

**Meeting of:** The Cabinet

**Date** 2<sup>nd</sup> July 2025 **Time:** 6.30pm

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



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

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

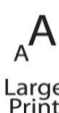
**Supported by:** Glenda Ashton, Committee and Member Services officer Tel: 01706 252423

Email: [democracy@rossendalebc.gov.uk](mailto:democracy@rossendalebc.gov.uk)

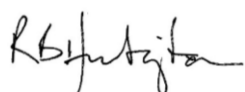
ITEM	Lead Member/Contact Officer	
A.	BUSINESS MATTERS	
A1.	Apologies for Absence	Clare Birtwistle, Monitoring Officer 01706 252438 <a href="mailto:clarebirtwistle@rossendalebc.gov.uk">clarebirtwistle@rossendalebc.gov.uk</a>
A2.	Minutes of the last meeting To approve and sign as a correct record the Minutes of the meeting held on 14 <sup>th</sup> May 2025.	
A3.	Urgent Items of Business To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.	
A4.	Declarations of Interest <i>Members are advised to contact the Monitoring Officer in advance of the meeting to seek advice on interest issues if necessary.</i>  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.	
B.	COMMUNITY ENGAGEMENT	
B1.	Public Question Time Members of the public can register their question by contacting the Committee Officer. Groups with similar questions are advised to appoint and register a spokesperson.  This is an opportunity to ask a question about an agenda matter which the Council may be	Glenda Ashton, Committee and Member Services Officer, 01706 252423 <a href="mailto:glendaashton@rossendalebc.gov.uk">glendaashton@rossendalebc.gov.uk</a>

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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ITEM	Lead Member/Contact Officer	
	able to assist with. A time limit applies for each question and you are only able to address the meeting once. Please begin by giving your name and state whether you are speaking as an individual member of the public or as a representative of a group. (Question time normally lasts up to 30 minutes).	Questions can be submitted in advance of the meeting to <a href="mailto:democracy@rossendalebc.gov.uk">democracy@rossendalebc.gov.uk</a> in line with the Cabinet speaking procedure
<b>C.</b>	<b>CHAIR'S UPDATE</b>	
<b>C1.</b>	Update from the Overview & Scrutiny Committee	Councillor A Barnes
<b>D.</b>	<b>KEY DECISIONS</b>	
<b>D1.</b>	Development of the Former Heritage Arcade	Councillor Harris/David Smurthwaite Director of Economic Development <a href="mailto:davidsmurthwaite@rossendalebc.gov.uk">davidsmurthwaite@rossendalebc.gov.uk</a>
<b>D2.</b>	Building Decarbonisation Project	Councillor Lythgoe/ David Smurthwaite Director of Economic Development <a href="mailto:davidsmurthwaite@rossendalebc.gov.uk">davidsmurthwaite@rossendalebc.gov.uk</a>
<b>D3.</b>	Household Support Fund 7 - 2 <sup>nd</sup> allocation	Councillor Walmsley/Chris Warren Director of Resources/s151 Officer <a href="mailto:chriswarren@rossendalebc.gov.uk">chriswarren@rossendalebc.gov.uk</a>
<b>E.</b>	<b>NON-KEY DECISIONS</b>	
<b>E1.</b>	Valley Plan Annual Report 2024/25	Councillor A Barnes/Clare Law Head of People and Policy <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>
<b>F.</b>	<b>PERFORMANCE MATTERS</b>	
<b>F1.</b>	Financial Monitoring Report Quarter 4 2024/25	Councillor Walmsley/Chris Warren Director of Resources/s151 Officer <a href="mailto:chriswarren@rossendalebc.gov.uk">chriswarren@rossendalebc.gov.uk</a>
<b>F2.</b>	Performance Management Report Quarter 4 2024/25	Councillor Lythgoe/ Clare Law Head of People and Policy <a href="mailto:clarelaw@rossendalebc.gov.uk">clarelaw@rossendalebc.gov.uk</a>



**Rob Huntington**  
Chief Executive

**Date Published:** 24<sup>th</sup> June 2025

**MINUTES OF: THE CABINET**

**Date of Meeting: Wednesday 14th May 2025**

**Present: Councillor A Barnes (Chair)  
Councillors Harris, Lythgoe and Walmsley**

**Rob Huntington, Chief Executive  
Chris Warren, Director of Resources, s151 Officer  
Clare Birtwistle, Head of Legal, Monitoring Officer  
Clare Law, Head of People and Policy  
Andy Taylor, Head of Environmental Services  
Susan Chadwick, Public Protection Manager**

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**1. APOLOGIES FOR ABSENCE**

Apologies were noted for Councillor McInnes

**2. MINUTES OF THE LAST MEETING**

**Resolved:**

The minutes of the meeting held on 19<sup>th</sup> March 2025 were agreed as a correct record.

**3. URGENT ITEMS OF BUSINESS**

There were no urgent items.

**4. DECLARATIONS OF INTEREST**

Councillor Lythgoe declared that he was a Board member on Rossendale Leisure Trust.

**5. PUBLIC QUESTION TIME**

No written questions had been received.

**6. UPDATE FROM THE CHAIR OF THE OVERVIEW & SCRUTINY COMMITTEE**

An update was provided from the 31<sup>st</sup> March Overview & Scrutiny Committee. Thanks was expressed to the Committee.

**7. DOG CONTROL PUBLIC SPACE PROTECTION ORDERS (PSPO)**

The Lead Member for Environment & Corporate Services outlined the report which asked Cabinet to vary and extend the Dog Control PSPO for a further 3 years and determine whether they wished to retain the existing maximum number of dogs that can be exercised at any one time or reduce this number.

Cabinet was invited to comment on the report:

- The officers were thanked for their work on this PSPO.
- The Industry recommendation that a maximum of 4 dogs be walked by one person seemed reasonable.
- Members of the public do regularly query the number of dogs a dog walker can take, so the Council must give due consideration to external advice.

**Resolved:**

1. Cabinet varied and extended the Dog Control Public Spaces Protection Order (PSPO) for a further 3-year period subject to paragraph 1.2 under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014.
2. Cabinet agreed to reduce the number of dogs to be walked by one person to 4.

**Reason for Decision:**

In light of the continued support received in the recent consultation, it was recommended that Cabinet approve the variation of the Order and its extension for a period of 3 years. This would allow the continuation of effective enforcement of responsible dog ownership.

**Alternative Options Considered:**

None.

**8. ACCEPT AND DEPLOY THE HOLIDAY ACTIVITIES AND FOOD (HAF) PROGRAMME FUNDING**

The Lead Member for Resources outlined the report which asked Cabinet to accept the grant for the Summer and Christmas HAF Programme and approve the commissioning of Rossendale Leisure Trust to support the programme.

Cabinet was invited to comment on the report:

- It would encourage families to support the activities.
- Promotion of the programme to be discussed with Rossendale Leisure Trust to ensure it reaches a wide audience.
- Promotion has been fed through schools.

**Resolved:**

1. Cabinet accepted the grant of £195,430 for the Summer and Christmas Holiday Activities and Food (HAF) Programme
2. Cabinet approved the Director of Resources in Consultation with the Lead member for Resources to commission Rossendale Leisure Trust under existing arrangements to enable them to support the children in the borough who are in receipt of free school meals.

**Reason for Decision:**

To ensure there is no break to the Holiday Activity and Food programme and to minimise the possibility of disadvantaged children missing out on meals and activities in the school holidays.

**Alternative Options Considered:**

None.

**9. COMMUNICATIONS STRATEGY 2025-2029**

The Lead member for Environment and Corporate Services outlined the report which asked Cabinet to consider and comment on the Council's refreshed Communications Strategy and Annual Action Plan.

Cabinet was invited to comment on the report:

- Officers were thanked for their work.
- It was great to see the numerous platforms being utilised for communication.
- The Council's best practice was being recognised by others.

**Resolved:**

1. Cabinet considered and provided comments on the Council's refreshed Communications Strategy 2025-2029
2. Cabinet considered and provided comments on the Communications Strategy annual Action Plan update 2024-2025.

**Reason for Decision:**

A clear and defined Communications Strategy will support the Council in communicating to its stakeholders. Improving the Council's communications and engagement will support the delivery of the Valley Plan 2025-2029 – Our Place, Our Plan.

**The meeting concluded at 6.49pm**

\_\_\_\_\_ CHAIR \_\_\_\_\_ DATE

<b>Subject:</b>	Development of the Former Heritage Arcade, Rawtenstall	<b>Status:</b>	For Publication
<b>Report to:</b>	Cabinet	<b>Date:</b>	2 <sup>nd</sup> July 2025
<b>Report of:</b>	Director of Economic Development	<b>Lead Member:</b>	Economic Development
<b>Key Decision:</b>	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: n/a
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached: n/a
<b>Contact Officer:</b>	Megan Eastwood	<b>Telephone:</b>	01706 252480
<b>Email:</b>	meganeastwood@rossendalebc.gov.uk		

## 1. RECOMMENDATIONS

- 1.1 That the Council agrees to lead on the project to redevelop the Former Heritage Arcade, Rawtenstall and surrounding opportunities as an integral part of the Plan for Neighbourhoods investment plan.
- 1.2 That the Council enters into an agreement with Barnfield Investment Properties to develop the feasibility assessment for the Former Heritage Arcade, Rawtenstall as part of the Rossendale Together Barnfield (RTB) joint venture partnership.
- 1.3 To delegate authority to the Head of Legal, Director of Resources and Director of Economic Development in consultation with the Lead Member for Economic Development to enter into any agreements related to this project within the agreed project budget, including the procurement of any required consultancy and contractor services.

## 2. EXECUTIVE SUMMARY

- The Former Heritage Arcade, the former night club and Domus retail unit on Bacup Road, Rawtenstall have been empty for approximately 25 years
- The Plan for Neighbourhoods programme provides £20m over the period 2026 to 2036 for the area covering Crawshawbooth, Rawtenstall and Waterfoot. The Plan for Neighbourhoods Board have had focused discussions on tackling this key gateway site.
- Rossendale Borough Council are in a partnership with Barnfield Investment Properties and Together Housing with the purpose to deliver regeneration schemes across Rossendale. This agreement expires in 2028.
- The proposal is for Barnfield Investment Properties to lead the process to deliver a feasibility assessment, design and cost assessment for the schemes
- If the feasibility assessment demonstrates a viable scheme, then it is expected that Barnfield Construction will be awarded the construction contract as per the joint venture agreement although alternative approaches may be identified through the feasibility stages.

## 3. BACKGROUND

- 3.1 The Plan for Neighbourhoods Programme is a government initiative that provides £20m over a 10-year period to support town centres and reconnect communities. A board of community representatives has been established and following wider consultation an series of emerging

priority projects have been identified that align with the Councils wider regeneration ambitions as articulated in previously agreed masterplans. The area along Bacup Road in Rawtenstall identifies as having a significant number of derelict buildings in the town and the Board would like to see this resolved as part of their agreed vision and aims.

- 3.2 The three buildings are the former Heritage Arcade and the former night club that are owned by Hurstwood Holdings and the former Domus retail unit at 17-19 Bacup Road registered to a local business person. The Heritage Arcade was last used as a shopping mall but following a fire in 1998 it has remained empty and has deteriorated over time
- 3.3 The Heritage Arcade and the former night club have an extant planning permission for 42 apartments. It has been on the market for sale for a significant amount of time.
- 3.4 The Plan for Neighbourhoods board have visited the properties to understand the challenges and future potential.

#### 4. DEVELOPMENT OPTIONS

- 4.1 The aim is to bring these prominent derelict buildings into active use to benefit Rawtenstall by including these projects in the Plan for Neighbourhoods funding. There could be a number of options to achieve these aims. An assessment is set out below.

Options	Approach	Pro	Con
Enforcement Approach	Use planning enforcement powers to influence the owners to develop the site	<ul style="list-style-type: none"> <li>• Low cost approach</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertain time horizons</li> <li>• Unlikely to achieve a positive outcome</li> </ul>
Rossendale BC to directly develop	Rossendale BC purchase and redevelop the site	<ul style="list-style-type: none"> <li>• RBC can determine future use</li> <li>• Can access lower cost borrowing</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient project management and commercial knowledge and capacity</li> <li>• RBC take the financial risk</li> </ul>
Gap Fund Hurstwood	Provide gap funding to Hurstwood to allow them deliver the housing scheme with planning permission	<ul style="list-style-type: none"> <li>• Will redevelop the site</li> <li>• Low level of management capacity needed</li> <li>• Low level of risk</li> </ul>	<ul style="list-style-type: none"> <li>• Any viability assessment will include the current value of the building</li> <li>• Less able to influence the development</li> </ul>
Gap fund Rossendale, Together Barnfield Partnership	To use the Partnership to purchase and redevelop the site.	<ul style="list-style-type: none"> <li>• Partnership already in place</li> <li>• Partnership has the capacity and commercial knowledge</li> <li>• Access to private and public financing</li> </ul>	<ul style="list-style-type: none"> <li>• New procurement act consideration</li> </ul>
Do Nothing	Hurstwood continue to try to increase the massing and sell the site	<ul style="list-style-type: none"> <li>• No cost and management capacity required</li> </ul>	<ul style="list-style-type: none"> <li>• No evidence that the site will be redeveloped into an appropriate town centre scheme</li> </ul>

- 4.2 The two approaches that are most likely to achieve our aims will be to work through the RTB Partnership and/or to support Hurstwood Holdings. The feasibility project will guide the best delivery route to the final project.

#### 5. ROSSENDALE TOGETHER BARNFIELD PARTNERSHIP

- 5.1 The Rossendale Together Barnfield Partnership was formed in 2013 to deliver key projects within the borough, in particular regeneration schemes, between the three partners. The process to establish this joint venture involved an open procurement process. The agreement is for 15 years so ending in 2028.
- 5.2 Previous projects delivered through the joint venture include Spinning Point (Rawtenstall Bus Station and Town Hall) and Futures Park (Orthoplastics). Through similar joint ventures in

East Lancashire, Barnfield Investment Properties have successfully delivered projects such as the Victoria Mill in Burnley and North Lights in Pendle.

- 5.3 The projects can involve two or all three of the partners depending on the mix of end uses so if there is a housing component Together may wish to be involved.
- 5.4 Once appointed, and assuming the scheme moves from feasibility to construction, Barnfield will be responsible for the following:
- Project management & cost control
  - Commercial assessment and value engineering
  - Provide funding if required
  - Construction
  - Lease space
- 5.5 The joint venture has the ability to borrow through private financing or through public sector borrowing such as the public works loan board. Depending on the conclusion of the feasibility study, if, as expected, the redevelopment of the Heritage Arcade is not commercially viable then funding from the Plan for Neighbourhoods to fill the viability gap will be required.
- 5.6 The benefits of using the joint venture to redevelop the Heritage Arcade is that Barnfield Investment Properties can provide their commercial and project management skills. This takes a lot of the risk and burden from the local authority. The disadvantage is that it is possible that this approach will not achieve lowest cost but this can be partly addressed by employing an independent quantity surveyor.

## **6. PLAN FOR NEIGHBOURHOODS AND DEVELOPMENT OF HERITAGE ARCADE**

- 6.1 The Plan for Neighbourhood Board for Rawtenstall wishes to address the issue of long term derelict buildings along Bacup Road. The fund can support feasibility work up to March 2026 and after that date support capital investment. The fund provides £2m per year for 10 years but this is likely to be required to deliver a range of activities.
- 6.2 The key steps in the development of the case are:
1. Agree to partner with Barnfield Investment Properties via the existing JV partnership (RTB)
  2. Assist with design brief
  3. Commercial assessment
  4. Architectural design
  5. Cost assessment and value engineering
  6. Agreement to proceed
- 6.3 A maximum of £125k will be provided from the Plan for Neighbourhoods fund to support the delivery of the feasibility study for the three buildings on Bacup Road. This could include development work as part of a revised planning application.
- 6.4 If the decision made is not to proceed with the joint venture with the construction phase, any costs incurred by partners will need to be reimbursed by the Plan for Neighbourhood fund.

## **7 RISK**

- 7.1 There is a risk that the initial feasibility stage may result in a recommendation that it will not be reasonable to proceed. The approach set out in this report will be fully funded by the Plan for Neighbourhood Fund which will own the financial risk. Future financial risk will be dependent



upon the development approach and the make-up of partner bodies. This will be known on completion of the feasibility stage.

- 7.2 To deliver a future scheme, it is essential that the partnership secures control of the buildings prior to planning permission. Hurstwood have informed us that they are willing to sell the building for approximately £1 million.

## **8 FINANCE**

- 8.1 The feasibility study will be funded from the currently available Plan for Neighbourhoods budget.
- 8.2 Any future funding requirements and sources will be assessed at the completion of a successful feasibility study.

## **9 LEGAL**

- 9.1 Continued collaboration with the RTB partnership is in full compliance with all relevant public procurement regulations and the Council's constitution.
- 9.2 A further report will be presented to full council following the outcome of the feasibility study.

## **10 POLICY AND EQUALITIES IMPLICATIONS**

- 10.1 Any policy implications are included in the body of the report. There are no equality implications.

## **11 REASON FOR DECISION**

- 11.1 The RTB partnership offers the most time-efficient route to obtain comprehensive feasibility evidence on this significant derelict asset, ensuring informed decision-making for Plan for Neighbourhoods investment allocation over the next four years.

## **12 BACKGROUND PAPERS**

<https://www.hurstwoodholdings.com/properties/heritage-arcade-bacup-road-lawtenstall-bb4-7ng/>

<b>Subject:</b>	Council Building Decarbonisation	<b>Status:</b>	For Publication
<b>Report to:</b>	Cabinet	<b>Date:</b>	2 <sup>nd</sup> July 2025
<b>Report of:</b>	Climate Change Programme Officer	<b>Lead Member:</b>	Environment and Corporate Services
<b>Key Decision:</b>	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Kwabena Osei Poku	<b>Telephone:</b>	01706252551
<b>Email:</b>	kwabenapoku@rossendalebc.gov.uk		

## 1. RECOMMENDATIONS

- 1.1 That Cabinet approves the Council's Building Heat Decarbonisation Plan, and the programme of decarbonisation works recommended within the plan for the 2025/26 financial year.
- 1.2 That Cabinet approves capital spend of £100k already included within the 2025/26 Capital Programme, funded from the Carbon Reduction Fund, to finance the proposed decarbonisation works.
- 1.3 That Cabinet approves a further capital spend of £100k in the 2025/26 Capital Programme, funded from the Carbon Reduction Fund, to finance the integration of low-carbon and energy-efficient solutions into the Rawtenstall Market Project
- 1.4 That Cabinet delegates authority to the Director of Economic Development, Director of Resources and the Monitoring Officer in consultation with the Lead Members for Resources and Economic Development to undertake and approve the relevant procurement activities.

## 2. EXECUTIVE SUMMARY

- The Council has committed funding through a Carbon Reduction Fund to deliver a programme of building decarbonisation, which will play a fundamental role in achieving the Council's net zero target.
- As at 1<sup>st</sup> April 2025 included within the Capital budgeted was an amount of £500k relating to the Carbon Reduction Fund. To date £300k has already been allocated, leaving a remaining balance of £200k in the Carbon Reduction Fund.
- The Council has been successful in receiving funding from the Low Carbon Skills Fund (LCSF) to develop a Building Heat Decarbonisation Plan (BHDP) which aims to explore and create a strategy for heat decarbonisation. The BHDP was completed in March 2025.
- The BHDP recommends that smaller improvements such as LED lighting upgrades, improved insulation and solar photovoltaic (PV) upgrades should be funded internally. It also advises that officers seek external funding opportunities to deliver larger capital works, including the replacement of existing gas boilers with low-carbon alternatives such as heat pumps.
- This report summarises the proposed approach to allocating the remaining balance of the Carbon Reduction Fund to further decarbonise operational buildings in line with the Plan and incorporate low-carbon measures into town centre regeneration projects.

### **3. BACKGROUND**

3.1 In September 2019, the Council declared a Climate Emergency and set out its Climate Change Strategy and Action Plan covering the following four policy themes:

- Efficient energy consumption
- Transport
- Waste and Biodiversity
- Working together in Partnership.

3.2 The Council set a target to achieve net zero operational carbon emissions by 2030. To support this, it has committed funding to deliver a programme of building decarbonisation, which will play a fundamental role in achieving this target. Energy consumption from heating council-owned buildings represented the Council's largest source of emissions in 2020, accounting for 51% of the total.

3.3 In March 2025, with £39k from the Low Carbon Skills Fund (LCSF), officers completed a Building Heat Decarbonisation Plan (BHDP) for the Council's corporate estate. The plan, which was completed by specialist consultants Mitie, outlined all the viable options for decarbonisation and provided a fully costed roadmap to 2030, primarily built around when the current gas boilers are due for replacement.

3.4 In line with the Council's Climate Action Plan, low-carbon solutions, including energy efficiency measures and renewable energy technologies, have been incorporated into town centre regeneration projects. Consultants have advised that investment in solar PV and energy efficiency upgrades at the redeveloped Rawtenstall Market would significantly reduce both electricity costs and the building's carbon emissions

3.5 To support the Council's decarbonisation agenda officers are seeking approval to allocate £200k from the Carbon Reduction Fund. This funding would support decarbonisation improvements to operational buildings and enable the integration of low-carbon measures into ongoing town centre regeneration projects.

3.6 It is proposed that £100k be allocated to cover the cost of decarbonisation works for 2025/26, as outlined in the Council's BHDP, and that the remaining £100k be used to install energy efficiency measures and low-carbon measures at Rawtenstall Market if an alternative source of funding is not available. Further detail on the proposals is as at 4.1 below.

3.7 This project forms part of a wider programme of interventions aimed at delivering the Council's Climate Change Strategy and Action Plan, with overarching goal of achieving net zero operational emissions by 2030. The attached table in Appendix 1 provides context for a range of activities that have either been completed or are currently in development to support the decarbonisation of Council assets.

3.8 As of the end of the 2023/2024 financial period, the Council has achieved 34% reduction in its operational carbon emissions, compared to 2019/2020 baseline. This demonstrates significant progress and reinforces the importance of continuing targeted decarbonisation projects across the Council's estate.

### **4. DETAILS**

- 4.1 The proposed works will significantly reduce the Council's overall carbon impact. The decarbonisation project is estimated to achieve substantial annual carbon savings through the following suggested improvements:

**Futures Park, Marl Pits, Ashcroft, Stubblylee Annex, A, B&D**

- Lighting upgrades
- Insulation improvements
- Improve energy management arrangements
- Smart Building Energy Monitoring
- Solar PV remedial works

**Rawtenstall Market**

- Insulation improvements
- Low carbon heating
- Enabling of EV charging infrastructure

- 4.2 These improvements are estimated to reduce the Council's emissions by 15 tCO<sub>2</sub> annually and improve energy efficiency, thereby lowering costs by approximately 12%.

- 4.3 The delivery of these works will be managed by officers, who will go out to procurement to appoint contractors as part of our ongoing building maintenance and upgrade work.

**5. RISK**

- 5.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

- Increase in market prices for the installation of decarbonisation measures

Mitigation- The market prices will be continuously monitored. If necessary, the schedule of rates and programmes will be adjusted to align with these changes

- Electrical supply upgrade issues

Mitigation- The electricity supply will be monitored to confirm that the proposed decarbonisation measures can be supported by the current electricity capacity.

- Service disruption/planning requirements

Mitigation- As the projects are minor in nature we do not believe there are any issues which would require planning or service disruption.

**6. FINANCE**

- 6.1 There are no further financial implications not covered in the body of this report. The Director of Economic Development along with officers will need to ensure that spend on the outlined projects remains within this budget and carry out the works in order of priority and benefit to ensure that these works are completed.

**7. LEGAL**

- 7.1 Under the Constitution, Cabinet is required to approve all expenditure over £100k. Officers shall ensure that all procurement activity is undertaken in accordance with the most appropriate procedure as permitted by the Constitution with all necessary legal agreements being sought to protect the Council and its assets.

## **8. POLICY AND EQUALITIES IMPLICATIONS**

8.1 There are no policy or equalities implications arising from this report

## **9. REASON FOR DECISION**

9.1 As part of the delivery of the Climate Change Strategy and its aspiration to achieve carbon neutrality across operations by 2030, Rossendale Borough Council is working to reduce greenhouse gas (GHG) emissions from its operations. A major focus of this effort is reducing emissions from operational buildings. The successful completion of the building decarbonisation project will support the Council in achieving net zero emissions across its corporate assets by 2030. This initiative aligns with the strategic priorities outlined in the Council's Corporate Plan 2021-2025.

<b>Background Papers</b>	
<b>Document</b>	<b>Place of Inspection</b>
Current and proposed decarbonisation projects	Appendix 1

## Appendix 1- Current and proposed Decarbonisation Projects

Theme	Project	Timeline	Service areas	Funding Source	Description
Efficient energy consumption	Marl Pits decarbonisation project phase 1	Complete	Economic Development Facilities Finance	Swimming Pool Support Fund (SPSF)  Carbon Reduction Fund	Installation of new low carbon Air Handling Unit with heat recovery and pool covers
	Marl Pits decarbonisation project phase 2	2026/27	Economic Development Facilities Finance	Public Sector Decarbonisation Scheme (PSDS)  Carbon Reduction Fund	Installation of air source heat pumps, solar PV, and building energy management system optimisation
	Building decarbonisation project phase1	Complete	Economic Development Facilities Finance	Carbon Reduction Fund	Lighting upgrades, Insulation improvements, installation of replacement double glazed units have been implemented at Futures Park and A, B & D Centre
	Building decarbonisation project phase 2	2025/26	Economic Development Facilities Finance	Carbon Reduction Fund	Lighting upgrades, Insulation improvements, improve energy management arrangements, Smart Building Energy Monitoring and Solar PV remedial works are planned at Futures Park, Marl Pits, The Ashcroft, Stubbylee Annexe
	Building decarbonisation project phase 3	2027/28	Economic Development Facilities Finance	PSDS funding	Installation of air source heat pumps, solar PV, and building energy management system optimisation
Transport	Fleet decarbonisation	Ongoing	Economic Development Facilities Finance	Capital replacement budget	Purchase of electric vans for the operations team
	EV infrastructure project phase 1	Complete	Economic Development Facilities Finance	On-Street Residential Charge Point Scheme (ORCS)	Installation of 52 new EV charging sockets in 6 council-owned car parks
	EV infrastructure project phase 2	2025/26	Economic Development Facilities Finance	Private Sector Funding	Exploring opportunities for the installation of EV charging infrastructure in Whitworth, Helmshore and leisure centres
Waste and biodiversity	Biodiversity feasibility studies	Complete	Planning	Biodiversity Net Gain Grants	Feasibility studies to identify opportunities and cost to improve biodiversity in the Borough
Working in partnership	Net Zero Terraced Streets Project	2025/26	Economic Development Facilities Finance	Innovate UK Funding	Pilot innovative project to find solutions to decarbonise

<b>Subject:</b>	Household Support Fund 7 - 2 <sup>nd</sup> allocation	<b>Status:</b>	For Publication
<b>Report to:</b>	Cabinet	<b>Date:</b>	2 <sup>nd</sup> July 2025
<b>Report of:</b>	Director of Resources	<b>Lead Member:</b>	Resources
<b>Key Decision:</b>	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input checked="" type="checkbox"/>	Special Urgency <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Jackie Flynn	<b>Telephone:</b>	01706 252532
<b>Email:</b>	jackieflynn@rossendalebc.gov.uk		

## 1. RECOMMENDATIONS

- 1.1 To accept the sums of £183k as a second allocation to deliver the 2025/26 Household Support Fund programme and Affordable warmth programmes respectively and £27.5k to deliver the Affordable Warmth Programme.
- 1.2 Approve funding to partner organisations to enable them to support the most financially vulnerable Rossendale Residents.
- 1.3 That any minor amendments to the criteria and budget be delegated to the Director of Resources in consultation with the Lead Member for Resources.

## 2. EXECUTIVE SUMMARY

- 2.1 A seventh round of Household Support funding totalling £238k has already been made available to Rossendale via Lancashire County Council (LCC) to support vulnerable households in most need of support to help with significantly rising living costs. This was accepted via Special Urgency Decision in April 2025. County have now decided that they will release the remainder of the allocation for Rossendale being £183k plus an additional £27.5k for Affordable warmth.
- 2.2 The fund covers the period 01 April 2025 to 31 March 2026.
- 2.3 This report proposes funding to partner organisations to enable them to support the most financially vulnerable, and an open to all application process managed internally.

## 3. BACKGROUND

- 3.1 A total of £17m has been allocated to LCC as part of the seventh round of Household Support Funding for the period 1<sup>st</sup> April 2025 to 31<sup>st</sup> March 2026.
- 3.2 The expectation varies little from previous rounds in that the Fund should be used to support households in the most need; particularly those who may not be eligible for the other support government has recently made available, but who are nevertheless in need and who require crisis support. In particular the fund guidance mentions families with children of all ages, pensioners, unpaid carers, care leavers and disabled people.
- 3.3 The Government has stipulated that authorities can deliver the scheme through a variety of routes including providing vouchers or cash to households, making direct provision of food and goods, or issuing grants to third parties. However we must operate at least part of our scheme on an application basis that is open to any resident to come forward and ask for support.

3.4 RBC has successfully delivered six previous rounds of Household Support Funding in partnership with third part organisations.

#### **4. DETAILS**

4.1 The funding will be allocated as follows:-

- An in-house application process will be delivered by RBC
- Citizens Advice who will be commissioned to deliver benefit and debt advice
- Support via Food Banks
- An emergency discretionary fund
- In addition, there will be targeted campaigns to households in areas identified through the Low Income Family Tracker
- Affordable Warmth grants via Homewise
- Distribution of grant funding continues to be in line with the scheme eligibility

#### **5. RISK**

5.1 There are no specific risk issues for members to consider arising from this report. RBC has successfully delivered six previous rounds of the Household Support Fund.

#### **6. FINANCE**

6.1 The HSF7 scheme commenced in on 1st April 2025 and is due to run until March 2026. The scheme is fully funded by Government. There are no other financial implications.

#### **7. LEGAL**

7.1 There are no particular legal implications arising from this report.

7.2 All necessary legal agreements will be entered into in relation to the scheme.

#### **8. POLICY AND EQUALITIES IMPLICATIONS**

8.1 None.

#### **9. REASON FOR DECISION**

9.1 Council should agree the recommendations to allow the early commencement of the fund.

No background papers



<b>Subject:</b>	Valley Plan Annual Report 2024-25	<b>Status:</b>	For Publication
<b>Report to:</b>	Cabinet	<b>Date:</b>	2 <sup>nd</sup> July 2025
<b>Report of:</b>	Head of People and Policy	<b>Lead Member:</b>	Leader of the Council
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Clare Law	<b>Telephone:</b>	01706 252557
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## 1. RECOMMENDATION

- 1.1 For Cabinet to consider and note the Council's annual Valley Plan update and associated achievements for 2024/2025.

## 2. EXECUTIVE SUMMARY

- The Council's four-year [Valley Plan 2021-2025 \(Our Place, Our Plan\)](#) outlined the vision for the Valley, supported by 4 priorities and 14 outcomes that clearly measure the Council's performance.
- The Council produces a quarterly Performance Management Report to regularly monitor the Council's performance against the Valley Plan throughout the year. This report is reviewed by the Corporate Management Team, Cabinet, and Overview and Scrutiny Committee.
- During 2024/2025, the Council has continued to deliver activities within its 4 priority areas to achieve the outcomes outlined within the Valley Plan. External funding has been allocated to continue the delivery of multiple regeneration programmes, and the Council has continued to improve its services to become more effective and efficient.
- Overall, the outturn for 2024/2025 was positive. 3 programmes and 51 performance measures were reported within the 'green' RAG status, 1 programme and 9 performance measures within the 'amber' RAG status, and 1 programme and 6 performance measures within the 'red' RAG status.

## 3. BACKGROUND

- 3.1 The Council's Valley Plan 2021-2025 was agreed at Full Council on 8<sup>th</sup> September 2021. The Valley Plan outlines the Council's vision, 4 key priorities and 14 overarching outcomes.

- 3.2 The Council's vision is:

*"To have a thriving economy, built around our changing town centres, creating a quality environment for all and improving the life chances of those living and working in the borough."*

- 3.3 An action plan and service area business plans are reviewed annually to ensure work is focused on delivering the Council's Valley Plan and vision.

- 3.4 The annual action plan identifies the Council's programmes and projects, service actions, and performance measures for each priority. These will be monitored via the Council's

quarterly Performance Management Report. compliments, complaints, and corporate risks are also included within this report.

- 3.5 The quarterly Performance Management report is reviewed by the Council's Corporate Management Team, Cabinet, and Overview and Scrutiny Committee.
- 3.6 The Council has 5 corporate programmes. These programmes include multiple projects and/or work streams, and are outlined as the following:
- **Regeneration** – Delivery of regeneration projects across Rossendale's main town centres; Bacup, Haslingden, Rawtenstall, and Waterfoot.
  - **Climate Change** – Carbon reduction throughout the borough.
  - **Operations** – Improvement to waste, street-cleansing and green spaces services.
  - **Property Services** – Corporate Asset Review
  - **Digital** – Digital efficiencies and customer service.
- 3.7 Programmes are delivered and monitored by project managers/sponsors. Programmes are reviewed quarterly by the Council's internal Programme Board, where project managers are required to report on progress, track delivery, and highlight risks requiring mitigation. This supports best practice, governance, and risk management.
- 3.8 The Council's performance is monitored using the red, amber, green (RAG) rating status (green – on track, amber – slight concern, red – action required).
- 3.9 An arrow system is used to indicate performance trend, indicating the direction of travel (upwards – performance increase, sideways – no change, downwards – performance decrease).
- 3.10 Throughout 2024/2025, 66 performance measures were reported. The measures were categorised into two tiers; tier 1 measures reporting on high level strategic targets and tier 2 measures reporting on operational performance.
- 3.11
- Thriving Local Economy – 7 performance measures;
  - High Quality Environment – 20 performance measures;
  - Healthy and Proud Communities – 14 performance measures;
  - Effective and Efficient Council – 25 performance measures.

#### 4. OVERALL PERFORMANCE

- 4.1 Throughout 2024/2025, the Council has continued to deliver the Valley Plan. Despite ongoing challenges, the Council has delivered effective and efficient council services and is proud of its achievements.
- 4.2 At the end of 2024/2025, 3 programmes were reported within the 'green' RAG status, 1 programme was reported in the 'amber' RAG status, and 1 programme was reported in the 'red' RAG status. The 'Regeneration' programme was reported as 'red' due to timescale and risk issues. Appropriate monitoring and mitigation will continue via the internal Programme Board.
- 4.3 The Council's performance measures demonstrate that the Council has performed well with 51 (77%) 'green' RAG status measures, 9 (15%) 'amber' RAG status measures, and 6 (8%) 'red' RAG status measures. Further information on the Council's performance is detailed within the [2024/2025 Quarterly Performance Management Reports](#).

## **5. KEY ACHIEVEMENTS AGAINST VALLEY PRIORITIES**

### **5.1 Thriving Local Economy**

Throughout 2024/2025, significant work has progressed the Council's regeneration projects across Rossendale's main town centres and within the rest of the borough.

Significant achievements include; the redevelopment of Haslingden Market, adoption of Waterfoot and Rawtenstall Masterplans, and completion of the first phase of works as part of the Rawtenstall Gyrotory improvements.

Relationships with local businesses have continued to develop via ongoing business support, increased officer presence within town centres, and through Rossendale's first business expo – Rossendale Means Business.

Rossendale Works has successfully supported 101 economically inactive people into either employment, education or training, and will continue to improve the local skills provision for residents.

### **5.2 High Quality Environment**

The Operations service has continued to deliver effective and efficient waste, street cleansing, and green spaces services. Bartec, the new back-office management system, has been integrated into all waste and recycling services to create efficiencies and improve customer services.

Stubbylee and Moorlands Park (Bacup) and Rawtenstall Library Gardens were awarded the 'Green Flag' for 2024/2025. Additional efforts have focused on improving the Borough's parks and providing support to local community groups who maintain and improve public spaces across Rossendale.

The removal of reported fly-tipping has remained below the 5-working day target and a significant number of reports have been investigated and progressed to legal enforcement penalties.

The Council's Climate Change Strategy has progressed well. A new air-handling unit has been installed at Marl Pits Leisure Centre (Rawtenstall), and a further £1.4m external Public Sector Decarbonisation Scheme funding has been secured to further decarbonise the leisure centre. Additionally, 30 new electric vehicle charge points have been installed across 7 council-owned carparks.

### **5.3 Healthy and Proud Communities**

The Council has continued to work with partners to improve access to homes, leisure facilities, and health and wellbeing support for residents. Bio-diversity Net Gain regulations have been integrated into the planning system, and 2 Supplementary Planning Documents have been adopted.

Work has focused on improving the Council's homelessness support to address the ongoing national issue. Other Housing efforts have provided 126 Disabled Facilities Grants to allow residents to remain within their own home.

Throughout the year, the Council has provided c.£650k to residents and foodbanks via the Household Support Fund in response to the cost-of-living crisis.

The Council has continued to work with partners to deliver the Rossendale Health and Wellbeing Plan, and the Council's Physical Activity and Sport Strategy was officially launched to outline the Council's commitment to health and well-being.

#### 5.4 **Effective and Efficient Council**

Work has continued to support effective and efficient Council services through good governance, financial management, and robust performance monitoring.

The Council has delivered 3 elections during 2024/2025; Rossendale Borough Council, the Lancashire Police & Crime Commissioner, and the General Election.

The Council has rolled out Microsoft Teams and Microsoft Calling to all staff to improve internal collaboration and customer services.

In collaboration with budget holders, a balanced budget was produced for 2024/2025 and 2025/2026 to better align resources to service need.

The Council has continued to develop a safe and skilled workforce. At the end of 2024/2025, the Council's employee turnover (12%) was 3% below the national average, 90% of staff had completed their annual appraisal, and the annual staff survey found that 97% of respondents 'enjoy working for the Council'.

Externally, the Council has significantly improved the use of social media platforms resulting in an increase in followers and engagement. The annual resident survey had 391% more responses than the previous year and the overall satisfaction of residents has improved.

### 6. **FORTHCOMING YEAR**

- 6.1 The Valley Plan 2021-2025 came to an end during 2024/25. Extensive consultation with residents, service managers, and staff has supported the development of the Valley Plan 2025-2029. The new Valley Plan 2025-29 was formally approved by Full Council on 2<sup>nd</sup> April 2025.
- 6.2 Following the Valley Plan review, the Council is set to refresh its Performance Management Framework to support effective and efficient service delivery and to develop a robust approach to performance and risk management.
- 6.3 The Council has developed an annual action plan, programmes, service actions, and performance measures for 2025/26 to ensure the Valley Plan is prioritised within service delivery, whilst addressing ongoing challenges and promoting opportunities.
- 6.4 The Council will continue to identify efficiencies to ensure it provides best value service for residents. Further work will be required to develop Rossendale's town centres, attractions and visitor offer, as well as increasing local and national engagement for the great work the Council does.

### 7. **RISK**

- 7.1 A range of local, regional and national factors can impact on the Council's ability to deliver the priorities within the Valley Plan. The Council continuously monitors these risks through

the Corporate Risk Register and quarterly Performance Management Report to track the overall implementation of the Council's priorities which includes information on progress against the priorities, programmes and projects, and performance measures.

**8. FINANCE**

8.1 There are no additional financial implications arising from this report.

**9. LEGAL**

9.1 There are no specific legal implications arising from this report.

**10. POLICY AND EQUALITIES IMPLICATIONS**

10.1 Extensive consultation has taken place as part of the Valley Plan review. There are no specific equalities implications in this report.

**11. REASON FOR DECISION**

11.1 The Valley Plan Annual Report 2024/2025 is a tool used to summarise the Council's key achievements and progress in relation to the priorities outlines within the Valley Plan.

Background Papers	
Appendix 1	2024-25 Achievements Summary
Appendix 2	2024-25 Performance Summary Infographic



## Annual Outturn 2025/26

### PRIORITY 1 – 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

#### KEY ACHIEVEMENTS

- Successful redevelopment of Haslingden Market
- Adopted Rawtenstall Masterplan
- Completed Phase 1 of the Rawtenstall Gyratory Works
- Established Plans for Neighbourhoods Board to deliver £20m invest into Rawtenstall and surrounding areas
- Procured 5 art pieces to enhance Waterfoot's arts offer and appeal
- Agreed the Waterfoot Masterplan
- Developed the Haslingden Connected Public Realm Strategy
- Successfully transitioned Rawtenstall Market back under Council management
- Introduced Rossendale Means Business Expo – with 40 businesses attending
- Let out vacant offices in the Kingfisher Building, Futures Park Bacup
- Supported 101 economically inactive residents via the Rossendale Works programme
- Supported 123 businesses via business support referrals

### PRIORITY 2 – HIGH QUALITY ENVIRONMENT

#### OUTCOMES

A high quality 'clean and green' local environment where people feel proud to live

#### KEY ACHIEVEMENTS

- Implemented a back-office management system, Bartec, to improve operational services and customer satisfaction

<p>Reduced our carbon footprint</p> <p>Improve the waste recycling rate across the borough</p>	<ul style="list-style-type: none"> <li>Improved Trickett's Memorial Ground (Waterfoot), installing new paths, additional planting and trees.</li> <li>Stubbylee and Moorlands Park awarded Gold Large Park Britain in Bloom award</li> <li>78% of residents satisfied with the cleanliness of Rossendale (Residents Survey)</li> <li>Investigation and removal of fly-tipping both under 5 working days</li> <li>Planning applications approved and retrofit works progressed on the 3 demonstrator properties for the Net-Zero Terraced Streets project</li> <li>Installed 30 new EV Chargepoints across 7 council-owned car parks</li> <li>Air-handling unit installed at Marl Pits Leisure Centre (Rawtenstall)</li> <li>Secured £1.4m Public Sector Decarbonisation Scheme funding to fully decarbonise Marl Pits Leisure Centre (Rawtenstall)</li> <li>Procured 2 Food Waste Vehicles in preparation for food waste collections</li> <li>99% of waste bins collected as per schedule</li> <li>Awarded Green Flag Award for both Stubbylee and Moorlands Park (Bacup) and Rawtenstall Library Gardens</li> <li>'Unpave the Way' garden relocated to Whitaker Park (Rawtenstall)</li> </ul>
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### PRIORITY 3 – HEALTHY & PROUD COMMUNITIES

OUTCOMES	KEY ACHIEVEMENTS
<p>To have delivered more new homes and a good mix of housing ventures.</p> <p>Improved the health of residents through access to better leisure facilities and health services.</p> <p>A more joined up approach to physical and mental wellbeing which is more rapidly reducing health inequalities.</p>	<ul style="list-style-type: none"> <li>Introduced Bio-Diversity Net Gain regulations into the planning system</li> <li>Approved planning applications to support the development of 201 'new' and 'affordable new' homes</li> <li>Adopted Affordable Housing Supplementary Planning Document, and Open Space and Sports Provision Supplementary Planning Document</li> <li>Adopted the Edenfield Neighbourhood Plan following referendum</li> <li>100% of major, and 95% of minor and other planning applications determined as per statutory timeframe</li> <li>107 Disabled Facilities Grants awarded</li> <li>305 food inspections completed</li> <li>Launched the Physical Activity and Sport Strategy</li> <li>Provided c.£650k to residents and foodbanks via rounds 5 and 6 of the Household Support Fund</li> </ul>

Residents share a sense of pride in their immediate community and wider borough.	<ul style="list-style-type: none"> <li>97% of residents feel safe in their local area during the day (Residents Survey)</li> </ul>
<b>PRIORITY 4 – EFFECTIVE &amp; EFFICIENT COUNCIL</b>	
<b>OUTCOMES</b>	<b>KEY ACHIEVEMENTS</b>
<p>Provide good quality and responsive services embracing new technology</p> <p>Be a financially sustainable Council with a commercial outlook whilst always considering social value</p> <p>Provide sound governance to enable key decisions and major projects to be progressed in an efficient and professional way</p> <p>Have a skilled and happy workforce, where we are able to retain and attract good staff</p>	<ul style="list-style-type: none"> <li>Implemented Microsoft Teams and Microsoft Calling for all staff</li> <li>19,717 electronic service requests received via the Council's website</li> <li>95% of Council Tax collected</li> <li>Produced a balanced budget for 2024/25 and 2025/26</li> <li>92% of invoices paid within 30 days</li> <li>7,082 garden waste subscribers</li> <li>Successfully delivered elections for Rossendale Borough Council, Lancashire Police and Crime Commissioner, and the General Election.</li> <li>Successfully transitioned to whole-council elections following the completion of a Boundary Review.</li> <li>Introduced Lunchtime Learn and Chief Exec Huddles to improve staff engagement</li> <li>Delivered annual Health and Wellbeing Day and annual Christmas Staff Engagement Session</li> <li>Completed annual staff survey with 97% of respondents stating that they enjoy working for the Council</li> <li>90% of staff appraisals completed</li> <li>Carried out annual Residents Survey with a 391% increase in response when compared to 2023</li> <li>Increased the Council's overall social media following by 27.5%</li> <li>Introduced the Council's quarterly newsletter with over 1,500 subscribers</li> <li>Refreshed the Council's Valley Plan 2025-29</li> <li>Net-Zero Terraced Streets project shortlisted in the Local and Public Sector Net-Zero Transformation category for the Green Energy Awards.</li> <li>Reduced staff turnover to 12%, 3% below national average</li> </ul>



# 2024-25 Performance Summary

**123** business support referrals



Awarded Green Flag for Stubbylee & Moorlands Park and Rawtenstall Library Gardens



Installed 30 EV chargepoints across 7 carparks

**£650k**

provided to residents and foodbanks via the Household Support Fund

**107**

Disabled Facilities Grants awarded

**97%**

of residents feel safe during the day



**5**

working days for both the investigation and removal of reported fly-tipping



Launched a Physical Activity and Sports Strategy



**99%** of waste bins collected as per schedule

**19,717**



electronic service requests

**£300k**

allocated to Waterfoot

Held Rossendale Means Business Expo **#RMB24**

Refreshed the Council's Valley Plan 2025-29



**391%**

more responses to annual Residents Survey when compared to 2023

**78%**

of residents satisfied with Rossendale's cleanliness



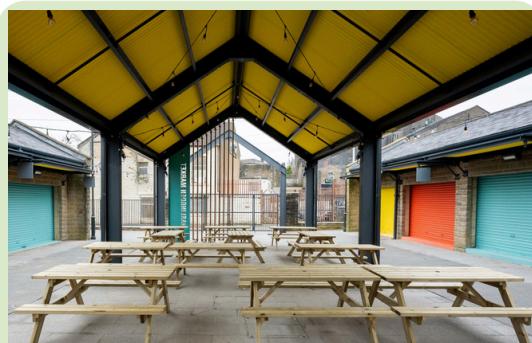
Installed air-handling unit to improve Marl Pits

**27.5%**

increase in overall following across social media platforms

**101**

economically inactive residents supported via Rossendale Works



Regenerated Haslingden Market



<b>Subject:</b>	Financial Monitoring Report Quarter 4 2024/25	<b>Status:</b>	For Publication
<b>Report to:</b>	Cabinet	<b>Date:</b>	2 <sup>nd</sup> July 2025
<b>Report of:</b>	Head of Financial Services	<b>Lead Member:</b>	Resources
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Kimberly Haworth	<b>Telephone:</b>	01706 252409
<b>Email:</b>	kimberlyhaworth@rossendalebc.gov.uk		

## 1. RECOMMENDATION

- 1.1 That Cabinet note the content of the Quarter 4 financial monitoring report.

## 2. EXECUTIVE SUMMARY

- This report provides an indicative position of the Council's General Fund Revenue outturn, Collection Fund performance and Capital outturn for the year ended 31 March 2025.
- At 31 March 2025, the Council has a favourable variance of £793k against an approved net budget for the year of £10,598k.
- The approved Capital Programme for 2024/25 was agreed in the sum of £11,409k, to this was added prior year slippage of £7,166k, plus new additions of £925k making a revised capital programme for 2024/25 of £19,500k.
- At 31st March the capital outturn for the year is £9,546k. Estimated slippage requirements into 2025/26, including the associated funding sources, currently total £10,055k. The slippage includes £1,792k of DFG's, £1,332k Haslingden 2040 NLH, £3,902k Capital Regeneration Projects and £500k Carbon Reduction Fund.

## 3. BACKGROUND

- 3.1 In February 2024 the Medium-Term Financial Strategy (MTFS) set a balanced Budget of £10,598k for the year based on the assumptions made at that time, supported by £563k from reserves. The pay award, inflation rates, high vehicle fuel costs and high utility costs resulted in the requirement to use reserves to fund the budget gap.

## 4. DETAILS

### Revenue

- 4.1 This Q4 monitoring report of the year 2024/25 demonstrates a favourable variance of £793k when compared to an original budget of £10,598k.

- 4.2 The most notable variances are:

- The budget contains a £225k vacancy savings target which is based on potential savings that may be obtained due to additional leave purchase and staff turnover, i.e. the salary saving made between an employee leaving the authority and the new recruit commencing.

- Staff cost savings are currently estimated to be £166k to the year-end, this is £59k short of the vacancy savings target of £225k. However, this amount now includes the actual pay award for 2024/25 whereas the previous quarters were estimates. This is also taking into account agency overspends.
- There has been an underspend on Empty Homes of £106k
- Income relating to bank Interest has been greater than anticipated and is expected to have a favourable variance of c£500k against the budgeted income of £120k
- The benefits granted outturn shows a positive variance of £99k. This is due to additional grant income and recovery of overpayments being higher than budgeted.
- At Q4 there is a predicted overspend of c£449k on temporary accommodation. The team are actively working to reduce this overspend. It must be noted that we don't currently have supported accommodation, that provides the necessary service to support people, and which would also allow us to attract full housing benefit. This is not unique to Rossendale and is a national challenge.

4.3 Full details and explanations are included in appendix 1.

### **CAPITAL**

4.4 The current estimate of Capital Receipts brought forward at 1st April 2024 totalled £2,506k.

4.5 The value of the budgeted capital scheme expenditure for 2024/25 was 11,409k to which £7,166k slippage has been added. During the course of 2024/25 this has reduced to £9,546k. New schemes have been added during the year to date totalling £1,459k with details of the most significant items set out on page 30 of appendix 1, this includes £265k of additional DFG funding. The revised capital programme for 2024/25 is £19,341k with an indicative outturn of £9,546k.

4.6 Anticipated slippage into 2025/26 is estimated at £10,055k.

### **TREASURY**

4.7 At the end of March the Council's bank balances were c£11.8m. This is higher than anticipated due to sums being received pre year end relating to Capital Regeneration Fund funding.

4.8 Despite the recent drops in interest rates, over the last two years the Bank Rate has maintained consistently high levels. Given the high rate over the last two years, and the temporary cash balances available to invest, the Council has continued to take a more proactive approach to managing its cash balances in 2024/25 to maximise interest receivable, relative to its budget estimate, and to mitigate the impact of rising costs as far as possible, a result of historically high inflation pressures.

4.9 Details are included in Appendix 1.

### **COLLECTION FUND**

4.10 Council Tax collection statistics have not returned to pre-pandemic levels. Whilst Business Rates collection performance appears to have returned to pre-pandemic levels, the rates are distorted by transitional reliefs given to businesses due to the Business Rates revaluation,

which impacted from April 2023. This remains an area of focus into 2024/25 given the 'Cost of Living Crisis' and potential impact on future collection.

4.11 For 2024/25 the Council Tax collection fund has a surplus of £1,004k, with Rossendale Borough Council's share being £134k.

4.12 The NNDR collection fund has a deficit of £452k with the Council's share being £181k.

4.13 The Council will benefit from a pooling gain of £1,710k in 2024/25 through its membership of the Lancashire Business Rates Pool.

4.14 Details are included in Appendix 1.

### **EARMARKED RESERVES**

4.15 The total cash-backed earmarked reserves brought forward at 1st April 2024 were £10,326k (after adjustment for Business Rate relief support repayable to government). The Earmarked Reserves closing balance at the 31 March 2025 is £12,628k.

## **5. RISK**

5.1 All the issues raised and the recommendations in this report involve risk considerations as set out below:

- The cost of goods and services continue to increase. General inflationary increases are being experienced across all contracts that are linked directly to RPI and CPI despite these rates falling over recent months. High inflation in the year and interest rates are also impacting on the capital programme. On average vehicle replacement costs continue to run c20% over and above the estimates included in the capital programme. Rising inflation is also having an impact on the construction industry - pushing up costs, increasing tender prices.
- Financial monitoring of General Fund service departments focuses on the key risk areas of employee costs, income, implementation of agreed budget savings, emerging issues (eg inflationary pressures and rising living costs) and opportunities, in particular service department net expenditure.
- Budget setting for future years is treated as an integral part of financial monitoring during the year and the impact of variances being reported was considered by officers when preparing the detailed 2025/26 budgets. A zero-based budget for 2025/26 has been approved by Full Council 5 March 2025.
- The council must explore ways of bridging its forecast annual funding gap. Amongst other things this may include becoming more commercially aware, aiming to grow its resources alongside the challenges to its cost base.
- If the level of Council Tax support claims increases as a result of the current economic climate or the level of Council Tax bad debt increases, this will have an adverse impact on the income the Council receives.
- The level of future Government funding is uncertain. Whilst the new Government are suggesting that three-year settlements will be introduced in time, in reality the level of Government funding beyond 2025/26 is unknown.

## **6. CONCLUSIONS**

- 6.1 Robust monitoring of the General Fund and MTFS is essential to control risks expressed in section 5 above and the Council continues to undertake this.
- 6.2 Since 2010 the Council has seen its central government funding reduced by c£6m pa in real terms. Since that time the Council has reduced its budget requirement accordingly and continues to seek efficiencies and grow income where possible. However, the current economic climate, is making it impossible for the Council to balance its in year income and expenditure.
- 6.3 The Council will continue its cost reduction programme despite the favourable out-turn position due to the ongoing anticipated demand on reserves in future years. It is noted that Members are facing increasingly difficult choices in an attempt to balance expenditure with available resources over the medium term, with energy costs, vehicle fuel costs, the inflation rate and the pay award making this more difficult.
- 6.4 The Finance Settlement for 2024/25 was confirmed in February 2024. The settlement provided an increase in core spending power for 2024/25 of circa 3%, prior to factoring in any council tax increases. The ongoing level of Government funding poses a significant risk to the MTFS.

## **7. FINANCE**

- 7.1 The financial implications are fully set out above and in Appendix 1.

## **8. LEGAL**

- 8.1 Unless specifically commented upon within the report, there are no specific implications for consideration.

## **9. POLICY AND EQUALITIES IMPLICATIONS**

- 9.1 There are no specific implications for consideration. Staffing issues have been discussed with colleagues in the People & Policy team.

## **10. REASON FOR DECISION**

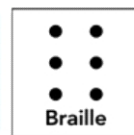
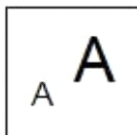
- 10.1 Cabinet are recommended to note the Quarter 4 monitoring report.

<b>Background Papers</b>	
<b>Document</b>	<b>Place of Inspection</b>
Service monitoring statements	Financial Services

## Financial Monitoring Report

**2024/25 as at end of March 2025**

*Including a Glossary of terms on page 38*



## Monthly Financial Monitoring Report 2024/25 Q4 March 2025

### General Fund Revenue Operations – pages 4 to 21

Despite the current economic climate continuing to have a significant impact on the Council in Q4, the financial performance has been favourable compared to budget. The provisional out-turn position is a favourable variance of £793k on the General Fund when compared to the original budget of £10,598k. This will reduce the impact on reserves in the year. The significant budget variations are highlighted on page 5.

### Earmarked Revenue Reserves – page 22

The total cash-backed Earmarked Reserves brought forward at 1<sup>st</sup> April 2024 were £10,326k.

The opening balance on the Transitional Reserve was £4,865k. The Council has received funding guarantee of £361k and £15k Services Grant as part of the 2024/25 Local Government Finance Settlement. This funding has been released in full as budgeted, to fund 2024/25 Net Service costs.

The indicative closing balance of earmarked reserves at the 31<sup>st</sup> March 2025, is estimated at £12,628k. Based on current plans and forecast commitments, and if nothing else changes, at the time of this report, available earmarked reserves are anticipated to be sufficient to support the budget for the current MTFS. This assumes there is no significant impact of the local government funding review expected in June 2025. The earmarked reserves figure includes ringfenced sums of £2,005k, this means that the funding was received for specific projects and may be subject to clawback.

### Government Grants Unapplied – page 23

The opening value of Government Grants Unapplied at the 1<sup>st</sup> April 2024 was £4,183k of which £2,645k related to Disabled Facilities Grants. The balance carried forward into 2024/25 relates to previous years' slippage. The allocation of Better Care funding for DFGs for 2024/25 is £1,265k, giving total DFG resources available of £3,910k. Of this £2,148k has been utilised in the year resulting in a carried forward balance of £1,762k. There is also a small residual balance of £442k relating to the Local Authority Housing Fund which will be used to support efforts to reduce homelessness and the reliance on bed and breakfast accommodation.

### Staff Monitoring – page 24

The table on page 24 shows the forecast staffing variances for the year based on Q4 actuals. The underspend for the year is £120k. Additional leave contributes a further £46k. A savings target of £225 has been included in the current year. Based on the year to date savings of £166k we are currently below target of £59k.

### Treasury & Cash Management - page 25 to 30

At the end of March, the bank balances were £11.8m. These resources continue to be relatively high due to various grant funding, i.e. UKSPF fund, CRP etc. Despite Bank of England base rate increases over the last two years, it is now anticipated that rates will continue to fall. The Council is balancing the use of instant access accounts with shorter-term 'fixed' deposit facilities, to increase investment return within the scope of the approved Treasury Management Strategy. Fixed deposits are being made with high quality counterparties (Central Government, Local Authorities) where risk is considered low and returns are more closely linked to movement in the prevailing Bank Rate. Interest income is currently expected to exceed the budget for the year.

The provision for doubtful debt at the 1st of April 2024 was £380.6k, plus a further £5.4k set aside for licensing debt, against c£1m of sundry debts. The level of cover for sums outstanding

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and that risk going unpaid is considered adequate at this time (c75% cover) with no further movement proposed. However given the 'Cost of Living Crisis' dominating the headlines, this position will be kept under review.

### Capital Receipts – page 30

The total Capital Receipts rolled forward into financial year 2024/25 is £2,506k.

The total value of Capital Grants receivable in the financial year 2024/25 is £7,455k (including DFG Funding). As all figures are indicative at this point in the reporting cycle, work continues to determine the most effective method of funding the Council's Capital Programme.

The Capital Receipts Reserve is expected to total £2,631k at the yearend 2024/25, reflecting the most cost-effective method of financing the Council's future Capital Programme. Whilst this is considered to be the most cost-effective method of financing.

### Capital Programme and Funding – page 31 to 34

The original Capital Programme for 2024/25 is £11,409k, including an estimate of £1,000k for DFGs and £740k for replacement operational vehicles. The estimated slippage from 2023/24, at the start of the year, was £7,166k (including £2,529k of DFG's). There is also an additional £265k for DFGs

Following a review of the slippage carried over from previous years, the total amount has been adjusted to £6,733 (including £2,529k of DFGs). This reflects a more accurate balance of ongoing Capital projects from previous years.

The capital outturn at 31st March 2025 is spend in the sum of £9,546k, with potential slippage of £10,057k. The slippage includes £1,792k of DFG's, £1,332k Haslingden 2040 NLH, £3,902k Capital Regeneration Projects and £500k Carbon Reduction Fund.

### Collection Fund 2024/25 (Council Tax & NNDR) - page 35 to 37

Council Tax collection levels are recovering. However, they are still not back to pre-pandemic levels. Business rate collection appears to have returned to typical levels experienced pre-Covid, however there were two major appeals in 2022/23 which have distorted the comparative figures. A further notable appeal has been paid in Quarter 4. Total appeals paid in 2024/25 are £667k.

The Council Tax account is predicting a surplus of £134k for Rossendale.

The business rates collection fund is predicting a deficit of £452k in 2024/25, the Council's share of the deficit is £181k. The Council has a Business Rate Retention Reserve to provide for any peaks and troughs in business rate income, therefore this deficit will be charged to the reserve.

Although it is anticipated the Council will suffer a collection fund loss, a pooling gain of £770k is estimated. The February 2024 MTFS included a pooling gain contribution of £500k, therefore if the current forecast remains at year end, it will result in a £220k surplus against that income budget, thus contributing towards alleviating pressure on the MTFS.

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Service Area	2024/25 App Budget £000	2024/25 Q4 Outturn £000	2024/25 Variance (Adv)/Fav £000	Variance last reported £000	Change in Qtr 4 (Adv)/Fav £000
<b>Communities Directorate</b>					
Customer Services and E-Government	1,742.9	1,770.3	(27.3)	(144.0)	116.7
Operational Functions	2,251.7	2,375.4	(123.7)	(103.9)	(19.9)
Parks and Cemeteries	945.8	802.8	143.0	28.6	114.4
Public Protection Unit	205.9	181.5	24.4	25.4	(0.9)
Environmental Health	212.2	177.9	34.3	10.1	24.1
Licensing & Enforcement	54.0	38.7	15.2	5.4	9.9
Communities Team	169.0	108.1	60.9	52.6	8.2
<b>Economic Development Directorate</b>					
Planning Services	310.1	263.2	46.9	10.8	36.1
Building Control Services	6.6	(17.3)	24.0	2.0	22.0
Regeneration	272.9	202.1	70.8	(46.2)	116.9
Property Services	235.4	272.0	(36.6)	(59.7)	23.1
Housing	273.5	431.7	(158.2)	(155.5)	(2.6)
<b>Corporate Management Directorate</b>					
Corporate Management	517.8	445.9	71.9	68.9	3.0
Legal Services	199.4	167.4	31.9	9.7	22.2
Local Land Charges	(4.9)	(33.8)	28.9	12.8	16.1
Democratic Services	627.3	578.3	48.9	76.7	(27.8)
Financial Services	769.9	703.2	66.6	(20.3)	86.9
People and Policy	801.14	768.2	32.9	47.5	(14.6)
Non Distributed Costs	106.01	256.2	(150.2)	(20.9)	(129.2)
Capital Financing and Interest	633.30	154.7	478.6	408.4	70.3
Leisure Services	(31.6)	(34.7)	3.1	(55.3)	58.4
Empty Homes Scheme	300.0	193.1	106.9	88.2	18.7
<b>TOTAL Service Cost</b>	<b>10,598.25</b>	<b>9,804.96</b>	<b>793.4</b>	<b>241.3</b>	<b>552.2</b>
<b>Funded by</b>					
Council Tax	(6,444.0)	(6,444.0)	-	-	-
Retained Business Rates	(2,335.0)	(2,335.0)	-	-	-
Funding Guarantee	(361.0)	(361.0)	-	-	-
Revenue Support Grant	(91.0)	(91.0)	-	-	-
Services Grant	(15.0)	(15.0)	-	-	-
New Homes Bonus	(163.0)	(163.0)	-	-	-
Collection Fund Surplus - Council Tax	(126.0)	(126.0)	-	-	-
Estimated NNDR Pooling/growth Gain	(500.0)	(500.0)	-	-	-
<b>LESS Estimated use of Reserves</b>	<b>(563.2)</b>	<b>230.0</b>	<b>(793.4)</b>	<b>-</b>	<b>(793.4)</b>
<b>Net Budget Shortfall</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>241.3</b>	<b>(241.2)</b>

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The position at Q4 2024/25 shows a favourable variance of £793k

The main variances are shown below: -

- Income relating to Bank Interest is greater than anticipated and is expected to have a favourable variance of c£500k against the budgeted income of £120k
- Staff cost savings are estimated to be £166k to the year-end position, this is £59k short of the vacancy savings target of £225k.
- Fuel 'pump prices' continue to be monitored, Budgets for Fuel in 2024/25 remained at substantial levels totalling £489k which still included the £60k premium for the use of HVO. In 23-24, due to the increasing differential between HVO and Diesel, a decision was taken to switch back to diesel until the two prices were more comparable. During 2024/25 the differential between HVO and Diesel reduced and HVO was purchased during the period. As the two fuel types can be mixed, the decision regarding which fuel to use can be made on an order by order basis.
- Market income, budgeted at £28k, has not been received due to the refurbishment of Haslingden Market and there was an agreed rent free period with stall holders at Bacup Market until it closed for redevelopment. This adverse variance has been at least partially off-set by cost savings generated during market closures due to re-development works.
- The benefits granted outturn shows a positive variance of £99k. This is due to additional grant income and recovery of overpayments being higher than budgeted.
- In 2024/25 the Council had a total budget for Empty Homes related expenditure in the sum of £800k. This budget is split £300k (Revenue funding) and £500k (Capital funding.) At Q4 the revenue out-turn is an underspend of £106k and the capital underspend circa £500k. This is largely due to the considerable effort being made by the empty homes team to hand properties back in a timely and correct manner to avoid any future litigation. The scheme was brought to a close in 2024/25.

### Target Efficiency Savings 2024-25

The Council agreed, as part of the 2024/25 Budget processes, a number of Efficiency Targets, including Staffing and Asset Management.

The table below summarises efficiency performance against the individual budget headings.

A simple RAG Status (Red, Amber, Green) has been used. Additional commentary is also provided and these areas of performance are considered in more detail in the main body of the report.

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Budget Proposals (Efficiency Targets) 2024-25						Commentary At Q4
	£000	£000	£000	£000	£000	
Income & Efficiencies Asset Management	Target	Q1	Q2	Q3	Q4	
Business Centre	(5)	(13)	(14)	(3)	(4)	Rent review and reduced utility costs have been negated by increased R&M and refurb to IT infrastrcutre for tenants
Markets	(6)	-	-	-	-	Budgeted Income will not be received due to the refurb of Haslingden Market and an agreed rent free period for Bacup Market. This will be off-set against savings made due to the refurbishment of the markets.
Corporate Estates	(2)	-	(5)	(2)	(5)	Rent review ongoing. A full review of older leases is being carried out.
Council Offices	(13)	-	-	-	-	Full details for plans for Council owned offices are currently under review
Public Conveniences	(5)	-	-	-	-	All sites identified for sale have had successful offers made and it is hoped that the sales will complete early 2025/26
Depots	(11)	10	5	15	15	Ops team still occupying Tup Bridge. Move out date not yet confirmed.
Sports Grounds	(8)	-	-	-	-	As part of the review of sports and leisure facilities it has become necessary to review utility usage at all sites. We are not predicting any savings until this is complete.
Public Halls	(2)	-	-	-	-	As above
	(52)	(3)	(14)	10	7	
<b>Staffing</b>						
Various Staffing Savings	(71)	(32)	(21)	(15)	(18)	Continue to be reviewed. See separate table
	(123)	(35)	(35)	(5)	(11)	

As can be seen in the above table, there is one area which has achieved and exceeded the targets set. Several of the above efficiency measures are dependent on the outcome of the sports and leisure facilities review, once this is complete it is hoped that budgeted savings will be achieved.

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## Monthly Financial Monitoring Report 2024/25 Q4 March 2025

<b>Additional Narrative to General Fund Summary variances 2024/25</b>	<b>Q1 Fav/(Adv)</b>	<b>Q2 Fav/(Adv)</b>	<b>Q3 Fav/(Adv)</b>	<b>Q4 Fav/(Adv)</b>	<b>Total Fav/(Adv)</b>	
<b>Communitites Directorate</b>						
<b>Customer Services and e-Government</b>						
Staff costs	0.1	(1.5)	5.3	(0.4)	3.5	
Benefits Admin Subsidy shortfall	(71.2)	(8.4)	(22.6)	55.7	(46.5)	
Central IT Costs	32.7	(58.9)	(19.4)	61.7	16.1	
Other minor variances	0.1	(0.2)		(0.3)	(0.4)	(27.3)
<b>Operational Functions Including Parks</b>						
Staff costs (including agency and overtime)	(195.1)	50.2	(11.0)	16.3	(139.6)	
Fuel, Vehicle Maint and Hire	113.9	(14.9)	13.8	65.5	178.3	
Parks & Open Spaces	2.5	(11.0)		65.0	56.5	
Garden Waste Income Less Costs	(13.2)	7.5		1.5	(4.2)	
Trade Waste & Bulks Net income	(6.6)	12.5	(22.0)	(54.3)	(70.4)	
Other minor variances	(2.5)	(4.9)	5.6	0.5	(1.3)	19.3
<b>Communities Team</b>	48.7	0.4	3.5	8.2	60.9	60.9
<b>Env'tal Health, PPU, Licensing and Enforcement</b>						
Staff costs	19.6	13.3	7.9	27.6	68.4	
Dog boarding service			5.5	3.6	9.1	
Income Shortfall	(2.7)	(18.4)	9.6	5.7	(5.8)	
Other minor variances	6.5	(6.3)	5.8	(3.8)	2.2	73.9
<b>Economic Development</b>						
Staff costs (net of grant & fee income)	147.9	(12.1)	(11.1)	7.9	132.6	
Economic Development	(8.0)	(11.8)	(3.9)	134.9	111.2	
Market Income	(28.7)		(7.6)	14.1	(22.2)	
Housing	(192.5)	54.4	(38.9)	(14.3)	(191.4)	
Planning Consultancy Professional fees	(42.8)	(5.0)		(26.8)	(74.6)	
Planning Application Fee Income	(6.0)		38.9	49.8	82.7	
Planning Pre-apps	(24.6)	8.0	4.7	4.2	(7.7)	
Building Control Fee Income	(2.4)	5.6	(2.6)	16.7	17.3	
Planning /Building Control misc under/over	(7.2)			0.8	(6.4)	
Property Running costs	(14.4)	7.3	44.6	33.1	70.6	
Business Rates	16.3		(1.5)	0.6	15.4	
Spinning Point bus station	(4.0)		(6.6)	0.5	(10.1)	
Estates Income	(30.3)		(8.0)	(8.0)	(46.3)	
Valuation Fees & Professional Fees	(26.2)		(17.4)	(17.4)	(61.0)	
Christmas Lights	-		(7.1)	0.8	(6.3)	
Business Centre rentals	-		(4.5)		(4.5)	
Business Cente Fit Tarrif / IT upgrade for tenants			(13.0)	(1.5)	(14.5)	
Tree Felling	(20.0)			9.9	(10.1)	
Other minor variances	(9.0)	1.5	(10.7)	(9.7)	(27.9)	(53.1)
<b>Corporate Management</b>						
Staff costs	158.5		19.8	(51.0)	127.3	
Legal income	(1.7)		1.1	2.5	1.9	
Legal Professional fees and ref books	2.7			16.0	18.7	
Election, Democratic Services and Member costs	45.9		(1.9)	(24.3)	19.7	
Land Charges income	12.6		1.1	15.5	29.2	
Internal and External Audit - Finance	15.7	(49.7)	2.0	32.1	0.1	
CIVICA Software update	(7.6)	(4.2)			(11.8)	
Leisure Services	(55.1)		(0.2)	58.4	3.1	
Bank & Cash Collection Charges	2.7			20.3	23.0	
Training	15.2			(1.2)	14.0	
Empty Homes	100.0		(11.9)	18.8	106.9	
Corporate General Subscriptions				24.5	24.5	
Other minor variances	7.9	(0.6)	7.8	19.7	34.7	391.3
<b>Non-Distributed Costs &amp; Capital Financing</b>						
Net Interest	180.0	20.0	247.2	70.3	517.5	
Employee & Pension Costs	(20.0)			(8.6)	(28.6)	
In Year adjustments				(121.5)	(121.5)	
MRP Re-profile			(38.9)	(0.4)	(39.3)	
Other minor variances	0.4	0.5	(1.8)	1.3	0.4	328.5
<b>Favourable/(adverse) variance</b>	<b>137.9</b>	<b>(26.6)</b>	<b>161.6</b>	<b>520.4</b>	<b>793.4</b>	<b>793.4</b>

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## Communities Directorate - Customer Services & IT

Period 12 (Mar)

Customer Services & ICT	2024/25 Orig Budget £000	Virements Budget £000	2024/25 App Budget £000	2024/25 Q4 Outturn £000	2024/25 Variance (Adv)/Fav £000	Variance last reported £000	Change in Qtr 4 (Adv)/Fav £000
<b>Customer Services</b>							
Benefits Administration	(117.6)	-	(117.6)	(78.6)	(39.0)	(52.6)	13.6
Benefits Granted	(23.7)	-	(23.7)	(122.9)	99.2	(70.5)	169.7
Local Tax Collection	(378.6)	-	(378.6)	(252.2)	(126.4)	(1.8)	(124.6)
Revenues & Benefits Partnership	1,158.1	-	1,158.1	1,138.4	19.7	22.7	(3.0)
<b>Strategic Functions</b>							
Management and Support	83.4	-	83.4	81.2	2.3	2.2	0.1
Service Assurance Team	147.2	-	147.2	170.2	(23.0)	(17.4)	(5.6)
Central Telephones	5.0	-	5.0	5.1	(0.1)	-	(0.1)
Central Printing	-	-	-	-	-	-	-
<b>ICT Support</b>	869.1	-	869.1	829.2	40.0	(26.7)	66.7
<b>Total</b>	<b>1,742.9</b>	<b>-</b>	<b>1,742.9</b>	<b>1,770.3</b>	<b>(27.3)</b>	<b>(144.0)</b>	<b>116.7</b>

Key changes made during the period to the full year forecast	Variance Bfwd £000	Variance this Qtr £000	Full-Yr Out- turn £000
<b>Benefits Admin</b>			
Housing Benefit External Audit fee	(56.0)	-	(56.0)
Court fees/fines	3.4	13.6	17.0
<b>Benefits Granted</b>			
Benefits Admin Subsidy shortfall	(70.5)	169.7	99.2
Housing Benefits Overpmts Recovered	-	-	-
<b>Revenues &amp; Benefits Partnership</b>			
Payments to Other LAs (Ribble Valley)	(1.8)	(3.2)	(5.0)
Debit Credit Card Collection Charges	-	11.3	11.3
Business Rates Levy	-	(132.5)	(132.5)
Partnership contracts	22.7	(3.0)	19.7
<b>Management and Support</b>			
Other minor variances	2.0	0.1	2.1
<b>Service Assurance Team</b>			
SAT staffing	3.4	(0.4)	3.0
SAT Team counter fraud work	(0.6)	(10.5)	(11.1)
Annual Licences	(15.8)	8.7	(7.1)
Consultants Fees	(6.0)	(2.4)	(8.4)
Other minor variances	1.5	(1.0)	0.5
<b>ICT Support</b>			
ICT Staff	0.6	(0.2)	0.4
Other minor variances	-	1.1	1.1
<b>Central IT Costs</b>			
Annual Licences	(41.1)	44.2	3.1
IT Equipment maintenance	9.7	0.4	10.1
Other Private Contractors (Disaster Recovery)	5.1	12.7	17.8
Other minor variances	(0.6)	8.1	7.5
Central Printing	-	-	-
<b>Telephones</b>	-	-	-
<b>TOTAL</b>	<b>(144.0)</b>	<b>116.7</b>	<b>(27.3)</b>

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## Customer Service & ICT Highlight Report – Q4 (March 2025)

### Historic Issues

- None.

### Current Quarter's Issues

At Outturn variance is £27.3k adverse, the main changes being: -

- Benefits administration is showing an adverse variance of £39k. This is due to higher than anticipated costs for external audit of the Housing benefits administration of £56k, for the years 2023/24 and 2024/25
- The benefits granted outturn shows a positive variance of £99k. This is due to additional grant income and recovery of overpayments being higher than budgeted.
- S31 grants have been transferred into the Transitional Reserve as per the original budget assumptions.
- The adverse variance of the Business Rates levy relates to the 2022/23 charge of £72.5k not being accrued for, as well as the 2024/25 £60k
- There has been a saving of £19.7k for the year with regards to the contract with Capita.
- The Service Assurance Team has incurred additional costs for professional fees relating to inform CPI costs for rates reviews carried out.
- A review of IT professional subscriptions and licences is carried out throughout the year to check for any potential overspends in this area.
- Income of £82k from Capita, in relation to annual licence charges, has been received and offsets against the expenditure the council incurs in the year

### Future Issues

- The Council's contract with Capita includes annual indexation increases linked to the higher of CPI or AWE.

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## Communities Directorate

Period 12 (Mar)

Operations & Communities	2024/25 Orig Budget £000	Virements Budget £000	2024/25 App Budget £000	2024/25 Q4 Outturn £000	2024/25 Variance (Adv)/Fav £000	Variance last reported £000	Change in Qtr 4 (Adv)/Fav £000
<b>Operational Functions</b>							
Operations Admin & Vehicle Maintenance	421.9	-	421.9	481.0	(59.1)	(39.0)	(20.1)
Refuse & Recycling	1,530.4	-	1,530.4	1,605.9	(75.5)	(89.9)	14.4
Street Sweeping	299.3	-	299.3	288.5	10.8	25.0	(14.2)
<b>Parks &amp; Cemeteries</b>							
Parks & Open Spaces	1,070.1	-	1,070.1	980.7	89.4	(18.1)	107.5
Cemeteries	(124.3)	-	(124.3)	177.9	53.6	46.7	6.8
<b>Communities Team</b>							
Area Forums	154.0	-	154.0	93.1	60.9	52.6	8.2
	15.0	-	15.0	15.0	-	-	-
<b>Total</b>	<b>3,366.4</b>	<b>-</b>	<b>3,366.4</b>	<b>3,286.3</b>	<b>80.1</b>	<b>(22.6)</b>	<b>102.7</b>

Key changes made during the period to the full year forecast	Variance Bfwd £000	Variance this Qtr £000	Full-Yr Out- turn £000
<b>Operations Admin &amp; Vehicle Maintenance</b>			
Operations Efficiency Saving on Henrietta Street	(87.0)	-	(87.0)
Henrietta Street Employee Related Costs	67.5	(13.7)	53.8
Henrietta Street Supplies & Services	(7.9)	1.1	(6.8)
Fleet Management Vacancy and Agency	12.2	(15.0)	(2.8)
Fleet Running Costs MOTs	(14.7)	-	(14.7)
Other Variances	(1.4)	-	(1.4)
<b>Refuse &amp; Recycling</b>			
Refuse Salaries and Agency	(155.9)	38.7	(117.2)
Fuel Budget Savings	112.8	(23.5)	89.3
Garden Waste under achieved income	(3.0)	1.5	(1.5)
Trade Waste & Bulks- income	(16.1)	(54.3)	(70.4)
Other Variances - Supplies & services	(6.6)	(0.8)	(7.4)
<b>Street Sweeping</b>			
Street Sweeping Salaries and Agency	(9.8)	(5.1)	(14.9)
Street Sweep Refuse	(28.3)	19.7	(8.6)
Fuel Budget Savings	20.0	53.0	73.0
Other Variances	(1.1)	-	(1.1)
<b>Parks &amp; Open Spaces</b>			
Parks Salary Variances (Including temporary gardeners)	35.7	(10.0)	25.7
Parks Costs	(46.6)	48.5	1.9
Parks Purchase of Tools/Equipment	(5.0)	(10.5)	(15.5)
Hire of Vehicle and Plant	(2.0)	-	(2.0)
Parks External Contractors	(8.0)	(4.5)	(12.5)
Fuel Budget Savings	(3.6)	(1.2)	(4.8)
Tyres - Renewal/Repair	6.0	-	6.0
External funding (UKSPF & Public Realm)	-	69.0	69.0
Parks & Open Spaces S106 and Other Contributions F	10.0	(5.3)	4.7
Insurance Savings	9.7	-	9.7
<b>Cemeteries</b>			
Cemetery Income & Internment Fees	46.7	6.8	53.5
<b>Communities</b>			
Communities staffing	52.6	10.4	63.0
Minor Variances		(2.1)	(2.1)
<b>Other Variances</b>			
Overtime Budgets (net all areas)	1.2	-	1.2
<b>TOTAL</b>	<b>(22.6)</b>	<b>102.7</b>	<b>80.1</b>

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Operations Highlight Report – Q4 (March 2025)

### Historic Issues

- The service last year and prior years have always needed to rely on Agency Support. This need continues into 2024-25.

### Current Quarter Issues

- At the end of Q4, Operations and Green Spaces have a favourable variance of £80.1k, a movement of £102.7k favourable in the quarter.
- Staffing costs are overspent by £117k which includes agency and overtime. A significant contributing factor is the difficulty in recruiting mechanics for the workshop.
- £70k of the £115k overall favourable variance is due to additional income in parks. Relating to UKSPF and Highways income for public realm.
- Despite making savings on the fuel budgets the efficiency saving expected for the services will not be met which is £87k.

### Fleet

- There is an overall overspend in Henrietta St and Fleet of £59.1k.
- Due to there being two vacant posts, and one post being vacant at the start of the year, employment costs in Fleet are showing an annual saving £2k. This includes agency costs that are being used to cover the vacant posts.
- Between Henrietta St and Fleet there has been an overspend on tools and equipment of £16k.
- Due to vacant posts, there has been a saving on Henrietta St salaries of £60k, however this is more than offset with the £87k efficiency target which has not been achieved.

### Refuse

- Staff costs have an overspend of £117k due to agency. This variance should reduce in 2024/25 due to a different budgeting approach.
- The vehicle running costs outturn is a net saving of £80k largely due to fuel savings due to proactive procurement and stable fuel rates.
- Both bulks and trade waste have not met budgeted income levels resulting in an adverse variance to budget of £30k.

### Street Sweep

- The fuel costs outturn is a net saving of £16k.

### Parks

- As above, there has been £70k unbudgeted income from UKSPF and Public realm funding
- Playing Fields are broadly within budget and so are the Play Grounds due to savings on insurance for the year.
- Within Playgrounds some S106 Funds have been released in Q1 of £10k.

### Cemeteries

- Cemeteries has a £54k underspend due to additional income generated.
- The budgeted running costs for the cemeteries have now been transferred into this area rather than the costs being recorded in Facilities.

### Communities Team

- There is one vacant post in the Communities team, resulting in a saving of £69.1k.

### The Future

- The Government has stipulated that by March 2026 every household will have a weekly food waste collection. This will be fully funded at least initially and from a capital perspective. The Council has been notified of the amount of capital funding it will receive, and is awaiting the revenue funding notification.

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Communities Directorate

Period 12 (Mar)

Public Protection	2024/25 Orig Budget £000	Virements Budget £000	2024/25 App Budget £000	2024/25 Q4 Outturn £000	2024/25 Variance (Adv)/Fav £000	Variance last reported £000	Change in Qtr 4 (Adv)/Fav £000
Public Protection Unit	205.9	-	205.9	181.5	24.4	25.4	(0.9)
Environmental Health	212.2	-	212.2	177.9	34.3	10.1	24.1
Licensing & Enforcement	54.0	-	54.0	38.7	15.2	5.4	9.9
<b>Total</b>	<b>472.1</b>	<b>-</b>	<b>472.1</b>	<b>398.2</b>	<b>73.9</b>	<b>40.8</b>	<b>33.1</b>

Key changes made during the period to the full year forecast	Variance Bfwd £000	Variance this Qtr £000	Full-Yr Out-turn £000
<b>Public Protection Unit</b>			
PPU Staffing	14.9		14.9
Dog Boardign Services	7.2	3.6	10.8
Misc Income	3.2	0.8	3.9
<b>Environmental Health</b>			
Environmental Health - staffing and consultant	23.7	22.1	45.8
<b>Licensing &amp; Enforcement</b>			
Licensing & Enforcement - staffing	2.2	5.5	7.7
Licensing income	(1.9)	5.7	3.8
Other misc variances	(0.9)	(4.6)	(5.5)
<b>TOTAL</b>	<b>40.8</b>	<b>33.1</b>	<b>73.9</b>

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## Monthly Financial Monitoring Report 2024/25 Q4 March 2025

### Environmental Health, Public Protection Unit and Licensing and Enforcement Service Highlight Report – Q4 (March 2025)

#### Historic Issues

- Nothing reported.

#### Current Quarter Issues

##### **Public Protection Unit are showing a favourable variance of £73.9k**

- Primarily due to staffing changes and vacancies; generating a saving of £68.4k.
- The department has found it difficult to recruit to the vacant posts throughout the year.

#### Public Protection

- The staffing costs have ended the year with an underspend by £14.9k due to staffing succession - new manager appointed at lower point of scale.
- The cost of dog services are within budget at Q4 with an under spend of £10.8k.
- During the year PPU has received contributions totalling £3.9k

#### Environmental Health

- At the end of the year staffing costs are underspent by £45.8k; one member of staff is on reduced hours working 4 days a week and the service area currently has 2 vacant posts

#### Licensing & Enforcement

- At the end of the year staffing costs have under spent by £7.7k
- Licensing income has over achieved the income target by £2.3k.

#### Future Issues

- Recruitment to the service area still proves a problem

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Economic Development Directorate

Period 12 (Mar)

Economic Development & Regeneration Services	2024/25 Orig Budget £000	Virements Budget £000	2024/25 App Budget £000	2024/25 Q4 Outturn £000	2024/25 Variance (Adv)/Fav £000	Variance last reported £000	Change in Qtr 4 (Adv)/Fav £000
<b>Planning</b>							
Development Control	150.6	-	150.6	109.7	40.9	6.3	34.6
Forward Planning	159.5	-	159.5	153.5	6.0	4.4	1.6
<b>Building Control</b>							
Building Control - Fee Earning Account	(30.9)	-	(30.9)	(51.1)	20.2	2.3	17.9
Building Control - Statutory Function	34.5	-	34.5	34.3	0.2	0.2	0.0
Building Control - Street Signs	3.0	-	3.0	(0.6)	3.6	(0.5)	4.0
<b>Regeneration</b>							
Economic Regeneration	205.9	-	205.9	119.5	86.3	(12.5)	98.9
Whitaker Park Museum	25.9	-	25.9	21.0	4.9	7.9	(3.0)
Tourism	20.0	-	20.0	18.3	1.7	(5.1)	6.9
Markets	21.1	-	21.1	43.3	(22.2)	(36.3)	14.1
<b>Property Services &amp; Facilities Management</b>							
Property Services	69.4	-	69.4	52.9	16.5	13.1	3.4
Corporate Estates	(374.4)	-	(374.4)	(441.2)	66.8	69.6	(2.8)
Non Domestic Estates	(136.3)	-	(136.3)	(154.6)	18.4	17.9	0.5
Office Accommodation	(33.0)	-	(33.0)	46.8	(79.8)	(85.2)	5.4
Operational Properties	302.5	-	302.5	360.7	(58.2)	(87.4)	29.2
Leisure Properties	55.0	-	55.0	79.8	(24.8)	(12.2)	(12.7)
Bus Shelters	148.6	-	148.6	116.2	32.4	23.4	9.0
Business Centre	203.6	-	203.6	211.3	(7.7)	1.2	(8.9)
<b>Strategic Housing</b>							
Housing Strategy	42.5	-	42.5	39.3	3.3	(0.1)	3.4
Private Sector Housing Renewals	11.4	-	11.4	0.2	11.2	23.0	(11.8)
Homelessness	219.6	-	219.6	392.2	(172.6)	(178.5)	5.9
<b>Total</b>	<b>1,098.4</b>	<b>-</b>	<b>1,098.4</b>	<b>1,151.6</b>	<b>(53.1)</b>	<b>(248.7)</b>	<b>195.5</b>

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Key changes made during the period to the full year forecast	Variance Bfwd £000	Variance this Qtr £000	Full-Yr Out-turn £000
<b>Planning</b>			
Forward Planning staffing	2.6	0.7	3.3
Planning staffing	39.5	8.6	48.1
Planning Consultancy fees/ Legal fees	(47.8)	(28.4)	(76.2)
Planning Application Fee Income	33.9	49.8	83.7
Pre-App Income	(11.9)	4.2	(7.7)
Other Miscellaneous Variances	(4.5)	0.9	(3.6)
<b>Building Control</b>			
Building Control staffing	1.3	1.3	2.6
Building Control Fees	0.6	18.7	19.3
<b>Building Control - Statutory Function</b>			
<b>Building Control - Street Signs</b>	(0.6)	1.0	0.4
Other Miscellaneous Variances	(0.3)	1.2	0.9
<b>Regeneration</b>			
Economic Regeneration Staffing	(6.7)	(11.5)	(18.2)
Recruitment Advertising	(1.8)	-	(1.8)
Unbudgeted External Funding	-	100.4	100.4
Economic Regenerations Costs and contributions	(4.2)	10.2	6.0
Markets Income under achieved	(36.3)	14.1	(22.2)
<b>Whitaker Park Museum</b>	7.9	(3.0)	4.9
<b>Tourism</b>	(5.1)	6.8	1.7
<b>Strategic Housing</b>			
Housing Strategy Staffing	1.0	(0.3)	0.7
Private Sector Housing Renewals staffing	21.7	0.1	21.8
DFG Grant contribution for admin	-	(12.6)	(12.6)
Homelessness Staffing and Agency	17.7	0.8	18.5
Flexible Homelessness Grant Increase	71.1	23.9	95.0
Costs for Resources on Homelessness excluding B&B Costs underspent	22.0	0.4	22.4
Recharge from the Collection Fund for Costs associated with Bed & Breakfast Provision	(430.1)	(19.6)	(449.7)
Increase Income from Housing Benefits to Cover direct allocation of Bed & Breakfast	141.0	-	141.0
Other Miscellaneous Variances	-	4.7	4.7
<b>Property Services Team</b>			
Property Services staffing / recruitment	47.6	8.2	55.8
Pool Car, Emergency Planning, Xmas	2.5		2.5
<b>Corporate Estates</b>			
Corporate Estates rental income	(38.3)	(8.0)	(46.3)
Futures Park rental income	(0.4)		(0.4)
Valuation Fees	(20.7)	(17.4)	(38.1)
Professional Fees	(21.5)	(0.7)	(22.2)
<b>Operational Properties</b>			
Property Running Costs: Repairs & Maintenance	(0.6)	(5.5)	(6.1)
Gas, Electricity, Water	38.4	38.8	77.2
NNDR	14.8		14.8
Tree Felling	(20.0)	9.9	(10.1)
Christmas Lights	(7.1)	0.8	(6.3)
Boilers / Alarms / lifts / Clocks &	(8.8)	(5.8)	(14.6)
<b>Leisure Properties</b>			
<b>Bus Station / Shelters</b>			
Spinning Point Bus Station running costs	(8.3)	0.5	(7.8)
Spinning Point Bus Station - Departure charges	(5.8)		(5.8)
<b>Business Centre</b>			
Business Centre Cleaning	(2.8)	(1.4)	(4.2)
Business Centre It upgrade for tenants	(4.5)		(4.5)
Business Centre rentals	(9.6)	2.0	(7.6)
Business Centre Fit Tarrif	(5.2)	(1.5)	(6.7)
Other Miscellaneous Variances	(9.4)	3.3	(6.1)
<b>TOTAL</b>	<b>(248.7)</b>	<b>195.5</b>	<b>(53.1)</b>

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Economic Development & Regeneration Highlight Report – Q4 (Mar 2025)

### Historic Issues

- None

### Current Quarter Issues

#### **Planning & Building Control are showing a favourable variance of £70.9k**

- Planning/Forward Planning staffing (inc agency/consultancy) costs are showing a favourable variance of £51.4k. Planning continues to have 3 vacant posts at the end of the year. Planning have successfully recruited to these posts in the new year.
- Building Control staffing costs are within budget at the end of the year showing a slight under spend of £2.6k
- The Planning fee income is showing an over achievement of £83.7k, and pre-application fees an under achievement of £7.7k. Planning have received some large application fees during Q4
- Building Control income fees have over achieved at the end of the year by 19.3k

#### **Economic Regeneration has favourable variance of £70.8k**

- Staff Costs in Economic Regeneration are slightly over budget. Direct Costs for Professional Fees and subscriptions are overspent by £18.2k.
- The Q4 shortfall on Income for Markets is £22.2k. Haslingden market was closed for the majority of the year for refurbishment. Bacup Market Traders were offered a rent free period until closure in December 2024.
- The Museum has underspent by £4.9k due to an allocation of a refund relating to an overcharge of utilities in the prior year.
- Tourism is under budget by £1.7k.

#### **Housing has an adverse variance of £158.2k**

- Private Sector Renewal Team have a current vacancy which has not yet been appointed to at Q4 giving savings of £21.8k for the year.
- Staffing underspends at Q4 generated by the Housing Options Team is £18.5k due to staff being appointed at below budgeted rate generating some savings against the budget.
- RBC have received additional funding resources within Housing in addition to the budgeted amount of £95k. In addition, RBC are in receipt of additional Housing Benefit from DWP to cover the direct costs charged to the Housing Options Team for Bed & Breakfast charges from the hotels. This covers circa 1/7<sup>th</sup> of the costs incurred.
- The overspend on temporary accommodation costs for 24-25 is £449.7k compared to £321.3k for 23-24. This is because housing benefit can only be recovered at the one bed Local Housing Allowance (LHA) rate for bed & breakfast costs incurred during the year. This is a national issue due to the increase in private rental costs and the fact that the LHA rate hasn't increased since 2020 until 2024 and is still not comparable to the Private Sector rent levels. The Housing Team are actively working to try to reduce this overspend:-

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- Officers are using the additional dispersed accommodation purchased
- Additional properties have been purchased to reduce the number of families placed within B&B and the authority is looking to purchase additional properties in the year
- More favourable rates have been negotiated with a B&B if a resident is placed for more than 6 weeks
- Responsibility for some families has been reallocated to Children's Services
- The Council has continued to receive ring fenced grants during 2024/25 to help fund the increased costs of temporary accommodation. The situation will be closely monitored in 2025/26 so that decisions can be made as we progress through the year.

### **Property Services and Facilities Management is currently showing an adverse variance of £36.4k.**

- Salary costs are showing a favourable variance of £55.8k due to there being vacant posts throughout the year
- Facilities running costs are showing a favourable variance of £85.9k
- The estates income is showing an overall adverse variance of £46.7k. The section is seeking new income streams and completing rent reviews to reduce this variance.
- Valuation fees are showing an over spend of £38.1k due to annual valuation costs
- Professional fees are showing an over spend of £22.2k due to enforcement advisory for eviction of Travellers
- The Business Centre room hire has under achieved of £7.6k. Property are looking to increase tenant occupancy which will seek to reduce this deficit.
- Spinning point departure charges has under achieved by £5.8k
- Tree Felling across unmaintained land has cost £10k throughout the year

### **Future Issues**

- The council has entered into a new contract for gas and electricity which is showing reduced costs within the year

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## Monthly Financial Monitoring Report 2024/25 Q4 March 2025

### Corporate Services Directorate

Period 12 (Mar)

Corporate Management	2024/25 Orig Budget £000	Virements Budget £000	2024/25 App Budget £000	2024/25 Q4 Outturn £000	2024/25 Variance (Adv)/Fav £000	Variance last reported £000	Change in Qtr 4 (Adv)/Fav £000
<b>Corporate Management</b>							
Executive Office	453.4	-	453.4	375.8	77.6	69.1	8.5
Corporate Contingency	30.2	-	30.2	36.7	(6.5)	-	(6.5)
Corporate Subscriptions	34.2	-	34.2	33.5	0.8	(0.2)	1.0
<b>Legal Services</b>	199.4	-	199.4	167.4	31.9	9.7	22.2
<b>Land Charges</b>	(4.9)	-	(4.9)	(33.8)	28.9	12.8	16.1
<b>Democratic Services</b>							
Electoral Registration	94.4	-	94.4	94.4	0.0	5.5	(5.5)
Elections	89.7	-	89.7	115.3	(25.7)	0.0	(25.7)
Democratic Support	373.0	-	373.0	308.6	64.4	61.9	2.5
Mayoralty & Civic Events	67.7	-	67.7	57.5	10.2	9.3	0.9
Town Twinning	2.5	-	2.5	2.5	(0.0)	0.0	(0.0)
<b>Financial Services</b>							
Treasury Management	200.3	-	200.3	177.6	22.7	(44.1)	66.8
Insurance, Risk & Audit Fees	64.7	-	64.7	64.7	-	15.7	(15.7)
Financial Services	504.9	-	504.9	461.0	43.9	8.1	35.8
<b>People &amp; Policy</b>							
Human Resources	501.3	-	501.3	479.6	21.6	27.1	(5.4)
Corporate Support	295.9	-	295.9	288.6	7.3	16.5	(9.2)
Publicity	4.0	-	4.0	-	4.0	4.0	-
<b>Leisure Services</b>	(31.6)	-	(31.6)	(34.7)	3.1	(55.3)	58.4
<b>Empty Homes Scheme</b>	300.0	-	300.0	193.1	106.9	88.2	18.7
<b>Total</b>	<b>3,179.0</b>	<b>-</b>	<b>3,179.0</b>	<b>2,787.7</b>	<b>391.3</b>	<b>228.3</b>	<b>163.0</b>

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Key changes made during the period to the full year forecast	Variance Bfwd £000	Variance this Qtr £000	Full-Yr Out-turn £000
<b>Executive Office</b>			
Salary variances	70.9	(23.6)	47.3
Other minor variances	(2.2)	1.0	(1.2)
<b>Corporate Contingency</b>			
General subscriptions	-	24.5	24.5
<b>Legal Services</b>			
Salary variances	3.3	3.5	6.8
Professional fees	2.7	16.0	18.7
Legal Income	(0.6)	2.5	1.9
Other Legal Misc under/ over	4.3	0.5	4.8
<b>Land Charges</b>			
Salary variances	(1.7)	0.5	(1.2)
Search Income	14.2	15.5	29.7
Other minor variances	0.3	0.1	0.4
<b>Democratic Services</b>			
Salary variances Elections	5.5	(6.1)	(0.6)
Other Election Misc under/ over	-	(25.0)	(25.0)
Salary variances Democratic Support	30.4	(0.6)	29.8
Members Costs	31.6	1.3	32.9
Other Dem Misc under /over	9.2	2.6	11.8
<b>Treasury Management</b>			
Bank Charges / Bank interest	5.5	20.3	25.8
External Audit fees	(49.7)	24.5	(25.2)
<b>Insurance, Risk &amp; Audit Fees</b>			
LCC Audit fees	15.7	7.6	23.3
<b>Financial Services</b>			
Salary variances - Accountants	26.9	(1.2)	25.7
Agency costs	(26.2)	(6.2)	(32.4)
Grant Income		50.7	50.7
Salary variances - Exchequer	15.6	(3.2)	12.4
CIVICA test data	(11.8)	-	(11.8)
Other misc under / (over) spends	4.6	(5.2)	(0.6)
<b>Human Resources</b>			
Salary variances	10.5	(4.0)	6.5
Authority wide Training	15.2	(1.2)	14.0
Other minor variances	0.2	0.2	0.4
<b>Corporate Support</b>			
Salary variances	16.9	(2.8)	14.1
Agency costs		(7.4)	(7.4)
Other variances	-	1.0	1.0
<b>Publicity</b>	4.1	-	4.1
<b>Empty Homes</b>	88.1	18.8	106.9
<b>Leisure</b>	(55.2)	58.4	3.2
<b>TOTAL</b>	<b>228.3</b>	<b>163.0</b>	<b>391.3</b>

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Corporate Management Highlight Report – Q4 (March 2025)

### Historic Issues

- None

### Current Quarter Issues

The Corporate Management outturn is a favourable variance of £391.3k, the main movements being: -

- Staffing costs at the end of the year are showing a favourable variance of £127.2k
  - Land Charges – are showing an adverse variance of £1.2k.
  - Democratic Services – are showing a favourable variance of £29.8k due to reduced working hours.
  - Elections – are showing an adverse variance of £0.6k.
  - Corporate management – savings of £77.3k due to the vacancy of the Director of Communities position.
  - Financial Services – is showing a favourable variance of £31.9k.
  - People & Policy – is showing a favourable variance of £13.2k.
  - Legal – is showing a favourable variance of £6.8k
- Local Land Charges income is showing a favourable variance of £29.7k.
- Members costs are showing an underspend of £32.9k due to reduced number of councillors and cabinet members
- Bank charges are showing a favourable variance of 25.9k due to a change in provider
- Legal professional fees have a favourable variance of 18.7k
- The Empty Homes scheme has underspent by £106.9k

### Future Issues

None

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Corporate Services Directorate

Period 12 (Mar)

Non-Distributed Costs & Capital Financing	2024/25 Orig Budget £000	Virements Budget £000	2024/25 App Budget £000	2024/25 Q4 Outturn £000	2024/25 Variance (Adv)/Fav £000	Variance last reported £000	Change in Qtr 4 (Adv)/Fav £000
<b>Non Distributed Costs</b>							
Employee & Pension Costs	95.2	-	95.2	129.6	(34.4)	(20.0)	(14.4)
Other Non-distributed Costs	10.8	-	10.8	126.6	(115.8)	(0.9)	(114.8)
<b>Capital Financing</b>							
Minimum Revenue Provision	644.1	-	644.1	683.4	(39.3)	(38.9)	(0.4)
Interest (net)	(10.8)	-	(10.8)	(528.7)	517.9	447.3	70.6
<b>Total</b>	<b>739.3</b>	<b>-</b>	<b>739.3</b>	<b>410.9</b>	<b>328.4</b>	<b>387.4</b>	<b>(59.0)</b>

Key changes made during the period to the full year forecast	Variance Bfwd £000	Variance this Qtr £000	Full-Yr Out- turn £000
<b>Employee &amp; Pension Costs</b>	-		-
Superann additional years/Contribution to Pension deficit	(20.0)	(14.3)	(34.3)
Other minor variances	(1.0)	6.7	5.7
<b>Other Corporate Resources</b>			
In Year adjustments		(121.5)	(121.5)
<b>Capital Financing</b>			
Interest Receivable	447.3	70.5	517.8
MRP	(38.9)	(0.4)	(39.3)
<b>TOTAL</b>	<b>387.4</b>	<b>(59.0)</b>	<b>328.4</b>

## Non-Distributed Costs & Capital Financing Highlight Report – Q4 (March 2025)

### Historic Issues

- Savings on the pension costs fall into two areas; savings on historical pension costs as former employees pass away and the advance payment of pension costs at a discount, which reduce Council costs.

### Current Quarter Issues

- Net interest for the year is a favourable variance of £517.8k as per the following:
  - Income relating to longer term, high interest, deposits had matured in this period.
  - Officers have been working hard to maximise interest receivable on the Council's cash balances.
- There has been an adverse variance in relation to In-year adjustments following a review of the balance sheet accounts after an initial Audit in the year.

### Future Issues

A significant reduction in interest rates would reduce the amount of interest income that we receive.

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Earmarked Reserves

Earmarked Reserves (cash-backed items only)	Local Business Rates Retention Reserve	Transitional Budgetary Support	Response & Recovery Reserve	Rawtenstall Bus Station Commutated sum	Directorate Reserves	MMI	General Reserves	Total Reserves
<b>Balance at 01/04/2024</b>	<b>1,027.9</b>	<b>4,865.0</b>	<b>557.5</b>	<b>486.0</b>	<b>2,161.0</b>	<b>229.0</b>	<b>1,000.0</b>	<b>10,326.4</b>
<b>Funds Received 2024/25</b>								
Transfer between Reserves		772.2	(536.9)					235.3
Collection Fund								0.0
Collection Fund - S31 Grants (NNDR3)	2,062.4							2,062.4
Collection Fund - Renewable Energy (NNDR1/3)								0.0
Business Rates Pooling net gain								0.0
New Homes Bonus		163.0						163.0
Services Grant		15.0						15.0
Funding Guarantee		361.0						361.0
Other Revenue income received					480.6			480.6
<b>Total Funds Available</b>	<b>3,090.3</b>	<b>6,176.2</b>	<b>20.6</b>	<b>486.0</b>	<b>2,641.6</b>	<b>229.0</b>	<b>1,000.0</b>	<b>13,643.7</b>
<b>2024/25 Published Budget Utilisation</b>								
Retained Business Rates								0.0
New Homes Bonus		(163.0)						(163.0)
Services Grant		(15.0)						(15.0)
Funding Guarantee		(361.0)	(20.6)					(381.6)
General budget support		230.0						230.0
<b>2024/25 Other Utilisation Plans</b>								
Transfers between Reserves								0.0
Counter Fraud & RV Analysis								0.0
Other Utilisation from Directorates		(50.0)			(636.1)			(686.1)
Total Utilisation Commitment	0.0	(359.0)	(20.6)	0.0	(636.1)	0.0	0.0	(1,015.7)
<b>Reserve Estimates 31/3/2025</b>	<b>3,090.3</b>	<b>5,817.2</b>	<b>(0.0)</b>	<b>486.0</b>	<b>2,005.5</b>	<b>229.0</b>	<b>1,000.0</b>	<b>12,628.0</b>
<b>Future Contributions/Utilisation Plans</b>								
2025/26 Plans		(1,280.0)			(275.7)			(1,555.7)
2026/27 Plans		(837.0)			(42.8)			(879.8)
2027/28 Plans		(917.0)			(74.8)			(991.8)
2028/29 Plans		(934.0)						(934.0)
<b>Potential Reserve Balances</b>	<b>3,090.3</b>	<b>1,849.2</b>	<b>(0.0)</b>	<b>486.0</b>	<b>1,612.2</b>	<b>229.0</b>	<b>1,000.0</b>	<b>8,266.7</b>

## Current issues

The reserves balances as at 1<sup>st</sup> April 2024 are £10,326k as shown in the table above, and of this balance c£2,005k is ring-fenced. As noted on page 2, the positive variance at Q4 of £793.4k will remove the need for a contribution to be required from the Transitional Reserve as predicted in the 2024/25 MTFS.

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## Monthly Financial Monitoring Report 2024/25 Q4 March 2025

### Grants Unapplied

Grants Unapplied (* denotes a capital grant)	Disabled Facilities Grants *	UK Shared Prosperity Grant (Revenue)	UK Shared Prosperity Grant (Capital) *	Capital Regeneration Programme (CRP)	On-Street Residential Charge Point Scheme (ORCS)	Local Authority Housing Fund (LAHF)	Total
	£000	£000	£000	£'000	£'000	£'000	
<b>Balance at 01/04/2024</b>	<b>2,645.3</b>	<b>30.0</b>	<b>21.0</b>	<b>670.5</b>	<b>128.7</b>	<b>687.8</b>	<b>4,183.3</b>
<b>New Funds Received 2024/25</b>							
Grant due/received	1,265.3	866.0	815.3				2,946.6
<b>Total Funds Available</b>	<b>3,910.6</b>	<b>896.0</b>	<b>836.3</b>	<b>670.5</b>	<b>128.7</b>	<b>687.8</b>	<b>7,129.9</b>
<b>Utilisation in 2024/25</b>							
DFGs Outturn 2024/25	(2,148.0)						(2,148.0)
UKSPF Revenue & Capital Allocations		(896.0)	(836.3)				(1,732.3)
CRP Markets and Gyrotory				(670.5)			(670.5)
On-Street Residential Charge Point Scheme (ORCS)					(128.7)		(128.7)
Local Authority Housing Fund (LAHF)						(245.0)	(245.0)
<b>Anticipated Balance 31/03/2025</b>	<b>1,762.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>442.8</b>	<b>2,205.4</b>

In addition to the £2,645k of unspent DFG grant brought forward 1<sup>st</sup> April 2024, the 2024/25 allocation of £1,265k has been confirmed, giving total DFG resources of £3,911k. £2,148k has successfully been used to improve disability access in the borough in the year leaving a balance carried forward of £1,762.6k.

The council has been granted a share of the UK Shared Prosperity Funds between 2021/22 – 2024/25, over 3 years. As at the 1<sup>st</sup> April 2024 the brought forward balances on the UKSPF for both Revenue and Capital were £30k and £21k respectively. There have been funds received at the start of the year of which have been receipted amounting to £866k on Revenue and £815.3k on Capital. As per the requirement of the funding, it was spent in full in the year.

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## Monthly Financial Monitoring Report 2024/25 Q4 March 2025

### Staff Costs, including agency

Net Employment Costs 2024/25 to end Sept 2024	YTD Budget £000	YTD Actual £000	YTD Variance (Adv)/Fav £000	Variance last Qtr (Adv)/Fav £000	Change this Qtr (Adv)/Fav £000	FTE Original Budget 2024/25	FTE Changes during 2024/25	Current Vacant Posts
<b>Communities Directorate</b>								
Customer Services	382	396	(14)	(10)	(3)	7.8	0.0	0
Operations Service	2,091	2,268	(177)	(94)	(83)	52.0	0.0	3
Parks & Cemeteries	836	808	28	26	2	21.8	0.0	0
Public Protection Unit	155	140	15	11	4	3.0	0.0	0
Environmental Health	250	269	(19)	(24)	5	5.0	0.0	2
Licensing & Enforcement	133	126	7	6	1	5.0	0.0	0
Communities Team			-	39	(39)	2.8	0.0	1
<b>Economic Development Directorate</b>								
Planning Services	544	560	(16)	(28)	12	10.6	0.0	2
Building Control Services	137	136	1	1	0	3.0	0.0	0
Regeneration	508	555	(47)	(75)	28	8.5	0.0	0
Property Services	170	113	57	51	6	4.0	0.0	0
Housing	396	348	48	42	6	8.5	0.0	0
<b>Corporate Services</b>								
Corporate Management	446	330	116	96	20	3.0	0.0	0
Legal Services	183	178	5	4	1	3.0	0.0	0
Local Land Charges	53	55	(1)	(2)	1	1.2	0.0	0
Democratic Services	276	241	35	27	7	6.4	0.0	0
Financial Services	489	488	2	(21)	23	10.5	0.0	1
People & Policy	776	710	66	62	4	16.4	0.0	1
Leisure Services	61	60	1	1	0	1.0	0.0	0
Empty Homes	71	57	14	1	13	1.8	0.0	0
<b>Total</b>	<b>7,960</b>	<b>7,840</b>	<b>120</b>	<b>113</b>	<b>8</b>	<b>175.3</b>	<b>0.0</b>	<b>10.0</b>
<b>Adjust - Impact of the Pay award</b>			-					
<b>Additional Leave</b>			46					
<b>Total Staff Savings</b>			166					
<b>Original Savings Target</b>			225					
<b>Savings Target Variance</b>			(59)					

The net employee underspend at Q4 is £120k. Savings relating to additional leave of £46k makes the total staff saving of £166k. The target for the year was £225k leaving a shortfall of £59k at Q4.

Whilst a saving against budget on salaries is beneficial from a financial perspective, there is a risk that this will have a negative impact on the workforce as workloads increase to cover the vacant posts.

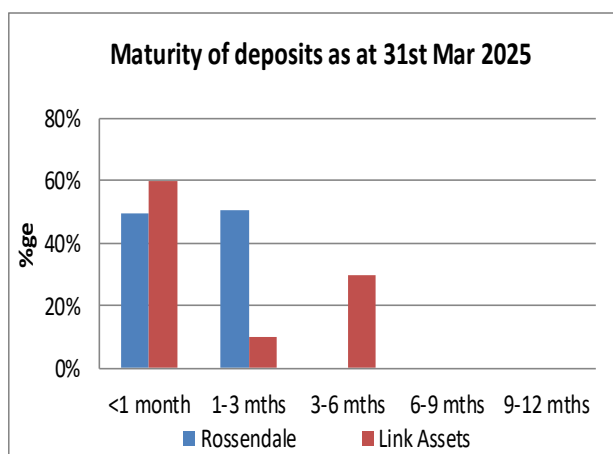
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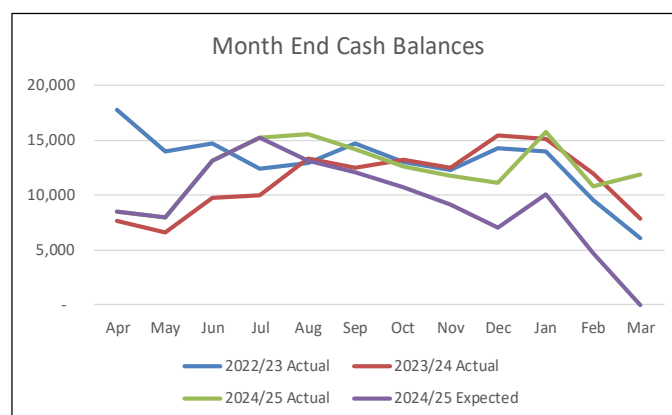
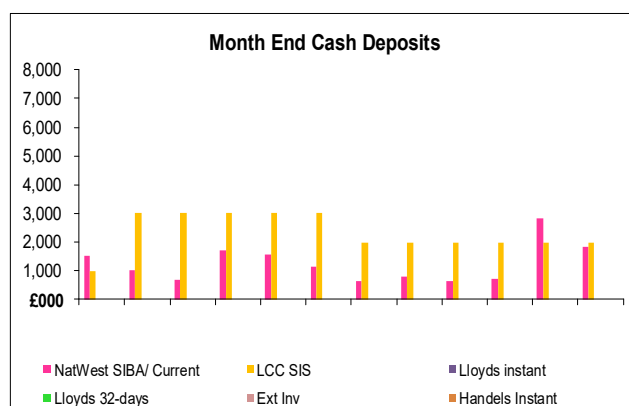
## Treasury Management & Cash Flow Monitoring

At the end of March the bank balances were £11.8m. This is higher than in previous years due to funds being received in advance for capital schemes.

Despite the recent drops in interest rates, over the last two years the Bank Rate has maintained consistently high levels. Given the high rate over the last three years, and the temporary cash balances available to invest, the Council has continued to take a more proactive approach to managing its cash balances in 2024/25 to maximise interest receivable, relative to its budget estimate, and to mitigate the impact of rising costs as far as possible, a result of historically high inflation pressures.



Balances & Interest Rates at 31/03/2025	Current Balance £k	Avg Interest Rate %
NatWest SIBA	1,834	0.10
Lancashire CC Call	2,000	4.50
Handelsbanken instant	-	0.00
External Investments	6,000	4.91
Lloyds instant access	2,000	4.90
Lloyds 12mth Deposit	-	-
<b>Total Bal &amp; Avg interest</b>	<b>11,834</b>	<b>4.09</b>



The Bank of England voted to increase the 'Bank Rate' for the final time on 3rd August 2023, increasing from 5.0% to 5.25%. The Monetary Policy Committee (MPC) then decreased the bank rate in August 2024 by 0.25% back down to 5.0%. A further decrease of 0.5% was announced on 6<sup>th</sup> Feb 2025. The full impact of the fall in rates is not likely to be felt until the second half of the calendar year when cash balances are also anticipated to reduce.

The Council's strategy remains to retain a significant portion of its balances as liquid funds, to ensure it can respond promptly when required to meet its commitments as they fall due (revenue and capital expenditure).

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Instant access arrangements typically return lower interest rates despite the recent change in bank rate. Officers are working to generate the highest level of interest income possible whilst maintaining the ability to access funds when needed.

As per the commentary above, the Council is taking a more proactive approach to fixed and longer-term investments for a smaller proportion of its surplus balances. In accordance with the approved Treasury Management Strategy, these deposits will be placed with high quality Counterparties eg Central Government, Other Local Authorities. The strategy is considered prudent in the context of CIPFA's Prudential Code which prioritises Security and Liquidity over Yield (SLY).

At 31<sup>st</sup> March 2025, the Council's portfolio mix consists of £2m in an LCC call account, £2m in a Lloyds instant access account, £6m on deposit with the Debt Management Office (DMO) which is responsible for debt and cash management for the UK Government, lending to local authorities and managing certain public sector funds. We have deposits for varying periods up to 3 months and liquid funds of £0.7m.

Interest Forecast	Budget 2024/25	Forecast 2024/25	Variance Fav/(Adv)	Change Fav/(Adv)
<b>Revenue</b>				
Interest payable (PWLB)	(109.0)	(109.0)	0.0	0.0
Other interest payable	(1.0)	(1.0)	0.0	0.0
Misc Interest income	0.0	0.0	0.0	0.0
Bank Interest income	120.0	634.0	514.0	514.0
<b>Net Interest</b>	<b>10.0</b>	<b>524.0</b>	<b>514.0</b>	<b>514.0</b>

The average effective interest rate at the end of Q4 was 4.09%.

### Interest Paid/Received

The budget for interest in 2024/25 is a net income of £10.8k. The outturn position is £525k. This is due to higher than anticipated available cash and slower than anticipated reductions in interest rates. This is combined with the reliance on internal borrowing resulting in savings in interest paid on external borrowing.

### Borrowing

The Council has an identified a 'prudential' borrowing need to finance its Capital expenditure plans, in the sum of £6.2m, over the plan period to 2024/25 - 2026/27.

The increase to Bank Rate during the last financial year has affected the borrowing rates on offer from PWLB.

Given the updated cashflow forecast above, the Council's Capital plans, and in accordance with the approved Treasury Management Strategy, the Council continues to assess its borrowing options and timing of any external borrowing, given the delay to the repayment of sums to Government, and the positive impact on its working capital

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## Monthly Financial Monitoring Report 2024/25 Q4 March 2025

### Interest rate forward predictions

The Council's treasury management advisors, MUFG (formerly Link), have reviewed their interest rate forecast over the next 12 months following Bank Rate change at the end of Q4, suggestions of future rate reductions in the short-term and corresponding falling inflation rates.

Link Group Interest Rate View 08.01.24		Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
<b>BANK RATE</b>		<b>5.25</b>	<b>5.25</b>	<b>4.75</b>	<b>4.25</b>	<b>3.75</b>	<b>3.25</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
3 month ave earnings		5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings		5.20	5.10	4.80	4.30	3.80	3.30	3.20	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings		5.00	4.90	4.60	4.10	3.70	3.20	3.20	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB		4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB		4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB		5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB		5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

Link also provide their view of 25 year borrowing rates from the Public Works Loan Board (PWLB). This forecast is based on a concessionary rate reduction to the standard rate for new loans, known as the 'Certainty Rate'. This discount is currently equal to a 20 basis point reduction to the standard rate. For clarity, the above table includes the Certainty Rate.

The Council completed the annual application for access to the Certainty rate for 2025/26 to support its Capital borrowing plans on the most favourable terms available.

### Treasury Management Practices (TMPs) and Prudential Indicators

The Council's Treasury Management Strategy Statement 2024/25 was approved by Council on 28th February 2024.

### Prudential Indicators

The updated Prudential Indicators – taking into account the Q4 Monitoring position are shown below.

Capital Expenditure	Original 2024/25 £'000	Q4 Revised £'000
Climate Change	1,089	840
Corp Services & Buildings	700	1,122
Housing	1,500	2,288
Ops & Coms	2,544	2,146
Regeneration	5,576	3,150
Total	11,409	9,546

CFR	Original 2024/25 £'000	2024/25 Actual £'000
Total CFR	20,040	18,377

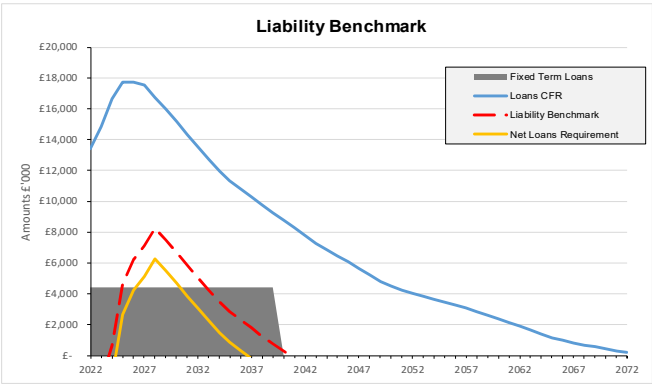
Financing of Capital Expenditure	Original 2024/25 £'000	Q4 Revised £'000
Capital Receipts	-	500
Capital Grants	7,441	7,455
S106	-	263
Capital Reserves	-	-
Earmarked Reserves	-	-
Total in-year resources	7,441	8,218
Net Financing need for year	3,968	1,328

Operational Boundary & Authorised Limit	Original 2024/25 £'000	Revised 2024/25 £'000
Operational Boundary	21,000	21,000
Authorised Limit	23,000	23,000

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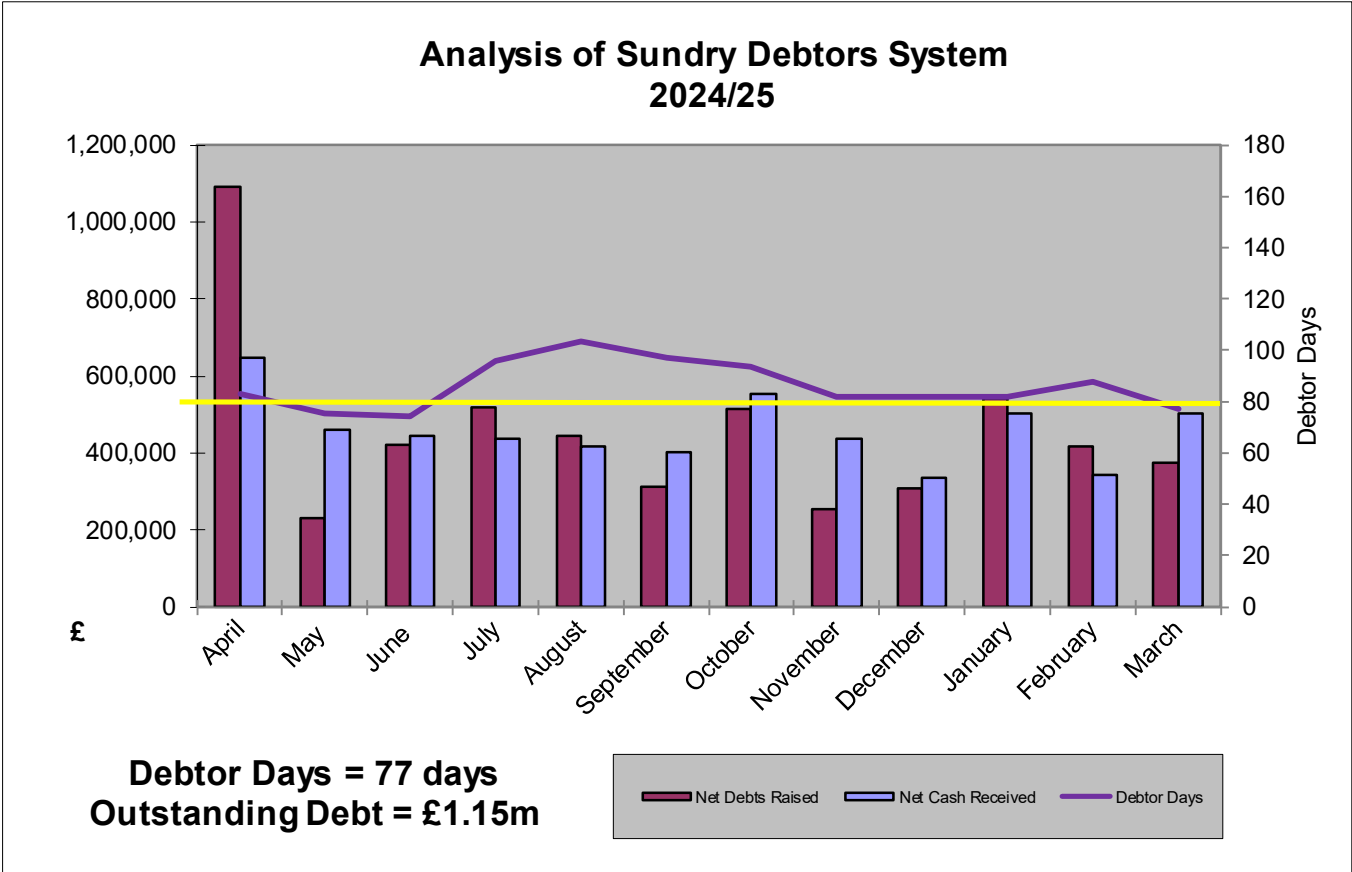
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Ratio of financing costs to net revenue stream	Original 2024/25 £'000	Revised 2024/25 £'000
Interest Payable - Services	109	109
Interest Receivable	(120)	(570)
<b>Net cost of capital</b>	<b>(11)</b>	<b>(461)</b>
Net Revenue Stream	10,256	9,361
<b>Ratio of financing costs to net revenue stream</b>	<b>-0.11%</b>	<b>-4.92%</b>

## Sundry Debts Monitoring

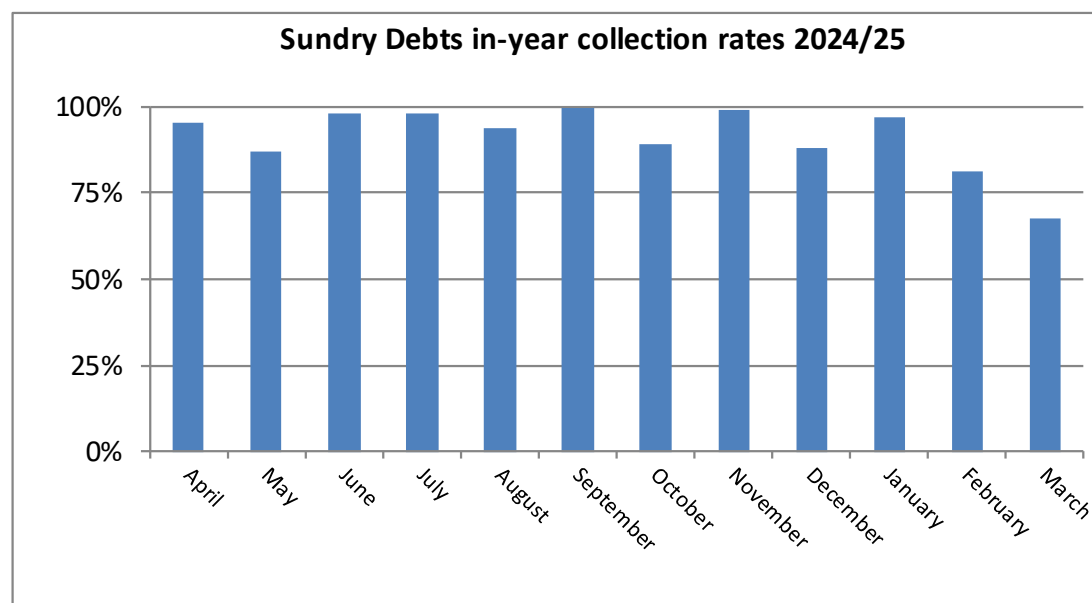
Invoices raised in the year, to the end of Q4 totalled £5,426k. As at March 2025, £437k (8%) of new debts raised in the year were considered outstanding or overdue giving a derived collection rate of 92%.



It should be noted that the high volume of Net Debts raised in April relates to the annual charges for Trade waste and rental of most industrial units.

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## Monthly Financial Monitoring Report 2024/25 Q4 March 2025



### **Doubtful debts**

The debtor days in Q4, based on a rolling 12 month average has reduced from 82 days to 77 days, for collection of sums due. The target average is 80 days.

The Council has set aside sufficient sums in the event of non-recovery of 'aged' debt. The Council will consider any decision to write-off sums in due course following an analysis of recovery attempts eg Debtor has 'gone away' or sums are considered uneconomical to pursue further. Any such decision will be reported to Cabinet in accordance with the Council's Constitution.

The Council had increased the level of cover for bad and doubtful debts by £300k during 2023/24, the Council has a provision of c83% for debts its considered to be at risk of going unpaid (impairment) and c50% for total debt issued and considered overdue.

Given the subsequent collection performance of Q4 debts into 2024/25, the current level of provision is considered adequate but will be maintained under review throughout 2025/26, given the ongoing, challenging economic conditions for individuals and businesses.

The general impairment provision carried forward at 31 March 2025 is at £663k. An exercise is underway involving finance and legal to streamline debt recovery processes.

The debts below exclude the Rossendale Leisure Trust Debt which stood at £1,285m as at 31<sup>st</sup> March 2025.

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Debts Outstanding	Mar 2024	Jun 2024	Sept 2024	Dec 24	Mar 25	Doubtful Debts at 31 March 2025	
	£000	£000	£000	£000	£000	Rate	£000
Earlier Debt	54.5	54.4	54.4	54.0	46.2	100%	46.2
2017/18 Debt	63.6	63.4	63.4	63.3	63.3	100%	63.3
2018/19 Debt	57.5	39.6	39.7	39.7	38.7	100%	38.7
2019/20 Debt	19.8	19.6	19.4	19.3	16.8	100%	16.8
2020/21 Debt	111.7	112.1	111.3	109.8	109.2	100%	109.2
2021/22 Debt	41.5	46.9	45.6	42.3	38.4	75%	28.8
2022/23 Debt	92.7	102.1	98.6	94.3	91.0	50%	45.5
2023/24 Debt :	717.6	345.3	315.3	230.9	192.6	15%	28.9
2024/25 Debt :		520.9	606.3	417.0	221.4	15%	33.2
Q4 Jan					16.9	15%	2.5
Q4 Feb					78.4	15%	11.8
Q4 Mar					120.7	15%	18.1
<b>Total Debt o/s</b>	<b>1,158.9</b>	<b>1,304.3</b>	<b>1,354.0</b>	<b>1,070.6</b>	<b>1,033.6</b>		<b>443.0</b>

### Capital

#### Capital Resources

Table 1 - 2024/25 receipts

Major Receipts:	Original Budget £000	Year to Date £000	Variance Fav/(Adv) £000
<b>Capital Receipts</b>			
Land & Property Sales	50	100	50
Obsolete vehicles and kit	50	28	(22)
<b>Net receipts to table 2</b>	<b>100</b>	<b>128</b>	<b>28</b>

Table 2 - Useable Capital Resources

<b>Useable Capital Resources</b>	<b>£ 000</b>
Balance at April 2024	2,503
Capital Grants in 2024/25	7,455
Capital Receipts in 2024/25	128
	<b>10,087</b>
Revenue Contributions	
from Earmarked Reserves	-
from Revenue Operations	-
<b>Total Capital Resources 2024/25</b>	<b>10,087</b>
Capital Prog funding applied	(7,455)
<b>Total Capital Resources March 2025</b>	<b>2,631</b>
Capital Receipts Reserve (housing)	-
Capital Receipts Reserve (Whitworth)	38
Capital Receipts Reserve (Haslingden)	213
Capital Receipts Reserve (unalloc)	2,380

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## Capital Programme

The Capital Programme for 2024/25 approved in February 2024 was £11,409k  
This includes:

- £5,375k for the Capital Regeneration Programme
- £1,066k for projects relating to the UK Shared Prosperity Fund
- £740k for the replacement of Vehicles and Equipment
- £739k for the Food Waste Collection programme
- £627k for projects included in the Carbon Reduction Fund
- A provisional estimate of £1,000k for DFGs.

A further £7,166k (£2,529k DFG's) of slippage had been included at the start of the year, relating to projects which were ongoing at the end of 2023/24 and prior year allocations not yet spent. Following a review of the slippage carried over from previous years, the total has been adjusted to £6,733 (£2,529k DFG's)

The following are Capital projects that have been approved in the current year (2024/25) giving an additional total of £1,459k

- £274k relating to the purchase of properties for support housing with additional funding from Local Authority Housing Fund.
- £260k relating to funding for the Net Zero Terraced Streets project.
- £240k increase relating to the Whitaker Park improvements project, with additional funding from Lancashire Environmental Fund, FCC Community Action fund and Valencia to cover the additional spend.
- £136k relating to Victoria Park Improvements, with additional funding from Lancashire Environment Fund and FCC Community Action fund.
- £130k relating to Fairview Recreation Ground with a contribution from Section 106 monies received.
- £99k relating to Edgeside Wheeled Sports Facility, with additional funding from FCC Community Action fund.
- £40k increase relating to Haslingden Market, with the additional funding from LCC Better Care Capital Programme
- £15k relating to Knowsley Crescent Play Area with a contribution from Section 106 monies received.
- The original 2024/25 estimate for DFGs included in the programme was £1,000k. The actual grant received in the year is £1,265k, so an additional £265k has been added to the base programme.

Items of estimated slippage and the associated funding arrangements are shown in the table below.

The revised Capital Programme over the life of the MTFS will be amended to reflect the timing variation as outlined above and finalisation of slippage adjustments

## Financing the Capital Programme

The Useable Capital Receipts Reserve holds the balance of the funds generated by the sale of Council assets; the estimated balance brought forward at 1<sup>st</sup> April 2024 is £2,506k. This represents the most effective method of financing the planned Capital spend in 2024/25. This figure is still subject to any effects of post-audit amendments to the 2018/19 through 2023/24 accounts and their impact on subsequent years.

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The total grant income expected for the approved capital programme is £7,455k (including DFGs). Current funding for the slippage carried forward into the 2024/25 capital programme and the additional projects in 2024/25 consists of a mixture of resources, namely grants, capital receipts and (internal) borrowing. The most effective method of funding the Council's capital programme has been determined as part of the end of financial year closedown.

### Current issues

The costs of maintaining and repairing council buildings and of specialised Fleet vehicles continuing to rise, putting increased pressure on the budget.

### Future Issues

The slippage of £8,829k on schemes approved in the 2024/25 programme will be moved into 2025/26 where appropriate, along with the source of financing. This includes £1,792k in DFG's

### Capital Programme Spending

Capital Programme 2024/25	Original Cap Prog	Revised Cap Prog	Spent	Full-Year Forecast	Variance (Adv)/Fav	Estimated Slippage	Adj Variance (Adv)/Fav	Indicative Funding Arrangements			
	£000	£000	£000	£000	£000	£000	£000	Grants/ Contrib'n	Capital Receipts	S106/Res erves /RCCO	RBC Int Borrow
IT Software & Equipment	-	35	53	53	(18)	(18)	-	-	-	-	53
Operations	890	890	887	887	3	3	-	-	500	-	387
Communities	356	1,257	513	513	744	744	-	206	-	190	117
Housing	1,500	4,633	2,292	2,292	2,341	2,341	-	2,233	-	55	5
Henrietta Street Depot Improvements	-	97	151	151	(54)	(54)	-	-	-	-	151
Futures Park	-	33	-	-	33	33	-	-	-	-	-
Town Square	-	20	-	-	20	20	-	-	-	-	-
Property Repairs & Maint	100	114	65	65	49	49	-	-	-	-	64
Car Parks General 22-26 MTFS	30	71	20	20	51	51	-	-	-	-	20
Haslingden 2040 NLHF	-	1,762	430	430	1,332	1,332	-	430	-	-	-
Museum Improvements	-	-	4	4	(4)	(4)	-	-	-	-	4
Mechanics Hall, Bacup	-	-	34	34	(34)	(34)	-	-	-	-	34
Haslingden Market (UKSPF)	450	521	619	619	(98)	(98)	-	619	-	-	-
Waterfoot (UKSPF)	300	300	65	65	235	235	-	65	-	-	-
Rawtenstall Market Electrical Works	101	101	-	-	101	101	-	-	-	-	-
Hareholme Viaduct	-	110	144	144	(34)	(34)	-	25	-	-	119
Carbon Reduction Fund	627	627	127	127	500	500	-	127	-	-	-
Net Zero Terraced Streets	-	260	260	260	0	0	-	260	-	-	-
Whitaker Park Drainage	-	100	96	96	4	4	-	-	-	-	96
Stubbylee Park Drainage	40	40	-	-	40	40	-	-	-	-	-
Trickett's Memorial Ground	129	129	125	125	4	4	-	107	-	18	-
Electric Vehicle Charge Points	172	172	164	164	8	8	-	164	-	-	-
Food Waste Collections	739	739	211	211	528	528	-	211	-	-	-
Waste Transfer Station	130	225	237	237	(12)	(12)	-	-	-	-	237
Leisure Various	370	478	331	331	147	147	-	290	-	-	41
Legacy Liabilities	100	265	-	-	265	265	-	-	-	-	-
Capital Regeneration Projects (LUF)	5,375	6,622	2,720	2,720	3,902	3,902	-	2,720	-	-	-
	11,409	19,601	9,546	9,546	10,055	10,055	-	7,455	500	263	1,328

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Slippage items bfwd at end of 2023/24	Costs '£000	Indicative Funding Arrangements			
		Grants/ Contrib'n	Capital Receipts	RCCO (reserves or S106)	RBC Int Borrow
<b>Communities Directorate</b>					
Playgrounds Improvements	3				3
Pathways Improvements	18				18
Victoria Park Improvements	59				59
Edgeside Park	34				34
UKSPF	198	198			
Sub-total Communities	<b>312</b>	<b>198</b>	<b>-</b>	<b>0</b>	<b>114</b>
<b>Economic Development Directorate</b>					
Hareholme Viaduct	110				110
Leisure Facilities upgrade	108				108
Spinning Point - Build Phase 1 (Bus Station)	20				20
Haslingden 2040 NLHF	1,762	1,762			
Car Parks General 22-26 MTFS	11				11
Whitaker Parking (Includes Stubbylee Parking)	30				30
Whitaker Park (Drainage Project)	100				100
General Building Renovations & Maintenance	14				14
Henrietta Street Depot Improvements	97				97
Waste Transfer Station	95				95
Futures Park Infrastructure	33				33
Legacy Liabilities (Various Schemes)	200				200
Sub-total Econ Devmt	<b>2,580</b>	<b>1,762</b>	<b>-</b>	<b>-</b>	<b>818</b>
<b>Housing</b>					
DFG'S - Mandatory Grants	2,529	2,529			
Clare House, Rawtenstall (1 Queen St)	9				9
Supported Accommodation	56			56	
Sub-total Housing	<b>2,594</b>	<b>2,529</b>	<b>-</b>	<b>56</b>	<b>9</b>
<b>Levelling Up Fund</b>					
Bacup Market	183	183			
Union Street	185	185			
Rawtenstall Market	210	210			
Gyratory	219	219			
Rawtenstall Connected	250	250			
The Bridge	200	200			
Sub-total Levelling Up Fund	<b>1,247</b>	<b>1,247</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>6,733</b>	<b>5,736</b>	<b>-</b>	<b>56</b>	<b>941</b>

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### Minimum Revenue Provision (MRP)

Minimum Revenue Provision (MRP)	MRP Budget 2024/25	Revised MRP Required	(Additions) / Underspend 2024/25
Corporate	£000	£000	£000
	644	683	-39
	644	683	-39

MRP is the annual revenue repayment of internal funds used to support capital work.

Following a review of the Capital projects in the year, the MRP cost is £39k higher than anticipated.

### Section 106 Receipts Monitoring

The value of S106 agreements brought forward on the 1<sup>st</sup> April was £868.7k. To the end of March 2025, there have been one new S106 deposit of £65k and £329.3k of monies held have been applied to fund expenditure.

<b>Section 106 Agreements 2024/25</b>	<b>Third Party Projects</b>	<b>RBC Revenue Projects</b>	<b>RBC Capital projects</b>	<b>Total Held</b>
	£000	£000	£000	£000
Balance bfwd at 1st April 2024	290.8	74.9	503.1	868.7
Deposits received in 2024/25	17.2		47.8	65.0
Deposits applied in 2024/25	(56.9)	(10.0)	(262.4)	(329.3)
<b>Current Balance</b>	<b>251.1</b>	<b>64.9</b>	<b>288.5</b>	<b>604.4</b>

<b>Section 106 Agreements in detail</b>	<b>Third Party Projects</b>	<b>RBC Revenue Projects</b>	<b>RBC Capital projects</b>	<b>Total Held</b>
<b>Balance bfwd at 1st April 2024</b>	<b>290.8</b>	<b>74.9</b>	<b>503.1</b>	<b>868.7</b>
Douglas Rd		(10.0)		(10.0)
Croft End Mill	(56.9)			(56.9)
Land off Oaklands Dr, Rawtenstall			(4.8)	(4.8)
Land at Station Rd, Whitworth			(12.4)	(12.4)
Scout Moor Wind Farm Yr17	17.2			17.2
Dark Lane			(17.2)	(17.2)
Rear 85 Grane Rd			(17.1)	(17.1)
Forest Mill (ALDI)			47.8	47.8
Land rear of Grane Rd			(4.7)	(4.7)
Land off Oaklands Drive			(1.3)	(1.3)
Weavers Dene			(25.5)	(25.5)
Slack Gate Farm			(23.8)	(23.8)
Reeds Holme			(120.5)	(120.5)
Dark Lane			(35.0)	(35.0)
	<b>251.1</b>	<b>64.9</b>	<b>288.5</b>	<b>604.4</b>

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## Council Tax & NNDR Collection Rates

Cumulative Collection	Council Tax						Business Rates					
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
April	10.51	10.04	10.90	10.44	10.11	10.09	12.22	10.24	8.60	12.78	12.79	12.17
May	19.70	18.96	19.70	19.44	19.48	19.04	21.07	18.89	16.20	31.81	21.29	20.42
June	28.63	27.62	28.70	28.35	28.19	27.89	28.68	25.62	24.30	28.16	28.19	28.00
July	37.86	36.56	37.66	37.21	37.09	36.96	37.37	33.92	33.96	35.83	36.52	36.83
August	46.90	45.24	46.71	46.21	46.01	45.05	50.82	48.55	47.63	47.86	51.19	49.1
September	56.01	54.29	55.43	55.64	54.92	54.93	58.34	57.84	56.05	55.54	58.11	58.14
October	65.23	63.29	71.16	64.55	64.03	63.36	67.52	68.97	64.90	64.73	65.99	65.08
November	74.78	72.30	78.43	73.49	72.93	72.93	74.26	77.15	73.09	74.88	74.92	74.41
December	83.33	80.90	82.12	82.25	81.50	80.96	82.70	85.92	81.41	81.91	81.93	82.70
January	92.48	89.90	90.96	91.22	91.05	89.96	90.91	90.17	89.30	94.79	90.27	92.18
February	94.60	92.37	93.43	93.85	93.37	92.84	95.00	93.66	95.13	94.73	94.23	93.93
March	96.32	95.72	95.59	95.95	95.75	95.31	97.78	94.19	98.15	98.85	98.60	98.38

Collection rates for Council Tax are recovering but are not yet back at pre-pandemic levels with collection performance for 2024/25 slightly below that of 2019/20 (-1.01%). This remains an area of focus into 2025/26 given the 'Cost of Living Crisis' and potential impact on future collection.

For Business Rates however, the situation is harder to gauge as collection rates were distorted in 2022/23 by the Covid relief the Government distributed. 2023/24 were also distorted by the transitional reliefs given to businesses due to the Business Rates revaluation, which kicked in from April 2023. As at end of year the collection rates in 2024/25 are in line with previous years which is positive.

## Council Tax Collection Fund

At the time of this report the estimated surplus on the Council Tax collection fund is forecast at £1,004k. This includes a £1,003k contribution for doubtful debts. This year RBC's share of the Council Tax is 13.56%, equating to £134k of the forecast surplus.

Council Tax Forecast 2024/25	Q1 £'000	Q2 £'000	Q3 £'000	Q4 £'000
Council Tax Collectable (after Discounts & Exemptions)	50,996	50,626	50,621	50,333
less Doubtful Debt Provision	(500)	(500)	(500)	(1,003)
	<b>50,496</b>	<b>50,126</b>	<b>50,121</b>	<b>49,330</b>
less Precepts for 2024/25				
Lancashire County Council	(34,539)	(34,539)	(34,539)	(34,539)
Police	(5,503)	(5,503)	(5,503)	(5,503)
Fire	(1,770)	(1,770)	(1,770)	(1,770)
Rossendale Borough Council	(6,444)	(6,444)	(6,444)	(6,444)
Whitworth Town Council	(70)	(70)	(70)	(70)
	<b>(48,325)</b>	<b>(48,325)</b>	<b>(48,325)</b>	<b>(48,325)</b>
<b>Surplus / (Deficit)</b>	<b>2,171</b>	<b>1,801</b>	<b>1,796</b>	<b>1,004</b>
<b>RBC Share = 13.56%</b>	<b>294</b>	<b>240</b>	<b>240</b>	<b>134</b>

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### Local retention of Business Rates (NNDR)

Under the business rates scheme, variances from the original budgets fall into two categories – those arising from changes to the collection fund and those arising from grants and levies received or charged to the General Fund.

Business Rates Collection Fund 2024/25 (50% Pool)		NNDR1 £000	Q1 £000	Q2 £000	Q3 £000	Out-turn £000
Net Liability Due		13,297	14,275	14,392	14,028	13,793
Use of Appeals Provision		0	0	0	0	666
Less Cost of Collection Allowance		(97)	(97)	(97)	(97)	(97)
Less Doubtful Debt Provision		(300)	(300)	(300)	(300)	0
Less Appeals Provision		(500)	(500)	(500)	(500)	0
Less Renewables 100% to RBC		(279)	(279)	(279)	(279)	(231)
<b>Net NNDR due</b>	<b>A</b>	<b>12,120</b>	<b>13,099</b>	<b>13,216</b>	<b>12,852</b>	<b>14,131</b>
Transitional reliefs	B	861	861	766	774	727
Less Precepts		(15,310)	(15,310)	(15,310)	(15,310)	(15,310)
Cash Surplus/(Deficit)	C	(2,329)	(1,350)	(1,328)	(1,684)	(452)
<b>RBC Share = C x 40%</b>	<b>D</b>	<b>(932)</b>	<b>(540)</b>	<b>(531)</b>	<b>(674)</b>	<b>(181)</b>
Central Government share 50%			(675)	(664)	(842)	(226)
LCC and Fire share 10%			(135)	(133)	(168)	(45)

The business rates collection fund is now predicting a deficit of £452k in 2024/25, the Council retains a local share of any surplus or deficit arising at year-end from activity on the fund, in the sum of 40%, thus the Council's share of the deficit would be £181k. This is largely due to the rebasing exercise which took place in 2023/24. Whilst there is an adequate appeals provision within the Collection fund to cover the cash refund due on any appeals, the rateable value reduction of any successful valuation appeals will adversely affect the Council's in-year cashflow, because although the net liability due from the businesses has decreased, under existing legislation, the Council is required to make good its payments to major preceptors as originally assumed, despite a reduction in Collection Fund income. It should be noted however that there are no outstanding appeals from the 2017 list.

RBC General Fund / Pooling gains		NNDR1 £000	Q1 £000	Q2 £000	Q3 £000	Out-turn £000
Business Rates Income	A+B	12,981	13,960	13,982	13,626	14,858
RBC Share = 40%		5,192	5,584	5,593	5,450	5,943
less tariff paid to Lancashire Pool		(3,459)	(3,459)	(3,459)	(3,459)	(3,459)
add S31 Grants (for Levy calculation)	E	2,943	997	997	997	1,487
Subtotal		4,676	3,122	3,131	2,988	3,971
RBC Baseline Funding Level used in Budget		2,261	2,261	2,261	2,261	2,261
<b>Surplus for Levy Calculations</b>	<b>F</b>	<b>2,415</b>	<b>861</b>	<b>870</b>	<b>727</b>	<b>1,710</b>
Levy due for non Pool membership 50%		(1,208)	(430)	(435)	(364)	(855)
Levy payable as Pool member 10% of above	G	(121)	(43)	(43)	(36)	(86)
<b>Retained Levy through Pool membership</b>		<b>1,087</b>	<b>387</b>	<b>391</b>	<b>327</b>	<b>770</b>

The Council, is part of the Lancashire Business Rates Pool, each year the Council is subject to a levy payment of 50% of calculated business rates growth, above its baseline funding level, as determined annually in the Local Government Finance Settlement. Membership of the Pool restricts this levy to 10% (of the 50% levy) and allows the Council to hold the balance as 'retained levy' thus reducing the total value of sums paid over to central Government, to apply locally. Therefore in addition to the anticipated deficit the Council will generate as above, a pooling gain is estimated of £1,710k. The February 2024 MTFS included a contribution of an

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estimated pooling gain of £500k, the current forecast out-turn position is a £270k surplus against that income budget.

Central government also gives authorities Section 31 grants to cover small business reliefs and other government-backed schemes. In the NNDR1 budget submission in January 2024 the estimate for those grants totalled £2,798k.

Business Rates Summary		NNDR1 £000	Q1 £000	Q2 £000	Q3 £000	Out-turn £000
Business Rates Surplus/(Deficit) 2023/24	F	2,415	861	870	727	1,710
less Lancashire Pooling Levy	G	(121)	(43)	(43)	(36)	(86)
Renewable Energy		279	279	279	228	231
<b>Overall Gain/(loss)</b>	<b>H</b>	<b>2,574</b>	<b>1,097</b>	<b>1,106</b>	<b>919</b>	<b>1,856</b>
Business Rates Retention Reserve Bfwd		1,028	1,028	1,028	1,028	1,028
Business Rates Cash Surplus/(Deficit) 2023/24		(804)	(804)	(804)	(804)	(804)
Business Rates Cash Surplus/(Deficit) 2023/24	H	2,574	1,097	1,106	919	804
Less Budgeted Utilisation		0	0	0	0	0
<b>Total Retained Business Rates Resources Cfw</b>		<b>2,798</b>	<b>1,321</b>	<b>1,330</b>	<b>1,143</b>	<b>1,028</b>

The table shows the potential impact on the Business Rates Retention Reserve. At the end of Q4 it is anticipated that RBC will transfer an additional £411k (40% of £1,028k) in overall NNDR Gain. This is primarily due to government awards to cover inflationary pressures which had not been accounted for in the MTFS. This is net of the gain on net renewable energy which RBC have previously taken to the Energy reserve and it is anticipated the same will happen in 2024/25.

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Glossary

### Accrual

An adjustment at year-end to charge costs or income due in the old year, regardless of whether the cash has been paid or received. Accounts are prepared on an accruals basis in order to match the income for each financial year with the costs attributable to the same time period.

### Capital expenditure

Spending on the acquisition or maintenance of assets either directly by the Council or indirectly in the form of grants to other persons or bodies. Expenditure that does not fall within the definition must be charged to a revenue account.

### Capital Grants Received in Advance

Grants received in cash during the year, but not spent or committed, are held on the Balance Sheet in the Short-term Liabilities area as Capital Grants Received in Advance, acknowledging the potential requirement to pay these grants back should the related project not go ahead or underspend.

### Capital Receipts

Proceeds from the sale of fixed assets, such as land or buildings, or the repayment of capital grants or advances. These funds form part of the Council's Useable Reserves, though they are ring-fenced for capital projects rather than revenue costs.

### Cash & Cash Equivalents

Cash deposits are those which provide instant access to the funds without significant penalty or loss of interest. For the Council this is the balance on the NatWest accounts and two other instant access accounts with Lloyds and Handelsbanken. This is in comparison to short- and long-term *Investments* in which funds are untouchable during the life of the deposit.

### Collection Fund

Rossendale Borough council collects funds on behalf of other precepting bodies, Lancashire County Council, Fire and Police as well as central government and Whitworth Town Council from domestic and commercial properties in the borough. These amounts are formally ring fenced in the Collection Fund and then distributed amongst the precepting bodies in line with their demands as set in the annual budget setting meeting. At the end of the year each precepting body has their share of the arrears, the doubtful debt provision or appeals provision and the accumulated surplus or deficit. Rossendale Borough Council accounts for its own share, but holds the other preceptors shares separately on an agency basis. Hence, within the Council Tax and Business Rates monitoring members will see the overall position and the RBC share clearly identified.

### Compulsory Purchase Order (CPO)

Compulsory acquisition of key properties in accordance with the Council's regeneration agenda. Compensation must be paid to the property owners, but where they cannot be traced the Council must deposit the funds with the courts for a minimum of 12 years.

### Consumer Price Index (CPI)

The consumer price index (CPI) is a measure estimating the average price of consumer goods and services purchased by households. It is a price index determined by measuring the price of a standard group of goods meant to represent the typical market basket of a typical urban consumer and how this changed in the previous 12 months.

### Earmarked Reserves

Cash-backed funds identified to fund specific projects in the future.

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Full Time Equivalent (FTE)

Each full-time post within the Council works 37 hours per week. Part-time posts are expressed in relation to this, for example a post working 4 days a week would be 0.8FTE.

## General Fund

The main revenue fund of the Council.

## Grants Unapplied

Unlike Capital Grants Received in Advance, there is no requirement to repayment of these grants. The unspent balance will be released into capital or revenue in the coming years as projects come online. These funds form part of the Council's Useable Reserves.

## Investments

The Council invests surplus cash in short- and long-term deposits in accordance with the Treasury Management Strategy and Practices revised in February each year. In this context short-term includes anything up to 365 days, and long-term is for more than one year. Funds deposited in such investments are not accessible until the end of the agreed terms.

## MUFG Corporate Markets (formerly Link Asset Services)

Link Asset Services (formerly Capita & Sector) is the company which provides the Council with Treasury Management advice, including daily market reports and predictions, credit rating updates, interest rate forecasts and annual reviews of our strategy and practices ahead of the February reports to Full Council.

## Medium Term Financial Strategy (MTFS)

The Council's financial planning document for the foreseeable future.

## Minimum Revenue Provision (MRP)

The minimum amount which must be charged to the Council's revenue account each year and set aside as provision for credit liabilities, as required by the Local Government and Housing Act 1989.

## Ministry of Housing, Communities and Local Government (MHCLG)

The former Department of Communities and Local Government (DCLG) and Department for Levelling Up, Housing and Communities (DLUHC) has been redesignated as the Ministry of Housing, Communities and Local Government, or MHCLG.

## National non-domestic rates - now Business Rates (NNDR)

National non-domestic rates for commercial premises are set annually by the government and collected by all local authorities. The localisation of business rates in April 2013 meant that the National pool no longer exists, but the acronym NNDR is still widely used in local government circles.

## Provision

Cash 'put aside' for expenditure on an intended project which has not commenced or is not complete at the year-end, but which has been contractually committed.

## Provisional

Best forecast given current knowledge.

## Public Works Loans Board (PWLb)

The PWLB is a central government statutory body which lends funds to local authorities with advantageous interest rates. Interest rates are published daily and local authorities provide the PWLB with annual estimates of cash requirements in return for certainty on the availability of funds and the interest rates being charged.

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# Monthly Financial Monitoring Report 2024/25 Q4 March 2025

## Reserve

Amounts included in one financial year’s accounts to provide for payment for goods or services, whether revenue or capital, in a future financial year.

## Revenue account

An account that records an authority’s day-to-day expenditure and income on such items as salaries and wages and other running costs of services.

## Section 106 Agreement

Planning agreement whereby developers make a contribution towards specific projects linked to their development as a condition of planning application approval. Deposits may be for revenue or capital schemes, but application of the funds are dependent on firstly the developer, and then the Council, pursuing the projects specified within the agreement.

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<b>Subject:</b>	Performance Management Report Quarter 4 2024/25 (January, February, March 2025)	<b>Status:</b>	For Publication
<b>Report to:</b>	Cabinet	<b>Date:</b>	2 <sup>nd</sup> July 2025
<b>Report of:</b>	Head of People and Policy	<b>Lead Member:</b>	Environment and Corporate Services
<b>Key Decision:</b>	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment:</b>	Required:	No	Attached: No
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### 1. RECOMMENDATION

- 1.1 Cabinet to note and consider the Council's performance during Quarter 4 2024-25 as detailed in this report and Appendix 1.

### 2. EXECUTIVE SUMMARY

- The Q4 Performance Management Report details the Council's performance in relation to the [Valley Plan 2021-25 \(Our Place, Our Plan\)](#) during the months January, February and March 2025.
- The report provides an update in relation to the Council's performance measures, action summaries and recommendations for improvement, compliments and complaints, and corporate risks.
- The report concludes 6 performance measures reported as 'red' and 1 corporate risks reported as 'red' on the RAG status.
- During Q3, the Council received 15 compliments, 52 complaints and 2 Local Government Ombudsman enquiries.

### 3. BACKGROUND

- 3.1 This report aims to summarise the Council's performance during Q4 2024-25 for Cabinet. Cabinet plays a strong role in scrutinising the Council's performance to highlight issues that may require further action.
- 3.2 The Council continues to use the Red, Amber, Green (RAG) rating status and direction of travel indicator to monitor performance and demonstrate performance trend in comparison to previous outturns.
- 3.3 The reviewed performance measures continue to be categorised 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. A 'Higher or Lower' column is included to provide clarity to whether the performance should be operating either higher or lower than the target to increase/improve the Council's performance.

- 3.4 Where applicable, performance measures 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.
- 3.5 The Q4 Performance Management Report is attached as Appendix 1.

#### 4. DETAILS

- 4.1 The Council's performance is assessed quarterly via performance measures, action summaries and recommendations for improvement. Further details are included within the Q4 Performance Management Report, 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	4	3	-	-
A High Quality Environment	19	-	1	-
Healthy and Proud Communities	11	1	2	-
Effective and Efficient Council	17	5	3	-

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**

To support a thriving local economy, Rossendale has progressed multiple initiatives across its towns. The Bacup Market scheme has been paused to evaluate and maximise the project's impact on the town, and the operation of Rawtenstall Market is now being managed by the Council with preparations for its temporary relocation to the Town Square underway.

The Plan for Neighbourhoods Programme is still in its early stages of development, and Waterfoot continues to see investment in arts and infrastructure.

Economically inactive residents continue to be supported via the Rossendale Works Programme and businesses have been provided with ongoing day-to-day support, alongside Rossendale Digital to modernise and upskill businesses digitally.

4 Green Flag awards have been submitted for Stubbylee Park (Bacup), Library Gardens (Rawtenstall), Hempstead Memorial Garden (Bacup), and Whitworth Memorial Garden.

- 4.4 During Q4, 4 performance measures were reported within the 'green' RAG status, and 3 within 'amber'.

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

The Bartec waste management system has been fully integrated into the Council's website, enhancing customer service and operational efficiencies. Enforcement against environmental offences has continued, with fines and prosecutions issued for fly-tipping, abandoned vehicles, and community protection breaches.

Continued support has been provided to community groups, with additional ‘community clean-up’ days at West View Play Area and Prinny Hill in Haslingden.

The Council has successfully installed an air-handling unit at Marl Pits Leisure Centre and has secured an additional £1.4m Public Sector Decarbonisation Scheme funding to continue to decarbonisation of Marl Pits.

Plans for the improved Waste Transfer Station at Henrietta Street were put on hold and are being reviewed to explore alternative locations, including Futures Park, Bacup.

- 4.6 During Q4, 19 performance measures were reported within the ‘green’ RAG status, and 1 within ‘red’.

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

The Edenfield Neighbourhood Plan was approved via referendum in February 2025 and is set for formal adoption by Full Council.

The Council launched a Physical Activity and Sport Strategy highlighting a commitment to making physical activity central to wellbeing. Additionally, the Leisure Facilities Working Group has continued to progress several identified actions including the Leisure Asset Review and options appraisal for the future use of Marl Pits’ Pavilion.

Round 6 of the Household Support Fund was fully allocated to local food groups, with future plans for a food hub underway. A Ukraine Commemoration Event in March 2025 welcomed over 120 residents, and four Ukrainian families have been supported into private accommodation.

- 4.8 During Q4, 11 performance measures were reported within the ‘green’ RAG status, 1 within ‘amber’, and 2 within ‘red’.

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

The Council has produced a balanced budget for 2025/26 and has updated its four-year Medium-Term Financial Strategy.

Following extensive consultation with stakeholders, the Council has refreshed its Valley Plan (2025–2029).

In response to the proposed Local Government Reorganisation, a formal letter from Lancashire has been submitted to central government. The Council has shared communications with residents and staff relating to the Council’s current position.

- 4.10 During Q4, 17 performance measures were reported within the ‘green’ RAG status, 5 within ‘amber’, and 3 within ‘red’.

4.11 **Compliments and Complaints**

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



4.12		<b>Q4 2023-24</b>	<b>Q3 2024-25</b>	<b>Q4 2024-25</b>
	Number of Compliments	20	15	15
	Highest nature of Compliments	80% (16) Staff member/team	100% (15) Staff member/team	80% (12) Staff member/team
	Highest Service Area with Compliments	Operations – 11	Operations - 12	Operations - 11

The number of compliments has remained the same when compared to the previous quarter. During Q4, 80% of compliments were in relation to 'staff member/team', 11 of these were for the Operations team.

#### 4.13 Examples of compliments received during Q4:

- *'Thank you to the Operations Team for helping with the removal of fly-tipping.'*
- *'My dealings with Council Tax have always been helpful and stress free. Everybody I have spoken to has been kind, professional, and able to answer any query I have had.'*
- *'Thank you to Communities and Finance for supporting me with my Household Support Fund application.'*

4.14		<b>Q4 2023-24</b>	<b>Q3 2024-25</b>	<b>Q4 2024-25</b>
	Number of Complaints	31	31	52
	Highest nature of Complaints	16% (5) Council Tax Charges/Decision	19% (6) Property/Land	19% (10) Bins/Bin Collection
	Highest Service Area with Complaints	Capita – 10	Operations - 8	Operations – 19

The number of complaints received has increased by 21 when compared to the previous quarter and when compared to Q4 last year.

#### 4.15 **Local Government Ombudsman (LGO) Enquiries**

During Q4, 2 new enquiries was received from the LGO. 1 preliminary enquiry and 1 premature enquiry.

#### 4.16 **Corporate Risk Register**

4.17 The Council continues to review and monitor its 10 Corporate Risk Register. During Q4, 3 Corporate Risks were reported within the 'green' RAG status, and 6 within 'amber'. 1 Corporate Risk was reported within the 'red' RAG status.

- Corporate Risk 9 – Financial Sustainability of Council Owned Leisure Assets

## 5. RISK

- 5.1 The Council's Corporate Risk Register continues to be monitored by the Corporate Management Team on a quarterly basis in line with the Council's Risk Management Strategy and is referred to within the Q4 Performance Management Report, pages 17-28.

**6. FINANCE**

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

**7. LEGAL**

- 7.1 As recommended by the Investigatory Powers Commissioner's Office, the Council is required to monitor and report on the use of authorisations under the Regulation of Investigatory Powers Act (RIPA). There have been no authorisations sought in Q4. There are no immediate legal considerations attached to the recommendations within this report.

**8. POLICY AND EQUALITIES IMPLICATIONS**

- 8.1 Effective performance management is important to the Council, and the Council is committed to improving its services. In completing this report, consultation has been undertaken with the Corporate Management Team and Portfolio Holder for Resources.

**9. REASON FOR DECISION**

- 9.1 Monitoring the Council's performance will enable Cabinet to identify and consider any service actions, projects, performance measures or corporate risks requiring further action.

Background Papers	
Q4 Performance Management Report	Appendix 1
Q4 Performance Management Dashboard	Appendix 2

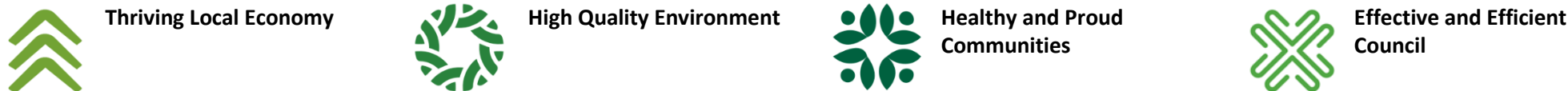
# Performance Management Report

## Quarter 4 - 2024-25



## Performance Management Report – Quarter 4 2024/25

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 2024/25. The information included within this report relates to Quarter 4 (Q4) 2024/25 – **January, February, and March 2025**.

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	2023-24 Outturn	Higher or Lower	2024-25 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
<b>Tier 1</b>									
Percentage of empty shops across the borough	22%	Lower	14%	23.4%	21.35%	19.7%	19.09%	AMBER ↑	N/A
Increase the attractiveness of Rossendale's main town centres by 5% per annum, reported during Q3 (Resident Survey)	38%	Higher	43%	-	-	45%	-	GREEN ↑	N/A
Increase the vibrancy of Rossendale's main town centres by 5% per annum, reported during Q3 (Resident Survey)	29%	Higher	34%	-	-	33%	-	GREEN ↑	N/A
Productivity of local businesses measured through the revenue generated by each employee per annum, reported during Q1 (Office for National Statistics)	£45,685	Higher	£54,500	£52,767	-	-	-	AMBER ↑	N/A
Number of economically inactive residents engaged through the Rossendale Works Programme per annum, cumulative figure	110	Higher	60	43	68	91	101	GREEN ↑	N/A
Reduce the borough's unemployment rate per annum, cumulative figure (LGA – id:5472)	4%	Lower	3%	4%	4.2%	4%	3.9%	AMBER ↑	4 <sup>TH</sup> QUARTILE FG – 3.1% (Q4 2024/5) NLA – 3% (Q4 2024/5)
<b>Tier 2</b>									
Number of business support referrals per annum, cumulative figure	147	Higher	120	36	77	100	123	GREEN ↑	N/A
<b>Performance Summary</b>									

- Following feedback from statutory consultees, the proposed designs for the new Bacup Market and public realm scheme on Union Street were revised, resulting in additional costs outside the project's scope. The scheme was placed on hold to explore alternative options that maximise the project's impact for the town. Throughout this process, the Bacup 2040 Board were consulted, and architects were appointed to develop a revised scheme.

- Haslingden's National Lottery Heritage Fund public realm scheme has been re-tendered. A temporary traffic regulation order has been issued in preparation for the works within the scheme. The on-site works are expected to begin in June 2025.
- Seven shops in Haslingden have received support through the shop front grants, helping to enhance the overall appearance of Haslingden town centre. In addition, 34 Deardengate (former Creative Bathrooms property) has been identified for redevelopment by a Rossendale-based business to transform the building into a training centre and office facility. A grant funding opportunity will be submitted to the Board for approval.
- The Council's existing Rawtenstall market operators, Play Market Management, exited Rawtenstall Market in March 2025 and the facility being managed by the Council. Temporary market stalls have been procured and Market Traders are kept informed of updates, including the timeline for the relocation to the temporary site at Rawtenstall Town Square.
- Rawtenstall's Long-Term Plan for Towns project and Board has been re-established as the Plan for Neighbourhoods. The funding aims to improve access to employment and related opportunities. The Board activities have been refreshed to develop an outline for the proposed allocation of funding against existing Corporate Priorities and masterplans.
- Five art pieces for Waterfoot town centre have been developed and will be installed during 2025/26. Other capital projects including; the Trickett's Arcade shop, temporary town square, new signage, and tunnel mural—will be carried forward into the 2025/26 UK Shared Prosperity Funding programme to ensure continued quality and impact.
- The Council has continued to support the newly established Waterfoot Arts Group to explore additional investment opportunities for Waterfoot. These discussions will feed into the Plan for Neighbourhoods project.
- Rossendale's Digital Tech Hub has continued to engage with local businesses to support digital modernisation and upskilling. A series of engagement activities have been delivered including; a monthly 'Tech Talk' featuring guest speakers, including the CIO of Asda, and a regular 'Lunch and Learn' networking session.
- In collaboration with Valley Heritage and Manchester School of Architecture a project to identify a sustainable new use for Waterbarn Chapel will conclude in May with a final viability report and development proposal.
- Together with Rossendale Heritage Futures Steering Group a comprehensive list of 17 local heritage assets has been identified. The list will be refined to identify 5 priority assets requiring future investment and focus.
- Existing Rossendale Works participants were supported during Q4 however, no new participants were enrolled onto the scheme pending confirmation of the project's future. Full Council has approved the continuation of the programme for 2025/26, which will be funded through the UK Shared Prosperity Fund.

- To enhance Rossendale's visitor assets, four parks have been submitted for the 2025/26 Green Flag Award: Stubblelee Park (Bacup), Library Gardens (Rawtenstall), Hempstead Memorial Garden (Bacup), and Whitworth Memorial Garden. Management plans have been developed for each site, and ongoing support has been provided to local community groups in preparation for the judging process.

#### **Actions for Improvement**

- Steady progress to reduce the number of vacant retail units from 23% to 19%, with significant improvements in Haslingden, have been made. Each of the four town centres have action plans aimed at improving their vibrancy, increasing footfall, and therefore tackling the number of vacant shops. In addition to the wide range of capital projects, such as the improvements to markets, further activities are being explored and developed to bring more people into the towns.



## 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	2023-24 Outturn	Higher or Lower	2024-25 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
<b>Tier 1</b>									
Increase the household waste recycling rate per quarter (LGA id: 46)	32.3%	Higher	34%	33.8%	32.4%	30.1%	29.9%	<b>RED</b> ↓	<b>4<sup>TH</sup> QUARTILE</b> FG – 38.1% (2022/23) NLA – 43.2% (2022/23)
Residual household waste collection rate per annum, cumulative figure (LGA id: 45)	510.6kg	Lower	540kg per household	125.4kg	242.1kg	359.9kg	475kg	<b>GREEN</b> ↑	<b>4<sup>TH</sup> QUARTILE</b> FG – 491kg (2022/23) NLA – 439.2kg (2022/23)
Increase resident satisfaction in relation to the cleanliness of Rosendale's areas by 5% per annum, reported during Q3 (Resident Survey)	74%	Higher	79%	-	-	78%	-	<b>GREEN</b> ↑	N/A
Average removal time of fly-tipping per quarter	4 days	Lower	5 days	4.4 days	4.6 days	3.9 days	4.8 days	<b>GREEN</b> ↓	N/A
Initial investigation of fly-tipping per quarter	4 days	Lower	5 days	4 days	4 days	5 days	5 days	<b>GREEN</b> █	N/A
Initial investigation of abandoned vehicles per quarter	4 days	Lower	5 days	5 days	4 days	4 days	5 days	<b>GREEN</b> ↓	N/A
Initial investigation of trade waste issues per quarter	4 days	Lower	5 days	4 days	4 days	5 days	5 days	<b>GREEN</b> █	N/A
<b>Tier 2</b>									
Percentage of general waste bins collected as per schedule per quarter	99%	Higher	95%	99%	99%	99%	99%	<b>GREEN</b> █	N/A
Percentage of trade waste bins collected as per schedule per quarter	99%	Higher	95%	99%	99%	99%	100%	<b>GREEN</b> ↑	N/A
Percentage of public litter bins emptied as per schedule per quarter	99%	Higher	95%	100%	99%	98%	100%	<b>GREEN</b> ↑	N/A



Install additional/replacement bin per annum, cumulative figure	80 bins	Higher	60 bins	7 bins	19 bins	<b>44 bins</b>	<b>62 bins</b>	GREEN ↑	N/A
Percentage of main roads swept as per schedule per quarter	98%	Higher	95%	98%	100%	<b>100%</b>	<b>97%</b>	GREEN ↓	N/A
Percentage of side roads swept as per schedule per quarter	100%	Higher	95%	100%	100%	<b>96%</b>	<b>95%</b>	GREEN ↓	N/A
Percentage of amenity grass cut as per schedule per quarter	100%	Higher	95%	93%	78%	<b>96%</b>	<b>100%</b>	GREEN ↑	N/A
Percentage of park grass cut as per schedule per quarter	100%	Higher	95%	100%	92%	<b>98%</b>	<b>100%</b>	GREEN ↑	N/A
Percentage of bowling green, football pitches and memorial gardens cut as per schedule per quarter	100%	Higher	95%	100%	90%	<b>100%</b>	<b>100%</b>	GREEN ■	N/A
Percentage of play areas inspected as per schedule per quarter	100%	Higher	80%	100%	100%	<b>100%</b>	<b>100%</b>	GREEN ■	N/A
Percentage of cemeteries inspected as per schedule per quarter	100%	Higher	80%	100%	75%	<b>100%</b>	<b>100%</b>	GREEN ■	N/A
Percentage of requested bulky waste collections completed within 5 working days per quarter	NEW	Higher	95%	88%	91%	<b>96%</b>	<b>98%</b>	GREEN ↑	N/A
Percentage of requested bins delivered within 5 working days per quarter	NEW	Higher	95%	78%	94%	<b>97%</b>	<b>97%</b>	GREEN ■	N/A

### Performance Summary

- The new Operations back-office management system (Bartec), the back-office management system, has been integrated into the Council's website for all Waste and Recycling services including; service requests, bulky waste collections, etc. Staff in the Council's Corporate Admin Team have been trained to use the system to provide live updates to callers and improve customer services.
- During Q4, 12 fixed penalty notices, 20 community protection warnings, and 8 community protection notices were issued in response to environmental crimes. Further prosecutions include; fine to local taxi firm for overcharging a disabled passenger, fines to two individuals for abandoned vehicles, and fine to roofing company for illegal fly-tipping.
- 1,300 plants were provided to local community groups for planting across various council-owned sites. Additionally, Operational staff supported two community clean-ups at West View Play Area (Haslingden) and Prinny Hill (Haslingden).

- A tender has been published to appoint a contractor to deliver a junior play facility at Whitaker Park (Rawtenstall). The tender will close April 2025.
- Developments to the wheeled sports areas at both Edgeside Park (Waterfoot) and Victoria Park (Haslingden) are near completion. Final works will be completed during Q1 2025/26, with opening events scheduled for July 2025.
- Areas within Stubbylee and Moorland Parks have been resurfaced to provide a safe route for walkers and runners. This work will support the proposed Junior Park Run for 2025/26.
- A Council Building Heat Decarbonisation Plan has been developed to support the reduction of energy consumption and carbon emissions in Council owned buildings, including Rossendale Leisure Trust. Recommendations from this report will be prioritised to evaluate the feasibility for delivery.
- In March 2025, an air-handling unit was successfully installed at Marl Pits Leisure Centre to help reduce energy consumption, operational costs, and carbon emissions. An additional £1.4 million has been secured through the Public Sector Decarbonisation Scheme to fully decarbonise the centre. This funding will support further upgrades to facilities and systems, delivering enhanced benefits for both users and Rossendale Leisure Trust.
- The 3 demonstrator properties within the Net Zero Terraced Streets project have continued to be fit with retrofit measures including; roof repairs, roof insulation, solar panels, battery installations, and airtightness measures. The properties will continue to be monitored using smart metres and energy bills, and the project's best practice and lessons learnt will be evaluated to support other local authorities and organisations replicating this project once complete.
- Kerbside and kitchen caddies, liners, and delivery solutions have been procured in partnership with other Lancashire district councils. 2 out of the 4 food waste collection vehicles have been delivered in preparation for domestic food waste collections starting April 2026.

#### Actions for Improvement

- Following statutory comments on the planning application for the improved Waste Transfer Station at Henrietta Street, the project has been put on hold to explore alternative locations, including Futures Park, Bacup.

## 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	2023-24 Outturn	Higher or Lower	2024-25 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
<b>Tier 1</b>									
Homeless decisions made within 5 days of the 57 <sup>th</sup> day, when a case is priority need in the relief duty	NEW	Higher	70%	85%	90%	90%	<b>81%</b>	GREEN ↓	N/A
Percentage of Disables Facilities Grants completed within 12 months per quarter	96%	Higher	95%	100%	100%	98%	<b>95%</b>	GREEN ↓	N/A
Determine major planning applications within 13 weeks per quarter (LGA id: 17482)	100%	Higher	60%	100%	100%	100%	<b>100%</b>	GREEN █	<b>1<sup>ST</sup> QUARTILE</b> FG – 98% (Q3 2024/25) NLA – 91% (Q3 2024/25)
Determine minor and other planning applications within 8 weeks per quarter (LGA id: 17487)	98%	Higher	75%	98%	97%	99%	<b>95%</b>	GREEN ↓	<b>1<sup>ST</sup> QUARTILE</b> FG – 91% (Q3 2024/25) NLA – 88% (Q3 2024/25)
Number of ‘new’ and ‘affordable new’ homes delivered within the Local Plan per annum, reporting in Q2	111	Higher	135	-	<b>201</b>	-	-	GREEN ↑	N/A
Initial response to housing complaints per quarter	4 days	Lower	7 days	6 days	15 days	25 days	<b>35 days</b>	RED ↓	N/A
Initial response to food hygiene complaints per quarter	6 days	Lower	10 days	6 days	6 days	6 days	<b>8 days</b>	GREEN ↓	N/A
Increase the percentage of residents feeling safe in their local area during the day by 5% per annum, reported during Q3 (Resident Survey).	94%	Higher	97%	-	-	<b>97%</b>	-	GREEN ↑	N/A
Increase the percentage of residents feeling safe in their local area after dark by 5% per annum, reported during Q3 (Resident Survey).	71%	Higher	76%	-	-	<b>77%</b>	-	GREEN ↑	N/A

Prevalence of overweight (including obesity) year 6 children per annum, reported in Q4. (LGA id: 888)	38.1%	Lower	37%	-	-	-	36%	GREEN ↑	3 <sup>RD</sup> QUARTILE FG - 35.44 (2023/24) NLA – 33.2% (2023/24)
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## Tier 2

Number of Disabled Facilities Grants awarded per annum, cumulative figure	126	Higher	80	19	36	96	107	GREEN ↑	N/A
Processing of Disabled Facilities Grants – Referral to Approval days per quarter	51 days	Lower	110 days	49 days	49 days	75 days	65 days	GREEN ↑	N/A
Processing of Disabled Facilities Grants - Approval to Completion days per quarter	131 days	Lower	80 days	121 days	112 days	90 days	115 days	RED ↓	N/A
Number of Food Standards Agency food inspections per annum, cumulative figure	246	Higher	320	51	132	219	305	AMBER ↑	N/A

## Performance Summary

- Following a referendum in February 2025 the Edenfield Neighbourhood Plan was adopted. The plan which will support planning decisions alongside the Borough's Local Plan. The Neighbourhood Plan will be presented to Full Council for formal approval in April 2025.
- The Leisure Facilities Working Group has continued to progress a number of identified actions including the Leisure Strategy Asset Review and options appraisal for the future use of Marl Pits' Pavilion.
- The Physical Activity and Sport Strategy was launched in February 2025 at Rossendale Sports Club (Marl Pits Leisure Centre). The event was attended by over 60 people and outlined the Council's commitment to make physical activity the centre of community wellbeing.
- The Population Health Board has developed a governance model to monitor and evaluate the Health Plan's five priorities to support the delivery of projects utilising the data evidence and insight collected.
- Throughout 2024/25, the Council has provided c.£650k to residents and foodbanks via the Household Support Fund. During Q4, the sixth round of funding was fully allocated, and work is underway to explore a potential hub model for food storage and distribution.
- A Ukraine Commemoration Event was held in March 2025, attracting over 120 residents, and 4 Ukrainian families were supported to secure private rented accommodation.

## Actions for Improvement

- The processing of Disabled Facilities Grants remains below target due to the number of major adaptations carried out, continuing to impact performance. The target does not consider major adaptations, meaning the 80-day target is not realistic. To improve this, a case management system will be implemented to reduce administrative burdens on officers. Additionally, the introduction of a waiting list is being considered to alleviate pressure on both officers and contractors, with the aim to enhance service delivery and reducing complaints and issues.
- The number housing inspections continues to underperform against the target. This due to ongoing issues with staffing capacity within the Environmental Health team despite continued recruitment efforts, attracting staff remains a considerable challenge. Alternative options are actively being explored to increase capacity within the team.

## 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	2023-24 Outturn	Higher or Lower	2024-25 Target	Q1	Q2	Q3	Q4	Trend	Comparative Performance
<b>Tier 1</b>									
Time taken to process Housing Benefit new claims per quarter (LGA id: 299)	11 days	Lower	17.5 days	12.9 days	11.2 days	8.5 days	<b>13.2 days</b>	<b>GREEN</b> ↓	<b>1<sup>ST</sup> QUARTILE</b> FG – 18 (Q2 2024/25) NLA – 20 (Q2 2024/25)
Time taken to process Housing Benefit change in circumstances per quarter (LGA id: 300)	1.7 days	Lower	4 days	4 days	3.1 days	3 days	<b>1.5 days</b>	<b>GREEN</b> ↑	<b>1<sup>ST</sup> QUARTILE</b> FG – 2 (Q2 2024/25) NLA – 9 (Q2 2024/25)
Time taken to process Council Tax benefit new claims per quarter	15.7 days	Lower	15 days	13.9 days	13.4 days	14.2 days	<b>12.day days</b>	<b>GREEN</b> ↑	N/A
Time taken to process Council Tax benefit change in circumstances per quarter	2.4 days	Lower	4 days	3.2 days	3.2 days	3.1 days	<b>2.3 days</b>	<b>GREEN</b> ↑	N/A
Increase the use of the Council's website for service requests and contacting the Council by 5% per annum, reported during Q3 (Resident Survey).	15%	Higher	20%	-	-	<b>26%</b>	-	<b>GREEN</b> ↑	N/A
Payment of undisputed invoices within 30 days per quarter	87%	Higher	92%	94%	94%	93%	<b>92%</b>	<b>GREEN</b> ↓	N/A
Number of Ombudsman Enquiries upheld per annum, cumulative figure	0	Lower	0	0	0	0	<b>0</b>	<b>GREEN</b> ▬	N/A
Number of employee leavers in line with the national average, 15% per annum (7 employee leavers per quarter)	6	Lower	7	3	8	6	<b>5</b>	<b>GREEN</b> ↑	N/A
Number of days lost due to sickness absence per full time equivalent employee per annum, cumulative figure	13.3 days	Lower	8 days	2.8 days	5.3 days	9 days	<b>11.5 days</b>	<b>RED</b> ↓	N/A
Percentage of staff who have completed an annual appraisal per annum, cumulative figure.	95%	Higher	100%	24%	85%	90%	<b>90%</b>	<b>AMBER</b> ▬	N/A

Percentage of staff who have completed mandatory training per quarter	91%	Higher	100%	80%	N/A	N/A	N/A	GREEN ■	N/A
RIDDOR reportable accidents and incidents per annum, cumulative figure	3	Lower	< 5	0	0	0	1	GREEN ↓	N/A
<b>Tier 2</b>									
Percentage of Council Tax collected per annum, cumulative figure (LGA id: 199)	95.8%	Higher	96%	27.9%	54.4%	81%	95.3%	AMBER ↑	<b>4<sup>TH</sup> QUARTILE</b> FG – 97.1% (2023/24) NLA – 97.1% (2023/24)
Percentage of NNDR collected per annum, cumulative figure	98%	Higher	98.4%	28%	56.9%	82.7%	98.4%	GREEN ↑	N/A
Percentage of accurate processing of a Housing Benefit claim per annum, cumulative figure	95.3%	Higher	95%	96%	94.7%	95.3%	94.7%	AMBER ↓	N/A
Secured garden waste subscribers per annum, cumulative figure	7203	Higher	7000	6788	7067	7082	No Service	GREEN ↑	N/A
Secured commercial waste subscribers per annum, cumulative figure	409	Higher	440	413	420	420	422	AMBER ↑	N/A
Secured number of bulky waste collection requests per annum, cumulative figure	NEW	Higher	3000	805	1653	2420	3102	GREEN ↑	N/A
Increase the number of electronic service request forms completed by residents by 15% per annum, reported in Q4	10,114	Higher	11,600	-	-	-	19,717	GREEN ↑	N/A
Distribute 12 positive new stories per quarter	20	Higher	12	21	15	18	16	GREEN ↓	N/A
Percentage of FOIs responded to within 20 days per quarter	90%	Higher	95%	90%	91%	95%	92%	AMBER ↓	N/A
Percentage of complaints responded to within 10 working days per quarter	65%	Higher	95%	63%	69%	74%	59%	RED ↓	N/A
Percentage of Member enquiries responded to within 10 working days per quarter	75%	Higher	95%	100%	100%	None received	100%	GREEN ■	N/A
Percentage of MP enquiries responded to within 10 working days per quarter	70%	Higher	95%	64%	91%	68%	47%	RED ↓	N/A
Number of Health and Safety reports received per annum, cumulative figure	87	Lower	95	27	71	101	114	GREEN ↑	N/A
<b>Performance Summary</b>									

- Online application forms for Planning and Licensing services have been integrated into the Council's website alongside an updated geographic system to further improve and digitalise services.
- An external cyber security testing and audit was completed by the Public Sector Network. The audit was rated as 'good' with no perceived risk and work will continue to follow industry standards to protect the Council's cyber security.
- Finance and budget holders have produced a balanced budget for 2025/26. The budget has been approved by Full Council, along with the Council's 4-year Medium-Term Financial Strategy.
- The Council has refreshed its Valley Plan – Our Place, Our Plan for 2025-2029. The Plan was developed in collaboration with Service Managers following extensive consultation with residents (2024 Residents Survey and focus group), staff, Members, and other stakeholders who completed the online consultation. The Valley Plan will guide the Council's activities to achieve its vision by continuing to focus on the current four priorities; Thriving Local Economy, High Quality Environment, Healthy and Proud Communities, and Effective and Efficient Council.
- The Council's Net-Zero Terraced Street project was shortlisted in the Local and Public Sector Net Zero Transformation category for the Green Energy Awards. Although unsuccessful, the shortlisting is a testament to the project's forward-thinking approach in creating an accessible and affordable solution to achieving net zero at a local level.
- In March, the Council submitted a letter to central government outlining Lancashire's current position on the proposed Local Government Reorganisation. To support this, an animation video and internal and external FAQs were published on the Council's website, social media, and shared with staff. These resources will be regularly updated to reflect any changes in the Council's position, serving as tools to promote transparency, address misinformation, and keep stakeholders informed throughout the process.

#### Actions for Improvement

- The 2024/25 outturn for number of days lost to sickness absence (11.5 days) is significantly lower than the 2023/24 outturn (13.3 days). The level of sickness absence has slightly reduced during Q4. 5 employees were absent due to long term sickness, equating to 1.38 days per full-time equivalent employee. 3 absences were as a result of stress/anxiety and depression, and 2 as a result of other musculo-skeletal conditions. Absences have been managed under the Council's Absence Management Policy. Additional absence management monitoring has been introduced in the sickness absence reporting process to monitor absences in real time. 3 employees have now returned to work and 1 employee has resigned. The main reason for short term sickness absence (1.13 days per full-time equivalent employee) was infections, colds, and flu.
- During Q4, 52 complaints, 38 MP enquiries, 1 Member enquiry, and 510 Freedom of Information requests were processed. The number of complaints and MP enquiries responded to within the 10-working day deadline was below target. Of the 52 complaints received, 59% (28) were responded to within deadline, 35%

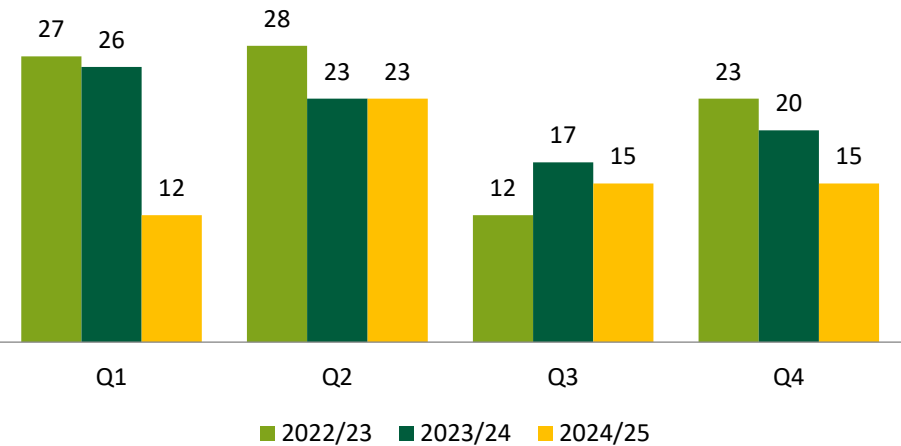


(18) were closed with a breached deadline, and 6% (6) remained open. Of the 38 MP enquiries received, 47% (18) were closed within deadline, 32% (12) were closed with a breached deadline, and 21% (8) remained open. Work continues to embed a consistent response process across the Council to ensure all complaints and enquiries are responded to within deadline. Information relating to regular requests and enquiries continues to be uploaded to the Council's website.

# Compliments and Complaints

## Compliments

Compliment Trend	Q1	Q2	Q3	Q4
2022-23	27	28	12	23
2023-24	26	23	17	20
2024-25	12	23	15	15
Number of Compliments	Compliment Detail			
15	Staff member/team			
2	Customer Service			
1	Quality of Service			

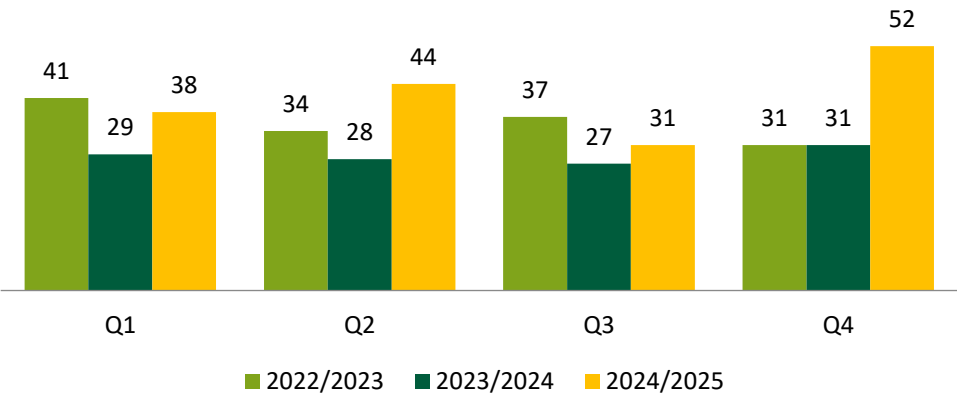


## Ombudsman Enquiry

Ombudsman Enquiry	Q1	Q2	Q3	Q4
2022-23	2	3	0	0
2023-24	2	0	1	0
2024-25	3	2	1	2

## Complaints

Complaints Trend	Q1	Q2	Q3	Q4
2022-23	41	34	37	31
2023-24	29	28	27	31
2024-25	38	44	31	52
Number of Complaints	Complaint Detail			
3	Action/response/communication			
2	Advice/information given			
1	Bailiff charges/action			
10	Bins/bin collection			
5	Council decision			
5	Council policy/procedure			
3	Council Tax charges/decision			
2	Customer Services			
1	Flooding/drainage			
1	Footpaths			
1	Housing/landlord			
2	Noise nuisance			
7	Other			
1	Quality of service			
6	Staff member/team			
1	Trees			
1	Weeds			



During Q4, two new Ombudsman enquiry was received.

## 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

<b>RED</b>	The likelihood and impact of the risk is high
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## Risk 1 – Sustainability of the Medium Term Financial Strategy

Responsible Officer - Chris Warren

### Description

The Council's latest Medium Term Financial Strategy update 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

### Q4 Update

The Council has set a balanced budget for 2025/26 in collaboration with budget holders to more effectively deploy expenditure and align resources to meet business need. The Medium-Term Financial Strategy shows a need to call on reserves during the entirety of the following 3 years. The proposed Waste Transfer Station improvements may create budget concerns if a suitable solution cannot be identified, and may result in reductions or additional savings required from core services. The Council continues to evaluate potential commercial activity, progressing in accordance with legislation and noting the impacts within the Medium-Term Financial Strategy updates.

A funding reform and Business Rates Baseline Reset is expected June 2025. The Government's Local Government Finance Policy Statement (December 2024) promises a multi-year settlement, with increased funding for authorities with lower ability to drive growth from their tax base. However, this remains uncertain.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	C	2	C2	AMBER

## Risk 2 – Major Disaster affecting the Delivery of Council Services

Responsible Officer - Clare Law

### Description

The Council has statutory duties under the Civil Contingencies Act (2004) and to carry out emergency planning and business continuity management activities to minimise the impact of a civil emergency or business interruption on people living, working and visiting the borough.

### Risk Consequence

Failure to have robust contingency plans in place could result in the failure to deliver Council services, such as, the collection of residential and trade waste, burial services and payment of suppliers and benefits.

### 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

### Q4 Update

Emergency plans are regularly reviewed and are available to the internal Emergency Planning Team to aid any emergency response required. Role descriptions have been updated to ensure the role of Environmental Health reflects legal responsibilities under the Civil Contingencies Act. The Emergency Planning Team continues to meet quarterly to ensure a co-ordinated response in a civil emergency - the last meeting was 21<sup>st</sup> January 2025.

Relevant Officers attend training provided by Lancashire Resilience Forum to ensure awareness of roles and responsibilities of internal teams and external Agencies. The Council attends the Lancashire Resilience Forum to ensure emergency planning activities are co-ordinated with the rest of Lancashire. Officers continue to take part in testing and exercising of emergency arrangements and communication systems.

### Q4 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
C	1	C1	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

The Council has health and safety policies and procedures including a Health and Safety Incident Reporting Procedure in place along with a safe working culture. Actions need to be completed to address and implement a consistent approach across the Council in order to secure compliance.

#### Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
E	2	E2	GREEN

#### Q4 Update

The Health and Safety Plan has been reviewed, and is underpinned by the Council's reviewed Risk Management Strategy, to improve the management of health and safety risks and ensure consistency in risk rating across the Council's risk profile. Incident reporting has continued to exceed expected levels, providing opportunities to learn and prevent future occurrences by strengthening risk control measures. The majority of injuries from workplace accidents have remained minor.

The programme of workplace inspections for 2024/25 has been completed alongside staff representatives to ensure employees are consulted on health and safety.

The Operation's health and safety committee continues to meet every two months to discuss health and safety risks, incidents, and safety activities within our operational services. Officers continue to provide health and safety assistance and advice to support workplace activities and projects across the Council, and continue to engage with other specialists across Lancashire to share knowledge and information, including information on enforcement activities.

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

Likelihood	Impact	Overall Risk	Status
D	2	D2	AMBER

## 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

### Q4 Update

The Council is a member of both the Local Government Association and District Councils Network. The Policy and Performance Officer receives regular policy bulletins and updates in relation to legislation and government departments, and completes a weekly horizon scanning exercise which is shared to the Senior Leadership Team and cascaded to officers where relevant.

‘Horizon Scanning and Policy’ is an agenda item on the Corporate Management Team’s weekly meeting to promote ongoing discussions in relation to recent announcements, funding opportunities, and other relevant information from government departments, to determine if any action is required. Staff attend various webinars and meetings in relation to their service area and the Chief Executive regularly attends the North West Chief Executive, and Lancashire Chief Executive meetings, both having representation from the Local Government Association.

In March, the Council submitted a letter to central government outlining Lancashire’s current position on Local Government Reorganisation. To support this, an animated video and a set of internal and external FAQs were published on the Council’s website, social media, and shared with staff. These resources will be regularly updated to reflect any changes in the Council’s position, serving as tools to promote transparency, address misinformation, and keep stakeholders informed throughout the process.

Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
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	E	2	E2	GREEN
Risk 5 – Sustainable Workforce			Responsible Officer - Clare Law	
<b>Description</b> There is a requirement to have a sustainable workforce to deliver the Council services to residents and customers.				
<b>Risk Consequence</b> 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
<b>Mitigation</b> 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
<b>Q4 Update</b>  In Q4 there were 5 employee leavers, 3 left for promotion opportunities, 1 voluntarily resigned after a long-term sickness absence, and 1 left was due to the end of a fixed term contract. The 2024/25 outturn for employee leavers (22) has reduced when compared to the 2023/24 outturn (23). The number of employee leavers during 2024/25 equates to 12%, this below the 15% national average. No patterns or concerns have been highlighted through the exit interview process however, recruitment to ‘hard to recruit’ posts eg, Mechanics and Environmental Health continues to be challenging.  The 2024/25 outturn for number of days lost to sickness absence (11.5 days) is significantly lower than the 2023/24 outturn (13.3 days). The level of sickness absence has slightly reduced during Q4. 5 employees were absent due to long term sickness, equating to 1.38 days per full-time equivalent employee. 3 absences were as a result of stress/anxiety and depression, and 2 as a result of other musculo-skeletal conditions. Absences were managed under the Council’s Absence Management Policy. Additional absence management monitoring has been introduced in the sickness absence reporting process to monitor absences in real time. 3 employees have now returned to work and 1 employee has resigned. The main reason for short term sickness absence (1.13 days per full-time equivalent employee) was infections, colds, and flu.				
Q4 risk assessment RAG status (current)	Likelihood	Impact	Overall Risk	Status
	B	4	B4	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 threat 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

### Q4 Update

Nationally, there has been a number of targeted cyber-attacks against high-risk individuals, attempting to gain access to their accounts and devices. This resulting in the theft and publication of sensitive information, which can also cause reputational damage. As part of the Council's defence in depth security approach, an email phishing test was performed with all Members. Following this, all Members were sent training and best practise around security and cyber.

Rossendale is currently being audited in relation to the following security certifications:

- Memorandum Of Understanding required by the Department for Work and Pensions for security standards and processes.
- Physical ICT equipment and software to ensure that security compliance.
- Public Services Network audit for both the internal and external ICT Infrastructure involving vulnerability testing.

### Q4 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

### Q4 Update

In partnership with Viva PR, the Council continues to deliver communications via the Council's website, social media, and media releases. During Q4, 16 positive press releases were issued to promote the Council externally.

Communications remains a standing item on the Corporate Management Team's weekly agenda to discuss any potential reputational risks and emerging issues.

In Q4, negative engagement relating to the Waste Transfer Station improvements and Rawtenstall Gyratory scheme continued on the Council's social media platforms. To address misinformation, the Council published FAQ documents for both topics. These were shared via social media and were published on the Council's website, with trackable links to monitor engagement. The Waste Transfer Station FAQ received over 1,000 views, and the Rawtenstall Gyratory FAQ was viewed nearly 800 times.

The Council will continue to use FAQ documents as a strategic tool to provide clear information, proactively managing the risk of misinformation across social media.

### Q4 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
C	4	C4	AMBER

## 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

### Q4 Update

A revised programme to support the delivery of the Valley Plan 2021-25 (Our Place, Our Plan) is being developed. The Programme Board reports on the Council's 5 overarching programmes (Regeneration, Climate Change, Properties, Operations, and Digital Strategy) with individual projects monitored at an operational level. The Corporate Management Team, Programme Managers and the Policy and Performance Officer attend Programme Board on a quarterly basis.

During Q4, the number of programmes was reduced to five, combining the former 'Capital Regeneration' and 'Town Centre Regeneration' programmes to streamline reporting. The newly formed 'Regeneration' programme now focuses on projects within individual town centres (Bacup, Haslingden, Rawtenstall, and Waterfoot), rather than funding streams. The previous meeting was held on 29<sup>th</sup> January 2025. No programmes were reported within the 'red' RAG status.

### Q4 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 – Chris Warren

### Description

National lockdowns due to Covid-19 resulted in Council owned leisure facilities closing for extended periods. During closure no income was received and outside of lockdown periods, income was significantly reduced. The cost of living crisis will have a significant negative impact on utility and salary costs for the Trust. This has impacted the financial sustainability of the Trust.

### Risk Consequence

If the Council owned leisure assets are to be sustained in the longer term, the operators of the facilities have little recourse to additional funding to survive other than through the Council. This financial impact was managed in 2021/22 through additional government grants and Council support, however the real impact is likely to be felt in 2022/23, 2023/24 and continues in 2024/25.

### 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

### Q4 Update

The latest forecast position of Rossendale Leisure Trust was around break-even for the year, however this has worsened slightly after a period of closure necessitated by the installation of air handling units. The expectation is that these units will create energy cost savings and will help with future inflationary and staff cost pressures.

A number of Council and Leisure Trust Board members have met to agree the need for an external strategic review of the Trust portfolio, its target operating model and financing arrangements with the Council. From this, the parameters have been drawn up between officers of the Council and the Trust which are being worked up into a procurement document to be agreed across all parties. Once this is agreed the Council will commission the outcome of which will advise on a revised corporate strategy and multiyear business plan/Medium Term Financial Strategy to demonstrate how the Council's aims can be achieved. This will need to be in accordance with desired leisure/health outcomes. Until this review is complete and the outcomes developed and deployed, the risk will remain as currently evaluated

### Q4 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
A	2	A2	RED

## Risk 10 – Staffing provision within Economic Development

Responsible Officer – David Smurthwaite

### Description

There is an over reliance on short-term contracted staff to support the Council's Economic Development provision and project delivery.

### Risk Consequence

Failure to have sufficient resources to effectively manage the Council's ongoing projects and capital programme. This leading to late or non-delivery of projects, cost overruns and/or inappropriate spend against external funder conditions. As well as resulting in poor outcomes for the borough and non-delivery of Council priorities.

### Initial risk assessment RAG status (without mitigation)

Likelihood	Impact	Overall Risk	Status
B	2	B2	RED

### Mitigation

The Council has a single source collaborative plan review document which will be updated and actioned on a monthly basis. A permanent resource requirement is being assessed for the Economic Development team and will feed into the budget setting process for 2025-26. On the assumption that this is accepted, recruitment of permanent, qualified staff will support delivery.

### Risk assessment RAG status (after mitigation)

Likelihood	Impact	Overall Risk	Status
E	4	E4	GREEN

### Q4 Update

The Council has a single source collaborative plan review document which will be updated and actioned on a monthly basis. Following a restructure, all staff have been placed on permanent contracts and an external organisation has been employed to deliver key projects. This enhances project management resilience through access to a diverse and extensive range of personnel.

### Q4 risk assessment RAG status (current)

Likelihood	Impact	Overall Risk	Status
E	4	E4	GREEN

## Thriving Local Economy

● GREEN ● AMBER

### Performance Measures

57% of performance measures were reported in the **green** RAG status and 43% **amber**.



123

businesses provided with support.



Rawtenstall Market successfully transition back to Council management.

5

art pieces commissioned to improve Waterfoot arts offer.

### Area for Improvement



The percentage of empty shops across Rossendale has improved but remains below target. The Council continues to deliver multiple regeneration programmes to create a 'thriving local economy'.

## Healthy and Proud Communities

● GREEN ● AMBER ● RED

### Performance Measures

79% of performance measures were reported in the **green** RAG status, 7% **amber**, and 14% **red**.



£650k

provided to residents and foodbanks via the Household Support Fund.



Physical Activity and Sport Strategy approved and launched.

107

Disabled Facilities Grants awarded to residents.

### Area for Improvement



The processing of Disabled Facilities Grants remains below target. To improve this, a case management system and waiting lists will be implemented to enhance service delivery and efficiencies.

## High Quality Environment

● GREEN ● RED

### Performance Measures

95% of performance measures were reported in the **green** RAG status and 5% **red**.



99%

of general waste bins collected as per schedule.

£1.4m

Public Sector Decarbonisation Scheme funding secured.



food waste vehicles procured in preparation for food waste collections.

### Area for Improvement



Following statutory comments on the planning application for the improved Waste Transfer Station at Henrietta Street, the project has been put on hold to explore alternative locations, including Futures Park, Bacup.

## Effective and Efficient Council

● GREEN ● AMBER ● RED

### Performance Measures

68% of performance measures were reported in the **green** RAG status, 20% **amber**, and 12% **red**.



19,717

electronic service requests made via the Council's website.

7,082

households subscribed to the Council's garden waste collection.

12%

staff turnover, 3% below the national average.

### Area for Improvement



Sickness absence remains high. Absences are managed under the Council's Absence Management Policy and additional measures have been introduced to monitor absences in real time.