

Meeting of: Overview and Scrutiny Committee

Time: 6.30pm

Date: 5th February 2024

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 15 th January 2024.	
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 S.Barnes

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.	2024/25 Council Budget and Medium Term Financial Strategy	Karen Spencer, Chief Finance Officer, karenspencer@rossendalebc.gov.uk
D2.	Capital Programme 2023/24-2027/28 and Capital Strategy 2024/25	Karen Spencer, Chief Finance Officer, karenspencer@rossendalebc.gov.uk
D3.	Quarter 3 Performance Management Report (October, November & December) 2023/24	Clare Law, Head of People and Policy clarelaw@rossendalebc.gov.uk
D4.	The Forward Plan Key decisions (forward plan) Rossendale Borough Council	Carolyn Sharples, Committee and Member Services Manager carolynsharples@rossendalebc.gov.uk



Rob Huntington
Chief Executive

Date published: 26th January 2024

MINUTES OF: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 15th January 2024

Present: Councillor Foxcroft (Chair)
Councillors D.Ashworth, McMahon, Kenyon, Norton, Rooke, Thompson,
and Whitehead.

In attendance: Chief Inspector Ogdin, Lancashire Constabulary
Inspector Grey, Lancashire Constabulary
Sattar Hussain, Legal Officer
David Smurthwaite, Director of Economic Development
Carolyn Sharples, Committee and Member Services Manager

Also Present: Councillor Lythgoe
1 member of the public

1. Apologies for Absence

Apologies for absence were submitted from Councillor S.Barnes and Coogan.

2. Minutes

Resolved:

That the minutes of the meeting on 13th November 2023 be approved as a correct record.

3. Declarations of Interest

- Councillor Thompson declared a non-pecuniary interest in relation to the briefing information as a relative worked for Rossendale Citizens Advice.
- Councillor McMahon also declared a non-pecuniary interest in relation to the briefing information as she was a Credit Union Member and also for Rossendale Citizens Advice.

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 Briefing notes had been circulated prior to the meeting to keep members informed of the work of Citizens Advice Rossendale and Hyndburn and the First Choice Credit Union. The committee noted the updates.
- 6.2 Since the committee last met, Cabinet had approved the Housing Assistance Policy 2023, which replaced the Disabled Facilities Grant Policy following review.
- 6.3 As requested at the previous meeting, the Head of Operations would be in attendance when the next quarterly performance report was being considered in February.

ORDINARY BUSINESS

7. Annual Update from Lancashire Constabulary

7.1 Chief Inspector Ogdin and Inspector Grey provided the committee with an annual update which included the changes to the model of operating, crime statistics, current command and division structure, number of service calls and time taken to answer calls, time taken to arrive for calls, vacancies and recruitment, 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:

- Councillor Kenyon would provide details of the enquiry regarding the car left damaged across from the park in Rising Bridge, which was also awaiting a response from Lancashire County Council (LCC).
- The figures provided were county wide.
- The county was broken down into East, South and West divisions.
- Figures in each division were generally comparable.
- Copies of the figures would be provided following the meeting.
- The Police worked with different types of partners and were working closer with victims of domestic violence.
- Domestic Violence (DV) notices had been available to the Police to use for a number of years.
- If a crime had been committed, it would be classed as a crime. If there was no injury or evidence of obvious crime, the Police could only go off the information presented and would look at other powers and options available.
- The Inspector's time was split between Rossendale and Burnley, but also included other duties.
- There was a need for youth engagement officers regarding anti-social behaviour in town centres, and support was needed from other services for this.
- In relation to parking on pavements, if it was obstructing the highway, or someone's driveway, the Police had powers to deal with that, but inconvenient parking was a role for LCC.
- The Police would have a conversation with LCC about inconvenient parking and ask them about what support they could provide. They would also speak to partners about joint working and put pressure on them to bring some further resource in this area.
- Problems with off road bikes had increased since the ranger service had been withdrawn. The Deputy Police and Crime Commissioner had met the Chief Executive with regard to the possibility of reinstating the service in order to identify vehicles offloading bikes and to look to use enforcement.
- In relation to offloading bikes, the Council could enforce these as Public Space Protection Orders (PSPO) breaches or Community Protection Notice warnings (PCNs) or send warning letters.

Resolved:

1. The committee noted the annual update.
2. Cabinet would be asked to ensure that Council officers were working as closely as possible with the Police moving forward in relation to the issue of dirt trail bikes.

The Chair thanked Chief Inspector Ogdin and Inspector Grey for attending. Formal thanks was given for all the hard work that the Police do throughout the year within the borough.

8. Retention and Disposal Policy

8.1 The Legal Officer introduced the Retention and Disposal Policy which was being reviewed and highlighted the main changes including the addition of the reference to electronic documents.

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

- After the required retention period the entire document would be destroyed.
- Anonymity would be achieved by redacting personal data. This included redacting information which did not relate to the person requesting the information regarding Subject Access Requests (SARs).
- The difference between minor and major changes were that minor changes would not materially change the policy or document, whereas major changes would.
- The decision maker for changes would be the Data Protection Officer, in consultation with the responsible officer and the Lead Member.
- The Data Protection Officer role was situated within the Legal Team.
- The Records Management Society was an organisation used for information management and looked at governance.

It was agreed to provide a response back to the committee in relation how the policy fits in with members who use their own device for Council purposes.

Resolved:

The committee recommended Cabinet to approve the updated policy and its related schedule as detailed in the report.

9. The Forward Plan

9.1 Members were updated on the Forward Plan and Overview and Scrutiny Work Programme for February and informed of the officers who would be in attendance.

Members were asked to submit any advance questions by 31st January, particularly if they related to performance report questions for the Head of Operations.

Resolved:

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

(The meeting commenced at 6.30pm and concluded at 7.45pm)

Signed.....
(Chair)

Date

Subject:	2024/25 Council Budget and Medium Term Financial Strategy		Status:	For Publication			
Report to:	Overview & Scrutiny		Date:	5 th February 2024			
Report of:	Chief Finance Officer		Lead Member:	Resources			
Key Decision:	X	Forward Plan	X	General Exception	<input type="checkbox"/>	Special Urgency	<input type="checkbox"/>
Equality Impact Assessment:		Required:	Yes/No	Attached:	Yes/No		
Biodiversity Impact Assessment:		Required:	Yes/No	Attached:	Yes/No		
Contact Officer:	Karen Spencer		Telephone:	01706 252409			
Email:	karens pencer@rossendalebc.gov.uk						

1. RECOMMENDATION(S)

That the Overview & scrutiny Committee consider:

- 1.1. The proposed revenue budget for 2024/25 of £10.623m, as detailed in this report
- 1.2. The proposed increase of 2.99%, to the Council Tax rate for a Band D property for 2024/25, increasing the Council Tax rate for a Band D property from £299.49 to £308.44, an increase of £8.95 pa.
- 1.3. The proposed use of £688k from reserves to support the 2024/25 revenue budget.
- 1.4. The proposed fees and charges attached as Appendix 1

2. EXECUTIVE SUMMARY

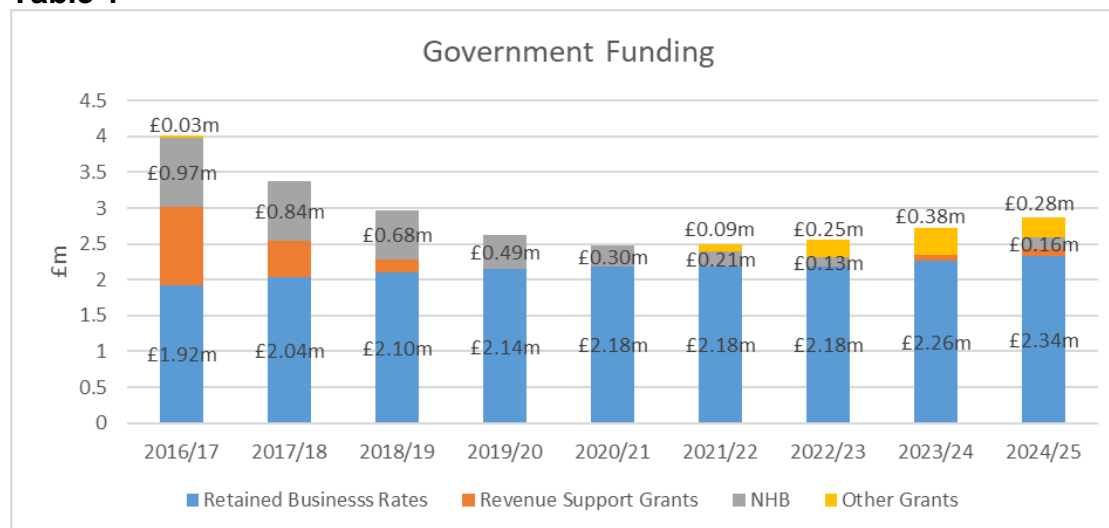
- 2.1 The purpose of the report is to enable the Overview & Scrutiny Committee to consider the Council's proposed revenue budget and level of Council Tax for 2024/25, together with implications for the Council's Medium Term Financial Strategy. This is an opportunity for Overview & Scrutiny to identify 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 2024/25.
- 3.3 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.
- 3.4 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 2024/25, with the traditional Revenue Support Grant ceasing in 2018/19.

Table 1



4. 2024/25 Provisional Finance Settlement

4.1 The provisional Settlement Funding Assessment for 2024/25 was announced on 18th December 2023. The key messages 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.
- c. New Homes Bonus payments will be made in 2024/25 for one year only.
- d. Extension of the 'Services Grant' in to 2024/25, albeit reduced to pay for other parts of the settlement
- e. The Funding Guarantee introduced last year will be maintained. This will ensure that all authorities will see at least a 3% increase in their core spending power before any decision they make about organisational efficiencies, use of reserves, and council tax levels.

4.2 The Government announcement indicates that Local Government Core Spending Power will rise by an average 6.5% in 2024/25. However as a shire district, Rossendale will see an increase in Core Spending Power of 5.2% before any changes in council tax charges are taken into account. After factoring in the proposed council tax increase the Council's Core Spending Power will increase by 4.71%. Whilst the additional funding is welcomed, following years of austerity and with the 2023/24 pay award average increase being 6.2%, and indications that 2024/25 will be similar, 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

	2023-24	2024-25	2025-26	2026-27	2027-28
	£000	£000	£000	£000	£000
Original Budget - February 2023	10,256	10,550	10,772	11,004	11,827
Additional in year pressures	52				
Savings Proposals		(123)	(484)	(539)	(540)
Savings/Income growth required*			(275)	(750)	(1,200)
Revised Budget Estimates	10,308	10,623	10,581	10,282	10,087
Estimated Funding:					
Council Tax (+2.99%)	6,238	6,444	6,637	6,835	7,039
Council Tax - growth in base			48	98	149
Collection Fund Surplus - CTax	40	120			
Retained Business Rates	2,261	2,335	2,335	2,335	2,335
Revenue Support Grant**	85	91	91	91	91
Funding Guarantee	290	268	-	-	-
Services Grant	85	14	-	-	-
New Homes Bonus	1	163	-	-	-
NNDR Growth/Pooling	500	500	200	200	200
Resources	9,500	9,935	9,311	9,559	9,814
Call on Reserves	(808)	(688)	(1,270)	(723)	(273)
Available Reserves					
Balance of Reserves b/f	4,753	3,945	3,257	1,987	1,264
Less to/(-)from reserves in year	(808)	(688)	(1,270)	(723)	(273)
Year End Reserves Balance	3,945	3,257	1,987	1,264	991

* This is the amount of savings/income growth required to maintain the minimum reserves balance

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

5.2 Changes in the base budget costs between 2023/24 and 2024/25 are as follows:

Table 3

Forecast Changes	£000
2023/24 Base Budget	10,256
Employment Costs (Pay Award & Increments)	555
Inflation (Utilities)	(66)
Vehicle Fuel	(70)
NET Revenues & Benefits Contract Inflation	67
Insurance Inflation	80
General Inflation	60
Temporary Accommodation	100
Bank Charges	(20)
Financing not required in year	(145)
Previous Years Budget Proposals	(91)
Current Year Budget Proposals	(123)
Various small technical adjustments	20
2024/25 Base Budget	10,623

5.3 The budget proposals for 2024/25 onwards are set out below:

Table 4

Budget Proposals	2024-25	2025-26	2026-27	2027-28
	£000	£000	£000	£000
Income & Efficiencies				
i) Business Centre	(5)	(30)	(30)	(30)
ii) Markets	(6)	(20)	(20)	(20)
iii) Corporate Estates	(41)	(115)	(151)	(151)
iv) Bus Station/Shelters	-	(14)	(29)	(29)
v) Waste Collection Efficiencies	-	(150)	(150)	(150)
vi) Four Yearly Elections	-	(37)	(37)	(37)
vii) Member Allowances	-	(11)	(11)	(11)
Staffing				
viii) Vacant post management	(71)	(107)	(111)	(112)
	(123)	(484)	(539)	(540)

Description

- i) Review space and increase lets in Futures Park Business Centre
- ii) Savings whilst Bacup Market closed and increased income after markets refurbished
- iii) Review usage of all corporate estates with a view to increasing rental income or disposal
- iv) Review management of site and departure charges
- v) Waste Management round optimisation efficiencies
- vi) Annual saving from moving to 4 yearly elections
- vii) Saving made by reducing from 36 Councillors to 30 following the implementation of the Boundary Review
- viii) Removal of vacant posts following phased retirements

5.4 Based on the above, the draft budget book for 2024/25 is included at Appendix 2. Key assumptions are:

1. Budget estimates:

- a) Average pay award in 2023/24 now 6.21% (in line with the final pay award), 5% in 2024/25 and 2% pa thereafter
- b) Assumes an annual staff vacancy saving of £200k pa
- c) General price inflation – a freeze on all general revenue expenditure with the exception of pay, utility budgets and contractual increases
- d) Employers Pension Contribution – 14.6% for the period 2023/24 to 2025/26
- e) Employer National Insurance Contributions – 13.8%. The average rate for the Council is 9.9% in 2024/25 (9.7% in 2023/24)
- f) Council Tax increase – assumes 2.99% pa, this is the maximum the Council Tax Principles will allow for 2024/25.
- g) NNDR baseline – the current assumption is for the baseline to remain static throughout the life of the forecast
- h) 2024/25 assumes a £500k pa pooling gain, based on current 2023/24 forecasts.

2. Council tax to increase by 2.99% (2.99% in February 2023) 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 2023/24 pooling arrangement are currently forecast to contribute c£500k to the 2023/24 budget. 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 growth/pooling gain of £200k pa, less than previous assumptions. 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.

6. Impact on Reserves

6.1 As shown in table 2 the forecast relies on the use of reserves to balance the budget throughout its lifespan. This is not a sustainable option and work is ongoing to generate additional income and savings. Table 2 also demonstrates the level of additional income/savings required to maintain the Council's minimum level of reserves.

6.2 Sections 32 and 43 of the Local Government Finance Act 1992 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 2024/25, 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.

7. Council Tax for 2024/25

7.1 Cabinet will make its final recommendation for Full Council to approve on 28th February 2024. Other precepting authorities will announce their Council Tax charges as follows:

- Lancashire County Council – 23rd February 2024
- Lancashire Fire & Rescue – 19th February 2024
- Lancashire Police & Crime Commissioner – Early February 2024
- Whitworth Town Council – 25th January 2024

7.2 The proposed Band D Council Tax for 2024/25 and the previous charge across Rossendale is as follows:

Table 5

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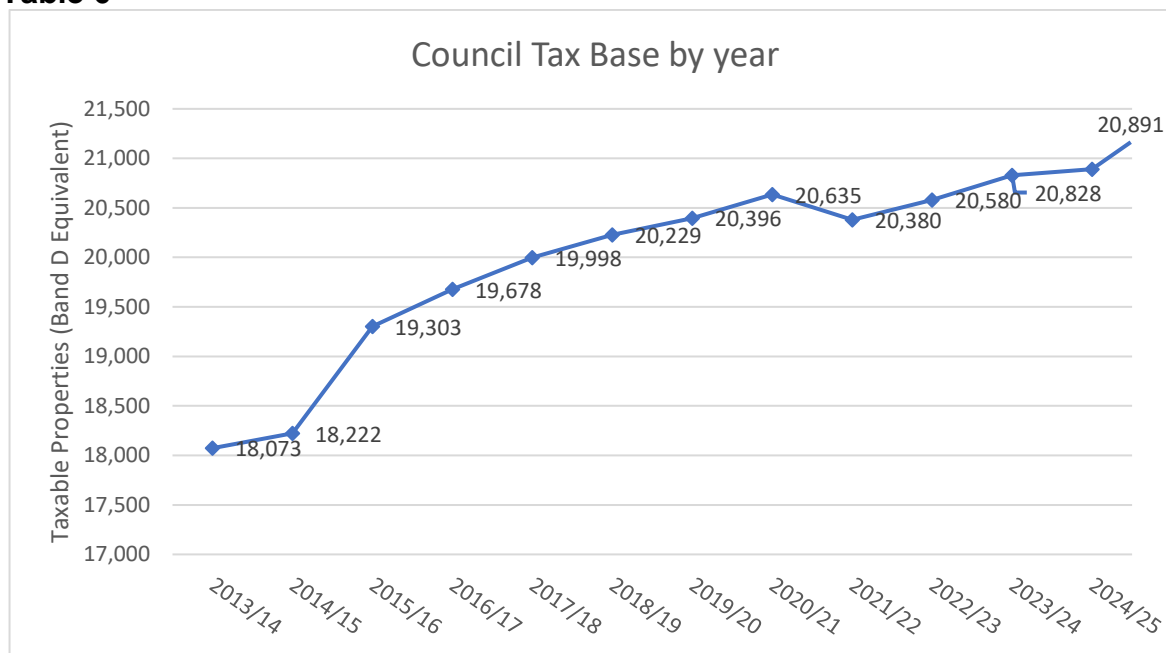
Precepting Body	% Increase	2023/24	2024/25	Increase £	% Share	2023/24	2024/25	Increase £
		Band D £	Band D £			Band A £	Band A £	
Rossendale BC	2.99%	299.49	308.44	8.95	13.3%	199.66	205.63	5.97
Lancashire County Council *	3.00%	1,364.66	1,411.86	47.20	61.1%	909.77	941.24	31.47
LCC Adult Social Care *	1.99%	210.05	241.43	31.38	10.4%	140.03	160.95	20.92
Combined Fire Authority *	2.99%	82.27	84.73	2.46	3.7%	54.85	56.49	1.64
Police & Crime Commissioner *	5.17%	251.45	264.45	13.00	11.4%	167.63	176.30	8.67
Total (Excl' Whitworth)	4.66%	2,207.92	2,310.91	102.99	100.0%	1,471.95	1,540.61	68.66
Whitworth Parish Council	14.11%	27.14	30.97					
Total Whitworth Parish	4.78%	2,235.06	2,341.88					

* At the time of publication the 2024/25 rates have not yet been approved.

8. Council Tax Base

8.1 For 2024/25 the Council has seen 284 new properties added to the valuation list, with the majority of these being Band B properties. The Band D Tax base has increased by 63 properties – 0.3% to 20,891 Band D equivalents. The table below shows the growth trend.

Table 6



8.2 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 185 pa (albeit there is no Band D equivalent published).

9. Fees and Charges

9.2 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 to ensure costs are being recovered. A full list of fees (including previous year comparisons) are included at Appendix 1.

10. Bridging the Council's future funding gap

- 10.1 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.

11. RISK

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

- 11.1 **Council Tax:** In setting the 2024/25 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%.
- 11.2 **Reserves:** The level of reserves is still an estimate until the external auditors sign off the proposed amendments to the previous years accounts. Members should note that the 2024/25 budget proposals include the use of £688k 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.
- 11.3 **Resources:** The Council faces significant financial pressures, with table 1 showing the continued real time reduction in Government funding. The financial settlement is for a single year 2024/25, this makes resource planning extremely difficult. 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.
- 11.4 **Funding gap:** The medium-term financial forecast indicates the Council needs to generate additional income or savings of c£1.2m annually by 2027/28 to maintain the minimum level of reserves (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.
- 11.5 **NNDR arrangements for 2024/25:** The Government has announced that the Business Rates reset will not be implemented in the current Parliament. Therefore arrangements for 2024/25 are the same as 2023/24. 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.

- 11.6 **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
- 11.7 **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 2024/25 based on the estimated capital expenditure is c£644k, however based on current schemes this rises to c£913k by 2027/28. This places additional pressure on the MTFs.
- 11.8 **Empty Homes Scheme:** The project continues to have a significant adverse impact on the council's financial position. The project team continue to closely monitor the scheme, manage the project risks and legacy issues. The scheme is due to end in December 2024.
- 11.9 **Rossendale Leisure Trust (RLT):** The cost of living crisis is having a significant impact on leisure facilities across the country, including the Leisure Trust. The Trust is estimating an income shortfall in 2024/25. 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 recommendations in the Grant Thornton report have been implemented and are subject to regular monitoring. The announcement in the Autumn Statement of a further c10% increase in the living wage from April 2024 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 major risk for the council in that the Trust is a significant debtor, and in respect of the ongoing delivery of leisure services across the borough. It is critical that the Trust becomes financially sustainable and financially independent of the council.
- 11.10 **The Whitaker:** The cost of living crisis is also impacting on the hospitality operation at the Whitaker, which is in significant debt to RLT (the parent company). The Whitaker Board have recently published a tender opportunity for a hospitality partner to run that side of the business. This is a risk for the Council as it is the accountable body for the NLHF grant, which may be subject to clawback if the Whitaker were to close. The Council is working closely with RLT and the Board to mitigate this risk.
- 11.11 **Temporary Accommodation:** The current demand for temporary accommodation is placing significant pressure on the Council's revenue budget. Whilst the Council claims Housing Benefit towards the cost, this only covers c20% of the expenditure. The Housing Options team are working hard to reduce costs wherever possible and the Council is investigating longer term solutions.
- 11.13 **Corporate Risk register:** The register includes risks around the MTFs, 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.

12. Section 25 Report

- 12.1 As part of the final recommendations to Full Council, Section 25 of the Local Government Act (2003) places a requirement on the Section 151 Officer 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.

12.2 The Chief Finance Officer (as the officer designated under Section 151 of the Local Government Act 1972) has produced the following statements in respect of the proposed budget for 2024/25:

- Acknowledging the contents of this report and setting this within the wider control framework and financial management arrangements within the council, it is my opinion that the estimates have been prepared and reviewed utilising the most up to date and accurate information available and that all assumptions made are reasonable in the current climate. I therefore consider the Council’s budget for 2024/25 to be robust.
- I am of the view that the Council is pursuing a sound financial strategy in the context of the challenging financial position. However, there remains a high level of uncertainty. The current economic situation of higher inflation and interest rates means the Councils financial position is constantly changing. Depending on the shift/outcome of these risks there could be a major movement on the financial forecast set out above. The Cabinet and Corporate Management Team will be working to firm up the 2025/26 savings proposals and formulate the plans for identifying the additional savings requirement during 2024 and will continue monitoring the current economic position.
- In relation to financial reserves, the levels continue to be closely monitored and if the savings/income generation schemes set out in table 2 are achieved the level of reserves is adequate for the lifetime of this forecast. However if the savings are not achieved or the additional income isn’t generated the Council’s reserves will be exhausted by the end of this forecast.

13. FINANCE

13.1 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.

13.2 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.

13.3 Given the 2024/25 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 have not been implemented. With the prospect of a general election this year it is unknown as to when this will happen.

14. LEGAL

14.1 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.

15. POLICY AND EQUALITIES IMPLICATIONS

15.1 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 – November and December 2023 and January 2024
- Members - January 2024
- Public (via social media and the council’s website) – January 2024
- Overview & Scrutiny - February 2024

16. CONCLUSIONS

16.1 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 2024/25 of £10.623m.

16.2 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.

16.3 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.

16.4 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 5 above, if no further savings/efficiencies or additional income is generated these reserves will be exhausted over the life of the current forecast.

16.5 Whilst the Council is currently developing several income generating regeneration schemes, which will support the budget in the longer term. It 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



Rossendale Borough Council

Fees and Charges for 2024/25

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	2023/24 Charges	2024/25 Charge
140ltr	£280.00	£350.00
240ltr	£425.00	£525.00
500ltr	£660.00	£725.00
660ltr	£880.00	£900.00
770ltr	£990.00	£1,000.00
1100ltr	£1,050.00	£1,050.00

Schools/ Charities		
Cost per annum one pick up a fortnight		
size of bin	2023/24 Charges	2024/25 Charge
55 - 140ltr Bin, Bag or Box	£140.00	£175.00
240ltr	£212.50	£262.50
500ltr	£330.00	£362.50
660ltr	£440.00	£450.00
770ltr	£495.00	£500.00
1100ltr	£525.00	£525.00

Trade Recycling		
Cost per annum - fortnightly collection		
size of bin	2023/24 Charges	2024/25 Charge
55 - 140ltr Bin, Bag or Box	£65.00	£75.00
240ltr	£80.00	£95.00
500ltr	£140.00	£160.00
660ltr	£180.00	£195.00
770ltr	£200.00	£220.00
1100ltr	£240.00	£265.00

Sacks etc		
	2023/24 Charges	2024/25 Charge
Grey Sacks (includes VAT) (50 pack)	£250.00	£300.00
Blue Sacks (50 pack)	£65.00	£75.00
Aqua Sacks (50 pack)	£65.00	£75.00

Bulky Collections

<p><u>Bulky Collection Charges</u></p> <p>1 item (furniture and electrical items) £20.00</p> <p>2 items (furniture and electrical items) £30.00</p> <p>3 items (furniture and electrical items) £40.00</p> <p>4 items (furniture and electrical items) £50.00</p> <p>5 items (furniture and electrical items) £60.00</p> <p>6 items (furniture and electrical items) £70.00</p> <p>7 items (furniture and electrical items) £80.00</p> <p>8 items (furniture and electrical items) £90.00</p> <p>9 items (furniture and electrical items) £100.00</p> <p>10 items (furniture and electrical items) £110.00</p> <p>Price per additional item £10 per item thereafter</p>	<p>2023/24 Charges</p>	<p>2024/25 Charges</p> <p>£21.00</p> <p>£32.00</p> <p>£43.00</p> <p>£54.00</p> <p>£65.00</p> <p>£76.00</p> <p>£87.00</p> <p>£98.00</p> <p>£109.00</p> <p>£120.00</p> <p>£10 per item thereafter</p>
<p><u>Bins & Sacks</u></p> <p>New Bin Delivery</p>	<p>2023/24 Charges</p> <p>£37.00</p>	<p>2024/25 Charges</p> <p>£39.00</p>
<p>Garden Waste (yearly fee)</p>	<p>2023/24 Charges</p> <p>£44.00</p>	<p>2024/25 Charges</p> <p>£45.00</p>

No charges for the following Bins

Blue - Glass, Cans & Plastics

Grey - Paper & Cardboard

Parks and Playing Fields

	2023/24 Charges	2024/25 Charges
Letting of Sites (Per Day)		
Moorlands Park	£240.00	£257.00
Stubbylee Park	£240.00	£257.00
Victoria Park	£240.00	£257.00
Maden Recreation Ground	£240.00	£257.00
New Hall Hey Bacup Cricket Ground - Property Services	£240.00	£257.00
Fairview	£240.00	£257.00
All Other Playing Fields	£125.00	£134.00

Parks and Playing Fields

	2023/24 Charges	2024/25 Charges
Memorials / Dedications		
Trees		
Standard option	£235.00	£252.00
Own selected species		
Benches		
Standard	£975.00	£1,045.00
Ornate	£1,200.00	£1,285.00

Cemeteries

	2023/24 Charges	2024/25 Charges
Purchase of right of burial in numbered grave space	£1,245.00	£1,333.00
Purchase of right of burial in numbered grave space (outside of the Borough)	£1,480.00	£1,585.00
Transfer of Grant	£74.00	£80.00
Right to fix a headstone or monument		
Headstone	£230.00	£245.00
Kerb Stones		
Inscriptions	£62.00	£65.00
Vase / Plinth and Tablets	£105.00	£115.00
Interments		
Earth Grave & Grave Dressing (resident of the Borough)	£1,020.00	£1,090.00
Earth Grave & Grave Dressing (non resident of the Borough)	£1,530.00	£1,650.00
Vault – Constructions costs + 5% (+ VAT)	£1,230.00	£1,320.00
Vault – Interments	£1,120.00	£1,200.00
Vault – Interments (non resident of the Borough)	£1,620.00	£1,735.00
Interment of Ashes	£240.00	£260.00
Interment of ashes (non resident of the borough)	£310.00	£330.00
Scattering of Ashes	£48.00	£52.00
Bricking of grave to coffin height (additional fee)	£208.00	£225.00
Ashes Chambers (Rawtenstall, Bacup & Haslingden)		
Purchase of Exclusive Right of Burial in Chamber	£780.00	£835.00
Interment of ashes in chamber	£275.00	£295.00
Miscellaneous Charges		
Copy of Regulations and Charges	£10.00	£11.00
Search Fee	£45.00	£49.00
Duplicate Grave Deed	£72.00	£77.00
Use of Chapel	£175.00	£188.00
Garden of Remembrance / Whitworth		
Reserving Space	£38.00	£41.00
Interment of Ashes	£60.00	£65.00
Headstone in above.	£65.00	£70.00
Supply of Engraved Plaque (excluding VAT)	£165.00	£177.00
Supply of Memorial Tree	£420.00	£450.00
New Bench including Plaque	£1,400.00	£1,500.00

Environmental Health

Item	2023/24 Charge	2024/25 Charge
Food Safety		
Export Certificate	£60.00	£63.00
Re-inspections of business operators for food hygiene rating	£175.00	£175.00
Private water supplies - Risk Assessment	£48 per hour or any part there of, plus £12 per invoiced Household	£52 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Sampling	£48 per hour or any part there of, plus £12 per invoiced Household	£52 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Investigation	£48 per hour or any part there of, plus £12 per invoiced Household	£52 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Granting Authorisation	£48 per hour or any part there of, plus £12 per invoiced Household	£52 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing a sample under Regulation 10	£48 per hour or any part there of, plus £12 per invoiced Household	£52 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing a check monitoring sample	£48 per hour or any part there of, plus £12 per invoiced Household	£52 per hour or any part there of, plus £12 per invoiced Household
Private water supplies - Analysing an audit monitoring sample	£48 per hour or any part there of, plus £12 per invoiced Household	£52 per hour or any part there of, plus £12 per invoiced Household
Health & Safety		
Skin Piercing - premises	£200.00	£210.00
Skin Piercing - persons	£200.00	£210.00
Factual report to solicitors / injured person	£300.00	£330.00

Environmental Health

Item	2023-24 Charge	2024-25 Charge
Pollution Health & Housing		
LAPC & LAPPF 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	£99 (1st hour), £50 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	£130.00	£142.00

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 £48 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	£450.00	£486.00
Mobile Collections 3 year Licence	£350.00	£378.00
Variations	£65.00	£70.00
Replacement licences	£50.00	£54.00

Item	2023-24 Charge	2024-25 Charge
Abandoned Vehicles		
Recovery of abandoned vehicles	£0.00	£200.00

Animal Welfare							
Item	Application Fee	Licence Fee	2023/24 Charge	Application Fee	Licence Fee	2024/25 Charge	NOTES
Keeping or Training Animals for exhibition	£121.00	£274.00	£395.00	£127.00	£288.00	£415.00	
Selling animals as Pets	£121.00	£274.00	£395.00	£127.00	£288.00	£415.00	
Doggy Day Care	£121.00	£274.00	£395.00	£127.00	£288.00	£415.00	
Hiring out Horses	£153.00	£283.00	£436.00	£161.00	£297.00	£458.00	Additional vet fees apply and charged separately prior to issue of licence
Dog Breeding	£153.00	£283.00	£436.00	£161.00	£297.00	£458.00	Additional vet fees apply and charged separately prior to issue of licence
Dog Breeding	£184.00	£295.00	£479.00	£193.00	£310.00	£503.00	Additional vet fees apply and charged separately prior to issue of licence
Boarding for cats	£121.00	£274.00	£395.00	£127.00	£288.00	£415.00	
Boarding dogs in kennels	£121.00	£274.00	£395.00	£127.00	£288.00	£415.00	
Home Boarders (Single Dwelling)	£114.00	£285.00	£399.00	£119.00	£300.00	£419.00	
Arranging boarding/day care where agent not	£250.00	£289.00	£539.00	£262.00	£304.00	£566.00	
Additional fee for every 1 host	£55.00	£30.00	£85.00	£58.00	£32.00	£90.00	
Arranging boarding/day care where Host has	£308.00	£286.00	£594.00	£324.00	£300.00	£624.00	
Add additional activity to existing licence	£88.00		£88.00	£93.00	£0.00	£93.00	
Licence issue (copy licence or following	£14.00		£14.00	£15.00	£0.00	£15.00	
Appeal Fee	£82.00		£82.00	£86.00	£0.00	£86.00	£43 refunded if appeal results in a higher star rating
Re-score Request	£62.00		£62.00	£65.00	£0.00	£65.00	
Missed vet or inspector appointment fee	£52.00		£52.00	£55.00	£0.00	£55.00	Where appointment arranged but inspection cannot be undertaken for any reason
Zoo Licence	£186.00	£186.00	£372.00	£195.00	£195.00	£390.00	Additional vet fees apply and charged separately prior to issue of licence
Dangerous Wild Animals Licence	£78.00	£77.00	£155.00	£91.00	£91.00	£182.00	Additional vet fees apply and charged separately prior to issue of licence

Taxi Licensing

	2023-24 Charges	2024-25 Charges
Hackney Carriage Driver Licence (Renewal) 3 years	£246	£259
Hackney Carriage Driver New Licence (Renewal) 3 years	£246	£259
Hackney Carriage Vehicle Licences	£201	£212
Electric Hackney Carriage Vehicle Licences	£0	
Hackney Carriage Vehicle Licence (Renewal)	£201	£212
Private Hire Vehicle Licence	£201	£212
Electric Private Hire Vehicle Licence	£0	
Private Hire Vehicle Licence (Renewal)	£201	£212
Private Hire Driver Licence 3 years	£246	£259
Private Hire New Driver License 3 years	£246	£259
Private Hire Operators License 5 years	£425	£446
Private Hire Operators License 3 years	£306	£321
Private Hire Operators License 1 year	£187	£196
Driver/ Vehicle/ Operator License only	No charge	No charge
Copy documents	No charge	No charge
Re-booking Fee	£35	£35
Basic Skills Assessment / Policy Knowledge Test	£70	£70
Change of Vehicle	£42	£42
Replacement Door Stickers (each)	£8	£8
Replacement ID Plate	£13	£13
Replacememnt ID Badge	£5	£5
Lanyard	£2	£2

Gambling Act Licences

Activity	2023-24 Charge	2024-25 Charge
Bingo Hall – New Licence	£1,885.00	£1,885.00
Bingo Hall – Non Fast Track	£1,540.00	£1,750.00
Bingo Hall – Fast Track	£274.00	£274.00
Bingo Hall – Annual Fee	£1,000.00	£1,000.00
Bingo Hall – Variations	£631.00	£1,750.00
Bingo Hall – Reinstatement of Licence	£1,110.00	£1,200.00
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	£1,500.00
Betting Shop – Fast Track	£300.00	£300.00
Betting Shop – Annual Fee	£600.00	£600.00
Betting Shop – Variations	£631.00	£1,500.00
Betting Shop – Reinstatement	£1,100.00	£1,100.00
Betting Shop – Provisional Statement	£1,133.00	£2,000.00
Betting Shop – Transfer	£567.00	£1,200.00
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	£1,000.00
Adult Gaming Centre – reinstatement of licence	£1,110.00	£1,200.00
Adult Gaming Centre – provisional licence	£1,133.00	£2,000.00
Adult Gaming Centre – transfer	£567.00	£1,200.00
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	£2,000.00
Family Entertainment Centre – Transfer	£567.00	£950.00

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	2023-24 Charge	2024-25 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	Sectio 29	£315.00	£315.00
Notification of Change of Name or address - premise license	Section 33	£10.50	£10.50
Variation of DPS	Section 37	£23.00	£23.00
Transfer Premises License	Section 42	£23.00	£23.00
Interim Authoirty Notice	Section 47	£23.00	£23.00
Copy club premises certificate or summary	Section 79	£10.50	£10.50
Notification of Change of Name or alteration of rules	Section 82	£10.50	£10.50
Change of registered address of club	Section 83	£10.50	£10.50
Temporary Event Notice	Section 100	£21.00	£21.00
Copy Temporary Event Notice	Section 100	£10.50	£10.50
Personal Licence	New	£37.00	£37.00
Personal Licence	Renewal	£37.00	£37.00
Copy personal license	Section 126	£10.50	£10.50
Notification of change of name or address - personal license	Section 127	£10.50	£10.50
Notification of interest	Section 178	£21.00	£21.00

Street Trading

Licence	Details	2023-24 Charge	Notes	2024-25 Charge	Notes
Street Trading Consent - 12 mth consent	New	£90.00	Application Fee. A further £320 will be charged for issue of consent (below)	£95.00	Application Fee. A further £336 will be charged for issue of consent (below)
Street Trading Consent - 12 mth consent	New	£320.00	Issue fee	£336.00	Issue fee
Street Trading Consent - 12 mth consent	Renewal	£410.00		£430.00	
Street Trading Consent - 14 day consent	New	£90.00	Fee is not payable if the consent is a community event (as determined by the licencing manager)	£95.00	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	2023-24 Charge	2024-25 Charge
Second hand Goods Dealer Registration	Registration	£100.00	£105.00
Copy registration certificate	Copy	£0.00	£0.00

Other

Licence	Details	2023-24 Charge	2024-25 Charge
Sex Shop	New	£3,125.00	£3,282.00

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		2023-24 Charges	20% fixing broken Hsg Mrkt element	2024-25 Charges	20% fixing broken Hsg Mrkt element
Site Area	Not more than 2.5 hectares	£462 per 0.1 hectare	£77	£578 per 0.1 hectare	£116
Site Area up to a maximum fee of £150,000	More than 2.5 hectares	£11,432 + £138 per 0.1 hectare	£1905 + £23	£15,431 + £186 per 0.1 hectare	£3,086 + £31
Householder Applications		2023-24 Charges	20% fixing broken Hsg Mrkt element	2024-25 Charges	20% fixing broken Hsg Mrkt element
Alterations/extensions to a single dwelling , including works within boundary	Single dwelling (excluding flats)	£206	£34	£258	£43
Full Applications (and First Submissions of Reserved Matters)		2023-24 Charges	20% fixing broken Hsg Mrkt element	2024-25 Charges	20% fixing broken Hsg Mrkt element
Erection of dwellings					
Permission in Principle		£402 for each 0.1 hectare		£503 for each 0.1 hectare	£84
Alterations/extensions to two or more dwellings , including works within boundaries	Two or more dwellings (or one or more flats)	£407	£68	£550	£92
New dwellings (up to and including 50)	New dwellings (not more than 50)	£462 per dwelling	£77	578 per dwelling	£96
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	£30,859 + £186 per additional dwelling	£5,143 + £31
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	£293	£49
Increase of floor space	More than 40m ² but no more than 75m ²	£462	£77	£578	£96
Increase of floor space	More than 75m ² but no more than 3,750m ²	£462 for each 75m ² or part thereof	£77	£578 for each 75m ² or part thereof	£96
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	£30,859 + £186 for each additional 75m ² in excess of 3750 m ² to a maximum of £405,000	£5,143 + £31
The erection of buildings (on land used for agriculture for agricultural purposes)					
Site area	Not more than 465m ²	£96	£16	£120	£20
Site area	More than 465m ² but not more than 540m ²	£462	£77	£578	£96
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	£578 for first 540m ² + £578 for each 75m ² (or part thereof) in excess of 540m ²	£96 + £96
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	£30,859 + £186 for each 75m ² (or part thereof) in excess of 4,215m ² up to a maximum of £405,000	£5,143 + £31
Erection of glasshouses (on land used for the purposes of agriculture)		2023-24 Charges	20% fixing broken Hsg Mrkt element	2024-25 Charges	20% fixing broken Hsg Mrkt element
Floor space	Not more than 465m ²	£96	£16	£120	£20
Floor space	More than 465m ²	£2,580	£430	£3,225	£538
Erection/alterations/replacement of plant and machinery					
Site area	Not more than 5 hectares	£462 for each 0.1 hectare (or part thereof)	£77	£578 for each 0.1 hectare (or part thereof)	£96
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	£30,859 + additional £186 for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £405,000	£5143 + £31

Planning Applications

Applications other than Building Works		2023-24 Charges	20% fixing broken Hsg Mrkt element	2024-25 Charges	20% fixing broken Hsg Mrkt element
Car parks, service roads or other accesses	For existing uses	£234	£39	£293	£49
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	£293 for each 0.1 hectare (or part	£49
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	£47,161 + £186 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £105,300	£7,860 + £31
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	£635 for each 0.1 hectare (or part	£106
Site area	More than 7.5 hectares	£36,070 + additional £151 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £300,000	£7320 + £36	£48,696 + additional £204 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £405,000	£8,116 + £34
Other operations (winning and working of minerals)					
Site area	Not more than 15 hectares	£234 for each 0.1 hectare (or part	£39	£293 for each 0.1 hectare (or part	£49
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	£47,161 + additional £186 for each 0.1 in excess of 15 hectare up to a maximum of £105,300	£7,860 + £31
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	£293 for each 0.1 hectare (or part thereof) up to a maximum of £2,535	£49
Lawful Development Certificate					
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	£293	£49
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 £578 due	£96
Approval/Variation/discharge of condition					
Application for removal or variation of a condition following grant of planning permission		£234	£39	£293	£49
Application relates to planning permission for development already carried out (Section 73A)		£234	£39	£293	£49
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	£43 per request for Householder otherwise £145 per request	£7 and £24
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	£578 for each	£96
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	£30,859 + £186 for each in excess of 50 up to a maximum of £405,000	£5,143 + £31
Other Changes of Use of a building or land		£462	£77	£578	£96
Advertising					
Relating to the business on the premises		£132	£22	£178	£30
Advance signs which are not situated on or visible from the site, directing the public to business		£132	£22	£178	£30
Other advertisements		£462	£77	£578	£96

Planning Applications

Prior Approval					
Agricultural and Forestry buildings & operations or demolition of buildings		£96	£16	£120	£20
Telecommunications Code Systems Operators		£462	£77	£578	£96
Proposed Change of Use to State Funded School or Registered Nursery		£96	£16	£120	£20
Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery		£96	£16	£120	£20
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	£120	£20
Proposed Change of Use of a building from Office (Use Class B1) Use to a use falling within Use Class C3 (Dwellinghouse)		£96	£16	£120	£20
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations		£96	£16	£120	£20
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations		£206	£34	£258	£43
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	£120	£20
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	£258	£43
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	£120	£20
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	£120	£20
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	£258	£43
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	£120	£20
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	£258	£43
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	£120	£20
Application for a Non-material Amendment Following a Grant of Planning Permission					
Applications in respect of householder developments		£34	£6	£43	£7
Applications in respect of other developments		£234	£39	£293	£49
Local Authority Involvement in High Hedge Complaints					
High Hedge Complaint		£500	N/A	£625	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	£1,000 per development site	This payment is to be made at the time that the land transfer takes place
On-site Affordable Housing	£1,000 per development site	Payment is to be made on the first occupation of the affordable units
Other obligation	£1,000 per obligation	This is to ensure compliance with obligations such as providing a woodland management strategy etc
Overage Clause1	At least £1,000 or 1% of any additional payments due	This is to report on any commuted sum payments arising from greater profits.

Commuted sum payments for open space / playing pitches contributions	£2,057 per dwelling for housing schemes of 10 or more dwelling	
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2024/25

Type of Obligation Monitoring Fee

Commuted Sum	1% of each payment instalment	This will be included within each invoice requesting payment
Land Contribution	£1,067 per development site	This payment is to be made at the time that the land transfer takes place
On-site Affordable Housing	£1,067 per development site	Payment is to be made on the first occupation of the affordable units
Other obligation	£1,067 per obligation	This is to ensure compliance with obligations such as providing a woodland management strategy etc
Overage Clause1	At least £1,067 or 1% of any additional	This is to report on any commuted sum payments arising from greater profits.

Commuted sum payments for open space / playing pitches contributions	£2,195 per dwelling for housing schemes of 10 or more dwelling	This is to report on any commuted sum payments arising from greater profits.
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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

Building Control - Table A

New Build - Houses 2024/25

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	260.00	52.00	£312.00	723.33	144.67	£868.00	1,180.00	236.00	£1,416.00
2	342.50	68.50	£411.00	864.17	172.83	£1,037.00	1,448.33	289.67	£1,738.00
3	380.83	76.17	£457.00	1,013.33	202.67	£1,216.00	1,672.50	334.50	£2,007.00
4	455.00	91.00	£546.00	1,169.17	233.83	£1,403.00	1,949.17	389.83	£2,339.00
5	545.83	109.17	£655.00	1,338.33	267.67	£1,606.00	2,260.00	452.00	£2,712.00

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	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

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	300.00	60.00	£360.00	819.17	163.83	£983.00	1,343.33	268.67	£1,612.00
Single Dwelling with Floor Area between 501m2 and 700m2	300.00	60.00	£360.00	1,055.83	211.17	£1,267.00	1,626.67	325.33	£1,952.00

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 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 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	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 B

Charges for small buildings, extensions and alterations to dwellings 2024/25
Valid for applications received between 01/04/2024 & 31/03/2025

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	166.67	33.33	£200.00	197.50	39.50	£237.00	436.67	87.33	£524.00
Extension Internal Floor Area over 10m2 but not exceeding 40m2	166.67	33.33	£200.00	365.00	73.00	£438.00	637.50	127.50	£765.00
Extension Internal Floor Area over 40m2 but not exceeding 60m2	166.67	33.33	£200.00	512.50	102.50	£615.00	815.00	163.00	£978.00
Extension - Internal Floor Area over 60m2 but not exceeding 80m2	166.67	33.33	£200.00	660.83	132.17	£793.00	993.33	198.67	£1,192.00
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	280.00	56.00	£336.00	inc	inc	inc	336.67	67.33	£404.00
The conversion of an attached garage into a habitable room	248.33	49.67	£298.00	inc	inc	inc	297.50	59.50	£357.00
Where the Garage extension exceeds a floor area of 40m2 but does not exceed 60m2	403.33	80.67	£484.00	inc	inc	inc	483.33	96.67	£580.00
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	166.67	33.33	£200.00	205.83	41.17	£247.00	447.50	89.50	£537.00
With a dormer but not exceeding 40m2 in floor area	166.67	33.33	£200.00	327.50	65.50	£393.00	592.50	118.50	£711.00

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 2023-24

Proposal	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total	Regularisation
1A. <u>Installation of Replacement windows and doors</u> in a dwelling where the number of windows / doors does not exceed 20							74.17	14.83	£89.00	
1B. <u>Installation of Replacement windows and doors</u> in a dwelling where the number of windows / doors does not exceed 20 (retrospective)								0.00		117.00
2. <u>Underpinning</u> with a total cost not exceeding £30,000	270.83	54.17	£325.00	inc	inc	inc	325.00	65.00	£390.00	
3. <u>Controlled Electrical Work</u> 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. <u>Renovation of a thermal element</u> 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. <u>Renovation of a thermal element</u> Replacement Conservatory Roof	POA						POA			POA
5. <u>Formation of a single en suite bathroom / shower room or cloakroom within an existing dwelling</u> (excluding electrical work)	232.50	46.50	£279.00	inc	inc	inc	279.17	55.83	£335.00	393.00
6. <u>Removal or partial removal of chimney breast</u> (accompanied by Structural Engineering Details)	145.83	29.17	£175.00				145.83	29.17	£175.00	210.00
7. <u>Installation of New or Replacement Sewage Treatment Plant and associated discharge</u>	223.33	44.67	£268.00			inc	268.33	53.67	£322.00	386.00
8. <u>Removal of wall and insertion of one or two steel beams maximum span 4 metres</u> (accompanied by Structural Engineering Details)	145.83	29.17	£175.00			inc	145.83	29.17	£175.00	210.00
9. <u>Structural Alterations not supported by Structural Calculations to be individually assessed (Calculations may still be required)</u>	POA					inc	POA			POA
10. <u>The insertion of insulating material in a cavity wall of an existing property*</u>							75.00	15.00	£90.00	
11. <u>Installation of a multi fuel appliance including associated Flue liner and hearth*</u> 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 C

Standard Charges for Alterations to Dwellings 2024-25

Proposal	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total	Regularisation
1A. <u>Installation of Replacement windows and doors</u> in a dwelling where the number of windows / doors does not exceed 20							77.50	15.50	£93.00	
1B. <u>Installation of Replacement windows and doors</u> in a dwelling where the number of windows / doors does not exceed 20 (retrospective)								0.00		122.00
2. <u>Underpinning</u> with a total cost not exceeding £30,000	281.667	56.33	£338.00	inc	inc	inc	338.33	67.67	£406.00	
3. <u>Controlled Electrical Work</u> to a single dwelling (not carried out in conjunction with work being undertaken that falls within Table B)	250.83	50.17	£301.00	inc	inc	inc	300.83	60.17	£361.00	
4A. <u>Renovation of a thermal element</u> i.e. Work involving recovering of a roof, replacement of a floor or renovation of an external wall to which L 1b applies. (retrospective)							117.50	23.50	£141.00	178.00
4B. <u>Renovation of a thermal element</u> Replacement Conservatory Roof	POA						POA			POA
5. <u>Formation of a single en suite bathroom / shower room or cloakroom within an existing dwelling</u> (excluding electrical work)	241.67	48.33	£290.00	inc	inc	inc	290.00	58.00	£348.00	409.00
6. <u>Removal or partial removal of chimney breast</u> (accompanied by Structural Engineering Details)	151.67	30.33	£182.00				151.67	30.33	£182.00	218.00
7. <u>Installation of New or Replacement Sewage Treatment Plant and associated discharge</u>	232.50	46.50	£279.00			inc	279.17	55.83	£335.00	402.00
8. <u>Removal of wall and insertion of one or two steel beams maximum span 4 metres</u> (accompanied by Structural Engineering Details)	151.67	30.33	£182.00			inc	151.67	30.33	£182.00	218.00
9. <u>Structural Alterations not supported by Structural Calculations to be individually assessed (Calculations may still be required)</u>	POA					inc	POA			POA
10. <u>The insertion of insulating material in a cavity wall of an existing property*</u>							78.33	15.67	£94.00	
11. <u>Installation of a multi fuel appliance including associated Flue liner and hearth*</u> to a single dwelling							278.33	55.6667	£334.00	400.00

* 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 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 D

Extensions and New Build - Other than to Dwellings 2024/25

(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	367.50	73.50	£441.00	inc	inc	inc
2	Internal Floor Area over 6m ² but not exceeding 40m ²	173.33	34.67	£208.00	359.17	71.83	£431.00
3	Internal Floor Area over 40m ² but not exceeding 80m ²	173.33	34.67	£208.00	558.33	111.67	£670.00
4	Shop fit out not exceeding a value of £50,000	357.50	71.50	£429.00	inc	inc	inc
5	Replacement Windows						
	a - not exceeding 10 windows	133.33	26.67	£160.00	Inc	Inc	inc
	b - between 11 - 20 windows	236.67	47.33	£284.00	Inc	Inc	inc

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										
From	To	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
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 E

Standard Charges for all work not in Tables A,B,C & D for 2024/25
(excludes individually determined charges)

Estimated Cost										
From	To	Plan Fee	VAT	Plan Total	Inspect Fee	VAT	Inspect Total	Building Notice Fee	VAT	Building Notice Total
0	1000	126.67	25.33	£152.00	inc	inc	inc	151.67	30.33	£182.00
1,001	2,000	241.67	48.33	£290.00	inc	inc	inc	290.83	58.17	£349.00
2,001	5,000	261.67	52.33	£314.00	inc	inc	inc	314.17	62.83	£377.00
5,001	7,000	290.00	58.00	£348.00	inc	inc	inc	347.50	69.50	£417.00
7,001	10,000	325.00	65.00	£390.00	inc	inc	inc	390.00	78.00	£468.00
10,001	20,000	401.67	80.33	£482.00	inc	inc	inc	482.50	96.50	£579.00
20,001	30,000	173.33	34.67	£208.00	350.00	70.00	£420.00	627.50	125.50	£753.00
30,001	40,000	236.67	47.33	£284.00	385.83	77.17	£463.00	747.50	149.50	£897.00
40,001	50,000	287.50	57.50	£345.00	465.00	93.00	£558.00	903.33	180.67	£1,084.00
50,001	75,000	338.33	67.67	£406.00	566.67	113.33	£680.00	1,090.83	218.17	£1,309.00
75,001	100,000	385.83	77.17	£463.00	714.17	142.83	£857.00	1,320.00	264.00	£1,584.00
100,001	150,000	431.67	86.33	£518.00	821.67	164.33	£986.00	1,504.17	300.83	£1,805.00
150,001	200,000	476.67	95.33	£572.00	929.17	185.83	£1,115.00	1,686.67	337.33	£2,024.00
200,001	250,000	522.50	104.50	£627.00	1036.67	207.33	£1,244.00	1,870.83	374.17	£2,245.00

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 (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 F**Demolition (2024/25)**

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 (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

Building Control - Table G**Other Charges (2024/25)**

Category of Work	Proposal	Net	VAT	Gross Fee
1	Copy of Decision Notice or Completion Certificates (within the past 3 years)	25.83	5.17	£31.00
2	Additional copy from same file.	6.67	1.33	£8.00
3	Re- opening of archived applications (Charge per Hour - minimum 1 hour £80.00) plus decision notice and completion certificate	70.00	14.00	£84.00
4	Re- opening of archived applications (Charge per Hour - minimum 1 hour £80.00) plus decision notice and completion certificate	97.50	19.50	£117.00
5	Withdrawal of an application and any associated charges (Charge per Hour - minimum 1 hour £80.00)	70.00	14.00	£84.00
6	Building Regulation Confirmation letter	70.00	14.00	£84.00
7	Change of applicants details on valid application (New)	70.00	14.00	£84.00
8	Supply of non-standard data and information, including responding to solicitors enquiries (Charge per Hour - minimum 1 hour £80.00)	70.00	14.00	£84.00
9	Pre Application site visit discountably against full application	70.00	14.00	£84.00
10	Exemption Certificate (Charged per Hour - minimum 1 hour £80.00) additional charges for site visits.	70.00	14.00	£84.00

Street Naming & Numbering

Existing Properties

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

£75

£78

Conversions of existing Properties into multiples

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

£125 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

£78 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

£125

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

£120

£125

Local Land Charges

	2023/24			2024/25		
	Fee	VAT	TOTAL	Fee	VAT	TOTAL
Offical Search / Enquiries / Con29R form / LLC1	£70.00	£14.00	£114.00	£85.00	£17.00	£132.00
	£30.00	£0.00	£30.00	£30.00	£0.00	£30.00
Con 29R - Each additional parcel of land	£20.00	£4.00	£24.00	£25.00	£5.00	£30.00
Offical Search - LLC1	£25.00	£0.00	£25.00	£30.00	£0.00	£30.00
Supplementary Questions Con 29O *	£15.00	£3.00	£18.00	£20.00	£4.00	£24.00
Supplementary Question Con 29O (Question 22) *	£25.00	£5.00	£30.00	£27.00	£5.40	£32.40
Each additional Enquiry	£20.00	£4.00	£24.00	£25.00	£5.00	£30.00

Legal Services

	2023/24			2024/25		
	Net	VAT	Gross	Net	VAT	Gross
<u>Sales of land and property and freehold reversion</u>						
Up to £5,000			£570.00			£600.00
£5001 - £15,000			£775.00			£800.00
£15,001 - £100,000			£1,750.00			£1,800.00
over £100k			2% of sale price			2% of sale price
<u>Leases and Licences</u>						
Industrial Unit Lease		*min	£365.00		*min	£400.00
Industrial Unit Licence		*min	£210.00		*min	£250.00
Garden/Garage Tenancy		*min	£310.00		*min	£350.00
Wayleave/Easement		*min	£505.00		*min	£550.00
Commercial Lease		*min	£770.00		*min	£850.00
Notice of Assignment		*min	£85.00		*min	£95.00
Agricultural Tenancy		*min	£365.00		*min	£400.00
Agricultural Tenancy Renewal		*min	£260.00		*min	£300.00
Lease Renewal		*min	£260.00		*min	£300.00
Deed of Variation/Surrender/Release		*min	£365.00		*min	£400.00
<u>S106 Agreements</u>						
Preparation		* min	£1,600.00		* min	£1,750.00
Checking Fee		* min	£550.00		* min	£800.00
Deed of Variations		* min	£775.00		* min	£1,000.00
Footpath Diversions		* min	£2,850.00		* min	£3,000.00
+ any disbursements (assuming unopposed)						
Commercial Road Closures under TPCA		* min	£110.00		* min	£150.00
Commercial Event Licences		* min	£275.00		* min	£300.00
Misc' Commercial Licence		* min	£300.00		* min	£400.00

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			

Property Services

	2024/25		
	Net	VAT	Gross
Garage sites (adopted TH sites will be held at current rate for a period of 12 months)	£190.00	£38.00	£228.00
Departure Charge (Rawtenstall Bus Terminal, Bacup Road)	87.00 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			

	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.			

	2024/25		
	Net	VAT	Gross
Band A (£1,000 - £5,000)	318.33	63.67	382.00
Band B (£5001 - £15,000)	318.33	63.67	382.00
Band C (£15,001 - £25,000)	340.00	68.00	408.00
Band D (£5,001 - £50,000)	340.00	68.00	408.00
Band E (£50,001 - £100,000)	365.00	73.00	438.00
Band F (£100,001 +)	485.00	97.00	582.00
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)	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
Minimum rental fee of £200 per annum. Minimum purchase value of £1000. Valuations on a price banding basis based on	Min net fee of £200		

	2024/25		
	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)	280.00	56.00	£336.00
Band D (£5,001 - £50,000)	280.00	56.00	£336.00
Band E (£50,001 - £100,000)	335.00	67.00	£402.00
Band F (£100,001 +)	335.00	67.00	£402.00
Minimum rental fee of £200 per annum. Minimum purchase value of £1000. Valuations on a price banding basis based on	Min net fee of £200		

	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

	2024/25		
	Net	VAT	Gross
Application to Purchase/Lease/Rent	125.00	25.00	150.00
Charity / CIC Application to Purchase/Lease/Rent	11.25	2.25	13.50
Licence / Lease Instruction Fee	70.00	14.00	84.00
Charity Licence / Lease Instruction Fee	10.83	2.17	13.00
Estates Administration Fee	30.00	6.00	36.00
Allotments			
Tenancy agreement pr sq. m.	25.50	0.00	25.50
Minimum fee of £50 per annum	0.37	0.00	0.37

Rossendale Borough Council

Revenue & Capital Budget Book 2024/25

To be presented to Full Council on 28th February 2024

Summary of Revenue Budget 2024/25

General Fund Summary

Service	2023/24 Original Estimate £000	2023/24 Revised Estimate £000	In Year Virements £000	2023/24 Revised Baseline £000	Changes within 2023/24						2024/25 Original Budget £000
					Inflation Pay Award £000	Employee Increments £000	Other Inflation £000	Savings £000	Inter-service Virements £000	Volume/ Technical Changes £000	
					£000	£000	£000	£000	£000	£000	
Communities Directorate											
Customer Services	1,659	1,661	0	1,661	19	6	95	0	(20)	(16)	1,744
Operational Functions	2,140	2,162	0	2,163	93	13	60	(60)	0	5	2,275
Parks & Open Spaces	843	844	0	844	41	21	45	0	0	7	957
Communities	131	131	0	131	7	36	(0)	4	0	14	169
Environmental Health / PPU unit	406	406	(73)	334	19	15	6	0	0	14	388
Licensing & Enforcement	63	63	22	85	10	49	1	0	0	(23)	122
	5,242	5,267	(50)	5,217	188	139	207	(56)	(20)	2	5,655
Economic Development Directorate											
Planning Services	351	351	0	351	28	0	4	(33)	0	(40)	310
Building Control Services	17	17	0	17	6	(0)	1	0	(0)	(17)	7
Housing and Regeneration Service	385	385	0	385	37	(7)	103	0	4	0	522
Property Services	442	420	0	420	8	55	(34)	(53)	(4)	(57)	335
	1,195	1,173	0	1,173	79	48	75	(87)	0	(114)	1,174
Corporate Services											
Legal Services	188	188	0	190	9	1	1	0	0	0	200
Democratic Services	621	620	(3)	617	13	(2)	3	2	0	(2)	632
Local Land Charges	(15)	(15)	3	(12)	3	7	1	0	0	(3)	(5)
Corporate Management	653	653	0	653	24	87	14	(10)	70	(107)	731
Financial Services	767	767	0	767	26	1	8	0	0	47	848
People & Policy	730	730	0	730	29	11	2	(38)	0	(0)	735
Non-Distributed Costs	131	131	50	181	0	0	4	(65)	(50)	(50)	20
Capital Financing and Interest	742	742	0	742	0	0	0	0	0	(109)	633
	3,816	3,816	50	3,868	104	105	33	(111)	20	(225)	3,795
Total General Fund	10,253	10,256	0	10,259	371	292	315	(253)	0	(338)	10,624
Funded by											
Revenue Support Grant	85	85									91
NNDR (Business rates baseline share)	2,261	2,261									2,335
New Homes Bonus	1	1									163
Funding Guarantee	290	290									268
Services Grant	85	85									14
Collection Fund Surplus - Council Tax	40	40									120
Collection Fund Surplus - Business Rates	0	0									0
NNDR Growth/Pooling	500	500									500
Contribution from Reserves	756	756									688
Council Tax Requirement	4,018	4,018									4,179
Number of Band D Equivalent Properties	20,828	20,828									20,891
Council Tax at Band D (excluding Whitworth)	£299.49	£299.49							2.99%		£308.44

£6,444

Revenue Budget 2024/25

Communities Directorate

Service	2023/24 Original Estimate £000	2023/24 Revised Estimate £000	In Year Virements £000	2023/24 Revised Baseline £000	Changes within 2023/24						2024/25 Original Budget £000
					Inflation Pay Award £000	Employee Increments £000	Other Inflation £000	Savings £000	Inter-service Virements £000	Volume/ Technical Changes	
Customer Services											
Benefits Administration	(130)	(130)	0	(130)	0	0	0	0	0	12	(118)
Benefits Granted	(24)	(24)	0	(24)	0	0	0	0	0	0	(24)
Central Printing	5	5	0	5	0	0	0	0	0	(5)	0
Concessionary Travel	0	0	0	0	0	0	0	0	0	0	0
Customer Services Management	83	82	0	82	4	(3)	(0)	0	0	(0)	83
E-Government (ICT Support)	873	873	0	873	8	8	28	0	(20)	(27)	870
One Stop Shop	6	6	0	6	0	0	0	0	0	(1)	5
Revenues Collection	(379)	(379)	0	(379)	0	0	0	0	0	0	(379)
Revs & Bens Partnership	1,091	1,091	0	1,091	0	0	67	0	0	0	1,158
Service Assurance Team	134	134	0	134	7	1	0	0	0	5	147
	1,659	1,661	0	1,661	19	6	95	0	(20)	(16)	1,744
Operational Functions											
Operations & Fleet Management	374	374	0	374	20	15	1	0	0	12	422
Refuse & Recycling	1,505	1,504	0	1,505	61	(5)	44	(60)	0	0	1,545
Street Sweeping	261	285	0	285	12	4	14	0	0	(7)	308
	2,140	2,162	0	2,163	93	13	60	(60)	0	5	2,275
Parks											
Cemeteries	(137)	(137)	0	(137)	0	0	7	0	0	5	(124)
Parks	78	78	0	78	0	0	16	0	0	2	97
Parks & Open Spaces	891	891	0	891	41	21	21	0	0	0	974
Playing Fields (Sports Facilities)	11	11	0	11	0	0	0	0	0	0	11
	843	844	0	844	41	21	45	0	0	7	957
Communities	131	131	0	131	7	36	(0)	4	0	(9)	169
Environmental Health	406	406	(73)	334	19	15	6	0	0	14	388
Licensing and Enforcement	63	63	22	85	10	49	1	0	0	(23)	122
Communities Directorate Total	5,242	5,267	(50)	5,217	188	139	207	(56)	(20)	(21)	5,655

Revenue Budget 2024/25

Economic Development Directorate

Service	2023/24 Original Estimate £000	2023/24 Revised Estimate £000	In Year Virements £000	2023/24 Revised Baseline £000	Changes within 2023/24						2024/25 Original Budget £000
					Inflation Pay Award £000	Employee Increments £000	Other Inflation £000	Savings £000	Inter-service Virements £000	Volume/ Technical Changes	
Planning											
Development Control	198	198	0	198	20	0	2	(33)	3	(39)	151
Forward Planning	153	153	0	153	7	0	2	0	(2)	(1)	159
	351	351	0	351	28	0	4	(33)	0	(40)	310
Building Control											
Fee Earning	(19)	(19)	0	(19)	5	(0)	1	0	0	(17)	(31)
Statutory Function	33	33	0	33	1	0	0	0	(0)	(0)	35
Street Signs	3	3	0	3	0	0	0	0	0	0	3
	17	17	0	17	6	(0)	1	0	(0)	(17)	7
Regeneration											
Economic Regeneration	184	184	0	184	18	0	1	0	1	21	226
Museum	20	20	0	20	0	0	1	0	2	3	26
	204	204	0	204	18	0	3	0	3	24	252
Property Services											
Allotments	4	4	0	4	0	0	0	(0)	0	(1)	3
Bus Shelters / Station	129	129	0	129	0	0	(2)	(0)	1	1	129
Business Centre	235	235	0	235	0	0	0	(5)	0	(26)	204
Car Parks	73	73	0	73	0	0	(1)	0	0	2	75
Corporate Estates	(581)	(581)	0	(581)	8	55	(20)	(2)	(1)	(30)	(570)
Council Offices	(25)	(25)	0	(25)	0	0	(1)	(13)	0	4	(36)
Courier	4	4	0	4	0	0	0	0	0	1	5
Depots	99	99	0	99	0	0	(1)	(12)	(0)	16	103
Facilities Management	91	91	0	91	0	0	(0)	0	0	1	92
Land Drainage	17	17	0	17	0	0	0	0	0	(1)	16
Markets	49	25	0	25	0	0	(0)	(6)	(2)	7	23
Museums	9	9	0	9	0	0	(0)	0	(4)	(4)	1
Public Baths	38	9	0	9	0	0	(16)	0	1	0	(6)
Public Clocks & Memorials	8	38	0	38	0	0	0	0	1	(1)	39
Public Conveniences	23	23	0	23	0	0	(0)	(5)	0	(9)	9
Public Halls	61	61	0	61	0	0	1	(2)	0	(32)	28
Sports Facilities	49	49	0	49	0	0	1	(0)	0	(2)	48
Sports Grounds	125	125	0	125	0	0	4	(8)	0	15	136
Xmas Lights	34	34	0	34	0	0	0	0	0	1	35
	442	420	0	420	8	55	(34)	(53)	(4)	(57)	335
Housing											
Homelessness	116	116	0	116	11	12	100	0	2	(24)	217
Housing Strategy	63	63	0	63	2	(22)	(0)	0	0	(0)	43
Private Sector renewals	2	2	0	2	6	2	1	0	0	0	11
	181	181	0	181	19	(8)	101	0	2	(24)	271
Economic Development Directorate Total	1,195	1,173	0	1,173	79	48	75	(87)	0	(114)	1,174

Revenue Budget 2024/25

Corporate Directorate

Service	2023/24 Original Estimate	2023/24 Revised Estimate	In Year Virements	2023/24 Revised Baseline	Changes within 2023/24						2024/25 Original Budget
					Inflation Pay Award	Employee Increments	Other Inflation	Savings	Inter-service Virements	Volume/ Technical Changes	
					£000	£000	£000	£000	£000	£000	
Legal Services	188	188	0	190	9	1	1	0	0	0	200
Local Land Charges	(15)	(15)	3	(12)	3	7	1	0	0	(3)	(5)
Democratic Services											
Democratic Support	151	151	0	151	7	2	0	0	0	(3)	158
Direct Member Costs (including allowances)	216	216	0	216	0	0	(1)	0	0	0	215
Elections	101	101	(12)	89	1	(12)	0	2	0	9	90
Elections IER	0	0	0	0	0	0	0	0	0	0	0
Electoral Registration	86	86	9	95	3	8	0	0	0	(11)	94
Mayoralty & Civic Events	64	64	0	64	2	1	3	0	0	3	72
Town Twinning	3	3	0	3	0	0	0	0	0	0	3
	621	620	(3)	617	13	(2)	3	2	0	(2)	632
Corporate Management											
Corporate Contingency	40	40	0	40	0	0	0	(10)	0	0	30
Executive Office	380	380	0	380	18	(13)	13	0	0	0	399
Executive Support/Corporate Subscriptions	34	34	0	34	0	0	0	0	0	0	34
Empty Homes	300	300	0	300	3	41	0	0	0	(45)	300
Leisure Services	(101)	(101)	0	(101)	3	58	0	0	70	(62)	(32)
	653	653	0	653	24	87	14	(10)	70	(107)	731
Finance											
Accountancy	356	356	0	356	20	(2)	8	0	0	67	448
Exchequer	126	126	0	126	6	2	0	0	0	0	135
Insurance & Risk / Internal Audit	65	65	0	65	0	0	0	0	0	0	65
Treasury Management	220	220	0	220	0	0	0	0	0	(20)	200
	767	767	0	767	26	1	8	0	0	47	848
People & Policy											
Corporate Support	244	244	0	244	13	9	0	(38)	0	(0)	228
People & Policy	482	482	0	482	16	3	2	0	0	(0)	503
Publicity & Tourism	4	4	0	4	0	0	0	0	0	0	4
	730	730	0	730	29	11	2	(38)	0	(0)	735
Non-Distributed Costs											
Other Non Distributed costs	21	21	0	21	0	0	4	0	0	(0)	25
Pension Costs	110	110	50	161	0	0	0	(65)	(50)	(50)	(5)
	131	131	50	181	0	0	4	(65)	(50)	(50)	20
Capital Financing											
Interest & Misc expenses	143	143	0	143	0	0	0	0	0	(153)	(11)
Capital Financing	599	599	0	599	0	0	0	0	0	45	644
Reversal of Capital Charges	0	0	0	0	0	0	0	0	0	0	0
	742	742	0	742	0	0	0	0	0	(109)	633
Corporate Directorate Total	3,816	3,816	50	3,868	104	105	33	(111)	20	(225)	3,795

Capital						
Schemes in Progress	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total 2023/24 - 2027/28 inc slippage £'000
Schemes						
Vehicles / Equipment	529	740	467	261	889	2,886
Wheeled & Litter Bins	70	50	50	50	50	270
Playgrounds	15	10	10	-	-	35
Cemeteries	25	10	10	10	10	65
Pathways	54	20	20	-	-	94
Empty Homes Scheme	500	500	-	-	-	1,000
General Building Renovations & Maintenance	165	100	100	100	100	565
Whitworth	-	-	-	76	-	76
Carbon Reduction Fund	250	627	-	-	-	877
Digital Access	73	-	-	-	-	73
Various Digital Solutions	55	-	-	-	-	55
Stubbylee and Whitaker Parking	30	-	-	-	-	30
Henrietta Street Depot Improvements	115	-	-	-	-	115
Christmas Lighting Catenary	33	-	-	-	-	33
Stubbylee Skate Park	42	-	-	-	-	42
Victoria Park Improvements	62	-	-	-	-	62
Hareholme Viaduct	400	-	-	-	-	400
Car Parks General 22-26 MTFS	20	30	30	30	-	110
Rawtenstall Market Electrical Works	-	101	-	-	-	101
Edgeside Pump Track	34	-	-	-	-	34
Leisure Facilities upgrades	28	80	-	-	-	108
Whitaker Park Improvements	110	-	-	-	-	110
Marl Pits Air Handling Unit	110	-	-	-	-	110
Legacy Liabilities	-	100	-	-	-	100
Sub-total	2,720	2,368	687	527	1,049	7,351
Schemes funded wholly/partly by External Finance or Government Grants	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total 2023/24 - 2027/28 inc slippage £'000
DFG'S - Mandatory Grants	3,727	1,000	1,000	1,000	1,000	7,727
Futures Park Infrastructure	525	-	-	-	-	525
Bacup Historic England	350	-	-	-	-	350
Haslingden 2040 NLHF	2,709	-	-	-	-	2,709
Supported Accommodation	809	-	-	-	-	809
UKSPF - Park Improvements	41	75	-	-	-	116
UKSPF - Haslingden Market	50	450	-	-	-	500
UKSPF - Waterfoot	-	300	-	-	-	300
UKSPF & S106 - Football Pitches	10	241	192	-	-	443
Weir Play Area	150	-	-	-	-	150
Moller Ring Play Area	160	-	-	-	-	160
Tennis Court Improvements	104	-	-	-	-	104
Fairview Rec	143	-	-	-	-	143
Rosendale Town Centres - (LUF)	460	2,886	10,606	-	-	13,952
Rawtenstall Gyrotory - (LUF)	250	2,489	4,562	-	-	7,301
Sub-total	9,488	7,441	16,360	1,000	1,000	35,289
Total of Schemes in Progress	12,208	9,809	17,047	1,527	2,049	42,640

New Schemes or Schemes awaiting external funder approval	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total 2023/24 - 2027/28 inc
Stubbylee Park Drainage	-	40	-	-	-	40
Tree Maintenance Equipment	-	100	-	-	-	100
Waste Transfer Station	-	75	-	-	-	75
Trickett's Memorial Ground	-	129	-	-	-	129
Food Waste Collections	-	739	-	-	-	739
Electric Vehicle Charge Points	-	172	-	-	-	172
Total New Schemes	-	1,255	-	-	-	1,255
Grand Total	12,208	11,064	17,047	1,527	2,049	43,895
Description						
Stubbylee Park Drainage	The drainage has failed in two locations in Stubbylee Park - this scheme is to relay the drainage					
Tree Maintenance Equipment	Purchase of specialist tree felling machinery to assist the safe and efficient removal of diseased/dead trees on the Councils maintained land.					
Waste Transfer Station	This budget is for the preliminary works for the Waste Transfer Station, designs, plans and costings will be worked up in 2024/25 with a view to the build commencing in 2025/26					
Trickett's Memorial Ground	This is a fully funded scheme that has been developed with local community groups to improve the physical features and celebrate the history behind the gardens					
Food Waste Collections	This scheme is for the purchase of the capital equipment(vehicles & caddies) required to implement food waste collections in 2025/26. The project is fully funded by DEFRA.					
Electric Vehicle Charge Points	The Council is partnering with Connected Kerb to install electric vehicle charge points on several car parks across the Borough. The scheme is fully funded by OZEV.					

Subject:	Capital Programme 2023/24 – 2027/28 and Capital Strategy 2024/25	Status:	For Publication
Report to:	Overview & Scrutiny	Date:	5 th February 2024
Report of:	Chief Finance Officer	Lead Member:	Resources
Key Decision:	X Forward Plan X	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	Yes/No	Attached: Yes/No
Biodiversity Impact Assessment:	Required:	Yes/No	Attached: Yes/No
Contact Officer:	Karen Spencer	Telephone:	01706 252409
Email:	karens pencer@rossendalebc.gov.uk		

1. RECOMMENDATION(S)

The Overview & Scrutiny Committee considers:

- 1.1. The capital programme for 2023/24 – 2027/28 and associated capital expenditure of £11.064m.
- 1.2. The Capital Strategy 2024/25 attached at Appendix B

2. EXECUTIVE SUMMARY

- This report proposes a capital expenditure programme for 2024/25 and the medium term, including new capital projects approved during 2023/24 subject to further due diligence and legal contracts. The report also explores the 2024/25 Capital Strategy.

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 2024/25

- 4.1 In order to meet the council's strategic plans and operational requirements the Council has drawn up an affordable capital programme for five years.

4.2 The full detail capital programme is attached at Appendix A and totals £43,895m. 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 2023 and the proposed new additions on page 6:

Table 1

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total £'000
Operations & Communities	1,694	2,229	749	321	949	5,942
Corporate Services & Buildings	884	411	130	206	100	1,731
Housing	5,036	1,500	1,000	1,000	1,000	9,536
Regeneration	4,344	6,125	15,168	-	-	25,637
Climate change	250	799	-	-	-	-
Total	12,208	11,064	17,047	1,527	2,049	43,895

4.3 Where possible 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 several major on-going capital projects, these include the Levelling Up funded Rawtenstall Gyrotory and Rossendale Town Centres Projects, UK Shared Prosperity Funded Football Pitches, Parks Improvements, Haslingden Market and Waterfoot projects and the Haslingden 2040 NLHF scheme.

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 2023/24, due to supply chain issues, these have been re-scheduled into 2024/25.

4.7 There are a number of smaller projects on-going including the Carbon Reduction Fund, the Futures Park infrastructure scheme and various parks schemes.

4.8 During 2023/24 there have been additions to the programme these are:-

- Stubblelee Tennis Courts
- Whitaker Park Tennis Courts

4.9 It is proposed to add four new schemes to the programme for 2024/25, these are listed on page 6.

5. FINANCING THE CAPITAL PROGRAMME

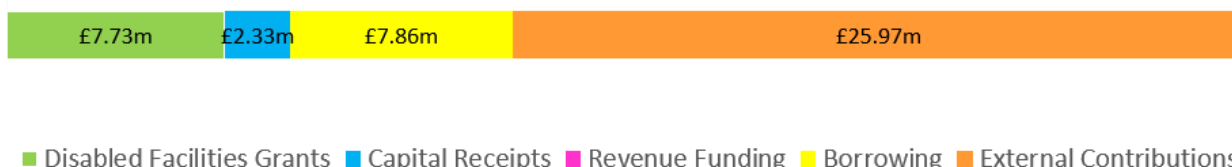
5.1 Capital resources come from three sources:

- 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:

- Regeneration projects at Futures Park
- Joint ventures with RTB Partnership
- 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 Councils revenue budget and the capital programme would need to be reviewed and adjusted.

7. RISK

All the issues raised and the recommendations in this report involve risk considerations 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. The Council owns or has liability for several culverts, cemeteries, properties and other assets throughout the valley which have the potential to lead to significant costs for the Council. For example, emergency works such as those required at Hareholme Viaduct.

7.4 The high level of inflation continues to have a major impact on affordability of the capital programme. During 2023/24, on average vehicle replacement costs were still c10% over and above the estimates included in the capital programme. The estimates have been refreshed to take this into account, however if inflation remains high we could see the same issue in 2024/25. High inflation is also having an impact on the construction industry - pushing up costs and increasing tender prices. The Council has experienced 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, higher interest rates impacts on 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 2024/25 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 2023/24 and up to 2027/28 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 2024/25 and the MTFS update being reported to Cabinet in Feb 2024	Cabinet papers February 2024

Schemes in Progress	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£'000	£'000	£'000	£'000	£'000	2023/24 - 2027/28 inc slippage £'000
Schemes						
Vehicles / Equipment	529	740	467	261	889	2,886
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Victoria Park Improvements	62	-	-	-	-	62
Hareholme Viaduct	400	-	-	-	-	400
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Rawtenstall Market Electrical Works	-	101	-	-	-	101
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Whitaker Park Improvements	110	-	-	-	-	110
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Legacy Liabilities	-	100	-	-	-	100
Sub-total	2,720	2,368	687	527	1,049	7,351
Schemes funded wholly/partly by External Finance or Government Grants						Total 2023/24 - 2027/28 inc slippage £'000
DFG'S - Mandatory Grants	3,727	1,000	1,000	1,000	1,000	7,727
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Bacup Historic England	350	-	-	-	-	350
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UKSPF - Haslingden Market	50	450	-	-	-	500
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Moller Ring Play Area	160	-	-	-	-	160
Tennis Court Improvements	104	-	-	-	-	104
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Sub-total	9,488	7,441	16,360	1,000	1,000	35,289
Total of Schemes in Progress	12,208	9,809	17,047	1,527	2,049	42,640

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Tree Maintenance Equipment	-	100	-	-	-	100
Waste Transfer Station	-	75	-	-	-	75
Trickett's Memorial Ground	-	129	-	-	-	129
Food Waste Collections	-	739	-	-	-	739
Electric Vehicle Charge Points	-	172	-	-	-	172
Total New Schemes	-	1,255	-	-	-	1,255
Grand Total	12,208	11,064	17,047	1,527	2,049	43,895
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Food Waste Collections	This scheme is for the purchase of the capital equipment(vehicles & caddies) required to implement food waste collections in 2025/26. The project is fully funded by DEFRA.					
Electric Vehicle Charge Points	The Council is partnering with Connected Kerb to install electric vehicle charge points on several car parks across the Borough. The scheme is fully funded by OZEV.					

MTFS Forecast 2024/25 Rossendale Borough Council Capital Financing Statement

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total Estimate 2023/24 - 2027/27 £000
Estimated Expenditure						
Schemes in Progress	12,208	9,809	17,047	1,527	2,049	42,640
New Schemes	0	1,255	0	0	0	1,255
Total Estimated Capital Payments	12,208	11,064	17,047	1,527	2,049	43,895
Estimated Resources						
Direct Revenue Finance	0	0	0	0	0	0
Disabled Facilities Grant	3,727	1,000	1,000	1,000	1,000	7,727
Other External Finance (see below)	5,127	7,281	13,560	0	0	25,968
Prudential Borrowing	3,097	2,783	487	451	1,049	7,867
Earmarked Reserves	0	0	0	0	0	0
Capital Receipts	257	0	2,000	76	0	2,333
Total Resources	12,208	11,064	17,047	1,527	2,049	43,895
Total surplus(-)/shortfall in year	0	0	0	0	0	0
Cumulative total surplus(-)/shortfall	0	0	0	0	0	0

ANALYSIS OF OTHER EXTERNAL FINANCE

	Funder	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000
Futures Park Infrastructure	Lancashire Enterprise Partnership	152	-	-	-	-
Bacup Historic England	Historic England	336	-	-	-	-
Haslingden 2040 NLHF	NLHF	2,462	-	-	-	-
Supported Accommodation	S106 & LAHF	809	-	-	-	-
UKSPF - Park Improvements	UKSPF	41	75	-	-	-
UKSPF - Haslingden Market	UKSPF	50	250	-	-	-
UKSPF - Waterfoot	UKSPF	-	300	-	-	-
UKSPF & S106 - Football Pitches	UKSPF & S106	10	241	192	-	-
Wier Play Area	Various	150	-	-	-	-
Moller Ring Play Area	Various	160	-	-	-	-
Tennis Court Improvements	Lawn Tennis Association	104	-	-	-	-
Fairview Rec	Various	143	-	-	-	-
Rosendale Town Centres - (LUF)	Capital Regeneration Fund	460	2,886	9,256	-	-
Rawtenstall Gyratory - (LUF)	Capital Regeneration Fund & LCC	250	2,489	4,112	-	-
Tricketts Memorial Ground	Various	-	129	-	-	-
Food Waste Collections	DEFRA	-	739	-	-	-
Electric Vehicle Charge Points	OZEV	-	172	-	-	-
Sub-total External Funding :		5,127	7,281	13,560	-	-
DFG's		3,727	1,000	1,000	1,000	1,000
Total External Funding		8,854	8,281	14,560	1,000	1,000



The 2024/25 Capital Strategy

The Capital Strategy, including Prudential Indicators & Limits

Capital Strategy Report 2024/25

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 2024/25, the Council is planning capital expenditure of £11.064m summarised in Table 1.

Table 1 - Prudential Indicator: Estimates of Capital Expenditure

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total £'000
Operations & Communities	1,694	2,229	749	321	949	5,942
Corporate Services & Buildings	884	411	130	206	100	1,731
Housing	5,036	1,500	1,000	1,000	1,000	9,536
Regeneration	4,344	6,125	15,168	-	-	25,637
Climate change	250	799	-	-	-	-
Total	12,208	11,064	17,047	1,527	2,049	43,895

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

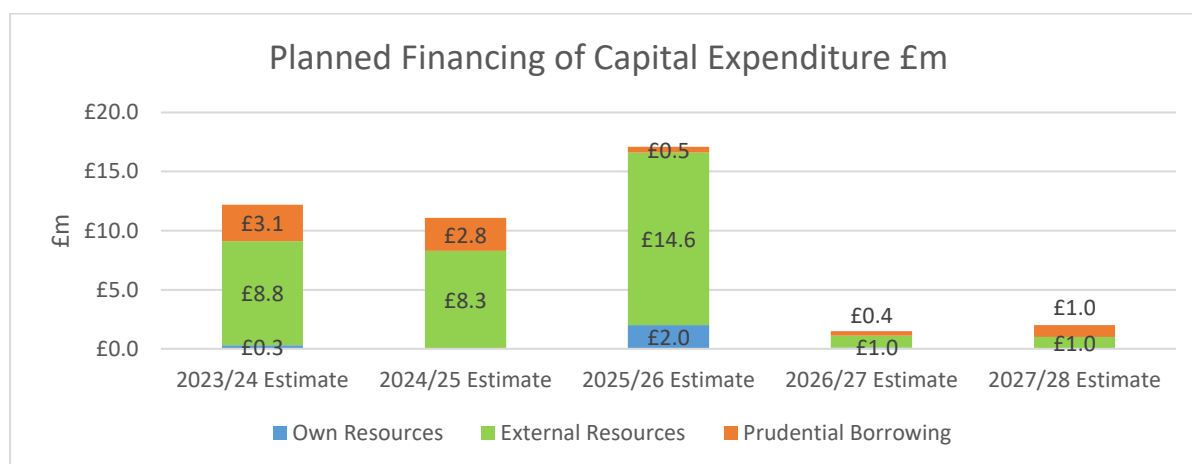
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projects for inclusion in the Council’s capital programme. Bids are reviewed by Finance who calculate the financing cost (which can be nil if the project is fully externally financed). Cabinet Members and Corporate Management Team appraise all bids 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.

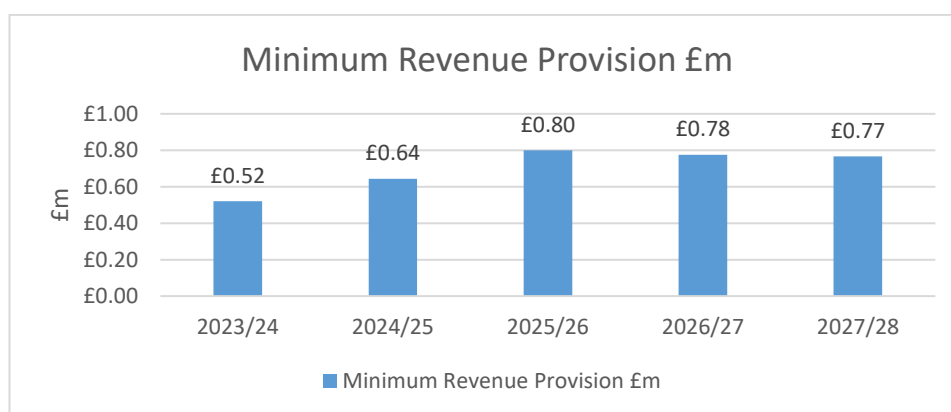
All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council’s own resources (revenue, reserves and capital receipts) or debt (borrowing or leasing). The planned financing of the expenditure in Table 1 is as follows:

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



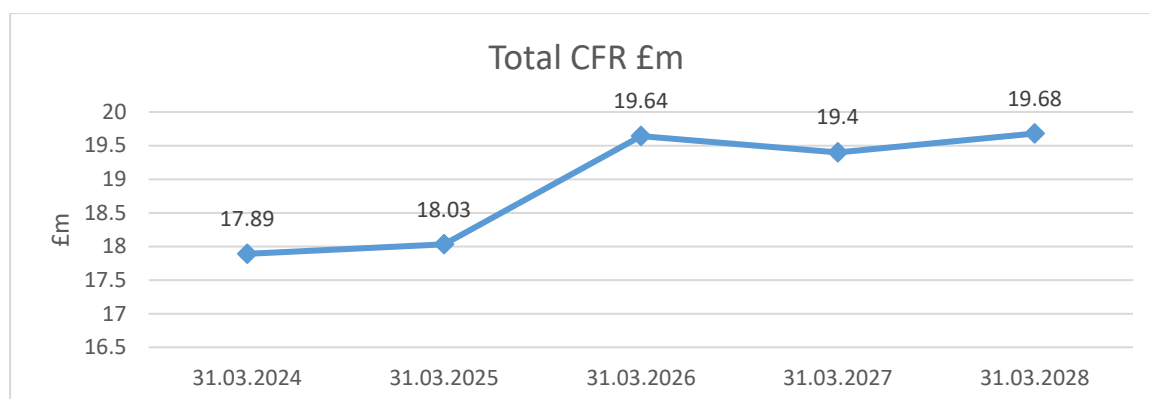
- The Council’s Minimum Revenue Provision statement is available in the Treasury Strategy

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

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and capital receipts. The CFR is expected to increase by £0.14m during 2024/25. 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 is currently estimating it will receive £2m of capital receipts in the coming financial years as follows:

Table 5: Capital Receipts

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	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	Total Estimate £'000
Asset Sales	40	0	2,000	0	0	2,040

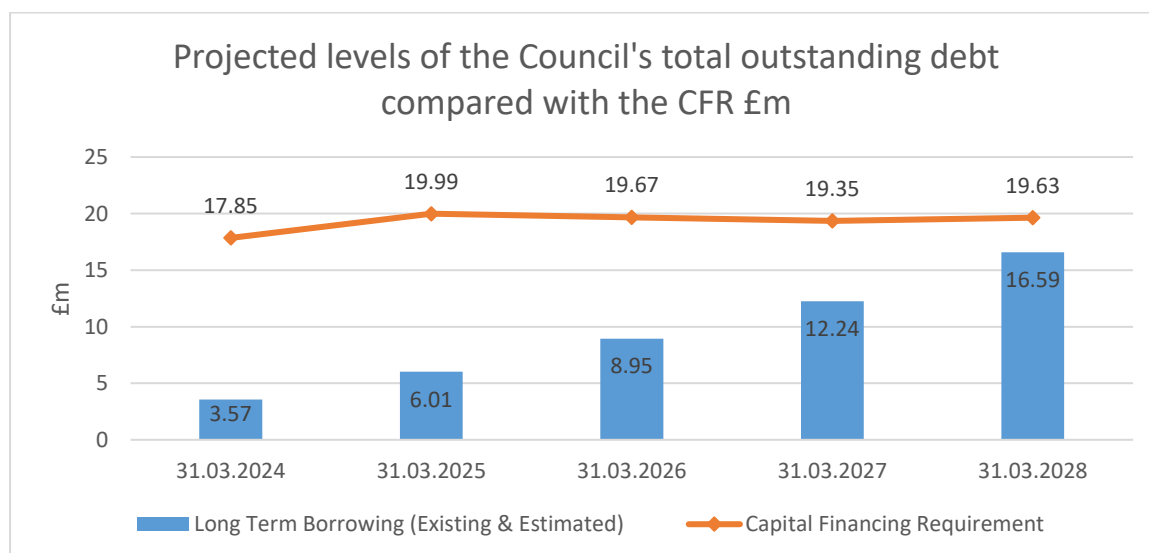
3. Treasury Management

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

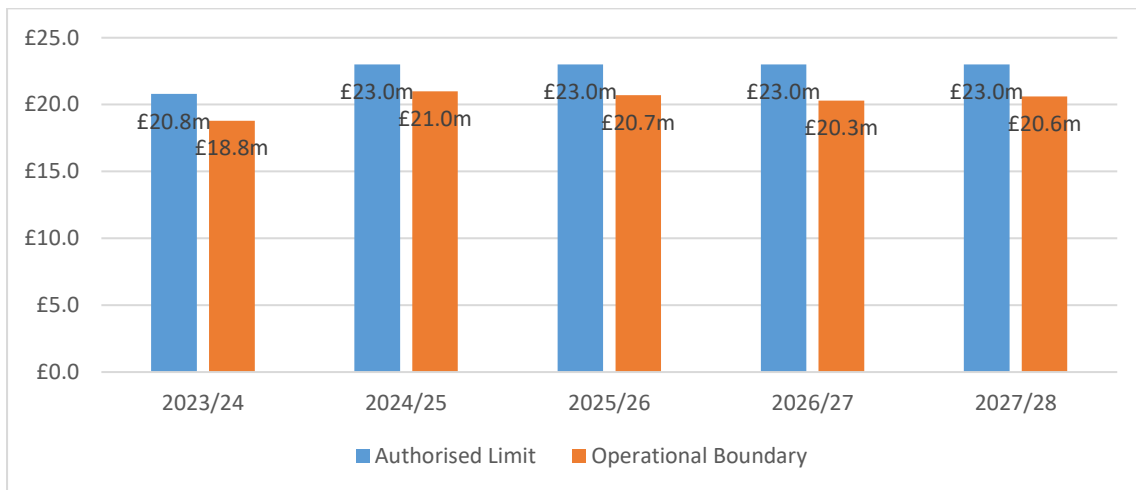


Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

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 and is based on the Authority's estimate of most likely but not worst-case scenario and should equate to the maximum level of external debt projected by this estimate. The Operational Boundary and the Authorised Limit are increasing to allow sufficient headroom for new external borrowing for the approved Capital Programme.

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

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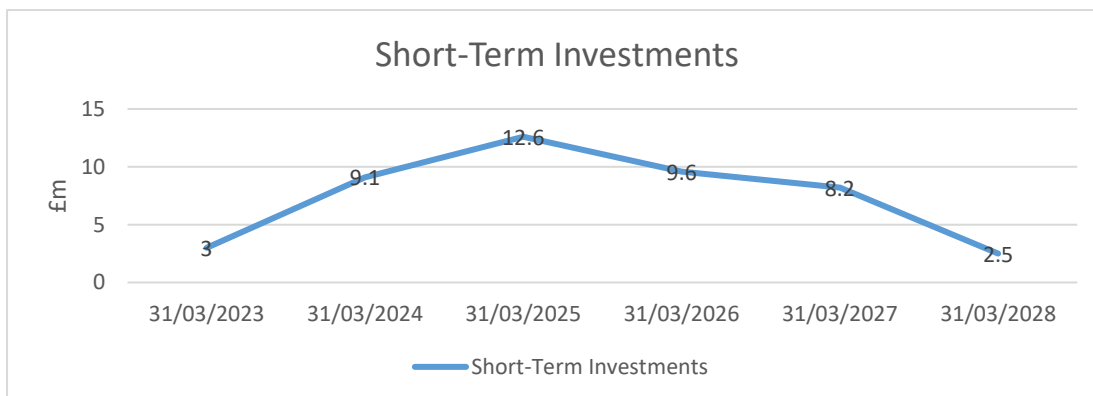


Further details on borrowing are in the Treasury Management Strategy

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, other local authorities 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 is anticipated to peak in 2024/25 due to the Levelling Up Capital Projects grants received in advance, reducing to more normal levels by the end of the forecast.

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

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

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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 31/03/23 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£877k (as at 31st March 2023) in a Business Rates Appeal Provision to cover risks arising from the costs of Business Rates appeals as a consequence of the transference of such risks under the localisation of business rates arrangements introduced in 2013.

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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. A change in the Prudential Code 2021 means that investment income has been removed from the calculation of financing costs so the amounts in the Table below are higher as a result of this accounting change.

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

	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000
Financing Costs	546	649	762	1,022	1,060	1,047
Proportion of net revenue stream	6.64%	6.30%	7.19%	9.66%	10.32%	10.39%

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 Chief Finance Officer 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:	Quarter 3 Performance Management Report (October, November and December) 2023/24	Status:	For Publication
Report to:	Overview and Scrutiny	Date:	5 th February 2024
Report of:	Head of People and Policy	Lead Member:	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. RECOMMENDATION

- 1.1 Overview and Scrutiny to note the Council's performance detailed in the attached report and make recommendations to Cabinet.

2. EXECUTIVE SUMMARY

- 2.1
- The Quarter 3 (Q3) Performance Management Report relates to the Council's performance in relation to the Valley Plan 2021-25 – Our Place, Our Plan, during the months October, November and December 2023.
 - The report provides an update in relation to the Council's performance measures, performance summary and actions for improvement, compliments and complaints and corporate risks.
 - The report concludes 10 performance measures reported as 'red' and 2 corporate risks reported as 'red' on the RAG status.
 - During Q3, the Council received 17 compliments, 27 complaints and 1 Local Government Ombudsman enquiry.

3. BACKGROUND

- 3.1 This report aims to summarise the Council's performance during Q3 2023/24 for Overview and Scrutiny. Overview and Scrutiny play a strong role in scrutinising the Council's performance to highlight issues that may require further action.
- 3.2 The Performance Management Report was reviewed at the start of 2023/24, with significant changes made. The format and objectives of the report focus on performance measures, performance summary and actions for improvement relating to the 4 priorities within the Valley Plan 2021-25 – Our Place, Our Plan. The Council has reviewed its performance measures to effectively evaluate the impact of the delivered actions to meet the Council's priorities.
- 3.3 The Council continues to use the Red, Amber, Green (RAG) rating status to monitor performance. An arrow rating status has been introduced to demonstrate the performance trend in comparison to previous outturns. Where applicable, the report will provide a wider comparison to the 'National Local Authority' (NLA) average and the Council's comparable authorities - 'Family Group' (FG) average. The comparable information is drawn from the LG

Inform Platform, which provides the most up to date and accessible information in relation to local authority performance measures.

- 3.4 The identified performance measures have been split down into two tiers. Tier 1 measures are high-level strategic targets that constitute the Valley Plan 2021-25 – Our Place, Our Plan. Tier 2 measures are targets addressing performance within service areas at an operational level.
- 3.5 A 'Higher or Lower' column has been included to indicate whether the performance should be operating either higher or lower than the target to increase/improve the Council's performance.
- 3.6 The Q3 Performance Management Report is attached as Appendix 1.

4. DETAILS

- 4.1 The Council's performance is assessed against the performance measures set at the beginning of the year, along with a performance summary update. The performance measures, performance summary and actions for improvement are referred to in more detail in the Q3 Performance Management Report, pages 3-15.
- 4.2 The below provides a summary of the performance measures reported under each priority.

RAG	Green	Amber	Red	N/A
Thriving Local Economy	2	3	1	-
A High Quality Environment	15	-	2	-
Healthy and Proud Communities	8	-	4	-
Effective and Efficient Council	13	4	3	4

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

4.3 Priority 1 – A Thriving Local Economy

Secured funding and investment continues to develop Rossendale's thriving local economy. The Council continues to deliver regeneration programmes in Bacup, Haslingden and Rawtenstall to provide better town centres for residents and visitors. The preparatory works to reinvigorate the borough's markets have progressed and other town centre opportunities will be explored.

The Council continues to promote Rossendale as a place to visit and invest. Relationships with local businesses and residents have been progressed through different channels, and the Council has continue to support and engage in events across the borough.

1 performance measure was reported within the 'red' status.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Vibrancy of Rossendale's town centres rated highly per annum, reporting during Q3.	75%	-	-	37%	-	RED

Measured through the Council's Resident Survey, 37% of respondents rated Rossendale as vibrant. Breakdown of this response highlights low vibrancy in Bacup (16%), Haslingden

(7%), Waterfoot (10%) and Whitworth (17%). Although, Rawtenstall's (93%) vibrancy was rated very high, and could demonstrate links to the low percentage of empty shops within Rawtenstall (3.3%). It is proposed for the vibrancy of town centres to be measured periodically through public consultations. This will measure the impact of the Council's regeneration programmes and demonstrate the improvements made to the borough's town centres.

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

Service efficiencies have continued to be identified and implemented across the Council's Operational services. A new waste management system has been procured to support service delivery and improve customer services.

Focus on fly-tipping and park maintenance has advanced to develop a clean, high quality environment across the borough. Locations to plant the remaining 5,000 trees for Rossendale Forest have been finalised.

The Council's Climate Change Strategy has continued to be delivered and further funding opportunities have been explored to further reduce carbon emissions within Rossendale.

4.5 During Q3, 2 performance measures were reported within the 'red' status.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Increase the household waste recycling rate per quarter	38%	34.6%	33.7%	29.4%	-	RED

The Council's recycling performance remains below target. Following confirmation from Lancashire County Council, the Council will need to introduce a food waste collection by 2026. This will impact the frequency of collections and should encourage greater recycling across the borough. Funding for the introduction of food waste collections will be announced during Q4.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Percentage of side roads swept as per schedule per quarter	95%	90%	79%	89%	-	RED

The percentage of side roads swept has improved from Q2 however, remains below target due to the backlog created during the previous quarter. Work will continue to reduce the backlog and meet the target performance.

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

The Council continues to develop Rossendale's housing offer and support. The recently agreed Housing Assistance Policy and purchased property to be used as temporary accommodation will progress this further.

The Council remain persistent in engaging residents and partners to improve and promote the health, wellbeing, leisure and health communities and facilities across the borough.

4.7 During Q3, 2 performance measure were reported within the 'red' status.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Percentage of Disabled Facilities Grants completed within 12 months per quarter	95%	96%	100%	88%	-	RED

The percentage of Disabled Facilities Grants completed within 12 months is below target as 4 large project received in 2021 have only just been completed. The Council will continue to chase the final invoices from Lancashire County Council and contractors to fully process the completed projects.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Deliver 'new home' with the Local Plan per annum, cumulative figure.	180	32	61	71	-	RED

Although the number of 'affordable new homes' built is performing above target, the delivery of 'new homes' built remains below target. The number of new homes built to deliver the Council's Local Plan is derived from a number of sources and will continue to be collated throughout the year. To identify an accurate representation of the number of new homes built, the Council will work with developers, partners and stakeholders.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Processing of Disabled Facilities Grants – Approval to Completion days per quarter	80 days	182 days	190 days	190 days	-	RED

The processing of Disabled Facilities Grants is below target due to the incomplete cases from 2021. The Council will continue to chase the final invoices from Lancashire County Council and contractors to fully process the completed projects. The internal roll out of the Housing Assistance Policy will improve the service and a proposed social media campaign will launch the new policy to promote the improved service to residents.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Number of Food Standards Agency food inspections per annum, cumulative figure					-	RED

Although the number of Food Standards Agency inspections is performing below target, the inspection take place at different times across the year and are scheduled to be completed during Q4. It is noted that business may close prior to the inspection and therefore impact progress against the target.

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

Efficiencies and saving opportunities remain at the forefront of the Council's operations. The Council's website was launched at the start of October 2023 and work continues to embed the Council's new branding and customer service standards across all departments.

Income generation opportunities have been explored and the Corporate Management Team have reviewed the proposed budgets for 2024/25. The Council's Constitution and Programme governance have been reviewed to improve and effectively monitor service/project delivery.

4 staff engagement sessions and internal 'pulse' surveys have been delivered to engage staff. The Council has gathered both internal and external feedback to highlight areas requiring improvement. Actions will be consulted and delivered during the new year.

4.9 During Q3, 3 performance measures were reported within the 'red' status.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Number of days lost due to sickness absence per full time equivalent per annum, cumulative figure	8 days	2.34 days	7.02 days	10.38 days	-	RED

The level of sickness absence remains high although has improved in performance in comparison to Q2. At the end of Q3, 6 staff remained on long-term absence, subsequently 1 has left the authority and 1 has returned to work. The most common reason for sickness absence remains other musculo skeletal, closely followed by back and neck problems, work is currently being undertaken to consider the option provide physio sessions to support a faster return to work. Short-term sickness absence remains similar to Q2 (1.67 days per FTE). The main reason for short term sickness absence continues to be infections, colds, flu (0.19 days per FTE were Covid-19 cases although, government advice is not to test therefore more absence could be attributed to Covid-19). Payment of the flu jab has been offered to all staff, to try to mitigate further absences due to infections, colds, flu absences, to date 4 staff have claimed back monies for the flu jab.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Percentage of complaints responded to within 10 working days per quarter	95%	79.3%	78%	61%	-	RED

During Q3, 27 complaints were received. 6 (3 Operations, 1 Facilities, 1 Benefit Processing, 1 Planning Enforcement) of these complaints did not meet the 10 day deadline. All the complaints have now been responded to and closed. 4 complaints were closed with 10 days of the target (that is, within 20 days) and 2 complaints were closed within 20 days target (that is, within 30 days). The Complaints reporting process is completed by Corporate Support who monitor and request a response from the relevant officers on a weekly basis. The Complaints that do not meet the agreed timeline are usually more complex.

Performance Measures	Target	Q1	Q2	Q3	Q4	RAG
Percentage of MP enquiries responded to within 10 working days per quarter	95%	70%	78%	68%	-	RED

50 MP enquiries were received during Q3, 12 (4 Operations, 3 Planning, 1 Housing, 1 Environmental Health, 1 Facilities, 1 Finance and 1 Capita) of the 12 enquiries were not answered within 10 day deadline. All the MP Enquiries have now been responded to and closed. 7 MP Enquiries were closed with 10 days of the target (that is, within 20 days) and 5 MP Enquiries were closed within 20 days target (that is, within 30 days).

4.10 **Compliments and Complaints**

Compliments and complaints are also referred to in the Q3 Performance Management Report, page 16.

4.11		Q3 2022/23	Q2 2023/24	Q3 2023/24
	Number of Compliments	12	23	17
	Highest nature of Compliments	92% (11) Staff member/team	61% (14) Staff member/team	59% (10) Staff member/team
	Highest Service Area with Compliments	Operations - 8	Operations - 13	Operations - 17

The number of compliments received has decreased by 6 in Q3 when compared with Q2. Quarter 3 continues to see the top nature of compliment as 'Staff member/Team.'

4.12 Examples of compliments received during Q3:

- 'Collecting assisted bins at Rushbed Drive. Thank you to the refuse collectors for the good job that they do and she is very appreciative - serviced by Yellow, Blue, Grey and Brown rounds.'
- 'Emptying of brown bins on a cold morning and wanted to compliment them on a great job and making sure the contents were all out of the bin'
- 'Thank you for all arrangements regarding memorial oak tree for our uncle. It is now planted and very nice thank you.'

4.13		Q3 2022/23	Q2 2023/24	Q3 2023/24
	Number of Complaints	37	28	27
	Highest nature of Complaints	24% (9) Action/ response/ communication	21% (6) Bins/bin collection	19% (5) Bins/bin collection
	Highest Service Area with Complaints	Operations – 11	Operations - 15	Operations – 7 Capita - 7

The number of complaints received in Q3 has decreased by 1 when compared with the previous quarter, and is also lower when compared to Q3 last year.

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

In Quarter 3 there was 1 enquiry received from the LGO which remains open.

Compliments and complaints are also referred to in the Performance Report on page 16.

4.15 **Corporate Risk Register**

The Council continues to review and monitor the Corporate Risk Register. 2 Corporate Risks were reported as 'red' on the RAG status during Q3.

- Coprorate Risk 1 – Sustainability of the Medium Term Financial Strategy
- Corporate Risk 2 – Financial Sustainability of Council Owned Leisure Assets.

4.16	Corporate Risk 1	Likelihood	Impact	Overall	Status
	Sustainability of the Medium Term Financial Strategy	B	1	B1	RED

The Council's 2022/23 outturn has performed better than the estimated position detailed within the February 2023 Medium Term Financial Strategy. This has slightly improved the Council's reserve balances however, it is still estimated that these reserves will run out during 2026/27. Officers have continued to investigate alternative delivery mechanisms and maximise savings wherever possible, although further saving opportunities without affecting service delivery are minimal.

The budget setting process for 2024/25 has commenced with income and expenditure being scrutinised on a line-by-line basis. The Council has a continued freeze on non-essential expenditure and officers continue to review and maximise income generation opportunities. All vacant posts are evaluated by the Corporate Management Team prior to recruitment. The Empty Homes scheme continues to have an adverse impact on the Council's Medium Term Financial Strategy and officers have continued to deliver and manage the scheme closely.

4.17	Corporate Risk 9	Likelihood	Impact	Overall	Status
	Financial Sustainability of Council Owned Leisure Assets	A	2	A2	RED

An external assessment has been carried out of the financial sustainability of Council owned leisure assets by Grant Thornton, which has made a number of recommendations that were agreed by Full Council in May 2023. This is now a focus of action. An established cross party working group monitors the delivery of the recommendations and associated action.

5. RISK

5.1 The Council's Corporate Risk Register continues to be monitored by the Corporate Management Team on a regular basis and is referred to within the Q3 Performance Management Report, pages 17-26.

6. FINANCE

6.1 Financial implications and risks arising are identified within this report.

7. LEGAL

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

8. POLICY AND EQUALITIES IMPLICATIONS

8.1 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

9.1 Monitoring the Council's performance will enable Overview and Scrutiny to identify and consider any actions, projects, performance measures or corporate risks they may wish to escalate to the Cabinet for further action.

Background Papers	
Q3 Performance Management Report	Appendix 1

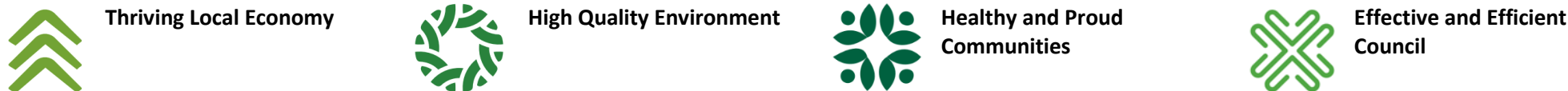
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**VALLEY
PLAN
2021-25**

**PERFORMANCE
MANAGEMENT REPORT
QUARTER 3 – 2023-24**

Performance Management Report – Quarter 3 2023/24

Rossendale Borough Council (the Council) has four priorities within the Valley Plan 2021-25 – Our Place, Our Plan. These priorities represent the Council’s main aims to achieve the Council’s overarching vision.



This report captures the Council’s performance in relation to the outlined priorities and includes; Performance Measures, Performance Summary and Actions for Improvement, Compliments and Complaints and Corporate Risks. To deliver the outlined priorities, the Council revised the objectives within the Council’s annual action plan at the start of 2023/24. The information included within this report relates to Quarter 3 (Q3) 2023/24 – **October, November and December**.

A strong and robust approach to performance management and data quality processes will deliver a high quality service and drive service improvements. This report compiles information from the Council’s different service areas and ensures the information included is accurate, reliable and provided in a timely manner. The Council reviews its performance measures on an annual basis to ensure the targets are appropriate. A Red, Amber, and Green (RAG) rating status is used to monitor overall performance, and an arrow rating status has been introduced to demonstrate the performance trend in comparison to previous outturns.

To provide a clear understanding of how the Council is performing, the performance measures are split into Tier 1 and Tier 2 measures and where available will be compared to the ‘National Local Authority’ (NLA) average and the Council’s comparable authorities - ‘Family Group’ (FG) average. The comparable information is drawn directly from the LG Inform Platform (LGA- id), which provides the most up to date and accessible information in relation to local authority performance measures.

Performance RAG Rating Status		Performance Trend Status	
Indicator	Status	Indicator	Status
GREEN	On track, no substantial issues or risks which require action from the Council.		Performance has increased.
AMBER	Some issues or risks which require action from the Council.		Performance has decreased.
RED	Serious issues or risks needing urgent action.		Performance has continued with no increase or decrease / cannot be measured.
ANNUAL/ UNKNOWN	The status cannot be calculated.		

Tier 1 – A set of high-level strategic measures and targets that constitute the Valley Plan 2021-25 – Our Place, Our Plan.

Tier 2 – A set of performance measures and targets to address key priority areas of performance within Directorates/ Service Areas linked to the business planning process and the Valley Plan 2021-25 – Our Place, Our Plan.

Higher or Lower – Indicating whether the reported performance should be operating either higher or lower than the target to increase/improve the Council’s performance.

Priority 1 - A Thriving Local Economy

Outcomes

- To support Bacup, Haslingden and Rawtenstall town centres as better places to provide their unique offers and a destination for local shoppers and visitors.
- To have secured inward investment in the borough creating a sustainable economy, matching local skills provision with future job and career opportunities.
- Having a thriving visitor economy which is more widely known with enhanced attractions and a much improved accommodation offer.

Performance Measures	2022-23 Outturn	Higher or Lower	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Percentage of empty shops across the borough per annum, cumulative figure	New	Lower	14%	19.5%	19.5%	21.9%	-	AMBER ↓	N/A
Vibrancy of Rossendale's town centres rated highly per annum, reported during Q3	New	Higher	75%	-	-	37%	-	RED ↓	N/A
Productivity of local businesses measured through the revenue generated by each employee per annum, reported during Q1 (measured through ONS)	New	Higher	£54,500	£45,685	-	-	-	AMBER ↓	N/A
Number of people supported into employment, education and training through the Rossendale Works Programme per annum, cumulative figure	66	Higher	60	19	75	92	-	GREEN ↑	N/A
Reduce the unemployment rate (claimant count aged 16-64) quarterly figure (LGA – id:5472)	4%	Lower	3%	3.9%	3.8%	3.8%	-	AMBER ↓	4th QUARTILE FG – 2.9% (Nov - 2023) NLA – 2.7% (Nov - 2023)
Tier 2									
Number of business support referrals per annum, cumulative figure	New	Higher	120	71	121	135	-	GREEN ↑	N/A

Performance Summary

- As the Bacup 2040 regeneration project comes to a close, the final works to install a commemorative stone and information lectern have been commissioned for Hempstead Memorial Gardens and will be completed during Q4. Project plaques for the redeveloped buildings have been produced and will be installed at the end of the project. The project's evaluation has continued and a project-end celebration has been arranged to take place during Q4. The Council has supported the Bacup Cultural Consortium in submitting a BID application to secure Arts Council England funding. If successful, the funding will be used to develop Bacup's cultural activity.

- Throughout Q3, the new concept designs for Bacup Market have progressed and a meeting has been scheduled in relation to the pre-planning application process. The designs will be consulted with the Bacup 2040 Board, other key stakeholders and the wider community during Q4.
- Following planning approval, a demolition company has been appointed to demolish the old Barclays Bank (12 Market Street), with works due to commence during January 2024.
- The renovation works to 51 and 53 Deardengate, Haslingden have been completed. 41 and 18 Deardengate are the next two buildings to be re-developed as part of the Haslingden 2040 regeneration project.
- Following the successful application to secure an additional £729k public realm scheme funding, the Council has contracted Eric Wright Civil Engineering to undertake the public realm improvement works.
- The planning application for the new concept designs for Haslingden Market have been agreed. To deliver the proposal, a tender has been published to appoint a contractor and will close 19th January 2024.
- Public and stakeholder consultation has been carried out to feed into the development of Rawtenstall's masterplan. Additional consultations will follow to further improve the masterplan's outcomes.
- Rawtenstall Market traders have attended monthly update meetings together with the appointed architect, an initial designs workshop to develop the new Rawtenstall Market is scheduled for Q4.
- During Q3, work to deliver Lancashire County Council's Walking and Cycling Infrastructure Project has continued through the consultation of proposed routes
- The Town Centre Regeneration Officers have supported Haslingden's Christmas Market, Rawtenstall's Christmas Launch and the Bacup Now Christmas Event. All 3 events were delivered successfully and received positive feedback. The officers have also worked with local PCSO's in Bacup to tackle the ongoing anti-social behaviour issues, further actions are expected during Q4.
- During Q3, results from the Waterfoot public consultation were analysed and highlighted three main areas of concern. These were in relation to Waterfoot's eating and drinking offer, outdoor offer and Trickett's Arcade.
- The Council has supported the Horse and Bamboo in relation to making Waterfoot Rossendale's 'Arts Town'. This will be progressed during Q4 and into the new year.

- A Low Carbon Launch Event, 18th October 2023, provided businesses with energy and net zero advice, and a Rush Hour Networking Lunch Event, 21st November 2023, enabled the Council to create, and build on existing relationships with businesses across the borough.
- 3 vacant buildings have been identified in Bacup, funding from the Bacup 2040 regeneration project will be allocated for their redevelopment. The Former Regal Cinema, 16 Burnley Road (old Bingo Hall), will be demolished, consultation for the proposals for 11 Market Street are underway and a planning application for Bacup's Old Market Hall will be submitted during Q4.
- During Q3, 58 residents were supported through the Rossendale Works Programme, 14 of which securing jobs. The Rossendale Works Skills Hub has provided a base for Job Centre work coaches (twice a week), pre-employment assessments, CV workshops, over 50's workshops and NHS health and wellbeing drop in sessions. Additional support offers will be introduced to the Hub during Q4.
- Following the confirmed 'Green Flag' status for Stubbylee Park, initial steps have been taken to target a further 2024 'Green Flag' status for Rawtenstall's Library Gardens.

Actions for Improvement

- To further promote Rossendale as a place to visit and invest, the Town Centre Regeneration Officers have received website training which will increase the Council's proactive promotion of borough's attractions and businesses.
- During Q3, the percentage of empty shops across the borough remains below target and has increased from 19.5% to 21.9%. Breakdown of this data highlights that Rawtenstall (3.3%) is performing above national average. However, the percentage of empty shops within Bacup (22%) and Haslingden (20.8%) and Waterfoot (41.5%) are underperforming, this impacting Rossendale's overall average. The Waterfoot Action Plan and 'Arts Town' funding opportunity will aim to address this issue and the Council will continue to deliver regeneration programmes across Rossendale to improve the borough's town centres.
- Measured through the Council's Resident Survey, 37% of respondents rated Rossendale as vibrant. Breakdown of this response highlights low vibrancy in Bacup (16%), Haslingden (7%), Waterfoot (10%) and Whitworth (17%). Although, Rawtenstall's (93%) vibrancy was rated very high, and could demonstrate links to the low percentage of empty shops within Rawtenstall (3.3%). It is proposed for the vibrancy of town centres to be measured periodically through public consultations. This will measure the impact of the Council's regeneration programmes and demonstrate the improvements made to the borough's town centres.

Priority 2 - A High Quality Environment

Outcomes

- A high quality 'clean and green' local environment where people feel proud to live.
- Reduced our carbon footprint.
- Improved waste recycling rate across the borough.

Performance Indicator	2022-23 Outturn	Higher or Lower	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Increase the household waste recycling rate per quarter (LGA id: 46)	30.8%	Higher	38%	34.6%	33.7%	29.4%	-	RED ↓	4th QUARTILE FG – 38.93% (2021/22) NLA – 44.39% (2021/22)
Residual household waste collection rate per annum, cumulative figure (LGA id: 45)	516.72kg	Lower	540kg per household	118.5 kg	234.87 kg	353.3kg	-	GREEN ↑	3rd QUARTILE FG – 528.06kg (2021/22) NLA – 468.77kg (2021/22)
Average removal time of fly-tipping per quarter	5 days	Lower	5 days	4.67 days	3.5 days	3.8 days	-	GREEN ↓	N/A
Initial investigation of fly-tipping per quarter	New	Lower	5 days	3 days	3 days	3 days	-	GREEN █	N/A
Initial investigation of abandoned vehicles per quarter	New	Lower	5 days	2 days	2 days	3 days	-	GREEN ↓	N/A
Initial investigation of trade waste issues per quarter	New	Lower	5 days	4 days	3 days	4 days	-	GREEN ↓	N/A
Tier 2									
Percentage of general waste bins collected as per schedule per quarter	99.88%	Higher	98%	99.9%	99.9%	99.8%	-	GREEN █	N/A
Percentage of trade waste bins collected as per schedule per quarter	99.19%	Higher	98%	99.2%	99.4%	99.5%	-	GREEN █	N/A
Percentage of public litter bins emptied as per schedule per quarter	99.1%	Higher	98%	97%	99.9%	99.6%	-	GREEN █	N/A
Install additional/replacement bin per annum, cumulative figure	47 bins	Higher	60 bins	21 bins	48 bins	62 bins	-	GREEN	N/A
Percentage of main roads swept as per schedule per quarter	New	Higher	95%	89%	100%	100%	-	GREEN █	N/A

Percentage of side roads swept as per schedule per quarter	New	Higher	95%	90%	79%	89%	-	RED ↑	N/A
Percentage of amenity grass cut as per schedule per quarter	New	Higher	95%	94%	89%	100%	-	GREEN ↑	N/A
Percentage of park grass cut as per schedule per quarter	New	Higher	95%	100%	90%	100%	-	GREEN ↑	N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule per quarter	New	Higher	95%	90%	85%	100%	-	GREEN ↑	N/A
Percentage of play areas inspected as per schedule per quarter	New	Higher	80%	100%	100%	100%	-	GREEN █	N/A
Percentage of cemeteries inspected as per schedule per quarter	New	Higher	80%	100%	100%	100%	-	GREEN █	N/A

Performance Summary

- During Q3, the Council finalised the procurement of Bartec, a front and back office waste management system which monitors live operations to support efficient service delivery and improve customer services. The first stage of the system will be rolled out during Q4 and will focus on the waste service.
- In response to the disposal site changes at Lancashire’s level, the Council has retrieved quotes from consultants in relation to building the local Waste Transfer Station. Budget estimates and initial proposals will be drafted in preparation of the tender to carry out the works.
- The Council’s Resident Survey indicates that 61.26% of respondents felt that fly-tipping was an issue within their local area. The Council continues to prosecute fly-tipping and environmental crime offenders. During Q3, 2 offenders were prosecuted in relation to the 30-tonne fly-tipping offence at Futures Park, their sentence will be finalised during Q4. A further 7 fixed penalty notices, 20 community protection warning and 2 community protection notices have been issued in response to environmental crime offences.
- Due to the additional resources available within the winter months, an increased volume of maintenance works have been delivered in Victoria Park, Haslingden, and Whitaker Park, Rawtenstall. 50 trees, suffering from Ash Dieback, were identified and removed to control the spread of the disease and protect high football areas. The Parks team also received jet-washing training which will enable effective unblocking of drains and clearing of services to create service efficiencies.
- As part of delivering the Council’s Climate Change Strategy, detailed energy and carbon audits for Henrietta Street have identified alternative heating system and electric fleet design options to reduce carbon emissions. The final recommendations will be incorporated into the design proposals for the new Waste Transfer Station at Henrietta Street. To further progress the decarbonisation of Council owned buildings, the Council has submitted a BID application to secure £1.3 million Public Sector Decarbonisation Scheme funding.

- During Q3, the Net-Zero Terraced Streets pilot project was approved and the coinciding community engagement commenced. The project aims to decarbonise terraced street across Rossendale and the engagement response will contribute towards the next phase of the project.
- Further funding has been sought to develop Rossendale's electric vehicle infrastructure. A BID application has been submitted to secure £171k On-street Residential Chargepoint Scheme funding, confirmation of this funding is due to be announced during Q4.
- The Council has worked with partners and local landowners to successfully identify planting opportunities for the remaining 5,000 trees. These trees will be planted during Q4 to meet the 16,000 tree planting target.

Actions for Improvement



- The Council's recycling performance remains below target. Following confirmation from Lancashire County Council, the Council will need to introduce a food waste collection by 2026. This will impact the frequency of collections and should encourage greater recycling across the borough. Funding for the introduction of food waste collections will be announced during Q4.
- The percentage of side roads swept has improved from Q2 however, remains below target due to the backlog created during the previous quarter. Work will continue to reduce the backlog and meet the target performance.

Priority 3 – Healthy and Proud Communities

Outcomes

- To have delivered more new homes and a good mix of housing tenures.
- Improved the health of residents through access to better leisure facilities and health services.
- A more joined up approach to physical and mental wellbeing which is more rapidly reducing health inequalities.
- Residents share a sense of pride in their immediate community and the wider borough.

Performance Indicator	2022-23 Outturn	Higher or Lower	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Reduce the number of homeless presentations requiring relief duty per annum, cumulative figure (2022/23 - 15% reduction)	13.5%	Lower	11.82%	14.9%	10.8%	4.54%	-	GREEN ↑	N/A
Percentage of Disables Facilities Grants completed within 12 months per quarter	New	Higher	95%	96%	100%	88%	-	RED ↓	N/A
Deliver 'new homes' within the Local Plan per annum, cumulative figure	75	Higher	180	32	61	71	-	RED ↓	N/A
Deliver 'affordable new homes' within the Local Plan per annum, cumulative figure	60	Higher	25	11	21	26	-	GREEN ↓	N/A
Determine major planning applications within 13 weeks per quarter (LGA id: 17482)	N/A	Higher	60%	N/A	100%	100%	-	GREEN █	1st QUARTILE FG – 92% (2023/24) NLA – 88% (2023/24)
Determine minor and other planning applications within 8 weeks per quarter (LGA id: 17487)	85%	Higher	75%	92%	92%	91%	-	GREEN ↓	2nd QUARTILE FG – 84% (2023/24) NLA – 86% (2023/24)
Initial response to housing complaints per quarter	New	Lower	5 days	3 days	4 days	3 days	-	GREEN ↑	N/A
Initial response to food hygiene complaints per quarter	New	Lower	10 days	7 days	5 days	7 days	-	GREEN ↓	N/A
Prevalence of overweight (including obesity) year 6 children per annum, reported in Q1.	New	Lower	37%	38.1%	-	-	-	N/A	N/A
Tier 2									
Number of Disabled Facilities Grants awarded per annum, cumulative figure	74	Higher	80	24	55	93	-	GREEN ↑	N/A
Processing of Disabled Facilities Grants - Application to Approval days per quarter	New	Lower	110 days	139 days	72 days	70 days	-	GREEN ↑	N/A

Processing of Disabled Facilities Grants - Approval to Completion days per quarter	New	Lower	80 days	182 days	190 days	190 days	-	RED 	N/A
Number of Food Standards Agency food inspections per annum, cumulative figure	New	Higher	240	48	96	146	-	RED 	N/A

Performance Summary

- Utilising the 'Improvements to Empty Homes' section 106 monies, a property has been purchase to provide temporary accommodation for vulnerable residents. Throughout Q4, further funding will be allocated to refurbish this property and purchase a second property for temporary accomodation.
- The revised Housing Assistance Policy (formally Disabled Facilities Grants Policy) was agreed at Cabinet, 6th December 2023. The policy revisions provide continuity with other local authorities, increases the Council's offer through the use of a Home Improvements Agency and makes better use of funding to support public and commercial spaces.
- A Get Active Big Connect event, 30th November 2023, was delivered to 68 attendees to communicate the importance of activity and improving the borough's collective health. During Q3, the Council appointed a Physical Activity Programme Manager, funded through Together and Active Futures, to develop relationships with leisure and health partners in preparation for a Physical Activity Strategy to support Rossendale's Community Health and Wellbeing Plan.
- Victoria Park, Haslingden, is now host to a weekly junior park run and the Council has developed a BID application to secure Lancashire Environment Funding to improve Victoria Park's wheeled sports area. A further BID application has been submitted to FCC Community Action Fund to improve the skate park at Edgeside Park, Watefoot.
- To raise the profile of local health facilities across Rossendale, the Rossendale Connected Population Health Board and partners have proposed a Health and Wellbeing event and Age of Inspiration event to take place during Q4, once finalised these events will be publicised on social media platforms.
- Community research to understand the use of health services has been completed in Stacksteads and Worsley. The research concludes that residents with a greater awareness of health facilities and community support are more likely to use the offers available. Following this, a communications campaign will be launched during 2024 to publicise health facilities and services available across Rossendale.
- The Household Support Fund 4 has been fully allocated to 2,700 vulnerable households. Further confirmation is awaited from central Government in relation to extending the programme after 31st March 2024.
- During Q3, 66 out of the 95 Ukraine guests have been supported into their own homes in and around Rossendale and the 'Ukrainians in Rossendale' support group continues to meet on a weekly basis.

- Foodbanks across Rossendale have reported an 80% drop in donations due to the cost of living crisis and have seen a 100% increase in demand over the past 12 months. The Household Support Fund 4 has contributed £47.5k funding to support foodbanks and Rossendale Food Group have provided other food offers over the Christmas period. The Council will continue to review foodbank/community grocery options for the borough – Haslingden Halo Community Grocery will be developed and trialed during Q4.

Actions for Improvement

- Although the number of ‘affordable new homes’ built is performing above target, the delivery of ‘new homes’ built remains below target. The number of new homes built to deliver the Council’s Local Plan is derived from a number of sources and will continue to be collated throughout the year. To identify an accurate representation of the number of new homes built, the Council will work with developers, partners and stakeholders.
- The percentage of Disabled Facilities Grants completed within 12 months and processing of the grants has reduced due to outstanding invoices in relation to 4 large projects received during 2021. The Council will continue to chase the outstanding invoices to finalise the projects. To improve the service, the Council has increased its approved contractors list by 260% and has agreed the new Housing Assistance Policy. A proposed social media campaign will launch the new policy to promote the improved service to residents.
- Although the number of Food Standards Agency inspections is performing below target, the inspection take place at different times across the year and are scheduled to be completed during Q4. It is noted that business may close prior to the inspection and therefore impact progress against the target.

Priority 4 – Effective and Efficient Council

Outcome

- Provide good quality and responsive services embracing new technologies.
- Be a financially sustainable Council with a commercial outlook whilst always considering social value.
- Provide sound governance to enable key decisions and major projects to be progressed in an efficient and professional way.
- Have a skilled and happy workforce, where we are able to retain and attract good staff.

Performance Indicator	2022-23 Outturn	Higher or Lower	2023-24 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
Tier 1									
Time taken to process Housing Benefit new claims per quarter (LGA id: 299)	14.9 days	Lower	17 days	16.8 days	11.7 days	11 days	-	GREEN ↑	1st QUARTILE FG – 21 days (2023/24) NLA – 20 days (2023/24)
Time taken to process Housing Benefit change in circumstances per quarter (LGA id: 300)	2 days	Lower	4 days	4 days	2.7 days	2.8 days	-	GREEN ▬	1st QUARTILE FG – 8 days (2023/24) NLA – 8 days (2022/23)
Time taken to process Council Tax benefit new claims per quarter	14.3 days	Lower	15 days	15.3 days	15.7 days	N/A	-	N/A	N/A
Time taken to process Council Tax benefit change in circumstances per quarter	2.4 days	Lower	4 days	3.4 days	2.5 days	2.9 days	-	GREEN ↓	N/A
Payment of undisputed invoices within 30 days per quarter	85%	Higher	90%	94%	88%	92%	-	GREEN ↑	N/A
Number of Ombudsman Enquiries upheld per annum, cumulative figure	0	Lower	0	0	0	0	-	GREEN ▬	N/A
Number of employee leavers in line with the national average, 15% per annum (7 employee leavers per quarter)	New	Lower	7	5	6	6	-	GREEN ▬	N/A
Number of days lost due to sickness absence per full time equivalent employee per annum, cumulative figure	9.76 days	Lower	8 days	2.34 days	7.02 days	10.38 days	-	RED ↑	N/A
Percentage of staff who have completed an annual appraisal per annum, cumulative figure.	92.2%	Higher	100%	27%	93%	95%	-	GREEN ↑	N/A
Percentage of staff who have completed mandatory training per quarter	New	Higher	100%	N/A	N/A	N/A	-	N/A	N/A
RIDDOR reportable accidents and incidents per annum, cumulative figure	3	Lower	< 5	2	3	3	-	GREEN ▬	N/A

Tier 2									
Percentage of Council Tax collected per annum, cumulative figure (LGA id: 199)	95.79%	Higher	96.1%	28.21%	54.92%	81.5%	-	GREEN ↑	4th QUARTILE FG – 96.81% (2022/23) NLA – 97.11% (2022/23)
Percentage of NNDR collected per annum, cumulative figure	New	Higher	98.25%	28.51%	58.11%	81.93%	-	AMBER ↑	N/A
Percentage of accurate processing of a Housing Benefit claim per annum, cumulative figure	New	Higher	95%	94.67%	98%	95.33%	-	GREEN ↓	N/A
Secured garden waste subscribers per annum, cumulative figure	7257	Higher	7000	6938	7174	7203	-	GREEN ↑	N/A
Secured commercial waste subscribers per quarter, cumulative figure	430	Higher	440	421	403	408	-	AMBER ↑	N/A
Increase the number of electronic service request forms completed by residents by 15% per annum, reported in Q4	8250	Higher	9500	-	-	-	-	N/A	N/A
Distribute 12 positive new stories per quarter	New	Higher	12	12	18	11	-	GREEN ↓	N/A
Increase the number of LinkedIn followers by 4% per annum, cumulative figure	New	Higher	210	287	396	597	-	GREEN ↑	N/A
Percentage of FOIs responded to within 20 days per quarter	New	Higher	95%	86.9%	93%	90%	-	AMBER ↓	N/A
Percentage of complaints responded to within 10 working days per quarter	New	Higher	95%	79.3%	78%	61%	-	RED ↓	N/A
Percentage of Member enquiries responded to within 10 working days per quarter	New	Higher	95%	66.7%	25%	Non received	-	N/A	N/A
Percentage of MP enquiries responded to within 10 working days per quarter	New	Higher	95%	70%	78%	68%	-	RED ↓	N/A
Number of Health and Safety reports received per annum, cumulative figure	99	Lower	90	26	44	63	-	GREEN █	N/A

Performance Summary

- The Council's new website was launched 3rd October 2023. The website now provides direct links to the most popular service and has reduce the number of customer clicks to request a service or find information by 75%.
- To monitor the Council's customer services, a periodic mystery shopper exercise was undertaken throughout November 2023. The results from this exercise indicate that the majority of staff are following the Council's customer services standards. It is proposed for the exercise to be conducted every 6 months to maintain a high standards of customer service within the Council's culture.

- During Q3, the Council has introduced its new branding, logo and colours across platforms and documents. New templates have been drafted and will be agreed during Q4.
- During Q3, the Chief Finance Officer and Corporate Management Team have reviewed the proposed budgets for 2024/25 to support the Council's Medium Term Financial Strategy. The budgets will continue to be finalised during Q4.
- Following recommendations from the Governance Work Group, the Council's Constitution was agreed at Full Council, 15th November 2023. The new Constitution, and list of amendments, have been circulated to relevant officers in preparation for the planned training session.
- The Council's internal Programme Board process and templates have been refreshed. The Programme Board now reports on the Council's overarching Programmes, rather than Individual projects. Projects will now also be monitored at an operational level. The previous Programme Board meeting, 14th November 2023, approved the Council's 5 Programmes; Capital Regeneration, Town Centre Regeneration, Property Services, Climate Change, Operations and Digital Strategy. The Programme Board will continue to monitor the progress and risks of each Programme on a quarterly basis.
- During Q3, the Council delivered 4 Christmas Staff Engagement Sessions to celebrate the successes of 2023 and priorities/challenges for 2024.
- An annual staff satisfaction survey was completed. The survey recommendations highlighted focus needed to improve internal communications and IT systems, these were presented to all staff within the engagement sessions. Actions will be developed and delivered during 2024/25.
- 2 additional staff surveys were shared in relation to the use of the corporate document management system (Idox), used by majority of services (except Operations), and use of the Council's 4 Electric Bikes. Responses will be collated and any actions from these surveys will be implemented in Q4.
- The Council's annual resident survey was live from 9th October to 31st October 2023. The survey received 1158 total responses, this a 57.5% increase from 2022. The survey response and analysis is being collated and will be finalised during Q4.

Actions for Improvement

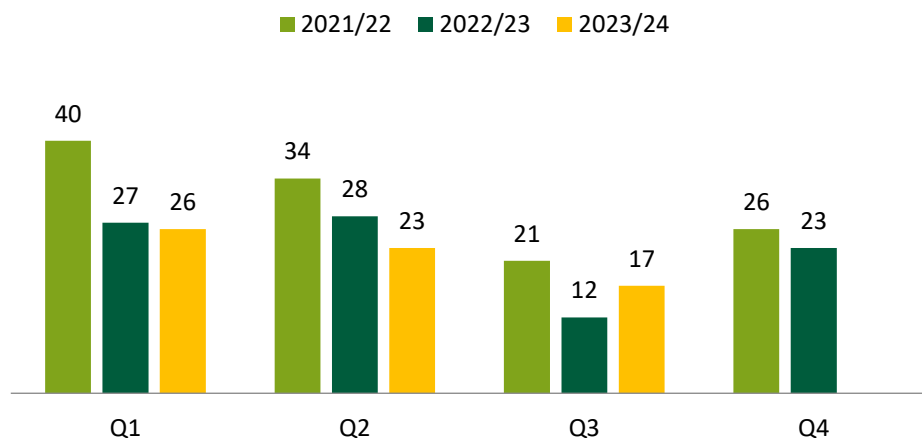
- The time taken to process new Council Tax claims has not been reported during this quarter as the indicator outputs have been identified as inaccurate. This issue has been raised with NEC (software solutions) and will be reviewed during 2024/25.
- During Q3, 27 complaints were received. 6 (3 Operations, 1 Facilities, 1 Benefit Processing, 1 Planning Enforcement) of these complaints did not meet the 10 day deadline. All the complaints have now been responded to and closed. 4 complaints were closed with 10 days of the target (that is, within 20 days) and 2 complaints were closed within 20 days target (that is, within 30 days). The complaints process is monitored by Corporate Support. Officers are requested to provide a response on a weekly basis. The complaints that do not meet the agreed timeline are usually more complex.

- 50 MP enquiries were received during Q3, 12 (4 Operations, 3 Planning, 1 Housing, 1 Environmental Health, 1 Facilities, 1 Finance and 1 Capita) of these enquiries were not answered within 10 day deadline. All the MP Enquiries have now been responded to and closed. 7 MP Enquiries were closed with 10 days of the target (that is, within 20 days) and 5 MP Enquiries were closed within 20 days target (that is, within 30 days). Work continues to improve the response time to MP and Member Enquiries to meet the target deadline.
- The level of sickness absence remains high although has improved in performance in comparison to Q2. At the end of Q3, 6 staff remained on long-term absence, subsequently 1 has left the authority and 1 has returned to work. The most common reason for sickness absence remains other musculo skeletal, closely followed by back and neck problems, work is currently being undertaken to consider the option provide physio sessions to support a faster return to work. Short-term sickness absence remains similar to Q2 (1.67 days per FTE).The main reason for short term sickness absence continues to be infections, colds, flu (0.19 days per FTE were Covid-19 cases although, government advice is not to test therefore more absence could be attributed to Covid-19). Payment of the flu jab has been offered to all staff, to try to mitigate further absences due to infections, colds, flu absences, to date 4 staff have claimed back monies for the flu jab.

Compliments and Complaints

Compliments

Compliment Trend	Q1	Q2	Q3	Q4
2021-23	40	34	21	26
2022-23	27	28	12	23
2023-24	26	23	17	-
Number of Compliments	Compliment Detail			
3	Bins/bin collection			
1	Quality of service			
10	Staff member/team			
1	Litter/debris/fly-tipping			
2	Other			



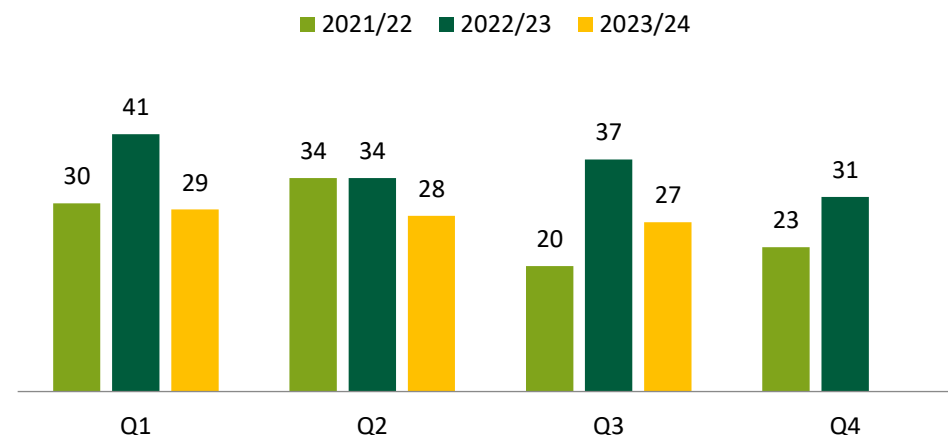
Ombudsman Enquiry

Ombudsman Enquiry	Q1	Q2	Q3	Q4
2021-23	0	3	2	1
2022-23	2	3	0	0
2023-24	2	0	1	-

During Q3, 1 new Ombudsman enquiry was received. It is noted that the Council isn't notified of all enquiries/decisions, the above relates to the notified enquires.

Complaints

Complaints Trend	Q1	Q2	Q3	Q4
2021-23	30	34	20	23
2022-23	41	34	37	31
2023-24	29	28	27	-
Number of Complaints	Complaint Detail			
4	Action/response/communication			
1	Bailiff charges/action			
2	Benefits processing			
5	Bin/bin collection			
1	Council decision			
1	Council policy/procedure			
4	Council Tax charges/decision			
1	Grass cutting			
1	Other			
2	Property/land			
2	Quality of service			
2	Staff member/team			
1	Tree			



Corporate Risk Register

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 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 Medium Term Financial Strategy through pay award, utility costs, contract inflation and Council Tax/NNDR collection rates.

Risk Consequence

If the Council is not able to prepare a balanced budget there would be legal ramifications, but would ultimately impact on the level of services the council is able to deliver to Rossendale residents and would result in major reputational damage.

Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
B	2	B2	RED

Mitigation

The Medium Term Financial Strategy does not indicate a significant narrowing of the gap in the next four years. New income generating opportunities will need to be identified to generate additional revenue, along with improved efficiency and effectiveness of service delivery. Departments across the council will need to be challenged to become more effective.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
C	2	C2	AMBER

Q3 Update

The Council's 2022/23 outturn has performed better than the estimated position detailed within the February 2023 Medium Term Financial Strategy. This has slightly improved the Council's reserve balances however, it is still estimated that these reserves will run out during 2026/27. Officers have continued to investigate alternative delivery mechanisms and maximise savings wherever possible, although further saving opportunities without affecting service delivery are minimal.

The budget setting process for 2024/25 has commenced with income and expenditure being scrutinised on a line-by-line basis. The Council has a continued freeze on non-essential expenditure and officers continue to review and maximise income generation opportunities. All vacant posts are evaluated by the Corporate Management Team prior to recruitment. The Empty Homes scheme continues to have an adverse impact on the Council's Medium Term Financial Strategy and officers have continued to deliver and manage the scheme closely.

Q3 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
B	1	B1	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 Council Emergency and Business Continuity Plan is in place. Service continuity plans are updated and tested regularly through a quarterly Emergency Planning meeting. The plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential council services. All managers have a copy of the overall plan and their service plan and keep them under review. The Council is a member of Lancashire County Council Local Resilience Forum. Officers attend meetings and undertake regular training exercises. The council plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
C	2	C2	AMBER

Q3 Update

The Council's Local Emergency Plan has been reviewed and updated. The system for out of hours' emergencies has been streamlined so that there is a single point of contact for the Council's Senior Officers and improved arrangements with Capita. Arrangements with Lancashire County Council and Lancashire Resilience Forum are regularly reviewed and updated.

The Council has continued to work with the Lancashire County Council Emergency Planning Team to update the Rest Centre information and contacts. The Council's internal Emergency Planning Team meetings continue to be held on a quarterly basis. Officers continue to attend Lancashire Resilience Forum meetings, other agency meetings and training to ensure the Lancashire response to major incidents is robust.

Q3 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 a Health and Safety Executive investigation and potential for a civil claim for damages.

Risk Consequence

Failure to comply with current legislation and demonstrate compliance may result in harm to staff and others, financial loss and enforcement action.

Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
D	2	D2	AMBER

Mitigation

A robust Council Emergency and Business Continuity Plan is in place. Service continuity plans are updated and tested regularly through a quarterly Emergency Planning meeting. The plans are embedded with the Corporate Management Team as critical working documents to support the continued delivery of essential Council services. All managers have a copy of the overall plan and their service plan and keep them under review. The council is a member of Lancashire County Council Local Resilience Forum. Officers attend meetings and undertake regular training exercises. The Council plans are available on the Resilience Direct website. Mutual aid agreements are in place with all Local Authorities across Lancashire.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
E	2	E2	GREEN

Q3 Update

Work has continued to implement the Health and Safety Action Plan with the main areas of work being asbestos controls and premises monitoring and compliance. Work to review the controls for the removal of fly-tipping containing asbestos has been undertaken and robust controls have been implemented.

The merging of Facilities and Health and Safety has begun to improve the control of premises, particularly in relation to compliance and the programme of workplace inspections for 2023/24 is ongoing and on target, with a further 3 inspections carried out during Q3. Work to progress health and safety risk management remains behind schedule as it is dependent on the corporate Risk Management Strategy being agreed. 19 health and safety reports were received during Q3 and none of these were reportable under the RIDDOR Regulations.

Q3 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
E	2	E2	GREEN

Risk 4 – Changes to Government policy on the delivery of the Council’s services**Responsible Officer - Rob Huntington****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 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

Q3 Update

The Council continues to be a member of the Local Government Association and District Councils Networks. The Chief Executive regularly attends the North West Chief Executive, and Lancashire Chief Executive meetings, both having representation from the Local Government Association. ‘Horizon Scanning and Policy’ is an agenda item on the Corporate Management Team’s weekly meeting and promotes ongoing discussions in relation to recent policy announcements, funding opportunities and other relevant information from government departments to determine any appropriate action required.

Q3 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	E	2	E2	GREEN

Risk 5 – Sustainable Workforce

Responsible Officer - Clare Law

Description

There is a requirement to have a sustainable workforce to deliver the Council services to residents and customers.

Risk Consequence

Failure to have a fully resourced, trained staff could result in the failure to deliver statutory and non-statutory service in a safe and professional manner to residents and customers.

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

Q3 Update

The number of employee leavers has remained the same as Q2 and within our KPI target. All vacant posts have successfully been recruited, with the exception of the vacancies within the Operations Workshop. The Operations Workshop vacancies continue to be backfilled via agency and work is currently being undertaken to support recruitment to these hard to recruit to roles.

The level of sickness absence remains high although has improved in performance in comparison to Q2. At the end of Q3, 6 staff remained on long-term absence, subsequently 1 has left the authority and 1 has returned to work. The most common reason for sickness absence remains other musculo skeletal, closely followed by back and neck problems, work is currently being undertaken to consider the option provide physio sessions to support a faster return to work. Short-term sickness absence remains similar to Q2 (1.67 days per FTE). The main reason for short term sickness absence continues to be infections, colds, flu (0.19 days per FTE were Covid-19 cases although, government advice is not to test therefore more absence could be attributed to Covid-19). Payment of the flu jab has been offered to all staff, to try to mitigate further absences due to infections, colds, flu absences, to date 4 staff have claimed back monies for the flu jab.

Q3 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
D	3	D3	AMBER

Risk 6 – Insufficient data and cyber security

Responsible Officer - Andrew Buckle

Description

Cyber security presents one of the most challenging areas for both the public and private sectors. With the proliferation and severity of attacks constantly increasing this represents a major threat.

Risk Consequence

Cyber-attack resulting in a complete loss of all systems coupled with malware being spread across the entire network. Data breach resulting in information loss causing reputational damage and resulting in a financial penalty due to non-compliance with statutory requirements such as General Data Protection Regulation, Payment Card Industry Data Security.

Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
C	1	C1	AMBER

Mitigation

To protect against a data breach the Council, host all council data in Tier 3 Data Centres located in different geographical regions and are backed up daily. The Council's Data Centres hold the following accreditations: ISO27001:2013 and the Payment Card Industry Data Security. The Council adopts a Risk Insight approach to determine the treat Landscape and more importantly its evolution. The Council has received notification of meeting the Public Services Network which means the Councils' infrastructure met all the security requirements to allow connection to the Public Services Network. A cyber security training is to be provided for all staff.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
D	1	D1	AMBER

Q3 Update

As part of the ongoing compliance and audit regulations Penetration Testing was carried out in December 2023. This forms part of Rosendale's approach to data and cyber security, this is an ongoing process as required by the Public Service Network. Also further additional internal testing will be conducted across a number of Virtual Machines. All of the existing Customer Information System certificates will be renewed, these are used to provide enhanced security protection with regard to any Central Government Application Programme Interfaces.

Further work has continued with the implementation of the Memorandum of Understanding compliance requirements imposed by Department of Working Pensions. The Memorandum of Understanding details the required security standards and processes that have to be met in line with requirements. A review of all data sources has been carried out, and an assessment around legal gateways will be conducted.

Q3 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
D	1	D1	AMBER

Risk 7 – 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 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

Q3 Update

Viva PR has continued to deliver the agreed communications including updates to the Council's website and social media posts to residents, businesses and communities. Corporate Management Team receive a weekly update, which includes horizon scanning and potential risks. We have issued 11 positive press releases resulting in 62 pieces of media coverage. All of these pro-active positive releases help to promote the Council externally. Viva PR 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.

Q3 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
E	1	E1	GREEN

Risk 8 – Non – Delivery of Corporate Programmes

Responsible Officer - Rob Huntington

Description

The Council has agreed the 6 corporate programmes for 2023/24 to support the delivery of Corporate Plan.

Risk Consequence

Failure to deliver the corporate programmes would have a detrimental impact on the delivery of the Council’s Valley Plan 2021-25, Our Place, Our Plan, and result in a reputational risk to the Council’s commitment to the residents. The failure to deliver the corporate programmes could potentially have a negative impact on the council’s revenue budgets (by failure to deliver income generating projects) and delivery of the medium term financial strategy, and the associated economic and social benefits may not be realised.

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 programme will have a robust project plan and live risk register. The Programme Sponsor will be responsible for the strategic overview of the corporate programme, and the Programme Manager will be responsible for the day-to-day management of the corporate programme. The Council’s Programme Board meets quarterly to review the progress of the corporate programmes. The Programme Sponsor will be responsible for highlighting any concerns to the Corporate Management Team throughout the life of the corporate programme.

Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
E	2	E2	GREEN

Q3 Update

A revised programme to support the delivery of the Valley Plan 2021-25 – Our Place, Our Plan has been implemented, with appropriate governance and programme sponsorship in place.

The Programme Board now reports on the Council’s overarching Programmes, rather than Individual projects. Projects will now also be monitored at an operational level. The previous Programme Board meeting, 14th November 2023, approved the Council’s 5 Programmes; Capital Regeneration, Town Centre Regeneration, Property Services, Climate Change, Operations and Digital Strategy. The Programme Board will continue to monitor the progress and risks of each Programme on a quarterly basis.

Q3 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
E	2	E2	GREEN

Risk 9 – Financial Sustainability of Council Owned Leisure Assets

Responsible Officer – Rob Huntington

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 and continue through 2023/24.

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

Q3 Update

An external assessment has been carried out of the financial sustainability of Council owned leisure assets by Grant Thornton, which has made a number of recommendations that were agreed by Full Council in May 2023. This is now a focus of action. An established cross party working group monitors the delivery of the recommendations and associated action.

Q3 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
A	2	A2	RED