

Meeting of: Overview and Scrutiny Committee

Time: 6.30pm

Date: 6th February 2023

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

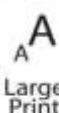
The meeting will also be live streamed at the following link:

<https://www.youtube.com/channel/UCrLsMDOP7AYxik5pNP0gTIA/streams>

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 16 th January 2023.	
A3.	<p>Declarations of Interest 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 To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.</p>	
B.	COMMUNITY ENGAGEMENT	
B1.	<p>Question Time Members of the public and councillors wanting to speak must be in attendance to participate.</p>	<p>Carolyn Sharples, Committee and Member Services Manager Tel: 01706 252422 Email: carolynsharples@rossendalebc.gov.uk</p>
C.	CHAIR'S UPDATE	
C1.	To receive any communications from the chair.	Councillor Michelle Smith

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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D.	ORDINARY BUSINESS	
D1.	2023/24 Council Budget and Medium Term Financial Strategy	Karen Spencer, Head of Finance, karenspencer@rossendalebc.gov.uk
D2.	Capital Strategy and Capital Programme	Karen Spencer, Head of Finance, karenspencer@rossendalebc.gov.uk
D3.	Re-use and Re-development of Employment Land SPD	Anne Storah, Principal Planner- Forward Planning annestorah@rossendalebc.gov.uk
D4.	Quarter 3 Performance Management Report (October, November & December) 2022/23	Clare Law, Head of People and Policy clarelaw@rossendalebc.gov.uk
D5.	The Forward Plan	Carolyn Sharples, Committee and Member Services Manager carolynsharples@rossendalebc.gov.uk



Adam Allen
Acting Chief Executive

Date published: 27th January 2023

MINUTES OF: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 16th January 2023

Present: Councillor Johnson (Chair)
Councillors Coogan, Janet Eaton, Foxcroft, McMahon, Marriott, Morris,
Rooke, Procter and Woods (sub)

In attendance: David Moore, Interim Director of Economic Development
Joanna Wood, Committee and Member Services Officer
Inspector Valentine, Lancashire Constabulary
Angela Stuttard, Together Housing
Wendy Malone, Calico
Simon Parry, Your Housing

Also Present: Councillors Ashworth, Hughes and Lythgoe
1 member of the public
4 members of the public via Zoom.
1 press

1. Apologies for Absence

Apologies for absence were submitted from Councillor Thompson (Councillor Woods subbing).

2. Minutes

Resolved:

That the minutes of the meeting on 14th November 2022 be approved as a correct record.

3. Declarations of Interest

There were no declarations of interest.

4. Urgent Items of Business

There were no urgent items of business.

5. Question Time

There were no public questions.

6. Chair's Update

6.1 A briefing note had been circulated to committee members for information only regarding GP practice appointment accessibility. This was to keep members updated on the progress of the recommendations of the task and finish group. It was noted that some recommended were still ongoing, and the committee would continue to monitored progress.

6.2 In relation to queries raised at the previous meeting, an update was provided on the situation with the toilets on the bus station regarding the new food outlet. It was confirmed that the food outlet was installing their own toilets as part of the fit out.

6.3 When the Authority Monitoring Report was presented at the last meeting, it was agreed to find out the reasons for the approval of two hot food takeaways. It was confirmed that both

applications were approved prior to the adoption of the Local Plan in December 2021, so they were assessed against the policies of the Core Strategy.

ORDINARY BUSINESS

7. Annual Update from Lancashire Constabulary

- 7.1 Inspector Valentine provided the committee with an annual update which included the current command and division structure, number of service calls and time taken to answer calls, time taken to arrive for Grade 1 and Grade 2 calls, crime and non-crime statistics, anti-social behaviour update and an update on the local priorities for Rossendale.
- 7.2 In response to members' questions the following clarification was given:
- The categorisation of non-crime was explained in relation to domestic violence. For example, when a call was taken in relation to an argument heard in a neighbouring property, it would be classed as non-crime. However, once an officer had attended and been able to assess the situation, the classification may change to being crime related, depending on the specific circumstances.
 - In relation to anti-social driving, to be able to prosecute evidence such as CCTV footage was required, as opinion could not be used to make a prosecution.
 - Clarification was given on the staffing structure and the changes that had occurred affecting the policing numbers. A recruitment drive was currently taking place.
 - Shopper engagement was low when the Police were available in the supermarkets. This would continue to be monitored going forward.

Resolved:

The committee noted the annual update, and thanked Inspector Valentine for attending. Formal thanks was given for all the hard work that the Police Force in Rossendale do.

8. Housing Updates

- 8.1 Together Housing, Calico and Your Housing representatives provided the committee with housing updates regarding monitoring the condition of their housing stock, data held regarding the number of properties not meeting the Decent Homes Standard, and the robustness of their complaints processes for those reporting issues with housing conditions. They also incorporated responses to specific questions that had been submitted in advance of the meeting.
- 8.2 In response to additional members' questions the following clarification was given:
- In relation to the Ombudsman the majority of recommendations had been completed, there were just two outstanding.
 - The complaints process/policy had been changed recently and reviewed by the Housing Ombudsman. A new policy had been in place since 1st December.
 - It was confirmed that customers were on the scrutiny review groups.
 - An internal scrutiny review was set to start in April.
 - Improvement teams were in place as well as a risk register to help prevent recurring issues.
 - Gas Safety checks took place in each property once a year and all staff are trained to complete a "property sweep" whilst attending to help flag any other issues within the properties.
 - Leaflets and face to face discussions were taking place with customers in relation to damp prevention.
 - In relation to hardship, they were working with customers and other organisations who may be able to help them. They were also signposting customers to other sources of help.

- The Housing Associations confirmed they would be willing to attend a further meeting once the information had been digested.

The Housing Associations confirmed that a full written response to the questions asked would be sent to the Council by Wednesday and would include responses to any follow up questions raised at the meeting.

Resolved:

The committee noted the update, and thanked all the Housing Association representatives for attending.

9. The Forward Plan

9.1 Members were updated on the Forward Plan and Overview and Scrutiny Work Programme for February.

Resolved:

The Forward Plan and Overview and Scrutiny Work Programme items were noted.

(The meeting commenced at 6.30pm and concluded at 8.30pm)

Signed.....
(Chair)

Date

Subject:	2023/24 Council Budget and Medium Term Financial Strategy	Status:	For Publication
Report to:	Overview & Scrutiny	Date:	6 February 2023
Report of:	Head of Finance	Lead Member:	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 2023/24 of £10.256m, as detailed in this report.
- 1.2. That the Overview & Scrutiny Committee considers the proposed increase of 2.99% to the council tax rate for a Band D property for 2023/24, increasing from £290.80 to £299.49, an increase of £8.69 pa.
- 1.3. That the Overview & Scrutiny Committee considers the proposed use of £756k from the Transitional reserve to support the 2023/24 revenue budget.
- 1.4. That the Overview & Scrutiny Committee considers the proposed 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 2023/24, 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.

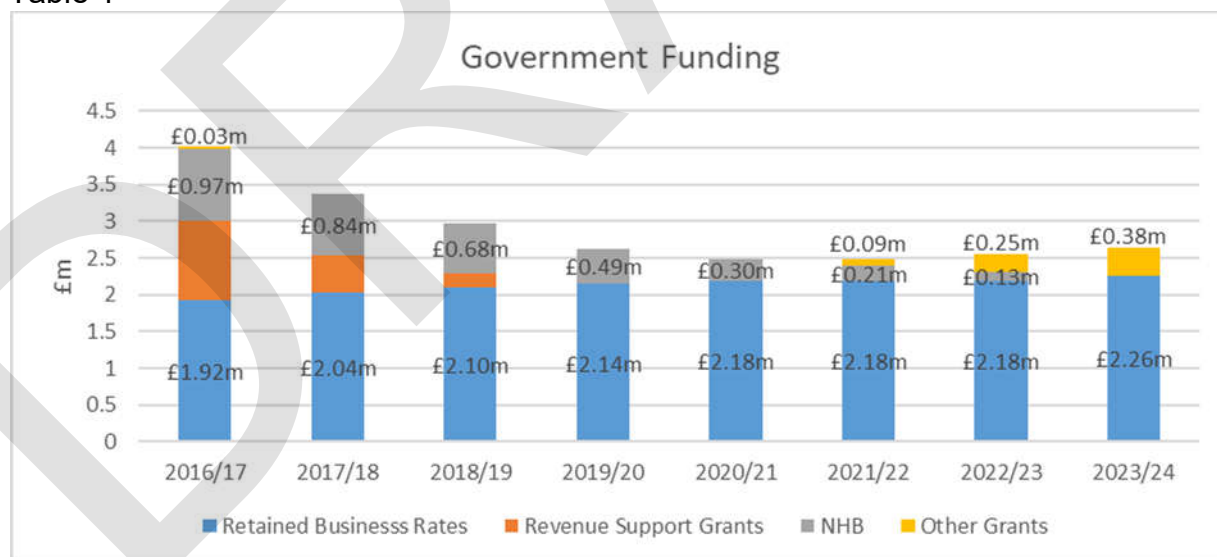
3 Background

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 for 2023/24. However Government has stated that the core settlement will continue in a similar manner for 2024/25, with the referendum principles and major grants, with the exception of New Homes Bonus, remaining at the levels set out in 2023/24. The Government will set out the future position of the New Homes Bonus ahead of the 2024/25 settlement. Business Rate pooling will also continue in to 2024/25. The Council can also expect to receive new income, subject to the Extended Producer Responsibility for Packaging (pEPR) coming into force during 2024/25, as currently planned. The Government has confirmed that the Review of Relative Needs and Resources (also known as the Fair Funding Review) and the business rates reset will not be implemented in the current Parliament, although state that they remain committed to improving the local government finance landscape in the next Parliament.

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 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 2023/24, with the traditional Revenue Support Grant ceasing in 2018/19.

Table 1



4 2023/24 Provisional Finance Settlement

4.1 The provisional Settlement Funding Assessment for 2023/24 was announced on 19th December 2022. The key messages arising from the settlement are:

- a. Up to 2.99% maximum annual increase for Council Tax without triggering a local referendum. It needs to be noted that the Governments 'Core Spending Power' calculations assume all council's increase their Council Tax by the maximum allowed.
- b. The NNDR baseline funding has been increased for 2023/24.
- c. New Homes Bonus payments will be made in 2023/24 for one year only.
- d. The 'Lower Tier Services Grant' will be repurposed into a new one-off funding guarantee (included in 'other grants' in table 1 above), which ensures all councils will see at least a 3% increase in their 'Core Spending Power' before any decision is made about organisational efficiencies, use of reserves, and council tax.
- e. Extension of the 'Services Grant' in to 2023/24, albeit reduced to pay for other parts of the settlement.
- f. The Family Annexe Council Tax Discount grant and Local Council Tax Support Administration Subsidy (LCTS) grant will be 'rolled in' to the Revenue Support Grant (RSG). This is not new funding.
- g. The Lancashire Business Rates Pool is likely to continue in 2023/24.

4.2 The Government announcement indicates that Local Government Core Spending Power will rise by an average 9.2 per cent in 2023/24 However as a shire district, Rossendale will see an increase in Core Spending Power of 3% before any changes in council tax levels are taken into account. Whilst this additional funding is welcomed, following years of austerity and with inflation running at 10.7% (November 2022), this still leaves this council with a significant funding gap.

5. The Medium Term Financial Strategy

5.1 Taking into account the impact of the finance settlement, including an annual increase in Council Tax of 2.99% per annum, the 2023/24 net budget estimates, resources and future forecasts are as follows:

Table 2

	2022-23	2023-24	2024-25	2025-26	2026-27
	£000	£000	£000	£000	£000
Original Budget	8,991	10,395	10,641	10,752	11,004
Additional in year pressures	1,515				
Budget Proposals		(139)	(91)	20	
Revised Budget Estimates	10,506	10,256	10,550	10,772	11,004
Estimated Funding:					
Council Tax (+2.99%)	5,985	6,238	6,425	6,617	6,749
Council Tax - growth in base 0.75%			47	95	145
Collection Fund Surplus - Council Tax		40			
Retained Business Rates	2,180	2,261	2,261	2,261	2,261
Revenue Support Grant*		85	85	85	85
Funding Guarantee**	98	290	290	-	-
Services Grant	150	85	85	-	-
New Homes Bonus	132	1	-	-	-
NNDR Retained / Pooling	500	500	500	200	200
Resources	9,045	9,500	9,693	9,258	9,440
Surplus / (further savings required)	(1,461)	(756)	(857)	(1,514)	(1,564)

*Rolled in Local Council Tax Support Admin and Family Annex Grants

**Re-purposed Lower Tier Services Grant

5.2 Changes in the base budget costs between 2022/23 and 2023/24 are as follows:

Table 3

Forecast Changes	£000
2022/23 Base Budget	8,991
Employment Costs (Pay Award & Increments)	679
Inflation (Utilities)	274
Vehicle Fuel	130
NET Revenues & Benefits Contract Inflation	104
IT Software Inflation	67
Insurance Inflation	40
Audit Fees Increase	118
Bank Charges	35
Employer Pension Contribution Reduction	(156)
Interest Payable	115
Interest Receivable	(109)
Local Council Tax Support Grant	94
Reduction in Housing Benefit Admin Grant	12
Previous Years Budget Proposals	(67)
Various small technical adjustments	68
2023/24 Original Budget	10,395

The current economic situation is having a significant adverse impact on the council's overall financial position. Major issues are:-

- a. Pay inflation for 2022/23 was an average 6.63% 2022/23, this was against a budget of 2.5%. In addition, these pressures are compounded by the national recruitment challenges facing the local government sector. Like many authorities, a reducing pool of suitable candidates at all levels is being experienced. The balance between pay restraint, inflation, and maintaining vital services to our residents will continue to present a significant challenge.
- b. Goods and services are becoming more expensive to buy. General inflationary increases are being experienced across all contracts that are linked directly to RPI and CPI. The largest of which is the Revenues and Benefits contract with Capita, which is linked to CPI.
- c. Vehicle fuel and utility costs have increased significantly throughout 2022/23.
- d. Following the Public Sector Audit Appointments (PSAA) procurement exercise to appoint the Council's external auditor for the period 2023/24 to 2027/28. The PSAA advice is to estimate an increase of 150% on the total 2022/23 fees charged for 2023/24.
- e. Additional costs arising from the empty homes scheme and the ongoing legal claim.
- f. Rising inflation and interest rates is impacting on the capital programme. On average vehicle replacement costs are running c20% over and above the estimates included in the capital programme. Rising inflation is also having an impact on the construction industry - pushing up costs, increasing tender prices. In addition, as interest rates rise, so does the cost of borrowing which presents a longer-term risk.

5.3 The budget proposals for 2023/24 onwards are set out below:-

Table 4

Budget Proposals	2023-24	2024-25	2025-26	2026-27
	£000	£000	£000	£000
Income/Efficiencies				
Fees and charges: annual increase in line with inflation	(8)	(8)	(8)	(8)
Trade Waste net increased income	(21)	(21)	(21)	(21)
Garden Waste £4 increase	(25)	(25)	(25)	(25)
Increased Taxi Licence Fees (Subject to Taxi Licencing Committee Approval)	(2)	(2)	(2)	(2)
Promoting Rossendale Budget	(20)	(20)	(20)	(20)
Review of partner grant funding	(12)	(28)	(28)	(28)
Corporate Contingency	(10)	(10)	(10)	(10)
Increased Grant Income	(20)	(20)		
Management Savings Target	(65)	(130)	(130)	(130)
Growth				
Citizen Access - Customer Portal for Revs & Bens	34	34	34	34
Kings Coronation Community Grants	10			
Total	(139)	(230)	(210)	(210)
Future Annual budget movement		(91)	20	0

6 Impact on reserves

6.1 As shown in Table 2, after the implementation of the Cabinet proposals there is a funding gap of £756k in 2023/24. 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 Transitional reserve, the General reserve and the un-ringfenced Directorate reserves if no further savings/increased income are generated:

Table 5

Use of Reserves if no further income/savings generated		2022/23	2023/24	2024/25	2025/26	2026/27
£000		£000	£000	£000	£000	£000
Funding gap	Adj	(1,461)	(756)	(857)	(1,514)	(1,564)
Use of Reserves	Opening Balance					
Transitional Reserve usage	2,559	(1,461)	(756)	(342)		
General Fund Reserve	1,000	0	0	(515)	(485)	
Directorate reserves	820	0	0	0	(820)	
Reserve Balance	4,379	2,918	2,162	1,305	0	0
Remaining shortfall					(209)	(1,564)

The table demonstrates an annual deficit from 2022/23 onwards. In 2022/23 and 2023/24 this can be funded through the use of the Transitional reserve and beyond that the General Fund reserve and Directorate reserves, however as shown if nothing else changes these will run out in 2025/26.

It must be noted the General Fund reserve of £1.0m is in reality the Council's Minimum Working Balance, this is a requirement of Sections 32 and 43 of the Local Government

6.2 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 2023/24, 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.

6.3 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 31/03/2022 the balance of this reserve was £5.031m, with an estimated £2.816m being used in 2023/24. This balance still includes some of the additional S31 grant receipts during 2020/21, in respect of the extension of the Retail, Hospitality, Leisure and Nursery reliefs which were due to be released equally over the three years, commencing 2021/22, to fund Collection Fund deficits. 2023/24 being the final year. 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'). Further information on reserves can be found in Appendix 2.

7 Council Tax for 2023/24

7.1 Cabinet will make its final recommendation for Full Council to approve on 28th February 2023. Other precepting authorities will announce their Council Tax changes as follows:

- Lancashire County Council – 9th February 2023
- Lancashire Fire & Rescue – 20th February 2023
- Lancashire Police & Crime Commissioner – Early February 2023
- Whitworth Town Council – 26th January 2023

7.2 The proposed Band D Council Tax for 2023/24 and the previous change across Rossendale is as follows:

Table 6

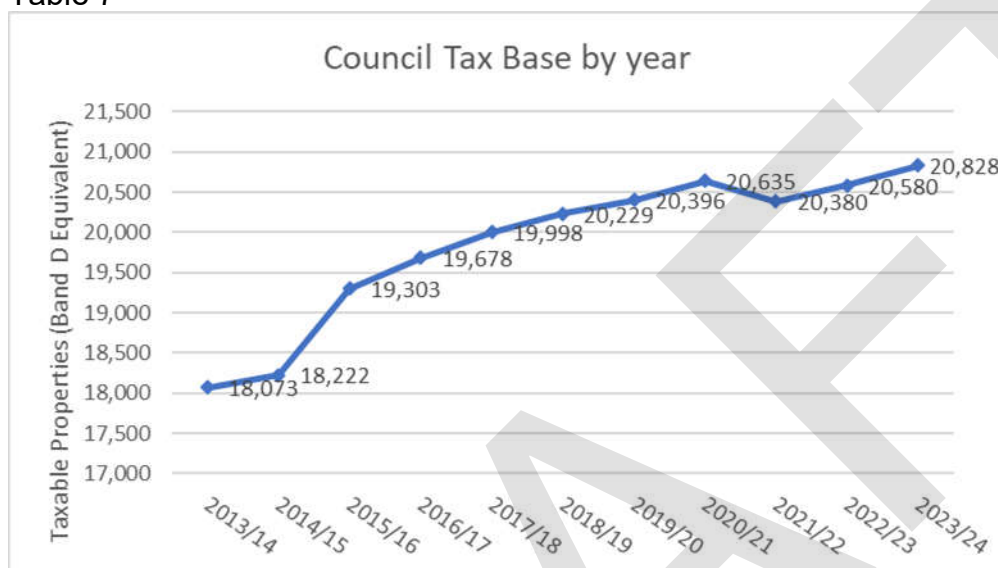
Precepting Body	% Increase	2022/23	2023/24	Increase £	% Share	2022/23	2023/24	Increase £
		Band D £	Band D £			Band A £	Band A £	
Rossendale BC	2.99%	290.80	299.49	8.69	13.5%	193.87	199.66	5.80
Lancashire County Council *	2.99%	1,334.53	1,379.83	45.30	62.2%	889.69	919.89	30.20
LCC Adult Social Care *	2.00%	179.76	210.02	30.26	9.5%	119.84	140.01	20.17
Combined Fire Authority *	6.47%	77.27	82.27	5.00	3.7%	51.51	54.85	3.33
Police & Crime Commissioner *	4.23%	236.45	246.45	15.00	11.1%	157.63	164.30	6.67
Total (Excl' Whitworth)	4.68%	2,118.81	2,218.06	104.25	100.0%	1,412.54	1,478.71	66.17
Whitworth Parish Council	1.00%	26.87	27.14					
Total Whitworth Parish	4.91%	2,145.68	2,245.20					

* At the time of publication the 2023/24 rates have not yet been published, therefore the maximum increase has been assumed.

8 Council Tax Base

- 8.1 For 2023/24 the Council Band D Tax base has increased by 248 properties – 1.21% to 20,828 Band D equivalents. As can be seen in table 7 below, 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 now returned to pre Covid pandemic levels and that combined with the increase in new properties across the Borough has resulted in the increase.

Table 7



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).

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

1. Budget estimates:

- Annual pay award 5% 2023/24 for all staff (as advised by National Employers), 2% pa 2025/24 onwards for all staff – (1% for all staff equates to c.£60k, inclusive of on costs).
- An annual staff vacancy saving of £200k pa
- General price inflation – a freeze on all general revenue expenditure with the exception of pay, utility budgets and contractual increases
- Employers Pension Contribution – the results of the triennial pension review for the period 2023/24 to 2025/26 have reduced the pension contribution to 14.6%. (17.6% 2022/23),
- Employer National Insurance Contributions –The increase of 1.25% to the Employers standard rate announced by Government for 2022/23 was reversed from November 2022, therefore the rate is reducing back to 13.8%. The average rate for the Council is 8.2% in 2022/23 and 7.7% in 2023/24
- Assumes a £500k pa pooling gain, based on current 2022/23 forecasts.

2. Council tax to increase by 2.99% (previously 1.99% in February 2022) with growth in the tax base of 0.75% pa included from 2024/25 onwards.

3. The Government's provisional settlement (December 2022) confirmed the NNDR baseline funding plus other one-off grants.

4. NNDR:

- a. The benefits of the 2022/23 pooling arrangement are currently forecast to contribute c£500k to reserves. Pooling gains reduced significantly during the pandemic due to the additional reliefs Government granted and the impact they had on the NNDR Collection Fund, if Government announce further reliefs to assist with the current economic crisis this could negatively affect the level of pooling gain.
- b. The Government has announced that business rate pools will continue into 2024/25. However beyond 2024/25 the outlook is very uncertain. 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 2025/26 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.

10 Fees and charges

10.1 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 10% having taken into consideration the consumer price index (CPI) impact on the service. The November 2022 CPI published annual inflation at 10.7%. A full list of fees (including previous year comparisons) are included at Appendix 1.

11 Bridging the council's future funding gap

11.1 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

12. 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.

13. RISK

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

- 13.1 **Council Tax:** In setting the 2023/24 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 3%.
- 13.2 **Reserves:** The level of reserves is still an estimate until the external auditors sign off the proposed amendments to the previous years accounts and the 2021/22 year end process is finalised. Members should note that the 2023/24 budget proposals include the use of £698k from the Transitional reserve. The un-ringfenced reserves are the Transitional, General Fund and some Directorate 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.
- 13.3 **Resources:** The Council faces significant financial pressures, with table 1 showing the continued real time reduction in Government funding. The financial settlement gives some indication as to the level of funding the Council can expect in 2024/25 and has also confirmed that the Review of Relative Needs and Resources (also known as the Fair Funding Review) and the business rates reset will not be implemented in the current Parliament.
- 13.4 **Funding gap:** The medium term financial forecast indicates the underlying deficit is increasing to c£1.5m by 2025/26 (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.
- 13.5 **NNDR arrangements for 2022/23:** The Government has announced that the Business Rates reset will not be implemented in the current Parliament. Therefore arrangements for 2023/24 are the same as 2022/23. The council remains a member of the Lancashire Business Rates Pool which means the council retains 40% of all business rates growth 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 over recent years the impact of Covid and the economic crisis have significantly reduced the benefits achieved from the pool.
- 13.6 **Pay:** The 2022/23 pay award equated to an average 6.63% increase for this Council. National Employers have indicated the award is likely to be similar for 2023/24, therefore the budget assumes a 5% pay award in 2023/24 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.
- 13.7 **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 2023/24 based on the estimated capital expenditure is c£599k, however based on current schemes this rises to c£820k by 2026/27. This places additional pressure on the MTFs.

- 13.8 **Empty Homes Scheme:** The project continues to have a significant adverse impact on the council's financial position with the potential for legal claims ongoing. The project team continue to closely monitor the scheme, manage the project risks and challenge any potential 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.
- 13.9 **Rossendale Leisure Trust:** The key risk to the financial sustainability of the Trust is no longer Covid 19, but the cost of living crisis. Whilst the Leisure Trust is now trading normally the membership and income levels have not yet fully recovered to pre-pandemic levels. In addition the increase in the minimum wage, the increasing energy costs and the current economic climate are impacting adversely on the Trust. The Trust is estimating an income shortfall of c£650k in 2022/23. The Trust and the Council are trying to mitigate the risks as much as possible, however many of the factors are beyond the Trusts' and the council's control. The announcement in the Autumn Statement of a further 9.7% increase in the living wage from April 2023 will place further pressure on the Trust. The Trust and the council need to continue to work together to control the losses wherever possible. This is a significant 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.
- 13.10 **Corporate Risk register:** The register includes risks around the MTFs, the County Council Budget, Sustainable Workforce 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.

14. FINANCE

- 14.1 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 2.99% 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.
- 14.2 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.
- 14.3 Given the 2023/24 cost base and the financial gap over the longer term the 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 uncertainty of future funding levels given the Review of Relative Needs and Resources (also known as the Fair Funding Review) and the business rates reset will not be implemented in the current Parliament.

14.4 The MTFs includes the impact of the UK Shared Prosperity Fund investment Plan.

15. **LEGAL**

15.1 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.

16. **POLICY AND EQUALITIES IMPLICATIONS**

16.1 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 2022 and January 2023
- Members - January 2023
- Public (via the council's website) – January 2023
- Overview & Scrutiny - 1 February 2023

17. **CONCLUSIONS**

17.1 The financial position for the council, like all local authorities, is challenging and subject to a high-level of risk regarding the current economic position. The council is proposing to set a revenue budget for 2023/24 of £10.256m.

17.2 There are a number of significant risks outside the council's control which remain a major concern including the current economic crisis and the uncertainty of future Government funding levels. Members will be kept updated on latest financial projections, local Government Finance announcements and risks as they transpire.

17.3 The Council carefully considers and monitors the MTFs and the risks as set out in this report and in the Corporate Risk Register. The Council has a risk management strategy in place to identify and evaluate risks. Risks are identified, potential impacts are highlighted and controls and mitigations are set in place. The Council monitors and reports to Cabinet Members and Audit and Accounts Committee during the year.

17.4 The Council currently holds a number of earmarked reserves, these are funds set aside for

funding future liabilities, however they are being used to fund the shortfall between how much the Council spends and how much funding the Council receives. Based on the estimates detailed in section 4 above, if no further savings/efficiencies or additional income is generated these reserves will be exhausted over the life of the current forecast.

- 17.5 As stated in 13.9 above the nature of the relationship with the Leisure Trust, in that the Council provides their day to day cashflow poses a significant risk for the Council. The Council has commissioned an independent assessment of the financial and legal risk which will make recommendations as to how this risk can be mitigated.
- 17.6 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

Fees and Charges for 2023/24

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	2022/23 Charge
140ltr	£230.00
240ltr	£375.00
500ltr	£600.00
660ltr	£800.00
770ltr	£900.00
1100ltr	£998.00

	2023/24 Charge
	£280.00
	£425.00
	£660.00
	£880.00
	£990.00
	£1,050.00

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

	2023/24 Charge
	£140.00
	£212.50
	£330.00
	£440.00
	£495.00
	£525.00

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

	2023/24 Charge
	£65.00
	£80.00
	£140.00
	£180.00
	£200.00
	£240.00

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

	2023/24 Charge
	£250.00
	£65.00
	£65.00

Bulky Collections

<u>Bulky Collection Charges</u>	2022/23	2023/24
1 item (furniture and electrical items)	£17.50	£20.00
2 items (furniture and electrical items)	£24.50	£30.00
3 items (furniture and electrical items)	£31.50	£40.00
4 items (furniture and electrical items)	£38.50	£50.00
5 items (furniture and electrical items)	£45.50	£60.00
6 items (furniture and electrical items)	£52.50	£70.00
7 items (furniture and electrical items)	£59.50	£80.00
8 items (furniture and electrical items)	£66.50	£90.00
9 items (furniture and electrical items)	£73.50	£100.00
10 items (furniture and electrical items)	£80.50	£110.00
Price per additional item	£7.00 per item thereafter	£10 per item thereafter
<u>Bins & Sacks</u>		
	2022/23	2023/24
New Bin Delivery	£33.50	£37.00
<u>Garden Waste</u>		
	2022/23	2023/24
Garden Waste (yearly fee)	£40.00	£44.00

No charges for the following Bins

Blue - Glass, Cans & Plastics

Grey - Paper & Cardboard

Parks and Playing Fields

	2022/23	2023/24
Letting of Sites (Per Day)		
Moorlands Park	218.00	240.00
Stubbylee Park	218.00	240.00
Victoria Park	218.00	240.00
Maden Recreation Ground	218.00	240.00
New Hall Hey Bacup Cricket Ground - Property Services	218.00	240.00
Fairview	218.00	240.00
All Other Playing Fields	112.00	125.00

Parks and Playing Fields

	2022/23	2022/23
Memorials / Dedications		
Trees		
Standard option	212.00	235.00
Own selected species		
Benches		
Standard	885.00	975.00
Ornate	1,078.00	1,200.00

Cemeteries

	2022/23 Charges	2023/24 Charges
Purchase of right of burial in numbered grave space	£1,130.00	£1,245.00
Purchase of right of burial in numbered grave space (outside of the Borough)	£1,342.00	£1,480.00
Transfer of Grant	£67.00	£74.00
Right to fix a headstone or monument		
Headstone	£206.00	£230.00
Kerb Stones		
Inscriptions	£56.00	£62.00
Vase / Plinth and Tablets	£95.00	£105.00
Interments		
Earth Grave & Grave Dressing (resident of the Borough)	£911.00	£1,020.00
Earth Grave & Grave Dressing (non resident of the Borough)	£1,116.00	£1,530.00
Vault – Constructions costs + 5% (+ VAT)	£1,116.00	£1,230.00
Vault – Interments	£926.00	£1,120.00
Vault – Interments (non resident of the Borough)	£1,012.00	£1,620.00
Interment of Ashes	£215.00	£240.00
Interment of ashes (non resident of the borough)	£231.00	£310.00
Scattering of Ashes	£43.00	£48.00
Bricking of grave to coffin height (additional fee)	£186.00	£208.00
Ashes Chambers (Rawtenstall, Bacup & Haslingden)		
Purchase of Exclusive Right of Burial in Chamber	£704.00	£780.00
Interment of ashes in chamber	£247.00	£275.00
Miscellaneous Charges		
Copy of Regulations and Charges	£8.00	£10.00
Search Fee	£38.00	£45.00
Duplicate Grave Deed	£64.00	£72.00
Use of Chapel	£155.00	£175.00
Garden of Remembrance / Whitworth		
Reserving Space	£33.00	£38.00
Interment of Ashes	£50.00	£60.00
Headstone in above.	£58.00	£65.00
Supply of Engraved Plaque (excluding VAT)	£150.00	£165.00
Supply of Memorial Tree	£370.00	£420.00
New Bench including Plaque	£1,088.00	£1,400.00

Environmental Health

Item	2022/23 Charge	2023/24 Charge
Food Safety		
Export Certificate	£58.00	£60.00
Re-inspections of business operators for food hygiene rating	£175.00	£175.00
Private water supplies - Risk Assessment	£44 per hour or any part there of, plus £12 per invoiced Household	£48 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Sampling	£44 per hour or any part there of, plus £12 per invoiced Household	£48 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Investigation	£44 per hour or any part there of, plus £12 per invoiced Household	£48 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Granting Authorisation	£44 per hour or any part there of, plus £12 per invoiced Household	£48 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing a sample under Regulation 10	£44 per hour or any part there of, plus £12 per invoiced Household	£48 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing a check monitoring sample	£44 per hour or any part there of, plus £12 per invoiced Household	£48 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing an audit monitoring sample	£44 per hour or any part there of, plus £12 per invoiced Household	£48 per hour or any part there of, plus £12 per invoiced Household
Health & Safety		
Skin Piercing - premises	£200.00	£200.00
Skin Piercing - persons	£200.00	£200.00
Factual report to solicitors / injured person	£250.00	£300.00

Environmental Health

Item	2022-23 Charge	2022-23 Charge
Pollution Health & Housing		
LAPC & LAPPC Fees	As Prescribed	As Prescribed
Environmental Information Regulation enquires	£90 per hour (minimum 1 hour)	£90 per hour (minimum 1 hour)
List of permitted processes	£58.00	£58.00
Enquires related to public register of permitted processes	£90 per hour (minimum 1 hour)	£90 per hour (minimum 1 hour)
Contaminated Land Enquires	£90 (1st hour), £45 per additional half hour)	£99 (1st hour), £50 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	£118.00	£130.00

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 £45 per hour	Officer Time at £48 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	£414.00	£450.00
Mobile Collections 3 year Licence	£293.00	£350.00
Variations	£59.00	£65.00
Replacement licences	£47.00	£50.00

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Animal Welfare

Item	Application Fee	Licence Fee	2022/23 Charge	Application Fee	Licence Fee	2023/24 Charge	NOTES
Keeping or Training Animals for exhibition	£121.00	£274.00	£395.00	£121.00	£274.00	£395.00	
Selling animals as Pets	£121.00	£274.00	£395.00	£121.00	£274.00	£395.00	
Doggy Day Care	£121.00	£274.00	£395.00	£121.00	£274.00	£395.00	
Hiring out Horses	£153.00	£283.00	£436.00	£153.00	£283.00	£436.00	Additional vet fees apply and charged separately prior to issue of licence
Dog Breeding	£153.00	£283.00	£436.00	£153.00	£283.00	£436.00	Additional vet fees apply and charged separately prior to issue of licence
Dog Breeding	£184.00	£295.00	£479.00	£184.00	£295.00	£479.00	Additional vet fees apply and charged separately prior to issue of licence
Boarding for cats	£121.00	£274.00	£395.00	£121.00	£274.00	£395.00	
Boarding dogs in kennels	£121.00	£274.00	£395.00	£121.00	£274.00	£395.00	
Home Boarders (Single Dwelling)	£114.00	£285.00	£399.00	£114.00	£285.00	£399.00	
Arranging boarding/day care where agent not	£250.00	£289.00	£539.00	£250.00	£289.00	£539.00	
Additional fee for every 1 host	£55.00	£30.00	£85.00	£55.00	£30.00	£85.00	
Arranging boarding/day care where Host has	£308.00	£286.00	£594.00	£308.00	£286.00	£594.00	
Add additional activity to existing licence	£88.00		£88.00	£88.00		£88.00	
Licence issue (copy licence or following	£14.00		£14.00	£14.00		£14.00	
Appeal Fee	£82.00		£82.00	£82.00		£82.00	£43 refunded if appeal results in a higher star rating
Re-score Request	£62.00		£62.00	£62.00		£62.00	
Missed vet or inspector appointment fee	£52.00		£52.00	£52.00		£52.00	Where appointment arranged but inspection cannot be undertaken for any reason
Zoo Licence	£186.00	£186.00	£372.00	£186.00	£186.00	£372.00	Additional vet fees apply and charged separately prior to issue of licence
Dangerous Wild Animals Licence	£78.00	£77.00	£155.00	£78.00	£77.00	£155.00	Additional vet fees apply and charged separately prior to issue of licence

Taxi Licensing

	2022-23 Charges	2023-24 Charges
Hackney Carriage Driver Licence (Renewal) 3 years	223.00	246.00
Hackney Carriage Driver New Licence (Renewal) 3 years	223.00	246.00
Hackney Carriage Vehicle Licences	178.00	201.00
Electric Hackney Carriage Vehicle Licences	0.00	0.00
Hackney Carriage Vehicle Licence (Renewal)	178.00	201.00
Private Hire Vehicle Licence	178.00	201.00
Electric Private Hire Vehicle Licence	0.00	0.00
Private Hire Vehicle Licence (Renewal)	178.00	201.00
Private Hire Driver Licence 3 years	223.00	246.00
Private Hire New Driver License 3 years	223.00	246.00
Private Hire Operators License 5 years	413.00	425.00
Private Hire Operators License 3 years	294.00	306.00
Private Hire Operators License 1 year	175.00	187.00
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	42.00	42.00
Replacement Door Stickers (each)	7.50	7.50
Replacement ID Plate	13.00	13.00
Replacememnt ID Badge	5.00	5.00
Lanyard	1.50	1.50

Gambling Act Licences

Activity	2022-23 Charge	2023-24 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

Band
A
B
C
D
E

License	Description	2022-23 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	350.00	350.00
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	Section 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 Authority 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	2022-23 Charge	2023-24 Charge	Notes
Street Trading Consent - 12 mth consent	New	80.00	90.00	Application Fee. A further £275 will be charged for issue of consent (below)
Street Trading Consent - 12 mth consent	New	293.00	320.00	Issue fee
Street Trading Consent - 12 mth consent	Renewal	373.00	410.00	
Street Trading Consent - 14 day consent	New	80.00	90.00	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	2022-23 Charge	2023-24 Charge
Second hand Goods Dealer Registration	Registration	80.00	100.00
Copy registration certificate	Copy	0.00	0.00

Other

Licence	Details	2022-23 Charge	2023-24 Charge
Sex Shop	New	2,500.00	3,125.00

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		2022-23 Charges	20% fixing broken Hsg Mrkt element	2023-24 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		2022-23 Charges	20% fixing broken Hsg Mrkt element	2023-24 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)		2022-23 Charges	20% fixing broken Hsg Mrkt element	2023-24 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)		2022-23 Charges	20% fixing broken Hsg Mrkt element	2023-24 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

Planning Applications

Applications other than Building Works		2022-23 Charges	20% fixing broken Hsg Mrkt element	2023-24 Charges	20% fixing broken Hsg Mrkt element
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 £200,000	£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 £200,000	£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		2022-23 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					

Planning Applications

Agricultural and Forestry buildings & operations or demolition of buildings		£96	£16	£96	£16
Telecommunications Code Systems Operators		£462	£77	£462	£77
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

2023/24

Type of Obligation Monitoring Fee

Commuted Sum	1% of each payment instalment	This will be included within each invoice requesting payment
Land Contribution	£1,100 per development site	This payment is to be made at the time that the land transfer takes place
On-site Affordable Housing	£1,100 per development site	Payment is to be made on the first occupation of the affordable units
Other obligation	£1,100 per obligation	This is to ensure compliance with obligations such as providing a woodland management strategy etc
Overage Clause¹	At least £1,100 or 1% of any addit	This is to report on any commuted sum payments arising from greater profits.
Commuted sum payments for open space / playing pitches contributions	£2,262 per dwelling for housing schemes of 10 or more dwelling	This is to report on any commuted sum payments arising from greater profits.

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

Building Control - Table A

New Build - Houses 2023/24

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	250.00	50.00	£300.00	695.83	139.17	£835.00	1,135.00	227.00	£1,362.00
2	329.17	65.83	£395.00	830.83	166.17	£997.00	1,392.50	278.50	£1,671.00
3	365.83	73.17	£439.00	974.17	194.83	£1,169.00	1,608.33	321.67	£1,930.00
4	437.50	87.50	£525.00	1,124.17	224.83	£1,349.00	1,874.17	374.83	£2,249.00
5	525.00	105.00	£630.00	1,286.67	257.33	£1,544.00	2,173.33	434.67	£2,608.00

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

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	288.33	57.67	£346.00	787.50	157.50	£945.00	1,291.67	258.33	£1,550.00
Single Dwelling with Floor Area between 501m2 and 700m2	288.33	57.67	£346.00	1,015.00	203.00	£1,218.00	1,564.17	312.83	£1,877.00

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

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 B

Charges for small buildings, extensions and alterations to dwellings 2023/24
Valid for applications received between 01/04/2023 & 31/03/2024

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	350.00	70.00	£420.00	inc	inc	inc	420.00	84.00	£504.00
Extension Internal Floor Area over 10m2 but not exceeding 40m2	166.67	33.33	£200.00	344.17	68.83	£413.00	613.33	122.67	£736.00
Extension Internal Floor Area over 40m2 but not exceeding 60m2	166.67	33.33	£200.00	486.67	97.33	£584.00	750.83	150.17	£901.00
Extension - Internal Floor Area over 60m2 but not exceeding 80m2	166.67	33.33	£200.00	629.17	125.83	£755.00	955.00	191.00	£1,146.00
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	269.17	53.83	£323.00	inc	inc	inc	323.33	64.67	£388.00
The conversion of an attached garage into a habitable room	238.33	47.67	£286.00	inc	inc	inc	285.83	57.17	£343.00
Where the Garage extension exceeds a floor area of 40m2 but does not exceed 60m2	387.50	77.50	£465.00	inc	inc	inc	465.00	93.00	£558.00
Category 3: Loft Conversation 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	358.33	71.67	£430.00	inc	inc	inc	430.00	86.00	£516.00
With a dormer but not exceeding 40m2 in floor area	166.67	33.33	£200.00	308.33	61.67	£370.00	570.00	114.00	£684.00

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 £1057.50 (excluding VAT). The total estimated cost of the work must therefore be at least £75,001.
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 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				£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				£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						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 C

Standard Charges for Alterations to Dwellings 2023-24

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							74.17	14.83	£89.00	
1B Installation of Replacement windows and doors in a dwelling where the number of windows / doors does not exceed 20 (retrospective)								0.00		117.00
2 Underpinning with a total cost not exceeding £30,000	270.83	54.17	£325.00	inc	inc	inc	325.00	65.00	£390.00	
3 Controlled Electrical Work to a single dwelling (not carried out in conjunction with work being undertaken that falls within Table B)	240.83	48.17	£289.00	inc	inc	inc	289.17	57.83	£347.00	
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. (retrospective)							113.33	22.67	£136.00	171.00
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)	232.50	46.50	£279.00	inc	inc	inc	279.17	55.83	£335.00	393.00
6 Removal or partial removal of chimney breast (accompanied by Structural Engineering Details)	145.83	29.17	£175.00				145.83	29.17	£175.00	210.00
7 Installation of New or Replacement Sewage Treatment Plant and associated discharge	223.33	44.67	£268.00				268.33	53.67	£322.00	386.00
8 Removal of wall and insertion of one or two steel beams maximum span 4 metres (accompanied by Structural Engineering Details)	145.83	29.17	£175.00				145.83	29.17	£175.00	210.00
9 Structural Alterations not supported by Structural Calculations to be individually assessed (Calculations may still be required)	POA						POA			POA
10 The insertion of insulating material in a cavity wall of an existing property*							75.00	15.00	£90.00	
11 Installation of a multi fuel appliance including associated Flue liner and hearth* to a single dwelling							267.50	53.5	£321.00	385.00

* 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 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	£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 D**Extensions and New Build - Other than to Dwellings 2023/24**

(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	353.33	70.67	£424.00	inc	inc	inc
2	Internal Floor Area over 6m ² but not exceeding 40m ²	166.67	33.33	£200.00	345.00	69.00	£414.00
3	Internal Floor Area over 40m ² but not exceeding 80m ²	166.67	33.33	£200.00	536.67	107.33	£644.00
4	Shop fit out not exceeding a value of £50,000	343.33	68.67	£412.00	inc	inc	inc
5	Replacement Windows						
	a - not exceeding 10 windows	128.33	25.67	£154.00	Inc	Inc	inc
	b - between 11 - 20 windows	227.5	45.50	£273.00	Inc	Inc	inc

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.

Building Control - Table E

Standard Charges for all work not in Tables A,B,C & D for 2023/24
(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	1000	121.67	24.33	£146.00	inc	inc	inc	145.83	29.17	£175.00
1,001	2,000	232.50	46.50	£279.00	inc	inc	inc	279.17	55.83	£335.00
2,001	5,000	251.67	50.33	£302.00	inc	inc	inc	301.67	60.33	£362.00
5,001	7,000	257.50	51.50	£309.00	inc	inc	inc	309.17	61.83	£371.00
7,001	10,000	312.50	62.50	£375.00	inc	inc	inc	375.00	75.00	£450.00
10,001	20,000	385.83	77.17	£463.00	inc	inc	inc	463.33	92.67	£556.00
20,001	30,000	166.67	33.33	£200.00	335.83	67.17	£403.00	603.33	120.67	£724.00
30,001	40,000	227.50	45.50	£273.00	370.83	74.17	£445.00	718.33	143.67	£862.00
40,001	50,000	276.67	55.33	£332.00	446.67	89.33	£536.00	868.33	173.67	£1,042.00
50,001	75,000	325.00	65.00	£390.00	544.17	108.83	£653.00	1,048.33	209.67	£1,258.00
75,001	100,000	370.83	74.17	£445.00	686.67	137.33	£824.00	1,269.17	253.83	£1,523.00
100,001	150,000	415.00	83.00	£498.00	790.00	158.00	£948.00	1,445.83	289.17	£1,735.00
150,001	200,000	458.33	91.67	£550.00	893.33	178.67	£1,072.00	1,621.67	324.33	£1,946.00
200,001	250,000	502.50	100.50	£603.00	996.67	199.33	£1,196.00	1,799.17	359.83	£2,159.00

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 £250,000 the charge will be individually assessed by Rossendale Borough Council Building Control Services.

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 F**Demolition (2023/24)**

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 (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

Building Control - Table G**Other Charges (2023/24)**

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.	6.25	1.25	£7.50
3	Re- opening of archived applications (Charge per Hour - minimum 1 hour £80.00) plus decision notice and completion certificate	66.67	13.33	£80.00
4	Re- opening of archived applications (Charge per Hour - minimum 1 hour £80.00) plus decision notice and completion certificate	93.33	18.67	£112.00
5	Withdrawal of an application and any associated charges (Charge per Hour - minimum 1 hour £80.00)	66.67	13.33	£80.00
6	Building Regulation Confirmation letter	66.67	13.33	£80.00
7	Change of applicants details on valid application (New)	66.67	13.33	£80.00
8	Supply of non-standard data and information, including responding to solicitors enquiries (Charge per Hour - minimum 1 hour £80.00)	66.67	13.33	£80.00
9	Pre Application site visit discountably against full application	66.67	13.33	£80.00
10	Exemption Certificate (Charged per Hour - minimum 1 hour £80.00) additional charges for site visits.	66.67	13.33	£80.00

Street Naming & Numbering

Existing Properties

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

£75

£75

Conversions of existing Properties into multiples

£120 up to a maximum of 4 units; additional Units £26 per unit

£120 up to a maximum of 4 units; additional Units £26 per unit

Newbuild / Conversion to a property

Development of 10 plots or less

£75 per plot up to a maximum of £300

£75 per plot up to a maximum of £300

Development of 11 plots or more

Charges individually assessed

Charges individually assessed

Additional charge, where this includes the naming of a street

£120

£120

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

£120

£120

DRAFT

Local Land Charges

	2022/23			2023/24		
	Fee	VAT	TOTAL	Fee	VAT	TOTAL
Official Search / Enquiries / Con29R form / LLC1	£65.00	£13.00	£103.00	£70.00	£14.00	£114.00
	£25.00	£0.00	£25.00	£30.00	£0.00	£30.00
Con 29R - Each additional parcel of land	£20.00	£4.00	£24.00	£20.00	£4.00	£24.00
Official Search - LLC1	£25.00	£0.00	£25.00	£25.00	£0.00	£25.00
Supplementary Questions Con 29O *	£15.00	£3.00	£18.00	£15.00	£3.00	£18.00
Supplementary Question Con 29O (Question 22) *	£25.00	£5.00	£30.00	£25.00	£5.00	£30.00
Each additional Enquiry	£20.00	£4.00	£24.00	£20.00	£4.00	£24.00

Legal Services

	2022/23			2023/24		
	Net	VAT	Gross	Net	VAT	Gross
Sales of land and property and freehold reversion						
Up to £5,000			£560.00			£570.00
£5001 - £15,000			£765.00			£775.00
£15,001 - £100,000			£1,730.00			£1,750.00
over £100k			2% of sale price			2% of sale price
Leases and Licences						
Industrial Unit Lease		*min	£360.00		*min	£365.00
Industrial Unit Licence		*min	£205.00		*min	£210.00
Garden/Garage Tenancy		*min	£305.00		*min	£310.00
Wayleave/Easement		*min	£500.00		*min	£505.00
Commercial Lease		*min	£765.00		*min	£770.00
Notice of Assignment			£85.00		*min	£85.00
Agricultural Tenancy			£360.00		*min	£365.00
Agricultural Tenancy Renewal			£255.00		*min	£260.00
Lease Renewal		*min	£255.00		*min	£260.00
Deed of Variation/Surrender/Release		*min	£360.00		*min	£365.00
S106 Agreements						
Preparation		* min	£1,550.00		* min	£1,600.00
Checking Fee		* min	£510.00		* min	£550.00
Deed of Variations		* min	£765.00		* min	£775.00
Footpath Diversions			£2,800.00		* min	£2,850.00
+ any disbursements (assuming unopposed)						
Commercial Road Closures under TPCA			£100.00		* min	£110.00
Commercial Event Licences		*min	£250.00		* min	£275.00
Misc' Commercial Licence		* min	£250.00		* min	£300.00

Property Services

	2022/23		
	Net	VAT	Gross
Garage sites (adopted TH sites will be held at current rate for a period of 12 months)	£178.33	£35.67	£214.00
Departure Charge (Rawtenstall Bus Terminal, Bacup Road)	78.00 p		
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			

Property Services

	2023/24		
	Net	VAT	Gross
Garage sites (adopted TH sites will be held at current rate for a period of 12 months)	£182.50	£36.50	£219.00
Departure Charge (Rawtenstall Bus Terminal, Bacup Road)	78.00 p		
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
Band A (£1,000 - £5,000)	280.00	56.00	336.00
Band B (£5001 - £15,000)	280.00	56.00	336.00
Band C (£15,001 - £25,000)	300.00	60.00	360.00
Band D (£5,001 - £50,000)	300.00	60.00	360.00
Band E (£50,001 - £100,000)	320.00	64.00	384.00
Band F (£100,001 +)	450.00	90.00	540.00
Minimum rental fee of £200 per annum. Minimum purchase value of £1000. Valuations on a price banding basis based on letterhead valuation for purchase.			

	2023/24		
	Net	VAT	Gross
Band A (£1,000 - £5,000)	300.00	60.00	360.00
Band B (£5001 - £15,000)	300.00	60.00	360.00
Band C (£15,001 - £25,000)	320.00	64.00	384.00
Band D (£5,001 - £50,000)	320.00	64.00	384.00
Band E (£50,001 - £100,000)	345.00	69.00	414.00
Band F (£100,001 +)	460.00	92.00	552.00
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
Band A (£1,000 - £5,000)	£250	£50	£300
Band B (£5001 - £15,000)	£250	£50	£300
Band C (£15,001 - £25,000)	£250	£50	£300
Band D (£5,001 - £50,000)	£250	£50	£300
Band E (£50,001 - £100,000)	£300	£60	£360
Band F (£100,001 +)	£300	£60	£360
Min net fee of £200			
Minimum rental fee of £200 per annum. Minimum purchase value of £1000. Valuations on a price banding basis based on			

	2023/24		
	Net	VAT	Gross
Band A (£1,000 - £5,000)	267.25	£53	£321
Band B (£5001 - £15,000)	267.25	£53	£321
Band C (£15,001 - £25,000)	267.25	£53	£321
Band D (£5,001 - £50,000)	267.25	£53	£321
Band E (£50,001 - £100,000)	320.70	£64	£385
Band F (£100,001 +)	320.70	£64	£385
Min net fee of £200			
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
Application to Purchase/Lease/Rent	110.00	22.00	132.00
Charity / CIC Application to Purchase/Lease/Rent	10.00	2.00	12.00
Licence / Lease Instruction Fee	60.00	12.00	72.00
Charity Licence / Lease Instruction Fee	10.00	2.00	12.00
Estates Administration Fee	25.00	5.00	30.00
Allotments			
Tenancy agreement pr sq. m.	25.00	0.00	25.00
Minimum fee of £50 per annum	0.35	0.00	0.35

	2023/24		
	Net	VAT	Gross
Application to Purchase/Lease/Rent	120.00	24.00	144.00
Charity / CIC Application to Purchase/Lease/Rent	10.83	2.17	13.00
Licence / Lease Instruction Fee	65.00	13.00	78.00
Charity Licence / Lease Instruction Fee	10.83	2.17	13.00
Estates Administration Fee	27.50	5.50	33.00
Allotments			
Tenancy agreement pr sq. m.	25.00	0.00	25.00
Minimum fee of £50 per annum	0.35	0.00	0.35

Draft - Rossendale Borough Council Budget 2023/24 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 economy, inflation, changes to local government financing, Brexit, the Covid-19 Pandemic 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 2023/24 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/High	The 2022/23 pay award resulted in a flat £1,925 increase for each scale point. This equated to an average increase in cost for the Council of 6.63%, with employees receiving an increase of between 1.75% - 10.5%. The budget included a 2.5% increase across all scale points, therefore in 2022/23 the cost of the pay award was c£260k over budget. National Employers have indicated that the 2023/24 pay award is likely to be similar to 2022/23, therefore based on their advice 5% has been included for the 2023/24 pay award.– from 2024/25 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 2023/24 being £200k for the year. This is a challenging but achievable target in a normal year.
Pension Contributions	Medium	Low	The latest actuarial valuation published December 2022 for the period 2023/24 – 2025/26 no longer shows a deficit in the RBC pension fund. Therefore we are no longer required to make a deficit payment. This has also enabled the cost of future service contributions to be reduced from 17.6% to 14.6%.

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Expenditure/ Income Heading	Impact	Likelihood	Comments
Running Costs			
Energy and Fuel	Medium	High	Both energy and fuel prices have increased significantly during 2022/23. The 2023/24 budget has been uplifted to cover the known increased costs. We are in a fixed price contract for gas costs until Dec 2023, for our half hourly (HH) electricity until Oct 2024 and non half hourly (NHH) electricity until Oct 2023. If energy and vehicle fuel costs continue to rise this will place additional pressure on the revenue budget.
Repairs and maintenance	Medium	High	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. 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 scheme to cover any potential future unknown legacy liabilities is now included.
Insurance	Medium	High	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. 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. MMI the Councils insurer in 1992 triggered the Creditors Scheme of

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			<p>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 2022/23. We haven't processed any MMI claims during 2022/23</p> <p>The Council has <u>not</u> been able to identify its insurance providers pre – 1971. Any financial claims pre-1971 will fall entirely on the Council – effectively self-insured for pre 1971 claims.</p>
Contract Costs			
ICT	Low/Medium	Low	The Civica Financial & Icon contracts were renewed during 2021/22 through a framework for a fixed fee for the life of the seven year contract.
Leisure	High	High	<p>Rossendale Leisure Trust has been self-financing in recent years, albeit supported by the Council's "back office" teams. Whilst the covid-19 pandemic has impacted significantly on the leisure industry the Trust fared better than originally expected due to the level of grant support provided from Central Government and RBC.</p> <p>However the impact of the current economic crisis has lead to predicted losses for 2022/23 of c£650k, which are mainly attributed to the increase in the living wage and energy costs. The living wage is set to increase by a further 9.7% in April 2023 and the Governments Energy Support scheme ends in 2023 both of which will place additional pressure on the Trust. It is also unknown as to how the current economic crisis will impact on the level of income the Trust can achieve.</p>

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			As the Council provides the day to day cash flow for the Leisure Trust this is a significant risk to the Council. Therefore an independent study is being commissioned to fully assess the risk to the Council and suggest mitigating actions.
Revenues Benefits and Customer Contracts	Medium	Medium/High	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, 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). The Council and other precept authorities continue to be exposed to the risk of increased take up 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 and 2022/23. Whilst the level of claimants is now back to pre-pandemic levels, it is unknown as to how</p>

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			much the current economic crisis will impact throughout 2023/24.
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	The LCC Cost share agreement ended on 31 st March 2018. The value of the recycling market remains negligible. Council is not currently budgeting for any recycling income for 2022/23 and beyond.
Capital Financing and Interest	High	Medium	Over recent years the Councils ability to make interest gains has significantly reduced as bank rates have remained low, however interest rates have increased during 2022/23 and the MTFS includes an increase in interest receivable. The use of cash balances to support capital projects will reduce our balances to close to day to day working capital requirements. Estimates of future interest rates can be seen in the Councils Treasury Management Strategy.
NNDR (Business Rates)	High	low	Estimating the Council's share of income from business rates for 2023/24 remains a challenge, not only due to the current economic climate and the impact of the business rate revaluations, but also due to the ongoing uncertainty on the timing and level of appeals.

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			<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 2021/22 pooling gain to c£500k from previous highs of up to £1m.</p> <p>Due to the reliefs from Central Government Covid-19 continues to have a significant impact on business rates income, with 2023/24 being the final year of the '3 year spread'.</p>
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 2023/24 are as per the Government's Finance Settlement.</p> <p>The Government has indicated that 2023/24 could be the final year for NHB.</p>
Housing	High	High	<p>During 2022/23 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>Inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies have all had a significant impact on the economy. The Councils Treasury Management advisors are predicting that inflation has peaked at 11.1% in November 2022, with interest rates likely to reach a peak</p>

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Expenditure/ Income Heading	Impact	Likelihood	Comments
			of 4.5% in June 2023 before starting to reduce in 2024.
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>2023/24 will require the use of £736k from the Transitional Reserve.</p> <p>The forecast balance for 31/03/23 is c£1.67m.</p>
Level of Council Tax	High	High	<p>This is the Council's most significant income source.</p> <p>As a district Council, Rossendale is able to increase its CTax by a maximum of 3% or £5 (whichever is the higher) in order to avoid the risk of a referendum. Each 1% increase is worth c£60k 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 2023/24 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.

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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 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 2023 following the preparation of the Council's accounts for 2022/23.

The table below sets out the opening balances at 31/03/2022 of the Council's revenue reserves, planned usage during the year and the estimated balances at 31/03/2023.

Table 2

Revenue Earmarked Reserves	Opening balance 31/03/2022 £000	Estimated Net Contributions to/(from) £000	Estimated balance 31/03/2023 £000
General Reserve	1,000	-	1,000
Transitional Reserve	2,559	(887)	1,672
Local Business Rates Retention Reserve	5,031	(2,816)	2,215
Response & Recovery Reserve	659	(445)	214
Other Earmarked Reserves	2,556	(642)	1,914
Total Reserves	11,806	(4,791)	7,015

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 2023 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

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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 2023/24.

I am of the view that the Council is pursuing a reasonable 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 current economic climate, the ongoing impact of the empty homes project, Rossendale Leisure Trust and the level of future government funding from 2024/25 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 2023/24.

7. Therefore, in conclusion for 2023/24, being the current year ahead, I am able to give positive assurance to Members as to:

- The adequacy of General and earmarked reserves to address the risks against which they are held and
- The robustness of the budget for 2023/24.

Karen Spencer
Chief Finance Officer
February 2023

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Subject:	Capital Programme 2022/23 - 2026/27 and Capital Strategy 2023/24	Status:	For Publication
Report to:	Overview & Scrutiny	Date:	6 th February 2023
Report of:	Chief Finance Officer	Lead Member:	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		

RECOMMENDATIONS

The Overview & Scrutiny Committee considers:

- 1.1. The capital programme for 2023/24 – 2026/27 which includes capital expenditure of £5.963m in 2023/24.
- 1.2. The Capital Strategy 2023/24 attached at Appendix B

2. PURPOSE OF REPORT

To propose a capital expenditure programme for 2023/24 and the medium term, including new capital projects approved during 2022/23 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 2023/24

- 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.
- 4.2 The full detail capital programme is attached at Appendix A and totals £23.029m. 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 2022 and the proposed new additions on page 6:

Table 1

Capital Expenditure	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total Expenditure £'000
Operations & Communities	2,219	594	937	525	421	4,696
Corporate Services & Buildings	992	524	130	206	100	1,952
Housing	3,711	1,500	1,500	1,000	1,000	8,711
Regeneration	2,713	3,095	866	-	-	6,674
Climate change	496	250	250	-	-	996
Total	10,131	5,963	3,683	1,731	1,521	23,029

- 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.
- 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, with the UK Shared Prosperity (UKSP) Fund capital schemes commencing February/March 2023.
- 4.6 The council has 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 2022/23, due to supply chain issues, these have been re-scheduled into 2023/24.
- 4.7 There are a number of smaller projects on-going including the Rawtenstall Bus Station Lancashire Economic Recovery Grant scheme, the Futures Park infrastructure scheme and various parks schemes.
- 4.8 During 2022/23 there have been four additions to the programme these are:-
- Supported Housing
 - UK Shared Prosperity Fund
 - Weir Play Area
 - Moller Ring Play Area
- 4.9 The Council is still awaiting the outcome of its bid to the Levelling Up Fund (LUF), an announcement is expected late January. If the bid is successful the new projects will be added to the programme during 2023/24. In anticipation of a successful bid the Council's own funding contribution to the scheme has been added to the capital programme in

2023/24.

4.10 In addition to the LUF scheme it is proposed to include several new schemes for 2023/24, which are detailed in page 6.

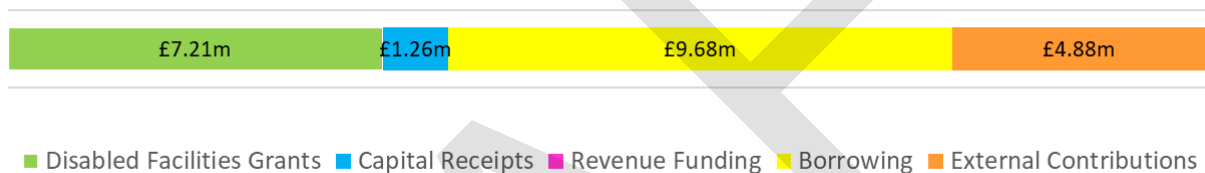
5. FINANCING THE CAPITAL PROGRAMME

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 include proposals for the redevelopment of Bacup town centre, Rawtenstall Market, The Bridge and the Gyratory.
- Future Health and Leisure Facility improvements.
- Improvement projects recommended within the Play Strategy.
- Rossendale Valley Growth Corridor aimed at opening up new employment sites along the A56/M66 corridor.

6.2 Each of these proposals is either at feasibility stage or earlier. 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 council's 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.
- 7.4 The level of inflation is having a major impact on affordability of the capital programme. During 2022/23, on average vehicle replacement costs were c20% over and above the estimates included in the capital programme. The estimates have been refreshed to take this into account, however if inflation continues to rise we could see the same issue in 2023/24. Rising inflation is also having an impact on the construction industry - pushing up costs and increasing tender prices. The Council is already experiencing the impact of this on the Bacup HAZ and Haslingden NLHF projects. This could also be an issue for the UKSP and LUF projects, as whilst inflation was built into the bids it was not at the levels we are currently experiencing for building materials. The Government has stated that any shortfall on these projects must be covered by the Council. In addition, as interest rates rise, so does the cost of borrowing which presents a longer-term risk.

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 2023/24 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 2026/27 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 2023/24 and the MTFS update being reported to Cabinet in Feb 2023	Financial Services working papers

Schemes in Progress	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total 2022/23 - 2026/27 inc slippage £'000
Schemes						
Vehicles / Equipment	1,353	329	655	465	361	3,163
Wheeled & Litter Bins	64	70	50	50	50	284
Playgrounds	10	10	10	-	-	30
Cemeteries	28	10	10	10	10	68
Pathways	71	20	20	-	-	111
CPO / Enforced Sales	5	-	-	-	-	5
Empty Homes Scheme	500	500	500	-	-	1,500
General Building Renovations & Maintenance	134	100	100	100	100	534
Whitworth Pool - Boilers	-	-	-	76	-	76
Carbon Reduction Fund	496	250	250	-	-	996
Digital Access	79	-	-	-	-	79
Various Digital Solutions	25	-	-	-	-	25
Stubblee and Whitaker Parking	22	30	-	-	-	52
Henrietta Street Depot Improvements	132	-	-	-	-	132
Printer Replacement	30	-	-	-	-	30
Christmas Lighting Catenary	33	-	-	-	-	33
Stubblee Skate Park	80	-	-	-	-	80
Victoria Park Improvements	45	40	-	-	-	85
Hareholme Viaduct	100	-	-	-	-	100
Car Parks General 22-26 MTFs	50	30	30	30	-	140
Rawtenstall Market Electrical Works	101	-	-	-	-	101
Edgeside Pump Track	34	-	-	-	-	34
Leisure Facilities upgrades	120	-	-	-	-	120
Legacy Liabilities	100	100	-	-	-	200
	3,612	1,489	1,625	731	521	7,978
Schemes funded wholly/partly by External Finance or Government Grants						Total 2022/23 - 2026/27 inc slippage £'000
Sports Playing Fields	-	-	192	-	-	192
DFG'S - Mandatory Grants	3,211	1,000	1,000	1,000	1,000	7,211
Plot 1 Futures Park	80	-	-	-	-	80
Plot 5 Futures Park	132	-	-	-	-	132
Futures Park Infrastructure	341	-	-	-	-	341
Whitaker Park Museum Refurb	246	-	-	-	-	246
Town Square Public Realm	56	-	-	-	-	56
LERG Lancs Ec Rec Grant - Rawtenstall Bus Station	82	-	-	-	-	82
Bacup Historic England	431	285	-	-	-	716
Haslingden 2040 NLHF	1,300	725	-	-	-	2,025
EV Charge Point Installation	5	-	-	-	-	5
Supported Accommodation	100	280	-	-	-	380
UKSP	45	285	866	-	-	1,196
Edenfield Play Area & Rec Ground	45	-	-	-	-	45
Weir Play Area	150	-	-	-	-	150
Moller Ring Play Area	160	-	-	-	-	160
	6,384	2,575	2,058	1,000	1,000	13,017
Total of Schemes in Progress	9,996	4,064	3,683	1,731	1,521	20,995

New Schemes or Schemes awaiting external funder approval	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£'000	£'000	£'000	£'000	£'000	2022/23 - 2026/27 £'000
LUF - Council Contribution	-	1,800	-	-	-	1,800
Citizens Access	-	14	-	-	-	14
Whitaker Park Improvements	25	85	-	-	-	110
Marl Pits Air Handling Unit	110	-	-	-	-	110
Total New Schemes	135	1,899	-	-	-	2,034
Grand Total	10,131	5,963	3,683	1,731	1,521	23,029
Description						
LUF	Council Contribution in anticipation of a successful outcome					
Citizen Access	Citizen Access will enable customers to access their council tax account online, They will be able to make changes, submit information online and view resal time information about their account					
Whitaker Park Improvements	Renewal of the land drainage system at Whitaker Park					
Marl Pits Air Handling Unit	Replacement of the air handling unit at Marl Pits Swimming Pool, due to the existing unit being obsolete and beyond repair					

MTFS Forecast 2023/24

Rossendale Borough Council Capital Financing Statement

	2022/23	2023/24	2024/25	2025/26	2026/27	Total Estimate
	£'000	£'000	£'000	£'00002	£'00022	2022/23 - 2026/27 £000
Estimated Expenditure						
Schemes in Progress	9,996	4,064	3,683	1,731	1,521	20,995
New Schemes	135	1,899	0	0	0	2,034
Total Estimated Capital Payments	10,131	5,963	3,683	1,731	1,521	23,029
Estimated Resources						
Direct Revenue Finance	0	0	0	0	0	0
Disabled Facilities Grant	3,211	1,000	1,000	1,000	1,000	7,211
Other External Finance (see below)	2,525	1,297	1,058	0	0	4,880
Prudential Borrowing	3,413	3,466	1,625	655	521	9,680
Earmarked Reserves	0	0	0	0	0	0
Capital Receipts	982	200	0	76	0	1,258
Total Resources	10,131	5,963	3,683	1,731	1,521	23,029
Total surplus(-)/shortfall in year	0	0	0	0	0	
Cumulative total surplus(-)/shortfall	0	0	0	0	0	0

ANALYSIS OF OTHER EXTERNAL FINANCE

	Funder	Estimate	Estimate	Estimate	Estimate	Estimate
		2022/23	2023/24	2024/25	2025/26	2026/27
		£'000	£'000	£'000	£'000	£'000
Sports Playing Fields	S106	-	-	192	-	-
Futures Park Infrastructure	Lancashire Enterprise Partnership	157	-	-	-	-
Whittaker Park Museum Refurb	NLHF	215	-	-	-	-
LERG Lancs Ec Rec Grant - Rawtenstall Bus Static	Lancashire County Council	74	-	-	-	-
Bacup Historic England	Historic England	413	273	-	-	-
Haslingden 2040 NLHF	NLHF	1,181	659	-	-	-
UK Shared Prosperity	UKSP	45	85	866	-	-
Moller Ring	Various	160	-	-	-	-
Wier Play Area	Various	143	-	-	-	-
Edenfield Pump Track	Various	37	-	-	-	-
Supported Accomodation	S106	100	280	-	-	-
Total External Funding :		2,525	1,297	1,058	-	-

The 2023/24 Capital Strategy

DRAFT

Capital Strategy Report 2023/24

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 typically assets costing below £10,000 are not capitalised and are charged to revenue in year.

In 2023/24, the Council is planning capital expenditure of £5.963m summarised in Table 1.

Table 1 - Prudential Indicator: Estimates of Capital Expenditure

Capital Expenditure	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total Expenditure £'000
Operations & Communities	2,219	594	937	525	421	4,696
Corporate Services & Buildings	992	524	130	206	100	1,952
Housing	3,711	1,500	1,500	1,000	1,000	8,711
Regeneration	2,713	3,095	866	-	-	6,674
Climate change	496	250	250	-	-	996
Total	10,131	5,963	3,683	1,731	1,521	23,029

Note – The previous Capital Strategy included provision for the treatment of 'IFRS 16 leases' (change in the accounting treatment for leases). The implementation of IFRS 16 has been deferred until 1 April 2024.

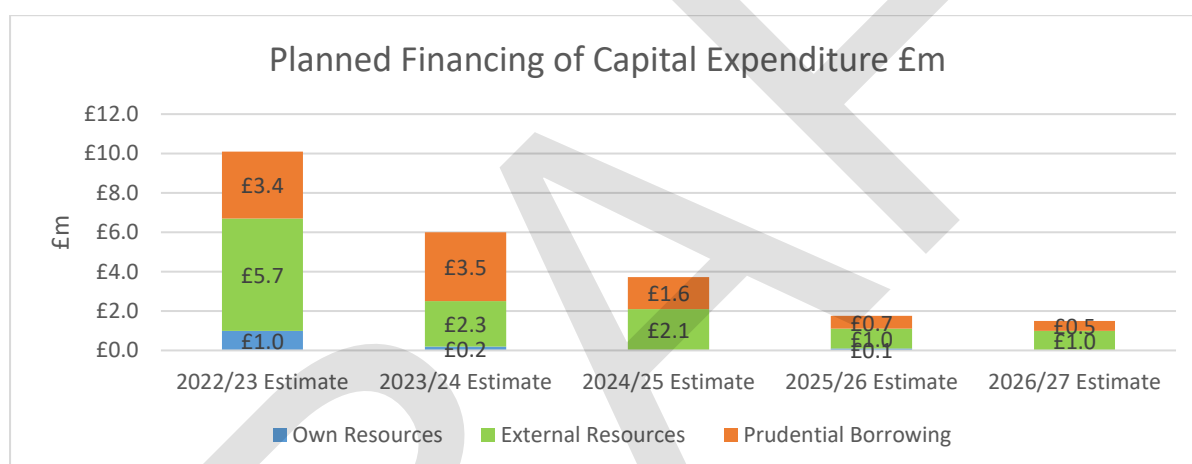
Responsible Section/Team	Finance	Version/Status	2023/24 v1
Responsible Author	Chief Finance Officer	Report submitted to	Full Council
Date Amended now	Feb 2023	Meeting date	28 Feb 2023
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Governance: A strategic review of the Capital Programme including 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.

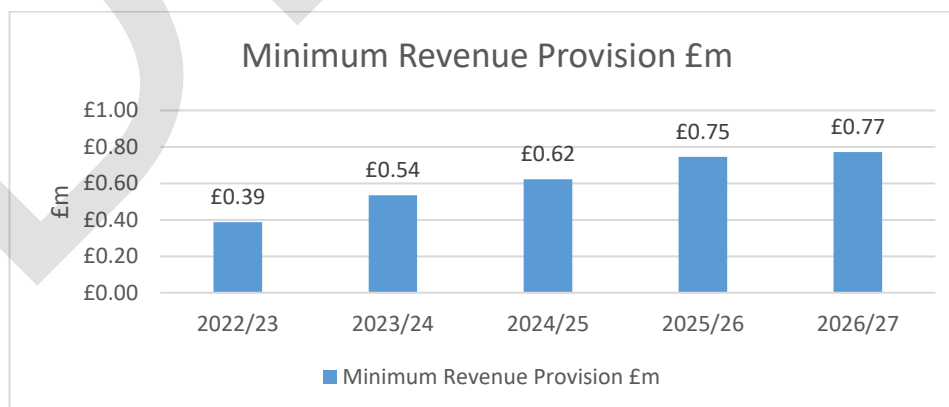
All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing or leasing). The planned financing of the expenditure in Table 1 is as follows:

Table 2: Capital financing



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

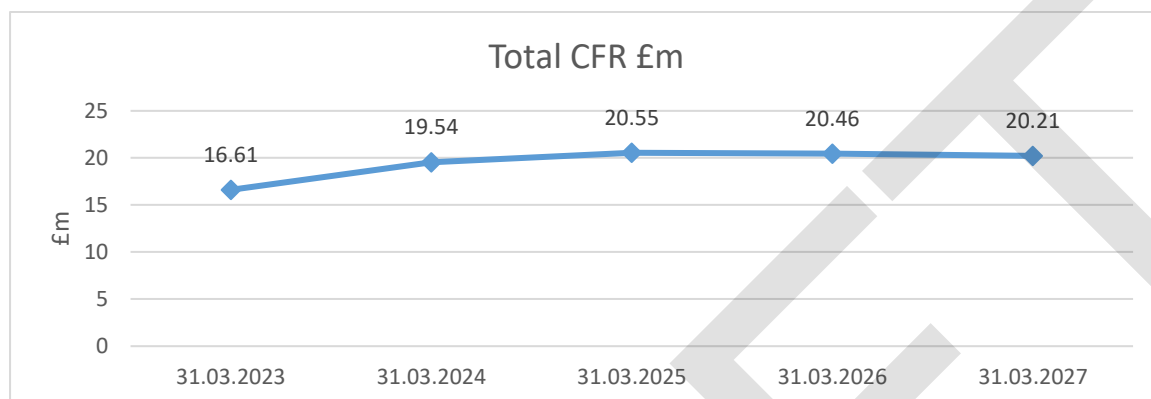


Responsible Section/Team	Finance	Version/Status	2023/24 v1
Responsible Author	Chief Finance Officer	Report submitted to	Full Council
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- The Council’s Minimum Revenue Provision statement is available in the Treasury Strategy

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 £2.93m during 2023/24. 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 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. The Council currently has several sites available for sale.

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 £3.748m of capital receipts in the coming financial years as follows:

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Table 5: Capital Receipts

	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	Total Estimate £'000
Asset Sales	48	200	3,500	0	0	3,748

Note. The £3.5m estimated in 2024/25 is not yet included in the capital programme calculations, as it is assumed this will be set aside for future leisure investment. Details of planned asset disposals are included within the capital programme.

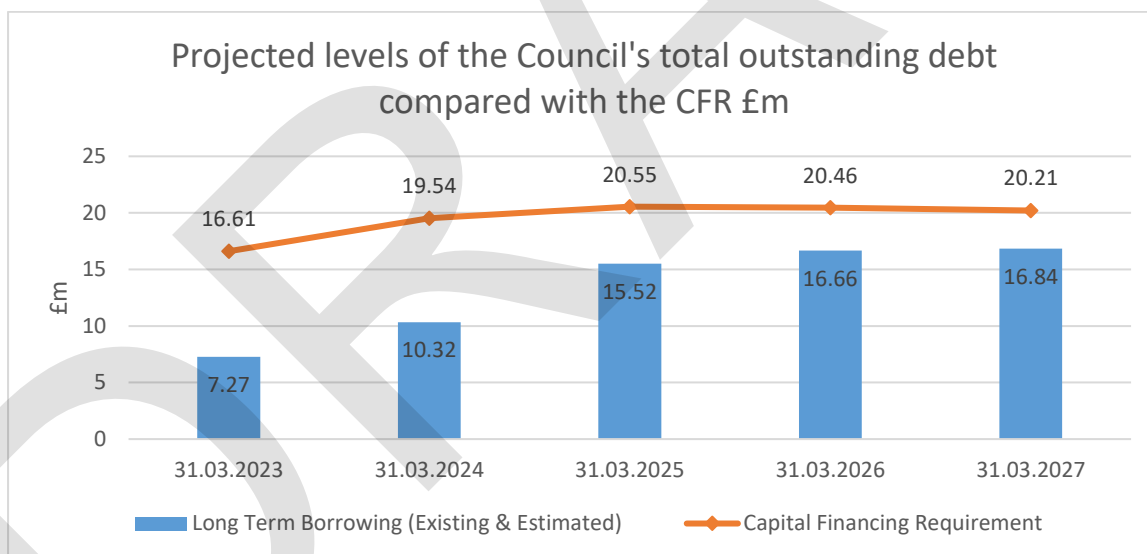
3. Treasury Management

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.

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

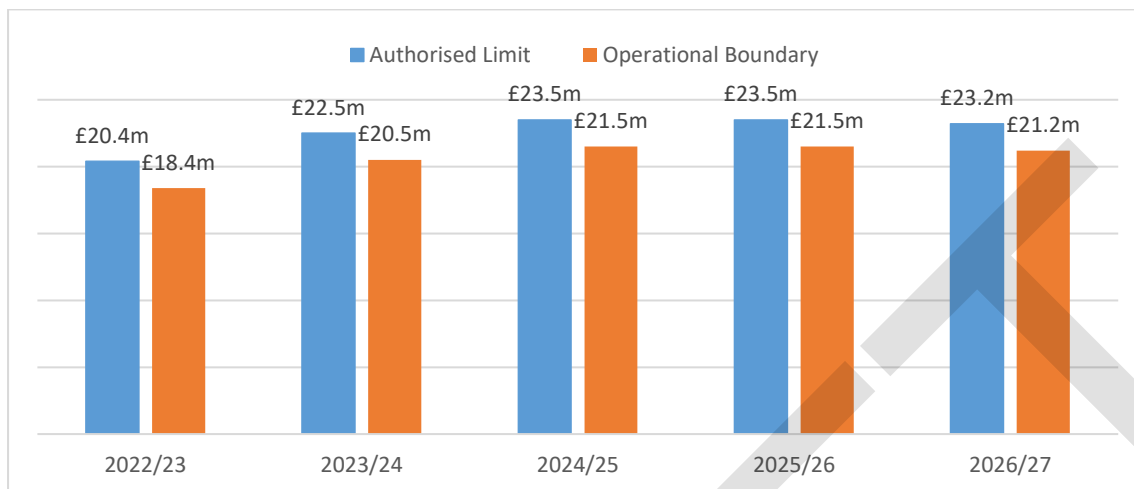


Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

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.

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

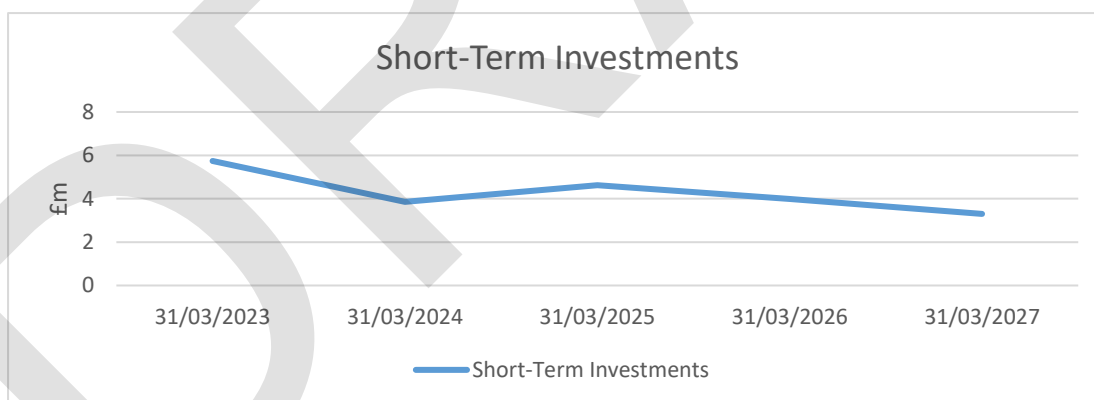


Further details on borrowing are in the Treasury Management Strategy

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 31/03/23 is still slightly higher than normal due to the amount of Government NNDR funds still 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

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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 Leisure 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.

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 31/03/22 the Council's investment properties were valued at c£550k providing a net return after all costs of 4.55%.

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. 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, thus 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 has set aside c£4.1m (as at 31st March 2022) in a Business Rates Appeal Provision to cover risks arising from the costs of Business Rates appeals as a

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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 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

	2021/22 Actual £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Financing Costs	130	23	154	254	279	266
Proportion of net revenue stream	1.58%	0.22%	1.51%	2.41%	2.59%	2.42%

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 Chief Finance Officer 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:	Re-use and Re-development of Employment Land SPD	Status:	For Publication
Report to:	Overview & Scrutiny Committee	Date:	6 February 2023
Report of:	Head of Planning	Lead Member:	Planning, Licensing and Enforcement
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:	Anne Storah / Nat Davies	Telephone:	01706 252418/ 252415
Email:	annestorah@rossendalebc.gov.uk ; nathaeledavies@rossendalebc.gov.uk		

1. RECOMMENDATION(S)

- 1.1 That Overview and Scrutiny review and provide comments on the Re-use and Re-development of Employment Land Supplementary Planning Document (SPD) and agree statutory consultation be undertaken for 4-weeks prior to approval and adoption by Cabinet.
- 1.2 Minor amendments to the Draft SPD to be delegated to the Head of Planning and Lead Member prior to the public consultation exercise commencing.

2. EXECUTIVE SUMMARY

- Rossendale Borough Council adopted its Local Plan in December 2021 which contains a policy protecting existing (or last used) employment sites and premises. This relates only to sites and premises in use or last used for general industrial or storage and distribution purposes.
- Policy EMP3 of the adopted Local Plan commits the Council to prepare a Supplementary Planning Document (SPD) to provide further guidance to planning applicants on the evidence required to justify proposals for the re-use of employment sites or premises into other uses, including residential use.
- The Council's employment land stock is diminishing and existing employment land needs to be protected in order to help economic growth in the Borough.
- The purpose of this SPD is to ensure applicants are aware of the requirements for marketing land that is in employment use, or last used as such, and the information that will be needed to assess viability.
- This SPD will be consulted on with various stakeholders as required by the appropriate Regulations prior to adoption by Cabinet.

3. BACKGROUND

3.1 The Employment Land Review study published in 2017 identifies a lack of good quality small to medium-sized industrial premises for industrial and manufacturing uses in the Borough. There is also a high number of out-commuting journeys made by Rossendale's residents to jobs located outside the Borough, particularly to Greater Manchester. The Employment Land Review study recommends the retention of some existing employment sites in order to provide a choice to a wide range of businesses and to retain employment land across the Borough including areas where deprivation levels are high and the ability to travel to work is more limited.

3.2 The Local Plan lists a number of existing employment sites to be retained for employment uses under Policy EMP2 and also allocates new sites to ensure the needs of the Borough in terms of employment land are met and Rossendale's economy is not further constrained.

3.3 In order to protect existing employment sites or premises, planning applicants wishing to re-use or re-develop these sites or buildings will need to comply with a range of criteria as set out in Policy EMP3 of the Local Plan. The Re-use of Employment Land SPD provides more detailed guidance on the evidence that is required to be submitted with any planning application to change the use of sites/buildings currently in use or last used for general industrial (Class B2) or storage and distribution (Class B8). In particular, this SPD provides detailed guidance on the marketing strategy and the viability assessment required to enable the assessment of such proposals.

3.4 Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for producing SPDs. Before the Local Planning Authority can adopt the SPD it must seek representations on the document, for a period of at least 4 weeks, and set out a summary of the main issues raised and explain how these issues have been addressed in the final adopted SPD.

4. DETAILS

4.1 The Re-Use of Employment Land SPD provides further guidance on the criteria set out in Policy EMP3 of the Local Plan that should be submitted with a planning application in order for the Local Planning Authority to assess the proposal fully. The document focusses in particular on the marketing strategy and viability assessment requirements needed to justify proposed changes of use to residential schemes as detailed in Appendix 1 and Appendix 2 of the SPD.

4.2 The information contained in the marketing strategy and viability assessment submitted by applicants is essential to ascertain that the continued or renewed use of the site or premises for employment has been thoroughly assessed and marketed prior to proposing to re-use the site for residential purposes.

4.3 Although the Council needs to meet its requirements in terms of housing development for the Borough in line with Policy HS1 of the adopted Local Plan, it also has to meet the employment needs of the Borough in order to protect and develop its local economy. There is therefore a balance to be achieved in order to promote sustainable communities within the Borough where the need to travel for work is reduced and where local businesses can thrive.

4.4 A marketing strategy is considered essential for an applicant to demonstrate that an existing employment site or premises has been adequately marketed for disposal and for lease. The marketing campaign should consider the re-use of the site for general industry or for storage and distribution as well as for other employment uses (e.g. offices, light industry, research and development businesses or other Class E uses) prior to a residential scheme being proposed. This is to ensure that no demand exists from businesses to occupy the site or premises in its current use (B2 or B8) or to change its use into other employment categories (e.g. Class E uses). The information expected as part of the marketing strategy is provided in Appendix 1 of the draft SPD.

4.5 It is acknowledged that in some cases existing employment sites might not be any longer suitable or viable for employment use. However this has to be adequately demonstrated through a viability assessment alongside any proposals for the re-development of the site into residential use. Further information on the information required in the viability assessment is set out in Appendix 2 of the draft SPD.

4.6 Further guidance may be issued by other organisations that could have a bearing on this document and require further changes, for example, through the enactment of the Levelling Up Bill, or further changes to the National Planning Policy Framework (NPPF), or even at the county level.

4.7 The SPD is being brought to Overview and Scrutiny to seek comments ahead of the formal consultation with all stakeholders, including statutory consultees, residents, businesses etc. Consultation has already been undertaken internally with colleagues in Economic Development and Development Management, as well as the Council's Viability consultants. Following the consultation, which is expected to take place for a 4-week period between mid-February and mid-March, all comments received will be recorded and published on the Council's website. A report will then be brought to Cabinet later in summer, explaining how the comments have been taken into account, and any subsequent changes proposed, and seeking approval and adoption of this SPD. This will then be used as a material consideration in the determination of planning applications.

5. RISK

5.1 This document is intended to help developers comply with local policy in the adopted Local Plan to re-use or re-develop existing (or last-used) employment sites and premises. This SPD provides additional details and guidance on how to address the policy requirements. Not having the SPD in place may result in the Council not protecting employment sites and premises as effectively as it could, and any decision-making being at risk of challenge.

5.2 This SPD itself is open to challenge in the period immediately post adoption by the Council. Planning decisions that are made using this policy as a reason for refusal can be appealed and so this SPD could be scrutinised by Planning Inspectors. Nevertheless the risk associated is minimal and outweighed by the need to issue further guidance.

6. FINANCE

6.1 The Council could be subject to appeal costs and barrister fees defending refusal decisions.

7. LEGAL

7.1 Comments incorporated within the Report. In preparing this SPD for adoption by the Council, the Forward Planning team will have to comply with the legislation set out in Town and Country Planning (Local Planning) (England) Regulations 2012.

8. POLICY AND EQUALITIES IMPLICATIONS

8.1 There are no specific policy or equalities implications, as this is a guidance document based upon the recently adopted Local Plan.

9. REASON FOR DECISION

9.1 Adopting the Re-use of Employment Land SPD will enable the Council to ensure developments that require planning permission will consider the retention of sites and premises in employment use prior to proposing any changes of use, including to residential. This is to ensure that the needs of the Borough in terms of employment land are met as well as to protect the local economy and deliver sustainable communities.

Background Papers	
Document	Place of Inspection
Draft Re-use of Employment Land SPD (January 2023)	Attached

Re-use and Re-development of Employment Land

Draft Supplementary Planning Document



Figure 1 - Haslingden Drone Footage. Source: Rossendale Borough Council Corporate Photo Bank

January 2023

Rossendale
BOROUGH COUNCIL

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1. Introduction

1.2 The Rossendale Local Plan (2019 to 2036) seeks to protect all existing employment premises and sites or last used for employment uses in order to help meet the Borough's need for employment, encourage a mix of uses across the local area, and to support a reduction in out-commuting journeys. Premises and sites protected by Policy EMP3 fall within the planning land use class B2 – General Industrial or B8-Storage and Distribution.

1.2 This Supplementary Planning Document (SPD) discusses the information that will be needed in order to assess applications proposing the re-use or re-development of employment land.

1.3 Applications involving the loss of employment land in B2 or B8 use-classes will need to show clearly how they meet the requirements of Policy EMP3 criteria (a) to (i). In addition, proposals to re-use or redevelop sites and premises for residential uses will need to comply with the additional criteria set out in Policy EMP3 criteria (j) to (l). This includes marketing the site for 12 months to show there is no demand, and an assessment of the viability to re-use or re-develop for employment land uses.

1.4 Any applicants will need to submit details with their planning application of how their development accords with the criteria set out in Policy EMP3. For schemes that require marketing for 12 months, this should be agreed with the Development Management Team in advance of submitting a planning application, and ideally through the pre-application process. Monthly updates will need to be submitted to show progress and this should be summarised and submitted along with the planning application.

1.5 This Supplementary Planning Document is a material consideration in the determination of planning applications in Rossendale, in accordance with Policy EMP3 of the adopted Rossendale Local Plan (2019-2036).

2. Context

1.1 The Council's Economic Development Strategy 2018 – 2033¹ aims to improve the Borough's economic prosperity by establishing thriving town centres, attracting investment, developing the visitor economy and fulfilling the economic potential of residents and communities. These priorities are also identified in 'Our Place, Our Plan', Rossendale Borough Council's Corporate Plan for 2021-2025².

1.2 The policies in the adopted Local Plan (2019 to 2036) relating to employment land are underpinned by the Employment Land Review³ study, published in 2017.

¹ Economic Development Strategy 2018 – 2033 for Rossendale available to view at <https://www.rossendale.gov.uk/meetings/meeting/1113/cabinet>

² Our Place, Our Plan – Corporate Plan 2021-2025 available to download at https://www.rossendale.gov.uk/downloads/file/16823/corporate_plan

³ Employment Land Review 2017 available to view at https://www.rossendale.gov.uk/downloads/download/10819/employment_land_review

This identifies an overall lack of good quality, small to medium sized industrial premises for industrial and manufacturing uses (use classes B2 and B8), which is suppressing the demand for employment. Out-commuting rates are also high.

1.3 Policy EMP2 of the Local Plan identifies new employment and mixed-use allocations and protects some existing employment sites, listed in Table 8. Para 180 explains that existing employment sites were assessed in the Employment Land Review and this recommended that a number of sites be retained in light of their roles and characteristics. These sites will increase the choice ensuring that the needs of a wide range of businesses are met, providing employment opportunities throughout the Borough, including those parts where deprivation levels are high and the ability to travel for work is limited.

1.4 Not all employment site allocations were taken forward from the previous plan. This is in line with Government planning policy set out in the National Planning Policy Framework (NPPF)⁴ which seeks to avoid the long term protection of sites allocated for employment use, where there is no reasonable prospect of a site being used for that purpose (para 122). The remaining existing employment sites that have been allocated in the Rossendale Local Plan (2019 to 2036) as such are afforded protection so that they can continue to serve the needs of local businesses and contribute to the retention of employment opportunities in Rossendale.



Figure 2- Hardman Mill, New Hall Hey. Source: Froward Planning, Rossendale Borough Council

⁴ [National Planning Policy Framework \(publishing.service.gov.uk\)](https://www.gov.uk/publishing.service.gov.uk)

3. Rossendale Local Plan 2019 to 2036

1.5 The Local Plan identifies a requirement for 27 ha of employment land (use classes E(g), B2 and B8) in the borough for the period up to 2036. This is higher than the Objectively Assessed Need for employment land as explained in para 175. This employment land requirement is intended to meet the Borough's need in full and in addition, it will provide choice for businesses as well as offer flexibility in the supply of sites. It also takes account of previous under-provision of employment land.

1.6 Policy EMP2 identifies how the requirement will be met. It allocates new sites for employment use and mixed-use and lists existing employment sites with spare capacity where further development can take place. All the sites identified in Policy EMP2 are protected for employment use and in total will provide a supply of employment land for 31.02 ha. This allows for an element of non-delivery from commitments, as well as providing market choice and flexibility.

Policy EMP2: Employment/mixed-use allocations and existing employment sites

The following sites shown on the Policies Map are allocated and protected for business, general industrial or storage and distribution (Use Classes E(g), B2 or B8 respectively) in the period 2019 – 2036. Additional uses will be permitted on mixed-use site allocations.....

3.2 Please refer to the Rossendale Local Plan 2019 to 2036 – Written Statement⁵ for the list of allocated sites and to the Policies Map⁶ for their location.

3.3 Policy EMP3, which is set out overleaf, protects existing premises and sites last used for B2 (General Industrial) and B8 (Storage and distribution) uses and not allocated for any other uses in the Plan. This is to further reduce the loss of employment land and to ensure the retention of employment opportunities in Rossendale so that the needs of the Borough can be met during the Plan period (2019 to 2036). Any change of use will need to be clearly justified and demonstrated.

⁵ Rossendale Local Plan 2019 to 2036 – Written Statement available for download at:
https://www.rossendale.gov.uk/downloads/file/17076/rossendale_local_plan_2019_to_2036_-_written_statement

⁶ Policies Map of the Rossendale Local Plan available to download at:
https://www.rossendale.gov.uk/downloads/file/17086/rossendale_local_plan_2019_to_2036_-_policies_map

Policy EMP3: Employment Site and Premises

All existing employment premises and sites last used for B2 (General Industrial) or B8 (Storage and Distribution) and not allocated for other purposes will be protected for employment use unless a clearly justified case can be made for a change of use. Proposals on all B2 or B8 employment sites/premises for re-use or redevelopment other than B use class employment uses will be assessed under the following criteria:

- a) whether there would be an unacceptable reduction on the quantity of employment land supply;
- b) the extent of any job losses;
- c) the relative quality and suitability of the site for employment and
- d) an assessment of the existing provision for the proposed use and whether there is a clearly identified need;
- e) the location of the site and its relationship to other uses;
- f) whether the ability to accommodate smaller scale employment requirements would be compromised;
- g) there would be a net improvement in amenity;
- h) the site and/or buildings are listed or locally listed heritage assets and their re-use or development is the most appropriate means to secure and maintain an acceptable and viable use that is consistent with their conservation in line with other relevant policies in this Plan; and
- i) the site has an adequate access and its redevelopment would not create a traffic hazard.

Any proposals for housing use on all B2 or B8 employment sites/premises will need to address criteria a to i above and also be subject to:

- j) convincing evidence of lack of demand for employment re-use and employment redevelopment demonstrated through a rigorous and active marketing strategy to be agreed with the Council and normally of 12 month duration;
- k) an assessment of the viability of employment development including employment re-use and employment redevelopment; and
- l) where the existing buildings make a positive contribution to the local area a structural survey and assessment of the building to demonstrate the feasibility of retaining and converting the building as part of the residential development. Where an existing building will be lost as part of the development, there will be the requirement to consider the re-use of the existing materials within the new development.

An accompanying Supplementary Planning Document will be produced which will set out a balanced criteria based approach, including marketing and an assessment of the viability of employment use, under which all proposals for re-use will be assessed. The SPD will ensure the maintenance and creation of employment opportunities in Rossendale and set out the marketing requirements.

3.4 This section provides further detail for each of the assessment criteria set out in Policy EMP3.

- a) **whether there would be an unacceptable reduction on the quantity of employment land supply;**

3.5 This will be on case by case basis and reference will be made to the size of the site and to the existing supply of employment land as set out in the Council's monitoring of employment land.

- b) **the extent of any job losses;**

3.6 Rossendale already has a high out-commuting rate, with residents travelling into Manchester and other districts within Lancashire to work. In addition there are deprived communities where travel to access jobs is difficult for a number of reasons: limited travel horizons; poor public transport options – lack of routes and frequency of buses; car availability.

- c) **the relative quality and suitability of the site for employment**

3.7 Criteria that would be used to assess this includes:

- Age of buildings
- Suitability for smaller/larger units
- Ability of site to be re-developed
- Access considerations



Figure 3- Greenbridge Mill, Rawtenstall. Forward Planning, Rossendale Borough Council

d) an assessment of the existing provision for the proposed use and whether there is a clearly identified need;

3.8 This would be assessed on a case by case basis, depending on what the proposed use is, and where else it could be accommodated. The applicants may need to commission specialist advice.

e) the location of the site and its relationship to other uses;

3.9 Criteria that would be used to assess this includes:

- Location to Rossendale Growth Corridor
- Proximity to other employment uses
- Public transport availability
- Proximity to urban area

f) whether the ability to accommodate smaller scale employment requirements would be compromised;

3.10 Where a site is acceptable for re-development, it would be expected that the site should also be able to accommodate smaller scale employment units, where appropriate. This should not be compromised.

g) there would be a net improvement in amenity;

3.11 Again, this would be assessed on a case by case basis. Potential criteria that would be considered though includes:

- Highways issues
- Noise issues
- Character and uses of the immediate area
- Green Infrastructure provision

h) the site and/or buildings are listed or locally listed heritage assets and their re-use or development is the most appropriate means to secure and maintain an acceptable and viable use that is consistent with their conservation in line with other relevant policies in this Plan;

3.12 This would be assessed on a case by case basis. In order to assess this the Council would expect to see a Heritage Impact Assessment and detailed viability information. This may require assessment of the various options.



Figure 4 -Helmschore Textile Mill. Source: Rossendale Borough Council Corporate Photo Bank

- i) **the site has an adequate access and its redevelopment would not create a traffic hazard.**

3.13 A Transport Assessment would be required to assist the Council in assessing this criteria.

ANY PROPOSALS FOR HOUSING USE ON ALL B2 OR B8 EMPLOYMENT SITES/PREMISES WILL NEED TO ADDRESS CRITERIA a TO i ABOVE AND ALSO BE SUBJECT TO:

- j) **convincing evidence of lack of demand for employment re-use and employment redevelopment demonstrated through a rigorous and active marketing strategy to be agreed with the Council and normally of 12 month duration;**

3.14 Details of what the Council would expect to be contained in a marketing strategy are given in **Appendix 1**. The Council's starting point is to retain all employment sites that are considered suitable in land-use terms for continued employment use, taking account of material planning considerations, such as traffic or amenity impacts. Alternative uses will only be considered where there is no demand for the site or it is unviable to retain in employment use. The potential to refurbish or to redevelop needs to be taken into consideration.

3.15 The marketing campaign will need to consider both:

- marketing the re-use of the site; and
- marketing the re-development of the site for employment purposes.

3.16 Existing employment land or premises that are currently not in use are not redundant and will need to be marketed for employment use. Furthermore, a lesser

financial return on investment relative to other development or re-use options (such as residential) is not sufficient to justify the site not continuing to be available for employment use.

3.17 The marketing strategy will need to be prepared by a suitably qualified professional (such as a chartered surveyor) who is active within and familiar with Rossendale's employment land and commercial property market.

Inadequate Marketing

3.18 In instances where the Council considers that the marketing strategy is inadequate, the applicant will be advised that the planning application cannot be recommended for approval. The applicant have the following options:

- a) To withdraw the application and further market the site addressing the concerns identified by the Council;
 - b) To withdraw the application and submit the marketing strategy to independent arbitration by a suitably qualified commercial agent agreed by both parties with the cost to be borne by the applicant;
 - c) To continue in the knowledge that the application will potentially be refused.
- k) **an assessment of the viability of employment development including employment re-use and employment redevelopment;**

3.19 The Council accepts that sometimes it may not be viable to re-use or re-develop employment sites for employment uses and so other uses may be appropriate, where a fully-compliant development can be delivered. In order to robustly demonstrate this applicants must submit a Viability Assessment (VA) to the Council. This needs to show clearly that re-use or re-development for employment is not viable now nor in the foreseeable future and that other uses as proposed are financially viable. This work should show how various options incorporating employment uses are not viable.

3.20 The VA will be scrutinised by the Borough Council with advice from a suitably qualified external consultant and the cost of this external consultant is to be borne by the applicant. The assessment will consider whether the approach adopted and inputs used are appropriate and adequately justified by evidence. During assessment, the Council may request clarification or additional information.

3.21 The cost of the Council's review of the VA and any other associated costs (for example related to any follow-up or negotiation requiring the Council's further review or additional support by its external consultant) will be paid for in advance by the applicant – before the review or follow-up work proceeds. In some instances it may be necessary also for the Council or applicant to commission additional specialist services to enable the Council to properly assess the scheme, depending on the nature of the proposals and the dialogue on the information supplied. To ensure openness and transparency in the planning process, all viability information will be made publically available on the public planning register alongside other planning

application documentation. Redaction of any information will only be allowed in exceptional circumstances, and any justification provided as to the extent of harm that would occur if the information was disclosed will be placed on the public planning register, whether or not accepted.

3.22 The National Planning Practice Guidance (NPPG) encourages transparency of evidence wherever possible⁷. The FVA must be open and transparent and adopt an “open book” approach see paragraph 2.19 onwards.

3.23 If a VA submitted is to be relied on for the purposes of determining a planning application, the Council will expect that this appropriately represents the viability of the development and is consistent with corresponding information that an applicant has themselves relied upon to inform commercial decisions.

3.24 The Council will not accept viability arguments where it is not given the ability to properly assess the validity of the appraisal that is relied on. It is vital the Council is provided with a full working electronic version of the viability appraisal model that can be fully tested and interrogated. All assumptions should be accessible and capable of variation to observe the impact on the model's outturn⁸.

3.25 A detailed viability assessment should be submitted as part of the planning application and should have regard to the following points:

- The viability assessment needs to be prepared by a suitably qualified person
- It should include options for the refurbishment or the re-development of the site (partly or wholly) for employment use or for employment generating uses (e.g. Class E). As a last resort this can include options for mixed-use to enable the retention of part of the site for employment use (subject to other policy considerations).
- A statement from the company undertaking the viability assessment that the outcome of the viability process is not linked to any incentives.
- A detailed analysis of costs used for the assessment should be included;
- The market rates, rents, values and yields used should be similar to other recent comparable transactions in the area with a detailed comparison analysis provided;
- Investigate any grants available from the private or public sector to help regenerate employment land such as the Growing Places Fund from the Lancashire Enterprise Partnership⁹;

3.26 Further details on the information the Council is expecting from the viability assessment is set out in Appendix 2.

⁷ NPPG, 10-010-20180724

⁸ The Council will generally not make the live working version of a viability model accessible to third parties, other than to those who have a specific role in advising the District Council on viability matters. These advisors will be required not to release the model to any third party.

⁹ Further information on the Lancashire Growing Places Fund is available at <https://lancashirelep.co.uk/key-initiatives/growing-places/>

3.27 The viability assessment will be made publicly available on the planning register to ensure transparency. Only in exceptional circumstances when the disclosure of elements of the viability assessment would clearly cause harm to the public interest will the Council consider redacting elements of the assessment.

- l) **where the existing buildings make a positive contribution to the local area a structural survey and assessment of the building to demonstrate the feasibility of retaining and converting the building as part of the residential development. Where an existing building will be lost as part of the development, there will the requirement to consider the re-use of the existing materials within the new development.**

3.28 The Council will always wish to retain buildings that make a contribution to a local area. The significance attached to the building or group of buildings will need to be considered by the Council. Structural assessments need to be undertaken by suitably qualified people. A Heritage Impact Assessment may also be required to highlight key features and show how they can be retained, or if not, incorporated into the new development; again to be undertaken by a suitably qualified person (e.g. conservation architect).

4. Further information

4.1 For further information about this SPD please contact the Forward Planning Team at forwardplanning@rossendalebc.gov.uk.

APPENDICES

Appendix 1- Marketing Strategy Requirements for the Re-use or Re-development of Employment Land or Premises for Residential Use

Further guidance on the information required from the marketing exercise is provided below. This needs to be detailed in order to assist the Council in assessing if the site is genuinely redundant.

1. Price

- a) The market price and an indication of this price relative to those prevailing for similar premises in the local market, including details of an independent valuation;
- b) Any reductions in market price made during the course of marketing should be noted.
- c) The marketed use of the site.

The Council will expect employment sites to be marketed in a way that identifies all the options available in retaining the site in employment use. This will include, where appropriate, the potential for refurbishment, redevelopment for new employment uses, sub-division, amalgamation or selective demolition, in order to improve the format, layout and access arrangements.

It is important the price of the property reflects the current market value of such a property based on its current condition and use status. If the building or site requires extensive conversion/repairs, the price should be based on the unconverted state unless the works are to be undertaken prior to completion of the sale.

The price should not include any potential residential or other non-employment use value. You should seek a minimum of one independent valuation which considers both the disposal and the lease of the building in its current condition/state. The basis of the lease should be appropriate to the nature of the use of the building.

It is recommended you obtain an independent red book valuation of the property, from an established commercial source familiar with the local area and with properties of the type to be marketed. The cost of the independent valuation(s) will be borne by the applicant. The valuation should be backed by evidence. The valuation(s) should be submitted as part of the evidence accompanying the planning application and the Council may ask for justification of the price.

2. Tenure

You should be prepared to offer the property or site for disposal and for lease in order to widen appeal and help ascertain the level of interest. Flexible terms, such as short leases, monthly licenses and regular break clauses are encouraged. Again, any lease price should take into account the current condition and use of the building.

3. Site Particulars

Details of the site particulars should include the following information as a minimum:

- Good quality internal and external photographs
- A description of the site/premises
- The current permitted use and potential employment uses, subject to planning permission
- Dimensions of:
 - the building,
 - internal rooms,
 - eaves height and door widths if relevant,
 - gross internal area,
 - size of the total site including any land.
- Services e.g. electricity, gas, water – any other relevant information
- Asking price (see 'Price' section above)
- Any restrictions, conditions and covenants
- Known costs, such as service charges, rateable value
- Any other known items included in sale (note – the price expected for these should be disclosed to the Council).
- Terms/conditions associated with the sale & the site's tenure – leasehold, freehold etc. (see also 'Tenure' section above)
- Extent of site, shown on a site plan
- Site location including map – the map extract should show the property in relation to the road network
- Contact details for viewing and more information
- Any residential element to the property should be removed or subordinate to the commercial particulars
- Parking availability and access/distances to public transport

4. Advertising

A local or national commercial agent with demonstrable experience of the successful disposal or lease of similar sites in the local area should be instructed. The agent selected must provide an exhaustive marketing package. As a minimum any advertisements must be evidenced and should include the following:

:

- a) An advertisement should be featured at least once a month within the Commercial Section of appropriate newspapers, and at least through regional and local publications. Larger sites (1,000m² and above) should also be advertised in national publications. Examples of appropriate newspapers include The Rossendale Free Press, Estates Gazette and Property Week. (Please note, this list is not exhaustive). There may be some publications that are inappropriate for the advertisement of commercial sites/premises. In all instances therefore, it is advised that you seek advice regarding your advertisement intentions from the Council's Development Management team. In cases where the property is part commercial/part residential, it is not appropriate for an advert to be placed solely in the residential section of the newspaper.
- b) use of marketing brochures to be widely available (e.g. via mail shots to the estate agents clients database or newsletters);
- c) use of online marketing such as listing the property on a wide range of online sites including at least one mainstream commercial portal such as Rightmove, Prime Location, Realla etc and/or advertising it on social media whenever possible;
- d) Trade magazines specific to commercial property or to specific industries may instead be used if more relevant to the industry. The intervals of advertisement would depend on the regularity and circulation of publications.
- e) Continuous inclusion on the agent's website, own papers and lists of commercial/business premises;
- f) The continuous display of a 'for sale/lease' board must be displayed on site on each site frontage to the highway throughout the marketing campaign, unless otherwise agreed.
- g) Referral to the local business community for consideration of the site's/premises potential for reuse or redevelopment for employment use.

5. Engagement with Rossendale Borough Council

The Council will expect a monthly breakdown detailing contact details of interested parties in the property; all expressions of interest/offers received including rental interest, progress and negotiations undertaken including any offers made and reasons for these being rejected. The applicant should obtain from interested parties reasons/explanations as to why they were not able/willing to proceed. It is not sufficient evidence to just quote number of viewings and generalise on the feedback.

In all cases, the marketing campaign should satisfy the parameters set above.

It is essential that any deviation from the campaign is agreed in writing with the Development Management team from the outset, as this will save time and costs in the future.

If a 'non-agreed' campaign is undertaken or has been undertaken where the council is not satisfied that it is in accordance with what would be expected, this will result in a further period of marketing being requested at the planning application stage or could result in a refusal of permission.

The Council reserves the right to contact any party who has expressed an interest and to send details of the land/property to any party which it feels may be interested in purchasing/occupying the premises for occupation, investment or redevelopment purposes.

Any change of circumstances affecting the premises or land should be reported (e.g. vandalism acts, fire) together with any revisions to the marketing strategy to reflect these changes (e.g. information related to the premises or land revisited and price updated)

All of the above evidence should be appended to any planning application. A marketing campaign checklist is set out below to help with this process:

The Marketing Campaign Checklist

Marketing Campaign Checklist		Yes	No	Date
1	Contact made with the Council's Planning Department			
2	Advice received from the Planning Department in relation to your proposal			
3	Did the advice request a marketing campaign to be undertaken? If yes- please proceed with checklist If no – an application can be submitted without following the steps below			
4	Written details of the required marketing scheme received from Rossendale Borough Council Development Management Team			
5	Submission of details of the marketing scheme sent to the Council's Development Management Case Officer for consideration: <ul style="list-style-type: none"> a) Asking price and tenure: <ul style="list-style-type: none"> • Valuation of the site/premises for its current use b) Site Particulars: <ul style="list-style-type: none"> • Internal and external photos; • Description of the site/premises; • Current permitted use and potential uses subject to planning; 			

	<ul style="list-style-type: none"> • Dimensions of building(s), internal rooms, gross internal area, gross site area; • Existing services; • Any relevant restrictions and covenants; • Site plan; • Contact details for viewing <p>c) Advertisement details:</p> <ul style="list-style-type: none"> • Draft advert including information of where it will be published and under which frequency; • Further information on how the site/premise will be advertised including online advertising; <p>d) Confirmation that a 'for sale/to let' board will be displayed on site near the highways</p> <p>e) Proposed reporting format of any enquiries received or changes to the marketing campaign to the Council during the 12 month campaign and format of the final marketing campaign including its results including start date and length of the campaign.</p>			
6	Have the above details been formally agreed in writing by the Council?			
7	Submission reports to the Case Officer on an agreed frequency			
8	Submission of the final summary of the marketing campaign to the Case Officer			
9	Has a written confirmation been received from the Council that the campaign is compliant with Policy EMP3?			

Appendix 2 – Viability Information

The viability assessment should contain the following information.

	Information	Notes
Appraisal format	<ul style="list-style-type: none"> • Electronic version of appraisal in format that can be fully tested and interrogated • Methodology utilised for the appraisal including details of any appraisal software or toolkits used 	<ul style="list-style-type: none"> • The viability methodology must follow the requirements set out in adopted policy and guidance in the NPPF and NPPG on Viability. • The production of appraisals and evidence is wholly the Applicant’s responsibility. It is not the LPA’s consultant’s role to produce evidence and their own appraisal, but to assess the evidence and appraisals produced by the Applicant and decide whether the information provided is robust and evidence based to be able to come to a conclusion on the financial viability of the scheme. • All inputs and assumptions used in the viability appraisal should be evidenced and justified. Stating that it is the industry norm is not a good enough justification. Methodology used should be consistent with the latest RICS Guidance, including the RICS Professional Statement, Financial viability in planning: conduct and reporting (2019) and RICS Guidance Note, Assessing viability in planning under the National Planning Policy Framework 2019 for England.
Scheme details	<ul style="list-style-type: none"> • Gross and net site areas; • For residential development: dwellings number, size and type including information on tenure (market versus affordable housing); • Density; • Floor areas: <ul style="list-style-type: none"> ○ For residential: Gross Internal Area and Net Saleable Area 	

	<ul style="list-style-type: none"> ○ For commercial / other: Gross Internal Area and Net Internal Area ● Proposed specification for each component of development, consistent with assumed costs and values, and target market / occupiers 	
Development programme	<ul style="list-style-type: none"> ● Project plan which should include as a minimum the following: <ul style="list-style-type: none"> ○ purchase of land, ○ pre-construction period, ○ construction period, ○ sale period) ● Appraisal cash flow which reflects the development programme and shows spend and revenue received ● 	<ul style="list-style-type: none"> ● Justification of the project plan will be required
Gross Development Value	<ul style="list-style-type: none"> ● Expected residential sales values, ground rents and sales rates with supporting evidence; <p>Expected rental values and yields with supporting evidence;</p> <ul style="list-style-type: none"> ● Details of likely rent-free periods and voids for any commercial element; ● Anticipated value of affordable units based on evidence including details of discussions with Registered Providers and Registered Providers offers; ● 	<ul style="list-style-type: none"> ● Assumptions relating to sale values, rents and yields should be justified with reference to up to date transactions and market evidence relating to comparable new build properties within a reasonable distance from the site, and, where relevant, arrangements with future occupiers where possible. This is to be included in the viability assessment. ● Information relevant to comparable properties should be fully analysed to demonstrate how this has been interpreted and applied to the application scheme. ● Development appraisals should be informed by discussions with a Registered Provider of affordable housing – providers may be able to indicate their likely offer prices ● Affordable housing values assumed within a VA should reflect the offer/s made by Registered Providers for purchasing the affordable housing element of the

		<p>development. Where input is not available, information on rents, management and repair costs, voids, yields /payback period requirements should be submitted. For Shared ownership - % share and rent level on retained equity. Estimated %s market value (MV) and £/sq. m indications are also useful benchmarks helping inform a view on the revenue assumptions.</p> <ul style="list-style-type: none"> • Evidence of calculations underpinning affordable housing values, including details of rental and capital receipts (including stair casing), discussions with Registered Providers and subsidies should be provided
Build Costs	<ul style="list-style-type: none"> • A detailed cost plan should be produced by the Applicant to support their viability case. Abnormal costs should be itemised separately and are costs that the developer perceives to be in addition to 'normal' costs that would be expected to be incurred in the delivery of development. • 	<ul style="list-style-type: none"> • Development costs adopted within VAs are typically determined based on current day figures. • Build cost rates should be evidenced and benchmarked by comparable schemes and widely recognised databases such as the RICS Build Costs Information Service (BCIS). BCIS data needs to be adjusted to reflect the specific circumstances of the project. If the build cost rate is at the upper end of the comparable schemes, detailed justification is required to explain why. • Abnormal costs should come with an explanation of the need/relevance and cost estimate information / reasoning for the assumed cost levels. It is expected that these costs will be supported by a cost plan. Technical reports and technical design work. • It should not be assumed that abnormal costs would be borne at the expense of compliance with the Development Plan, as a site involving abnormal development costs will attract a

		<p>lower land value than could be achieved on a site where this was not the case. This is supported by the NPPG paragraph 14.</p> <ul style="list-style-type: none"> • If the standard build and abnormal costs are deemed to be at a significant level when compared to standard benchmarks and one of the main reasons for a viability challenge for the subject site, the applicant will be required to pay an additional fee to enable the Council to undertake an independent cost plan review. • The Council will expect a clear correlation to be evident between a development's specification, assumed build costs and development values.
Professional Fees	<ul style="list-style-type: none"> • A detailed list of appointments and fees is required, with supporting evidence • Professional fees should also be stated as a percentage of total build cost 	<ul style="list-style-type: none"> •
Letting Agent and Legal Fees	<ul style="list-style-type: none"> • For commercial buildings that are sold as an investment, letting agent and legal fees can be included in the appraisal. 	<ul style="list-style-type: none"> • Letting agents and legal fees are usually around 15% of the rental value.
Sale Disposal Costs	<ul style="list-style-type: none"> • Sale disposal costs include sales, marketing and legal fees • A detailed breakdown of these costs with supporting evidence is required 	<ul style="list-style-type: none"> • Sales and marketing costs should not be applied to affordable housing units that are transferred to Registered Providers. • Within the Borough, we would expect residential sale legal fees to be around £500 to £750 per property.
Developer profit	<ul style="list-style-type: none"> • Profit on cost or value • As required by the RICS Guidance note, a full risk adjusted return assessment should be provided which is supported by evidence and justifies the profit margin taking into account the individual 	<ul style="list-style-type: none"> • In accordance with the NPPG the Council will avoid a rigid approach to profit margins. The Council will consider the individual characteristics of each scheme when determining an appropriate profit margin and will require supporting evidence from applicants to justify why a particular return is

	<p>risks and characteristics of the scheme as well as wider economic risks</p>	<p>appropriate, having regard to site specific circumstances, market conditions and the scheme's risk profile.</p> <ul style="list-style-type: none"> • The appropriate level of developer profit will vary from scheme to scheme. This is determined by a range of factors including property market conditions, individual characteristics of the scheme, comparable schemes and the development's risk profile. The lower the scheme's risk profile, the lower the level of required profit and vice versa. • Profit requirements for affordable housing are generally much lower than those for market sale units, due to the forward sale and funding arrangements with Registered Providers and given the lower levels of risk associated with securing occupation of affordable units compared with the sale of market units. • Profit requirements for commercial schemes are also generally lower than market residential units due to the less speculative nature of commercial developments. • Assumptions made must be balanced and internally consistent. In line with this, it should be made clear how the profit level has been adjusted taking into account the other assumed inputs within an appraisal. For example, where a high build cost contingency or other costs at the upper end of typical parameters are adopted as means of mitigating construction risk, this would equally be expected to influence the assumed profit target. • The Council expect that the actual developer return that is produced as part of the applicant's submitted viability development appraisals should
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		<p>form the profit threshold (rather than any higher figure)/ be regarded as a reasonable return for the applicant.</p> <ul style="list-style-type: none"> • The most common approach for calculating developer’s profit in VAs submitted as a part of the planning process is either as a factor of Gross Development Cost (GDC) or Gross Development Value (GDV).
<p>Benchmark Land Value (BLV)</p>	<ul style="list-style-type: none"> • BLV: based on Existing Use Value plus a premium from the landowner. It should also reflect the implications of abnormal costs, site-specific infrastructure costs and professional site fees • Existing Use Value (EUV): this should be based on the value of the land in its existing use, not the price paid and should disregard hope value. • Alternative Use Value (AUV) can only be used if it complies with adopted planning policy, there is a strong justification for why the applicant is not pursuing the existing use and the alternative use is capable of implementation. The NPPG (2019) states that no premium should be applied to the AUV. • The Applicant should provide the land acquisition price or price expected to be paid through an option as well as purchaser costs including legal fees and agent fees. This should all be evidenced. The BLV cannot be higher than this figure and under no circumstances can this figure be a relevant 	<ul style="list-style-type: none"> • The NPPG is clear in how the BLV should be estimated. It states that the BLV should be established based on the Existing Use Value (EUV) plus a premium for the landowner. The premium should reflect the minimum return at which it is considered a reasonable landowner would be willing to sell their land. The premium should provide a reasonable incentive, in comparison with other options available, for the landowner to sell land for development while allowing a sufficient contribution to fully comply with policy requirements. • Land value should therefore reflect policy requirements, including planning obligations • The previous application of a ‘market value’ approach is not acceptable and market land comparable values can only be used as a sense check and should be adjusted to take into account full policy compliance and abnormal costs. • Lower levels of affordable housing should only be tested where warranted by genuine site specific viability constraints (including where an acceptable benchmark land value cannot be achieved) as defined under the terms of this guidance. • A premium should not apply when the land is not subject to a change of use. For example, a commercial use to a

	<p>justification for failing to accord with relevant policies in the plan.</p> <ul style="list-style-type: none"> • Freehold/leasehold titles • Tenancy schedule - to include lease summaries (where appropriate) • Details of income that will continue to be received over the development period (where appropriate) • Arrangements between landowner and developer, including any land sale, development or tenancy agreements (where appropriate) • Evidence for how benchmark land value reflects planning policy 	<p>commercial use does not warrant a premium.</p> <ul style="list-style-type: none"> • In any event bearing in mind that land can be overpaid for – a historic or actual site purchase may not be a good indicator of current site value
Planning contributions	<ul style="list-style-type: none"> • Planning obligation costs generally consisting of S106 contributions 	<ul style="list-style-type: none"> • Likely planning obligations should be included as a development cost. • The timing and level of planning obligations that can be supported as a part of the VA process will be considered where these are necessary to make development acceptable in planning terms.
Development finance	<ul style="list-style-type: none"> • A cash flow that was used to substantiate the finance costs, showing spend and revenue received, should be submitted by the applicant. • The applicant should also state and justify the build period and sale period for the scheme, including the estimated percentage of pre-sales (mainly for apartment schemes). • The applicant is required to evidence and justify the financial rate used. 	<ul style="list-style-type: none"> • A standardised approach will generally be adopted to finance costs which should be appropriate to the type of proposal. • The viability model should reflect that finance costs vary throughout the development period, with the majority of interest costs typically incurred during construction.
Other	<ul style="list-style-type: none"> • A statement to verify the accuracy of the information submitted • Other information requested by the Council 	

	<p>having regard to the specific application</p> <ul style="list-style-type: none"> • Depending on individual site circumstances further information may be required, this may include: <ul style="list-style-type: none"> ○ Developers market analysis report; ○ Details of company overheads; ○ Copy of financing offer/ letter; ○ Board report on scheme; ○ Letter from auditors concerning land values and write offs; ○ Sensitivity analysis showing different assumption options (e.g. low, medium and high scenarios) 	
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Subject:	Quarter 3 Performance Management Report (October, November & December) 2022/23	Status:	For Publication
Report to:	Overview & Scrutiny	Date:	6 th February 2023
Report of:	Head of People & Policy	Portfolio Holder:	Environment and Corporate Services
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 252557
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 they may wish to escalate to the Cabinet for further action.

2. EXECUTIVE SUMMARY

- The Quarter 3 (Q3) Performance Management Report is reporting for months October, November and December 2022/23.
- The report includes updates for the Council's outlined 58 Service Actions, 10 Corporate Projects, 43 Key Performance Indicators (KPI's) and 11 Corporate Risks.
- Overall, the Council's performance is strong but the growing financial pressures are creating cost pressures which the Council must monitor closely as the year progresses.
- The report concludes:
 - 2 Service Actions rated 'red' on the RAG status.
 - 0 Corporate Projects rated 'red' on the RAG status.
 - 8 KPI's rated 'red' on the RAG status.
 - 2 Corporate Risks rated 'red' on the RAG status.
- The report highlights that during Q3 the Council received 12 compliments, 37 complaints and 0 Local Government Ombudsman Enquiries.

3. BACKGROUND

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

3.2 The report enables the Council to track its performance, especially in respect of the delivery of Service Actions and Corporate Projects which contribute towards the Council's priorities outlined within the Corporate Plan. The format and objectives of the Performance Management Report were revised at the start of this year to reflect the Council's priorities and Corporate Projects for 2022/23. The Q3 Performance Management Report is attached as Appendix 1.

4. OVERALL SUMMARY OF PERFORMANCE

A Thriving Local Economy

4.1 The Bacup 2040 project continues to progress, and the former Snooker Hall is a priority restoration building to re-establish the street scene in Bacup. The works to the memorial garden and Cenotaph on Burnley Road will be delivered by Horticon.

4.2 Building owners in the Haslingden 2040 project have submitted the first phase of planning applications and other building owners have been engaged for a further phase, planned for submission in Q3. Inflation of construction prices has impacted on the project and costs are being reviewed to meet the project's outcomes. The community events and Business Association meetings are continuing to build support. High Deardengate will be the focus for public realm improvements to increase pedestrianisation and reduce traffic.

4.3 The two retail units at Rawtenstall bus station are near completion, with renovation works due to complete by end of Q4. Both tenants have received Lancashire Economic Recovery Grant funding, and both should receive their leases during Q4. In Waterfoot, the Waterfoot Business Association is being supported and the first meeting is scheduled to take place within Q4. A Waterfoot Strategic Project Board has been developed during Q3 to support the Waterfoot 2040 Action Plan. The infrastructure improvements work planned for Futures Park has progressed within Q3 and a S278 agreement with Lancashire County Council is due to be signed within Q4. The Whitaker successfully achieved a National Portfolio Organisation status which will come into effect in April 2023. Work continues at the Whitaker to develop events and a volunteer programme.

4.4 Activity to promote employability and skills has progressed well. Rossendale Works delivered employability sessions and events for residents seeking work. The Rossendale Youth Works project was completed in October 2022 with all defined targets exceeded (including 46 people moving into sustained employment and 72 work placements). During Q3, the Council succeeded in its bid for £2.66m UK Shared Prosperity Funding and this includes funding to contribute to the development of the 'The Bridge' (a proposed centre for skills based in Rawtenstall's Old Town Hall). Further funding for The Bridge is also a key part of the bid for Levelling Up Funding.

4.5 Partnership work with East Lancashire Railway has continued in Q3 to develop a marketing strategy encouraging rail users to explore Rossendale. The outcome for the strategic business case for the City Valley Rail Link from Rawtenstall to Manchester is due in Q4. To

build support for the rail route, positive social media publications have continued within Q3. Communication with Lancashire County Council is maintained to ensure gullies are cleared, highway defects are raised and Rossendale highway maintenance priorities are continuously reviewed.

A High Quality Environment

- 4.6 Monthly Key Performance Indicators are presented to the Operations Improvement Board and these demonstrate that considerably more rubbish is being removed from Rossendale's streets. During Q3, 40 Round Litter Bins were delivered and will be installed in areas requiring higher capacity. The number of missed commercial bin collections was under target for Q3, this was due to access difficulties primarily and bins not being presented correctly. This is being monitored more closely by the Operations Improvement Board.
- 4.7 The new on-street enforcement contract commenced during Q2 and has proven effective in reducing littering and dog fouling. During Q3, 117 Fixed Penalty Notices were issued. Operation Trident continues to improve the speed with which we remove fly-tipping and the prosecution of offenders. During Q3, 8 Fixed Penalty Notices were issued for fly-tipping and 10 successful prosecutions went through the Courts. A strong social media presence is maintained to share successful enforcements and prosecutions, and press releases are issued in every case. A larger press piece publicising Operation Trident more generally is being released in Q4.
- 4.8 The second annual Climate Change update was presented to Full Council in October 2022. Work has continued to assess energy efficiency schemes in Council buildings. This includes the installation of new LED lighting in Futures Park. All Operations fleet vehicles are now fuelled by Hydro Vegetable Oil, this has reduced carbon emissions by approximately 90%. The Climate Change Supplementary Planning Document was adopted in December 2022 and will reduce carbon emissions from new developments. The Council is continuing to build community support through the Rossendale Climate Network Facebook group, with 111 current members. The Council continues to reduce the use of single-use plastics within the Council Offices and at Council events.
- 4.9 To support Community groups, the Council has provided 5,000 spring bulbs for planting. The Victoria Park Masterplan has been produced and will see improvements to the parks seating areas and skate park within 2023/24. During Q3, 1,100 trees were planted, more trees are due to be planted within Q4 at a range of other locations.
- 4.10 The Recycling Pilot is now complete, during Q3 the data gathered was reviewed and will be fed back to the Operations Board meetings, initial findings are very positive with recycled material increasing from the pilot areas. To support the Recycling Pilot, a publicity campaign has taken place on all social media platforms and the Rossendale Free Press. Discussions with Lancashire County Council continue in regards to separate food waste collections and the potential of a waste transfer station within Rossendale. The disposal of waste is the responsibility of Lancashire County Council, however if they change arrangements it could have a negative financial impact on Rossendale.

Healthy and Proud Communities

- 4.11 Comments from Council officers and the Corporate Management Team have been made and fed back to the consultant regarding the draft Housing Strategy. The edited draft version will be sent to the new Head of Housing and Regeneration and the Interim Director of Economic Development for consultation with Members. The consultant will be providing further comments and observations from the process to improve the strategy before it is finalised. During Q3, 11 Disabled Facility Grants have been completed and a further 39 applications have been approved.
- 4.12 Multiple Housing Developments are underway, although the developments may not be completed during the 2022/23 financial year, they will contribute towards the number of new homes within the borough. Work has continued on the Affordable Housing Supplementary Planning Document, with the consultation due to take place during 2023/34.
- 4.13 At the December 2022 Council meeting, a new vision for the borough's Leisure and Wellbeing facilities was agreed. Further work is now taking place to make this vision a reality.

Effective and Efficient Council

- 4.13 Officers and Members have continued to receive regular training. Customer Service Training has been developed using the Council's e-learning platform within Q3 and will be rolled out to new starters in 2023/24. The new Council website was developed and agreed during December 2022, a full mock-up will be presented for final sign off during Q4. Work will then take place to populate the new website with a launch in the second half of 2023. A revised customer message has been tested and will be implemented early in Q4. The Council continues to improve its scrutiny function and customised training has been in development during Q3. The Overview and Scrutiny panel continue to consider all new strategies at an early stage, an example in Q3 was the Housing Strategy.
- 4.14 The asset review of the Eden Ward was presented to Ward Members. The review exercise for Cribden Ward and report of findings were finalised and drafted during Q3. A review of assets in Facit Ward and Shawforth Ward will take place in Q4.
- 4.15 The Customer Digital Strategy is continuing, the Security and Information Event Management Project is now complete.
- 4.16 During Q3, we continued to engage staff through surveys and engagement sessions. Seven Health and Wellbeing Champions have volunteered to progress health and welfare throughout the Council. Managers and supervisors received awareness training on the refreshed Drugs and Alcohol Policy. Managers also received Absence Management Training and External Cyber Security Training.
- 4.17 Although the Council is managing the financial pressures to the best of its ability, the post Covid-19 impact on collection rates, inflationary pressures associated with energy prices and the anticipated higher than projected annual pay settlement continues to place the Council's

revenue budget under pressure. The Council are awaiting the outcome of our bid for the Levelling Up Fund. We have been successful in obtaining £2.6m from the UK Shared Prosperity Fund and projects will be introduced and developed during Q4.

Overview of Service Actions, Projects and KPI's

4.18 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 Corporate Projects against the measures set out in the Corporate Plan 2021-25 along with KPI's for services. The Service Actions and Corporate Projects are referred to in more detail in the Q3 Performance Management Report, pages 2-24.

Overall performance is as follows:

	Green	Amber	Red	Unknown
Corporate Projects	5	5	-	-
Service Actions	45	11	2	-
KPI	27	4	8	4*
Risks	3	6	2	-
*Annually Reported				

4.19 Summary of KPI's are as follows:

	Green	Amber	Red	Unknown
A Thriving Local Economy	5	-	1	4
A High Quality Environment	4	1	4	-
Healthy and Proud Communities	4	-	2	-
Effective and Efficient Council	14	3	1	-

4.20 62.8% (27) of KPI's are performing on or above target, green RAG status, at the end of Q3. Those KPI's below target have action plans outlined with measures that will be put into place to improve performance. 18.6% (8) of KPI's have finished in the red RAG status at the end of Q3.

4.21 The KPI's in 'red' status and improvement measures are as follows:

Priority A	Performance Indicator	Target	Q2 2022/23	Q3 2022/23	Status
10	Percentage of 'Minor' planning applications determined within 8 weeks.	90%	78%	20%	RED

It was anticipated that speed of determining applications would decline temporarily as a cap on the number of applications each Planning Officer was dealing with was introduced in 2022 as Planning Officers were becoming overloaded. This meant that new applications were placed on hold and only allocated to a Planning Officer for progression once an officer had capacity. This has been publicised as a temporary measure and once the new members of staff who started in January 2023 are trained and are able to deal with a full caseload, the backlog should be alleviated and the temporary cap removed, thereby allowing speed of performance to return to normal levels.

Priority B	Performance Indicator	Target	Q2 2022/23	Q3 2022/23	Status
5	Percentage of the total tonnage of household waste which has been recycled and composted.	38%	32.8%	33.99%	RED

We are still awaiting for final data from Lancashire County Council and it to be verified by Waste Data Flow, although it is clear that we are performing significantly below the target. It should be noted that the target was ambitious and requires review in methodology of collection (i.e. change of frequency of collection or smaller bin sizes). Work on a targeted recycling trail has been completed, it was a labour intensive process that only resulted in a small improvement.

Priority B	Performance Indicator	Target	Q2 2022/23	Q3 2022/23	Status
7	Number of collections missed per 1,000 collections of commercial waste.	5	9.73	6.98	RED

Further analysis of the data has shown that the majority of the missed bins were related to inconsiderate parking, which is beyond the Council's control and we are pleased to note that there was a significant improvement from the previous quarter (9.73 to 6.98).

Priority B	Performance Indicator	Target	Q2 2022/23	Q3 2022/23	Status
8	Subscribers to the garden waste service – per annum, reported in Q3.	7700	7240	7259	RED

The number of subscribers could be down for two reasons, the cost of living crisis (we had a lower than expected sign ups from May onwards) and fact that the two previous year's figures could have been inflated due to Covid-19 as more people were homeworking/not working and had more time to spend in their gardens.

Priority B	Performance Indicator	Target	Q2 2022/23	Q3 2022/23	Status
9	Number of commercial waste customers – per annum, cumulative figure.	485	434	440	RED

A trial has taken place to have a dedicated commercial waste officer in the hope that increased income would cover expenditure. This has not proved to be the case and we are now assessing other options.

Priority C	Performance Indicator	Target	Q2 2022/23	Q3 2022/23	Status
4	Number of households in Temporary Homeless Accommodation.	12	17	15	RED

There are a number of factors that have impacted the number of households in temporary accommodation. There is a lack of availability in the private rented and social rented sectors as well properties in the private rented sector being out of the reach of the majority of households that we work with due to the rents being above the Local Housing Allowance rates. The lack of permanent housing options has resulted in households remaining in temporary accommodation for much longer periods than before Covid-19. There has also been an increase in private rented landlords pursuing possession through the Courts. The delays in the Dark Lane development have compounded this; since the properties have started to be let the numbers in temporary accommodation has started to reduce.

Priority C	Performance Indicator	Target	Q2 2022/23	Q3 2022/23	Status
5	Number of licensed premises inspected annually – per annum, cumulative figure.	75	35	51	RED

The number of licensed premises inspected has reduced due to inspections taking place on a reactive evidence based basis, rather than proactive. This is a result of Covid-19 and increased pressures on resources and realigned work priorities.

Priority D	Performance Indicator	Target	Q2 2022/23	Q3 2022/23	Status
16	Number of days lost due to sickness absence per full time equivalent employee – per annum, cumulative.	8 days	4.3 days	7.68 days	RED

The 7.68 days per full time equivalent includes; long-term sickness absence at 4.52 days per full time equivalent (7.44 Q3 2021) and short term sickness at 3.16 days per full time

equivalent (3.96 Q3 2021). The main sickness absence reasons from Quarter 1 to Quarter 3 are 208 days 'other musculo-skeletal' and 192 days 'stress, depression, anxiety and fatigue'

There is still a steady loss of days due to Covid-19 at 85 days compared to 72 days for the same period last year.

Unsurprisingly the most significant increase of sickness absence during Quarter 3 was due to infections, colds and flu, this has risen from 8 days from the end of Quarter 2 to 79 days to the end of Quarter 3. The figure is on a parallel with the same Quarter last year (65 days) which we can assume is the result of the winter months and a large majority of our Operations team working outside.

Through the application of the Absence Management Policy the number of employees absent due long-term sickness has reduced from 6 to 4 employees during Q3.

4.22 **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.

4.23 KPI's are referred to in the Q3 Performance Management Report, pages 25-27.

Compliments and Complaints

4.24 Compliments

	Q3 2021/22	Q2 2022/23	Q3 2022/23
Number of compliments	21	28	12
Highest nature of compliments	95% (20) Staff member/Team	79% (22) Staff member/Team	92% (11) Staff member/Team
Highest Service Area with compliments	Economic Development - 6 Operations - 6	Operations - 18	Operations - 8

The number of compliments has decreased by 16 in Q3 when compared with Q2, and is also lower when compared 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: Corporate Support, Legal & Democratic, Operations and People and Policy.

4.25 Complaints

	Q3 2021/22	Q2 2022/23	Q3 2022/23
Number of complaints	20	34	37

Highest nature of complaints	25% (5) – Staff member/Team	35% (12) – Bins/bin collection	24% (9) – Action/response/communication
Highest Service Area of complaints	Operations – 10	Operations – 15	Operations – 11

The number of complaints received in Q3 has increased by 3 when compared with Q2, and is also higher when compared to Q3 last year.

4.26 Local Government Ombudsman (LGO) Enquiries

In Q3 there were no enquiries received from the LGO. One Planning and Development enquiry which was carried over from Q2 was closed in Q3 with the decision 'Not Upheld: No Fault.'

Compliments and complaints are referred to in the Q3 Performance Management Report, pages 28-29.

5. RISK

5.1 The Council has reviewed and continues to monitor the Council's Corporate Risks.

The Corporate Risks as categorised at the end of Q3 are as follows:

	Quarter 3 2022/23
Low	3
Medium	6
High	2

5.2 The Corporate Risks rated as 'red' are as follows:

Corporate Risk 1	Likelihood	Impact	Overall risk	Status
Sustainability of the Medium Term Financial Strategy (MTFS)	A	1	A1	RED

The February 2022 MTFS indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. The impact from the employers pay offer, the current economic crisis as well as the increased uncertainty around future central government funding following the formation of the new Government, is placing significant additional pressure on the MTFS.

Officers are seeking to maximise efficiencies and make savings wherever possible, however following the years of austerity the Council has already suffered, opportunities for making savings without affecting service delivery are minimal. The Council is also striving to maximise income opportunities through its ongoing property reviews and subsequent marketing of sites and rent reviews.

The Empty Homes scheme continues to have an adverse impact on the MTFS. Officers are monitoring the scheme closely and managing the claims where possible. The 2023/24 provisional financial settlement offers Councils the option to increase Council Tax by up to 3% (with an additional 2% for Councils with social care responsibility) from 2023/24 without requiring a referendum, Members will consider this option as part of the budget process.

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

The financial sustainability of the Leisure Trust remains a key risk to the Council. At the December 2022 Council meeting, it was agreed that an independent study would be commissioned to fully assess the risk to the Council and suggest mitigating actions.

5.3 The risks will continue to be monitored by Corporate Management Team on a regular basis and are referred to in the Q3 Performance Management Report, pages 31-41.

6. FINANCE

Financial implications and risks arising are identified within the report.

7. LEGAL

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

8. 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 Corporate Management Team and Portfolio Holder for Resources.

9. REASON FOR DECISION

Monitoring of the Councils performance management will enable the Overview & Scrutiny Committee to identify any actions, projects, performance indicators or risks they may wish to escalate to the Cabinet for further action.

Background Papers	
Q3 Performance Management Report	Appendix 1

Rossendale Borough Council (the Council) has four 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 demonstrates how well we are doing in delivering our priorities by; demonstrating the progress made in completing the actions and targets in our Corporate Strategy, together with providing key performance management information about the Council's performance. The report contains the following sections:

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

Data Quality

The 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 provided in a timely manner. The Council has introduced a Performance Management Framework to ensure that all performance information continues to be collected and used 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 Red, Amber, Green (RAG) rating status to monitor the targets.

Performance RAG Rating Status Indicators	
Indicator	Status
GREEN	On track, no substantial issues or risks which require action from the Council.
AMBER	Some issues or risks which require action from the Council to keep the project on track.
RED	Serious issues or risks needing urgent action.
ANNUAL/NOT KNOWN	The status cannot be calculated.

Quarter 3 (Q3) 2022-2023 Service Actions and Corporate Projects

Priority A	A Thriving Local Economy	
A1	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 project outputs, which includes improving 10 properties and a new public realm scheme for Burnley Road.</p> <p>Responsible Officer – Mhorag Saxon</p>	<p>Work has successfully began on the first buildings scheduled for year three and the remaining buildings are due to begin in Q4. The former Snooker Hall is the first building on site for year three. The building has no specific listing or designations however, it does have significant social history in Bacup's heritage. A grant from Historic England Grant will fund works to form a structurally sound front elevation of the building and replace shop fronts to re-establish the original street scene.</p> <p>The Project Board has appointed Horticon to deliver the public realm improvements to Hempstead memorial gardens and the Cenotaph on Burnley Road. New shrub species and bordering trees will be introduced to the current memorial garden to enhance the space and the Cenotaph will be cleaned and repaired. Work to develop the decorative bench has begun and will be funded by the Bacup Consortium Trust. This will link to artwork on the former toilet block developed by local residents and led by Bacup National History Society and Museum.</p> <p>A Christmas craft event was also held (supported by local businesses) to support the Bacup Christmas Markets.</p>
	<p>Revised Market Square proposal agreed and external funding bid submitted.</p> <p>Responsible Officer – Megan Eastwood</p>	<p>A proposal to redevelop Market Square has been submitted as part of the Levelling Up Fund bid, with the outcome expected in January 2023.</p>
A2	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>Converting up to 6 buildings and</p>	<p>Building owners in the project area have submitted the first phase of planning</p>

	shopfronts. Responsible Officer – Mhorag Saxon	<p>applications and redevelopment work is due to begin Q1, 2023/24. The programme has been delayed due to increased construction prices and work is ongoing to mitigate the inflated prices and ensure the proposed work will meet the outcomes of the National Lottery Heritage Fund. Further engagement with the remaining building owners will take place after the Council’s success in securing the grant funding, with works focused on reinstating lost architectural features and the use of traditional methods and materials.</p> <p>A number of community events have been delivered by the team including; Mr & Mrs Pemberton of the Extraordinary Victorians, a Halloween trail and a traditional Christmas card making workshop. Monthly Haslingden Business Association meetings are held with membership continuing to grow.</p>
	Use pedestrianisation and improve the public realm to enable more outdoor events. Responsible Officer – Mhorag Saxon	<p>The public realm element of the project is progressing, with the revised plan focus of the Lottery funded element of the scheme on the pedestrian-only Square to the north of Higher Deardengate. The works to Higher Deardengate will make this area of the town centre more pedestrian-friendly, diverting traffic onto other routes. The majority of on-street parking will be retained and car users will be encouraged to use other carparks located in the immediate vicinity. The number 11 bus route through the town centre will not be impacted, despite Higher Deardengate becoming “one way” for traffic, as the bus-route will be altered to travel down neighbouring John Street.</p> <p>A viewing platform and time-lapse photo stand will be installed at the top of Higher Deardengate to take pictures for the dedicated Instagram page, creating a collage showing the changes to Higher Deardengate throughout the project’s delivery. Local schools and community groups will be encouraged to use the urban planting areas to learn more about biodiversity and new skills through gardening sessions.</p>
A3	Further improve the retail and leisure time offer in Rawtenstall town centre.	
Corporate Project – 3	Rawtenstall 2040	Overall Project RAG Status
	Let the Spinning Point retail units (complete licence agreements to allow pre-let to move to occupied units). Responsible Officer – Leah Armitage	The 2 tenants occupying the bus station’s retail units are scheduled to finish their renovation works prior to the new financial year. Unit 4 (Posh Living) has installed a mezzanine and completed works including electrics, air conditioning, decorating and joinery. The tenant has started to add stock to their shop unit and is due to open in Q4. Unit 1-2 (Pizzaman’s) is progressing the extensive work required to create a

		<p>vibrant pizzeria. The works were delayed due to the late arrival of materials - however it is hoped that the works will be completed during Q4.</p> <p>Both tenants received Lancashire Economic Recovery Grant (LERG) funding, with the Council contributing an additional 10%. Heads of Terms have been issued, and both tenants should be receive their leases during Q4.</p>
	<p>Improve Rawtenstall town centre car parks.</p> <p>Responsible Officer – Megan Eastwood</p>	<p>Early options have been developed for a Car Parking Action Plan for Rawtenstall Town Centre and they are currently under review.</p>
A4	Reinvigorate the local business environment in Waterfoot	
		Overall RAG Status
Service Action – 1	<p>Engage with local businesses to define key issues, develop vision and suggest specific actions.</p> <p>Responsible Officer – Leah Armitage</p>	<p>The development of the Waterfoot Business Association aims to mirror those of Bacup and Haslingden by targeting town-centre businesses and those on the periphery. The Waterfoot Business Association will be supported by the Economic Development team, but the expectation is that the Association will appoint a Chair and Vice Chair, with terms of reference and become a constituted group in its own right. The first meeting is scheduled to take place in Q4, together with the development of an action plan for the Association.</p> <p>A Waterfoot Strategic Project Board is being developed to provide direction to the works that will be funded through the UK Shared Prosperity Fund. The Chair and Vice Chair for this board have been identified.</p>
Service Action – 2	<p>Agree Waterfoot Action Plan 2040.</p> <p>Responsible Officer – Leah Armitage</p>	<p>The Waterfoot 2040 Vision will be developed through consultation with local residents, community organisations, businesses and partners operating within Waterfoot. The consultation will facilitate the understanding of current issues within Waterfoot requiring intervention, to both overcome challenges and make better use of Waterfoot’s positive features and potential.</p> <p>Waterfoot will receive funding through the UK Shared Prosperity Fund. The capital expenditure allocated for Waterfoot will not begin until the 2024/25 financial year. However, discussions on the Waterfoot 2040 Action Plan are underway. Other routes of funding/match funding for Waterfoot, specifically Trickett’s Arcade, are also being</p>

		explored.
A5	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
	Complete the infrastructure improvement works. Responsible Officer – Megan Eastwood	Positive progress has now been made with Lancashire County Council in relation to the S278 agreement and it is anticipated that this will be signed in Q4. It has been flagged that there have been fatalities at this junction and several recent near misses. Lancashire County Council have been asked to raise this with the Transport Overview and Scrutiny meeting and this has already been raised at senior officer level with the County’s Chief Executive.
A6	Strengthen our offer for visitors to raise the profile of the borough’s attractions and develop an improved accommodation offer	
Corporate Project – 5	The Whitaker	Overall Project RAG Status
	Access external funding to support events. Responsible Officer – Mhorag Saxon	The National Lottery Heritage Fund Whitaker Experience project was due end in December 2022. The Whitaker Community Interest Company and the Council have requested a 3-month extension due to the impact of Covid-19, delaying the delivery of some events and activities, particularly volunteering opportunities. The requested extension has now been approved (in January 2023). The Whitaker Community Interest Company also submitted an application to the Arts Council England for National Portfolio Organisation status. The application was successful and will begin in April 2023.
	Complete year 3 of the Whitaker National Lottery project. Responsible Officer – Mhorag Saxon	All Capital works for the project are now completed. During Q3, the project focused on building a legacy and celebrating achievements. The volunteer programme provides experience for volunteers and allows the Whitaker to operate as a “free of charge” venue for the museum and its collections. The Whitaker hosts ticketed film nights and is expanding its remit to include more bookings of the function space for corporate events, weddings and other celebrations.
	Better joining up of marketing with East Lancashire Railway. Responsible Officer – Mhorag Saxon	The East Lancashire Railway Trust continues to work with the Council, Bury Council, Rochdale Borough Council and Marketing Lancashire to deliver a marketing strategy to encourage railway users to explore the areas the train passes through along its route. The proposals for Rossendale’s strategy have begun within the town centre

		using walking boards. More walks are planned and will be added to the boards and walking directory over time. The main aim of the walking boards is to promote key locations that are in walking-distance of the railway station.
A7	Lobby for an improvement in the condition of the borough's highways.	
		Overall RAG Status
Service Action – 3	Ensure blocked gullies are addressed prior to Winter. Responsible Officer – Pat Killeen	Lancashire County Council are responsible for the clearing of gullies. They have a set schedule to follow however, the Council can request greater clearing when needed during the winter months. The Council has increased the frequency of street sweeping which has maintained and increased the amount of clear gullies.
Service Action – 4	Review Lancashire County Council annual highways maintenance programme to ensure it is focused on Rossendale priorities. Responsible Officer – David Moore	Council officers will continue to maintain contact with Lancashire County Council to review their priorities for highways maintenance.
Service Action – 5	Log and report significant highways defects to drive a quicker response time. Responsible Officer – Diane Dungworth	Due to the limited calls received to report significant highway defects, the number of calls are no longer recorded. When the Council receives a highway defect report the call is transferred directly to Lancashire County Council Highways to deal with the enquiry.
A8	Progress work on the City Valley Link rail link from Greater Manchester to Rawtenstall.	
		Overall RAG Status
Service Action – 6	Complete the strategic outline business case. Responsible Officer – Neil Shaw	The strategic business case was submitted in Q2. This has identified a technically viable heavy rail route into Manchester via Bury and Heywood. The Council is due to receive an outcome for the bid to the Restoring Your Railways fund during Q4.
Service Action – 7	Maintain support on key stakeholders and undertake public support campaign. Responsible Officer – Neil Shaw	The proposal has received positive media attention in Q3.

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 – 8	<p>Work with the Rossendale employability and skills forum, which includes holding a jobs fair and careers event.</p> <p>Responsible Officer – Leah Armitage</p>	<p>Rossendale Works has continued to deliver employability sessions and events for residents seeking work. The Rossendale Works 1.1 and 1.4 projects have continued to be successful, exceeding targets. Following the success of the job fair held in September 2022, the Rossendale Works team spent Q3 preparing for the next jobs fair that will be held in Q4.</p> <p>The Rossendale Youth Works project finished on 31st October 2022. During the year-long extension, the project enrolled 101 eligible DWP customers onto the project, of which 72 were moved into a work placement, and 46 moved into sustained employment. A further 27 individuals completed the project without seeking employment, but have individual action plans to aid their transition back to the DWP. All targets set out at the beginning of the project were exceeded.</p>
Service Action – 9	<p>Explore feasibility of an employability and skills hub.</p> <p>Responsible Officer – Megan Eastwood</p>	<p>During Q3, the Council received the news that the application for the UK Shared Prosperity funding had been successful and this includes a sum to contribute towards developing “The Bridge” – a skills centre in the Old Town Hall in Rawtenstall. Dialogue has taken place with Nelson and Colne College and Lancaster University to explore the opportunity of establishing a base within the former Town Hall. Q4 will see the development of detail around those discussions.</p>
A10	Create a new Rossendale Investment Plan	
		Overall RAG Status
Service Action - 10	<p>Create a long-term Investment Plan and seek external funding opportunities to deliver parts of the plan.</p> <p>Responsible Officer – David Moore</p>	<p>This work has not been progressed during Q1, Q2 and Q3 due to capacity issues and changes in personnel. The team have focused on the Levelling Up Fund and Shared Prosperity Fund bids. Work on the Investment Plan will be revisited in Q4.</p>

Priority B	A High Quality Environment	
B1	Ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces.	
Corporate Project – 6	Waste, Cleansing and Recycling Improvement Plan	Overall Project RAG Status
	Ensure new street cleansing routes/schedules are leading to improved town centres and residential areas. Responsible Officer – Pat Killeen	The introduction of the new street sweeping routes has seen a significant increase in waste collected from town centres and residential areas. To improve the service the sweeping routes are monitored regularly and shared with Elected Members.
	Introduce additional litter bins and ensure litter bins are emptied appropriately, avoiding overflowing. Responsible Officer – Keith Jenkins	£20,000 capital funding has been identified for a litter bin programme in 2022/23 and a further £20,000 in 2023/24. This equates to approx. 120 litter bins if installed by the Town Centre Caretakers, part of the funding will be spent to remove post mounted bins and replacement parts for damaged bins. 40 Broxap's 180 Litre Maelor Trafflex Round Litter Bins were delivered during Q3 and will be installed in the identified areas requiring the need for higher capacity. An installation programme took place within Q3 focusing on Member requests and the replacement of damaged bins.
	Undertake 'town pride' communications campaign to promote the attractiveness of our town centres. Responsible Officer – Pat Killeen	As part of the Levelling Up Fund, we will be looking to have dedicated Town Centre Managers to promote the town centres and liaise with businesses and local groups to improve the area's attractiveness. This work will take place following a decision being received regarding our Levelling Up Fund bid. At the time of writing (January 2023), the Council has been notified that the £17.9m bid to the Levelling Up Fund submitted in August has not been successful, although detailed feedback is still awaited
	Introduce clear service standards and monitoring for Operations, covering side waste, lane end collections, missed bins and customer contact. Responsible Officer – Keith Jenkins	Monthly Key Performance Indicators are reported to the Chief Executive, Director of Communities and Lead Member to monitor Operations' performance. All staff have received customer services training and are aware to sign post the public to the correct organisations/departments. Due to changes with the Head of Environment role the services standards including

		side waste and lane end collections will be published in 2023/24.
	Improvement works to Rawtenstall and Haslingden Cemeteries are undertaken. Responsible Officer – Dave McChesney	Initial topographical and arboricultural surveys have been completed and initial designs for the plot are being worked on.
B2	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 – 11	Continued targeting of those littering and dog fouling through a joint approach of education, publicity and enforcement. Responsible Officer – Phil Morton	Following a procurement exercise, the new 3 year on-street enforcement contract, relating to littering and dog fouling, commenced during Q2. This has proven highly effective in reducing the amount of littering and dog fouling on Rossendale’s streets, 117 fixed penalty notices were issued during Q3 with a 69% payment rate. The new contract places more emphasis on added social value as well as enforcement, and a series of educational and community based initiatives will be introduced.
Service Action – 12	Enforcement communications campaign is undertaken. Responsible Officer – Phil Morton	Successful enforcement investigations and prosecutions are publicised through all media outlets. During Q3, 10 successful prosecutions went through the Courts and substantial penalties were given to offenders. These are being released through the press on an individual basis for maximum impact. 52 publicity pieces have been released online and in-print to outline the ongoing work continuing to tackle environmental crime. A full press feature to highlight success so far is being developed in partnership with VivaPR to progress this.
Service Action – 13	Explore feasibility of an officer in Planning for derelict and difficult sites. Responsible Officer – David Moore	A meeting was scheduled with Historic England to agree a package of funding and terms of contract in December 2022 and further discussions are scheduled for Q4.
B3	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 – 14	Continue to work closely with groups, including the provision of plants, support for funding bids and Rawtenstall in	The Council has provided 5000 spring bulbs to Community Groups for planting. Work has continued alongside Civic Pride Rossendale on the path linking East Lancashire Railway and New Hall Hey Business Park to improve the access of the well-used

	Bloom. Responsible Officer – David McChesney	route. Further work will be undertaken as part of our UK Shared Prosperity Fund programme.
B4	Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy.	
Corporate Project – 7	Climate Change Strategy and Implementation	Overall Project RAG Status
	Engaging with residents, schools and businesses across Rossendale, including partnering with three local climate change partners Responsible Officer – Phil Morton	<p>During Q3, the second annual Climate Change update was produced and presented to Full Council in October 2022. The details within the update included;</p> <ul style="list-style-type: none"> - The establishment of the Climate Change Network and development of Partnership working. - The reduction of Council carbon emissions through the conversion of all Operation's vehicles to Hydro Vegetable Oil and Mayoral and Pool cars to electric. - Successful organisation of the Climate Change Conference and established Business and Community Grant Scheme. - Continued progression of the Rossendale Forest project with over 8,000 trees planted in first year and 200 volunteers signed up to support Rossendale Forest planting events. - Supporting the development of a Climate Change Supplementary Planning Document, currently out for consultation. <p>Further work has taken place to review the energy efficiency of Council buildings. Futures Park is now fitted with LED lighting to reduce costs and carbon footprint. Development of a bid for an On-street Residential Charge-point Scheme continues with hopes to provide funding to increase the Electric Vehicle charging network to those areas with no off road parking/charging facility.</p>
	Introduce a virtual network to bring together all those actively tackling climate change in Rossendale. Responsible Officer – Phil Morton	Rossendale Climate Network, an established Facebook group, is used to promote, encourage and inform members of the public of local actions and share information across the area and beyond. Membership has been growing steadily with a total of 111 current members

	Introduce Supplementary Planning Guidance covering environmental sustainability of new developments. Responsible Officer – Anne Storah	The Climate Change Supplementary Planning Document was formally adopted by Cabinet on 7 th December 2022.
	Convert all Operational Vehicles to Hydrogenated Vegetable Oil to reduce vehicle emissions by around 90%. Responsible Officer – James Gunning	All fleet vehicles have been converted to Hydro Vegetable Oil and have been in operation since March 2022. This year the Council has reduced its carbon emissions by 90%, from 600 cubic tonnes to 60 cubic tonnes.
	Implement the Plastic Free Rossendale Strategy. Responsible Officer – Joseph Walker	An Event Notice, banning the procurement or use of single use plastic for Council services and events, now forms the Events Guidance. Work continues with communities around the borough to encourage ‘Plastic Free Communities’. Plastic Free Haslingden and Helmshore have been created and shared to the Climate Change Network Facebook Page to encourage other parts of the borough to follow suit. The amount of single use plastics across the Council has been reduced through reviewing stationary use. Taxi licensing plates have been changed to allow the plates to be used for greater time periods. Changes to waste collection in Futures Park has reduced the number of single use plastic bin liners, and encourages re-cycling.
B5	Create a new Rossendale Forest.	
		Overall RAG Status
Service Action – 15	Plant 6,000 new trees in 2022/23. Responsible Officer – David McChesney	During Q3, 1,100 trees have been planted in Cowpe. A further 1,650 trees are due to be planted over 4 privately owned sites within Q4.
Service Action – 16	Work with schools, community groups and Ribble Rivers Trust to access funding to purchase trees for planting in the Autumn. Responsible Officer – David McChesney	Ribble Rivers Trust have delayed several Rossendale planting projects until winter 2023/24 due to capacity issues, therefore achievable targets for 2022/23 have changed to approximately 3,000 trees. The balance of the 16,000 target will be achieved in winter of 2023/24.

B6		
Recycle 50% of the borough's household waste.		Overall RAG Status
Service Action – 17	Pilot a new recycling approach Responsible Officer – Patrick Killeen	The Recycling Pilot is now complete. The data from this pilot has been gathered, reviewed and will be fed back through Operations Improvement Board Meetings. Early signs from the pilot area suggest an increase in recycling being collected.
Service Action – 18	Communications campaign to promote recycling. Responsible Officer – Patrick Killeen	In conjunction with VivaPR, the communications campaign was launched on all social media platforms and published within the Rossendale Free Press to support the recycling pilot.
Service Action – 19	Examine future bin sizes and emptying schedules. Responsible Officer – Keith Jenkins	<p>Within Q3, no further work regarding the review of waste/recycling collections has taken place as further information is awaited from Central Government. The Council intends to seek a suitable company to assess the current waste/recycling collection rounds with tipping locations to ensure maximum efficiency with the resources available. This could cost £25,000–£40,000 depending on the scope.</p> <p>The Government's Our Waste, Our Resources: A Strategy For England, will have a significant impact on the likelihood of separate food waste collections from 2023/24. The Government will provide funding to support and implement any changes required. During Q3, the Council has been in contact with Lancashire County Council (disposal) authority to discuss the feasibility and potential barriers of a potential food waste collection.</p>
B7		
Improve our parks which local people are proud to visit and which appear loved		Overall RAG Status
Service Action – 20	Victoria Park and Whitaker Park masterplans completed. Responsible Officer – David McChesney	The Victoria Park Masterplan has been produced. Improvements to the parks seating and skate park will be the priority improvements for 2023/24. The Whitaker Masterplan is being developed in consultation with local groups.

<p>Service Action - 21</p>	<p>Capital Improvements to Victoria Park and Whitaker Park including footpaths are undertaken.</p> <p>Responsible Officer – David McChesney/Communities Manager</p>	<p>Capital funding has been allocated for both parks and work is underway at Victoria Park. Capital funding has been allocated for drainage improvements in Whitaker Park next year and this work needs to be completed before the pathways are improved.</p>
<p>B8 Tackle persistent fly-tipping and littering hotspots.</p>		
		<p>Overall RAG Status</p>
<p>Service Action – 22</p>	<p>Increase 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</p>	<p>During Q3, Operation Trident continues to show excellent results with 48 active fly-tipping investigations/interviews under caution and 27 reports of abandoned vehicles resulting in removal notices being served.</p> <p>The Council continues to use covert cameras in locations to detect environmental crimes and the Lancashire Police can now issue Fixed Penalty Notices to enforce above legislation and reduce environmental impact of off road use. 8 Fixed Penalty Notices for fly-tipping/duty of care have been issued during Q3, totalling over £2,000.</p> <p>10 successful prosecutions have been heard through the Magistrates Court dealing with a range of offences. These resulted in a total of £4,300 being awarded in fines, costs and compensation.</p> <p>An established Council WhatsApp group continues to improve communication between front line operations staff and enforcement staff. This has increased response times to provide valuable evidence for Town Centre Caretakers and assist in speedier investigation and removal of waste.</p> <p>A further operation to establish how all businesses in Rossendale dispose of their waste is under way focusing on the areas of Edenfield and Helmshore.</p>
<p>Service Action – 23</p>	<p>Quicker removal of fly-tipped waste with set service standards and robust monitoring arrangements.</p> <p>Responsible Officer – Patrick Killeen</p>	<p>The time taken to remove fly-tipping is monitored through monthly Key Performance Indicators. To support this, regular meetings between Operations and the Public Protection Unit take place to progress evidence gathering and prosecutions. The new Town Centre Caretaker posts have improved response times for removal and also increased pro-active removal.</p>

<p>Service Action – 24</p>	<p>Use of social media outlets to publicise and promote issues, problems and successes.</p> <p>Responsible Officer – Phil Morton</p>	<p>During Q3, 10 successful prosecutions went through the Courts and substantial penalties were given to offenders. These are being released through the press on an individual basis for maximum impact.</p> <p>A total of 52 press articles both in print and online have been published highlighting the work of the Public Protection Unit to tackle environmental crime. A feature press release is currently being developed by VivaPR to demonstrate ongoing success and further challenges.</p>
<p>Service Action – 25</p>	<p>Monthly targeted clean up days.</p> <p>Responsible Officer – Pat Killeen/Phil Morton</p>	<p>These were successful in previous quarters. It has been agreed that smaller clean ups will happen monthly with larger community clean ups taking place quarterly.</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 – 8	Housing Strategy	Overall Project RAG Status
	Produce a Housing Strategy action plan. Responsible Officer – Megan Eastwood	Comments on the draft Housing Strategy have been received from officers and the Portfolio Holder and the latest draft will be finalised in Q4. The new draft strategy will be provided to the Head of Housing and Regeneration and Interim Director of Economic Development for adoption. The consultant will then be invited to provide feedback as a critical friend in the direction and contents of the strategy before being finalised.
	Enable 185 new homes to be built, of which 25 are affordable through granting planning permission and working with developers. Responsible Officer – David Moore	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, 117 dwellings at Spring Mill, Whitworth and 30 dwellings by Hurstwoods at Johnny Barn Close. These developments may not be fully completed within 2022/23, but they will make a significant contribution to the total supply of new homes. Smaller schemes are due to commence within the new financial year. The total number of new homes built is recorded at the end of the financial year due to the evidence gathering required. As such, figures will be published after the year end showing all dwelling completions in Rossendale for the period 2022/23. However, good progress is being made towards the proposed targets.
	Update the Housing Delivery Action Plan including reduction in pre-commencement conditions and reduced permission timescales. Responsible Officer – Megan Eastwood	The Housing Delivery Action Plan identifying actions to support the delivery of new housing was updated and published on 14th July 2022.
	Agree Affordable Housing Supplementary Planning Document. Responsible Officer – Anne Stora	Work has commenced on the Affordable Housing Supplementary Planning Document. The Planning team have liaised with the Housing Team to progress this. Consultation is expected to take place in 2023/24.

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 – 26	Investigate the feasibility of developing a Home Improvement Agency in Rossendale. Responsible Officer – Megan Eastwood	On hold awaiting the start of new Head of Housing and Regeneration within Q4.
Service Action – 27	Improve 20 homes using disabled facility grants. Responsible Officer – Megan Eastwood	The Housing Renewal Manager is currently on maternity leave. The Technical Officer and Trainee Technical Officer continue to proactively progress the 102 active applications and any new applications into the service. During Q3, 11 applications have been completed and a further 39 approved. Although new applications have reduced by 31% the number of approvals has increased by 14.7% and the level of spend has increased by 78.5%. The value of approvals to date is £771,762.11 which is more than double the total in the last quarter. The team have improved 49 homes since April 2022.
C3	Better access to and take up of health and wellbeing activities including improved leisure facilities.	
Corporate Project - 9	Future Health and Leisure Facilities	Overall Project RAG Status
	Complete a feasibility study for improving leisure facilities. Responsible Officer – Adam Allen	A vision for the future leisure and wellbeing facilities in Rossendale was agreed at Council in December 2022. This sets a vision for an Outdoor Offer, a Community Offer and a Facilities Offer. External funding has been provisionally identified for the Outdoor and Community Offer, however significant capital funding will be required for the new facilities.
	Council to agree a proposal to invest in the improvement of leisure facilities. Responsible Officer – Adam Allen	Work is underway to establish all possible sources of funding to deliver on the agreed vision. This includes possible external funding and possible capital receipts.
	Work with local running clubs to complete the new running track at Marl Pits.	The running track was completed and opened for public use in September 2022.

	Responsible Officer – David McChesney	
C4	A more joined up approach to working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people.	
		Overall RAG Status
Service Action – 28	<p>Deliver year 1 of the Health Strategy (implement priority actions on mental health, obesity and physical activity).</p> <p>Responsible Officer – Adam Allen</p>	<p>This is being delivered in collaboration with the community. Planning guidance on takeaways has been implemented, a community Mental Health Group is progressing work and Together and Active Future’s are developing physical activity in the borough.</p>
Service Action – 29	<p>Restructure the partnership health governance structure.</p> <p>Responsible Officer – Adam Allen</p>	<p>This has been completed and the new structure is in place including a new place based health and wellbeing board.</p>
C5	Manage the impact of increasingly frequent flooding on local communities.	
		Overall RAG Status
Service Action – 30	<p>Liaison through the Making Spaces for Water group and supporting community response in the event of a major flooding incident.</p> <p>Responsible Officer – Lee Childs</p>	<p>The Making Spaces For Water Group meets every quarter with the last meeting on 17th November 2022, attendees include Environment Agency, Lancashire County Council and United Utilities.</p> <p>Works are being designed and planned by the Environment Agency for Irwell Vale, Strongstry and Chadderton to provide 50-year flood protection to this area. Consideration is being given to re-direct the River Ogden to mitigate the requirements for flood barriers in some areas. Regular project meetings continue to take place. Local groups continue to pressure the local M.P for further central government funding to bridge the funding short fall, the project cost is approximately £17m and is still 40% underfunded. An Irwell Vale Resident workshop will be arranged during Q4 by the Environment Agency.</p> <p>The Burnley Road culvert has been discussed, with the Head of Planning in attendance of the meeting. The structural integrity of the culvert has been investigated by a structural engineer on behalf of the Council during September 2022 – inadequate evidence was found to take planning enforcement action.</p>

		<p>The Environmental Agency are re-appraising options to address the issue as the Partnership Funding Calculator has changed since the last attempt, however, a significant funding gap is still anticipated. A separate multi-agency meeting is proposed once the appraisal has been completed.</p> <p>Partners have reviewed their actions in the Emergency Plan, United Utilities are to provide Environmental Agency with 24/7 contact details. The situation will continue to be monitored.</p>
C6	Work with the police to ensure strong neighbourhood policing and traffic enforcement.	
		Overall RAG Status
Service Action – 31	<p>Regular liaison meetings with Lancashire Police Inspector</p> <p>Responsible Officer – Neil Shaw</p>	No specific meeting took place with the Police in Q3.
Service Action – 32	<p>Deployment of the mobile traffic enforcement team and reactivate existing fixed enforcement cameras.</p> <p>Responsible Officer – Neil Shaw</p>	As reported in Q1, it has not been possible to obtain data from the Lancashire Camera Safety Partnership. The Chief Executive has pursued this via the Police and Crime Commissioner, Lancashire Police and the Partnership. The Partnership are not currently prepared to share any camera or fixed penalty notice data with the Council and have indicated this is not available on a Rossendale footprint

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 – 33	Provide good quality member induction and training programme. Responsible Officer – Clare Birtwistle	The member training programme continues with members taking advantage of ad hoc internal and external training sessions. Learning Pool continues to be promoted and training is monitored via the Governance Working Group.
Service Action – 34	On-going refresher training on the constitution for officers. Responsible Officer – Clare Birtwistle	This service action continues on an ad hoc basis, particularly with new members of staff.
D2	Drive a visible improvement in customer service across the Council.	
		Overall RAG Status
Service Action – 35	All new starters to receive customer service training. Responsible Officer – Kelly Forrest	On-line Customer Service Training has been developed on the Council's Learning Pool e-learning platform and will be rolled out to all new starters during Q1, 2023/24.
Service Action – 36	Undertake customer focus groups and mystery shopping to inform a customer services improvement plan. Responsible Officer – Clare Law	The mystery shopping exercise has focussed on the initial contact with the Council. The exercise will continue to be programmed within 2023/24 to focus on internal and follow on calls after the initial contact with the Council.
Service Action – 37	Corporate Management Team to sample customer service and address issuing arising monthly. Responsible Officer – Neil Shaw	Corporate Management Team continues to monitor customer service enquiries/complaints. This began in Q1. The findings fed into the development of an Improvement Plan for customer service. Specific response issues are picked up with the relevant service manager.
Service Action – 38	Undertake a resident's survey to better understand resident views of the Council.	A resident's survey was completed in Q1, and it is proposed to undertake an annual survey, using the same questions to benchmark responses.

	Responsible Officer – Clare Law	
Service Action – 39	Agree a Customer Service Action Plan. Responsible Officer – Adam Allen	The Customer Services Continual Improvement Action Plan was agreed by Full Council in Q2. Actions are underway however, progression is slower than expected due to staff capacity issues.
Service Action – 40	Design and launch the new Council website. Responsible Officer – Andrew Buckle	A website design theme workshop was held in December 2022, at the workshop the website branding, logo, widgets and icons were agreed. A full design mock-up is being produced and will go through the formal sign-off process in Q4.
Service Action – 41	Launch a new integrated telephony system. Responsible Officer – Andrew Buckle	A new contact centre and unified communications application were successfully implemented during Q1. The new application provides voice, instant messaging, video conferencing, voice message and can be accessed remotely. A revised customer message has been tested along with new customer service agent skills based routing to support the new customer message changes. We are awaiting feedback from the stakeholders prior to deployment of the new customer message.
D3	A robust approach to managing projects well.	
		Overall RAG Status
Service Action – 42	Effective operation of the Programme Board. Responsible Officer – Neil Shaw	The Programme Board continues to meet and is effectively managing the Council's Corporate projects. The last Programme Board meeting took place on the 7 th November 2022. There is no significant deviation from any of the Corporate Projects. The Board continues to maintain a good project management discipline around the Corporate Projects.
D4	Improve the Overview and Scrutiny function.	
		Overall Project RAG Status
Service Action – 43	Ensure all new strategies are considered by the Overview and Scrutiny Committee at an early stage to enable identification of strategic priorities for the strategy to be developed appropriately.	Work continues to further develop the scrutiny function. The priorities within the draft Housing Strategy were discussed by the Overview and Scrutiny panel during Q2. The feedback was used to develop the strategy within Q3 and the revised strategy is due to be discussed by scrutiny during Q4.

	Responsible Officer – Neil Shaw	
Service Action – 44	Undertake development work with Overview and Scrutiny members to enable clearer focus on strategic issues to support strategy development. Responsible Officer – David Moore	At the end of Q2, 3 development sessions were agreed with the Group Leaders to strengthen the scrutiny function. Negotiations are in place with the Centre for Governance and Scrutiny as described under Service Action 45.
Service Action – 45	Undertake dedicated Overview and Scrutiny training. Responsible Officer – Carolyn Sharples	Scoping of the training contents has been completed and sent to the Centre for Governance and Scrutiny to provide a quote for customised training. One suitable session has been identified and the Council is awaiting confirmation that they are able to provide customised training for the other two sessions required. In the interim, Councillors have been sent links to relevant training and development resources available through the Centre for Governance and Scrutiny and the Local Government Association.
D5		
		Overall RAG Status
Service Action – 46	Conduct a Strategic Asset Review (completing a ward per quarter). Responsible Officer – Lucie Greenwood	The Council Asset Review has continued in Q3. The review of the Eden Ward was presented to Ward Members, which highlighted 20 actions that are currently being dealt with by the Property Services team, these actions include potential income generating opportunities for the Council. The asset review exercise for Cribden has now taken place and a report of the findings has been drafted, this includes a review of 46 Council Assets and has highlighted 31 actions relating to them. Each asset has been digitalised with a file including a site visit report, the digital copy of the deed or plan and the relevant photographs. A presentation to members of the Cribden ward will be arranged and the report will be finalised with identified actions undertaken by the Property Services department. Q4 will see the commencement of a review of assets in the Facit and Shawforth Ward.
Service Action – 47	Investigate providing more detailed planning guidance when marketing sites for disposal.	Liaison is taking place between officers in Property Services, Forward Planning and Development Control at the pre-marketing stage to identify key planning issues relating to sites owned by the Council that are being considered for disposal. Planning briefs for individual sites can be developed as necessary

	Responsible Officer – Mike Atherton	
D6	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 - 10	Customer Digital Strategy	Overall RAG Status
	<p>Introduce an improved corporate geographic information system.</p> <p>Responsible Officer – Andrew Buckle</p>	<p>The new Geographic Information System application is included in the capital work programme and the budget has been approved. The solution is an end-to-end Enterprise Geographic Information System comprising a Spatial Data Warehouse with a browser-based Graphical User Interface for users to access the application.</p> <p>All of the infrastructure and architecture has been built using Amazon Web Services integrating with a Virtual Machine in the Rossendale environment. Additional functionality has been deployed to support the Planning Team and the system testing has been completed. Planning will conduct user acceptance testing in Q4.</p>
	<p>Introduce security improvements including new event management system to reduce the risk of a successful ransomware attack.</p> <p>Responsible Officer – Andrew Buckle</p>	<p>A full Security and Information Event Management solution has been deployed across the new Revenues & Benefits the UK1 and UK2 Data Centres. A Security and Information Event Management solution has also been implemented across the Rossendale Disaster Recovery Data Centres.</p> <p>The final part of the Security and Information Event Management deployment across the Rossendale virtual environment has been removed by Corporate Management Team, the project is now complete.</p>
D7	Promote staff welfare, development and satisfaction.	
		Overall RAG Status
Service Action - 48	<p>Undertake regular staff surveys and engagement events.</p> <p>Responsible Officer – Clare Law</p>	<p>A Flexible Working Survey was conducted, along with two focus groups during Q2. A full analysis report was produced and presented to Corporate Management Team on the 18th October 2022. The key findings demonstrated how staff felt the policy required greater flexibility. Following this, it was agreed to allow staff to accrue flexi-time whilst home working. The changes were shared with all staff on the 21st October 2022 and will form part of the policy review.</p>
Service Action - 49	<p>Introduce new welfare champions to improve staff retention and satisfaction.</p>	<p>The Corporate Safety and Emergency Planning Officer has produced a job description and person specification for the role of Health & Wellbeing Champion. The role has been promoted through email, via the Your Voice Group and at the</p>

	Responsible Officer – Kelly Forrest	Health and Wellbeing Event. There have been 7 volunteers resulting in 9 officers attending the Health and Wellbeing Champions meetings. The first one is scheduled to take place on 12th January 2023.
Service Action – 50	Embed the Council values within key Council processes and drive a more customer-focused culture. Responsible Officer – Kelly Forrest	Values have been included in person specifications and are on the Council's website – the advert, job description and person specification is now in one pdf document. The Recruitment guidance and advert is due to be updated and the website is currently being reviewed centrally.
Service Action – 51	Deliver key staff training on key statutory duties e.g. safeguarding, fraud awareness. Responsible Officer – Clare Law	Following the review of the Drugs and Alcohol Policy, HR and Operations Service Managers/Supervisors have completed drug and alcohol testing training. Managers have received awareness training and will be rolling out Tool Box Talks to their staff prior to the re-introduction of the drugs and alcohol testing following the suspension of testing during the Covid-19. Absence Management refresher training has been delivered to all Managers with staff responsibility. External Cyber Security training has been delivered to Managers by Local Government Authority.
D8	A financially sustainable organisation with a good financial strategy which supports good decision-making.	
		Overall RAG Status
Service Action – 52	Provision of high quality and timely financial and accountancy advice and support to all Council services, managers and projects. Responsible Officer – Karen Spencer	Whilst the Finance Team endeavours to provide a top quality service it is a very small team and the Council has a significant number of live projects. The Council Tax Energy Rebate scheme, the Household Support Fund along with the work arising from the Empty Homes Scheme continues to place significant additional pressure on the team. The team are also under pressure to close the 2018/19 and subsequent year's accounts which involves working with the external auditors and responding to queries. The vacant roles have been filled with the staff due to commence in Q4.
Service Action – 53	Regular monitoring of financial performance against the Medium Term Financial Strategy.	Monitoring of financial performance is an embedded process with reports to Corporate Management Team and Cabinet quarterly. Whilst the Council has a comprehensive financial strategy and a rigorous decision making process, the current economic climate is threatening the financial sustainability of the Council.

	Responsible Officer – Karen Spencer	
D9	Securing significant external funding to deliver projects and services.	
		Overall RAG Status
Service Action – 54	<p>Levelling Up and UK Shared Prosperity funding secured.</p> <p>Responsible Officer – Neil Shaw</p>	<p>In Q3 the Government confirmed that the Council had secured £2.66m of UK Shared Prosperity Funding for the next three years. The UK Shared Prosperity fund projects are being worked up for project delivery (starting in Q4) although some of the funding for the projects may need to be re-profiled due to the delay in the Government notifying Councils about their success in bidding.</p> <p>At the time of writing (January 2023), the Council has been notified that the £17.9m bid to the Levelling Up Fund submitted in August has not been successful, although detailed feedback is still awaited. Discussions will continue with Department for Levelling Up, Housing and Communities in Q4 and it is expected that there will be a further round of Levelling Up Fund.</p>
D10	Be recognised as a good Council with a reputation for improving residents' lives.	
		Overall RAG Status
Service Action – 55	<p>Implementing the Local Government Association Corporate Peer Challenge action plan.</p> <p>Responsible Officer – Neil Shaw</p>	<p>Good progress has been made on implementing the actions identified within the Peer Challenge. A progress meeting with the Local Government Association took place in Q2, confirmation was received regarding the overall progress made on the actions.</p>
Service Action – 56	<p>Shortlisted for a national local government award.</p> <p>Responsible Officer – Neil Shaw</p>	<p>No national awards were open to apply for in Q3. But in Q1 the Council won the Public Relations and Communication Association regional award for its work on the Rossendale Forest.</p>
Service Action – 57	<p>Raised profile through national publications and events.</p> <p>Responsible Officer – Neil Shaw</p>	<p>No activity was undertaken in Q3 on this issue. However, coverage of the City Valley rail link bid received considerable regional publicity in Q3.</p>
Service Action – 58	<p>Good news stories and achievements through local and regional media.</p>	<p>Press releases and press statements continue with a minimum of 3 releases a month. Consistent positive proactive coverage in local and regional media. Key successes with Operation Trident, City Valley rail link. The Council raised good local media</p>

	Responsible Officer – VivaPR	attention for its work on the new ‘Check Before You Chuck’ recycling campaign.
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Key Performance Indicators

Key Performance Indicator		Target	Q3 2021/22 Performance	Q2 2022/23 Performance	Q3 2022/23 Performance	RAG Status
A. A Thriving Local Economy						
1	Number of Partnership Schemes in Conservation Areas (PSICA) grants Bacup – per annum, reported in Q4.	8	New KPI for 2022/23	-	-	ANNUAL
2	Number of PSICA grants Haslingden – per annum, reported in Q4.	6	New KPI for 2022/23	-	-	ANNUAL
3	Number of people into employment via Rossendale Works/Youth Works – per annum, reported in Q4.	25	-	-	-	ANNUAL
4	Number of Invest in Rossendale business workshops – per annum, reported Q4.	4	-	-	-	ANNUAL
5	Number of new homes – per annum, cumulative figure. *Please note this figure is calculated from Building control records only.	180	-	45	48	GREEN
6	Number of new affordable homes – per annum, cumulative figure.	25	-	39	0	GREEN
7	Number of planning applications validated.	20	New KPI for 2022/23	113	108	GREEN
8	Number of planning permissions approved.	10	New KPI for 2022/23	74	62	GREEN
9	Percentage of 'Major' planning applications determined within 13 weeks.	90%	Nil	Nil (none reported for decision in Q2)	Nil (none reported for decision in Q2)	GREEN
10	Percentage of 'Minor' planning applications determined within 8 weeks.	90%	78%	78%	20%	RED
B. A High Quality Environment						
1	Number of fly-tipping incidents reported, cumulative figure.	490	341	248	420	GREEN

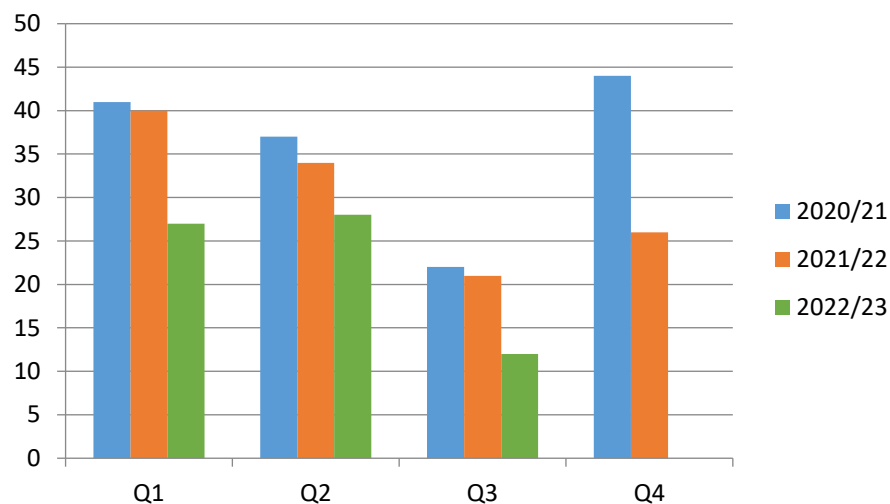
Key Performance Indicator		Target	Q3 2021/22 Performance	Q2 2022/23 Performance	Q3 2022/23 Performance	RAG Status
2	Average number of days taken to remove a fly-tip.	5	New KPI for 2022/23	4.9	4.9	GREEN
3	Number of environmental crimes actively investigated – per annum, cumulative figure.	80	24	39	48	GREEN
4	Number of fixed penalty notices issued for environmental crime – per annum, cumulative figure.	800	New KPI for 2022/23	44	117	AMBER
5	Percentage of the total tonnage of household waste which has been recycled and composted.	38%	34.56%	32.8%	33.99%	RED
6	Number of collections missed per 100,000 collections of domestic waste/recycling.	120	146	100.5	114.3	GREEN
7	Number of collections missed per 1,000 collections of commercial waste.	5	6	9.73	6.98	RED
8	Subscribers to the garden waste service – per annum, reported in Q3.	7700	7568	7240	7259	RED
9	Number of commercial waste customers – per annum, cumulative figure.	485	392	434	440	RED
C. Healthy and Proud Communities						
1	Number of disabled facilities grants completed per annum, cumulative figure.	67	14	38	49	GREEN
2	Reduce the number of statutory homeless households per annum, cumulative figure.	Less than 14	4	2	3	GREEN
3	Increase the number of homelessness preventions and relief per annum, cumulative figure.	350	124	258	329	GREEN
4	Number of households in Temporary Homeless Accommodation.	12	New KPI for 2022/23	17	15	RED
5	Number of licensed premises inspected annually – per annum, cumulative figure.	75	75	35	51	RED
6	Number of businesses achieving 4 or 5 star hygiene rating.	590	New KPI for 2022/23	612	606	GREEN

Key Performance Indicator		Target	Q3 2021/22 Performance	Q2 2022/23 Performance	Q3 2022/23 Performance	RAG Status
D. Effective and Efficient Council						
1	The percentage of residents satisfied with the quality of the Council's customer service – per annum, reported in Q1.	62%	New KPI for 2022/23	64%	64%	GREEN
2	Percentage of abandoned calls.	Less than 15%	4.2%	4.8%	4.3%	GREEN
3	Average speed of answering calls to customers for revenues and benefits.	3 minutes	1min 11 secs	49 seconds	51 seconds	GREEN
4	Percentage of Council Tax collected – per annum, cumulative.	94.7%	82.12%	55.6%	82.3%	GREEN
5	Percentage of non-domestic rates collected – per annum, cumulative.	94.2%	81.26%	55.5%	81.9%	GREEN
6	Time taken to process housing benefit new claims.	18 days	15.1 days	12.8 days	16.7 days	GREEN
7	Time taken to process Council Tax benefit new claims.	15 days	14.1 days	14.3 days	14.6 days	GREEN
8	Time taken to process housing benefit change circumstances.	5 days	4.8 days	3.6 days	3.6 days	GREEN
9	Time taken to process Council Tax benefit change circumstances.	5 days	3.3 days	2.8 days	2.7 days	GREEN
10	Percentage of housing benefit claims outstanding over 50 days.	5%	1%	0%	0%	GREEN
11	Payment of undisputed invoices within 30 days.	90%	91.3%	90.2%	89%	GREEN
12	Freedom of Information request average response time.	20 days	11.1 days	10.2 days	22.9 days	AMBER
13	Formal complaint average response time.	10 days	9.7 days	11.8 days	11.7 days	AMBER
14	Staff turnover is in line with national average – per annum, cumulative figure	15%	22.42%	8.76%	7.78%	GREEN
15	Percentage of staff appraisals completed by May 31 st – per annum, reported in Q2.	100%	92.35%	87%	89.24%	AMBER
16	Number of days lost due to sickness absence per full time equivalent employee – per annum, cumulative.	8 days	11.4 days	4.3 days	7.68 days	RED

Key Performance Indicator		Target	Q3 2021/22 Performance	Q2 2022/23 Performance	Q3 2022/23 Performance	RAG Status
17	Number of RIDDOR reportable accidents and incidents – per annum, cumulative.	Less than 5	1	1	1	GREEN
18	The number of health & safety incident reports – per annum, cumulative.	More than 46	New KPI for 2022/23	52	70	GREEN

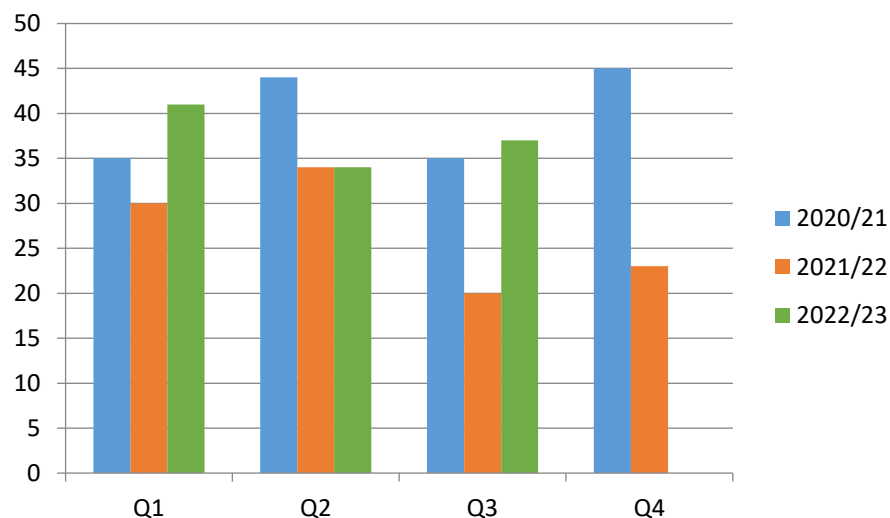
Compliments and Complaints

Compliments



Compliment Trend	2020/21	2021/22	2022/23
Q1	41	40	27
Q2	37	34	28
Q3	22	21	12
Q4	44	23	-

Complaints



Formal Complaint Trends	2020/21	2021/22	2022/23
Q1	35	30	41
Q2	44	34	34
Q3	35	20	37
Q4	45	26	-

Ombudsman Enquiries	2020/21	2021/22	2022/23
Q1	0	0	2
Q2	1	3	3
Q3	2	2	0
Q4	0	1	-

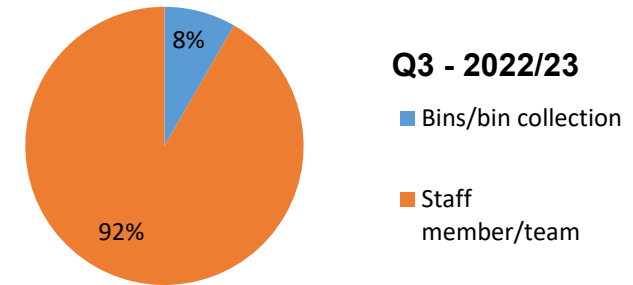
During Q3 there were no Ombudsman enquiries received. The enquiry which was carried over into Q3 has since been closed and was not upheld.

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

Compliments

The highest compliment category the quarter was in relation to Staff Member/Team.

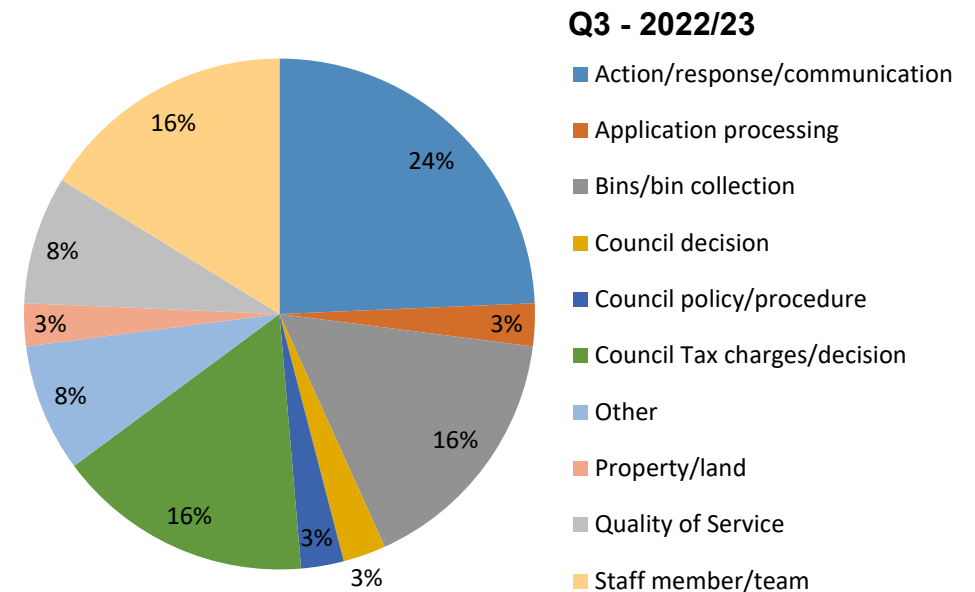
Q3 – 2022/23	Compliment
1	Bins/Bin Collection
11	Staff Member/team



Complaints

The highest number of formal complaints during this quarter were in relation to an Action, Response or Communication.

Q3 – 2022/23	Complaint
9	Action/Response/Communication
1	Application Processing
6	Bin/Bin Collection
1	Council Decision
1	Council Policy/Procedure
6	Council Tax Charges/Decision
3	Other
1	Property/Land
3	Quality of Service
6	Staff Member/Team



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.

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 2022 indicates an underlying funding gap of c£600k per annum from 2023/24 onwards. 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. The current cost of living crisis may also add to the pressure on the MTFS through pay award, utility costs, contract inflation and Council Tax/NNDR collection rates.				
Risk Consequence If the Council is not able to prepare a balanced budget there would be legal ramifications, but 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. 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	Status
	C	2	C2	AMBER
Quarter 3 Update The February 2022 MTFS indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. The impact from the employers pay offer, the current economic crisis as well as the increased uncertainty around future central government funding following the formation of the new Government, is placing significant additional pressure on the MTFS. Officers are seeking to maximise efficiencies and make savings wherever possible, however following the years of austerity the Council has already suffered, opportunities for making savings without affecting service delivery are minimal. The Council is also striving to maximise income opportunities through its ongoing property reviews and subsequent marketing of sites and rent reviews. The Empty Homes scheme continues to have an adverse impact on the MTFS. Officers are monitoring the scheme closely and managing the claims where possible. The 2023/24 provisional financial settlement offers Councils the option to increase Council Tax by up to 3% (with an additional 2% for Councils with social care responsibility) from 2023/24 without requiring a referendum, Members will consider this option as part of the budget process.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall	Status
	A	1	A1	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	Impact	Overall Risk	Status
	C	1	C1	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. The Council is a member of Lancashire County Council Local Resilience Forum (LRF). Officers attend meetings and undertake regular training exercises. The Council plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER
Quarter 3 Update A process is in place to ensure that the Council continues to follow Government guidance for Covid-19. Lateral flow tests are available for staff who need to test and Covid-19 absence continues to be monitored through the Absence Management Policy. The Operations Winter Plan was reviewed and presented to the JCC meeting in October 2022. Winter tyres had been introduced and were included in the plan and some contacts had been updated. The plan was agreed and will be formerly reviewed every 3 years. The local plans for Death of a Senior National Figure have been updated following the review by the Emergency Planning Team of the local response to Operation London Bridge in September 2022. All the points raised have been included in the review. National plans have not yet been adjusted, but any forthcoming adjustments will be incorporated into the local arrangements. Plans are available to the Emergency Planning Team on the shared drive. Officers continue to attend flood meetings and a programme of regular maintenance is in place to ensure culverts and gullies are kept clear to help reduce the flood risk.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Risk 3 – Incident resulting in death or serious injury or HSE investigation			Responsible Officer – Clare Law	
Description Under the Health and Safety at Work Act (1974), the Council has a duty of care towards the health, safety and wellbeing of its employees and others who may be affected by our work. In the event of a RIDDOR reportable accident, there is a risk of an HSE investigation and potential for a civil claim for damages.				
Risk Consequence Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.				
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 continues to implement the 109 actions in the 4 year Health and Safety Action Plan, with progress on actions summarised as; completed/ongoing – 41, in progress – 10, not due – 58. The Health and Safety audit has been completed by Internal Audit and a rating of limited assurance was given in the final report. Three actions were advised, including reporting on progress against actions in the Health and Safety Plan; introducing a health and safety bulletin for staff and reviewing the timescales in the Health and Safety Action Plan in light of additional resources. All recommended actions will be completed by the end of Q4. A Staff Wellbeing Day was held in Q3 and evaluation of the day was positive. 7 expressions of interest were received from staff to volunteer as Workplace Health and Wellbeing Champions and they will be meeting in Q4 to take this initiative forward.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	D	2	D2	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. If the County Council are required to make savings this may impact on service provision across the county.				
Risk Consequence Budget reductions may 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	Status
	C	3	C	AMBER
Mitigation The Council will continue to work with Lancashire County Council to find ways of reshaping services to reduce costs whilst ensuring shared outcomes are achieved. The Council continues to support joint leadership and Chief Executive meetings to find new ways of working together for the benefit of our residents. The Council will continue to interrogate Lancashire County Council savings proposals and identify risks to our residents and to our services.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall	Status
	C	3	C	AMBER
Quarter 3 Update The Lancashire County Council's 2022/23 budget approved in February 2022 announced further savings of c£11m, however these were mainly resulting from income generation schemes and a change in internal working practices. 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 Lancashire County Council Household Waste Recycling Centres savings proposal. Lancashire County Council are predicting a budget gap of c£87m for 2023/24 and are considering savings proposals of c£55m to help bridge the gap. The proposals include potential reductions to Adults and Children's Services, reduced winter gritting and fewer grass verge cuts. These proposals are likely to have an impact on Rossendale Residents.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall	Status
	C	3	C3	AMBER

Risk 5 – 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 The Council continues to monitor the potential impact of the long delayed Levelling Up & Regeneration Bill introduced to Parliament in May 2022. In Q3 the Government decided to make previously statutory house building targets ‘advisory’ (although in practical terms the impact on the Council is minimal). It is not yet clear how the new Government may (or may not) significantly change the Council’s Levelling Up Fund bid. The Council has therefore judged that the likelihood of this risk continues to have increased in-year (as it has since Q2). At the time of writing (January 2023), the Council has been notified that the £17.9m bid to the Levelling Up Fund submitted in August has not been successful, although detailed feedback is still awaited. Discussions will continue with Department for Levelling Up, Housing and Communities in Q4 and it is expected that there will be a further round of Levelling Up Fund.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Risk 6 – 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 and Service Area Business Continuity Plans in place to mitigate any staffing challenges such as loss of staff due to the impact of an epidemic or pandemic. HR will work with managers to develop workforce succession planning. The Council provides an attractive benefit package including final pension scheme, flexible working, generous annual leave, a purchase leave scheme, free onsite parking, family friendly policies, discounted gym memberships and a cycle scheme to attract and retain staff.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	E	3	E3	GREEN
Quarter 3 Update The staff turnover at Q3 is 7.82%, the level of staff turnover and recruitment has reduced this quarter and if this trend continues at this level or reduces further the annual target (15%) will be achieved. During Q3 there has been 15 posts advertised (1 newly established), 6 of these post are re-advertised due to unsuccessful recruitment. With the exception of a Senior Planning Enforcement Officer post all the finance and planning posts have now been successfully recruited. All senior officer posts including Chief Executive and Director of Economic Development have been successfully recruited. Recruitment is still challenging and HR continue to work to support Managers to successfully recruit to vacant posts. The number of days lost to sickness absence per full time equivalent at Q3 is 7.68 days, although this is due to long-term sickness which is being managed through the Absence Management Process. The annual pay award has been agreed and the risk of staff strike is unlikely.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

Risk 7 – Insufficient data and cyber security			Responsible Officer - Andrew Buckle	
Description Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.				
Risk Consequence Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as General Data Protection Regulation (GDPR), Payment Card Industry Data Security (PCI-DSS).				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	B	1	B1	RED
Mitigation To protect against a data breach the Council, host all Council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. The Council's Data Centres hold the following accreditations: ISO27001:2013, PCI-DSS. The Council adopts a Risk Insight approach to determine the treat Landscape and more importantly its evolution. The Council has received notification of meeting the Public Services Network (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 A number of Councils have been subject to Cyber-attacks, the Cabinet Office are advising that there is a heightened security risk level at the current time. Additional Cyber security training has been completed for Corporate Management Team, Councillors and Managers. Rossendale are now a member of the North West Cyber group receiving threat intelligence and also approaches used to combat security issues, the group meets on a monthly basis. The Rossendale Security in Depth has been implemented as part of this approach External and Internal vulnerability scanning has been deployed, this is used to identify the latest threats and vulnerabilities.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	1	C1	AMBER

Risk 8 – 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 effective and efficient 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 are in place to support face to face, mail or electronic communications with a developed website and social media channels to provide 24/7 communication service. The Council has an experienced public relation and 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 VivaPR has continued to deliver the agreed communications plan including updates to the Council's website and social media posts to residents, businesses and communities. Corporate Management Team receive a weekly communications update, which includes horizon scanning and potential risks. Whilst there were no major or specific risks forecast for Q3, we issued 12 positive press releases during the quarter on topics such as the continued success of Operation Trident (which combats fly tipping and abandoned vehicles), Rossendale Works employment programme, the Councils 'Ease the Squeeze' campaign to assist the most vulnerable residents with cost of living crisis and the successful bid of almost £3m from the UK Shared Prosperity Funding. All of these pro-active positive releases help to promote the Council externally. They act as first point of contact for the media and always respond in a timely manner ensuring good working relationships with local and regional media. Additionally, VivaPR have been supported the recycling pilot project to increase recycling rates, with a branded and targeted PR campaign across social and traditional media.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	1	E1	GREEN

Risk 9 – Non – Delivery of Corporate Projects			Responsible Officer - Neil Shaw	
Description The Council has agreed the 11 Corporate Projects for 2022/2023 to support the delivery of Corporate Plan.				
Risk Consequence Failure to deliver the Corporate Projects would have a detrimental impact on the delivery of the Council’s Corporate Plan 2021-25, 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
	C	2	C2	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 project, and the Project Manager will be responsible for the day-to-day management of the project. The 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 (last meeting on 7 November 2022). All projects are on track and within budget.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 10 – 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
	E	2	E2	GREEN
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. At the start of 2022, most Covid-19 restrictions had been lifted but the Council will keep the situation under review.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	B	3	B3	AMBER
Quarter 3 Update The Council continue to maintain a contingency plan for an alteration in Government restrictions. However, this has not developed during Q1-Q3 and therefore the overall level of risk in terms of the impact of Covid-19 continues to remain at a low level over the last 9 months. We continue to monitor the situation, particularly through the Winter months.				
Quarter 3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	F	3	F3	GREEN

Risk 11 – Financial Sustainability of Council Owned Leisure Assets			Responsible Officer – Adam Allen	
Description National lockdowns due to Covid-19 resulted in Council owned leisure facilities closing for extended periods. During closure no income was received and outside of lockdown periods, income was significantly reduced. The Cost of Living crisis will have a significant negative impact on utility and salary costs for the Trust. This has impacted the financial sustainability of the Trust.				
Risk Consequence If the Council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the Council. This financial impact was managed in 2021/22 through additional Government grants and Council support, however the real impact is likely to be felt in 2022/23.				
Initial risk assessment RAG status (without mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
Mitigation A report on the impact of all facilities has been produced by KKP and recommendations to minimise impact have been implemented. Senior Council Officers are attending the Trust Board to ensure we work together to minimise costs and an intensive monitoring process is in place. Funding through a Covid-19 specific Sport England Fund has been received though this is limited in its amount and did not cover retrospective losses. Constant monitoring of future business plans and work in partnership to maximise income and reduce costs continues.				
Risk assessment RAG status (after mitigation)	Likelihood	Impact	Overall Risk	Status
	A	2	A2	RED
Quarter 3 Update The financial sustainability of the Leisure Trust remains a key risk to the Council. At the December 2022 Council meeting, it was agreed that an independent study would be commissioned to fully assess the risk to the Council and suggest mitigating actions.				
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:

- 20th 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 Lead Member for Economic Development
- Councillor Jackie Oakes - Deputy Leader of the Council and Lead Member for Planning, Licensing and Enforcement
- Councillor Steve Hughes – Lead Member for Housing and Customer Services
- Councillor Adrian Lythgoe – Lead Member for Environment and Corporate Services
- Councillor Barbara Ashworth – Lead Member for Communities, Health and Wellbeing
- Councillor Andrew Walmsley – Lead Member for Resources

Responsible Section/Team	Committee and Member Services	Page	1 of 6
Responsible Author	Committee & Member Services Officer	Version	Jan 02
Date last published	17/01/2023	Next publication date	14/02/2023

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
- 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

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- 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.

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 Lead Member	Documents to be considered by the decision taker	Representations may be made to the following officer
Re-use of Employment and re-development of Land Supplementary Planning Document	Overview & Scrutiny Cabinet	6 th February 2023 19 th July 2023	Planning, Licensing and Enforcement	Report	Anne Storah, Principal Planner (Forward Planning) 01706 252418 annestorah@rossendalebc.gov.uk
Corporate Priorities, Budget, Council Tax and the Medium Term Financial Strategy – yearly item	Overview & Scrutiny Cabinet Council	6 th February 2023 8 th February 2023 28 th February 2023	Resources	Report	Karen Spencer, S151 Officer 01706 252465 karens pencer@rossendalebc.gov.uk
Capital Strategy and Capital Programme – yearly item	Overview & Scrutiny Cabinet Council	6 th February 2023 8 th February 2023 28 th February 2023	Resources	Report	Karen Spencer, S151 Officer 01706 252465 karens pencer@rossendalebc.gov.uk ,
Treasury Management Strategy & Treasury Management Practises – yearly item	Cabinet Council	8 th February 2023 28 th February 2023	Resources	Report	Karen Spencer, S151 Officer 01706 252465 karens pencer@rossendalebc.gov.uk ,
Pay Policy Statement – yearly item	Council	28 th February 2023	Environment and Corporate Services	Report	Clare Law, Head of People and Policy 01706 252457 clarelaw@rossendalebc.gov.uk
Remuneration Review	Council	28 th February 2023	Environment and Corporate Services/ Resources	Report	Carolyn Sharples, Committee and Member Services Manager 01706 252422 carolynsharples@rossendalebc.gov.uk

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Details of the decision to be taken	Decision to be taken by	Expected Date of Decision	Relevant Lead Member	Documents to be considered by the decision taker	Representations may be made to the following officer
Local Council Tax Support Scheme	Council	28 th February 2023	Housing and Customer Services	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk
Refresh of Housing Benefit Overpayment Policy and Housing Benefit Write-Off Policy	Cabinet	15 th March 2023	Housing and Customer Services	Report	Angela Richmond, Service Assurance Officer 01706 252588 angelarichmond@rossendalebc.gov.uk
Approval of the Open Space Strategy and the Indoor Built Sports Strategy	Cabinet	15 th March 2023	Communities, Health and Wellbeing	Report	Anne Storah, Principal Planner (Forward Planning) 01706 252418 annestorah@rossendalebc.gov.uk
Housing Strategy	Council	22 nd March 2023	Housing and Customer Services	Report	David Moore, Interim Director of Economic Development, 01706 252429 davidmoore@rossendalebc.gov.uk
Constitution Review	Council	21 st June 2023 To be taken to each meeting unless no changes identified.	Environment and Corporate Services	Report	Carolyn Sharples, Committee and Member Services Manager 01706 252422 carolynsharples@rossendalebc.gov.uk
Food Standards Agency Annual Report - <i>yearly item</i>	Council	21 st June 2023	Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 philmorton@rossendalebc.gov.uk

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Council Tax, Non-Domestic Rate & Housing Benefit Overpayment Write-offs – yearly item	Cabinet	19 th July 2023	Housing and Customer Services	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk
Climate Change Strategy Update – yearly item	Council	13 th September 2023	Environment and Corporate Services	Report	Phil Morton, Public Protection Manager 01706 252442 philmorton@rossendalebc.gov.uk
Local Council Tax Support Scheme – yearly item	Overview & Scrutiny Council	25 th September 2023 15 th November 2023	Housing and Customer Services	Report	Ian Walker, Service Assurance Team Leader 01706 252592 ianwalker@rossendalebc.gov.uk
Medium Term Financial Strategy (MTFS) Update – yearly item	Cabinet	6 th December 2023	Resources	Report	Karen Spencer, S151 Officer 01706 252465 karens pencer@rossendalebc.gov.uk ,
Annual Air Quality Report – yearly item	Cabinet	6 th December 2023	Planning, Licensing and Enforcement	Report	Phil Morton, Public Protection Manager 01706 252442 philmorton@rossendalebc.gov.uk

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