoming the opportunity to work with Pioneer Market Group to help shape the market's future.
- Following approval of the Bacup Market designs, work has progressed to discharge the remaining planning conditions while procuring a contractor to deliver the scheme. The programme remains on schedule, with construction scheduled to start late summer 2026.

- Pride in Place has approved an initial feasibility study to develop a Business Improvement District for Rawtenstall. Initial work has focused on defining the proposed boundary area and identifying opportunities to enhance safety, marketing, promotion and events to support the town centre.

- Six free engagement events have been delivered at Waterfoot Town Square to encourage activity within the space. Community feedback has been positive and will help shape future proposals for the area.

- The public realm works along Deardengate have been completed. A number of snagging issues have been identified and will be resolved prior to an evaluation workshop held with Intro Places to capture project successes, challenges and lessons learned.

- Restoration works to 34 Deardengate have been fully completed through the shopfront grant scheme. A further 19 businesses in Haslingden were awarded micro-grants following the public realm scheme, helping to connect businesses with the refurbished Big Lamp Square and attract more visitors.

- A vibrant mural has been completed along the railway steps on Quarry Street, as part of a community-led programme in Whitworth. Designed with Whitworth Museum and students from Whitworth Community High School, the mural celebrates the area’s local history and enhances the public space.

- Rossendale Works welcomed more than 140 economically inactive residents to a Wellbeing and Employment Event in April 2026. The event focused on improving wellbeing, connecting local services and increasing access to employment opportunities. As a result, 20 residents joined Rossendale Works.

- In partnership with Pride in Place, Rossendale Works has developed a tailored support programme for residents in Staghills and Edgeside. Designed with local residents, the programme provides employment, training and community support based on local needs. Early outcomes have been positive, with three residents securing employment within the first two months.

- In partnership with Valley Heritage, feasibility work has been completed on four long-term vacant and semi-derelict heritage buildings, including Waterside Mill, St John's Church, and St Saviour's Church. The other properties remain confidential. Funded by the Architectural Heritage Fund, the work includes detailed surveys, architectural designs, repair schedules, cost estimates and feasibility studies to support future restoration proposals.

- An expression of interest has been submitted to Historic England's Heritage at Risk grant programme to secure funding for essential repairs and improvements to Stubbylee Hall.

- Funding has been secured for the Bridge Project, which will be based at the Old Milk Depot, alongside additional funding to support the delivery of Rossendale's wider technology strategy.

- A communications campaign was delivered in response to Lancashire County Council's Transport Strategy consultation after Rossendale's City Valley Rail Link wasn’t included in the draft strategy. The campaign’s video generated more than 27,000 views, raising awareness of the issue and encouraging residents to respond to the consultation. Discussions with Lancashire County Council will continue to seek inclusion of the scheme in the final strategy.

High Quality Environment

Performance Measures

Performance Measure	25/26 Outturn	Higher/ Lower	26/27 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Increase household waste recycling (LGA id: 46)	30%	Higher	34%	38%	-	-	-	↑	**4th QUARTILE** NLA - 43% (2024/25) FG - 38% (2024/25)
Residual household waste collection rate (LGA id: 45 - per annum)	124.9kg	Lower	132.5kg	114kg	-	-	-	↑	**4th QUARTILE** NLA - 437kg (2024/25) FG - 472kg (2024/25)
Increase resident satisfaction in relation to the cleanliness of Rosendale's areas by 5%, reported Q3 (Resident Survey)	32%	Higher	77%	-	-	-	-	-	N/A
Average removal time of fly-tipping	4.8 days	Lower	5 days	5 days	-	-	-	↓	N/A
Initial investigation of fly-tipping	5 days	Lower	5 days	5 days	-	-	-	▬	N/A
Initial investigation of abandoned vehicles	5 days	Lower	5 days	5 days	-	-	-	▬	N/A
Initial investigation of trade waste issues	5 days	Lower	5 days	5 days	-	-	-	▬	N/A
Achieve a 40% reduction in greenhouse gas emissions from the 2019/20 baseline, reported in Q4	NEW	Lower	40%	-	-	-	-	-	N/A
Tier 2									
Percentage of general waste bins collected as per schedule	99.50%	Higher	95%	98%	-	-	-	↓	N/A
Percentage of trade waste bins collected as per schedule	99.25%	Higher	95%	99%	-	-	-	▬	N/A
Percentage of public litter bins emptied as per schedule	98%	Higher	95%	99%	-	-	-	↑	N/A

Performance Measure	25/26 Outturn	Higher/ Lower	26/27 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Percentage of main roads swept as per schedule	100%	Higher	95%	100%	-	-	-		N/A
Percentage of side roads swept as per schedule	92%	Higher	95%	89%	-	-	-		N/A
Percentage of amenity grass cut as per schedule (Q1, Q2)	80%	Higher	95%	67%	-	-	-		N/A
Percentage of park grass cut as per schedule (Q1, Q2)	100%	Higher	95%	100%	-	-	-		N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule (Q1, Q2)	100%	Higher	95%	97%	-	-	-		N/A
Percentage of play areas inspected as per schedule	100%	Higher	90%	95%	-	-	-		N/A
Percentage of cemeteries inspected as per schedule	100%	Higher	80%	100%	-	-	-		N/A
Percentage of requested bulky waste collections completed within 5 working days	99%	Higher	95%	98%	-	-	-		N/A
Percentage of requested bins delivered within 5 working days	98%	Higher	90%	97%	-	-	-		N/A

Performance Summary

- Kopman, who have previously improved the junior play park, have been appointed to develop the children's play park at Whitaker Park. The play area will include a large new play unit, improved equipment, inclusive and sensory play features, new safety surfacing and picnic areas. Works are on schedule to be completed during summer 2026.
- Remediation works have progressed across Rossendale's four main cemeteries, with all small and medium memorials expected to be completed during Q2. An external contractor has been appointed to undertake works to large memorials, with these works expected to be completed by October 2026. Following completion of the main works, the Council will return to its standard memorial inspection programme.
- Three fly-tipping cases have been prosectuted. One man was fined over £3,000 for fly-tipping in Haslingden, two men were found guilty of dropping waste into a private skip resulting in a £1,000 Fixed Penalty Notice, and another man plead guilty to three counts of fly-tipping at The Halo, Haslingden, resulting in an eight-month prison sentence, suspended for 18 months and orders to pay £1,553 in charges.

- Initial works have commenced at the Waste Transfer Station site at Futures Park, including securing and fencing the area and completing culvert works to prepare for the main development. The programme is currently expected to be delayed by approximately one month while awaiting approval of the outstanding pre-commencement planning conditions. There is currently no significant reputational or budget risk, and the project team expects to recover some of the lost time during the construction phase.

- Food waste collections were successfully launch in April 2026. Preparations for farm/remote housing collections are underway, and due to commence August 2026.

- The percentage of amenity grass cutting completed to schedule is below target due to long-term staff absences. Priority work has focused on maintaining Rossendale's parks and play areas. Mitigation to address staffing capacity has enabled the three-weekly grass cutting cycle to resumed.

- An Electric Vehicle Charging Infrastructure Strategy has been approved and published, providing a strategic framework for expanding EV charging infrastructure across Rossendale. An action plan will be developed to support delivery, alongside exploring funding and partnership opportunities to increase the availability of charging points across the Borough.

- Engagement with residents, community groups and local organisations has continued to support delivery of the Council's Climate Change Strategy and Action Plan. Activities included attending the Repair Café in Haslingden and delivering a climate and recycling talk at St Joseph's Catholic School.

- Partnership working has identified opportunities for community energy, biodiversity, flood prevention and nature recovery. This included collaboration with Rossendale Valley Energy and discussions with City of Trees, the National Trust and Environment Agency regarding opportunities at Cribden Hill and Cow Tooth Lane. Learning from the Net Zero Terraced Streets project was also shared with Blackburn with Darwen Council.

Healthy and Proud Communities

Performance Measures

Performance Measure	25/26 Outturn	Higher/ Lower	26/27 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Homeless decisions made within 5 days of the 57th day, when a case is priority need in the relief duty	87%	Higher	70%	92%	-	-	-		N/A
Percentage of Disables Facilities Grants completed within 12 months	100%	Lower	80%	100%	-	-	-		N/A
Determine major planning applications within 13 weeks (LGA id: 17482)	100%	Higher	60%	100%	-	-	-		1^{st} QUARTILE NLA - 91% (Q4 2025/26) FG - 79% (Q4 2025/26)
Determine minor and other planning applications within 8 weeks (LGA id: 17487)	98%	Higher	75%	96%	-	-	-		1^{tt} QUARTILE NLA - 88% (2024/25) FG - 89% (Q4 2025/26)
Percentage of major schemes overturned by the Planning Inspector	NEW	Lower	less than 10%	13%	-	-	-		
Number of 'new' and 'affordable new' homes delivered within the Local Plan per annum, reported Q3 (for 2025/26)	138	Lower	185	-	-	-	-	-	N/A
Percentage of initial housing complaints responded to within 10 working days	NEW	Lower	100%	66%	-	-	-		N/A
Percentage of initial food hygiene complaints responded to within 10 working days	NEW	Lower	100%	59%	-	-	-		N/A
Increase the percentage of residents feeling safe in their local area during the day by 5%, reported Q3 (Resident Survey)	92%	Higher	96%	-	-	-	-	-	N/A
Increase the percentage of residents feeling safe in their local area after dark by 5%, reported Q3 (Resident Survey)	52%	Higher	55%	-	-	-	-	-	N/A
Prevalence of overweight (including obesity) year 6 children per annum, reported Q4 (LGA id: 888)	35.7%	Lower	37%	-	-	-	-	-	

Performance Measure	25/26 Outturn	Higher/ Lower	26/27 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 2									
Number of Disabled Facilities Grants awarded per annum, cumulative figure	151	Higher	125	27					
Processing of Disabled Facilities Grants – referral to approval days	96 days	Lower	100 days	91 days	-	-	-		N/A
Processing of Disabled Facilities Grants - approval to completion days	109 days	Lower	365 days	87 days	-	-	-		N/A
Number of Food Standards Agency food inspections per annum, cumulative figure	241	Higher	304	187	-	-	-		N/A

Performance Summary

- The Local Plan review has continued with a consultation on its scope and a Call for Sites undertaken to inform future development options. Key evidence gathering has commenced, including assessments of housing need and land availability, employment land, Green Belt and strategic flood risk.
- The Supplementary Planning Document for residential extensions and alterations has been refreshed, providing clearer guidance for residents and professionals on the design and assessment of domestic planning proposals. The guidance supports consistent decision-making and encourages early engagement with the Council and neighbours to help improve the quality of proposals and reduce potential issues during the planning process.
- Two planning applications were refused by the Planning Committee but were subsequently allowed on appeal by the Planning Inspectorate. As only 13 major applications were determined during the two-year monitoring period, the two overturned decisions exceeded the 10% threshold.
- Through the use of 10 Council-owned properties and two Together Housing properties, the Council has maintained its target of zero families with dependent children or pregnant household members presenting as homeless that are staying in B&B accommodation for six weeks or more. Temporary accommodation use will continue to be monitored to manage demand and maintain this position.
- The percentage of housing and food hygiene complaints responded to within the required timescales is currently below target due to staff shortages and unsuccessful recruitment efforts. Agency staff have been recruited as a short-term measure to increase capacity, alongside increased investment in the service and tighter management of response times. Performance is expected to improve in the next quarter as additional capacity is established.
- The Leisure Asset Review has progressed, with proposals developed for the transfer of the Ashcroft asset to Whitworth Town Council. A business case is being developed to assess the proposed transfer arrangements and inform the next stage of decision-making.

- Strategic Leisure has been commissioned to complete a feasibility study, including RIBA Stage 1 designs and initial costings, for the proposed Marl Pits improvements. Sport England and sports clubs based at Marl Pits have been engaged to help shape the proposals and ensure future investment reflects local needs.
- Year two of the Physical Activity Strategy has commenced, with activity focused on increasing participation, supporting volunteering and improving local sports facilities. The launch of Rossendale Rockets Netball Club provides an additional opportunity for local residents to participate in organised sport.
- Support for local sports facility development has continued through partnership working with football clubs. Rossendale Valley Football Club has been supported with their Football Foundation Home Advantage Programme application, which, if successful, will provide funding for pitch improvements, maintenance equipment and opportunities to generate additional income.
- Rossendale's first Sport and Wellbeing Festival took place in May 2026 alongside the Tour de Manc charity cycling event. The festival brought together residents, local clubs, coaches and organisations, offering taster sessions and demonstrations showcasing the range of sport, physical activity and wellbeing opportunities available across the Borough. The event was well received, attracting over 100 attendees.
- A Heating Oil Support Scheme Fund was launched in May to support low-income households with heating costs and help manage rising energy prices. To date, one grant has been awarded. The fund will remain open and will be publicised throughout the autumn period. If take-up remains low, the remaining funding will be absorbed into the main Crisis Resilience Fund.
- The Crisis Resilience Fund has replaced the Household Support Fund and is providing support to residents experiencing financial pressures. 246 applications have been processed to date, with £29,425 distributed through HUGGS vouchers. Awards range from £50 to £250, based on household circumstances and the number of dependants. Demand and expenditure will continue to be monitored to assess whether the scheme is reaching residents most in need and inform future support.
- Following the previous food voucher scheme, a new Holiday Food Programme has been established to provide weekly food parcels to families during the six-week summer school holiday period. Support will be delivered through four community collection points, with take-up monitored throughout the programme to assess demand and inform future provision.

Effective and Efficient Council

Performance Measures

Performance Measure	25/26 Outturn	Higher/ Lower	26/27 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Days taken to process Housing Benefit new claims (LGA id: 299)	11.3 days	Lower	15.5 days	8.3 days	-	-	-	↑	1st QUARTILE NLA - 16 (Q4 2025/26) FG - 17 (Q4 2025/26)
Days taken to process Housing Benefit change in circumstances (LGA id: 300)	2.9 days	Lower	4.5 days	4.2 days	-	-	-	↓	2nd QUARTILE NLA - 3 (Q4 2025/26) FG - 3 (Q4 2025/26)
Time taken to process Council Tax benefit new claims	13.1 days	Lower	15 days	11.8 days	-	-	-	↑	N/A
Time taken to process Council Tax benefit change in circumstances	3.1 days	Lower	4 days	3.3 days	-	-	-	↓	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	27%	-	-	-	-	-	N/A
Payment of undisputed invoices within 30 days	92%	Higher	92%	93%	-	-	-	↑	N/A
Number of Ombudsman Enquiries upheld	0	Lower	0	0	-	-	-	▬	N/A
Number of employee leavers in line with the national average (15% per annum)	7	Lower	7	3	-	-	-	↑	N/A
Number of days lost due to sickness absence per full time equivalent employee	10.2 days	Lower	8 days	2.97 days	-	-	-	↑	N/A
Percentage of staff who have completed an annual appraisal, cumulative figure.	92%	Higher	100%	-	-	-	-	-	N/A
RIDDOR reportable accidents and incidents, cumulative figure	4	Lower	Less than 5	0				↑	N/A

Performance Measure	25/26 Outturn	Higher/ Lower	26/27 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 2									
Percentage of Council Tax collected, cumulative figure (LGA id: 199)	95.40%	Higher	95.5%	27.7%	-	-	-	↑	**4th QUARTILE** NLA - 97% (2025/26) FG - 96% (2025/26)
Percentage of NNDR collected, cumulative figure	98.80%	Higher	98%	29.7%	-	-	-	↑	N/A
Percentage of accurate processing of a Housing Benefit claim, cumulative figure	96%	Higher	95%	95.3%	-	-		↓	N/A
Secured garden waste subscribers (Q1, Q2, Q3)	6942	Higher	7050	6685	-	-	-	↓	N/A
Secured commercial waste subscribers, cumulative figure	441	Higher	470	430	-	-	-	↓	N/A
Secured commercial food waste subscribers, cumulative figure	81	Higher	200	74	-	-	-	↓	N/A
Secured number of bulky waste collection requests, cumulative figure	2986	Higher	3000	1364	-	-	-	↓	N/A
Increase the number of electronic service request forms completed by residents by 15%, reported Q4	19,281	Higher	20,000	-	-	-	-	-	N/A
Percentage of FOIs responded to within 20 days	89%	Higher	95%	92%	-	-	-	↑	N/A
Percentage of complaints responded to within 10 working days	78%	Higher	95%	49%	-	-	-	↓	N/A
Percentage of Member enquiries responded to within 10 working days	100%	Higher	95%	-	-	-	-	-	N/A
Percentage of MP enquiries responded to within 10 working days	89%	Higher	95%	56%	-	-	-	↓	N/A
Number of Health and Safety reports received	37	Higher	30	25	-	-	-	↓	N/A

Performance Summary

- The FCS Elections Management and IEG4 Nova Burials systems have gone live as part of the Council's move towards cloud-based systems. These applications will support the management of elections and burial services, helping to modernise existing systems and support more efficient service delivery.
- A data centre audit has been completed. The audit has reviewed the security and resilience of the Council's data centre infrastructure. The findings are currently awaited, and any issues or risks identified will be considered once the results are received.
- Public Sector Network certification is an important security requirement for organisations that need to securely connect to public sector networks and systems. Planning for the required certification and testing will begin in Q2, as part of the Council's Memorandum of Understanding requirements.
- CrowdStrike EDR is being tested to improve the Council's ability to identify, investigate and respond to cyber security threats. The system provides real-time monitoring to help detect suspicious activity and potential threats. The next stage is to deploy the Council's Security Operations Centre (SOC), which will provide further monitoring and response capability.
- No specific significant risks have been identified in the information provided at this stage, although the outcomes of the data centre audit and ongoing cyber security testing will help identify any further actions required.
- The 2026/27 growth-focused budget has been approved, providing a clear financial framework for the year ahead and supporting the Council's priorities and planned investment. The 2025/26 financial year-end accounts has progressed, including finalising expenditure and income, completing the necessary reconciliations and preparing the accounts for the next stage of review and audit.
- Senior officers and corporate managers have continued to participate in Lancashire-wide Local Government Reorganisation (LGR) networks to share information, understand emerging requirements and support coordinated planning across councils. The Lancashire-wide LGR consultation concluded March 2025. The findings were fed into the decision making process. A decision from government is expected in July 2026.
- A Programme Delivery Office has been established to coordinate activity, provide support to service areas and monitor key actions as part of LGR. The programme has focused on ensuring services are prepared for the transition, alongside staff engagement, workforce support, corporate communications and the coordination of information and data required for the process.
- The Council's Lone Working and Drugs and Alcohol policies have been refreshed to provide clearer guidance and safeguards for staff. The policies will be shared with Trade Unions as part of the formal approval process.
- A quarterly Health and Safety bulletin has been introduced to improve communication, raise awareness of key issues and support a consistent approach to health and safety across the organisation.
- The Communications Strategy has been refreshed, alongside the introduction of a dedicated Social Media Strategy to provide a more consistent and targeted approach to communications and resident engagement.

- Communications activity has been strengthened through the procurement of press and media management software, Onclusive, providing improved monitoring of media coverage, press activity and the Council's overall communications reach.
- Valley Voice, a new quarterly newspaper delivered to households across Rossendale, was launched in May 2026. Initial feedback has been positive, particularly around its ability to reach residents who do not use social media, or who do not regularly engage with the Council's digital channels. This provides an additional channel for sharing key information and improving the reach of Council communications.
- Staff development and professional learning has continued through participation in the North West Tri-sector Challenge, with six officers attending. The programme provided an opportunity for officers to develop skills, share learning and work collaboratively with colleagues from across the sector.
- Staff Appraisal Guidance has been refreshed and will be circulated at the start of Q2, with a completion deadline of 31st July 2026. Outstanding appraisals will be followed up to ensure identified training needs are included in the 2026/27 Training Plan. Information must be submitted by 21st August 2026, any training requests received after this date may not be included in the plan.
- During Q4, 33 complaints, 34 MP enquiries and 472 Freedom of Information requests have been processed. No Member enquiries were recieved. 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 33 complaints received, 48%% (16) were responded to within deadline, 48% (16) were closed with a breached deadline, and 4% (1) remained open.
- Of the 34 MP enquiries received, 56% (19) were closed within deadline, 32% (11) were closed with a breached deadline, and 12% (4) remained open.
- Of the 472 Freedom of Information requests, 92% (436) were responded to within the 20 working-day deadline, 7% (34) were responded to with a breached deadline, 0.5% (2) remained open at the end of the quarter.

Compliments and Complaints

Q1 2026/27 Performance Summary

This summary shows the number of compliments, complaints and Ombudsman enquiries received and the key themes.

14
Compliments recieved

3 less than Q4

20 less than Q1 25/26

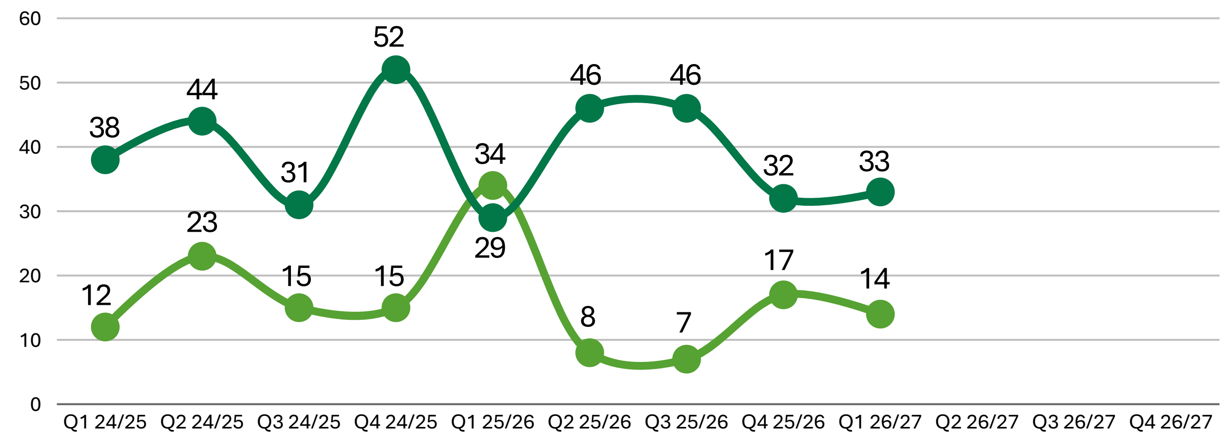
33
Complaints recieved

1 more than Q4

4 more than Q1 25/26

3
Ombudsman enquiries recieved

No enquiries upheld in Q1



The number of compliments has decreased in Q1 when compared with the previous quarter and Q1 2025/26.

The number of complaints received has slightly increased when compared to the previous quarter and Q1 2025/26.

What residents complimented us on:

- 9 | Staff member/team
- 4 | Quality of service
- 1 | Action/response/communication

Total compliments recieved during Q1: 14

What residents complained the most about:

- 9 | Action/response/communication
- 7 | Bins/bin collection
- 4 | Council decision
- 3 | Property/land
- 2 | Advice/information given

Total complaints recieved during Q1: 33

Ombudsman enquiries:

3
new Ombudsman enquiries were recieved during Q1.

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

Communications

Q1 2026/27 Performance Summary

This summary shows the Council's performance in relation to its communications, inlcuding both press and social media.

Social Media

Total Followers
15,309
6.1% increase when compared to Q4 25/26

Total Impressions
5,282,095
21.2% increase when compared to Q4 25/26

Total Reactions and Comments
17,097
123% increase when compared to Q4 25/26

Facebook

Followers
Q4 25/26 - 10,745
Q1 26/27 - 11,337
5.5% increase

Impressions
Q4 25/26 - 1,665,980
Q1 26/27 - 2,485,610
49.3% increase

Reactions and Comments
Q4 25/26 - 5,804
Q1 - 26/27 - 13,700
136% increase

Instagram

Followers
Q4 25/26 - 2,205
Q1 26/27 - 2,389
8.3% increase

Impressions
Q4 25/26 - 2,663,620
Q1 26/27 - 2,774,365
4.2% increase

Reactions and Comments
Q4 25/26 - 939
Q1 - 26/27 - 2,675
184.9% increase

Linked In

Followers
Q4 25/26 - 1,479
Q1 26/27 - 1,583
7% increase

Impressions
Q4 25/26 - 30,358
Q1 26/27 - 22,120
27.1% decrease

Reactions and Comments
Q4 25/26 - 879
Q1 - 26/27 - 692
21.3% decrease

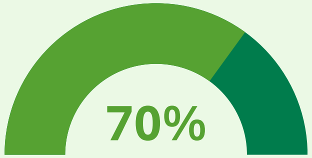
Press and Media Coverage

Press and Media coverage data is only available from May 2026. April 2026 not included in Q1 26/27 performance figures.

319 articles covered

464M reach

£1.11M advertising value equivalent



The media sentiment for months May and June was 70% positive, 16% negative and 14% neither.

Top Performing Posts (Views)

Facebook

Whitaker Play Park - 107,219
Rawtenstall Market Emergency Closure - 84,502
Vacancies - 63,904

Instagram

City Valley Rail Link Consultation - 25,735
Rawtenstall Market Emergency Closure - 5,775
Market Vendor Day Call to Action - 5,687

28,558 view on Tik Tok

Valley Voice quarterly newspaper launched in May

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 is it 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 is how likely is it that the risk may occur. Impact is 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.

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

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

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 action to balance its annual expenditure against its available annual income and other revenue streams. The Council has an 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 financial climate may 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.				
RAG (after mitigation)	Likelihood: 2	Impact: 5	Overall Risk: 10	**AMBER**
Q1 Update Following the publication of the Q1 monitoring report, present indications are that the Council is operating within the MTFS approved at Full Council in March 2026. An updated MTFS will be presented to Full Council in October.				
RAG (current)	Likelihood: 2	Impact: 5	Overall Risk: 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.

RAG (after mitigation)	Likelihood: 2	Impact: 4	Overall Risk: 8	**AMBER**

Q1 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 May 2026. An internal training exercise for the EPT and Senior Managers relating to Fuel Disruption was held in June 2026. The exercise focused on group discussions to identify the Council critical functions, consider the impact of a prolonged disruption to fuel supplies and identify gaps and actions required to ensure preparedness. Actions will be reviewed and monitored at subsequent EPT meetings.

Officers continue to attend relevant Lancashire Resilience Forum (LRF) meetings to remain up to date with current arrangements, contribute to the development of plans and take part in exercises to test LRF plans. Local Government Reorganisation (LGR) continues to be discussed with reference to the impact this may have on Local Authorities in Lancashire. A decision on the government's preferred option on LGR is due imminently and will provide clarity to enable the assist the planning process to move forward with planning through the LGR process.

Officers continue to attend relevant training provided by the LRF to ensure they are informed on plans, procedures and their role in emergencies.

Following the development of a large sink hole over Limy Water in Rawtenstall Cemetery, emergency arrangements were put in place to mitigate the risk of collapse of the culvert and subsequent flood risk. The Environment Agency have issued a Works Permit and the appointed contractor is due to commence works to repair the culvert during Q2.

RAG (current)	Likelihood: 3	Impact: 4	Overall Risk: 12	**AMBER**

Risk 3 - Incident resulting in death, 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.				
RAG (after mitigation)	Likelihood: 3	Impact: 5	Overall Risk: 15	**AMBER**
Q1 Update Work has continued to implement the Health and Safety action plan with the purpose of ensuring effective health and safety management across the Council. Following an accident at Rawtenstall Cemetery where a child sadly died after being struck by a memorial, Officers have continued to fully co-operate with the Health and Safety Executive investigation. Work has begun within the Cemeteries to make memorials which had been made temporarily safe, permanently safe and follow-up inspections of memorials highlighted for re-inspection, according to risk rating will commence in Q2. Joint workplace inspections with Unison have continued, with inspections carried out at Haslingden Cemetery, Rawtenstall Cemetery and Haslingden Market. These inspections aim to highlight any risks to health and safety and provide an opportunity for early mitigation of risks. A quarterly health and safety bulletin has been introduced to improve communication and to share information on health and safety and learning from reported accidents and incidents.				
RAG (current)	Likelihood: 5	Impact: 5	Overall Risk: 25	**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.				
RAG (after mitigation)	Likelihood: 1	Impact: 2	Overall Risk: 2	**GREEN**
Q1 Update The Council's Policy, Performance, and Communications Officer receives regular policy bulletins and legislative updates from government departments and undertakes a weekly horizon scanning exercise. Updates are shared with the Senior Leadership Team and cascaded to relevant officers. 'Horizon Scanning and Policy' is a standing agenda item at the Corporate Management Team's weekly meeting, facilitating ongoing discussions on recent announcements, funding opportunities, and other government updates to determine any required actions. Staff also attend webinars, and the Chief Executive regularly participates in the North West Chief Executives and Lancashire Chief Executives meetings, both with representation from the Local Government Association. 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 Programme Delivery Officer (PDO) has been appointed to support the Council through the Local Government Reorganisation (LGR) process. An all-staff engagement event has been organised to provide an update following the LGR decision, expected July 2026, and help staff understand what the changes mean for them and the support available.				
RAG (current)	Likelihood: 1	Impact: 2	Overall Risk: 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.				
RAG (after mitigation)	Likelihood: 2	Impact: 3	Overall Risk: 6	**AMBER**
Q1 Update Sickness absence at Q1 stands at 2.97 days per full-time employee, on target for the year. The main causes of absence were stress, anxiety and depression (1.26 FTE), followed by infections, colds and flu (0.67 FTE) and back, neck and other musculoskeletal conditions (0.38 FTE) Q1 turnover was 3 employees, 1 FTE due to retirement and 2 FTE due to career progression. 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. Local Government Reorganisation may create uncertainty for staff, which could affect recruitment and staff retention during the transition. This will be monitored throughout the LGR process, with any emerging workforce impacts identified and addressed where possible.				
RAG (current)	Likelihood: 4	Impact: 3	Overall Risk: 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.				
RAG (after mitigation)	Likelihood: 3	Impact: 5	Overall Risk: 15	**AMBER**
Q1 Update As part of the Council's Defence in Depth approach, work has continued to strengthen cyber security controls and improve the organisation's ability to detect and respond to threats. During Q1, the CrowdStrike Endpoint Detection and Response (EDR) platform was deployed. The platform provides real-time monitoring, detection, investigation and response capabilities to help identify and mitigate cyber security threats across the Council's IT environment. This provides an additional layer of protection against emerging cyber threats and strengthens the Council's overall cyber resilience.				
RAG (current)	Likelihood: 2	Impact: 4	Overall Risk: 8	**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.				
RAG (after mitigation)	Likelihood: 4	Impact: 2	Overall Risk: 8	**AMBER**
Q1 Update A Communications and Engagement Manager joined the Council on 1st April 2026, strengthening the Council's in-house communications capacity and resilience. The VIVA PR contract also ended in May, with the press office subsequently brought fully in-house, providing greater control and enabling a more proactive and consistent approach to media relations. 17 press releases were issued during Q1, supporting proactive promotion of Council services, projects and achievements. This has contributed to increased media coverage and, importantly, an improvement in the positive sentiment of news coverage relating to the Council. The first edition of Valley Voice was delivered to residents across the borough, providing an alternative means of communication for residents who are less digitally engaged and supporting more inclusive communications. Overall, the Council now has a more consistent communications resource and greater oversight of external communications, reducing the likelihood of poor communications and associated reputational damage. However, the Council remains exposed to reputational risk, particularly in relation to high-profile or emerging issues, and continued proactive communications and effective issue management remain important.				
RAG (current)	Likelihood: 2	Impact: 3	Overall Risk: 6	**AMBER**

Risk 8 - Non-delivery of corporate projects 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.				
RAG (after mitigation)	Likelihood: 1	Impact: 2	Overall Risk: 2	**GREEN**
Q1 Update Following the review of the Valley Plan 2025–29 – Our Place, Our Plan, 5 programmes have been identified, with individual projects monitored at an operational level to support delivery. Oversight of these programmes is provided through quarterly Programme Board meetings, attended by the Corporate Management Team, Programme Managers, and the Police and Performance Officer.				
RAG (current)	Likelihood: 2	Impact: 2	Overall Risk: 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.

RAG (after mitigation)	Likelihood: 2	Impact: 5	Overall Risk: 10	**AMBER**

Q1 Update

The financial position of the Rossendale Leisure Trust (RLT) Group at Q1 was favourable compared to budget, providing a positive position against the ongoing financial sustainability risk.

Work is progressing to implement the recommendations arising from the Leisure Asset Review. Once implemented, these measures are expected to improve the financial sustainability and long-term viability of Council-owned leisure assets, while helping to manage ongoing pressures relating to income, operating costs and affordability.

RAG (current)	Likelihood: 2	Impact: 4	Overall Risk: 8	**AMBER**

Risk 9 - 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 Project established to build a new Waste Transfer Station at Futures Park – project plan in place to monitor progress.				
RAG (after mitigation)	Likelihood: 2	Impact: 5	Overall Risk: 10	AMBER
Q1 Update Initial works have commenced at the Waste Transfer Station site at Futures Park, including securing and fencing the area and completing culvert works to prepare for the main development. The programme is currently expected to be delayed by approximately one month while awaiting approval of the outstanding pre-commencement planning conditions. There is currently no significant reputational or budget risk, and the project team expects to recover some of the lost time during the construction phase.				
RAG (current)	Likelihood: 2	Impact: 2	Overall Risk: 4	AMBER