

Meeting of: Overview and Scrutiny Committee

Time: 6.30pm

Date: 1st February 2022

Venue: Council Chamber, The Business Centre, Futures Park, Bacup. OL13 0BB



Supported by: Carolyn Sharples, Committee and Member Services Manager, Tel: 01706 252422 or email carolynsharples@rossendalebc.gov.uk

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<https://zoom.us/j/99136301779?pwd=TIAyUHhhMGdWUUdZYWZYZWJSZG0vZz09>

Meeting ID: 991 3630 1779

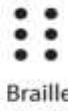
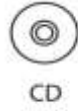
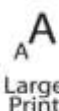
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A waiting room will be in place and observers will be admitted to the meeting at approx. 6.30pm.

ITEM		Lead Member/Contact Officer
A.	BUSINESS MATTERS	
A1.	Apologies for Absence	
A2.	To approve and sign as a correct record the Minutes of the Overview and Scrutiny Meeting held on 12 th January 2022.	
A3.	<p>Declarations of Interest</p> <p>Members are advised to contact the Monitoring Officer in advance of the meeting to seek advice on interest issues if necessary.</p> <p>Members are requested to indicate at this stage, any items on the agenda in which they intend to declare an interest. Members are reminded that, in accordance with the Local Government Act 2000 and the Council's Code of Conduct, they must declare the nature of any personal interest and, if the interest is prejudicial, withdraw from the meeting during consideration of the item.</p>	<p>Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: carolynsharples@rossendalebc.gov.uk</p>
A4.	<p>Urgent Items of Business</p> <p>To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.</p>	

The agenda and reports are also available for inspection on the Council's website <https://www.rossendale.gov.uk/>. Other formats are available on request. Tel 01706 217777 or contact Rossendale Borough Council, Futures Park, Bacup, OL13 0BB

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B.	COMMUNITY ENGAGEMENT	
B1.	Question Time Members of the public and councillors wanting to participate in the meeting must register to speak in advance of the meeting to be able to attend and participate.	Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: carolynsharples@rossendalebc.gov.uk
C.	CHAIR'S UPDATE	
C1.	To receive any communications from the chair.	Councillor Janice Johnson
D.	ORDINARY BUSINESS	
D1.	Credit Unions (<i>Verbal update</i>) a) Bacup Credit Union b) First Choice Credit Union	Credit Union Representatives
D2.	Citizens Advice (<i>Verbal update</i>)	Citizens Advice Representatives
D3.	2022/23 Council Budget and Medium Term Financial Strategy	Karen Spencer, Head of Finance, karenspencer@rossendalebc.gov.uk
D4.	Capital Strategy 2022/23 to 2024/25 and Capital Programme 2022/23	Karen Spencer, Head of Finance, karenspencer@rossendalebc.gov.uk
D5.	Quarter 3 performance report and RIPA update	Clare Law, Head of People and Policy clarelaw@rossendalebc.gov.uk
D6.	The Forward Plan	Carolyn Sharples, Committee and Member Services Manager carolynsharples@rossendalebc.gov.uk



Neil Shaw
Chief Executive

Date published: 24th January 2022

MINUTES OF: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 12th January 2022

Present: Councillor Johnson (Chair)
Councillors Foxcroft, Kempson, Kenyon, Morris, Pendlebury (sub), Procter and Rooke

In attendance: Inspector Chris Valentine, Lancashire Constabulary
Gerard Greenhalgh, Treasurer, RAFT
Caroline Collins, Volunteer Coordinator/Community Organiser, RAFT
Mandy Lewis, Director of Economic Development
Carolyn Sharples, Committee and Member Services Manager

Also Present: By remote access:
1 member of the public
Councillors Ashworth, Cheetham and Walmsley
John Davies, Head of Service for Highways, Lancashire County Council
Ridwan Musa, Highways Service Manager, Lancashire County Council
Jackie Flynn, Communities Team
Clare Law, Head of People and Policy

1. Apologies for Absence

Apologies for absence were submitted from Councillors Eaton, Gill and Thompson (Councillor Pendlebury subbing).

2. Minutes

Resolved:

That the minutes of the meeting held on 22nd November 2021 be approved as a correct record.

3. Declarations of Interest

Councillor Johnson declared that she was a RAFT Trustee and that she would not be participating in the Food Banks item and that Councillor Kempson would take over the role of chair for this item (minute 9).

4. Urgent Items of Business

The Chair confirmed that there were no urgent items of business.

5. Question Time

The Chair noted that she would allow questions to be asked on each item as it was discussed.

6. Chair's Update

6.1 Lancashire County Council (LCC) Highways were remotely attending, as they had been requested to attend following the previous meeting, along with other partner organisations who were all welcomed to the meeting.

6.2 At the last meeting the committee recommended the approval of the Health and Well-being Plan with some amendments and this had been amended and approved at the Full Council meeting on 15th December 2021.

- 6.3 The first run through of the new street cleaning rounds had taken place up to November and the next sequence was now starting. There were still a few issues to resolve, but they were hoping to circulate something to members next month.

ORDINARY BUSINESS

7. Annual Update from Lancashire Constabulary

7.1 Inspector Valentine provided the committee with an annual update which included the current division structure, number of service calls and time taken to answer calls, crime statistics, comparisons with other areas, non-crime figures, time taken to arrive for Grade 1 and Grade 2 calls, anti-social behaviour update and an update on the local priorities for Rossendale. The Police were looking to re-establish partnerships and face-to-face opportunities to meet communities were also planned, such as at the Bacup and Haslingden Neighbourhood Offices. There would also be opportunity for online PACT (Police and Communities Together), which would assist in highlighting priority issues on which to focus their attention.

7.2 In response to members' questions the following clarification was given:

- Inspector Valentine would look into why only certain social media posts could be shared from the *In the Know* messaging service.
- A trial system was taking place at the bus station in relation to anti-social behaviour (ASB). A new ASB unit was available, which was mobile. This by-passed the 101 service but it was recommended to still report incidents to ensure they were reflected in the crime figures for accuracy.
- Similar to Ribble Valley, the make-up of Rossendale made it harder to catch criminals at the scene owing to the distance needing to be travelled by the patrols.
- Levels of assault and criminal damage had gone down, which corresponded with the reduction in domestic violence (DV) incidents; this indicated that these figures were accurate, rather than it being down to under-reporting.
- The 101 service average response times were a result of quick responses during quieter periods such as early morning, and peak times with longer responses in the afternoons. Call staff were now in one room which was split into pods which could help each other out if one pod had a surge in calls.
- If a crime was not in progress it could be reported using the online service, which would help free up capacity for those answering calls for crimes in progress.
- DV crimes were primarily committed in the home and linked to alcohol or other underlying issues.
- The *Police Now* positions had been part of a national recruitment process which had different criteria to the regional process, and enabled entrants from a more diverse skills background to be considered. It focussed on problem solving and looking at long term solutions.
- It was hoped that PACT would be long term and improve and re-establish working relationships with the communities.
- A PACT meeting was due to take place at Tesco.
- In relation to volunteers, there were volunteers for *Community Roadwatch*.

Resolved:

The committee noted the annual update, and thanked Inspector Valentine for attending.

8. Lancashire County Council (LCC) – Highways

8.1 John Davies, Head of Service for Highways, and Ridwan Musa, Highways Service Manager, attended the meeting to answer questions following the circulation of the briefing document, which had been provided to members in November.

- 8.2 In response to members' questions the following clarification was given:
- The Transport Asset Management Plan was from 2014 to 2029 and was reviewed every year to look at how the network was performing.
 - At phase 1, A,B and C roads were the focus of our attention. Each road is given a status of red, amber, green, according to its condition after an objective survey.
 - Phase 2 concerned looking at residential type roads.
 - A response would be provided following the meeting regarding the issues raised for the following 3 locations:
 - o Burnley Road, Reedsholme – quality of 3rd party work for the new housing development.
 - o Burnley Road, Rawtenstall (Tup Bridge) worsened flooding after recent resurfacing works undertaken.
 - o Crown Point Road – defects and issues with quality of work after resurfacing.
 - Training is provided for those undertaking road work repairs.
 - Sometimes repairs don't last because of a number of reasons e.g. the existing conditions of the road. These locations are reported for consideration into the capital forward programme.
 - Where possible, first time reinstatements are undertaken where hot tarmac will be used, unless it's on a section awaiting re-surfacing in which case a temporary repair will be made.
 - It was important to keep reporting issues, as the reporting system was one of the tools used in assessing the urgency and priority of repairs to be taken forward into the capital programme.
 - In relation to third party repairs, it remained the third party's responsibility for 2 years from the date the repair was deemed fully fixed.
 - The Asset Management Pan detailed the audit process and progress/improvements on the road networks.
 - Data such as condition surveys, defects reported, repeat calls etc., was used to generate the priority list.

Resolved:

The committee noted the update, and thanked LCC Highways for attending. The Chair emphasised that in light of what has been said, it was important to keep reporting issues.

N.B. Councillor Johnson left the meeting for the following item and Councillor Kempson took over to chair the meeting.

9. Foodbanks Update

9.1 Caroline Collins and Gerard Greenhalgh provided a presentation to update members on the work of RAFT which included an update on how the funding had been spent, food vouchers, the number of food parcels delivered, meeting individual needs, the slow cooker project with recipe books, summer holiday support with activities to do, and an update on volunteering and donations. Parcels were provided which were not just for 7 days, but instead parcels contained essential goods which would help in the longer term and recipients were particularly grateful for this support. RAFT was now more active than ever, particularly since the outbreak of covid with people shielding, and also with the rise in fuel bills. It was also linking in with other schemes to help those most in need such as Newground for the new fuel vouchers. RAFT was now in its 10th year and members were asked for suggestions on how the 10th year could be recognised.

- 9.2 Jackie Flynn from the Communities Team informed that the Council was grateful for the work done by RAFT. Government funding was being provided where it was available to help support this work, which was ongoing. This week the Council had already referred 5-6 people in the space of an hour and 12 referrals had been sent so far this week. Those on low incomes were the hardest hit and tended to shop cheaply on a day-to-day basis, not being able to afford a big weekly shop. Examples were given of a few referrals and feedback was given on just how grateful recipients were to RAFT for this lifeline. She noted that the value for money for this service was phenomenal, particularly since the service used unpaid volunteers.
- 9.3 In response to the updates members' commented as follows:
- Members were appreciative of the work RAFT were doing.
 - Invite RAFT to the next Haslingden Community Partnership and consider attending the other partnerships too, to inform a wider audience and get them to consider volunteering.
 - It was good that Neighbourhood Police felt comfortable dropping in.
 - It had been a phenomenal journey, RAFT had taken on the right approach and gone from strength to strength.
 - They had done some excellent work during the pandemic.
 - Ask Full Council to commend RAFT for their work over the last 10 years.

Resolved:

The committee noted the updates, and thanked RAFT for attending.

N.B. Councillor Johnson resumed the position of the chairperson for the remainder of the meeting.

10. The Forward Plan

Members were updated on the Forward Plan and the items coming to the next Overview and Scrutiny meeting.

Resolved:

The update was noted.

(The meeting commenced at 6.30pm and concluded at 8.40pm)

Signed.....

(Chair)

Date

Subject:	2022/23 Council Budget and Medium Term Financial Strategy	Status:	For Publication
Report to:	Overview & Scrutiny	Date:	1 February 2022
Report of:	Head of Finance	Portfolio Holder:	Resources
Key Decision:	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	No	Attached: No
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Karen Spencer	Telephone:	01706 252409
Email:	karens pencer@rossendalebc.gov.uk		

1. RECOMMENDATIONS

- 1.1. That the Overview & Scrutiny Committee considers the proposed revenue budget for 2022/23 of £8.991m, as detailed in this report.
- 1.2. That the Overview & Scrutiny Committee considers the proposed council tax rate for Band D for 2022/23 of £290.80.
- 1.3. That the Overview & Scrutiny Committee considers the proposed use of £56k from the Transitional reserve to support the 2022/23 revenue budget.
- 1.4. That the Overview & Scrutiny Committee considers the proposed the fees and charges attached as Appendix 1.

2. PURPOSE OF REPORT

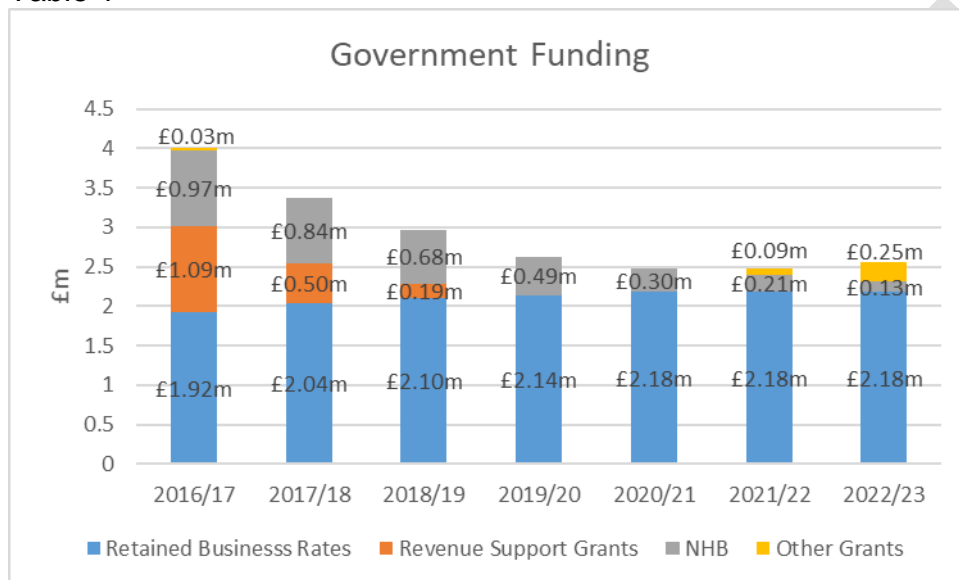
- 2.1 The purpose of the report is to enable the Overview & Scrutiny Committee to consider the council's proposed revenue budget and level of Council Tax for 2022/23, together with implications for the council's Medium Term Financial Strategy. This is an opportunity for Overview & Scrutiny to identify and comment on any of the Cabinet's budget proposals.

3. BACKGROUND

- 3.1 The budget process is a key element of the council's strategic planning process. It is part of the service and financial planning approach adopted by the council, is a means of ensuring that resources are best placed to enable the council to deliver its corporate priorities expressed in the Corporate Plan.
- 3.2 Previous budget reports have set out the level of uncertainty associated with any forward projections with Government funding. This uncertainty remains given the one-year funding settlement from the Government for 2022/23. The Government has announced that during 2022 there will be a comprehensive review of the distribution of local government funding, however it is unclear whether this will include a business rates reset. There will be transitional protections to accompany any funding reforms. The outcome of the review has the potential to significantly impact on the council's future funding.

3.3 For a number of years the council has continued to reduce its net revenue expenditure in line with its own efficiency agenda and the impact of the Government's changes to local government financing over both recent years and the changes proposed for the future. This has resulted in all borough councils now being heavily reliant on the income they generate from their own locality, be it from residents, visitors, property, and/or businesses. The graph below demonstrates how Government funding for Rossendale has reduced over the period 2016/17 to 2022/23, with Revenue Support Grant ceasing from 2019/20.

Table 1



3.4 During 2020/21 the Government announced a wide range of funding programmes in response to the Covid pandemic, these have continued throughout 2021/22. This has included financial support for the council which has partly helped in compensating for lost income. This has had an impact on the 2021/22 revenue budget, it is unknown at this time whether Covid financial support will continue into 2022/23.

3.5 2022/23 Provisional Finance Settlement

The provisional one year only Settlement Funding Assessment for 2022/23 was announced on 16th December 2021. The key messages arising from the settlement are:

- Up to 2% maximum annual increase for Council Tax without triggering a local referendum.
- Confirmation that the NNDR baseline funding will be the same as 2020/21.
- New Homes Bonus payments will be made in 2022/23 for one year only, however legacy payments will still be made on 2019/20 allocations.
- Extension of the 'Lower Tier Services Grant' in to 2022/23.
- Announcement of a new funding stream for 2022/23 only 'Services Grant'.
- The Lancashire Business Rates Pool is likely to continue in 2021/22.

3.6 The Medium Term Financial Strategy

Taking into account the impact of finance settlement, including an annual increase in Council Tax of 1.99% per annum, the 2022/23 net budget estimates, resources and future forecasts are as follows:

Table 2

	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
Original Budget Estimates	8,903	8,889	9,121	9,385	9,635
2022/23 Budget Proposals		102	(27)	(23)	(200)
Budget Estimates	8,903	8,991	9,148	9,362	9,435
Estimated Funding:					
Council Tax (+1.99%)	5,811	5,985	6,104	6,225	6,349
Council Tax - growth in base 0.75%	-		45	91	138
Collection Fund Surplus - Council Tax					
NNDR (Business rate: Base Line Funding)	2,180	2,180	2,180	2,180	2,180
Lower Tier Services Grant	93	98	-	-	-
Services Grant		150	-	-	-
New Homes Bonus	213	132	-	-	-
NNDR Retained / Pooling	606	390	200	200	200
Resources	8,903	8,935	8,529	8,696	8,867
Surplus / (further savings required)	(0)	(56)	(619)	(666)	(568)

3.7 Changes in the base budget costs between 2021/22 and 2022/23 are as follows:

Table 3

Forecast Changes	£000
2021/22 Base Budget	8,903
Employment Costs (Pay Award, Increments & increased Employers)	244
Inflation (Fuel, Utilities etc)	229
NET Revenues & Benefits Contract savings	(58)
Revenue saving from returning hired vehicles and purchasing	(32)
Various movements from reserves	(52)
Reduced Loan Interest	(10)
Net Interest reduction	7
MRP reprofiling due to delays in vehicle replacements	(183)
Additional impact of last years savings/income plan	(152)
Various small technical adjustments	(7)
2022/23 Original Budget	8,889

3.8 The budget proposals for 2022/23 onwards are set out below:-

Table 4

Budget Proposals	2022-23	2023-24	2024-25	2025-26
	£000	£000	£000	£000
<u>Income/ Efficiencies</u>				
Fees and charges: annual increase in line with inflation	(8)	(8)	(8)	(8)
Trade Waste net increased income	(20)	(20)	(20)	(20)
Increased Garden Waste subscriptions	(10)	(10)	(10)	(10)
Increased Taxi Licence Fees (Subject to Taxi Licencing Committee Approval)	(11)	(11)	(11)	(11)
Supplementary Planning service	(5)	(10)	(10)	(10)
Increased investment property rental income	(17)	(17)	(17)	(17)
Refuse Bins - replace revenue with capital	(50)	(50)	(50)	(50)
Post Empty Homes scheme				(200)
<u>Growth</u>				
Reverse - Household Bin Cleaning	5	10	10	10
Additional revenue requirement arising from the Digital Strategy	41	41	41	41
Additional revenue requirement as a result of transferring vehicle fleet from diesel to hydro treated vegetable oil	60	60	60	60
Extension to Rossendale Works (agreed Cabinet Oct 2021)	30	23		
Make permanent the Operations Supervisor & Education Officer posts - currently due to end 31/03/2021	67	67	67	67
Contribution towards developing the Lancashire County Deal	20			
Total	102	75	52	(148)
Future Annual budget movement		(27)	(23)	(200)

3.9 Impact on reserves

As shown in Table 1, after the implementation of the Cabinet proposals there is a funding gap of £56k in 2022/23. This is to be funded by the Transitional reserve as set out in the table, below. The table also shows the potential impact on the unringfenced Transitional reserve and the General reserve if no further savings/increased income are found:

Table 5

Use of Reserves if no further savings implemented	2021-22	2022-23	2023-24	2024-25	2025-26
£000	£000	£000	£000	£000	£000
Funding gap	0	(56)	(619)	(666)	(568)
Use of Reserves					
Opening Balance					
Transitional Reserve usage	1,789	0	(56)	(619)	(666)
General Fund Reserve	1,000	0	0	0	(120)
Reserve Balance	2,789	2,733	2,114	1,448	880

The table demonstrates an annual deficit from 2022/23 onwards. In the immediate period this can be funded through the use of the Transitional reserve and latterly the General Fund reserve. The total value of the Transitional Reserve was £1.8m at 31st March 2021.

3.10 In addition to the Transitional reserve the Council also holds a General Fund reserve of £1.0m this is in reality the Council's Minimum Working Balance, this is a requirement of Sections 32 and 43 of the Local Government Finance Act 1992 which requires local authorities to consider the establishment and maintenance of reserves. These can be held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;

- a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves;
- a means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but legally remain part of the General Fund

In support of this requirement, and as part of the development of the budget for 2022/23, an assessment has been carried out to establish the minimum level of the General Fund Working Balance for this Council. Based on this assessment it is recommended that the minimum working balance should remain at £1.0m. At this level it represents circa 3% of the council's gross revenue expenditure.

- 3.11 Table 5 demonstrates that if no further savings/efficiencies/income generation schemes are implemented by the end of 2025/26 the Transitional Reserve will be exhausted and the General Fund Reserve will have £880k remaining. The figures above do not include any impact that may arise from the 2021/22 close down.
- 3.12 In addition to the above reserves the council also holds a Local Business Rate Retention reserve. The Business Rate Collection Fund annual surpluses and deficits are set aside in this earmarked reserve to smooth peaks and troughs in business rate receipts over the life of the forecast. At 31/03/2021 the balance of this reserve was £6.229m. This balance is exceptionally high due to the additional S31 grant receipts during 2020/21, in respect of the extension of the Retail, Hospitality, Leisure and Nursery reliefs which are due to be released equally over the three years, commencing 2021/22, to fund Collection Fund deficits. This is in accordance with amended legislation to fund the 'exceptional balance' incurred as a result of the Covid pandemic on the Collection Fund ('re-phasing the deficit'). In addition £606k of this reserve is currently budgeted to be used during 2021/22. Further information on reserves can be found in Appendix 2.

4. Council Tax for 2022/23

4.1 Cabinet will make its final recommendation for Full Council to approve on 23rd February 2022. Other precepting authorities will announce their Council Tax changes as follows:

- Lancashire County Council – 17th February 2022
- Lancashire Fire & Rescue – 21st February 2022
- Lancashire Police & Crime Commissioner – 1st February 2022
- Whitworth Town Council – 27th January 2022

4.2 The proposed Band D Council Tax for 2022/23 and the previous change across Rossendale is as follows:

Table 6

Precepting Body	% Increase	2021/22	2022/23	Increase £	% Share	2021/22	2022/23	Increase £
		Band D £	Band D £			Band A £	Band A £	
Rossendale BC	1.99%	285.13	290.80	5.67	14.3%	190.09	193.87	3.78
Lancashire County Council *	1.99%	1,305.55	1,334.49	28.94	65.4%	870.37	889.66	19.29
LCC Adult Social Care *	2.00%	150.64	179.80	29.16	8.8%	100.43	119.87	19.44
Combined Fire Authority *	6.92%	72.27	77.27	5.00	3.8%	48.18	51.51	3.33
Police & Crime Commissioner *	4.42%	226.45	236.45	10.00	11.6%	150.97	157.63	6.67
Total (Excl' Whitworth)	3.86%	2,040.04	2,118.81	78.77	103.9%	1,360.03	1,412.54	52.52
Whitworth Parish Council	4.11%	25.81	26.87					
Total Whitworth Parish	4.91%	2,065.85	2,145.68					

* At the time of publication the proposed increases are estimates as the actual increases have not yet been published.

4.3 Council Tax Base

2021/22 saw a reduction in the Council Tax Base due to the increase in Local Council Tax Support claimants, resulting from the Covid pandemic. Across Rossendale as a whole, the level of Council Tax Support granted has not yet returned to pre Covid pandemic levels and therefore even though there has been growth the Council Tax Base has not yet fully recovered. For 2022/23 the Council Band D Tax base has increased by 200 properties – 0.98% to 20,580 Band D equivalents.

Any variation through actual billing will be reflected in the Collection Fund. Future estimated increases in the Council Tax have been assumed at 0.75% c154 Band D equivalents. The Local Plan target is now 185 pa (albeit there is no Band D equivalent published).

4.4 The draft **budget book** for 2022/23 (based on the above) is included at Appendix 3. The key assumptions are:

1. Budget estimates:

- a. Annual pay award 2.5% 2022/23 for all staff, 2% pa 2023/24 onwards for all staff – (1% for all staff equates to c.£60k, inclusive of on costs).
- b. An annual staff vacancy saving of £200k pa
- c. Pension costs for future service now at 17.6% of gross pay the cost of which is fixed for the three-year period (2020/21, 2021/22 & 2022/23) of the Lancashire Pension Fund's Triennial Review. The Council took advantage of the full three-year prepayment option in April 2020.

2. Council tax to increase by 1.99% (previously 1.99% in February 2021) with growth in the tax base of 0.75% pa included from 2023/24 onwards.

3. The Government's provisional settlement (December 2021) confirmed the NNDR baseline funding and New Homes Bonus payment.

4. NNDR:

- a. The benefits of the 2021/22 pooling arrangement are currently forecast to contribute c£390k to reserves, however the Government has recently announced further NNDR reliefs which are likely to reduce this figure. Pooling gains have reduced significantly during the pandemic due to the additional reliefs Government has granted and the impact they have had on the NNDR Collection Fund, as detailed in 3.10 above.
- b. Whilst the pool is retained for 2022/23 it is difficult to predict how the ongoing pandemic will impact on NNDR receipts or whether the Government will announce further reliefs which will also negatively affect any potential pooling gains. This MTFS assumes pooling gains of £390k in 2022/23.
- c. Beyond 2022/23 the outlook is very uncertain as whilst the Government has announced a review of Local Government funding, whether this includes the current business rates retention scheme and/or a business rates reset is unknown. The MTFS does assume a continued retained pooling gain of £200k pa, less than previous assumptions of £1m. Given the Government's previous consultation on business rates retention, this assumption continues to have some risk as the 2023/24 and future position could be that all or some greater proportion of growth will be taken away from council.

5. New Home Bonus legacy payments ceased being earned in 2018 and end in 2022/23.

4.5 Fees and charges

The annual budget requires that any changes to the council's fees and charges be approved by members. Unless there is commercial justification not to increase fees or an alternative statutory regulation, the proposal is to increase all fees and charges by a minimum of 2% having taken into consideration the consumer price index (CPI) impact on the service. The November 2021 CPI published annual inflation at 5.1%. A full list of fees (including previous year comparisons) are included at Appendix 1.

5. Bridging the council's future funding gap

5.1. The council continues to face a funding gap for the future. Therefore the council should continue to give consideration to:

- The future levels of Council Tax
- Maximising the returns from business rates revenue
- The council's ability to support non-statutory activities and partner/community organisations
- The future quality and standard of statutory service provision
- Any future efficiencies within services and ensuring support services are appropriate
- The council's ability to exploit new revenue generating opportunities
- Treasury management initiatives and maximising the strength of the council's balance sheet resources
- Ensuring any contract renewals are to the best advantage of the council

5.2. Section 25 report

As part of the final recommendations to Full Council Section 25 of the Local Government Act (2003) places a requirement on the Chief Financial Officer of each local authority to advise councillors during the budget process on "the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed financial reserves", which includes a financial resilience statement. This provision is designed to ensure that members have information which will support responsible financial management over the longer term. The full section 25 report can be found at Appendix 2.

6. RISK

In managing the council's budget the council is seeking to manage the following larger scale risks.

6.1 **Council Tax:** In setting the 2022/23 budget members should continue to plan and give due regard to the continued financial challenges over the medium term. In particular, members should be aware of the future implications for the council's financial resources of any council tax freeze or any increase below the Governments' referendum trigger of the higher of £5.00 or 2%.

6.2 **Reserves:** Members should note that the 2022/23 budget proposals include the use of £56k from the Transitional reserve. The unringfenced reserves are the Transitional and General Fund reserves. An ongoing reliance on reserves to manage the medium term budget is unsustainable and this will require the council to seek future savings and income generation

which members will need to support.

- 6.3 **Resources:** The Council faces significant financial pressures, with table 1 showing the continued real term reduction in Government funding in particular the impact of the reduction in the annual value of New Homes Bonus (reduced to £130k in 2022/23 from a peak of c£1m in 2016/17). The recently announced revised funding review and the continued uncertainty around Business Rate retention/reset will have an impact on the council's future resources the size of which is as yet unknown.
- 6.4 **Funding gap:** The medium term financial forecast indicates the underlying deficit has increased to c£0.6m (subject to the assumptions noted above and before future savings initiatives). Members must continue to give due consideration as to how they are to bridge this annual deficit going forward, in order to produce legally balanced budgets for the future.
- 6.5 **NNDR arrangements for 2022/23:** The Government's planned new national 75% retention scheme will not be implemented in 2022/23, there is uncertainty as to whether this scheme will now be implemented at all. Therefore the arrangements for 2022/23 are the same as 2021/22. The council remains a member of the Lancashire Business Rates Pool which means the council retains 40% of all business rates income and avoids the direct payment of a 50% levy on any end of year surplus. This is beneficial for the council's budget position and the council should continue to lobby for the retention of this model, however as stated in 4.4 the impact of Covid has significantly reduced the current benefits from the pool.
- 6.6 **Fair Funding Review:** The Fair Funding review as originally proposed will not now be introduced. As part of the provisional financial settlement Government announced that over the coming months the Department for Levelling Up, Housing and Communities will be carrying out a review of council funding to ensure funding allocations for councils are based on an up-to-date assessment of their needs and resources, with a view to implementing the revised funding scheme from 2023/24 onwards. It is not yet known what impact the review will have on the Council's funding levels, however this poses a significant risk to the MTFS.
- 6.7 **Pay:** The budget assumes a 2.5% pay award in 2022/23 and 2% each year thereafter. The budget also assumes, as in previous years a saving as a result of natural staff turnover and the vacancy saving this creates, this is set at £200k pa. Whilst this is a challenging target, it is achievable and will be closely monitored.
- 6.8 **Capital:** Members need to be aware of the impact the increased number of capital schemes and expenditure will have on the MTFS in future years. Capital expenditure has to be paid for through the revenue budget spread across the life of the asset, this is called the Minimum Revenue Provision (MRP). The MRP charged to the revenue budget in 2022/23 based on the estimated capital expenditure is c£480k, however based on current schemes this rises to c£870k by 2025/26. This places additional pressure on the MTFS.
- 6.9 **Empty Homes Scheme:** The project continues to have a significant adverse impact on the council's financial position with several legal claims ongoing. The project team continue to closely monitor the scheme, manage the project risks and challenge the claims where possible thereby reducing the scale of the liability, but the scale of this is very limited given the overall scale of both current works and the nature of the property leases. The scheme is due to end in December 2024.
- 6.10 **Covid-19:** Covid continues to place additional challenges on the council's finances and staffing resources, this is now anticipated to last into 2022/23. The scale of these are

unknown and therefore difficult to manage. The council may continue to suffer from reduced income from Council Tax, Business rates and fees and charges. The Government provided the council with £415k in 2021/22 to support continued delivery of services. The scale of future Government Covid funding, if any, is unknown and if any additional costs in 2022/23 are not covered this would have an adverse impact on the budget.

- 6.11 **Rossendale Leisure Trust:** Covid has had a significant impact on the leisure/culture sector, severely impacting the Leisure Trusts' financial position. The Trust had a level of reserves which along with the support from the Council approved in February 2021, the Covid Business Grants and the Leisure recovery fund have served to cushion the full financial impact. Whilst the Leisure Trust is now able to trade the membership and income levels have not yet recovered to pre-pandemic levels. The full scale of the Trusts' losses are still unquantifiable as the impact of the pandemic is ongoing. In addition a new private leisure provision is due to open in Rawtenstall in early 2022, which may adversely impact on the Trusts income. The Trust and the council need to continue to work together to control the losses wherever possible. This is a risk for the council in that it provides the day-to-day cashflow for the Trust, and also in respect of the ongoing delivery of leisure services across the borough. It is critical that the Trust remains financially sustainable and financially independent of the council.
- 6.12 **Corporate Risk register:** The register includes risks around the MTFS, the County Council Budget, Covid-19 and the Leisure Trust. The MTFS is currently a "red" risk, in light of this current MTFS update it is recommended that the current risk rating is retained.

7. FINANCE

- 7.1 The key financial matters are dealt with throughout this report. The decision to increase Council Tax is a Member decision. In making their decision Members should give consideration of the deficit facing the council over the medium term. Given the council's future deficit an increase of 1.99% in Council Tax is strongly recommended by the s.151 officer. Any change to Council Tax below the maximum allowed, has an ongoing and cumulative negative impact on future year resources.
- 7.2 The council continues to face a funding gap challenge despite the savings and income generation work already completed this year and in previous years. The council has a statutory duty to produce annually a balanced budget and it is legally bound to find a solution to the future funding gap. There are also some higher risk assumptions in the forecast. Ultimately the use of reserves to balance the funding gap, although legal, is both finite and financially not a sustainable approach to managing the budget in the long-term.
- 7.3 Given the 2022/23 cost base and the financial gap over the longer term that council needs to continue to develop plans to reduce its net cost base in order to avoid reliance on limited reserves and to deal with the future resource deficit. The key messages for the medium term continue to be:
- Council must continue to increase Council Tax in line with the Government's maximum thresholds.
 - Council must give further consideration to either reduce costs or increase revenue.
 - The results of the recently announced revised funding review could materially impact future Government funding.
 - The future of the retained business rates scheme is unknown and poses a threat to the Council's current share of annual business rates income.

8. LEGAL

The council must calculate and approve its Council Tax Requirement annually for the forthcoming financial year in accordance with s32 and s43 of the Local Government Finance Act 1992 (LGFA 1992). Section 25 of the Local Government Act (2003) also requires the officer having responsibility for the administration of the council's financial affairs, to report to the council on the robustness of the budget estimates and adequacy of financial reserves when determining its budget requirement under the Local Government Finance Act 1992. This report discharges this responsibility.

9. POLICY AND EQUALITIES IMPLICATIONS

The Equality Act (2010) requires the council to have due regard in the exercising of its functions to eliminate discrimination, advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and those who do not share it. Equality impact assessments will be carried out where necessary on any savings proposal. The duty to inform, consult or involve requires that the council must involve communities and those directly affected at the most appropriate and proportionate level in 'routine functions, in addition to one-off decisions.' Consultation took place with:

- Cabinet and Management Team – October and December 2021
- Members - January 2022
- Public (via the council's website) – January 2022
- Overview & Scrutiny - 1 February 2022

10. CONCLUSIONS

The financial position for the council, like all local authorities, is challenging. The council is proposing to set a revenue budget for 2022/23 of £8.991m.

There are a number of significant risks outside the council's control which remain a major concern: Covid, the uncertainty of the recently announced revised funding review and the Business Rates scheme from 2023/24 onwards, also the ongoing impact of Brexit. The council must remain focused on identifying and delivering further savings and income in order to ensure annual balanced budgets over the immediate and medium term. It must also ensure that all its budget resource allocations are directed to the core functions of the council and that the use of its resources drives the delivery of the council's Corporate Plan priorities.

Background Papers	
Document	Place of Inspection
Previous updates to the MTFS	Rossendale Borough Council website
Government's Financial Settlement	DCLG website

Rossendale Borough Council

Draft Fees & Charges 2022/23

Council may from time to time revise fees and charges partway through a financial year

Trade Waste

Trade Waste		
Cost per annum one pick up a week		
size of bin	2021/22 Charge	2022/23 Charge
140ltr	£173.90	£230.00
240ltr	£294.20	£375.00
500ltr	£561.00	£600.00
660ltr	£740.70	£800.00
770ltr	£886.50	£900.00
1100ltr	£996.10	£998.00

Schools/ Charities		
Cost per annum one pick up a fortnight		
size of bin	2021/22 Charge	2022/23 Charge
55 - 140ltr Bin, Bag or Box	£75.20	£110.00
240ltr	£127.20	£175.00
500ltr	£242.10	£300.00
660ltr	£319.40	£400.00
770ltr	£382.50	£450.00
1100ltr	£429.00	£499.00

Trade Recycling		
Cost per annum - fortnightly collection		
size of bin	2021/22 Charge	2022/23 Charge
55 - 140ltr Bin, Bag or Box	£35.30	£50.00
240ltr	£60.90	£60.90
500ltr	£116.10	£116.10
660ltr	£152.60	£152.60
770ltr	£182.60	£182.60
1100ltr	£204.70	£204.70

Sacks etc		
	2021/22 Charge	2022/23 Charge
Grey Sacks (includes VAT) (50 pack)	£123.30	£200.00
Blue Sacks (50 pack)	£36.40	£50.00
Aqua Sacks (50 pack)	£36.40	£50.00

Bulky Collections

	2021/22	2022/23
<u>Bulky Collection Charges</u>		
1 item (furniture and electrical items)	£15.50	£17.50
2 items (furniture and electrical items)	£22.50	£25.50
3 items (furniture and electrical items)	£29.50	£33.50
4 items (furniture and electrical items)	£36.50	£41.50
5 items (furniture and electrical items)	£43.50	£49.50
6 items (furniture and electrical items)	£50.50	£57.50
7 items (furniture and electrical items)	£57.50	£65.50
8 items (furniture and electrical items)	£64.50	£73.50
9 items (furniture and electrical items)	£71.50	£81.50
10 items (furniture and electrical items)	£78.50	£89.50
Price per additional item	£7.00 per item thereafter	£7.00 per item thereafter
<u>Bins & Sacks</u>		
	2020/21	2022/23
Green Bins	£29.50	£33.50
	2020/21	2022/23
Garden Waste (yearly fee)	£40.00	£40.00

No charges for the following Bins

Blue - Glass, Cans & Plastics

Grey - Paper & Cardboard

Parks and Playing Fields

	2021/22	2022/23
Letting of Sites (Per Day)		
Moorlands Park	205.40	218.00
Stubbylee Park	205.40	218.00
Victoria Park	205.40	218.00
Maden Recreation Ground	205.40	218.00
New Hall Hey Bacup Cricket Ground - Property Services	205.40	218.00
Fairview	205.40	218.00
All Other Playing Fields	105.00	112.00

Parks and Playing Fields

	2021/22	2022/23
Memorials / Dedications		
Trees		
Standard option	199.90	212.00
Own selected species	Price on Application	
Benches		
Standard	834.40	885.00
Ornate	1,016.20	1,078.00

Cemeteries

	2021/22 Charges	2022/23 Charges
Purchase of right of burial in numbered grave space	£1,065.20	£1,130.00
Purchase of right of burial in numbered grave space (outside of the Borough)	£1,265.50	£1,342.00
Transfer of Grant	£62.70	£67.00
Right to fix a headstone or monument		
Headstone	£193.80	£206.00
Inscriptions	£52.10	£56.00
Vase / Plinth and Tablets	£89.30	£95.00
Interments		
Earth Grave & Grave Dressing (resident of the Borough)	£858.90	£911.00
Earth Grave & Grave Dressing (non resident of the Borough)	£1,052.10	£1,116.00
Vault – Constructions costs + 5% (+ VAT)	£1,052.10	£1,116.00
Vault – Interments	£872.80	£926.00
Vault – Interments (non resident of the Borough)	£954.20	£1,012.00
Interment of Ashes	£202.10	£215.00
Interment of ashes (non resident of the borough)	£217.10	£231.00
Scattering of Ashes	£39.80	£43.00
Bricking of grave to coffin height (additional fee)	£175.40	£186.00
Ashes Chambers (Rawtenstall, Bacup & Haslingden)		
Purchase of Exclusive Right of Burial in Chamber	£663.60	£704.00
Interment of ashes in chamber	£232.90	£247.00
Miscellaneous Charges		
Copy of Regulations and Charges	£6.80	£8.00
Search Fee	£35.20	£38.00
Duplicate Grave Deed	£59.50	£64.00
Use of Chapel	£145.70	£155.00
Garden of Remembrance / Whitworth		
Reserving Space	£30.70	£33.00
Interment of Ashes	£46.30	£50.00
Headstone in above.	£54.70	£58.00
Supply of Engraved Plaque (excluding VAT)	£141.40	£150.00
Supply of Memorial Tree	£348.70	£370.00
New Bench including Plaque	£1,025.90	£1,088.00

Environmental Health

Item	2021/22 Charge	2022/23 Charge
Food Safety		
Export Certificate	£54.70	£58.00
Re-inspections of business operators for food hygiene rating	£148.90	£175.00
Private water supplies - Risk Assessment	£41.10 per hour or any part there of, plus £10 per invoiced Household	£44 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Sampling	£41.10 per hour or any part there of, plus £10 per invoiced Household	£44 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Investigation	£41.10 per hour or any part there of, plus £10 per invoiced Household	£44 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Granting Authorisation	£41.10 per hour or any part there of, plus £10 per invoiced Household	£44 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing a sample under Regulation 10	£41.10 per hour or any part there of, plus £10 per invoiced Household	£44 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing a check monitoring sample	£41.10 per hour or any part there of, plus £10 per invoiced Household	£44 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing an audit monitoring sample	£41.10 per hour or any part there of, plus £10 per invoiced Household	£44 per hour or any part there of, plus £12 per invoiced Household
Health & Safety		
Skin Piercing - premises	£145.20	£200.00
Skin Piercing - persons	£145.20	£200.00
Factual report to solicitors / injured person	£207.90	£250.00

Environmental Health

Item	2020/21 Charge	2022-23 Charge
Pollution Health & Housing		
LAPC & LAPPC Fees	As Prescribed	As Prescribed
Environmental Information Regulation enquires	£89.90 per hour (minimum 1 hour)	£90 per hour (minimum 1 hour)
List of permitted processes	£54.70	£58.00
Enquires related to public register of permitted processes	£89.90 per hour (minimum 1 hour)	£90 per hour (minimum 1 hour)
Contaminated Land Enquires	£89.90 (1st hour), £44.60 per additional half hour)	£90 (1st hour), £45 per additional half hour)
Any Default works	Hourly rate of officer involved + 16.30% of external works costs (min £15 and max £500 per household)	Hourly rate of officer involved + 16.30% of external works costs (min £15 and max £500 per household)
UK House inspections	£110.60	£118.00

HMO License	New Application Part A £719.70 Part B £279.50 Renewal Part A £700.70 Part B £279.50	New Application Part A £719.70 Part B £279.50 Renewal Part A £700.70 Part B £279.50
Housing Act 2004 Notices not including Variations and Revocations	Up to Statutory Maximum of £500	Up to Statutory Maximum of £500
Housing Act 2004 Revocation or Variation of Notice	Officer Time at £41.10 per hour	Officer Time at £45 per hour
The Smoke and Carbon Monoxide Alarm (England) Regulations 2016 Penalty Charge (not exceeding £5000) Reg 8	First offence £2,500 (reduced to £1,250 if paid early). Second offence £5,000 (reduced to £2,500 if paid early). Any other offence £5,000 with no reductions.	First offence £2,500 (reduced to £1,250 if paid early). Second offence £5,000 (reduced to £2,500 if paid early). Any other offence £5,000 with no reductions.
Scrap Metal		
Dealers 3 year Licence	£387.00	£414.00
Mobile Collections 3 year Licence	£276.40	£293.00
Variations	£55.20	£59.00
Replacement licences	£44.30	£47.00

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Animal Welfare							
Item	Application Fee	Licence Fee	2021/22 Charge	Application Fee	Licence Fee	2022/23 Charge	NOTES
Keeping or Training Animals for exhibition	£116.00	£264.00	£380.00	£121.00	£274.00	£395.00	
Selling animals as Pets	£116.00	£264.00	£380.00	£121.00	£274.00	£395.00	
Doggy Day Care	£116.00	£264.00	£380.00	£121.00	£274.00	£395.00	
Hiring out Horses	£148.00	£271.00	£419.00	£153.00	£283.00	£436.00	Additional vet fees apply and charged separately prior to issue of licence
Dog Breeding	£148.00	£271.00	£419.00	£153.00	£283.00	£436.00	Additional vet fees apply and charged separately prior to issue of licence
Dog Breeding	£176.00	£285.00	£461.00	£184.00	£295.00	£479.00	Additional vet fees apply and charged separately prior to issue of licence
Boarding for cats	£116.00	£264.00	£380.00	£121.00	£274.00	£395.00	
Boarding dogs in kennels	£116.00	£264.00	£380.00	£121.00	£274.00	£395.00	
Home Boarders (Single Dwelling)	£106.00	£278.00	£384.00	£114.00	£285.00	£399.00	
Arranging boarding/day care where agent not	£240.00	£278.00	£518.00	£250.00	£289.00	£539.00	
Additional fee for every 1 host	£53.00	£29.00	£82.00	£55.00	£30.00	£85.00	
Arranging boarding/day care where Host has	£293.00	£278.00	£571.00	£308.00	£286.00	£594.00	
Add additional activity to existing licence	£85.00		£85.00	£88.00		£88.00	
Licence issue (copy licence or following	£13.00		£13.00	£14.00		£14.00	
Appeal Fee	£79.00		£79.00	£82.00		£82.00	£43 refunded if appeal results in a higher star rating
Re-score Request	£60.00		£60.00	£62.00		£62.00	
Missed vet or inspector appointment fee	£50.00		£50.00	£52.00		£52.00	Where appointment arranged but inspection cannot be undertaken for any reason
Zoo Licence	£179.00	£179.00	£358.00	£186.00	£186.00	£372.00	Additional vet fees apply and charged separately prior to issue of licence
Dangerous Wild Animals Licence	£75.00	£74.00	£149.00	£78.00	£77.00	£155.00	Additional vet fees apply and charged separately prior to issue of licence

Taxi Licensing

	2021-22 Charges	2022-23 Charges
Hackney Carriage Driver Licence (Renewal) 3 years	185.00	223.00
Hackney Carriage Driver New Licence (Renewal) 3 years	185.00	223.00
Hackney Carriage Vehicle Licences	140.00	178.00
Electric Hackney Carriage Vehicle Licences	0.00	0.00
Hackney Carriage Vehicle Licence (Renewal)	140.00	178.00
Private Hire Vehicle Licence	140.00	178.00
Electric Private Hire Vehicle Licence	0.00	0.00
Private Hire Vehicle Licence (Renewal)	140.00	178.00
Private Hire Driver Licence 3 years	185.00	223.00
Private Hire New Driver License 3 years	185.00	223.00
Private Hire Operators License 5 years	300.00	413.00
Private Hire Operators License 3 years	0.00	294.00
Private Hire Operators License 1 year	0.00	175.00
Driver/ Vehicle/ Operator License only	No charge	No charge
Copy documents	No charge	No charge
Re-booking Fee	35.00	35.00
Basic Skills Assessment / Policy Knowledge Test	70.00	70.00
Change of Vehicle	0.00	42.00
Replacement Door Stickers (each)	0.00	7.50
Replacement ID Plate	0.00	13.00
Replacememnt ID Badge	0.00	5.00
Lanyard	0.00	1.50

Gambling Act Licences

Activity	2021-22 Charge	2022-23 Charge
Bingo Hall – New Licence	1,885.00	1,885.00
Bingo Hall – Non Fast Track	1,540.00	1,540.00
Bingo Hall – Fast Track	274.00	274.00
Bingo Hall – Annual Fee	1,000.00	1,000.00
Bingo Hall – Variations	631.00	631.00
Bingo Hall – Reinstatement of Licence	1,110.00	1,110.00
Bingo Hall – Provisional statement	1,133.00	1,133.00
Bingo Hall – Transfer	567.00	567.00
Betting Shop – New Application	1,681.00	1,681.00
Betting Shop – Non Fast Track	1,485.00	1,485.00
Betting Shop – Fast Track	300.00	300.00
Betting Shop – Annual Fee	600.00	600.00
Betting Shop – Variations	631.00	631.00
Betting Shop – Reinstatement	1,100.00	1,100.00
Betting Shop – Provisional Statement	1,133.00	1,133.00
Betting Shop – Transfer	567.00	567.00
Adult Gaming Centre – New Application	1,335.00	1,335.00
Adult Gaming Centre – Non Fast Track	1,000.00	1,000.00
Adult Gaming Centre – Fast Track	274.00	274.00
Adult Gaming Centre – Annual Fee	1,000.00	1,000.00
Adult Gaming Centre – Variations	631.00	631.00
Adult Gaming Centre – reinstatement of licence	1,110.00	1,110.00
Adult Gaming Centre – provisional licence	1,133.00	1,133.00
Adult Gaming Centre – transfer	567.00	567.00
Family Entertainment Centre – New Application	1,327.00	1,327.00
Family Entertainment Centre – Non Fast Track	1,000.00	1,000.00
Family Entertainment Centre – Fast Track	300.00	300.00
Family Entertainment Centre – Annual Fee	750.00	750.00
Family Entertainment Centre – Variations	750.00	750.00
Family Entertainment Centre – reinstatement of licencer	950.00	950.00
Family Entertainment Centre – provisional statement	1,133.00	1,133.00
Family Entertainment Centre – Transfer	567.00	567.00

Premises Liquor Licences

The cost premises licences are determined in accordance with the Licensing Act 2003 and the regulations made therein. Local Authorities have no discretion in this matter.

Rateable Value
Rateable < £4,300
£4,300 to £33,000
£33,001 to £87,000
£87,001 to £125,000
£125,001 and above

Band
A
B
C
D
E

License	Description	2021-22 Charge	2022-23 Charge
Premises Licence - Alcohol Band A	New	100.00	100.00
Premises Licence - Alcohol Band B	New	190.00	190.00
Premises Licence - Alcohol Band C	New	315.00	315.00
Premises Licence - Alcohol Band D	New	450.00	450.00
Premises Licence - Alcohol Band E	New	635.00	635.00
Premises Licence - NO Alcohol Band A	New	100.00	100.00
Premises Licence - NO Alcohol Band B	New	190.00	190.00
Premises Licence - NO Alcohol Band C	New	315.00	315.00
Premises Licence - NO Alcohol Band D	New	450.00	450.00
Premises Licence - NO Alcohol Band E	New	635.00	635.00
Club Premiese Certificate - Alcohol Band A	New	100.00	100.00
Club Premiese Certificate - Alcohol Band B	New	190.00	190.00
Club Premiese Certificate - Alcohol Band C	New	315.00	315.00
Club Premiese Certificate - Alcohol Band D	New	450.00	450.00
Club Premiese Certificate - Alcohol Band E	New	635.00	635.00
Club Premiese Certificate - NO - Alcohol Band A	New	100.00	100.00
Club Premiese Certificate - NO - Alcohol Band B	New	190.00	190.00
Club Premiese Certificate - NO - Alcohol Band C	New	315.00	315.00
Club Premiese Certificate - NO - Alcohol Band D	New	450.00	450.00
Club Premiese Certificate - NO - Alcohol Band E	New	635.00	635.00
Premises Licence - Alcohol Band A	Annual Fee	70.00	70.00
Premises Licence - Alcohol Band B	Annual Fee	180.00	180.00
Premises Licence - Alcohol Band C	Annual Fee	295.00	295.00
Premises Licence - Alcohol Band D	Annual Fee	320.00	320.00
Premises Licence - Alcohol Band E	Annual Fee		
Premises Licence - NO Alcohol Band A	Annual Fee	70.00	70.00
Premises Licence - NO Alcohol Band B	Annual Fee	180.00	180.00
Premises Licence - NO Alcohol Band C	Annual Fee	295.00	295.00
Premises Licence - NO Alcohol Band D	Annual Fee	320.00	320.00
Premises Licence - NO Alcohol Band E	Annual Fee	350.00	350.00
Copy premises license or summary	Section 25	10.50	10.50
Provisional Statement	Sectio 29	315.00	315.00
Notification of Change of Name or address - premise license	Section 33	10.50	10.50
Variation of DPS	Section 37	23.00	23.00
Transfer Premises License	Section 42	23.00	23.00
Interim Authoirty Notice	Section 47	23.00	23.00
Copy club premises certificate or summary	Section 79	10.50	10.50
Notification of Change of Name or alteration of rules	Section 82	10.50	10.50
Change of registered address of club	Section 83	10.50	10.50
Temporary Event Notice	Section 100	21.00	21.00
Copy Temporary Event Notice	Section 100	10.50	10.50
Personal Licence	New	37.00	37.00
Personal Licence	Renewal	37.00	37.00
Copy personal license	Section 126	10.50	10.50
Notification of change of name or address - personal license	Section 127	10.50	10.50
Notification of interest	Section 178	21.00	21.00

Street Trading

Licence	Details	2021-22 Charge	2022-23 Charge	Notes
Street Trading Consent - 12 mth consent	New	78.00	80.00	Application Fee. A further £275 will be charged for issue of consent (below)
Street Trading Consent - 12 mth consent	New	285.60	293.00	Issue fee
Street Trading Consent - 12 mth consent	Renewal	363.10	373.00	
Street Trading Consent - 14 day consent	New	78.00	80.00	Fee is not payable if the consent is a community event (as determined by the licencing manager)
Variation of Street Trading Consent	Variation	0.00	0.00	
Change of personal details		0.00	0.00	
Change in employee details		0.00	0.00	
Copy of street trading consent		0.00	0.00	

Second Hand Goods Dealers Fees

Licence	Details	2021-22 Charge	2022-23 Charge
Second hand Goods Dealer Registration	Registration	78.00	80.00
Copy registration certificate	Copy	0.00	0.00

Other

Licence	Details	2021-22 Charge	2022-23 Charge
Sex Shop	New	1,815.60	2,500.00

Planning Applications

The planning application costs are determined in accordance with the Town and Country Planning Regulations 2012. Local Authorities have no discretion in this matter.

All Outline Applications		2021-22 Charges	20% fixing broken Hsg Mrkt element	2022-23 Charges	20% fixing broken Hsg Mrkt element
Site Area	Not more than 2.5 hectares	£462 per 0.1 hectare	£77	£462 per 0.1 hectare	£77
Site Area up to a maximum fee of £150,000	More than 2.5 hectares	£11,432 + £138 per 0.1 hectare	£1905 + £23	£11,432 + £138 per 0.1 hectare	£1905 + £23
Householder Applications		2021-22 Charges	20% fixing broken Hsg Mrkt element	2022-23 Charges	20% fixing broken Hsg Mrkt element
Alterations/extensions to a single dwelling , including works within boundary	Single dwelling (excluding flats)	£206	£34	£206	£34
Full Applications (and First Submissions of Reserved Matters)		2021-22 Charges	20% fixing broken Hsg Mrkt element	2022-23 Charges	20% fixing broken Hsg Mrkt element
Erection of dwellings					
Permission in Principle		£402 for each 0.1 hectare		£402 for each 0.1 hectare	
Alterations/extensions to two or more dwellings , including works within boundaries	Two or more dwellings (or one or more flats)	£407	£68	£407	£68
New dwellings (up to and including 50)	New dwellings (not more than 50)	£462 per dwelling	£77	£462 per dwelling	£77
New dwellings (for more than 50) up to a maximum fee of £300,000	New dwellings (more than 50)	£22,859 + £138 per additional dwelling	£3810 + £23	£22,859 + £138 per additional dwelling	£3810 + £23
Erection of buildings (not dwellings, agricultural, glasshouses, plant nor machinery):					
Increase of floor space	No increase in gross floor space or no more than 40m ²	£234	£39	£234	£39
Increase of floor space	More than 40m ² but no more than 75m ²	£462	£77	£462	£77
Increase of floor space	More than 75m ² but no more than 3,750m ²	£462 for each 75m ² or part thereof	£77	£462 for each 75m ² or part thereof	£77
Increase of floor space	More than 3,750m ²	£22,859 + £138 for each additional 75m ² in excess of 3750 m ² to a maximum of £300,000	£3810 + £23	£22,859 + £138 for each additional 75m ² in excess of 3750 m ² to a maximum of £300,000	£3810 + £23
The erection of buildings (on land used for agriculture for agricultural purposes)					
Site area	Not more than 465m ²	£96	£16	£96	£16
Site area	More than 465m ² but not more than 540m ²	£462	£77	£462	£77
Site area	More than 540m ² but not more than 4,215m ²	£462 for first 540m ² + £462 for each 75m ² (or part thereof) in excess of 540m ²	£77 + £77	£462 for first 540m ² + £462 for each 75m ² (or part thereof) in excess of 540m ²	£77 + £77
Site area	More than 4,215m ²	£22,859 + £138 for each 75m ² (or part thereof) in excess of 4,215m ² up to a maximum of £300,000	£3810 + £23	£22,859 + £138 for each 75m ² (or part thereof) in excess of 4,215m ² up to a maximum of £300,000	£3810 + £23
Erection of glasshouses (on land used for the purposes of agriculture)		2021-22 Charges	20% fixing broken Hsg Mrkt element	2022-23 Charges	20% fixing broken Hsg Mrkt element
Floor space	Not more than 465m ²	£96	£16	£96	£16
Floor space	More than 465m ²	£2,580	£430	£2,580	£430
Erection/alterations/replacement of plant and machinery					
Site area	Not more than 5 hectares	£462 for each 0.1 hectare (or part thereof)	£77	£462 for each 0.1 hectare (or part thereof)	£77
Site area	More than 5 hectares	£22,859 + additional £138 for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £300,000	£3810 + £23	£22,859 + additional £138 for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £300,000	£3810 + £23
Applications other than Building Works		2021-22 Charges	20% fixing broken Hsg Mrkt element	2022-23 Charges	20% fixing broken Hsg Mrkt element

Planning Applications

Car parks, service roads or other accesses	For existing uses	£234	£39	£234	£39
Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals)					
Site area	Not more than 15 hectares	£234 for each 0.1 hectare (or part	£39	£234 for each 0.1 hectare (or part	£39
Site area	More than 15 hectares	£34,934 + £138 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £78,000	£5822+ £23	£34,934 + £138 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £78,000	£5822+ £23
Operations connected with exploratory drilling for oil or natural gas					
Site area	Not more than 7.5 hectares	£508 for each 0.1 hectare (or part	£123	£508 for each 0.1 hectare (or part	£123
Site area	More than 7.5 hectares	£36,070 + additional £151 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £300,000	£7320 + £36	£36,070 + additional £151 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £300,000	£7320 + £36
Other operations (winning and working of minerals)					
Site area	Not more than 15 hectares	£234 for each 0.1 hectare (or part	£39	£234 for each 0.1 hectare (or part	£39
Site area	More than 15 hectares	£34,934 + additional £138 for each 0.1 in excess of 15 hectare up to a maximum of £78,000	£5822 + £23	£34,934 + additional £138 for each 0.1 in excess of 15 hectare up to a maximum of £78,000	£5822 + £23
Other operations (not coming within any of the above categories)					
Site area	Any site area	£234 for each 0.1 hectare (or part thereof) up to a maximum of £2,028	£39	£234 for each 0.1 hectare (or part thereof) up to a maximum of £2,028	£39
Lawful Development Certificate		2021-22 Charges	20% fixing broken Hsg Mrkt element	2022-23 Charges	20% fixing broken Hsg Mrkt element
LDC – Existing Use - in breach of a planning condition		Same as Full		Same as Full	
LDC – Existing Use LDC - lawful not to comply with a particular condition		£234	£39	£234	£39
LDC – Proposed Use		Half the normal planning fee.		Half the normal planning fee.	
Reserved Matters					
Application for approval of reserved matters following outline approval		Full fee due or if full fee already paid then £462 due	£77	Full fee due or if full fee already paid then £462 due	£77
Approval/Variation/discharge of condition					
Application for removal or variation of a condition following grant of planning permission		£234	£39	£234	£39
Application relates to planning permission for development already carried out (Section 73A)		£234	£39	£234	£39
Request for confirmation that one or more planning conditions have been complied with		£34 per request for Householder otherwise £116 per request	£6 and £19	£34 per request for Householder otherwise £116 per request	£6 and £19
Change of Use of a building to use as one or more separate dwellinghouses, or other cases					
Number of Dwellings	Not more than 50 dwellings	£462 for each	£77	£462 for each	£77
Number of Dwellings	More than 50 dwellings	£22,859 + £138 for each in excess of 50 up to a maximum of £300,000	£3810 + £23	£22,859 + £138 for each in excess of 50 up to a maximum of £300,000	£3810 + £23
Other Changes of Use of a building or land		£462	£77	£462	£77
Advertising					
Relating to the business on the premises		£132	£22	£132	£22
Advance signs which are not situated on or visible from the site, directing the public to business		£132	£22	£132	£22
Other advertisements		£462	£77	£462	£77
Prior Approval					
Agricultural and Forestry buildings & operations or demolition of buildings		£96	£16	£96	£16
Telecommunications Code Systems Operators		£462	£77	£462	£77

Planning Applications

Proposed Change of Use to State Funded School or Registered Nursery		£96	£16	£96	£16
Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery		£96	£16	£96	£16
Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure		£96	£16	£96	£16
Proposed Change of Use of a building from Office (Use Class B1) Use to a use falling within Use Class C3 (Dwellinghouse)		£96	£16	£96	£16
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations		£96	£16	£96	£16
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations		£206	£34	£206	£34
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), where there are no Associated Building Operations		£96	£16	£96	£16
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations		£206	£34	£206	£34
Notification for Prior Approval for a Change Of Use from Storage or Distribution Buildings (Class B8) and any land within its curtilage to Dwellinghouses (Class C3)		£96	£16	£96	£16
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos, (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3)		£96	£16	£96	£16
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos, (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3), and Associated Building Operations		£206	£34	£206	£34
Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos (Sui Generis Uses) to Restaurants and Cafés (Class A3)		£96	£16	£96	£16
Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos (Sui Generis Uses) to Restaurants and Cafés (Class A3), and Associated Building Operations		£206	£34	£206	£34
Notification for Prior Approval for a Change of Use from Shops (Class A1) and Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops (Sui Generis Uses) to Assembly and Leisure Uses (Class D2)		£96	£16	£96	£16
Application for a Non-material Amendment Following a Grant of Planning Permission					
Applications in respect of householder developments		£34	£6	£34	£6
Applications in respect of other developments		£234	£39	£234	£39
Local Authority Involvement in High Hedge Complaints					
High Hedge Complaint		£500	N/A	£500	N/A
Pre-Application Advice Fees					
Small scale- Householders		£90	N/A	£90	N/A
Medium Scale - 1-9 houses		£450		£450	
Majors		£2,000		£2,000	
Significant Majors		£3,000		£3,000	
Listed Building Consent & Conservation Works		£250		£250	
Planning History Checks					
		£72	N/A	£72	N/A
Supplementary Planning Application Advice					
		POA	N/A	POA	N/A

S106 Fees

Type of Obligation Monitoring Fee

Commuted Sum	1% of each payment instalment	This will be included within each invoice requesting payment
Land Contribution	£1,000 per development site	This payment is to be made at the time that the land transfer takes place
On-site Affordable Housing	£1,000 per development site	Payment is to be made on the first occupation of the affordable units
Other obligation	£1,000 per obligation	This is to ensure compliance with obligations such as providing a woodland management strategy etc
Overage Clause¹	At least £1,000 or 1% of any additional payments due	This is to report on any commuted sum payments arising from greater profits.

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Building Control - Table A

New Build - Houses 2021-22

Standard Charge for New Housing (up to 300m2 Floor Area including flats and maisonettes but not conversions)

No of Dwellings	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
1	£233.33	£46.67	£280.00	£650.00	£130.00	£780.00	£1,060.00	£212.00	£1,272.00
2	£308.33	£61.67	£370.00	£775.00	£155.00	£930.00	£1,300.00	£260.00	£1,560.00
3	£341.67	£68.33	£410.00	£910.00	£182.00	£1,092.00	£1,502.00	£300.40	£1,802.40
4	£408.33	£81.67	£490.00	£1,050.00	£210.00	£1,260.00	£1,750.00	£350.00	£2,100.00
5	£491.67	£98.33	£590.00	£1,200.00	£240.00	£1,440.00	£2,030.00	£406.00	£2,436.00

Building Control - Table A

New Build - Houses 2022-23

Standard Charge for New Housing (up to 300m2 Floor Area including flats and maisonettes but not conversions)

No of Dwellings	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
1	£237.50	£47.50	£285.00	£663.33	£132.67	£796.00	£1,080.83	£216.17	£1,297.00
2	£314.17	£62.83	£377.00	£790.83	£158.17	£949.00	£1,325.83	£265.17	£1,591.00
3	£348.33	£69.67	£418.00	£928.33	£185.67	£1,114.00	£1,531.67	£306.33	£1,838.00
4	£416.67	£83.33	£500.00	£1,070.83	£214.17	£1,285.00	£1,785.00	£357.00	£2,142.00
5	£500.00	£100.00	£600.00	£1,225.00	£245.00	£1,470.00	£2,070.00	£414.00	£2,484.00

Standard Charge for New Housing (Floor Area between 301m2 and 700m2)

	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
Single Dwelling with Floor Area between 301m2 and 500m2	£270.83	£54.17	£325.00	£733.33	£146.67	£880.00	£1,205.00	£241.00	£1,446.00
Single Dwelling with Floor Area between 501m2 and 700m2	£270.83	£54.17	£325.00	£945.83	£189.17	£1,135.00	£1,460.00	£292.00	£1,752.00

Standard Charge for New Housing (Floor Area between 301m2 and 700m2)

	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
Single Dwelling with Floor Area between 301m2 and 500m2	£275.00	£55.00	£330.00	£750.00	£150.00	£900.00	£1,230.00	£246.00	£1,476.00
Single Dwelling with Floor Area between 501m2 and 700m2	£275.00	£55.00	£330.00	£966.67	£193.33	£1,160.00	£1,490.00	£298.00	£1,788.00

Please note for more than 5 Dwelling or if the floor area of a dwelling exceeds 700m2 the charge is individually determined

All the above charges are on the basis that any controlled electrical work is carried out by a person who is a member of a registered competent person scheme, if this is not the case an additional charge may apply

Please note for more than 5 Dwelling or if the floor area of a dwelling exceeds 700m2 the charge is individually determined

All the above charges are on the basis that any controlled electrical work is carried out by a person who is a member of a registered competent person scheme, if this is not the case an additional charge may apply

Building Control - Table B

Charges for small buildings, extensions and alterations to dwellings 2021/22
Valid for applications received between 01/04/2020 & 31/03/2021

Proposal	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
Category 1: Extensions to Dwellings									
Extension Internal Floor area not exceeding 10m2	£327.50	£65.50	£393.00	inc	inc	inc	£393.00	£78.60	£471.60
Extension Internal Floor Area over 10m2 but not exceeding 40m2	£166.67	£33.33	£200.00	£310.00	£62.00	£372.00	£572.00	£114.40	£686.40
Extension Internal Floor Area over 40m2 but not exceeding 60m2	£166.67	£33.33	£200.00	£443.33	£88.67	£532.00	£732.00	£146.40	£878.40
Extension - Internal Floor Area over 60m2 but not exceeding 80m2	£166.67	£33.33	£200.00	£577.00	£115.40	£692.40	£892.40	£178.48	£1,070.88
Category 2 - Garages & Carports Erection or Extension of a detached or attached building or extension to a dwelling									
Which consists of a garage, carport or both; having a floor area not exceeding 40m2 in total and is intended to be used in common with an existing building	£251.67	£50.33	£302.00	inc	inc	inc	£302.00	£60.40	£362.40
The conversion of an attached garage into a habitable room	£221.67	£44.33	£266.00	inc	inc	inc	£266.00	£50.00	£316.00
Where the Garage extension exceeds a floor area of 40m2 but does not exceed 60m2	£361.67	£72.33	£434.00	inc	inc	inc	£434.00	£86.80	£520.80
Category 3: Loft Conversion and Dormers Formation of a room in a roof space, including means of access thereto. Fees for lofts greater than 40m2 are to be based on the cost of work. The Fee cannot be less than shown below									
Without a dormer but not exceeding 40m2 in floor area	£335.00	£67.00	£402.00	inc	inc	inc	£402.00	£80.40	£482.40
With a dormer but not exceeding 40m2 in floor area	£166.67	£33.33	£200.00	£276.67	£55.33	£332.00	£532.01	£106.40	£638.41

Where the extension to the dwelling exceeds 80m2 in floor area, the charge is based on the estimated cost in Table E, subject to the sum of the plan charge and inspection charge being not less than £761.67 (excluding VAT). The total estimated cost of the work must therefore be at least £50,001.

Note: All the above charges are on the basis that any controlled electrical work is carried out by a person who is a member of a registered Competent Person Scheme, if this is not the case an additional charge may apply.

Building Control - Table B

Charges for small buildings, extensions and alterations to dwellings 2022-23
Valid for applications received between 01/04/2022 & 31/03/2023

Proposal	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
Category 1: Extensions to Dwellings									
Extension Internal Floor area not exceeding 10m2	£333.33	£66.67	£400.00	inc	inc	inc	£400.00	£80.00	£480.00
Extension Internal Floor Area over 10m2 but not exceeding 40m2	£166.67	£33.33	£200.00	£320.00	£64.00	£384.00	£584.00	£116.80	£700.80
Extension Internal Floor Area over 40m2 but not exceeding 60m2	£166.67	£33.33	£200.00	£455.83	£91.17	£547.00	£747.00	£149.40	£896.40
Extension - Internal Floor Area over 60m2 but not exceeding 80m2	£166.67	£33.33	£200.00	£591.67	£118.33	£710.00	£910.00	£182.00	£1,092.00
Category 2 - Garages & Carports Erection or Extension of a detached or attached building or extension to a dwelling									
Which consists of a garage, carport or both; having a floor area not exceeding 40m2 in total and is intended to be used in common with an existing building	£256.67	£51.33	£308.00	inc	inc	inc	£308.00	£61.60	£369.60
The conversion of an attached garage into a habitable room	£226.67	£45.33	£272.00	inc	inc	inc	£272.00	£54.40	£326.40
Where the Garage extension exceeds a floor area of 40m2 but does not exceed 60m2	£369.17	£73.83	£443.00	inc	inc	inc	£443.00	£88.60	£531.60
Category 3: Loft Conversion and Dormers Formation of a room in a roof space, including means of access thereto. Fees for lofts greater than 40m2 are to be based on the cost of work. The Fee cannot be less than shown below									
Without a dormer but not exceeding 40m2 in floor area	£341.67	£68.33	£410.00	inc	inc	inc	£410.00	£82.00	£492.00
With a dormer but not exceeding 40m2 in floor area	£166.67	£33.33	£200.00	£285.83	£57.17	£343.00	£543.00	£108.60	£651.60

Where the extension to the dwelling exceeds 80m2 in floor area, the charge is based on the estimated cost in Table E, subject to the sum of the plan charge and inspection charge being not less than £761.67 (excluding VAT). The total estimated cost of the work must therefore be at least £50,001.

Note: All the above charges are on the basis that any controlled electrical work is carried out by a person who is a member of a registered Competent Person Scheme, if this is not the case an additional charge may apply.

Building Control - Table C

Standard Charges for Alterations to Dwellings 2021/22

Proposal	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total	Regularisation
Installation of Replacement windows and doors in a dwelling where the number of windows / doors does not exceed 20							£70.00	£14.00	£84.00	
Installation of Replacement windows and doors in a dwelling where the number of windows / doors does not exceed 20 (retrospective)								£0.00		£109.00
Underpinning with a total cost not exceeding £30,000	£253.33	£50.67	£304.00	inc	inc	inc	£304.00	£60.80	£364.80	
Controlled Electrical Work to a single dwelling (not carried out in conjunction with work being undertaken that falls within Table B)	£225.00	£45.00	£270.00	inc	inc	inc	£270.00	£54.00	£324.00	
Renovation of a thermal element i.e. Work involving recovering of a roof, replacement of a floor or renovation of an external wall to which L 1b applies							£106.67	£21.33	£128.00	
Renovation of a thermal element i.e. Work involving recovering of a roof, replacement of a floor or renovation of an external wall to which L 1b applies (retrospective)										£160.00
Formation of a single en suite bathroom / shower room or cloakroom within an existing dwelling (excluding electrical work)	£217.50	£43.50	£261.00	inc	inc	inc	£255.00	£51.00	£306.00	£366.00
Removal or partial removal of chimney breast (accompanied by Structural Engineering Details)	£136.67	£27.33	£164.00				£136.67	£27.33	£164.00	£195.00
Installation of New or Replacement Sewage Treatment Plant and associated discharge	£208.33	£41.67	£250.00			inc	£229.17	£45.83	£275.00	£330.00
Removal of wall and insertion of one or two steel beams maximum span 4 metres (accompanied by Structural Engineering Details)	£136.67	£27.33	£164.00			inc	£136.67	£27.33	£164.00	£195.00
Structural Alterations not supported by Structural Calculations to be individually assessed (Calculations may still be required)	POA					inc	POA			POA
The insertion of insulating material in a cavity wall of an existing property*							£70.00	£14.00	£84.00	
Installation of a multi fuel appliance including associated Flue liner and hearth* to a single dwelling							£250.00	£50.00	£300.00	£360.00

* Not carried out under a Competent Person Scheme

Where it is intended to carry out additional work internally within a dwelling at the same time as undertaking alterations as defined in Table C then the charge for all of the internal work (including work as defined in table C) may be assessed using the total estimated cost of work as set out in table E. All other work within dwellings will be charged as set out in Table E.

Building Control - Table C

Standard Charges for Alterations to Dwellings 2022/23

Proposal	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total	Regularisation
1A Installation of Replacement windows and doors in a dwelling where the number of windows / doors does not exceed 20							£70.83	£14.17	£85.00	
1B Installation of Replacement windows and doors in a dwelling where the number of windows / doors does not exceed 20 (retrospective)								£0.00		£111.00
2 Underpinning with a total cost not exceeding £30,000	£258.33	£51.67	£310.00	inc	inc	inc	£310.00	£62.00	£372.00	
3 Controlled Electrical Work to a single dwelling (not carried out in conjunction with work being undertaken that falls within Table B)	£229.17	£45.83	£275.00	inc	inc	inc	£275.00	£55.00	£330.00	
4A Renovation of a thermal element i.e. Work involving recovering of a roof, replacement of a floor or renovation of an external wall to which L 1b applies							£108.33	£21.67	£130.00	£163.00
4B Renovation of a thermal element Replacement conservatory Roof	POA						POA			POA
5 Formation of a single en suite bathroom / shower room or cloakroom within an existing dwelling (excluding electrical work)	£221.67	£44.33	£266.00	inc	inc	inc	£266.00	£53.20	£319.20	£374.00
6 Removal or partial removal of chimney breast (accompanied by Structural Engineering Details)	£139.17	£27.83	£167.00				£139.17	£27.83	£167.00	£199.00
7 Installation of New or Replacement Sewage Treatment Plant and associated discharge	£212.50	£42.50	£255.00			inc	£233.33	£46.67	£280.00	£337.00
8 Removal of wall and insertion of one or two steel beams maximum span 4 metres (accompanied by Structural Engineering Details)	£139.17	£27.83	£167.00			inc	£139.17	£27.83	£167.00	£199.00
9 Structural Alterations not supported by Structural Calculations to be individually assessed (Calculations may still be required)	POA					inc	POA			POA
10 The insertion of insulating material in a cavity wall of an existing property*							£71.67	£14.33	£86.00	
11 Installation of a multi fuel appliance including associated Flue liner and hearth* to a single dwelling							£255.00	£51.00	£306.00	£368.00

* Not carried out under a Competent Person Scheme

Where it is intended to carry out additional work internally within a dwelling at the same time as undertaking alterations as defined in Table C then the charge for all of the internal work (including work as defined in table C) may be assessed using the total estimated cost of work as set out in table E. All other work within dwellings will be charged as set out in Table E.

Building Control - Table D

Extensions and New Build - Other than to Dwellings 2021/22

(i.e. Shops, Offices, industrial, hotels, storage, assembly etc.)

Note - must be submitted as a full plans application (other than application for replacement windows)

Category of Work	Proposal	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total
1	Internal Floor Area not exceeding 6m ²	£330.00	£66.00	£396.00	inc	inc	inc
2	Internal Floor Area over 6m ² but not exceeding 40m ²	£166.67	£33.33	£200.00	£310.00	£62.00	£372.00
3	Internal Floor Area over 40m ² but not exceeding 80m ²	£166.67	£33.33	£200.00 £0.00	£490.00	£98.00	£588.00
4	Shop fit out not exceeding a value of £50,000	£320.00	£64.00	£384.00	inc	inc	inc
5	Replacement Windows						
	a - not exceeding 10 windows	£120.00	£24.00	£144.00	Inc	Inc	inc
	b - between 11 - 20 windows	£212.50	£42.50	£255.00	Inc	Inc	inc

Building Control - Table D

Extensions and New Build - Other than to Dwellings 2022/23

(i.e. Shops, Offices, industrial, hotels, storage, assembly etc.)

Note - must be submitted as a full plans application (other than application for replacement windows)

Category of Work	Proposal	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total
1	Internal Floor Area not exceeding 6m ²	£336.67	£67.33	£404.00	inc	inc	inc
2	Internal Floor Area over 6m ² but not exceeding 40m ²	£166.67	£33.33	£200.00	£320.00	£64.00	£384.00
3	Internal Floor Area over 40m ² but not exceeding 80m ²	£166.67	£33.33	£200.00 £0.00	£503.33	£100.67	£604.00
4	Shop fit out not exceeding a value of £50,000	£326.67	£65.33	£392.00	inc	inc	inc
5	Replacement Windows						
	a - not exceeding 10 windows	£122.50	£24.50	£147.00	Inc	Inc	inc
	b - between 11 - 20 windows	£216.67	£43.33	£260.00	Inc	Inc	inc

Building Control - Table E

Standard Charges for all work not in Tables A,B,C & D for 2021/22
(excludes individually determined charges)

Estimated Cost		Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
From	To									
£0.00	£1,000.00	£113.33	£22.67	£136.00	inc	inc	inc	£136.67	£27.33	£164.00
£1,001.00	£2,000.00	£208.33	£41.67	£250.00	inc	inc	inc	£250.00	£50.00	£300.00
£2,001.00	£5,000.00	£235.00	£47.00	£282.00	inc	inc	inc	£281.67	£56.33	£338.00
£5,001.00	£7,000.00	£252.50	£50.50	£303.00	inc	inc	inc	£303.33	£60.67	£364.00
£7,001.00	£10,000.00	£291.67	£58.33	£350.00	inc	inc	inc	£350.00	£70.00	£420.00
£10,001.00	£20,000.00	£360.00	£72.00	£432.00	inc	inc	inc	£432.50	£86.50	£519.00
£20,001.00	£30,000.00	£166.67	£33.33	£200.00	£302.50	£60.50	£363.00	£563.33	£112.67	£676.00
£30,001.00	£40,000.00	£212.50	£42.50	£255.00	£346.67	£69.33	£416.00	£671.67	£134.33	£806.00
£40,001.00	£50,000.00	£258.33	£51.67	£310.00	£416.67	£83.33	£500.00	£810.00	£162.00	£972.00
£50,001.00	£75,000.00	£304.17	£60.83	£365.00	£508.33	£101.67	£610.00	£975.00	£195.00	£1,170.00
£75,001.00	£100,000.00	£345.83	£69.17	£415.00	£641.67	£128.33	£770.00	£1,185.00	£237.00	£1,422.00
£100,001.00	£150,000.00	£387.50	£77.50	£465.00	£737.50	£147.50	£885.00	£1,350.00	£270.00	£1,620.00

Where it is intended to carry out additional work on a dwelling at the same time as undertaking an extension within table B, then the charge for this additional work (as indicated in Table E) shall be discounted by 50%, subject to a maximum estimated cost of less than £10,000

Note: In respect of domestic work the above charges are on the basis that any controlled electrical work is carried out by a person who is a member of a registered Competent Person Scheme, if this is not the case an additional charge may apply.

Where the estimated cost of work exceeds £150,000 the charge will be individually assessed by Rossendale Borough Council Building Control Services.

Building Control - Table E

Standard Charges for all work not in Tables A,B,C & D for 2022/23
(excludes individually determined charges)

Estimated Cost		Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
From	To									
£0.00	£1,000.00	£115.83	£23.17	£139.00	inc	inc	inc	£139.17	£27.83	£167.00
£1,001.00	£2,000.00	£221.50	£44.30	£265.80	inc	inc	inc	£265.83	£53.17	£319.00
£2,001.00	£5,000.00	£240.00	£48.00	£288.00	inc	inc	inc	£288.33	£57.67	£346.00
£5,001.00	£7,000.00	£257.50	£51.50	£309.00	inc	inc	inc	£309.17	£61.83	£371.00
£7,001.00	£10,000.00	£297.50	£59.50	£357.00	inc	inc	inc	£356.67	£71.33	£428.00
£10,001.00	£20,000.00	£367.50	£73.50	£441.00	inc	inc	inc	£440.83	£88.17	£529.00
£20,001.00	£30,000.00	£166.67	£33.33	£200.00	£311.67	£62.33	£374.00	£574.17	£114.83	£689.00
£30,001.00	£40,000.00	£216.67	£43.33	£260.00	£353.33	£70.67	£424.00	£684.17	£136.83	£821.00
£40,001.00	£50,000.00	£263.33	£52.67	£316.00	£425.00	£85.00	£510.00	£825.83	£165.17	£991.00
£50,001.00	£75,000.00	£310.00	£62.00	£372.00	£518.33	£103.67	£622.00	£994.17	£198.83	£1,193.00
£75,001.00	£100,000.00	£353.33	£70.67	£424.00	£654.17	£130.83	£785.00	£1,209.17	£241.83	£1,451.00
£100,001.00	£150,000.00	£395.00	£79.00	£474.00	£752.50	£150.50	£903.00	£1,376.67	£275.33	£1,652.00

Where it is intended to carry out additional work on a dwelling at the same time as undertaking an extension within table B, then the charge for this additional work (as indicated in Table E) shall be discounted by 50%, subject to a maximum estimated cost of less than £10,000

Note: In respect of domestic work the above charges are on the basis that any controlled electrical work is carried out by a person who is a member of a registered Competent Person Scheme, if this is not the case an additional charge may apply.

Where the estimated cost of work exceeds £150,000 the charge will be individually assessed by Rossendale Borough Council Building Control Services.

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Building Control - Table F**Demolition (2021/22)**

Category of Work	Proposal	VAT Exempt Fee
1	Application to demolish existing property under Section 80 of the Buildings Act 1984 & issuing the counter notice under Section 81 of the Building Act 1984.	FOC

Building Control - Table F**Demolition (2022/23)**

Category of Work	Proposal	VAT Exempt Fee
1	Application to demolish existing property under Section 80 of the Buildings Act 1984 & issuing the counter notice under Section 81 of the Building Act 1984.	FOC

Building Control - Table G**Other Charges (2020/21)**

Category of Work	Proposal	Net	VAT	Gross Fee
1	Copy of Decision Notice or Completion Certificates (within the past 3 years)	£22.92	£4.58	£27.50
2	Additional copy from same file.	£5.83	£1.17	£7.00
3	Re- opening of archived applications (Charge per Hour - minimum 1 hour £75) plus decision notice and completion certificate	£62.50	£12.50	£75.00
4	Re- opening of archived applications (Charge per Hour - minimum 1 hour £75) plus decision notice, completion certificate and site visit	£87.50	£17.50	£105.00
5	Withdrawal of an application and any associated charges (Charge per Hour - minimum 1 hour £75)	£62.50	£12.50	£75.00
6	Building Regulation Confirmation letter	£62.50	£12.50	£75.00
7	Change of applicants details on valid application (New)	£62.50	£12.50	£75.00
8	Supply of non-standard data and information, including responding to solicitors enquiries (Charge per Hour - minimum 1 hour £75)	£62.50	£12.50	£75.00

Building Control - Table G**Other Charges (2022/23)**

Category of Work	Proposal	Net	VAT	Gross Fee
1	Copy of Decision Notice or Completion Certificates (within the past 3 years)	£24.17	£4.83	£29.00
2	Additional copy from same file.	£6.67	£1.33	£8.00
3	Re- opening of archived applications (Charge per Hour - minimum 1 hour £75) plus decision notice and completion certificate	£64.17	£12.83	£77.00
4	Re- opening of archived applications (Charge per Hour - minimum 1 hour £75) plus decision notice, completion certificate and site visit	£90.00	£18.00	£108.00
5	Withdrawal of an application and any associated charges (Charge per Hour - minimum 1 hour £75)	£64.17	£12.83	£77.00
6	Building Regulation Confirmation letter	£64.17	£12.83	£77.00
7	Change of applicants details on valid application (New)	£64.17	£12.83	£77.00
8	Supply of non-standard data and information, including responding to solicitors enquiries (Charge per Hour - minimum 1 hour £75)	£64.17	£12.83	£77.00
9	Pre Application site visit discountably against full application	£64.17	£12.83	£77.00
10	Exemption Certificate (Charged per Hour - minimum 1 hour £76.50) additional charges for site visits.	£64.17	£12.83	£77.00

Street Naming & Numbering

Existing Properties

Individual House Name / Individual House re-name or re-number

Conversions of existing Properties into multiples

Newbuild / Conversion to a property

Development of 10 plots or less

Development of 11 plots or more

Additional charge, where this includes the naming of a street

Additional charge, where this includes the naming of a building (e.g. block of flats)

	2021/22 Charge	2022/23 Charge
Individual House Name / Individual House re-name or re-number	£65	£75
Conversions of existing Properties into multiples	£117 up to a maximum of 4 units; additional Units £25 per unit	£120 up to a maximum of 4 units; additional Units £26 per unit
Development of 10 plots or less	£66 per plot up to a maximum of £250	£75 per plot up to a maximum of £300
Development of 11 plots or more	Charges individual assessed	Charges individually assessed
Additional charge, where this includes the naming of a street	£107	£120
Additional charge, where this includes the naming of a building (e.g. block of flats)	£107	£120

Local Land Charges

	2021/22			2022/23		
	Fee	VAT	TOTAL	Fee	VAT	TOTAL
Offical Search / Enquiries / Con29R form / LLC1	£60.00	£12.00	£92.00	£65.00	£13.00	£103.00
	£20.00	£0.00	£20.00	£25.00	£0.00	£25.00
Con 29R - Each additional parcel of land	£14.20	£2.84	£17.04	£20.00	£4.00	£24.00
Offical Search - LLC1	£20.00	£0.00	£20.00	£25.00	£0.00	£25.00
Supplementary Questions Con 29O *	£10.00	£2.00	£12.00	£15.00	£3.00	£18.00
Supplementary Question Con 29O (Question 22) *	£20.00	£4.00	£24.00	£20.00	£4.00	£24.00
Each additional Enquiry	£17.50	£3.50	£21.00	£20.00	£4.00	£24.00

Legal Services

	2021/22			2022/23		
	Net	VAT	Gross	Net	VAT	Gross
Sales of land and property and freehold reversion						
Up to £5,000			£550.00			£560.00
£5001 - £15,000			£750.00			£765.00
£15,001 - £100,000			£1,700.00			£1,730.00
over £100k			2% of sale price			2% of sale price
<u>Leases and Licences</u>						
Industrial Unit Lease		*min	£350.00		*min	£360.00
Industrial Unit Licence		*min	£200.00		*min	£205.00
Garden/Garage Tenancy		*min	£300.00		*min	£305.00
Wayleave/Easement		*min	£400.00		*min	£500.00
Commercial Lease		*min	£750.00		*min	£765.00
Notice of Assignment			£80.00			£85.00
Agricultural Tenancy			£350.00			£360.00
Agricultural Tenancy Renewal			£250.00			£255.00
Lease Renewal		*min	£250.00		*min	£255.00
Deed of Variation/Surrender/Release		*min	£350.00		*min	£360.00
<u>S106 Agreements</u>						
Preparation		*min	£1,500.00		*min	£1,550.00
Checking Fee		*min	£500.00		*min	£510.00
Deed of Variations		*min	£750.00		*min	£765.00
Footpath Diversions			£2,750.00			£2,800.00
+ any disbursements (assuming unopposed)						
Commercial Road Closures under TPCA			£0.00			£100.00
Commercial Event Licences		*min	£200.00		*min	£250.00
Misc' Commercial Licence		*min	£200.00		*min	£250.00

Property Services

Garage sites
Departure Charge (Rawtenstall Bus Terminal, Bacup Road)

Information regarding industrial units have not been included due to the sensitivity of individual pricing

Garage bond scheme to be introduced to all new and renewing tenancies from 01/04/20

2021/22		
Net	VAT	Gross
£173.67	£34.73	£208.40
46.00 p		

Property Services

Garage sites (adopted TH sites will be held at current rate for a period of 12 months)

Departure Charge (Rawtenstall Bus Terminal, Bacup Road)

Garden Licences (a garden must be formed of land adjoining Rental £1.50 per sq.m)

Information regarding industrial units or managed offices have not been included due to the sensitivity of individual pricing

Garage bond scheme to be introduced to all new and renewing tenancies from 01/04/20

2022/23		
Net	VAT	Gross
£178.04	£35.61	£213.65
78.00 p		

Valuation Services

Up to £10,000
 Up to £30,000
 Up to £60,000
 Up to £100,000
 Up to £150,000
 £150,001 to 250,000
 Above £250,000 - Fee to be agreed

Minimum net fee of £200. All valuations are priced on application & vary depending on complexity

2021/22		
Net	VAT	Gross
N/A	Fixed valuation pricing to be provided for 2021-22 pending on tender results to appoint new surveyors.	
Min net fee of £200		

Valuation Services Residential

Band A (£1,000 - £5,000)
 Band B (£5001 - £15,000)
 Band C (£15,001 - £25,000)
 Band D (£5,001 - £50,000)
 Band E (£50,001 - £100,000)
 Band F (£100,001 +)

Minimum rental fee of £200 per annum. Minimum purchase value of £1000. Valuations on a price banding basis based on letterhead valuation for purchase.

2022/23		
Net	VAT	Gross
280.00	56.00	336.00
280.00	56.00	336.00
300.00	60.00	360.00
300.00	60.00	360.00
320.00	64.00	384.00
450.00	90.00	540.00

Valuation Services Commercial

Band A (£1,000 - £5,000)
 Band B (£5001 - £15,000)
 Band C (£15,001 - £25,000)
 Band D (£5,001 - £50,000)
 Band E (£50,001 - £100,000)
 Band F (£100,001 +)

Minimum rental fee of £200 per annum. Minimum purchase value of £1000. Valuations on a price banding basis based on

2022/23		
Net	VAT	Gross
£250	£50	£300
£250	£50	£300
£250	£50	£300
£250	£50	£300
£300	£60	£360
£300	£60	£360
Min net fee of £200		

Application to Purchase/Lease/Rent

Charity / CIC Application to Purchase/Lease/Rent

Licence / Lease Instruction Fee

Charity Licence / Lease Instruction Fee

Allotments
 Tenancy agreement
 pr sq. m.

2021-22		
Net	VAT	Gross
108.33	21.67	130.00
10.00	2.00	12.00
58.33	11.67	70.00
10.00	2.00	12.00
23.40	4.68	28.08
0.34	0.07	0.40

Application to Purchase/Lease/Rent

Charity / CIC Application to Purchase/Lease/Rent

Licence / Lease Instruction Fee

Charity Licence / Lease Instruction Fee

Estates Administration Fee

Allotments
 Tenancy agreement
 pr sq. m.
Minimum fee of £50 per annum

2022/23		
Net	VAT	Gross
110.00	22.00	132.00
10.00	2.00	12.00
60.00	12.00	72.00
10.00	2.00	12.00
25.00	5.00	30.00
25.00	5.00	30.00
0.35	0.07	0.42

Draft - Rossendale Borough Council Budget 2022/23 Risk Analysis and Report Under s25 of the Local Government Act 2000

1. This analysis is produced in order to:
 - a) Support the conclusions as to the robustness of the budget and adequacy of reserves set out in the Chief Finance Officers report under 25 of the Local Government Act 2003.
 - b) Inform members of the financial risks facing the Council for consideration as part of their debates around the setting of the budget and approving the Medium Term Financial Strategy.

2. Financial risks are clearly of various sorts but can broadly be characterised as follows:
 - The chance of overspending against budget
 - The chance of under spending against budget
 - The chance of an unforeseen event with a major financial impact (for example a flood or similar event)
 - The chance of a significant reduction in previously available financial resources (eg New Homes Bonus, National Non-Domestic Rates, Council Tax, Fees & Charges, etc)

3. Clearly such risks have either a positive or negative effect on the Council's overall financial position. It is the purpose of the financial management process to allow the Council to both identify the risks it faces and the steps required to either mitigate them in the case of negative risks or exploit them in the case of positive risks.

4. The degree to which the Council is exposed to such risks is influenced by a number of factors:
 - The robustness of the budget estimates. In preparing the budget a line by line review of spending and income is carried out by finance staff and Managers to ensure that budgets reflect the reality of operations and Council policies. This process gives some assurance that underlying budget issues are identified and dealt with.
 - The achievability of major variations to spending plans such as growth or savings items. Where major change is undertaken it is always possible that there will be some delays in delivery, for example due to delays in filling posts or restructuring departments. These issues are dealt with in the costing of the business case for change which should tend to underestimate the achievement of savings and overestimate new costs thus presenting a prudent estimate for inclusion in the budget.
 - External factors such as: the Covid-19 Pandemic, Brexit, inflation, the economy, changes to local government financing and fluctuations in the property market,

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all of which have an influence on costs and income. These issues and how they can be managed are dealt with in the next section of this report.

- The budget reflects the ongoing cost of business previously approved by Members. Any policy changes which impact on the core financial budget requirement are always brought before Members for approval.

Turning to the specific risk areas within the Council's budget for 2022/23 and the medium term the following specific areas of risks have been identified:

Table 1

Expenditure/ Income Heading	Impact	Likelihood	Comments
Employee Costs			
Pay awards	Medium / High	Medium	The 2021/22 pay award has not yet been agreed. The final offer from National Employers is 1.5% for Chief Officers and 1.75% for all other staff (subject to Foundation Living Wage override), the budget therefore includes these proposals for 2021/22. For 2022/23 the budget assumes an average increase of 2.5% for pay awards for all employees – from 2022/23 onwards the MTFS assumes a 2% pay award for all employees.
Vacancies / structures	Medium	High	Vacancies normally occur during the year generating savings - this has been the experience in recent years. The budgets include an estimate from the savings associated with natural turnover of staff during 2022/23 being £200k for the year. This is a challenging but achievable target.
Pension Contributions	High	Low	The latest actuarial valuation published December 2019 together with a 3 year pre-payment (April 2020) confirmed the budget and MTFS assumptions. 2022/23 is the final year of the current triennial review.
Running Costs			
Energy and Fuel	Medium	High	Both energy and fuel prices have increased significantly during 2021/22. The 2022/23 budget has been uplifted to cover the known increased costs. We are in a fixed price contract for energy costs, however if vehicle fuel costs

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			continue to rise this will place additional pressure on the revenue budget.
Repairs and maintenance	Medium	High	<p>High risk/cost areas remain with. Amongst others, the many drainage culverts within RBC land ownership, uninsured malicious damage to property and resolution of potential public liability matters. Capital requirements continue to experience increasing demand.</p> <p>The budget proposes to continue the £100k pa capital scheme (£500k over the life of the MTFs, funded from either capital receipts, internal or external borrowing. In addition a further scheme has been added to cover any potential future unknown legacy liabilities.</p>
Insurance	Medium	High	<p>The Council's insurance portfolio was tendered during 14/15 with the potential for a new 7 year max'm relationship, due to the Covid pandemic this has been extended for a further two year period.</p> <p>Sporadically we have in recent years experienced a number of occupational health claims in relation to past employment. Councils are often seen, mistakenly, as resource rich by the legal system as liability is deemed to be with the local government public sector even though working life could have been, in part, within the private sector.</p> <p>MMI the Councils insurer in 1992 triggered the Creditors Scheme of Arrangement, during 2013/14. MMI now require contribution rates of 25% per claim.</p> <p>Adequacy of provisions will be reviewed at the close of 2021/22. We have processed one claim during 2021/22</p> <p>The Council has <u>not</u> been able to identify its insurance providers pre – 1971. Any</p>

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			financial claims pre-1971 will fall entirely on the Council – effectively self-insured for pre 1971 claims.
Contract Costs			
ICT	Low/Medium	Medium	The Civica Financial & Icon contracts have been renewed during 2021/22 through a framework.
Leisure	High	High	<p>Rossendale Leisure Trust has been self-financing in recent years, albeit supported by the Council’s “back office” teams. However the covid-19 pandemic has impacted significantly on the leisure industry and whilst the Trust is recovering, income streams have not yet returned to pre-pandemic levels.</p> <p>During 2021/22 the Trust also took over responsibility for running the ski slope, CLAW and the Whitaker.</p> <p>As the Council provides the day to day cash flow for the Leisure Trust should the Trust get into financial difficulties they may not be able to reimburse the Council. This is a significant risk which increases the longer the pandemic lasts.</p>
Revenues Benefits and Customer Contracts	High	Medium	The Council has a contract with Capita to deliver its Revenues, Benefits and One Stop Shop the contract commenced in December 2019 and is to run for 10 years with options to extend. The contract is subject to annual indexation increases.
Housing Benefits	High	Medium/High	Expenditure in this area is c. £19m and is the largest single item of expenditure in the Council’s budget. Whilst this expenditure, is in the main, fully funded by grant there is an extremely complex system of rules that determine what is and what is not eligible for grant. Given that a 1% variance on this budget amounts to c.£190k and with some previous history of variances in this area,

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			significant caution needs to be exercised.
Council Tax Support	High	High	<p>Since 2013/14 the council is now exposed to the cost of increased take up from claimants (be they of working age or pensioners). A 2% allowance has been factored into our tax base for additional growth. The Council and other precept authorities continue to be exposed to the risk of additional growth and the cost of non-collection from those who are not eligible to a maximum 80% benefit.</p> <p>The Covid Pandemic led to an increase in the number of Local Council Tax Support claimants, because this forms part of the Council Tax base calculations it adversely impacted on the Council Tax Base in 2021/22. Whilst the level of claimants is reducing it is not back to pre-pandemic levels, therefore the 2022/23 Council Tax base has not fully recovered.</p>
Income			
Property Related (Planning Fee, Building Control, licencing & Land charges) and other income	Medium	Medium/High	A prudent view has been taken for all income streams based on recent experience plus an inflation uplift where appropriate.
Market Rents	Medium	High	Reflects the previous decisions by Members on: management, pricing and policy changes (eg Rawtenstall).
Waste Collection / Recycling income	Medium	Medium	<p>The LCC Cost share agreement ended on 31st March 2018.</p> <p>The value of the recycling market remains negligible. Council is not currently budgeting for any recycling income for 2022/23 and beyond.</p>
Capital Financing and Interest	High	Medium	The Councils ability to make interest gains has significantly reduced over the

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Date last amended	January 2022	Due for review	January 2023

Expenditure/ Income Heading	Impact	Likelihood	Comments
			<p>last few years as bank rates have remained low, the Covid pandemic has meant that current investment interest rates have been at 0% for the majority of 2021/22, rising in December 21 to 0.25%. The MTFs assumes interest rates will remain low throughout 2022/23.</p> <p>The use of cash balances to support capital projects will reduce our balances to close to day to day working capital requirements.</p> <p>Estimates of future interest rates can be seen in the Councils Treasury Management Strategy.</p>
NNDR (Business Rates)	High	low	<p>Estimating the Council's share of income from business rates for 2022/23 remains a challenge, not only due to the Covid-19 pandemic but also due to the ongoing uncertainty on the timing and level of appeals.</p> <p>Therefore it is prudent to earmark the Business Rates Reserve to provide a degree of contingency should income fall below projected levels. This is important given the Council remains a member of the Lancashire Business Rates Pool and by virtue of this does not benefit from any safety net protection under the current scheme of business rates retention. The Covid pandemic itself along with the reliefs given by Government as a result, combined to reduce the Council's 2020/21 pooling gain to c£92k from previous highs of up to £1m.</p> <p>Covid-19 has continued to have a significant impact on our 2021/22 business rates income, however actual income from business rates will not be finalised until after the end of the financial year.</p>

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Expenditure/ Income Heading	Impact	Likelihood	Comments
New Homes Bonus	Medium	High	<p>2018/19 was the final year for the 4 year NHB funding. There has been no similar replacement scheme. Funds due for 2022/23 are as per the Government's Finance Settlement.</p> <p>There is an increased risk as to the value of the replacement scheme for 2023/24 and future years. The details of which have yet to be announced.</p>
Housing	High	High	<p>During 2021/22 the Council has continued to face a significant capacity challenge as it continues to work through the Empty Homes Scheme.</p> <p>The Council is currently facing several legal claims and challenges.</p>
Current Economic Outlook	High	High	<p>Covid-19 has had a significant impact on the economic outlook, and to a certain extent as we are still in the middle of the pandemic the future is still very uncertain. Coupled with that is the ongoing impacts of Brexit.</p> <p>The Councils Treasury Management advisors are predicting that inflation will peak at c6%, however whilst interest rates are likely to increase they will remain relatively low throughout 2022/23.</p>
Use of Transitional Reserves	High	High	<p>The Council will continue to grow when and where possible this reserve in order to support and balance future in year budget deficits.</p> <p>2022/23 will require the use of £56k from the Transitional Reserve.</p> <p>The forecast balance for 31/03/22 is c£2.78m.</p>
Level of Council Tax	High	High	This is the Council's most significant income source.

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			<p>As a district Council, Rossendale is able to increase its CTax by a maximum of 2% or £5 (whichever is the higher) in order to avoid the risk of a referendum. Each 1% increase is worth c£55k cumulative resources for each year</p> <p>With NHB coming to an end and share of future NNDR uncertain, the decision on the level of Council tax is fundamental to the Council's medium term resources, future financial planning and ability to set a legally balanced budget,</p>

5. Adequacy of Reserves

Having conducted a review of the Council's requirement for the minimum working balance, taking into consideration various matters including:-

- the Council's spending plans for 2022/23 and the medium term financial position;
- adequacy of estimates of inflation, interest rates;
- treatment of demand led pressures;
- impact of external partnerships;
- the need to respond to emergencies.
- Capital programme variations.

I can confirm that an amount of £1.0m set aside in the General Reserve is considered adequate for this purpose. £1m equates to c3% of the Council's gross expenditure.

In relation to other financial reserves, a review has also been conducted to determine their adequacy. In addition to the matters referred to above, and taking into account the Medium Term Financial Plan, the review concluded that the level of such reserves is adequate based on current information in relation to anticipated risk, existing commitments and known future plans. That said, should there be a significant call on those reserves another review will need to be carried out.

However, it is important to note the proposed usage of reserves to support the General Fund Revenue Budget is not sustainable over the medium term without the need to align expenditure more closely with ongoing resources.

In particular, during the lifetime of the current Medium Term Financial Plan, it is projected that the entirety of the Transitional Reserve will be used. By that time, the Council will have had to take the necessary action to balance expenditure with ongoing resources. This statement is made on the understanding that any use of reserves and

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balances is undertaken in accordance with the Council's existing Financial Procedure Rules and that a further review of reserves and balances will be undertaken in September 2022 following the preparation of the Council's accounts for 2021/22.

The table below sets out the opening balances at 31/03/2021 of the Council's revenue reserves, planned usage during the year and the estimated balances at 31/03/2022.

Table 2

Revenue Earmarked Reserves	Opening Balance 31/03/2021 £000	Estimated Net Contributions to/(from) £000	Estimated balance 31/03/2022 £000
General Reserve	1,000	-	1,000
Transitional Reserve	1,790	997	2,787
Local Business Rates Retention Reserve	6,229	(423)	5,806
Response & Recovery Reserve	1,389	(1,229)	160
Other Earmarked Reserves	2,309	(691)	1,618
Total Reserves	12,717	(1,346)	11,371

6. Financial Assurance Statement

The Council must set a balanced budget each year. As the Council's designated Finance Officer, I have a legal duty to report to Full Council in February 2022 on the robustness of the Council's budget and the adequacy of reserves.

I have considered the major items of expenditure and income and their sensitivity to change, together with the budget proposals and assessed the impact on the Council's future forecasts and level of reserves. It is my opinion that the estimates have been prepared and reviewed utilising the most up to date and accurate information available and that all assumptions made are reasonable in the current uncertain economic climate.

I can confirm the recommendations contained in this report will provide the Council with a robust financial position in 2022/23.

I am of the view that the Council is pursuing a sound financial strategy in the context of the challenging financial position. However there is still a significant level of uncertainty from the major risks, e.g. the ongoing Covid pandemic, impact of Brexit and the implementation of the proposed revised Fair Funding Review from April 2023 onwards. Also the uncertainty as to when a Business Rates reset will be implemented. Combined with this is the projected scale of savings required by the Council to ensure a balanced budget in future years which means I cannot comment on the robustness of the estimates beyond 2022/23.

7. Therefore, in conclusion for 2022/23, being the current year ahead, I am able to give positive assurance to Members as to:

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- The adequacy of General and earmarked reserves to address the risks against which they are held and
- The robustness of the budget for 2022/23.

Karen Spencer
Chief Finance Officer
February 2022

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Subject:	Capital Strategy 2021/22 - 2024/25 and Capital Programme 2021/22	Status:	For Publication
Report to:	Overview & Scrutiny	Date:	1 st February 2022
Report of:	Chief Finance Officer	Portfolio Holder:	Resources
Key Decision:	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required: No	Attached:	No
Biodiversity Impact Assessment	Required: No	Attached:	No
Contact Officer:	Karen Spencer	Telephone:	01706 252409
Email:	karens pencer@rossendalebc.gov.uk		

1. RECOMMENDATIONS

- 1.1. **The Overview & Scrutiny Committee considers the council's Capital Strategy 2022/23 - 2025/26.**
- 1.2. **The Overview & Scrutiny Committee considers the council's capital programme for 2022/23 and associated capital expenditure of £5.02m.**

2. PURPOSE OF REPORT

To propose a capital expenditure programme for 2022/23 and the medium term, including new capital projects approved during 2021/22 subject to further due diligence and legal contracts. The report also explores a Capital Strategy for five years.

3. BACKGROUND

- 3.1 Capital expenditure refers to larger projects, typically over £10k in value, and those where the benefit will last for more than one year, such as vehicles and buildings.
- 3.2 The council has a five-year capital spending programme. The programme includes capital expenditure scheduled for the council's operational assets. The council ensures all capital expenditure is directly linked to the council's priorities, affordable and delivered through key corporate projects. Any spend on the council's operational assets is scheduled in line with the council's Major Asset Plan. Expenditure in respect of grants or financial assistance is included if the nature of expenditure, when incurred by the council, is classed as capital expenditure.
- 3.3 The capital programme is updated continually for agreed changes and reported to Cabinet on a quarterly basis and to Council as part of any financial forecast updates. A prudent approach is taken when preparing the programme to ensure that financing resources are only estimated for when there is relative certainty that they will be received.
- 3.4 In accordance with CIPFA's Prudential Code the council's Chief Finance Officer is required to have full regard for affordability, sustainability and prudence when making recommendations about the council's future capital programme. Such consideration includes the level of long-term revenue commitments. The Council considers the affordability of capital investment and the impact on revenue forecasts when formulating its capital

spending plans.

4. AN AFFORDABLE CAPITAL PROGRAMME 2021/22

4.1 In order to meet the council's strategic plans and operational requirements the council have drawn up an affordable capital programme for five years. Please note for the ease of understanding the programme below excludes the implications of the International Financial Reporting Standard (IFRS) 16 (Leases), this is shown in the Capital Strategy.

4.2 The full detail capital programme is attached at Appendix A and totals £22.952m. The planned spend over the life of the programme is continuously reviewed and any scheme profiling changes are reflected in quarterly monitoring reports. The table, below, sets out the latest capital programme summary. This has been updated for agreed changes up to the end of December 2021 and the proposed new additions on page 6:

Table 1

Capital Expenditure	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Expenditure £'000
Operations & Communities	1,470	1,530	837	674	464	4,975
Corporate Services & Buildings	352	518	230	130	206	1,436
Housing	3,764	1,500	1,500	1,500	1,000	9,264
Regeneration	3,983	1,284	1,010	-	-	6,277
Climate change	250	250	250	250	-	1,000
Estimated Expenditure	9,819	5,082	3,827	2,554	1,670	22,952

4.3 The council carries out stock condition surveys to establish a rolling programme of improvement and refurbishment of its operational properties. The programme takes account of the need for efficiency and environmental impact issues. The council's properties include office accommodation, the depot and venues such as the markets and open space facilities.

4.4 The council has a small investment property portfolio managed to generate income to support the revenue budget and maximise opportunities for regeneration. Plot 1 Futures Park has been added during 2021/22.

4.5 The council currently has three major on-going capital projects, these are the Bacup Historic England Project, Haslingden 2040 NLHF scheme and the Carbon Reduction Fund.

4.6 The council have developed a comprehensive replacement plan for the operational vehicle fleet over the life of the Medium Term Financial Strategy (MTFS). There has been delays in the procurement of some vehicles in 2021/22, due to the Covid pandemic, these have been re-scheduled into 2022/23.

4.7 There are a number of smaller projects on-going including the Rawtenstall Town Square public realm scheme and the Futures Park infrastructure scheme.

4.8 During 2021/22 there have been three additions to the programme these are:-

- Marl Pits running track
- Electric Vehicle Charging Points a (Futures Park)
- Futures Park Building Works, which has been added to the General Buildings and Maintenance scheme for presentation purposes

4.9 The Council is currently compiling a bid for submission to the Levelling Up Fund, in 2021/22 the Council received £125k capacity funding to develop the bid for submission in early

2022/23, the final date is yet to be announced. If the bid is successful the new projects will be added to the programme during 2022/23.

From 2022/23 it is proposed to include several new schemes which are detailed in page 6

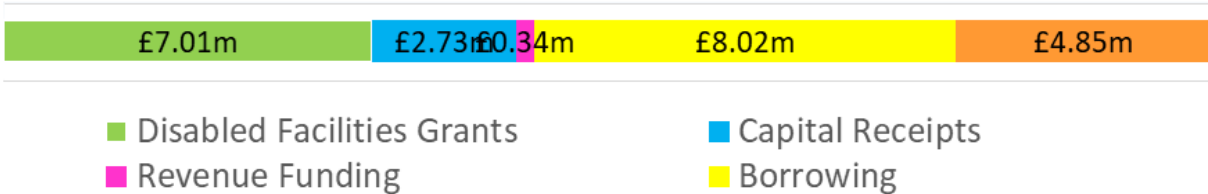
5. FINANCING THE CAPITAL PROGRAMME

5.1 Capital resources come from three sources:

- Capital receipts from sales of land or other assets
- Capital grants or contributions from outside agencies, organisations or community groups or from property developers through s106 agreements
- Revenue Contributions to Capital Outlay (RCCO) from either the council’s own budgets, or from property developers through s106 agreements.

The council has estimated the following financing sources will be available to fund the capital investment programme:

Table 2



6. FUTURE PLANS

6.1 The council has an ambitious agenda for improving Rossendale. Projects requiring capital funding must be financial sustainable. Other potential future schemes could include:

- Projects included within a successful Levelling Up fund bid, which would include proposals for the redevelopment of Bacup town centre
- Future Health and Leisure Facilities improvements arising from the feasibility study which is due to conclude Spring 2022
- Improvement projects recommended within the Play Strategy.
- Rossendale Valley Growth Corridor aimed at opening up new employment sites along the A56/M66 corridor.
- Regeneration scheme for a future Cockerill Square in Haslingden.
- An ‘Outdoor Rossendale’ project.

6.3 Each of these proposals is either at feasibility stage or earlier. Each proposal will be considered for approval by members in 2022/23. If the above projects are approved by Members they will require capital funding. If this is funded using the council’s own resources or prudential borrowing it will impact on the councils revenue budget and the capital programme would need to be reviewed and adjusted.

7. RISK

All the issues raised and the recommendations in this report involve risk as set out below.

7.1 The council needs to ensure that it is able to generate adequate sources of capital funding to support its capital commitments over the medium term and that it does not over stretch itself in terms of borrowing exposure. This risk is mitigated by the on-going monitoring of the capital programme and the agreement of any additions to the programme only following

member approval, which will include considerations of the implications for the council's capital and revenue position.

7.2 In the current economic climate there is some uncertainty surrounding the council's ability to generate resources from the disposal of its surplus assets. Regular reporting will continue to be made to members to explain any additional resources achieved and account for their allocation to the programme as and when they become available.

7.3 The potential for unforeseen events or liability. For example, emergency works such as those to culverts, properties and other council assets.

8. FINANCE

The financial implications are contained within the body of the report.

9. LEGAL

None.

10. POLICY AND EQUALITIES IMPLICATIONS

The capital programme forms part of the council's 2021/22 MTFS proposals and has been included as part of the MTFS equality considerations and consultation process.

11. CONCLUSIONS

11.1 The proposed capital programme for 2022/23 and up to 2025/26 represents an affordable plan, as indicated by the prudential borrowing performance indicators the Capital Strategy (Appendix B).

11.2 The deficit between capital resources and requirements over the future years looks set to continue. With severe pressures on the council's revenue resources throughout the MTFS it is likely that the council will need to take out further external borrowing, as reflected in the capital programme financing estimates. This will lead to interest costs which will need to be included within the business case for each investment. When approving new schemes it is important that consideration is given to the impact they will have on the Councils revenue budget through the Minimum Revenue Provision (MRP) charge.

Background Papers	
Document	Place of Inspection
Revenue Budget 2022/23 and the MTFS update being reported to this committee and Cabinet in Feb 2022	Financial Services working papers

Appendix A

Schemes in Progress	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total 2021/22 - 2025/26 inc slippage £'000
Schemes						
Vehicles / Equipment	1,055	977	471	614	404	3,521
Wheeled & Litter Bins	-	70	70	50	50	240
Playgrounds	25	10	10	-	-	45
Cemeteries	40	10	10	10	10	80
Pathways	80	20	-	-	-	100
CPO / Enforced Sales	81	-	-	-	-	81
Empty Homes Scheme	675	500	500	500	-	2,175
General Building Renovations & Maintenance	226	100	100	100	100	626
Whitworth pool - Boilers	-	-	-	-	76	76
Waterside Mill Emergency Works	25	-	-	-	-	25
Spinning Point - Building Phase1	33	-	-	-	-	33
Waste Transfer Station Henrietta St	22	-	-	-	-	22
Carbon Reduction Fund	250	250	250	250	-	1,000
	2,512	1,937	1,411	1,524	640	8,024
Schemes funded wholly/partly by External Finance or Government Grants	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total 2021/22 - 2025/26 inc slippage £'000
Whitworth wild play	23	-	-	-	-	23
Sports Playing Fields	-	-	157	-	-	157
Haslingden Sports Centre playing fields	-	-	49	-	-	49
DFG'S - Mandatory Grants	3,008	1,000	1,000	1,000	1,000	7,008
Plot 1 Futures Park	1,183	-	-	-	-	1,183
Plot 5 Futures Park	191	-	-	-	-	191
Futures Park Infrastructure	350	-	-	-	-	350
Whittaker Park Museum Refurb	787	-	-	-	-	787
Spinning Point - Town Square	366	-	-	-	-	366
Bacup Historic England	472	484	285	-	-	1,241
Haslingden 2040 NLHF	500	800	725	-	-	2,025
Marl Pits Running Track	225	-	-	-	-	225
EV Charge Point Installation	101	-	-	-	-	101
	7,206	2,284	2,216	1,000	1,000	13,706
Total of Schemes in Progress	9,718	4,221	3,627	2,524	1,640	21,730

New Schemes or Schemes awaiting external funder approval	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total 2021/22 - 2025/26 £'000
Digital Access		80				80
Various Digital Solutions		25				25
Stubbylee and Whitaker Parking		22	30			52
Henrietta Street Depot Improvements		206				206
Printer Replacement		30				30
Christmas Lighting Catenary		33				33
Stubbylee Skate Park		21				21
Victoria Park		40	40			80
Hareholme Viaduct		100				100
Car Parks		50	30	30	30	140
Rawtenstall Market Electrical Works	101					101
Edgeside Tennis Courts		34				34
Leisure Facilities upgrades		120				120
Legacy Liabilities		100	100			200
Total	101	861	200	30	30	1,222
Grand Total	9,819	5,082	3,827	2,554	1,670	22,952
Description						
Digital Access	Improving the accessibility of the Councils website					
Various Digital Solutions	Includes Customer GIS Map info, Customer Citizens Access, and staff management system					
Stubbylee and Whitaker Parking	Review and upgrade to the parking facilities at Stubbylee and Whitaker parks					
Henrietta Street Depot Improvements	Various improvements including increasing wall height, roof works, culvert works and resurfacing					
Printer Replacement	Replacing printers at Futures Park and Henrietta Street as existing printers at their end of the useful life					
Christmas Lighting Catenary	Replacing the end of life across street Christmas lighting catenary in areas across the Borough					
Stubbylee Skate Park	Replacing the existing end of life steel skate park with improved concrete structure - this is the Councils anticipated contribution to an externally funded scheme					
Victoria Park	To fund improvements arising out of the masterplan					
Hareholme Viaduct	Health and Safety works required to Hareholme Viaduct.					
Car Parks	Improvements to car parks across the Borough					
Rawtenstall Market Electrical Works	Upgrade to the Rawtenstall market electrical system and installation of sub-meters to market stalls					
Edgeside Tennis Courts	Refurbishing the derelict tennis courts as per the masterplan - this is the Councils anticipated contribution to an externally funded scheme					
Leisure Facilities upgrades	Implementing the proposals arising from the leisure feasibility study - this is the Councils anticipated contribution to an externally funded scheme					
Legacy Liabilities	A fund to support potential future liabilities arising from Council assets					

MTFS Forecast 2022/23

Rossendale Borough Council Capital Financing Statement

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Estimate 2021/22 - 2025/24 £000
Estimated Expenditure						
Schemes in Progress	9,718	4,221	3,627	2,524	1,640	21,730
New Schemes	101	861	200	30	30	1,222
Total Estimated Capital Payments	9,819	5,082	3,827	2,554	1,670	22,952
Estimated Resources						
Direct Revenue Finance	0	0	0	0	0	0
Disabled Facilities Grant	3,008	1,000	1,000	1,000	1,000	7,008
Other External Finance (see below)	2,504	1,190	1,154	0	0	4,848
Prudential Borrowing	1,581	2,585	1,632	1,554	670	8,022
Earmarked Reserves	189	107	41	0	0	337
Capital Receipts	2,537	200	0	0	0	2,737
Total Resources	9,819	5,082	3,827	2,554	1,670	22,952

ANALYSIS OF OTHER EXTERNAL FINANCE

	Funder	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000
Plot 1 & 5 Futures Park Futures Park Infrastructure	Lancashire Enterprise Partnership	465	-	-	-	-
Whittaker Park Museum Refurb	NLHF	682	-	-	-	-
Spinning Point - Town Square	Lancashire County Council & Bequest	216	-	-	-	-
Bacup Historic England	Historic England	438	463	289	-	-
Haslingden 2040 NLHF	NLHF	454	727	659	-	-
Whitworth Wild Play	Section 106	23	-	-	-	-
EV Charge Point Installation	Lancaster Council	101	-	-	-	-
Marl Pits Running Track	Various	125	-	-	-	-
Sports Playing Fields	S106	-	-	157	-	-
Haslingden Sports Centre playing fields		-	-	49	-	-
Total External Funding :		2,504	1,190	1,154	-	-

The 2022/23 Capital Strategy

The Capital Strategy, including Prudential Indicators & Limits

Capital Strategy Report 2022/23

1. Introduction

The capital strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. The development of the Corporate Capital Strategy is an iterative process insofar as it will be updated as new issues arise, for example, during the development and updating of the Council's Corporate Priorities or as new issues that have an impact on the Council emerge. At the present time, the Strategy is updated on an annual basis.

A sound capital programme must be driven by the Corporate Priorities and capital decisions must balance the long-term gains with the initial capital costs and the ongoing revenue implications in terms of running costs and potential income generation opportunities. Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future, therefore they are subject to both a national regulatory framework and to local policy framework. The Prudential Code recognises that in making its capital investment decisions the council must have explicit regard to option appraisal, asset management planning, strategic planning for the council and achievability of the capital programme.

2. Capital Expenditure and Financing

Capital expenditure is where the Council spends money on assets, such as property or vehicles that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

In 2022/23, the Council is planning capital expenditure of £5.461m summarised in Table 1.

Table 1 - Prudential Indicator: Estimates of Capital Expenditure

Capital Expenditure	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Expenditure £'000
Operations & Communities	1,470	1,530	837	674	464	4,975
Corporate Services & Buildings	352	518	230	130	206	1,436
Housing	3,764	1,500	1,500	1,500	1,000	9,264
Regeneration	3,983	1,284	1,010	-	-	6,277
Climate change	250	250	250	250	-	1,000
Sub Total	9,819	5,082	3,827	2,554	1,670	22,952
IFRS16 Leases	-	379	300	3	-	682
Estimated Expenditure	9,819	5,461	4,127	2,557	1,670	23,634

Responsible Section/Team	Finance	Version/Status	2022/23 v1
Responsible Author	Head of Finance	Report submitted to	Full Council
Date Amended now	Feb 2022	Meeting date	23 Feb 2022
Due for Review	Feb 2023	Page	2

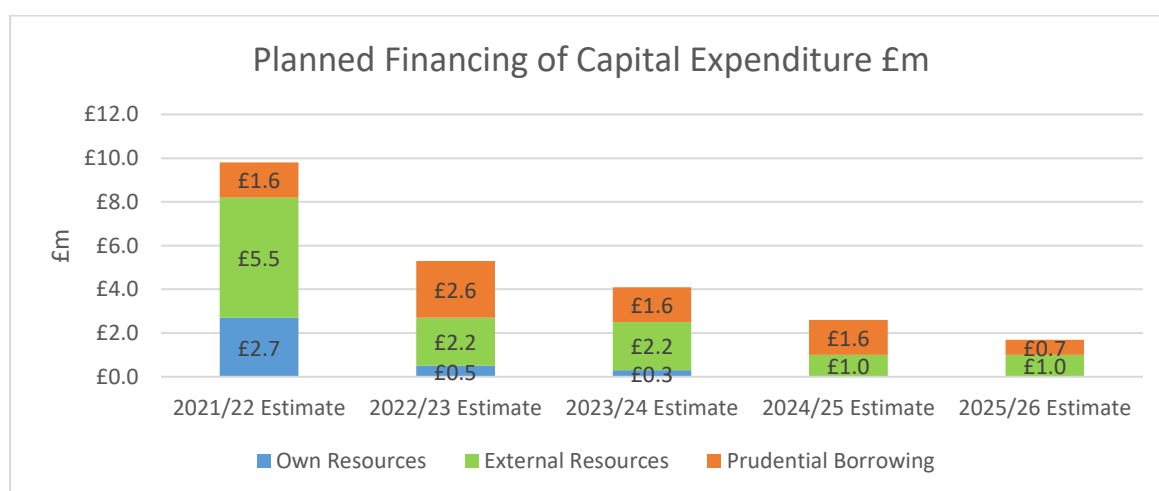
Note – The capital expenditure shown in the table above against ‘IFRS16 leases’ arises from a change in the accounting treatment for leases and does not represent cash expenditure.

Governance: A strategic review of the Capital Programme including a review of the Council’s investment assets and operational assets is carried out annually. The reviews take into consideration works identified from stock condition surveys and investments/capital expenditure resulting from the Council’s Corporate Priorities. Bids are formulated based on the outcome of reviews and recommend projects for inclusion in the Council’s capital programme. Bids are reviewed by Finance who calculate the financing cost (which can be nil if the project is fully externally financed). Cabinet Members and Corporate Management Team appraise all bids based on a comparison of service priorities against financing costs. The final capital programme is then presented along with the Cabinet budget proposals in January and to Council in February each year.

- Full details of the Council’s capital programme are shown in Appendix A of the Capital Programme report to Council each February.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council’s own resources (revenue, reserves and capital receipts) or debt (borrowing or leasing). The planned financing of the expenditure in Table 1 is as follows:

Table 2: Capital financing

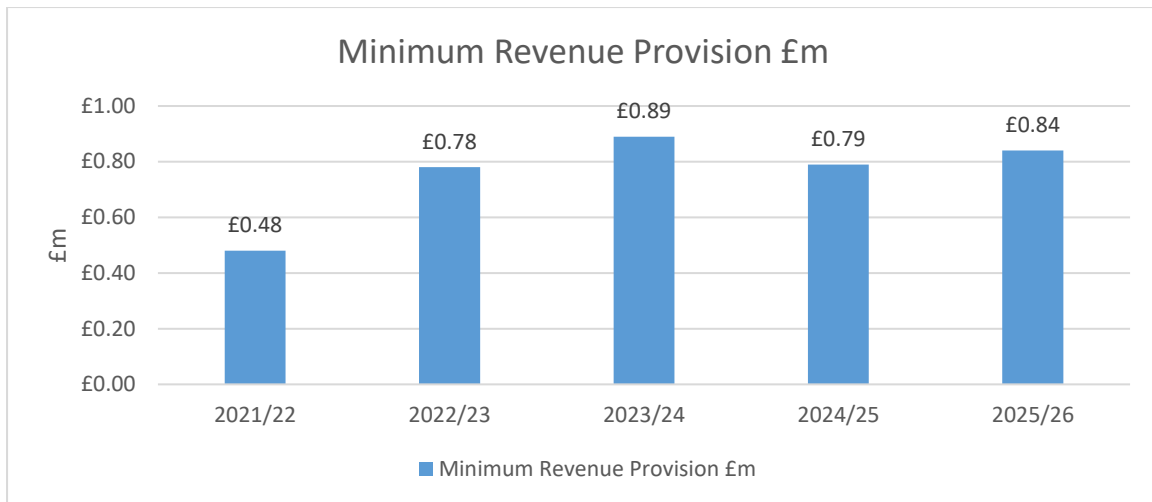


Note. £379k of debt financing in 2022/23 arises from a change in the accounting for leases and does not represent new payments.

Prudential Borrowing is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as Minimum Revenue Provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP repayments are as follows.

Table 3: Replacement of Debt Finance

Responsible Section/Team	Finance	Version/Status	2022/23 v1
Responsible Author	Head of Finance	Report submitted to	Full Council
Date Amended now	Feb 2022	Meeting date	23 Feb 2022
Due for Review	Feb 2023	Page	3

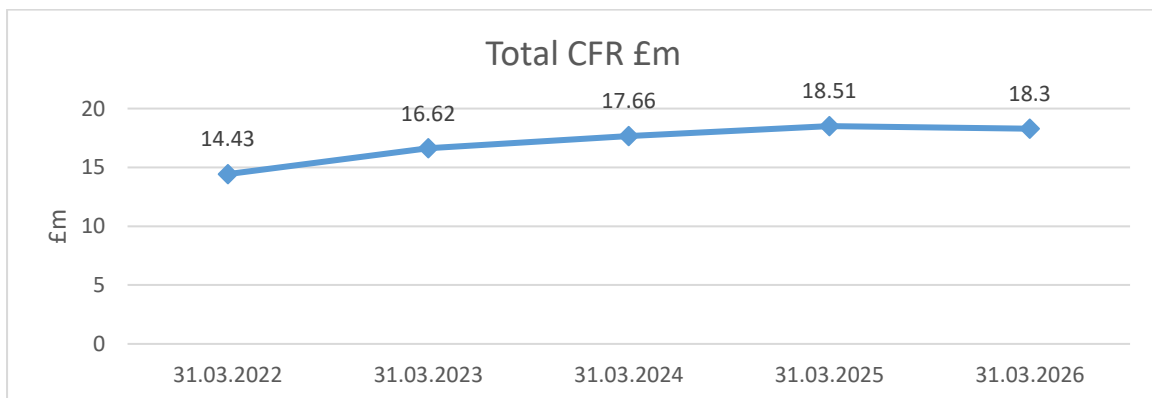


Note. The MRP for 2022/23, 2023/24 and 2024/25 includes the impact arising from the change in the accounting for leases and does not represent new payments.

- The Council’s Minimum Revenue Provision statement is available in the Treasury Strategy

The Council’s cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts. The CFR is expected to increase by £2.2m during 2022/23. Based on the above figures for expenditure and financing, the Council’s estimated CFR is as follows:

Table 4 - Prudential Indicator: Estimates of Capital Financing Requirement



Asset management: To ensure that capital assets continue to be of long-term use, the Council has an asset management strategy. Also wherever possible the Council investigates opportunities to dispose of property assets for development, and explores other opportunities to maximise the return on the investment property portfolio income or increase financial receipts. As well as future investments, Members must also consider the costs of holding onto some assets compared with their contribution towards the Corporate Priorities. Holding costs include revenue running costs and general maintenance, but often capital maintenance costs are overlooked and these can mount up over time if not addressed. The last comprehensive stock condition survey was undertaken in 2013 and since

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then the Council has only had the resources to deal with the highest priority capital maintenance works in a rolling programme of around £100k per annum. That said, the Facilities Management Team is confident that all the Council's assets are being adequately maintained. The Property Service team are currently carrying out a review of all the Council's assets on a ward by ward basis, this is to enable the Council to better understand the scope of its property and land assets portfolio i.e. location, suitability, condition and value.

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council's ability to raise capital receipts from land sales is dependent upon the current property market and its appetite to dispose of non-operational assets. The opening value of capital receipts from sale of assets is forecast to be £200k.

Housing capital receipts in the future are only expected from the sale of CPO properties and these are dependent upon, and directly related to, any CPO costs.

Regular reporting will continue to be made to Members to explain any additional resources achieved and account for their allocation to the programme as and when they become available. The Council estimates it will receive £0.6m of capital receipts in the coming financial years as follows:

Table 5: Capital Receipts

	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	Total Estimate £m
Asset Sales	0.40	0.20	0.00	0.00	0.00	0.60

Further details of planned asset disposals are included within the capital programme.

3. Treasury Management

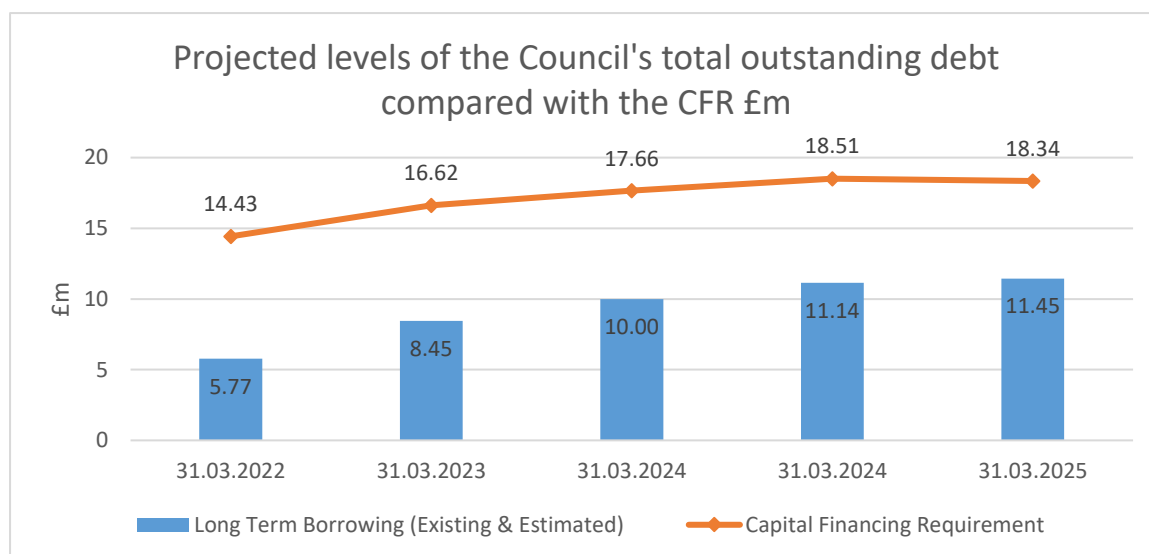
Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account.

Borrowing strategy: The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future.

Projected levels of the Council's total outstanding debt are shown below, compared with the capital financing requirement.

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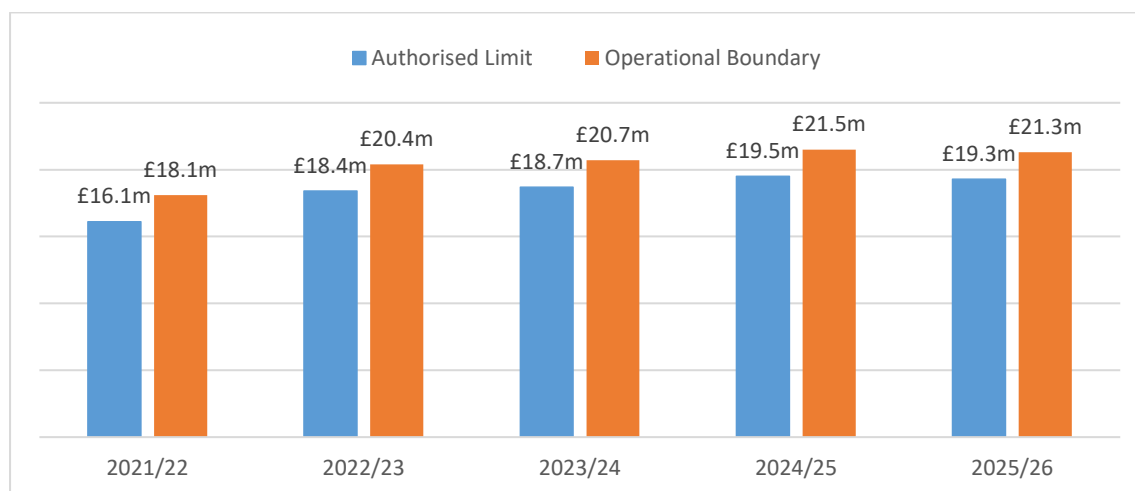
Table 6: Prudential Indicator Gross Debt and the Capital Financing Requirement



Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 7 - Prudential Indicators: Authorised limit and Operational Boundary for External Debt



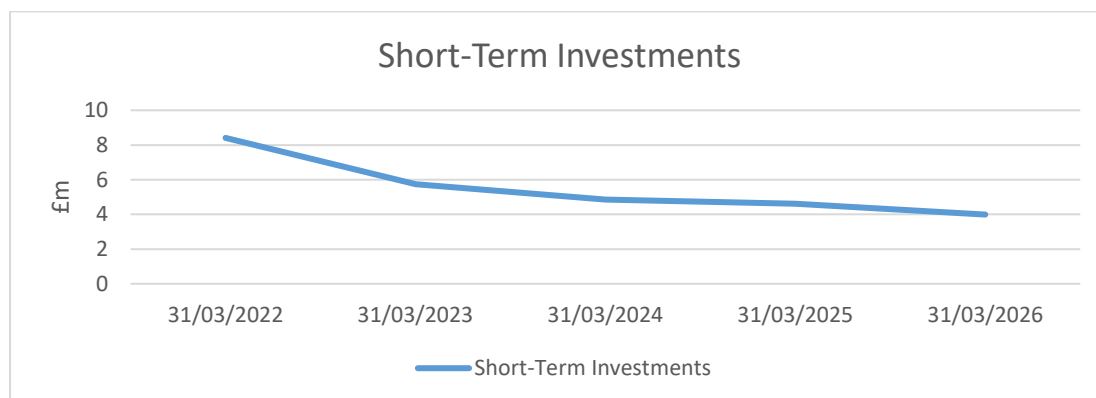
Further details on borrowing are in the Treasury Management Strategy

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Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield. That is to focus on minimising risk rather than maximising returns. Cash is invested securely, for example with the government or selected high-quality banks, to minimise the risk of loss. The Council does not make investments for period over 365 days.

Table 8: Treasury Management Investments (cash balances)



The estimated level of cash balances held at 31/03/22 is higher than normal due to the amount of Government funds held due to Covid.

Further details on treasury investments are in the Treasury Management Strategy.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Section 151 Officer who must act in line with the treasury management strategy approved by Council. Treasury Management Activity is included within the quarterly monitoring reports which are presented to the Cabinet. The Audit and Accounts Committee is responsible for scrutinising treasury management decisions.

4. Investments for Service Purposes

These investments, including loans, are made for their contribution toward service delivery objectives. For example, the Council has provided loans to Rossendale Trust for equipment purchase and to the Whitaker to enable the delivery of the recent capital works. These loans are made to benefit the local community. In light of the public service objective, the Council is willing to take more risk in making service investments than it is with treasury investments, however it still aims for such investments to contribute to its corporate priorities.

Governance: Decisions on service investments are made by either Cabinet or the Council, in line with the Council’s constitution. Most loans are capital expenditure and purchases will therefore be approved as part of the capital programme.

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5. Investment Properties

With central government financial support for local public services declining, the Council invests in commercial property within Rossendale, mainly for the aim of regeneration of the Borough including job retention and creation, whilst seeking to achieve financial gain in order to produce a balanced overall financial budget and to minimise the charges to Council Tax payers. At 31/03/21 the Council's investment properties were valued at c£550k providing a net return after all costs of 4.55%.

With regeneration and financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include increased vacancies and potential fall in capital values. These risks are managed by the Property Services team monitoring and actively seeking to lease vacant premises and effective monitoring of performance of the investment portfolio. A programme of works was developed which to-date has included the development of Futures Park Plots 1 & 5, carrying out rent reviews and identifying surplus areas of land and property assets to maximise the rental returns and achieve future capital receipts. The Council's level of commercial investments are modest and considered relatively small in proportion to the size of the authority, however to ensure commercial investments remain in proportion they are subject to an overall maximum investment limit of £8m. The level of the commercial investment returns is not material to the Council's overall budget, however should expected yields not materialise the contingency would be to use earmarked reserves in the short term and review the assets future.

Governance: Decisions relating to capital expenditure for all purposes, including for the acquisition of property assets, are made in accordance with the Financial Regulations of the Council, this requiring the approval of Full Council/Cabinet as appropriate. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

6. Liabilities

In addition to the debt in Table 6 above, the Council is committed to making future payments to cover its pension fund deficit (valued at £30m at 31st March 2021). It has also set aside c£1.5m (as at 31st March 2021) in a Business Rates Appeal Provision to cover risks arising from the costs of Business Rates appeals as a consequence of the transference of such risks under the localisation of business rates arrangements introduced in 2013.

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation.

Governance: Decisions on incurring new discretionary liabilities are taken in consultation with the Section 151 Officer.

Revenue Budget Implications Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income

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receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 9: Prudential Indicator: Proportion of Financing Costs to Net Revenue Stream

	2020/21 Actual £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000
Financing Costs	139	128	152	197	219	261
Proportion of net revenue stream	1.69%	1.44%	1.69%	2.15%	2.34%	2.77%

Further details on the revenue implications of capital expenditure are included within the Capital Programme.

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years may extend for up to 50 years into the future. The Head of Finance is satisfied that the proposed capital programme is prudent, affordable and sustainable.

7. Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Head of Finance is a qualified accountant with over 20 years' of Local Government experience. The Council pays for accountancy staff to study towards relevant professional accountancy qualifications and the staff involved in treasury management attend treasury seminars and workshops provided by CIPFA and other external service providers. Training is provided to Councillors as part of the financial management training delivered by the Section 151 Officer and more detailed treasury management training to Councillors on the Audit & Accounts Committee by treasury management advisors Link Asset Management Limited. Where appropriate the Council appoints external advisors and consultants that are specialists in their field. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

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Subject:	Quarter 3 Performance Management (October, November, December) 2021-2022	Status:	For Publication
Report to:	Overview and Scrutiny	Date:	1 February 2022
Report of:	Head of People & Policy	Portfolio Holder:	Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Equality Impact Assessment	Required	No	Attached No
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Clare Law	Telephone:	01706 252457
Email:	clarelaw@rossendalebc.gov.uk		

1. RECOMMENDATIONS

- 1.1 That the Overview & Scrutiny Committee consider the performance of the council detailed in this report.
- 1.2 That the Overview & Scrutiny Committee identify any actions, projects, performance indicators or risks they may wish to escalate to the Cabinet for further action.

2. PURPOSE OF REPORT

The purpose of this report is to provide the Overview and Scrutiny Committee with a summary of the council's performance in Q3. The committee can play a strong role in scrutinising the performance of the council and identifying issues where members may wish further action to be taken.

3. CURRENT PERFORMANCE OF THE COUNCIL

- 3.1 The quarterly performance report enables the council to track its performance especially in respect of the delivery of actions and projects which contribute to the council's priorities. The format and objectives of the performance report were revised at the start of this year to reflect the council's priorities and corporate projects for 2021/22. The Q3 performance report is attached as Appendix 1.

3.2 A Thriving Local Economy

Within Q3, progression of the aims of the Haslingden and Bacup 2040 vision continues with public realm consultation beginning in Bacup and contact made with the priority building owners in Haslingden. In Rawenstall work has commenced on the landscaping of the Town Square. In more strategic matters the Council was successful with an application to the Government's Restoring

Your Railway fund and will received £50K which, with match funding and funds from Lancashire Transport Authority, will help progress the City Valley Link rail extension. Significant Covid-19 one to one support with businesses continued to take place to help businesses continue to recover from the impact of Covid-19 and access necessary support. As part of the Asset Review all site inspections on the Worsely Ward have been undertaken and preparation has been undertaken for the inspections required in the Eden ward.

3.3 A High Quality Environment

There have been a number of successes during Q3. This includes Rossendale being awarded its first Green Flag for Stubbylee and Moorlands Park. A number of improvements to other parks across the Borough compliments this such as a new Pump Track opening at Edgeside Park. A great deal of work has taken place to commence the Rossendale Forest project. The planting of 7500 trees will start in mid-January following the sign up of 150 volunteers. Implementation of new street cleansing routes has seen a large increase in the amount of detritus and collected litter. During November, we held our first Climate Change conference and launched our Climate Change grants schemes for businesses and community groups.

The recycling corporate project has been highlighted as red. This has been impacted by Covid-19 and the HGV driver shortage resulting in the need of key staff to drive the refuse vehicles. The recycling campaign and pilot study will launch in Q4. The performance indicators have been achieved for all areas other than refuse collections, the performance recorded was slightly below the targets and this again is a result of the HGV driver and other staffing shortages.

3.4 Healthy and Proud Communities

In Q3, the Council approved Our Health, Our Wellbeing, Our Place, a partnership health strategy for Rossendale. Other partner organisations have agreed the strategy at their respective boards. The plan will launch officially within Q4, and will drive our work with community groups through Rossendale Connected. The feasibility study to determine our future health and leisure portfolio commenced in Q3 with the appointment of the consultant KKP to lead the work. Stakeholder consultation has taken place and we are now planning extensive community consultation in Q4. Final recommendations should be available to take to the July Council meeting. We continue to support vulnerable people by bringing groups together and facilitating a joined up approach. This has included the delivery of hardship grants through Burnley, Pendle and Rossendale CVS and coordinating food support through our excellent food banks. We continue to work with Citizens Advice around financial poverty and are commencing work on a partnership poverty strategy. This will be particularly important given the expected cost of living rises in Q4. The inspection of licensed premises is categorised as red in the performance indicators. This is due to us stopping regular inspections of licensed premises during Covid-19. The inspection of premises is not a statutory requirement and during Q4 we will review the value of doing these in order to ensure maximum effectiveness. Planning applications for residential development with necessary affordable housing continue to be approved and significant work has been undertaken to reduce the back-log of disabled facilities grant applications. The percentage of minor planning applications determined is slightly below target due to the focus of the service in the final stages of Local Plan process, which culminated in December.

3.5 Effective and Efficient Council

The digital strategy was approved by Council in the summer of 2021 and in Q3 a first year action plan was produced and agreed with Overview and Scrutiny. The priority projects include a new website, new telephony and GIS will be implemented during 22/23. The necessary planning and design work will take place in Q4. There has been strong performance in relation to Revenues and Benefits. All targets were met, including the collection of council tax and business rates as well as processing and response times.

4. OVERVIEW OF SERVICE ACTIONS, PROJECTS AND PERFORMANCE INDICATORS

4.1 This report sets out the performance against the Corporate Plan and service delivery measures. Performance is assessed based on the delivery of service actions and key projects against the measures set out in the Corporate Plan 2021-25 along with performance indicators for services. The service actions and corporate projects are referred to in more detail in the Performance Report, **pages 2-25**.

4.2 Overall performance is as follows:

	Green	Amber	Red	Unknown
Corporate projects	8	2	1	-
Service actions	17	3	4	-
Performance indicators	31	1	5	5*
Risks	3	7	3	-
*Annually reported				

4.3 The summary of performance indicators is as follows:

	Green	Amber	Red	Unknown
A Thriving Local Economy	3	-	-	4
A High Quality Environment	5	-	2	-
Healthy and Proud Communities	4	-	1	-
Effective and Efficient Council	19	1	2	1

4.4 73.8% (31) of performance indicators are performing on or above target, green status, (or within the 5% threshold) at the end of the quarter. Those indicators performing below target have action plans outlined with measures that will be put into place to improve performance. 11.9% (5) of the performance indicators have finished in the red status at the end of Q3.

4.5 The performance indicators in 'red' status and improvement measures are as follows:

Priority B	Performance Indicator	Target	Quarter 3	Status
4	Number of collections missed per 100,000 collections of domestic waste/recycling.	100	146	RED

Priority B	Performance Indicator	Target	Quarter 3	Status
5	Number of collections missed per 1,000 collections of commercial waste.	5	6	RED

Collections during this quarter has been irregular (crews getting to areas at different times, sometimes early) dealing with the extra volumes of waste and recycling produced during the ongoing pandemic. There has also been a national HGV driver shortage which has had an impact on the service causing backlog.

Priority C	Performance Indicator	Target	Quarter 3	Status
4	Number of licensed premises inspected – annual target 75.	75	0	RED

This indicator measures routine inspections that have not been carried out during Covid-19. Ad hoc inspections are continuing on a needs basis.

Priority D	Performance Indicator	Target	Quarter 3	Status
20	Reduce staff turnover in line with national average – 15% annual	15%	22.42%	RED

This year has seen a significant rise in staff turnover, although other surrounding council's have also experienced a similar increase. There has been 36 leavers since 1st April 2021, the reason for the leavers are; 20 voluntary resignation, 8 end of temporary contract (including Kickstart), 3 dismissal (2 within probation period) and 7 retirement. The main reason sited on the Exit Interview Form for voluntary resignation is career progression, however it is proposed the Exit Interview Form will be reviewed to gain more detail and understanding why an employee is leaving the authority, and to provide information to consider incentives to retain officers.

Priority D	Performance Indicator	Target	Quarter 3	Status
22	Reduce number of days lost due to sickness absence per full time equivalent employee per annum (cumulative)	8 days	11.4 days	RED

The 11.4 days per full time equivalent includes Covid-19 related absences, which if excluded would report as 10 days per full time equivalent. Long-term sickness absence is 7.44 days per full time equivalent and short term sickness is 3.96 days per full time equivalent. The main reasons for sickness absence are 437 days 'other musculo-skeletal' and 408 days 'stress, depression, anxiety and fatigue', although 205 days have been lost due to Covid-19 related sickness. Through the application of the Absence Management Policy the number of employees absent due long-term sickness has reduced from 8 to 4 employees during Q3. The Absence

Management Policy was reviewed in Q2 and training will be provided for all managers in Q4, to support the robust management of sickness absence.

4.6 Performance indicators are referred to in the Performance Report, **pages 26-27**.

Use of RIPA – As recommended by the Investigatory Powers Commissioner’s Office, the council is required to monitor and report on the use of authorisations under the Regulation of Investigatory Powers Act (RIPA). There have been no authorisations sought in Q3.

5. COMPLIMENTS AND COMPLAINTS

5.1 Compliments

	Q3 2020/21	Q2 2021/22	Q3 2021/22
Number of compliments	22	34	21
Highest nature of compliments	82% (18) Staff member/Team	70% (24) Staff member/Team	95% (20) Staff member/Team
Highest Service Area with compliments	Operations - 16	Economic Development - 9 Operations - 9	Economic Development - 6 Operations - 6

The number of compliments has reduced by thirteen in Q3 when compared with the previous quarter, but is similar to Q3 last year. Q3 continues to see the top nature of compliment as ‘Staff member/Team.’

Over Q3 compliments were received across a wide range of service areas including: Capita, Economic Development, Housing, Legal & Democratic, Operations Planning and Public Protection.

5.2 Complaints

	Q3 2020/21	Q2 2021/22	Q3 2021/22
Number of complaints	35	34	20
Highest nature of complaints	37% (13) – Bins/bin collection	29% (10) – Bins/bin collection	25% (5) – Staff member/Team
Highest Service Area of complaints	Operations – 24	Operations – 12	Operations – 10

The number of complaints received in Q3 has reduced by 14 when compared with the previous quarter, and this is also lower when compared with Q2, last year.

5.3 Local Government Ombudsman (LGO) Enquiries

In Q3, two new enquiries were received from the LGO. These concerned an Environmental Services & Public Protection & Regulation enquiry which was closed and not upheld and also a Planning & Development enquiry which was closed after initial enquiries with no further action. One enquiry carried over from Q2 is still awaiting LGO investigation and decision.

Compliments and complaints are referred to in the Performance Report, **pages 28**.

6. RISKS

6.1 The council has reviewed and continues to monitor the council's corporate risks. This quarter the council has added a new risk to the corporate risk register – focused on the financial vulnerability of the borough's leisure assets. The corporate risks as categorised at the end of Q3 are as follows:

	Quarter 3 2021/22
Low	3
Medium	7
High	3

6.2 The corporate risks rated as 'red' are as follows:

Corporate Risk 1	Likelihood	Impact	Overall risk	Status
Sustainability of the Medium Term Financial Strategy	B	2	B2	RED

The November 2021 MTFS update indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. In addition the Covid-19 pandemic continues to place additional pressure on the MTFS. The legal claims arising from the Empty Homes scheme may also have an adverse impact on the MTFS if settled in the claimants' favour. Officers are monitoring the scheme closely and managing the claims where possible.

Corporate Risk 12	Likelihood	Impact	Overall risk	Status
Response and Recovery to Covid19 Pandemic	B	2	B2	RED

The Covid-19 Outbreak Board was stepped down in Q2 but the council continues to follow Government advice on managing the impact of Covid-19. Take up of the vaccination programme has been good. However, the level of positive cases in Rossendale have remained between 200 and 250 per 100,000 people throughout the last 2 months. We continue to monitor the position and have made contingency plans for a further tightening of Government restrictions in Q3.

Corporate Risk 13	Likelihood	Impact	Overall risk	Status
Impact of Covid-19 on the financial sustainability of council owned leisure assets.	A	2	A2	RED

Projected losses for 2021/22 are lower than expected and are likely to be under 100k. This favourable position is a result of strong management by the Trust and also the availability of grants for Covid and a payment holiday on various council loans. The projections for 2022/23 are concerning due to unexpected additional utility costs and costs associated with living wage uplifts. Work is underway to finalise projections for the next financial year to see how expenditure can be reduced and income maximised. Continued close monitoring is essential.

6.3 The risks will continue to be monitored by Management Team on a regular basis and are referred to in the Performance Report, **pages 29 – 42.**

7. FINANCE

7.1 Financial implications and risks arising are identified within the report.

8. LEGAL

There are no immediate legal considerations attached to the recommendations in this report.

9. POLICY AND EQUALITIES IMPLICATIONS

Effective performance management is very important to the council, and the council is committed to improving on an on-going basis how it operates and how it can improve the services it offers and delivers. In completing this report, consultation has been undertaken with the Management Team and Portfolio Holder for Resources.

Background Papers	
Performance Management Report	Appendix 1

Rossendale Borough Council has three priority themes which represent the main aims of the council. Against each of these priorities we have set out a range of actions, measures and targets for achievement. This report will tell you how well we are doing in delivering our priorities by; demonstrating the progress, we are achieving in completing the actions and targets in our Corporate Strategy, together with providing key performance management information about the council’s performance, in the following sections:

- **Service Actions and Corporate Projects**
- **Key Performance Indicators**
- **Compliments and Complaints**
- **Corporate Risks**

Data Quality

Rossendale Council is committed to improving services for local people; we recognise that strong performance management and robust data quality processes are an important part of helping us achieve this. Data Quality is about making sure that the data and information we use to compile this report is accurate, reliable and is provided in a timely manner. The council has introduced a Performance Management Framework and Data Quality Strategy (currently being refreshed) to ensure that all performance information continues to be collected and used efficiently and effectively to drive improvements in our services.

Performance Indicators

Each year the council sets targets for achievement against a range of performance indicators and uses a RAG rating status to monitor the targets.

Performance RAG (Red, Amber, Green) rating status indicators	
Indicator	Status
GREEN	On track, no substantial issues or risks which require action from the council’s Programme Board
AMBER	Some issues or risks which require action from the council’s Programme Board to keep the project on track
RED	Project in jeopardy – serious issues or risks needing urgent action
ANNUAL/NOT KNOWN	The status cannot be calculated

Quarter 3 2021-2022 Service Actions and Corporate Projects

Priority A	A Thriving Local Economy	
A1	To transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings.	
Corporate Project – 1	Bacup 2040	Overall Project RAG Status
	<p>High Street Heritage Action Zone (HAZ) project outputs defined in letter of offer, which includes improving 22 properties and installing a public realm scheme by March 2024.</p> <p>Responsible Officer – Lydia Williamson</p>	<p>The partnership scheme is progressing with funding fully allocated.</p> <p>Works have continued at the former Lancashire and Yorkshire Bank, ABD Centre and Trinity Baptist Church. Further works are due to begin imminently at various sites along Market Street, Historic England has been informed that funding will be sought for St John’s the Evangelist Church.</p> <p>Two consultation sessions have been held with Bacup High Street HAZ Project Board regarding public realm proposals for Burnley Road Memorial Garden and Union Street. A further two public consultation sessions are scheduled for January with a press release issued to publicise the consultation.</p> <p>Two community engagement subgroup meetings have now been held. The SLA has been signed with The Horse and Bamboo in relation to Bacup Cultural Consortium. The next meeting is scheduled for January to review 2022 events.</p>
	<p>Identify an alternative external funding bid source for the Market Square development</p> <p>Responsible Officer – Guy Darragh</p>	<p>A revised proposal is under development regarding a new external funding bid focusing on an indoor market and new events area in the Market Square. Further due diligence and consideration is required and will be presented to the Bacup 2040 Board in Q4 for stakeholder discussion.</p>

A2	To significantly improve Haslingden by reshaping the town centre by creating new public space and redeveloping Deardengate.	
Corporate Project – 2	Haslingden 2040	Overall Project RAG Status
	<p>National Lottery stage 2 year 1 outputs as defined by the letter of offer.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>A ‘Seeing is Believing’ visit to two neighbouring projects in Padiham and Blackburn has taken place. Publicity for the project has been reinvigorated with regular social media postings, updates to the websites will be made in Q4. Current works are underway designing a leaflet which will be delivered to each household within the two Haslingden wards to raise the project’s profile.</p> <p>Letters have been sent to all priority building owners inviting them to meet with the project officer and project architects to discuss grants for a range of building repairs and restoring of architectural features. The large repurposing project at 5-7 Deardengate is progressing well with positive discussions with the building owners and potential tenants.</p> <p>The community engagement programme is underway with the first activities being organised for delivery in the New Year.</p>
	<p>Develop a feasibility plan for the development of Cockerill Square</p> <p>Responsible Officer – Guy Darragh / Mandy Lewis</p>	<p>No update this quarter. The concept for the square will be revisited in Q4 for an early discussion with members.</p>
A3	To further improve the retail and leisure time offer in Rawtenstall town centre.	
Corporate Project – 3	Rawtenstall 2040	Overall Project RAG Status
	<p>To deliver town square landscaping project</p> <p>Responsible Officer – Guy Darragh</p>	<p>Eric Wright has appointed to undertake the works. Work started on site in November 2021 and saw the installation of security fencing around the perimeter and the use of the car park for building materials. The building work is progressing to plan and budget, it is hoped that the site can be accessed by the public for Easter 2022.</p>

A4	To develop the M66 Rossendale Valley Growth Corridor with infrastructure support from Lancashire County Council, boosting the number of local businesses.		
			Overall RAG Status
Service Action – 1	Prepare Rossendale Valley Growth Corridor Masterplan and develop strategy to bring forward individual sites Responsible Officer – Mandy Lewis	No work has been undertaken on this action in this quarter. The prioritisation of this work will be reviewed in Q4 for 2022/23.	
A5	To attract new investment into the borough through the promotion of Futures Park Employment & Leisure Village		
Corporate Project - 4	Futures Park Employment and Leisure Village		Overall Project RAG Status
			Plot 1 Junction Works
	Complete plot 1 development Responsible Officer – Guy Darragh	This project reached practical completion in Q2 and is now closed.	
	Complete the infrastructure improvement works Responsible Officer – Guy Darragh	The design for the junction improvement works has been completed. The application for the required permits to complete the works has been submitted to the Highways Authority, Lancashire County Council (LCC). Further surveys have been carried out at LCC's request and submitted to support the application. Discussions are ongoing with LCC to bring forward a decision to authorise the planned works. Procurement of a competent contractor to carry out the works has begun.	
A6	Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer		
Corporate Project – 5,6	The Visitor Economy Strategy & The Whitaker		Overall Project RAG Status
	Deliver year 1 of the visitor economy action plan including 3 town centre based wayfinding walking/cycling	The council has worked with Rossendale Leisure Trust to provide town centre walking routes of varying lengths in Bacup, Rawtenstall and Haslingden. The walks of 30, 60 or 90 minutes duration aim to enable residents and visitors to explore the town centres and tourist attractions. Interpretation boards and wayfinding signs have been designed and agreed, to	

	<p>routes</p> <p>Responsible Officer – Guy Darragh</p>	<p>be installed in Q4.</p>
	<p>Deliver year 3 of the Whitaker National Lottery project</p> <p>Responsible Officer – Naomi Atherton</p>	<p>The capital build achieved practical completion during Q1 and the museum has successfully opened to positive feedback. The remaining work within the final 12 months of the project focuses on an events programme, volunteering growth, interpretation of the displays, snagging of the capital works and completion of a project evaluation.</p>
A7	Secure Government support and funding for the City Valley Link rail extension from Greater Manchester to Rawtenstall	
		Overall RAG Status
Service Action - 2	<p>To produce a strategic outline business case in partnership with Lancashire County Council</p> <p>Responsible Officer – Guy Darragh</p>	<p>The council was successful in Q3 with an application to the Government’s Restoring Your Railway fund. Rossendale has been awarded £50,000 and council match funding of £12,500 to develop a strategic outline business case. Furthermore, Lancashire County Council as the transport authority has added up to a further £100,000 to support the study.</p> <p>A tender to appoint a suitable transport consultant is expected to be issued in Q4. A report was presented to Rossendale council on this subject in Q3 and is available on the council’s website.</p>
Service Action - 3	<p>Gain support of key stakeholders and undertake public support campaign</p> <p>Responsible Officer – Guy Darragh</p>	<p>As the project develops, new media releases will be issued that keep people up to speed with progress. The next step of the project will be to release a tender to appoint the transport consultant to produce a strategic outline business case. Once the consultants have been appointed in Q4 we will then announce this in a new press release which will be followed by regular progress updates to the public. It is expected that the report will be produced in Autumn 2022 and the findings from the strategic outline business case will be shared at this stage.</p>
A8	Delivering on a specific plan to support businesses recover from the Covid pandemic	

		Overall RAG Status
Service Action - 4	<p>Implement the Covid recovery plan which will include holding 18 business workshops and hold 100 business one-to-ones</p> <p>Responsible Officer – Brad Hacking</p>	<p>We have held 7 workshops to date for the business community with an average of 10 businesses per workshop. The business guidance seminars have been particularly well received where we have worked with other colleagues to take a cross departmental approach. This allowed us to update over 50 businesses on Covid-19 guidance, grant funding and general queries. The workshop calendar has been publicised and there will be 20 workshops in total for 2021. The topics have been varied and cover general business guidance in relation to Covid-19, mindset training, 60- second pitch, HR support, amongst others.</p> <p>We have carried out 38 business 1-1 sessions for Q3, covering any topic that the business wants to discuss. The 1-1 sessions have been well received with businesses appreciating a tailored approach to their support with tasks that they can then work on going forward.</p>
A9	Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities	
		Overall RAG Status
Service Action - 5	<p>Develop year 1 activity plan for the Rossendale employability and skills forum, which includes holding a jobs fair and a careers event</p> <p>Responsible Officer – Brad Hacking</p>	<p>Due to a severe shortage in staffing levels across the care industry within Rossendale, an event focused on the care sector has been arranged and has been used as a pilot for other sectors in Rossendale. A 'Care Careers Event' was held, within the Council Chamber to remain Covid-19 safe, on 25th November. The event was held face-to-face, organised by the council, Active Lancashire, DWP and other partners.</p> <p>The event involved eight care specific businesses in Rossendale who had roles available and decision makers on hand to offer interviews. Over 60 people attended to obtain interviews, discuss care career planning and make links with the businesses. From the day, over 30 interviews were offered and over ten job offers given. The feedback was very positive from all that attended.</p> <p>We are looking to hold similar events going forward, taking a sector approach based on need both from the employers and the potential candidates. Other sectors being considered for 2022 are construction, manufacturing and administration sectors.</p>

Service Action – 6	Secure funding for Rossendale Works and Youth project for April 2022+ Responsible Officer – Guy Darragh	Through Active Lancashire’s and Rossendale council’s support, the Rossendale Works project has secured funding until December 2023 through the ESIF programme. Rossendale Youth Works has secured funding of a direct DWP award until November 2022. As such, the objective of securing funding beyond April 2022 has been achieved.
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Priority B	A High Quality Environment	
B1	To ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces	
Corporate Project – 7	Clean and Green Improvement Plan	Overall Project RAG Status
	<p>Income generation ideas to be pursued including bin cleaning service and MOT testing station</p> <p>Responsible Officer – Keith Jenkins</p>	<p>The three subprojects to generate income have all reached their conclusion.</p> <p>The bin cleaning trial was completed but did not generate the anticipate level of income once full costs had been taken into consideration. This project will therefore not be rolled out.</p> <p>A feasibility study for an MOT testing station has been completed, it is proposed that the proposal remains a viable option in the long term and that capacity is to be reviewed next year to see if it can be accommodated.</p> <p>Unfortunately, it has not been possible to identify a site for a crematorium that meets current guidelines. It has been concluded that a crematorium would not be viable in Rossendale.</p> <p>It should be noted that the Commercial officer is now in post and is steadily driving forward the Commercial Waste/Recycling customer base. Increased charging for garden waste is also increasing income.</p>
	<p>Street cleansing to be improved by better routing and introduction of new schedules</p> <p>Responsible Officer – Patrick Killeen</p>	<p>New street sweeping routes are now in place. Work is underway to review and revise through the programme to identify areas that require changes and refinement. There has been a significant increase in waste collected from street sweepings.</p>
	<p>Obtaining green flag status for Stubbylee Park and raising standards across all parks</p> <p>Responsible Officer – David McChesney</p>	<p>Green Flag status was achieved in October 2021. A celebration event will take place in the spring of 2022.</p> <p>Also within Q3 construction we completed a £40k first high quality pump track, at Edgeside Park. A £99k bid to Viridor for the refurbishment of Stubbylee Skate Park successfully went through its final stages. Results are expected by the end of January 2022, Q4.</p>

	<p>Contributing to the climate change agenda through tree planting initiatives and transition to battery powered tools</p> <p>Responsible Officer – David McChesney</p>	<p>Rossendale Forest is progressing, planting has been postponed until the January 2022 due to supply chain issues with the trees. It is anticipated that over 7,500 trees will be planted by April 2022. During Q3, 3 battery chainsaws and 3 battery hedge trimmers have been purchased as part of the transition to battery-powered tools.</p>
B2	To ensure pro-active use of education and our enforcement powers to ensure that the borough is welcoming and creates a positive view of our town centres	
		Overall RAG Status
Service Action – 7	<p>Continued targeting of those who blight our neighbourhoods by littering and dog fouling through a joint approach of education, publicity and enforcement. Using the services of a third party provider to enhance our own resources</p> <p>Responsible Officer – Phil Morton</p>	<p>Operation Trident continues to show excellent results in identifying those responsible for fly tipping and other environmental crime. Since we commenced Operation Trident in May 2021 we have received 68 reports of fly tipping and 48 offenders have been invited for interview under caution. 30 Fixed Penalty Notices have been issued in the same period for fly tipping and offences related to fly tipping. To date we have a confirmed court date for 3 prosecutions, with 14 other prosecutions pending at present.</p> <p>In the same period we have also received and investigated 134 reports of abandoned vehicles resulting in 7 Fixed Penalties being issued and there are 3 cases pending prosecution.</p> <p>Protocols have been agreed with Lancashire Constabulary to enable access to, and receive information from ANPR cameras across the North west. This allows us to track the movement of vehicles identified as being used in the commission of fly tipping and other offences. Continued use of both overt and covert CCTV in hotspots to provide valuable evidence leading to a number of ongoing investigations. Continued use of 3rd party contractors to provide on street enforcement against those who litter and breach our PSPO in relation to dog matters ensures that the quality of the local environment is maintained. This has proved highly effective in reducing the amount of litter and dog fouling on our streets.</p>
Service Action – 8	<p>Tender the third party enforcement contract</p>	<p>Cabinet approved to continue with a third party provision on 13th October 2021. A tender document has been prepared and is awaiting the portfolio holder's approval prior to a</p>

	Responsible Officer – Phil Morton	procurement exercise taking place. Cabinet have agreed a continued extension of existing arrangements to allow this to be completed.
B3	To support strong local voluntary groups like Rossendale Civic Pride, Bacup Pride and Whitworth In Bloom to bring brightness and imagination to our public open spaces	
		Overall RAG Status
Service Action – 9	<p>Continue to work closely with groups, including the provision of plants, support for funding bids, such as the improvements to Green Squirrel Square, Haslingden</p> <p>Responsible Officer – David McChesney</p>	<p>During December 2021, requests from Community groups were collated for summer plants bedding for the council to provide.</p> <p>The Operations Team are working closely with Rossendale Civic Pride on their Britain in Bloom bid for July 2022. This will involve creating an action plan of works to be carried out through the first half of 2022.</p> <p>Several projects are being progressed with various Community groups as part of the welcome back fund.</p>
B4	Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy	
Corporate Project – 8	Climate Change Strategy	Overall Project RAG Status
	<p>Engaging with residents, schools and businesses across Rossendale, including partnering with three local climate change partners</p> <p>Responsible Officer – Phil Morton</p>	<p>The first years agreed priority actions outlined in the Climate Change Strategy and Action Plan are nearing completion. EV charge points have been fitted on all 4 identified council owned car parks, and are just awaiting connection to the network by ENW.</p> <p>The Climate Change Officer post has now been filled and started in October 2021. Work is now being carried out to drive the strategy and action plan forward. He is working on engagement with our communities, business and residents to make a positive impact on our carbon footprint.</p> <p>The Climate Change Network is established with the relevant partners and we are now looking to launch a virtual network on-line which we think will engage more people in the work.</p>
	Carbon footprint audit completed	Carbons audit complete. More detailed energy audits are also now complete for the five larger energy usage buildings - Futures Park, Henrietta St, The Ashworth, Marl Pitts pool and the

	Responsible Officer – Lee Childs	Adrenaline Centre. The results of these audits will be considered in Q4. The new three-year electricity Half Hourly supply contract is now in place in all our larger sites including the Leisure Trust buildings. This has been changed to green electricity, reducing our carbon emissions. The Non Half Hourly supply contract for smaller sites will be tendered summer 2022 and again we will specify the requirement of green electricity.
	Agreeing a new active travel plan Responsible Officer – Clare Law	Development of the Active Travel Plan has commenced in liaison with Council’s Active Transport Group and Together and Active Future (TaAF). These pieces of work need to be brought together during Q4. Completed work to date includes the installation of 4 charging points (externally funded) throughout the borough and 4 electric bikes (externally funded) for staff to use for sites visits etc.
B5	To create a new Rossendale Forest	
		Overall RAG Status
Service Action – 10	Identifying council owned sites for potential tree planting projects Responsible Officer – David McChesney	Throughout Q3 further council owned sites have been identified for tree planting in winter 2022: Eastgate, Whitworth- 305 Fern Terrace- 100 Rossendale Crescent- 300 Land near Duckworth Clough, Haslingden- 400 Waingap Woods (Whitworth town centre)- 400 Trees have been secured for these sites through the Treescapes plant project.
Service Action – 11	Work with schools, community groups and Ribble Rivers Trust to access funding to purchase trees for planting in the Autumn Responsible Officer – David McChesney	Treescapes Plan project in partnership with Ribble Rivers Trust (RRT) and Rossendale Forest is underway with planting on 4 sites to commence in January. These sites will be Edenfield Rec, Maden Rec, Cowpe Rec and Whitaker Park. Another 4 rounds of planting will take place before the end of March 2022 and will see 5,140 trees planted on RBC owned sites. Over 130 volunteers have signed up to plant by Christmas. Several private landowners have also come forward offering land for planting, RBC and RRT are working with the landowners to secure trees to plant.

		RRT are planting over 1000 trees on an RBC owned site adjacent to Badgercote Allotments in winter 2022. This is in partnership with the Allotment Society who have a lease on the land. RRT are also working with local schools under the Treescapes plant project to plant on their land.
B6	To recycle 50% of the borough's household waste	
		Overall RAG Status
Service Action – 12	<p>Piloting a new recycling approach</p> <p>Responsible Officer – Patrick Killeen</p>	Recycling pilot is ready to launch in Q4 but has been on hold due to resource issues impacted by Covid-19 and HGV driver shortages.
Service Action – 13	<p>Media campaign to promote recycling</p> <p>Responsible Officer – VivaPR</p>	<p>The collection calendar was re-introduced in Q3 which provided extensive information on recycling.</p> <p>A Marketing campaign has been designed to promote recycling and this will be launched in Feb 2022. A pilot programme to engage residents in recycling and monitor success will also begin in Feb 2022.</p>
Service Action – 14	<p>Examining feasibility of changes in bin size</p> <p>Responsible Officer – Keith Jenkins</p>	Currently we are awaiting guidance on the Environmental Bill which was passed in December 2021 and further guidance on the Our Waste Our Resources Strategy. This will guide the council on requirements for food waste and possible standardisation of bins. Once this is received a longer term waste strategy will be developed for the council during 2022/23.
B7	To improve our parks which local people are proud to visit and which appear loved	
		Overall RAG Status
Service Action – 15	<p>Implement improvement plan for Rossendale's parks by refreshing the Stubblelee Masterplan and creating a new one for Edgeside Park. This</p>	<p>The first major project for the renewed Stubblelee Masterplan is a new Skate Park. A bid for £99k to Viridor is at the final stages, a decision is expected January 2022, Q4.</p> <p>The Edgeside Masterplan is progressing with a new Skate Park installed in December 2021.</p> <p>Master plans for both Whitaker and Victoria Park are to commence early 2022.</p>

	<p>will be followed by the creation of the Victoria Park Masterplan ready for 22/23.</p> <p>Responsible Officer – David McChesney</p>	
B8	Tackle persistent fly-tipping and littering hotspots	
		Overall RAG Status
Service Action – 16	<p>Increased enforcement activity against both commercial and domestic fly tipping offenders. More effective communication between the Operations team and Public Protection Unit to help collate evidence.</p> <p>Responsible Officers – Phil Morton / Keith Jenkins</p>	<p>PPU has continued the compliance exercise to ensure that businesses across the borough are disposing of their business waste in accordance with Section 34 of the Environmental Protection Agency (EPA) 1990.</p> <p>700 letters have been sent out to a cross section of businesses. This has proved highly effective in identifying those establishments who are compliant. This has allowed us to continue with action to either ensure future compliance or to consider enforcement action. This information is shared with Operations, to encourage take up of the council's trade waste service.</p> <p>The Operations team continues to work in partnership with PPU to identify issues related to environmental crime. During Q3 resources have been diverted to maintaining frontline waste/recycling services due to the impact of a nationwide shortage of HGV drivers and implications of Covid-19, which has impacted on response times.</p>
Service Action – 17	<p>Quicker removal of fly-tipped waste to reduce visual impact</p> <p>Responsible Officer – Patrick Killeen</p>	<p>Fly tipping has improved through Operation Trident. Supporting the removal of fly-tipped waste within 5 days and gathering evidence to assist in prosecutions through a dedicated team, work continues with the PPU team to reduce the visual impacts caused by fly tipping.</p>
Service Action – 18	<p>Creation of a dedicated fly-tip team – piloted for 12 months</p> <p>Responsible Officer – Patrick Killeen</p>	<p>Resources are allocated for the removal of fly-tipped waste as part of the wider Operations staffing.</p>

<p>Service Action – 19</p>	<p>Increased enforcement capability and the use of technology to prevent and detect incidents of environmental crime.</p> <p>Responsible Officer – Phil Morton</p>	<p>A number of overt and covert cameras have been purchased and deployed in identified fly tipping hotspots to obtain evidence of offenders. This will continue across the borough and any evidence obtained will form part of legal proceedings. This has already seen success in a number of cases currently under investigation</p> <p>Further use of Automatic Number Plate Recognition (ANPR) technology via the police is also continuing to track vehicles used in the commission of environmental crime.</p>
<p>Service Action – 20</p>	<p>Use of social and other media outlets to publicise and promote issues, problems and successes.</p> <p>Responsible Officer - VivaPR</p>	<p>Press releases and press statements continue with a min of 3 releases a month. November saw the most pieces of positive coverage thus far with over 40 pieces of online and print coverage. Many of these were related to the City Rail link funding but also included the Stubby Lee green flag award, town square work, business grants and the climate action day conference.</p> <p>Social media remains an effective channel for communicating key messages seeing an increase of followers and engagement each quarter.</p>

Priority C	Healthy and Proud Communities	
C1	Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers	
Corporate Project – 9	Housing Strategy	Overall Project RAG Status
	Produce a housing strategy and action plan that put processes in place to ensure a corporate approach to the strategic housing function. Responsible Officer – Ged Gallagher	No action has taken place on this in Q3. The work will start in Q4 with the gathering of housing data and an early discussion with the Overview & Scrutiny Committee on potential housing strategy priorities.
	Enable 180 new houses to be built, of which 25 are affordable. Responsible Officer – Mike Atherton	Large scale housing developments are under construction at the former Reeds Holme works for 97 dwellings by Taylor Wimpey, at Dark Lane for 95 dwellings (all affordable) by Together Housing, 80 dwellings by Hollins Homes at Loveclough and also 30 dwellings by Hurstwoods at Johnny Barn Close. Whilst these developments may not be fully completed within the current year, they are making a significant contribution to the total supply of new homes. A number of smaller schemes have also commenced construction or are scheduled to commence in 2022. The council has granted a significant number of planning permissions for new housing. However, the council has little power over the timing and responsibility for the commencement of construction, this powers lies with the house builders, therefore it out of the council's control.
C2	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners	
		Overall RAG Status
Service Action – 21	Deliver disabled facility grant programme – catching up last year's backlog. Overall target	Resource issues and Covid-19 restrictions had resulted in a backlog totalling 90 cases. A programme of catch up works is underway with 14 cases completed in last 3 months, with a significant increase in applicant contact. Initial findings point to issues regarding whether Disables Facilities Grants (DFG) still required in a sample of cases.

	67 disabled facilities grants completed Responsible Officer – Ged Gallagher	Liaison with LCC Occupational Therapist service was undertaken and this will form part of DFG Strategy Review to be conducted within Q4.
C3	Better access to and take up of health and wellbeing activities including improved leisure facilities	
Corporate Project - 10	Future Health and Leisure Facilities	Overall Project RAG Status
	Complete a full feasibility study for improved health and leisure facilities Responsible Officer – Adam Allen	Following a tender exercise, a consultant has been engaged to complete this work. Stakeholder engagement has commenced in December 2021 and in Q4 extensive community engagement will be undertaken. This project will be completed in May 2022 which is later than originally planned.
C4	Engaging more local people and visitors to make better use of our excellent outdoor environment to improve their health	
		Overall RAG Status
Service Action – 22	Explore the feasibility of creating a trailhead cycling facility in Bacup Responsible Officer – Guy Darragh	Plot 3 at Futures Park is potentially earmarked for the development of a cycle hub facility that would include bike hire, training, events, shop, café, facilities and car parking. These plans are under development. If viable this will be considered by members in Q4.
C5	A more joined up approach working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people	
		Overall RAG Status
Service Action – 23	To lead on the development of a partnership Health and Wellbeing Strategy Responsible Officer – Stephanie Thornton	The Health and Wellbeing plan for Rossendale was agreed by Council in December 2021 and has also been agreed by key partners. The health plan delivery will closely align with Together and Active Future (TaAF) and an officer has been appointed through TaAF to coordinate the different streams of TaAF in Rossendale. This officer will complete the interactive digital version of the plan. It is anticipated that the plan will be launched in March 2022 at the Rossendale Connected conference.

		The priorities within the plan will inform the structure of the Rossendale Connected/Health and wellbeing partnership meetings going forward. Work has begun mapping the activity already taking place in Rossendale contributing to physical activity and healthy weight. This will enable analysis around gaps in provision and solutions will be explored.
Service Action – 24	Improving joined up working on health issues Responsible Officer – Stephanie Thornton	The Health Plan includes redesign of the Rossendale groups working on Health and Wellbeing as well as establishing links with health partners on a Lancashire and Pennine footprint. The new Health and Wellbeing Board will actively engage with these partners and the plan has been presented to Pennine Health Leadership Group and has been very well received. The council is also undertaking an overview and scrutiny review focused on accessing GP appointments. The findings and recommendations from the review will be finalised in Q4.
C6	To manage the impact of increasingly frequent flooding on local communities	
		Overall RAG Status
Service Action – 25	Liaison through the Making Spaces for Water group and supporting community response in the event of a major flooding incident Responsible Officer – Lee Childs	The Making Spaces For Water Group meets every quarter with the last meeting on 8 th December 2021, attendees include Environment Agency (EA), Lancashire County Council (LCC) and United Utilities (UU). Works are being designed and planned by the Environment Agency for Irwell Vale, Strongstry and Chadderton to provide flood protection to this area. On the 21 st October 2021 a “walk around the site” meeting was arranged by the EA with the MP, Leader of the Rossendale council, Councillors, senior officers from EA, LCC, RBC and local residents, to explain the works to be carried out and progress to residents.
C7	Supporting vulnerable individuals and families to recover from the Covid pandemic	
		Overall RAG Status
Service Action – 26	Managing Government funding to support vulnerable individuals Responsible Officer – Jackie	The Communities Team has continued to deliver the Self Isolation Support Framework to encourage people to self-isolate by providing any practical assistance needed, working with our voluntary sector partners. The pilot project has had a very low uptake, with few people seeking support. This mirrors the uptake in self isolation support across the county. The Household Support Fund was launched in December 2021, offering financial support to

	Flynn	<p>vulnerable individuals and families. £180,000 is available. This project is also being delivered in partnership with Burnley Pendle and Rossendale CVS and the Rossendale Social Prescribing Team.</p> <p>Contain Outbreak Management Fund (COMF) funding is supporting a Debt Advice worker at Citizens Advice. This project has worked with 80+ people struggling with debt. Council tax debt is the main enquiry area, with benefit debt following, often related to the payment of Universal Credit advances.</p>
Service Action – 27	<p>Promoting local support services through Rossendale Connected Hub</p> <p>Responsible Officer – Jackie Flynn</p>	<p>Rossendale Connected continues to thrive as a partnership of support organisations, and callers to the Hub/RBC who need support are referred through to Rossendale Connected partners. The hub number has been stood down as most enquiries for support are coming through RBC’s switchboard; however, the services offered by the Hub are still available.</p> <p>A Rossendale Connected ‘Big Mental Health’ connect was held in October 2021 to bring voluntary, community and statutory organisations supporting people with mental health and wellbeing issues together to look at best practice and share local information.</p> <p>The food group of local community organisations providing access to free food and additional support continues to meet to coordinate activity. The group members have been supported through a donation from the East Lancashire Medical Service SIC to provide additional food support during the Christmas period.</p>
C8	Working with the police to ensure strong neighbourhood policing and traffic enforcement	
		Overall RAG Status
Service Action – 28	<p>Regular liaison meetings with Lancashire Police Inspector</p> <p>Responsible Officer – Neil Shaw</p>	A new Chief Inspector has been appointed for Rossendale in Q3. Meeting have taken place with the new Chief Inspector and he has undertaken a briefing with councillors. A schedule of meetings has been agreed.
Service Action – 29	<p>Deployment of the mobile traffic enforcement team</p> <p>Responsible Officer – Neil Shaw</p>	Mobile traffic enforcement has taken place and the council continue to lobby Lancashire Constabulary on the reactivation of the existing permanent speed cameras throughout the borough. We await an update from the Police.

Priority D	Effective and Efficient Council	
D1	A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability	
		Overall RAG Status
Service Action – 30	<p>Review of Constitution with specific focus on the Finance Procedure Rules and Code of Conduct for Members</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>The Constitution continues to be updated as necessary with the last updates being approved on 15th December 2021, which included the adoption of the new Code of Conduct for Councillors.</p> <p>The Head of Finance continues to work on the Finance Procedure Rules, this will be taken to Governance in Q4.</p>
Service Action – 31	<p>Provide good quality member induction and training programme</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>Member training and service briefings continue to take place.</p> <p>Webinars and online training sessions continue to be offered to members provided by external resources such as the LGA. Officers continue to promote Learning Pool and are on hand to assist members as necessary.</p>
Service Action – 32	<p>Training to officers on the updated Constitution</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>Ad hoc training continues following the dedicated sessions earlier in the year.</p>
Service Action – 33	<p>Update the RIPA policy and provide training and guidance to officers</p> <p>Responsible Officer – Clare Birtwistle</p>	<p>The RIPA policy has been reviewed and approved by Cabinet on 6th October 2021. A training module has been drafted and will be circulated to staff within Q4.</p>
D2	A robust approach to managing projects well	
		Overall RAG Status

Service Action – 34	Contract Procedure Rules training to officers Responsible Officer – Clare Birtwistle	This action has been completed but ad hoc training and assistance will continue as needed.
Service Action – 35	Contract management training to officers Responsible Officer – Clare Birtwistle	Contract management training was delivered as part of the Contract Procedure Rules training but a more in depth training package is to be delivered to relevant officers.
Service Action – 36	Project management training for officers Responsible Officer – Clare Law	Project Manager accredited training (PMQ) has been completed for seven officers responsible for the delivery of corporate projects.
D3	To ensure our portfolio of assets maximise income and/or support service delivery	
		Overall RAG Status
Service Action – 37	Conduct year 1 of the Strategic Asset Review with reviews for 4 wards undertaken. Responsible Officer – Lucie Greenwood	The Asset Review has further progressed and the site inspections of the 143 assets in Worsley are now complete. Each asset has a completed site visit report, deed or plan and has been photographed. In addition, 53 parcels of unregistered land have been inspected to determine ownership and status. Those sites noted for tree planting have been further inspected by Parks. The next ward to be inspected is Eden. The background work to collate the necessary deeds, maps and ownership checks has been completed. The initial preparations identified a requirement for 25 site visits in Eden and in addition, an assessment of 52 parcels of currently unregistered land.
Service Action – 38	Undertake rent renewals for industrial properties Responsible Officer – Lucie Greenwood	The core industrial sites remain as Daniel Street in Whitworth, which comprises of 22 units, and Heys Street in Bacup, which comprises of 7 units. Both sites are currently occupied in full. There are no other units currently available at either Daniel St or Heys St. Rent reviews of the industrial units continue in line with individual agreement terms with seven units being

		addressed in this quarter.
Service Action – 39	Transfer 11 garage sites to the council Responsible Officer – Lucie Greenwood	Works to enable the transfer are underway. The tenants will receive correspondence of the change of management to the council. Upon the transfer, any vacant plots will be added to the council's garage site waiting list. Those currently on the waiting list will be updated and details will be circulated to those waiting for plots in similar areas.
D4	To have a digital strategy in place which is customer focused and moves us towards being a digitally enabled council with cost effective and responsive customer services	
Corporate Project – 11	Digital Strategy	Overall Project RAG Status
	Agree a Digital Strategy and action plan Responsible Officer – Andrew Buckle	The Customer & Digital strategy and action plan was agreed October 2021.
	MS 365/Teams roll out and Virtual Phone implementation Responsible Officer – Andrew Buckle	Microsoft Office 365 and Teams has been successfully deployed to all RBC users, Capita and RLT. The virtual phone infrastructure including virtual servers, call publisher/subscriber, voice mail, IVR and call routing has been implemented into test. The contact centre module has also been installed. The applications are currently being tested and will be rolled out in Q4.
	Deploy customer portals for Citizen Access and Revenues & Benefits Document Management next generation Responsible Officer – Andrew Buckle	The I@W document management infrastructure has been built and updated for the new application. A copy of the data has been migrated to the new environment to enable user testing to take place. The next phase of testing will take place in January, depending on the outcome of the testing a 'go live' decision will be determined. The Citizen Access preliminary requirements for deployment have been determined awaiting confirmation from Capita that they are happy with all the parameters. The estimated 'go live' date is June 2022.
D5	To promote staff welfare, development and satisfaction	
		Overall RAG Status

Service Action – 40	Agree an Organisational Development strategy Responsible Officer – Clare Law	The Organisational Development Strategy was agreed 2 nd November 2021 and is being implemented.
Service Action – 41	Manage post Covid safe return to work Responsible Officer – Kelly Forrest	In line with recent government guidance, staff are working from home when they can however, we await further guidance and will make changes accordingly. Cleaning materials are in plentiful supply in all offices and communal rooms such as meeting rooms. Facemasks are still freely available in all rooms; however, it is not mandatory for staff to wear them around the building.
Service Action – 42	Undertake staff surveys and engagement events Responsible Officers – Clare Law	A staff Flexible Working survey was completed in October 2021, to support the review of the flexible working arrangements. The responses from the survey did not indicate a need to make any changes to the policy.
D6	A financially sustainable organisation with a financial strategy which supports good decision-making	
		Overall RAG Status
Service Action – 43	Provision of high quality and timely financial and accountancy advice and support to all council services, managers and projects Responsible Officer – Karen Spencer	The ongoing pandemic and subsequent business and self-isolation grant schemes, along with the work arising from the empty homes scheme is placing significant additional pressure on the team. The team are also under pressure to close the 2017/18 and subsequent years accounts which involves working with the external auditors and responding to queries.
Service Action – 44	Regular monitoring of financial performance against the Medium Term Financial Strategy Responsible Officer – Karen Spencer	Monitoring of financial performance is an embedded process with reports to CMT and Cabinet quarterly.
D7	Securing significant external funding to deliver projects and services	

		Overall RAG Status
Service Action - 45	Haslingden National Lottery bid funding secured Responsible Officer – Guy Darragh	£1.8m National Lottery Funding was awarded in Q1 2021-22 and this objective has been achieved. The project is now live.
D8	To be recognised as a good council with a reputation for improving residents' lives	
		Overall RAG Status
Service Action - 46	Addressing outcomes from Local Govt Association Corporate Peer Challenge Responsible Officer – Neil Shaw	The peer challenge was undertaken in November and the council await the written report from the Local Government Association (LGA). Some smaller issues identified by the peer team have already begun to be addressed, for example, resourcing in the Finance team and a prioritisation of key partnerships to support.
Service Action - 49	Shortlisted for national local government award Responsible Officer – Neil Shaw	The council has not submitted an entry for a local government award in Q1-Q3 and do not anticipate doing so in Q4.
Service Action - 50	Raised profile through national publications and events Responsible Officer – Neil Shaw	The council have not participated in any significant local government events or had content published nationally in Q3.
Service Action - 51	Good news stories and achievements through local and regional media Responsible Officer – Neil Shaw	The council's quarterly media campaigns continue along with regular traditional and social media releases. There has been considerable media activity around Covid-19 support and positive profile for tackling fly-tipping and success in the Restoring Your Railways funding.
D9	To effectively manage any future transition to a unitary local authority and that the views and needs of Rossendale are effectively represented	

		Overall RAG Status
Service Action – 52	<p>Managing any actions which arise from the Lancashire Leaders meetings</p> <p>Responsible Officer – Neil Shaw</p>	<p>In Q3 work began across Lancashire on developing a proposal for a County Deal for Lancashire. This work will be considered by Councillors in Q4 and into 2022/23.</p>

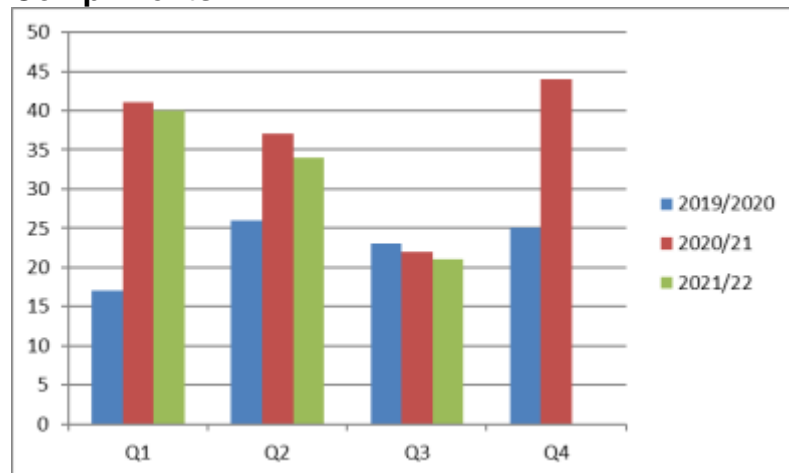
Key Performance Indicators

Priority	Corporate Performance Indicators	Target Q3	Q3 Performance	RAG Status
A - Vibrant Local Economy				
1	Number of derelict buildings in Bacup HAZ improved – 2 per annum, reported in Q4	2	-	ANNUAL
2	Number into employment via Rossendale Works/Youth Works – 25 per annum	6	16	GREEN
3	Number of new town centre based wayfinding walking/cycling routes – 3 per annum, reported in Q4	3	-	ANNUAL
4	Number of new homes per annum from 2021/22 – 180 per annum, reported in Q4	180	-	ANNUAL
5	Number of new affordable homes per annum from 2021/22 – reported Q1	25	-	ANNUAL
6	Number of Invest in Rossendale business workshops – 18 per annum	5	7	GREEN
7	Number of 1 to 1 business advisor sessions – 100 per annum	25	38	GREEN
B - High Quality Environment				
1	Number of fly tipping incidents reported each quarter	500	341	GREEN
2	Number of environmental crimes actively investigated	20	24	GREEN
3	Percentage of the total tonnage of household waste which has been recycled and composted	34%	34.56%	GREEN
4	Number of collections missed per 100,000 collections of domestic waste/recycling	100	146	RED
5	Number of collections missed per 1,000 collections of commercial waste	5	6	RED
6	Subscribers to the garden waste service – reported in Q3	7010	7568	GREEN
7	Number of commercial waste customers	340	392	GREEN
C - Healthy and Proud Communities				
1	Number of disabled facilities grants completed per annum – annual target 67	10	14	GREEN
2	Reduce the number of statutory homeless households per annum – annual target 15 or less	4 or less	4	GREEN
3	Increase the number of homelessness preventions and relief per annum (cumulative figure) – annual target 275	38	124	GREEN

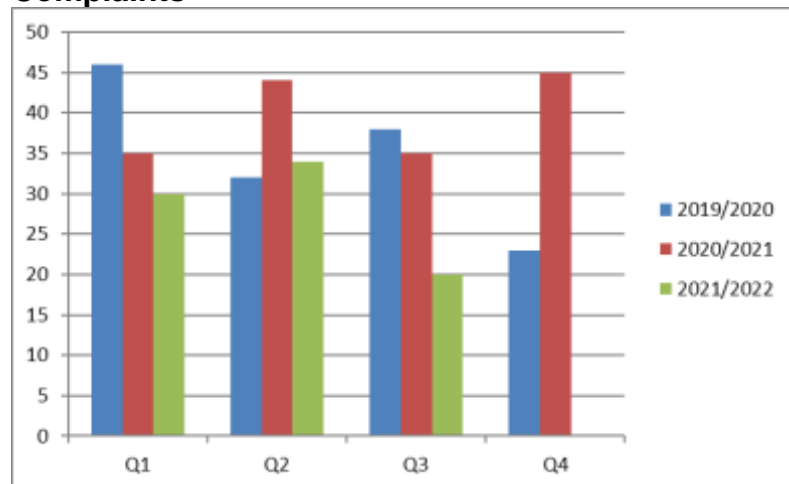
4	Number of licensed premises inspected	75	0	RED
5	Number of businesses achieving 4 or 5 star hygiene rating	85%	93%	GREEN
D - Effective and Efficient Council				
1	Percentage of abandoned calls each quarter	Less than 15%	4.2%	GREEN
2	Average speed of answering calls to customers for revenues and benefits	3 minutes	1min 11secs	GREEN
3	Percentage of council tax collected – annual target 94.7%	81.9%	82.12%	GREEN
4	Percentage of non-domestic rates collected – annual target 94.2%	80.1%	81.26%	GREEN
5	Time taken to process housing benefit new claims	21 days	15.1 days	GREEN
6	Time taken to process council tax benefit new claims	18 days	14.1 days	GREEN
7	Time taken to process housing benefit change circumstances	6.5 days	4.8 days	GREEN
8	Time taken to process council tax benefit change circumstances	6.5 days	3.3 days	GREEN
9	Percentage of housing benefit claims outstanding over 50 days	5%	1%	GREEN
10	Maintain 7700 Twitter followers	7700	7727	GREEN
11	Maintain 55,000 Tweet impressions/reach	55,000	82,500	GREEN
12	To submit a minimum of 2 ED & Property external funding bids 2021/22 – reported in Q1	2	-	ANNUAL
13	Payment of undisputed invoices within 30 days	90%	91.3%	GREEN
14	Freedom of Information (FOI) request average response time	20 days	11.1 days	GREEN
15	Formal complaint average response time	10 days	9.7 days	GREEN
16	GDPR subject access requests (notifiable reported breaches)	0	0	GREEN
17	Percentage of ‘Major’ planning applications determined within 13 weeks	90%	NIL	GREEN
18	Percentage of ‘Minor’ planning applications determined within 8 weeks	90%	78%	AMBER
19	Total number of ‘Other’ planning applications	90%	95%	GREEN
20	Reduce staff turnover in line with national average – 15% annual	15%	22.42%	RED
21	Percentage of Appraisal Review and Personal Development Plans completed –reported in Q3	100%	92.35%	GREEN
22	Reduce number of days lost due to sickness absence per full time equivalent employee per annum (cumulative)	8 days	11.4 days	RED
23	Number of RIDDOR reportable accidents and incidents	Less than 5	1	GREEN

Compliments and Complaints

Compliments



Complaints



Compliment Trends	2019/20	2020/21	2021/22
Q1	17	41	40
Q2	26	37	34
Q3	23	22	21
Q4	25	44	-

Formal Complaint Trends	2019/20	2020/21	2021/22
Q1	46	35	30
Q2	32	44	34
Q3	38	35	20
Q4	23	45	-

Ombudsman Enquiries	2019/20	2020/21	2021/22
Q1	1	0	0
Q2	1	1	3
Q3	3	2	2
Q4	3	0	-

During Q3 two Ombudsman enquiries were received. These have been closed with no further action.

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

Corporate Risks

Risks are those things which might present a barrier to us delivering the things we have undertaken to achieve. Each year the council reviews the potential risks it is facing and looks at what it might do to minimise the occurrence of such risks. This information is then regularly monitored and reviewed. This quarter the council has added a new risk to the corporate risk register. This is focused on the financial vulnerability of the borough's leisure assets and classified as Risk 13.

We profile our risks using a matrix (shown below) which is based on our making two judgments about each potential risk faced by the council. The definition of the likelihood and impact can be found in the council's Risk Management Strategy 2016.

The Council's Risk Matrix

Likelihood	A					
	B					
	C					
	D					
	E					
	F					
		5	4	3	2	1
	Impact					

Likelihood

How likely is it that the risk may occur (rated A-F, A being the most likely)

Impact

How serious might the consequences of the impact be (rated 1-5, 1 being the highest consequence).

Therefore, a risk rated A1 is the highest risk rating and a risk of F5 is the lowest risk rating.

Risk RAG (Red, Amber and Green) rating status indicators	
Risk Status	Status description
GREEN	The likelihood and impact of the risk is low
AMBER	The likelihood and impact of the risk is medium
RED	The likelihood and impact of the risk is high

Risk 1 - Sustainability of the Medium Term Financial Strategy			Responsible Officer - Karen Spencer	
Description				
The Council's latest Medium Term Financial Strategy (MTFS) update published February 2021 indicates an underlying funding gap of c.£400k per annum. 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 3 years given the anticipated funding gap. Therefore, additional income must be identified or annual costs reduced in future years.				
Risk Consequence				
If the council is not able to prepare a balanced budget there would be legal ramifications, but it would ultimately impact on the level of services the council is able to deliver to Rossendale residents and would result in major reputational damage.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall	Status
	B	2	B2	RED
Mitigation				
The MTFS does not indicate a significant narrowing of the gap in the next four years, however, the deficits in future years are less than previous MTFS cycles. 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
	C	2	C2	AMBER
Quarter 3 Update				
The November 2021 MTFS update indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. In addition the Covid pandemic continues to place additional pressure on the MTFS. The legal claims arising from the Empty Homes scheme may also have an adverse impact on the MTFS if settled in the claimants' favour. Officers are monitoring the scheme closely and managing the claims where possible.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED

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.				
Initial risk assessment RAG status (without mitigation)	Likelihood C	Impact 1	Overall Risk C1	Status AMBER
Mitigation A robust overall 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. RBC is a member of Lancashire County Council Local Resilience Forum (LRF). Officers attend meetings and undertake regular training exercises. RBC 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 C	Impact 2	Overall Risk C2	Status AMBER
Quarter 3 Update We continue to operate in the recovery stage of Covid-19 and regularly review the service business continuity plans and risk assessments in accordance with government guidance. Covid-19 related absences and isolation has remained below 10% during quarter 3, majority of office-based staff are able to work from home if isolating and any operations staff is backfilled using agency workers. The national LGV driver shortage has affected the availability of agency drivers and caused significant challenges to the refuse and recycling service, staff from other Operations service areas have been used to back fill driver absences. Staff returned to office working during quarter 3 but subsequently reverted to 'working at home if able to do so' following government guidance on 14 th December 2021.				
Quarter 3 risk assessment RAG status (current)	Likelihood D	Impact 3	Overall Risk D3	Status 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.				
Risk Consequence Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER
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
	E	2	E2	GREEN
Quarter 3 Update Work has continued to evaluate the systems and measures in place across the council's services to secure compliance and safeguard staff. Following an initial health and safety compliance audit by the Safety and Emergency Planning Officer a report was presented at CMT and it was agreed that a 3-5 year action plan would be produced to progressively reduce the likelihood of potential risks and support the ongoing development of a safe working culture. Actions are directed towards developing an effective Health and Safety management system to ensure compliance is monitored and reviewed. A new Corporate Health and Safety Policy has been developed and currently in consultation with CMT, Members, staff and Trade Unions.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER

Risk 4 - Sustainability of the County Council budget			Responsible Officer - Karen Spencer	
Description Like all local authorities, Lancashire County Council has to maintain a balanced budget. This will mean making budget reductions of over £120m in the next few years.				
Risk Consequence The County Council's 2019 approved budget included £120m savings over the period 2019/20 to 2022/23. This level of budget reductions is likely to have an impact on service provision for our residents. There is also a risk of cost shunting to district councils.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER
Mitigation RBC will continue to work with County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The council will support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The council will interrogate LCC savings proposals and identify risks to our residents and to our services.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER
Quarter 3 Update In February 2021 the County Council announced that the elements of their savings plan, originally agreed in February 2019, which were yet to be implemented, had been delayed by a year as a result of the Covid-19 pandemic and could slip further. However the savings programme will continue to be implemented post Covid-19. The council continues to suffer from increased fly-tipping and the associated costs, which has in part resulted from the implementation of the reduced opening hours of the LCC Household Waste Recycling Centres savings proposal.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER

Risk 5 - Non-delivery of the borough's economic development strategy			Responsible Officer – Guy Darragh (interim)	
Description The council has put in place an ambitious Economic Development Strategy and Action Plan to implement the economic regeneration elements of its Corporate Plan.				
Risk Consequence The investment based revenue generation schemes identified within the economic development strategy will support the Medium Term Financial Strategy (MTFS). In addition, sweating or realising existing assets will underpin the MTFS. Failure to deliver would lead to the inability to support the delivery of the Medium Term Financial Strategy.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	3	C3	AMBER
Mitigation				
<ul style="list-style-type: none"> • Development and delivery of identified economic regeneration projects at Spinning Point and Futures Park. • Review of rentals on industrial estates underway. • Bringing forward council owned land for development or sale. 				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
Quarter 3 Update				
<ul style="list-style-type: none"> • The strategic asset review that will unlock land asset disposals and new rental income has been placed on hold due to staffing issues. • Plans are being advanced for a new council industrial site on Plot 4 Futures Park that will generate new additional income to the Council – due diligence by Economic Development and Property team has now been authorised by CMT/Cabinet. • Industrial unit rent reviews are being enacted on a rolling renewal basis – raising income levels. • Land at Park Avenue has been identified for disposal with an agent appointed and land advertised to interested parties. • Forward plan for Bacup Market Square – under consideration by Cabinet. 				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER

Risk 6 - Non-delivery of the Local Plan			Responsible Officer - Mike Atherton	
Description The Local Plan is a plan for the future development of the local area, drawn up by the Local Planning Authority. It guides decisions on whether or not planning applications can be granted. In law it is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. The Local Plan was due to be adopted in late 2020. It is not considered to be a risk that it will not be adopted, however the risk is that the adoption of the plan will be seriously delayed or that the process will be taken out of the council's hands and that the Government will intervene.				
Risk Consequence Risk of the Local Plan not being delivered is extremely low. The risk of the plan being slightly delayed is moderate. The risk of delay includes a reputational issue; there may be short term criticism from elected members and MP's, and developers. There may also be an environmental risk if planning appeals are being allowed on development sites which the Local Authority does not consider suitable for development. The risk of this increases the longer it takes to adopt the plan.				
Initial risk assessment RAG status (without mitigation)	Likelihood C	Impact 2	Overall Risk C2	Status AMBER
Mitigation Measures are in place to reduce the risk include the Local Plan Action Plan which outlines the actions required following the hearing sessions into the examination of the Local Plan. This is updated and sent to the Planning Inspectorate on a regular basis. The Local Plan Steering Group meets on a regular basis to keep members informed of issues and the timetable. Monthly meetings also take place between the Planning Manager and the Portfolio Holder and also separately the Planning Manager and Director. A barrister has been retained to provide expert advice as required.				
Risk assessment RAG status (after mitigation)	Likelihood D	Impact 2	Overall Risk D2	Status AMBER
Quarter 3 Update The Local Plan was adopted at the council meeting on the 15 th of December 2021.				
Quarter 3 risk assessment RAG status (current)	Likelihood E	Impact 2	Overall Risk E2	Status GREEN

Risk 7 - Changes to Government policy on the delivery of the council's services			Responsible Officer - Neil Shaw	
Description Like all local authorities the council is a statutory body that is subject to changes being consulted upon and or implemented by central government that might affect how we operate and serve our residents/businesses.				
Risk Consequence The risk that the council fails to react and be prepared for any changes being proposed or implemented by central government.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Mitigation The council is a member of the Local Government Association and District Councils Network who keep us informed of government policy and consultations and lobby on behalf of councils to mitigate the impact of any change. The council is also signed up to receive daily emails from Local Government Information Unit who provide daily government news and other Local Government Information Unit (LGiU) policy briefings. The Chief Executive and Leader of the council meets regularly with our two MPs. The council's Corporate Management Team monitor and assess government's position on funding to be distributed to local authorities and other Government announcements that impact funding.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 3 Update No specific policy changes or updates have occurred in Q3.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 8 - 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.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER
Mitigation The council has robust HR policies and procedures, an agreed Authorised Establishment, performance management framework, Service Area Business Continuity Plans in place. HR will work with managers to review roles to make them more attractive. The council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free on sight parking, family friendly policies, discounted gym memberships and a cycle scheme.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	3	E3	GREEN
Quarter 3 Update The cumulative turnover of staff at the end of quarter 3 is 8.33% (quarter 1 – 7.47% and quarter 2 – 6.25%), although the national HGV driver shortage continues to have a significant impact on the Operations refuse and recycling service. The large number of Covid-19 grant schemes and volume of work involved to process the payments and reporting within tight deadlines has had a significant impact on the Finance team and the delivery of the day to day work and scheduled statutory financial deadlines. The impact of Covid-19 continues to be monitored and Covid-19 related absences remains a potential challenge to managing service delivery.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	3	D3	AMBER

Risk 9 - 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 GDPR (General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security).				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER
Mitigation To protect against a data breach RBC, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. RBC Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. RBC adopts a Risk Insight approach to determine the treat Landscape and more importantly its evolution. RBC has received notification of meeting the Public Services Network (PSN) which means the councils' infrastructure met all the security requirements to allow connection to the PSN. A cyber security training is to be provided for all staff.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
Quarter 3 Update The remote working application Virtual Private Network (VPN) was upgraded during Q3 to further enhance security. In addition further updates have been made to the new Payment 3 D Secure V2 standard that has been introduced to ensure compliance with the Payment Card Industry Data Security Standard (PCIDSS). To provide protection to customers who are making both online and telephone payments Cyber Security Training and ICT Security Training will be rolled out to staff in Q4.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 10 - Poor communications and public relations			Responsible Officer - Clare Law	
Description Good communication and public relations is essential to inform, maintain and develop relationships with residents, customers and partners to provide council services.				
Risk Consequence Failure to communicate and respond to issues as they develop and inadequately or inappropriately communicating. Could lead to a major loss of reputation for the council on a local, regional and national level. A loss of reputation can damage staff morale, trust between the council and residents and impair the relationship between the council and its partners meaning projects and services delivery is damaged.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	1	B1	RED
Mitigation Communication methods in place to support face to face, mail or electronic communications. Developed website and social media channels provide 24/7 service. Experienced communications function to support council officers to deal with communications in a timely manner and promote the work of the council.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER
Quarter 3 Update Viva PR has continued to deliver the agreed communications plan and Covid-19 communications updates, including regular updates to the council's website and social media posts to residents and communities.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	1	D1	AMBER

Risk 11- Non – Delivery of Corporate Projects			Responsible Officer - Neil Shaw	
Description The council has agreed the 11 corporate projects for 2020-2021 to support the delivery of Corporate Strategy 2017-2021.				
Risk Consequence Failure to deliver the corporate projects would have a detriment impact on the delivery of the council's Corporate Strategy 2017-2021, and result in a reputational risk to the council's commitment to the residents. The failure to deliver the corporate projects 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.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	AMBER
Mitigation Each corporate project has a Project Sponsor (member of the Corporate Management Team), a Project Manager and finance officer. Each corporate project will have a robust project plan and live risk register. The Project Sponsor will be responsible for the strategic overview of the corporate project, and the Project Manager will be responsible for the day to day management of the corporate project. council's Programme Board meets quarterly to review the progress of the corporate projects. The Project Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate project.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN
Quarter 3 Update The Programme Board continues to monitor all the projects. All projects are on track and within budget. The build phase of the Whitaker HLF project is complete closing down any major risks with the most challenging part of that project.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 12 – Response and Recovery to COVID-19 Pandemic			Responsible Officer - Neil Shaw	
Description COVID-19 is a strain of the coronavirus, the government declared the virus as a pandemic in the UK in March 2020.				
Risk Consequence The pandemic causes a potentially risk to the delivery of the council services and the health and wellbeing of the wider community.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	A	1	A1	RED
Mitigation The council has an Emergency Plan and Service Area Business Plans to support a pandemic emergency. The plans have been activated, regularly reviewed and stress tested throughout the pandemic. Risk Assessments and Safe Systems of Work have been developed and reviewed with staff and Trade Unions throughout the pandemic to provide a safe working environment. Council officers have worked with the Lancashire Resilience Forum and multi-agency partners to mitigate any potential risks throughout the pandemic. The council established and managed a Community Hub to provide support to vulnerable residents.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED
Quarter 3 Update The Covid-19 Outbreak Board was stepped down in August. The council continues to follow Government advice on managing the impact of Covid. Take up of the vaccination programme has been good. However, the level of positive cases in Rossendale have remained between 200 and 250 per 100,000 people throughout the last 2 months. We continue to monitor the position and have made contingency plans for a potential tightening of Government restrictions in Q4.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED

Risk 13 – Impact of COVID-19 on the Financial Sustainability of Council Owned Leisure Assets			Responsible Officer – Adam Allen	
Description National Lockdowns due to COVID-19 result in council owned leisure facilities closing for extended periods. During closure no income is received and outside of lockdown periods, income is significantly reduced.				
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 will be over £500k but is likely to be considerably higher, depending on the length and severity of lockdowns.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
Mitigation The Leisure Trust and council are currently seeking to consolidate all council owned leisure assets under the umbrella Trust to maximise efficiency. Ski Rossendale has transferred and the transfer of CLAW facilities will be recommended to council in Q3, the Whitaker is likely merge with the Trust and discussions are on-going. A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact are being 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 will be applied for. However, this is not thought to provide retrospective funding for closures and it is unlikely to cover the majority of financial loss. Lobbying of Government for sufficient financial support will continue.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	B	2	B2	RED
Quarter 3 Update Projected losses for 2021/22 are lower than expected and are likely to be under 100k. Projections for 2022/23 however include a number of financial pressures including increased fuel costs, increased staffing due to a rise in the living wage, no access to Covid-19 grants and a removal of various payment holidays across the sites. Work is underway to finalise projections for the next financial year to see how expenditure can be reduced and income maximised. Continued close monitoring and partnership working will be essential in achieving longer term financial sustainability.				
Quarter 3 risk assessment RAG status	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED

ROSSENDALE BOROUGH COUNCIL FORWARD PLAN

The Forward Plan sets out the details of the key decisions which the Cabinet or Officers expect to take. The Plan is updated 28 days prior to each Cabinet meeting and is available on the website. All items will be for publication, unless otherwise stated.

Publication dates for 2022/23 Municipal Year are as follows:

- 21st June 2022
- 9th August 2022
- 8th November 2022
- 10th January 2023
- 14th February 2023

Definition of a Key Decision

1. A Key Decision means an executive decision which is likely:
 - a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates, or
 - b) to be significant in terms of its effects on communities living or working in an area comprising of two or more Wards in the Borough.

2. For the avoidance of doubt, the Council would regard any of the following as 'significant':
 - Any decision by the Cabinet in the course of developing proposals to the full Council to amend the policy framework.
 - Any single item of in-budget expenditure or savings in excess of £100,000.
 - Any decision which is likely to have a permanent or long term (more than 5 years) effect on the Council and the Borough.

Cabinet Membership

- Councillor Alyson Barnes – Leader of the Council and Portfolio Holder Economic Development
- Councillor Sean Serridge – Deputy Leader and Portfolio Holder for Corporate Services

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- Councillor Steve Hughes - Portfolio Holder for Communities
- Councillor Adrian Lythgoe - Portfolio Holder for Environment
- Councillor Barbara Ashworth –Portfolio Holder for Health and Leisure
- Councillor Andrew Walmsley - Portfolio Holder for Resources

Chief Executive Directorate managed by the Chief Executive – Neil Shaw

- Executive Office
- Oversees the services listed below.

Economic Development Directorate managed by the Director of Economic Development – Mandy Lewis

- Planning and Building Control
- Economic Development
- Business Development
- Tourism
- Property Services/Surveying (Estates)
- Strategic Housing
- Private Sector Housing

Communities Directorate managed by the Director of Communities – Adam Allen

- Housing, Health & Communities
- Public Protection Unit
- ICT, SAT & Customer Services
- Housing Options
- Operations
- Rossendale Leisure Trust

Legal Services managed by the Head of Legal (Monitoring Officer), Clare Birtwistle

- Legal Services
- Committee and Member Services
- Elections
- Land Charges

Head of Finance (Section 151 Officer), Karen Spencer

- Finance & Audit
- Revenues and Benefits
- Risk Management & Procurement

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- Asset Register
- Rossendale Leisure Trust (Accounting and Project Appraisals)

HR managed by the Head of People & Policy, Clare Law

- People and Policy
- Corporate Support
- Communications
- Safeguarding
- Emergency Planning/Health and Safety
- Facilities Management

Anyone wishing to make representations about any of the matters listed in the Forward Plan, or obtain copies of the documents listed (subject to disclosure restrictions), may do so by contacting the relevant officer listed against each key decision.

Under the Access to Information Procedure rules set out in the Council’s Constitution, a key decision may not be taken, unless:

- It is published in the Forward Plan
- 28 clear days have lapsed since the publication of the Forward Plan; and
- if the decision is to be taken at a meeting of the Cabinet, 5 clear days’ notice of the meeting has been given

The law and the Council’s Constitution provide an exception that allows urgent key decisions to be made, even though they have not been included in the Forward Plan. This is provided for in Rule 15 (General Exception) and Rule 16 (Special Urgency) of the Access to Information Procedure Rules.

The Forward Plan also contains details of significant decisions which will be considered by the Cabinet with recommendations to Full Council.

Copies of the following documents may be inspected at the Rossendale Borough Council Offices or accessed from the Council’s website https://www.rossendale.gov.uk/info/210159/about_the_council/10526/how_decisions_are_made

- The Council’s Constitution
- The Forward Plan
- Reports on the key decisions to be taken
- The minutes or decision notice for each key decision, which will normally be published 4 working days after having been made.

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Members of the public are welcome to attend meetings of the Cabinet and the dates and times of the meetings are published on the Council's website www.rossendale.gov.uk/meetings or you may contact the Committee and Member Services Section on telephone number 01706 252422 or email democracy@rossendalebc.gov.uk for further details.

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Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Portfolio Holder	Documents to be considered by the decision taker	Representations may be made to the following officer
Electoral services print contract	Cabinet	19 th January 2022	Corporate Services	Report	Linda Harling, Elections Manager 01706 252445 lindaharling@rossendalebc.gov.uk
Lease Agreement – Confidential	Cabinet	19 th January 2022	Resources	Report	Guy Darragh, Head of Regeneration 01706 252568 guydarragh@rossendalebc.gov.uk
Our New Deal for Lancashire	Council	31 st January 2022	Leader of the Council and Portfolio Holder Economic Development	Report	Neil Shaw, Chief Executive 01706 252447 neilshaw@rossendalebc.gov.uk
Corporate Priorities, Budget, Council Tax and the Medium Term Financial Strategy 2022/23 – yearly item	Overview & Scrutiny Cabinet Council	1 st February 2022 9 th February 2022 23 rd February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk
Capital Strategy 2022/23 to 2024/25 and Capital Programme 2022/23 – yearly item	Overview & Scrutiny Cabinet Council	1 st February 2022 9 th February 2022 23 rd February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,
Treasury Management Strategy & Treasury Management Practices (updates for 2022/23) – yearly item	Cabinet Council	9 th February 2022 23 rd February 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,

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Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Portfolio Holder	Documents to be considered by the decision taker	Representations may be made to the following officer
Pay Policy Statement – yearly item	Council	23 rd February 2022	Corporate Services	Report	Clare Law, HR Manager 01706 252457 clarelaw@rossendalebc.gov.uk
Delivering the Haslingden Vision – confidential	Council	23 rd February 2022	Leader of the Council and Portfolio Holder Economic Development	Report	Guy Darragh, Head of Regeneration 01706 252568 guydarragh@rossendalebc.gov.uk
Constitution Review	Council	23 rd February 2022 To be taken to each meeting unless no changes identified.	Corporate Services	Report	Carolyn Sharples, Committee and Member Services Manager 01706 252422 carolynsharples@rossendalebc.gov.uk
Council Tax, Non-Domestic Rate & Housing Benefit Overpayment Write-offs - twice yearly item (February/March & September/October)	Cabinet	20 th July 2022	Communities	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk
Annual Air Quality Report 2021 – yearly item	Cabinet	7 th December 2022	Communities	Report	Phil Morton, Public Protection Manager 01706 252442 philmorton@rossendalebc.gov.uk
Medium Term Financial Strategy Update – yearly item	Cabinet	7 th December 2022	Resources	Report	Karen Spencer, Head of Finance 01706 252465 karens pencer@rossendalebc.gov.uk ,

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Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Portfolio Holder	Documents to be considered by the decision taker	Representations may be made to the following officer
Local Council Tax Support Scheme – <i>yearly item</i>	Council	16 th November 2022	Communities	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk

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