

Cabinet

Wednesday, 16th June, 2021, 6.00 pm

Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

Important Information regarding COVID-19

In response to the current government guidance surrounding the COVID-19 pandemic, this meeting will be held at the COVID-secure Civic Centre, in accordance with regulations.

All members of the Cabinet must attend in person.

[Members of the public are kindly asked to watch the proceedings via a YouTube livestream by clicking here.](#)

Members of the public are entitled to speak and submit written representations at the meeting with a written response provided. To make representations on any of the items below, please email democraticservices@southribble.gov.uk for the attention of Clare Gornall no later than **12pm on Monday, 14 June 2021**.

Agenda

1 Apologies for Absence

2 Minutes of the Last Meeting

Minutes of the last meeting held on Wednesday, 24 March 2021, attached to be signed as a correct record.

3 Declarations of Interest

Members are requested to indicate at this stage in the proceedings any items on the agenda in which they intend to declare an interest. Members are reminded that if the interest is a Disclosable Pecuniary Interest (as defined in the Members' Code of Conduct) they must leave the room for the whole of that item. If the interest is not a Disclosable Pecuniary Interest, but is such that a member of the public could reasonably regard it as being so significant that it is likely that it would prejudice their judgment of the public interest (as explained in the Code of Conduct) then they may make representations, but then must leave the meeting for the remainder of the item.

4 Cabinet Forward Plan

Please see link to the Cabinet Forward Plan (Notice of Executive Decisions) for the period [1 June 2021 – 31 May 2022](#).

(Pages 5 - 12)

ITEMS OF THE LEADER OF THE COUNCIL AND CABINET

MEMBER (STRATEGY AND REFORM)

5 Lead Member Roles - Terms of Reference (Pages 13 - 16)

Report of the Director of Governance and Monitoring Officer enclosed.

6 Quarter 4 (January- March) Performance Monitoring Report 2020-21 (Pages 17 - 36)

Report of the Deputy Chief Executive enclosed.

7 HR/Payroll System (Pages 37 - 42)

Report of the Deputy Chief Executive enclosed.

ITEMS OF THE DEPUTY LEADER AND CABINET MEMBER (HEALTH AND WELLBEING)

8 Empty Property Policy (Pages 43 - 62)

Report of the Director of Communities enclosed.

ITEMS OF THE CABINET MEMBER (COMMUNITIES, SOCIAL JUSTICE AND WEALTH BUILDING)

9 Community Hubs Update (Pages 63 - 82)

Report of the Director of Communities enclosed.

ITEMS OF THE CABINET MEMBER (FINANCE, PROPERTY AND ASSETS)

10 Revenue and Capital Budget Monitoring 20-21 Outturn (Pages 83 - 126)

Report of the Director of Finance enclosed.

11 Land Remediation and Playground Refurbishment, Strawberry Valley, Bent Lane, Leyland (Pages 127 - 132)

Report of the Director of Customer and Digital enclosed.

12 Insurance Policy Procurement (Pages 133 - 136)

Report of the Director of Governance and Monitoring Officer enclosed.

13 Exclusion of Press and Public

To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Condition:

Information is not exempt if it is required to be registered under-
The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

The Building Societies Act 1986 (recorded in the public file of any building society, within the meaning of the Act)

The Charities Act 1993

Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).

ITEMS OF THE LEADER OF THE COUNCIL AND CABINET MEMBER (STRATEGY AND REFORM)

14 Key Contracts and Partnerships Framework

(Pages 137 - 142)

Report of the Deputy Chief Executive enclosed.

ITEMS OF THE DEPUTY LEADER AND CABINET MEMBER (HEALTH AND WELLBEING)

15 Sports Playing Pitch Hub

(Pages 143 - 164)

Report of the Director of Commercial Services enclosed.

Gary Hall
Chief Executive

Electronic agendas sent to Members of the Cabinet: Councillors Paul Foster (Chair), Michael Titherington (Vice-Chair), Aniela Bylinski Gelder, Bill Evans and Matthew Tomlinson

The minutes of this meeting will be available on the internet at www.southribble.gov.uk

Forthcoming Meetings: 6.00 pm Wednesday, 14 July 2021 - Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

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Minutes of	Cabinet
Meeting date	Wednesday, 24 March 2021
Members present::	Councillors Paul Foster (Chair), Michael Titherington (Vice-Chair), Aniela Bylinski Gelder, Bill Evans and Matthew Tomlinson
Officers:	Gary Hall (Chief Executive), Chris Sinnott (Deputy Chief Executive), Chris Moister (Director of Governance), Andrew Daniels (Shared Service Lead - Communications and Visitor Economy), Jennifer Mullin (Shared Director of Communities), James Thomson (Deputy Director of Finance), Victoria Willett (Service Lead - Transformation and Partnerships), Emma Marshall (Service Lead - ICT), Rebecca Aziz-Brook (Transformation & Change Team Leader), Gill Beaghan (Communications Officer), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services) and Clare Gornall (Democratic and Member Services Officer)
Other members:	Councillors Alty, Bretherton, Chisholm, Bell, Mary Green, Michael Green, Hancock, Hesketh, Hughes, Lomax, Ogilvie, Martin, Mort, Sharples, Mrs Smith, Phil Smith, Trafford, Rainsbury, Walton, Watkinson and Yates.

Prior to commencing the official business of the meeting, the Chair referred to the sad news regarding the recent passing of former Councillor Tony Kelly JP and Councillor Colin Clark. He paid tribute to each and a minutes' silence was held.

192 Apologies for Absence

There were none.

193 Declarations of Interest

There were none.

194 Minutes of the Last Meeting

The minutes of the previous meeting held on 10 February 2021 were submitted for approval.

The Leader of the Council, Councillor Paul Foster highlighted that with regard to Minute 191, the resolution at 4 should be amended to read "That the decision to award these contracts is delegated to the **Cabinet Member (Communities, Social Justice and Wealth Building)**" in order to reflect the recent changes to the responsibilities of portfolio holders.

Decision made

That the minutes of the meeting held on 10 February 2021 be approved as a correct record, subject to an amendment in respect of Minute 191, at which resolution 4 should be amended to read “That the decision to award these contracts is delegated to the ***Cabinet Member (Communities, Social Justice and Wealth Building)***” in order to reflect the recent changes to the responsibilities of portfolio holders.

195 Cabinet Forward Plan

The Cabinet Forward Plan for the period 1 March 2021 – 28 February 2022 was presented for information.

Decision made

1. That the Cabinet Forward Plan for period 1 March 2021 – 28 February 2022 be noted; and
2. That the new Lead Members be invited to speak at Cabinet about their remit, make regular reports on their work and that this be incorporated in the Cabinet Forward Plan.

Reasons for decision

At Council 27 January 2021, three Lead Members were appointed – Lead Member for Youth and Mental Health Awareness; Lead Member for Social Equality and Justice; and Lead Member for Climate Change who would support Cabinet Members in their work.

Alternative options considered and rejected

None, for the reasons given above.

196 Quarter 3 (October - December) Performance Monitoring Report 2020-21

The Leader of the Council presented a report of the Deputy Chief Executive providing members with a position statement for the Corporate Strategy for Quarter 3 (October – December) 2020/21.

Cabinet also gave consideration to the recommendations of the Scrutiny Budget and Performance Panel made at its meeting on 22 March 2021, as follows:

The Scrutiny Panel:

1. thanks the Leader and Shared Services Lead for attending and answering its questions;
2. commends the council’s performance at the end of Quarter 3;
3. asks for consistency in the future use of the name and description of the Community Hubs;

4. asks that further information be provided on the key performance information definition on the number of residents benefiting from opportunities created by the communities team;
5. asks that the costs associated with refurbishing Penwortham Leisure Centre be provided to the Panel; and
6. welcomes the commitment to review the methodology for collecting customer satisfaction data.

Decision made

1. That the report be noted; and
2. To accept the recommendations of the Scrutiny Budget and Performance Panel made on 22 March 2021.

Reasons for decision

The Council's performance framework sets out the process for reporting progress against the objectives of the Corporate Strategy. Robust monitoring ensures that the Council continues to deliver its priorities and achieves the best outcomes for residents.

Alternative options considered and rejected

None, for the reasons given above.

197 Community Hubs Update and Action Plans

The Cabinet Member (Communities, Social Justice and Wealth Building), Councillor Bylinski Gelder presented a report of the Director of Communities giving details of the 2021/22 Community Hub Action Plans and Area Profiles. She highlighted the substantial amount of data provided in the area profiles which could be used to inform the further development of action plans.

The Leader noted the lack of specific projects within the action plans relating to local issues identified by the data (e.g. fuel poverty in the Western Parishes) and referred to lack of community engagement (e.g. with parish and town councils).

Councillor Mrs Smith enquired as to how recently the data had been collected. The Director of Communities indicated that the data represented the latest available to the Council, however it may have been collected recently or several years ago depending on the source (e.g. previous census data). Councillor Bylinski Gelder also indicated that Transformation & Change Team Leader had informed her the data was to be reviewed over the next few weeks.

Other comments and points raised included:

- the difficulties presented by the current pandemic, which may be reflected in the progress made by Community Hubs over the twelve month period;

- The Cabinet Member (Communities, Social Justice and Wealth Building) providing progress updates to Cabinet on the work of Community Hubs.

Decision made

1. That the 2021/22 Community Hub Action Plans and Area Profiles be noted;
2. That the Cabinet Member (Communities, Social Justice and Wealth Building) write to the Chairs and Vice Chairs of the Community Hubs regarding the need for specific projects in response to local issues and priorities identified for each area and to report back to the Cabinet at its next meeting on 16 June 2021; and
3. That with regard to the data and intelligence collected for each area profile, where possible officers will baseline the report data to include when it was collected.

Reasons for decision

The report was the first annual presentation of Community Hub Action Plans and Area Profiles. Projects contained in the plans had been discussed and decided upon with members from each of the hubs at planning meetings.

Action plans were drawn up with contributions from of all members, following a cross party review of community involvement. Best practice in community development was considered as part of this review, with robust action plans agreed as an effective delivery mechanism for community priorities.

The Cabinet would like to see the projects and action plans of the Community Hubs better reflect the local issues identified in the area profiles.

Other options considered and rejected

None, for the reasons given above.

198 Refurbishment of Playground at Haig Avenue, Leyland

The Cabinet Member (Finance, Property and Assets) presented a report of the Director of Communities bringing the refurbishment project for the playground at Haig Avenue, Leyland before members and seeking permission to spend the allocated capital budget and award the contract to the Preferred Bidder identified by the procurement processes.

Decision made

That Cabinet gives approval to

1. Spend the allocated £175,000 capital budget for the refurbishment of Haig Avenue Playground; and
2. award the contract for the refurbishment of Haig Avenue Playground to Bidder 3 in Table 1.

Reasons for decision

The current capital programme included a number of play areas identified for improvement. Haig Avenue Playground had funds allocated in this financial year and bids had been invited on a design and build basis.

Alternative options considered and rejected

The option of doing nothing and leaving the site in the current condition was rejected as the site was now in need of refurbishment to provide quality facilities.

The option of providing teen/adult equipment over and above the ball court was rejected due to limitations on space and the proximity of surrounding houses.

The option of providing parking spaces for traffic associated with the school opposite Haig Green was considered having been requested by a number of residents during the consultation. The option was rejected due to a lack of space on site, insufficient budget, difficulties of forming a new access onto the highway, safety concerns for pedestrian and cyclists by increasing vehicle movements in and around the open space and potential negative air quality implications for the locality.

199 Budget Monitoring 2020-21 Quarter 3

The Cabinet Member (Finance, Property and Assets) presented a report of the Deputy Director of Finance (Section 151 officer) explaining the Council's overall financial position for quarter 3 of the financial year.

The Cabinet also considered the recommendations of the Scrutiny Budget and Performance Panel made on 22 March 2021, as follows:

The Scrutiny Panel:

1. thanks the Cabinet Member and Deputy Director of Finance for attending and answering its questions;
2. commends the inclusion of staff vacancy information within the report;
3. welcomes the reassurance that the capacity and skills required for the future delivery of the capital programme is now in place; and
4. asks that further information on the Community Infrastructure Levy (CIL) payments to parish/town councils over the last seven years be provided to Members.

Arising from the report members asked a number of questions regarding the outstanding vacancies e.g. Assistant Director of Housing and Property and apprentice posts. The Chief Executive indicated that the senior post was intentionally left vacant due to the implementation of Shared Services and the appointment of apprentices was put on hold by the pandemic, however this would be restarting shortly.

Decision made

1. To note the contents of the report;
2. To accept the recommendations of the Scrutiny Budget and Performance Panel made on 22 March 2021; and
3. To approve the re-profiled budgets for the capital programme, which reflects forecasted underspend against the existing budgets, as detailed in Appendix C to the report.

Reasons for decision

This report allows the Cabinet to consider the financial position of the Council.

The report outlined the impact Covid-19 has had on the budget in 2020/21 including the additional grant funding received and the management of the business grant schemes.

The total capital spend including commitments in 2020/21 is £5.380m, which is 62% of the current 2020/21 capital budget of £8.737m. Appendix C to the report provided the details for individual schemes and the revised forecasts, both for 2020/21 and the following 3 years.

Alternative options considered and rejected

None, for the reasons given above. The Cabinet must consider the Council's financial position in accordance with the Constitution.

200 Exclusion of Press and Public**Decision made**

That the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

201 Shared Services Events Team Review

The Leader of the Council presented a report of the Deputy Chief Executive outlining proposals to create a shared events team from 1 April 2021.

Arising from questions from members, the Leader gave assurances that the Council would support all schemes as required e.g. the Lostock Hall lights even if they were not specifically identified in the report.

The Shared Service Lead - Communications and Visitor Economy, Andrew Daniels, confirmed that the intention was for the events team to be comprised of 4 full time members of staff.

Decision made

1. To approve the proposed structure for the events team outlined in the report.

2. To approve the action plan included in Appendix 1 to the report.

Reasons for decision

The principle of creating a shared events team has already been agreed and this report brought forward a proposal to complete that action as part of the shared services phase one service reviews.

Alternative options considered and rejected

The alternative option was not to share the events team but this was rejected due to the intention to establish an events team at South Ribble and the benefits the extra resilience would bring to the already established team at Chorley.

In accordance with Part 4C of the Council's Constitution, the Mayor agreed under paragraph 5.5 that the following be considered as a matter of urgency, and the Chair of the Scrutiny Committee also agreed the urgent matter could be considered by the Cabinet in private session in accordance with paragraph 14.4.

In accordance with paragraph 11.14 of Part 4F of the Council's Constitution, the Mayor agreed to waive the Scrutiny call-in procedure in respect of this decision for the reasons given below.

The reasons for the urgency were that the contract needed to be awarded in line with timescale for bringing the Leisure Centres back in house on 1 April 2021.

202 Leisure Centres Booking/Direct Debit Collection System

The Cabinet Member (Communities, Social Justice and Wealth Building) presented a report of the Director of Customer and Digital requesting permission to procure a Booking System and payments for the Leisure Centres, and to procure a system to collect direct debits for membership.

Decision made

That Cabinet agrees to waive procurement rules to allow the Council to enter into 2 separate contracts for 3 years as follows:

Contract 1 – Leisure management Software
 Contract 2 – Direct Debit bureau and Contact Centre,

as detailed in the confidential report.

Reasons for decision

The approved supplier represents the best option in terms of timescales involved and value for money as outlined in the confidential report.

Alternative options considered and rejected

None, for the reasons given above.

Chair

Date

Agenda Item 5

Report to	On
Cabinet	16 June 2021



Title	Portfolio Holder	Report of
Lead Member Roles - Terms of Reference	Leader of the Council and Cabinet Member (Strategy and Reform)	Director of Governance and Monitoring Officer

Is this report confidential?	No
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Purpose of the Report

1. The Leader has previously reported to Council on the appointment of Lead Members and a review of Member Champions. It was agreed that terms of reference for these important roles would be brought forward to a future meeting of the Cabinet. This report outlines draft terms of reference for consideration and approval by Cabinet.

Recommendations

2. To approve the terms of reference for Lead Members and Member Champions as outlined in the report.

Reasons for recommendations

3. To ensure the role of the Lead Members and Member Champions is defined so that they are able to add value, are effective in their role and provided with the necessary support.

Other options considered and rejected

4. Not applicable.

Corporate outcomes

5. The report relates to the following corporate priorities: (tick all those applicable):

An exemplary council	<input checked="" type="checkbox"/>	Thriving communities	<input type="checkbox"/>
A fair local economy that works for everyone	<input type="checkbox"/>	Good homes, green spaces, healthy places	<input type="checkbox"/>

Background to the report

6. The Leader has created the following Lead Members roles as reported to Full Council:
 - Youth and Mental Health Awareness - Councillor Matt Trafford
 - Social Equality and Justice - Councillor Jacky Alty
 - Climate Change - Councillor Keith Martin
7. The following Champion positions were also confirmed by Full Council:
 - Armed Forces - Councillor Derek Forrest, Deputy: Councillor Alan Ogilvie
 - Older People - Councillor Jane Bell
 - Safeguarding - Councillor Jane Bell
 - Volunteering and Friends Groups - Councillor Harry Hancock
8. In essence, it is proposed that Lead Members would support the Cabinet Member in the delivery of council priorities, strategies or projects and that Member Champions would take an overview and promote council commitments in their special interest area.
9. Appropriate support and learning opportunities have been put in place for Lead Members and Member Champions.

Proposed Roles

10. The following role and terms of reference for the **Lead Members** is proposed:
 - a) Maintain knowledge and awareness of the issues relevant to their lead responsibilities.
 - b) Liaise with Cabinet Members and senior officers on their lead responsibilities.
 - c) Communicate and represent the views of non-Cabinet Members to Cabinet Members relating to their lead responsibilities.
 - d) Assist Cabinet Members in promoting the efficient and effective delivery of relevant services and the achievement of relevant Council policies.
 - e) Respond to and assist the Scrutiny Committee or task groups as required on issues relating to lead responsibilities.
 - f) Report on specific agreed projects undertaken and delivered as required by Cabinet Members.
 - g) Present an annual report to Cabinet on their work
 - h) The Lead Member role does not have any decision-making powers.
11. The following role and terms of reference for the **Member Champions** is proposed:
 - a) Maintain knowledge and awareness of current activities and developments in relation to the Member Champion special interest area.

- b) Promote and raise awareness of the Member Champion special interest area with Members and provide any support required by Cabinet Members.
- c) Attend network meetings relevant to the Member Champion special interest area.
- d) The Member Champion role does not have any decision-making powers.

Risk

12. There are no risk management implications as a result of this report.

Equality and diversity

13. There are no equality and diversity implications as a result of this report. However, it is noted that the Lead Member for Social Equality and Justice will play a key role in taking this important area forward with the relevant Cabinet Member.

Air quality implications

14. There are no air quality implications as a result of this report. However, it is noted that the Lead Member for Climate Change will play a key role in taking this this important area forward with the relevant Cabinet Member.

Comments of the Statutory Finance Officer

15. There are no financial implications as a result of this report.

Comments of the Monitoring Officer

16. This report is in line with the Council's constitution.

Background documents

There are no background documents.

Appendices

There are no appendices.

Chris Moister
Director of Governance (Monitoring Officer)

Report Author:	Email:	Telephone:	Date:
Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services)	dcranshaw@southribble.gov.uk	01772 625512	27/05/21

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Report to	On
Cabinet	Wednesday, 16 June 2021

Title	Portfolio Holder	Report of
Corporate Strategy Performance Report - Quarter 4, 2020/21	Leader of the Council	Deputy Chief Executive

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the Statutory Cabinet Forward Plan ?	No
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	No
Is this report confidential?	No

Purpose of the Report

1. To provide Cabinet with a position statement for the Corporate Strategy for quarter four (January – March) 2020/21.

Recommendations

2. The Scrutiny Budget and Performance Panel are asked to consider the report and make comments and recommendations to the Cabinet.
3. Cabinet is asked to consider and comment on the report.

Reasons for recommendations

4. The performance framework sets out the process for reporting progress against the objectives of the Corporate Strategy. Robust monitoring ensures that the council continues to deliver its priorities and achieves the best outcomes for residents.

Other options considered and rejected

5. N/A

Executive summary

6. This report presents the performance of the Corporate Strategy at the end of quarter four (January – March 2021). This report provides an update on the current position for the 14 projects, 24 key Corporate Strategy performance measures and 13 key organisational performance measures.

7. Of the 14 projects in the strategy: eight (57%) are rated green and on-track; four (29%) are rated amber, two (14%) are planned to commence later in the programme.
8. Of the 24 performance indicators used to monitor the Corporate Strategy, twelve can be reported at the end of quarter four with five (42%) performing better than target; five (42%) performing worse than target and outside the 5% tolerance; and two (16%) providing a baseline position.
9. Of the 13 key organisational performance measures, 12 can be reported at the end of quarter four with six (50%) performing better than target; two (17%) performing worse than target but within a 5% tolerance of the target; and four (33%) performing worse than target and outside the 5% tolerance. One measure is currently under review.

Corporate outcomes

10. The report relates to the following corporate priorities:

An exemplary council	✓	Thriving communities	✓
A fair local economy that works for everyone	✓	Good homes, green spaces, healthy places	✓




Background to the report

11. At Council on 30th September 2020, the Corporate Strategy was updated and refreshed to ensure that the Council can continue to meet the needs of the borough given recent changes, the impact of Covid-19 and future priorities.
12. The four priorities identified in the strategy are:
 - An exemplary council;
 - Thriving communities;
 - A fair local economy that works for everyone;
 - Good homes, green spaces, healthy places.
13. Activity and resources are now targeted towards 14 priority projects which are a combination of new and existing activity to be delivered over the next 12-18 months and measured using 24 revised performance indicators. This report provides the status of the projects and measures at the end of quarter four.
14. A colour rating system is used to indicate status whereby:

Projects

RED	Off track
AMBER	Forecast delays or concerns, an early warning of issues
GREEN	On track and progressing as planning

Performance Indicators

	Worse than target, outside threshold
	Worse than target but within threshold (5%)
	Performance is better than target



AN EXEMPLARY COUNCIL

A COUNCIL THAT:

Delivers high performing services that represent value for money

Understand the community and work with partners to make things better

Is open and transparent in its activities

Achievements this quarter:

- 15.** The project to transform the way the council operates has made good progress with the establishment of a shared Chief Executive and management team. Effective governance structures have been put in place including weekly Senior Management Team meetings and monthly Leadership Team meetings to ensure clear strategic direction and communication. Work to review services has also advanced this quarter with the completion of the first stage of the ICT review including structures, budgets and sharing opportunities identified and consulted on ready for implementation. The shared model for ICT services supports the development of the Joint Digital Strategy action plan with year 1 delivery due to begin in quarter one 2021-22.
- 16.** The development of shared arrangements for Customer Services is ongoing in line with the project plan. Staff have had the opportunity to feed in their views and ideas through workshop and other sessions. From this, the initial key objectives and priorities for the service, alongside high-level proposals for a shared model have been developed and scoped and will progress towards the Shared Services Joint Committee in June. This will be followed by a planned four-week formal consultation period. A Shared Service Monitoring report is to be presented to Shared Services Joint Committee in June 2021 to ensure high performing shared services that realise the intended benefits.
- 17.** Work with partners to design and deliver better public services has been moved forward with a joint workshop between South Ribble Partnership and Chorley Partnership in March 2021 to identify opportunities for working together in line with sovereign priorities. Partners recognised the benefits of a single partnership across the two districts, which will cover over 200,000 residents and provide greater opportunities to deliver change at scale and be able to deliver greater outcomes to residents through the sharing of experience, resources, and knowledge. At the South Ribble Partnership in May 2021 partners will consider new governance arrangements for a combined Chorley and South Ribble place-based partnership. The arrangements provide opportunities to focus on South Ribble issues, while also benefitting from the opportunity to work across the two boroughs where it is appropriate.
- 18.** The Annual Governance Statement (AGS) action plan continues to improve the transparency and openness of the council. Progress has been reported to the Governance Committee in March 2021 outlining the activities that have been completed against the AGS action plan. Governance Committee approved a new Risk Management Strategy and agreed the principles of a Key Partnerships and Contracts Framework which will be finalised and adopted to ensure robust monitoring of key strategic partnerships. The Financial Procedure Rules were also referred to Governance Committee for their approval. Looking ahead, the updated Financial

Regulations will go to Full Council and the Consultation Framework will be completed in quarter one.

19. Of the four projects within this priority, three are green and on track and one has not yet started.

Projects	2020-21 Quarter 4 (Jan – Mar)
Deliver the Annual Governance Statement Action Plan	GREEN
Transform the way the council operates	GREEN
Work with partners to design and deliver better public service:	GREEN
Deliver year one of the joint digital strategy	NOT YET STARTED

Key Performance Indicators



20. Of the five performance measures reported under this outcome, two are due to be reported this quarter.

21. Two indicators are performing better than target:

- ▶ At least 40% of service requests will be received via self-service channels,
- ▶ More than 80% of customers will be satisfied with the service they receive from the council.

22. A full list of the performance indicators is included in Appendix 1.



THRIVING COMMUNITIES

A PLACE WHERE:

**Residents have positive
mental health**

**People get involved and
have a sense of belonging**

**Communities can access
services and support when
they need them**

Achievements this quarter:

- 23.** The project to deliver a mental health support programme for young people has progressed. Within the quarter, work has been focused on building of relationships with mental health support services available in South Ribble. A directory of mental health services for young people has been developed and published onto the Council website. The aim of the directory is to raise awareness of mental health services both locally and nationally. The relationships being built with key services will progress next quarter, developing the professionals' forum as a network to share best practice, knowledge and encourage better partnerships to improve the overall mental health offer to young people across the district.
- 24.** Whilst restrictions were in place during the early part of the quarter, the focus of the Youth Council project has been to develop the contacts with key stakeholders, which includes Lancashire County Council Youth Services, all South Ribble high schools, young people groups and organisations. Best practice research has been undertaken via membership of the British Youth Council and the Co-operative Council Innovation Network (CCIN) highlighting the best methods of engaging young people effectively. Plans are now developing for the engagement methods to be used with young people to inform the structured consultations and engagement work that will commence in September 2021. The project has been promoted on social media to generate initial awareness and interest.
- 25.** The South Ribble Community Hub action plans were approved at Cabinet in March and activity has progressed across the hubs although with some limitations around consultation and engagement due to local restrictions (examined further in the action plan below). Examples of progress include the preparation work for online events for Penwortham Live and Longton Live, a community partnership with Samlesbury Civic Society to encourage and promote volunteering and further develop a community garden, and Securing the purchase of the Eagle and Child Bowling Club and securing a long term lease with the bowling club.
- 26.** Also as part of the Community Hub project, Foodbank Network partners have continued to support residents with food, cleaning products, toiletries, pet food and baby related goods. The Communities team has supported on a practical level with collecting and delivering large donations, providing accommodation, and referring people to appropriate services for help with other issues such as benefits and housing advice. The school uniform bank has expanded for 2021 to assist families struggling to purchase uniforms, and the recycling of good quality or unworn items.

27. Of the three projects within this priority, two are rated green; and one is rated amber.

Projects	2020-21 Quarter 4 (Jan – Mar)
Establish South Ribble Together Hubs	AMBER
Deliver a mental health support programme for young people	GREEN
Establish a Youth Council	GREEN

Establish South Ribble Together Hubs:		AMBER
Agreeing plans for neighbourhood areas and a borough food bank network		
Issue:	<p>As part of the engagement with communities, the original consultation methods to get feedback on the neighbourhood action plans involved face to face public meetings. The lockdown that was put in place by late December, had resulted in any face to face engagements being cancelled.</p> <p>To remedy this, the plan had been to undertake engagement through other methods which involved newsletters and social media. The planned engagements were to take place in March 2021, however, following the decision to run round one of the Community Hubs Boost Fund with a closing date for applications of 31 March and decisions / notifications of successful bids in May, in consultation with the cabinet member the timeline for the publication of newsletters was delayed in order to coincide with the announcements.</p> <p>Technical issues with the social media platform and account management had further delayed the updating and rebranding of the Facebook pages for each neighbourhood area.</p>	
Actions Plan - What will be done:	<p>The project is expected to be back on track by the next quarter as the issues with Facebook have been resolved and pages are now live, with content being updated and relaunched with the new branding for each hub.</p> <p>The e-newsletter has now also been published with copies available on each neighbourhood hubs dedicated Facebook page.</p> <p>As a result, the timeline for the project has now been resolved and engagement activities can take place.</p>	

Key Performance Indicators



28. Of the eight performance measures reported under this outcome, three are due to be reported this quarter. A full list of the performance indicators is included in Appendix 1 and an explanation of performance provided below.

29. Two indicators are to be baselined:

- ▶ Number of residents benefiting from opportunities created by the communities team,
- ▶ Number of meals provided to school age children through holiday hunger offer.

30. One indicator is performing worse than target and outside the 5% threshold with a full action plan provided:

- ▶ The percentage of the population with NVQ level 3 or above will increase.

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
The percentage of the population with NVQ level 3 or above will increase	60.6%	60.6% (Q4 2019/20)	57.2%	▲	Worse than Q4 2019/20
Commentary:	<p>This indicator measures the percentage of the population with 2 or more A levels, advanced GNVQ, NVQ 3 or equivalent. The overall impact of the pandemic on education over the past 12 months may well be a contributor, although it is worth noting that whilst this is lower than the North West average, both the percentage of the population with NVQ level 2 and above, and NVQ level 4 and above in South Ribble are higher than the North West average.</p> <p>As restrictions ease this will continue to be monitored and it would be expected to improve. The council will continue to work with partners and education providers to ensure that all young people have access to training and development. South Ribble and Chorley Partnership have identified skills and employment as a potential area of focus, which will give a longer term route to working with partners to improve skills levels across the borough.</p>				



A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE

A COUNCIL THAT:

Increases access to training and jobs

Grows and supports sustainable businesses

Invests in improving the borough

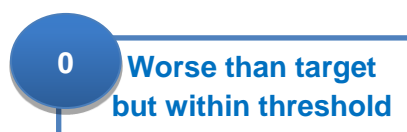
Achievements this quarter:

- 31.** The work to deliver a business support programme is due to commence from April, therefore within the quarter the focus has been on providing the immediate support for businesses with a particular emphasis on the national programme of business support grant packages in response to the Covid-19 pandemic. There have been 3,240 grants paid up to quarter four, with a total value of £6,773,264. As the national support programmes begin to reduce, a South Ribble business support programme will begin in quarter one 2021/22. Planned delivery will include a desktop research activity and a borough wide business survey to identify the local needs and objectives which will then define the overall business support programme. The programme should reduce the potential for business failures, support viable businesses, safeguard jobs, and support economic recovery following the impact of the pandemic.
- 32.** The Community Wealth Building project has made good progress with the appointment of the Community Wealth Building Coordinator. This will enable the programme to move at pace with a detailed programme to be prepared in quarter one incorporating ongoing activity to develop a social value policy and procurement portal to help measure outcomes and quantify benefits for the community such as job creation and local spend.
- 33.** Within the past quarter there has been significant progress with establishing the Credit Union for South Ribble. Unify Credit Union have extended their common bond to include all people who live and work in South Ribble, which has increased the accessibility of the credit union's services. The credit union branch, which is to be based at Towngate has been undergoing renovations and improvements which are due to be completed for opening by the end of June 2021.
- 34.** Work to deliver year 1 of the Town Deal has been boosted by the news that the Town Investment Plan bid, as part of the Government's £3.6 billion Town Fund was successful. The Leyland Town Board has the potential to now use £25 million to invest in the proposals put forward around three key project areas, which are Leyland town centre improvements, Leyland Market improvements and a business hub development for business for workspace, events and skills. Going forward, the project will deliver against the Head of Terms as set out by Ministry of Housing, Communities and Local Government (MHCLG) in the award letter. A project framework, procurement route and governance will be agreed for the delivery of the project to support Leyland Town Board and the Council.

35. Of the three projects within this priority, two are green and one has not yet started.

Projects	2020-21 Quarter 4 (Jan – Mar)
Implement the community wealth building action plan	GREEN
Establish a business support programme	NOT YET STARTED
Deliver year 1 of the Town Deal	GREEN

Key Performance Indicators



36. Of the four performance measures reported under this priority, three measures are due to be reported this quarter. A full list of the performance indicators is included in Appendix 1 and an explanation of performance provided below.

37. Two indicators are performing better than target:

- ▶ Overall employment rate greater than north west average,
- ▶ Median workplace earnings in the borough will be better than the average for the North West region.

38. One indicator is performing worse than target and outside the 5% threshold with a full action plan provided:

- ▶ % 16 -17year olds not in education or training (NEET).

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
% 16 -17year olds not in education or training (NEET)	3.5%	3.2% (Q4 2019/20)	4.0%	▲	Worse than Q4 2019/20
Commentary:	<p>In comparison to previous years there is an increase in the number of NEETs. The reason for this is the impact of Covid19 and the ongoing restrictions and closures of workplaces as part of national measures. South Ribble youth unemployment figures have significantly increased in the last 12 months from 387 (March 2020) to 1,349 (March 2021). The council is working in conjunction with the Department for Work and Pensions (DWP) to deliver a Youth Hub facility located at Leyland Leisure Centre. The aim is to deliver the following:</p> <ul style="list-style-type: none"> • Support for young people looking for work by helping them develop skills and support other activities such as writing a CV and interview skills. • Support will include individual diagnostic assessments identifying needs/support required, 				

- Providing 1:1 support, employability readiness workshops and a range of group health and wellbeing activity.
- Health and wellbeing support for young people with a particular focus on mental health.
- The Youth Hub will provide a resource to engage with young people in the most deprived wards to improve employment prospects and reduce social isolation.

The Council has worked together with Lancashire Adult Learning (LAL), and have delivered a Digital Youth Hub for the 18-25 age group offering employability courses and short qualification courses.



GOOD HOMES GREEN SPACES HEALTHY PLACES

A BOROUGH WITH:

A choice of decent,
affordable housing

Commitment to protecting
the local environment

A choice of quality
recreational activities

Achievements this quarter:

- 39.** As part of the project to support the green agenda, the 'Reduce, Reuse, Recycle' campaign, which finished in March 2021 has resulted in a significant reduction of contaminated bins, a total of 2,636, which represents overall a 75% reduction. Work has also progressed to finalise location plans for the installation of four additional electric vehicle charging points. The electric vehicle charge points will be located in the car parks at King Street in Leyland, Hope Terrace in Lockstock Hall, Bamber Bridge Leisure Centre and Kingsfold Community Centre. Looking forward to quarter one, the Council is to host a virtual 'World Environment Day', install a new cycle storage facility at Moss Side Depot, and promote information on the Council website for the affordable energy saving schemes.
- 40.** The project to improve leisure facilities has made good progress in quarter four. Work undertaken across the leisure centre estates includes completion of a number of improvements to the leisure centre estate. These works include a number of works that are part of compliance/health and safety works; but also addressing dilapidation works which includes the interior redecoration of all the leisure centres, (i.e. faulty ceiling tiles and changing room tiles), new Boiler, landscaping, and lined car park at Leyland Leisure Centre. A new water storage tank and all mirrors replaced in the dance studios at Bamber Bridge Leisure Centre. Looking forward at quarter one, a decarbonisation report will be commissioned for each leisure Centre and grant applications will be submitted to support decarbonisation projects.
- 41.** The project to commence building affordable homes has focussed on progressing design works at the McKenzie Arms site to allow a tender to be issued for the appointment of a contractor to deliver the scheme. The Tom Hanson House development on Station Road, which will provide nine new affordable flats has been delayed, however it will be completed in May 2021 and handed over to the Community Gateway Association.
- 42.** The bring Worden Hall back into use project has begun following planning approval, the exciting project will see a range of refurbishment work to the site. Work that has begun in quarter four includes, intrusive survey work to inform the progressing design activities; the development of Interior design and branding proposals; Folly café will be temporarily relocated to allow refurbishment works on the Hall to be undertaken. The project will see the Hall transformed into a flexible space for the community and events such as weddings.

43. Of the four projects within this priority, one is rated green and three are rated as amber.

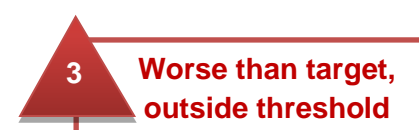
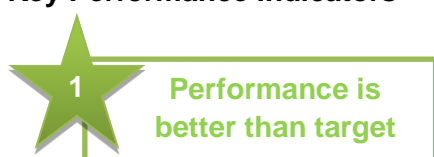
Projects	2020-21 Quarter 4 (Jan – Mar)
Bring Worden Hall back into use	GREEN
Deliver a project to support the green agenda	AMBER
Deliver a leisure improvement project	AMBER
Commence building of affordable homes within the borough	AMBER

Deliver a project to support the green agenda: To support the council's commitment to carbon neutral		AMBER
Issue:	<p>This project has been rated amber in quarter four on the basis that:</p> <p>The annual target to plant 27,500 this year has not been achieved. This can primarily be attributed to Covid restrictions which led to the cancellation of a large public giveaway, as well as the use of voluntary labour for planting. However, the Council is on-track against the four-year target of 110,000 trees by 2022/23. Currently at the end of year two, 62,267 trees have been planted. This means the Council is in advance of the programmes two-year target of 55,000 trees planted.</p> <p>There has been slow progress in securing landowner's permission on the Penwortham to Howick section for the Green Links. This section of the Green Links programme is 4km in length and delivery is subject to securing landowners' consent.</p>	
Actions Plan - What will be done:	<p>Sites have been identified for planting in the 2021/22 season. As the Covid restrictions begin to ease the tree giveaways are to be reinstated and work will resume with community groups and schools, which will increase the number of trees planted in the upcoming seasons.</p> <p>Work has been started with the Council's legal team to proactively identify landowners, with support to undertake land registry searches. This will enable more effective engagement with landowners in order to support delivery of the Green Links objectives and deliver improvements to the local area.</p>	

Deliver a leisure improvement project:		AMBER
To deliver a programme of improvements to the Council's existing leisure facilities		
Issue:	<p>Whilst the project continues to deliver against its planned programme, the overall scope of the project has been widened in response to a request from 'The Climate Change Committee'. This change impacts the overall timeline of the project, therefore pushing its rating into Amber as part of forecast delays to the project timeline.</p> <p>The request from the committee is that that in support of the Council's commitment to the green agenda and climate change, the project undertakes the production of de-carbonisation reports for each of the Council's leisure centres.</p> <p>The production of the reports is to support the submission of grant applications to central Government which if successful will provide the Council with funding towards decarbonisation projects. The decarbonisation plans will support the climate change agenda whilst also ensuring that the project delivers the best value for money in terms of additional funding and a subsequent reduction in operation costs for the leisure centres.</p>	
Actions Plan - What will be done:	<p>The project timeline has been updated to reflect that an additional three months will be required to undertake the decarbonisation reports and grant application process.</p> <p>The timeline extension is simply to meet the grant application process which is set externally. By next quarter this project is expected to revert to green with the revised timeline having been accepted.</p>	

Commence building of affordable homes within the borough:		AMBER
To deliver a number of schemes to address the gap in the current housing market by providing quality affordable homes		
Issue:	The Tom Hanson House development on Station Road in Bamber Bridge was due to complete in February 2021. However, the site is now expected to be completed in May 2021.	
Actions Plan - What will be done:	The Tom Hanson House development on Station Road, which will provide 9 new affordable flats will be completed in May 2021 and handed over under a lease agreement to the Community Gateway Association.	

Key Performance Indicators



44. Of the seven performance measures reported under this outcome, four performance measures are due to be reported at the end of this quarter. A full list of the performance indicators is included in Appendix 1 and an explanation of performance provided below.

45. One indicator is performing better than target:

- ▶ The number of people who are prevented from becoming homeless is increased.

46. Three indicators are performing worse than target and outside the 5% threshold with a full action plan provided:

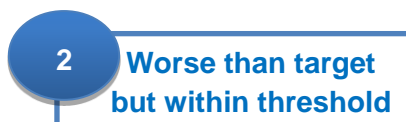
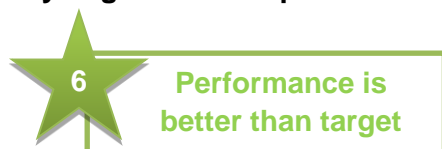
- ▶ Total number of young people's physical activity courses delivered,
- ▶ 27,500 Trees will be planted in the borough this year (Cumulative),
- ▶ The number of affordable homes delivered.

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
Total number of young people's physical activity courses delivered	295 (Q4 2019/20)	369 (Q3 2020/21)	62	▲	Worse than Q4 2019/20
Commentary:	<p>In quarter four the number of young people's physical activities has been significantly impacted on by Covid and the national lockdown restrictions. This has resulted in a reduction in the number of courses the Council has been able to deliver. It has not been possible to deliver extracurricular activity, active travel or community courses. However, the Council has continued to support a selection of schools to deliver face to face activity for key workers children and online content.</p> <p>In April 2021, a return to schools is permitted and the programmed calendar can be delivered except for some active travel and afterschool clubs.</p>				

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
27,500 Trees will be planted in the borough this year (Cumulative)	27,500 (Annual)	2,205 (Q3:2020/21)	16,994	▲	Worse than Q4 2019/20
Commentary:	<p>The annual target to plant 27,500 has not been met. This can mainly be attributed to the Covid restrictions which has led to the cancellation of a large public giveaway, and the use of voluntary labour for planting. Planting of trees has been carried out by internal staff resources, which has meant that there has been a reduction in the number of trees planted this year.</p> <p>However, the Council is on-track against the four-year target of 110,000 trees by 2022/23. Currently at the end of year two, 62,267 trees have been planted</p>				

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
The number of affordable homes delivered	80	81 (Q4 2019/20)	37	▲	Worse than Q4 2019/20
Commentary:	<p>The number of affordable homes delivered during 2020/21 is below target. The affordable housing delivery fluctuates year on year. The completions for 2020/21 result from two large allocated housing sites, Kier at Altcar Lane site and Lovell at Croston Road site, both delivering policy compliant affordable housing.</p> <p>It is acknowledged that the delivery of affordable homes is not at the performance levels needed.</p> <p>The delivery of affordable homes is a complex area and there are many reasons behind this. Ultimately the Council can only control certain elements and is very reliant on housebuilders and registered providers for delivery. Given this an action plan to ensure we deliver more affordable homes and at the right tenures and mix is currently in development and will be brought to a future Cabinet meeting for discussion and adoption to ensure a strategic approach.</p>				

Key Organisational performance measures



47. At the end of quarter four, there are 12 out of the 13 key organisational performance measures due to be reported. A full list of the performance indicators is included in Appendix 2.
48. It should be noted that a review of customer related indicators is currently being undertaken within the customer services review. Therefore within this quarter we will not be reporting on customer complaints. Following the indicator review so we will report the updated indicator in the next quarterly report
49. Of the 12 key organisational performance measures, six are performing better than target:
- ▶ Number of Accidents reported to Health and Safety from work related activity,
 - ▶ % planning applications decided within 13 weeks (major applications),
 - ▶ % planning applications decided within 8 weeks (minor / other applications),
 - ▶ % of telephone calls answered within 90 seconds,
 - ▶ % of calls abandoned before being answered in a quarter,
 - ▶ Average days to process a new Housing Benefit claim.
50. Of the 12 key organisational performance measures, two measures are performing below target but within 5% threshold:
- ▶ Percentage of Council Tax collected (Cumulative YTD),

- ▶ Percentage of Business Rates (Cumulative YTD).

51. Of the 12 key organisational performance measures, four are performing worse than target and outside the 5% threshold:

- ▶ Number of households in temporary accommodation at the end of the quarter,
- ▶ No. of accidents reported to Health Safety Executive for work related activity (RIDDOR),
- ▶ Number of near miss incidents reported to Health and Safety,
- ▶ The average number of working days from Disabled Facilities grant referral received from LCC to application approved.

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Target to improve trend	37 (Q3 2020/21)	44	▲	Worse than Q3 2020/21
Commentary	The number of households in temporary accommodation has increased compared to last quarter, which is a result of people placed in hotels from the most recent Covid lockdown and the extension of a cold weather provision. Grant funding has been received to fund an additional two properties that will be available on completion of maintenance works for the purposes of housing rough sleepers and providing temporary accommodation.				

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
No. of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Target to improve trend	0 (Q3 2020/21)	1	▲	Worse than Q3 2020/21
Commentary	The number of accidents relating to reporting of injuries, diseases, and dangerous occurrences (RIDDOR) is considerably low, with a single case this quarter. The Council has a duty to avoid accidents where possible, and any issues/recommendations will be dealt with through the Council's internal processes.				

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
Number of near miss incidents reported to Health and Safety	Target to improve trend	18 (Q3 2020/21)	3	▲	Worse than Q3 2020/21
Commentary	The number of near misses reported has decreased in quarter four, a significant part of this could be the impact of Covid and government restriction restrictions. As there are fewer employees in work, there are less near misses reported. When restrictions ease and more employees are able to return to work, it is expected that this figure will improve.				

Key Performance Indicator	Target	Comparable Period	Quarter 4 2020/21	Symbol	Trend
The average number of working days from Disabled Facilities Grant referral received from LCC to application approved	Target to improve trend	155 (Q4 2019/20)	167	▲	Worse than Q4 2019/20
Commentary	The average number of working days has increased in quarter four as a result of a single case. In this individual case, matters between the landlord and the tenant needed to be resolved before works were able to take place. This led to a delay, but once resolved the works were undertaken. The Council will work with the registered provider to avoid this situation delaying DFG work in the future.				

Risk

52. Risk registers are being completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.

Equality and diversity

53. Equality and Diversity is embedded within the corporate strategy and how the council acts. An equality impact assessment was undertaken as part of the corporate plan refresh and each individual project will have its own equality impact assessment which have been revised and reassessed during quarter three.

Air quality implications

54. N/A

Comments of the Statutory Finance Officer

55. There are no direct financial implications of this report.

Comments of the Monitoring Officer

56. There are no concerns from a legal perspective. The main purpose of this report is to provide members and residents with information about how we are performing in respect of some of our key projects and against some of our key performance indicators. It is part of our general commitment to act in an open and transparent manner.

Background documents

- ▶ Corporate Plan, approved 30th September 2020

Appendices




- ▶ Appendix 1 - Performance of the Corporate Strategy Measures
- ▶ Appendix 2 - Key Organisational Performance Measures











Chris Sinnott
Deputy Chief Executive

Report Author:	Email:	Telephone:	Date:
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Appendix 1 – Performance of the Corporate Strategy Measures

*As part of the Councils new data quality policy, reviews of the accuracy of reported information are undertaken. Some small inaccuracies have been found in previously reported performance, and corrective action has been taken and figures have been updated below:

 Worse than target, outside threshold	 Worse than target but within threshold (5%)	 Performance is better than target
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Indicator Name	Polarity	Target	Comparison	Quarter 4 2020/21	Symbol	Trend
An Exemplary Council						
Service requests received via self-service channels	Bigger is better	29% (2020/21)	38% (Q3: 2020/21)	30.59%		Worse than Q3 2020/21
More than 80% of customers will be satisfied with the service they receive from the council	Bigger is better	80%	*75% (Q3: 2020/21)	93.34		Better than Q3 2020/21
Thriving Communities						
Number of meals provided to school age children through holiday hunger offer	Smaller is better	Target to improve trend	*16,760 (Q3 2020/21)	16,945 In quarter	-	-
Number of residents benefiting from opportunities created by the community's team	Bigger is better	To be baselined 2021/22	138 (Q3: 2020/21)	878	-	-
The percentage of the population with NVQ level 3 or above will increase	Bigger is better	60.6%	60.6% (Q4 2019/20)	57.2%		Worse than Q4 2019/20
A fair local economy that works for everyone						
Overall employment rate greater than north west average	Bigger is better	74.2%	88.8% (Q4 2019/20)	83.3%		Worse than Q4 2019/20
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	3.2% (Q4 2019/20)	4.0%		Worse than Q4 2019/20
Median workplace earnings in the borough will be better than the average for the North West region	Bigger is better	£559.60	£543.00 (Q4 2019/20)	£560.60		Better than Q4 2019/20
Good homes green spaces healthy places						
Total number of young people's physical activity courses delivered	Bigger is better	295 (Q4 2019/20)	369 (Q3 2020/21)	62		Worse than Q4 2019/20
27,500 Trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500 (Annual)	*2,205 (Q3:2020/21)	16,944		Worse than Q4 2019/20
The number of people who are prevented from becoming homeless is increased	Bigger is better	341	412 (Q4 2019/20)	1411		Worse than Q4 2019/20
The number of affordable homes delivered	Bigger is better	80	81 (Q4 2019/20)	37		Worse than Q4 2019/20

¹ Due to the reporting period and data collection, there is a delay in the reporting of this indicator due to system and case record updating. Therefore, the figure has increased from the previously reported data.

Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Comparison	Quarter 4 2020/21	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	37 (Q3 2020/21)	44	▲	Worse than Q3 2020/21
Number of Accidents reported to Health and Safety from work related activity	Smaller is better	Target to improve trend	26 (Q3 2020/21)	8	★	Better than Q3 2020/21
No. of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	Target to improve trend	0 (Q3 2020/21)	1	▲	Worse than Q3 2020/21
Number of near miss incidents reported to Health and Safety	Bigger is better	Target to improve trend	18 (Q3 2020/21)	3	▲	Worse than Q3 2020/21
The average number of working days from Disabled Facilities grant referral received from LCC to application approved	Smaller is better	Target to improve trend	155 (Q4 2019/20)	167	▲	Worse than Q4 2019/20
% planning applications decided within 13 weeks (major applications)	Bigger is better	75%	88.88% (Q3 2020/21)	100	★	Better than Q3 2020/21
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	91.79% (Q3 2020/21)	85.09	★	Worse than Q3 2020/21
% of telephone calls answered within 90 seconds	Bigger is better	40%	94.2% (Q3:2020/21)	65.6%	★	Worse than Q3 2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	2.0% (Q3:2020/21)	11%	★	Worse than Q3 2020/21
Average days to process a new Housing Benefit claim	Smaller is better	19 days	15.57 days (Q3:2020/21)	14.43 days	★	Better than Q3 2020/21
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	97.58%	97.58% (Q4 2019/20)	96.84%	●	Worse than Q4 2019/20
Percentage of Business Rates (Cumulative YTD)	Bigger is better	98.50%	98.5% (Q4 2019/20)	95.02%	●	Worse than Q4 2019/20

Agenda Item 7

Report to	On
Cabinet	Thursday, 16 June 2021



Title	Portfolio Holder	Report of
HR/Payroll System	Leader of the Council and Cabinet Member (Strategy and Reform)	Deputy Chief Executive

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is this report confidential?	No

Purpose of the Report

1. To seek Cabinet approval to enter into a ten year agreement with Blackpool Council to provide a managed payroll service with integrated HR service and all associated implementation, support and maintenance services.

Recommendations

2. To approve the appointment of Blackpool Council for the provision of a managed payroll service with integrated HR system and all associated implementation, support and maintenance services.
3. To delegate the finalisation of the agreement with Blackpool Council to the Director of Governance.

Reasons for recommendations

4. The council has determined that a partnership arrangement with Blackpool Council via a local government agreement pursuant to Section 101 of the Local Government Act 1972 provides the most effective and best value way to secure a fully managed payroll service with integrated HR system.

Other options considered and rejected

5. The current HR and Payroll systems contract expires March 2022 and there is no compliant ability to extend this.

6. Procurement via either open tender or a framework agreement requires specialist input to specify, document and evaluate tenders which would be resource intensive, and potentially expensive. The market has been explored and found that it is very limited in terms of suppliers that would meet our specification and that the prices that could be achieved are unlikely to be more economical than the partnership approach, particularly as direct contract award to a supplier would incur high implementation costs. A partnership arrangement gives additional resilience to the project and ongoing payroll service unlike a direct award.

Corporate outcomes

7. The report relates to the following corporate priorities:

An exemplary council	x	Thriving communities	
A fair local economy that works for everyone		Good homes, green spaces, healthy places	

Background to the report

8. Phase 1 of shared services established a shared HR team as a strategic workforce management function to shape, drive and support the longer-term ambitions of the councils.
9. A shared HR system is now needed to align and automate processes, integrating personnel management and payroll functions by April 2022, the expiry date for the current payroll contracts. Currently, both Chorley and South Ribble councils have different external fully managed payroll providers.
10. South Ribble council has a service contract with Lancashire County Council to deliver a managed payroll service which has been in place since 2000 and due to expire 31 March 2022.
11. There is also a standalone HR system (Access) which holds personnel information. This is not linked to the payroll system. The contract for this also expires on 31 March 2022
12. The council requires a shared payroll provision for both councils that integrates with a suitable HR management system which offers best value, is fit for purpose, and meets all essential requirements.
13. A broader objective of introducing a shared integrated HR/Payroll system is to support the wider digital transformation ambitions of the council and satisfy the expectations of both potential and current employees. This transformation aims to automate processes and drive significant service improvements and further efficiencies across the Council.
14. Measures of the achievement of the objective will include:
 - Systems which are fit for purpose
 - Achieving better value for money

- Reduced transaction costs through self-service / system efficiencies / efficiency savings through reduced duplication, improved process flows and increased accessibility
 - Staffing efficiencies through more integrated and automated working
 - Improved management ability to make more evidence-based decisions with improved data quality, visualisations and reports
 - An excellent customer experience that makes it easier for managers and employees to carry out their duties
 - Increased accessibility including use of mobile technology
 - The ability to easily share data and information across systems
- 15.** Activity to establish the essential and desirable features has been going on through the detail process mapping exercise. Environment scanning took place to establish what systems were being used by other local authorities, in particularly authorities of a similar size and profile, and to gain an understanding of the challenges of the process ahead.
- 16.** Several suppliers were invited to provide system demonstrations to gain an understanding of the core functionality of an integrated HR/Payroll with self-service solution. The council's current payroll providers were also invited to discuss how they could meet the shared requirements of the councils.

Partnership Opportunities

- 17.** A partnership arrangement with another local authority can be established through a section 101 Local Government Act agreement. This allows certain functions of the Council to be delegated to another local authority.
- 18.** Blackpool Council commenced a formal OJEU tender procurement in February 2020 to select a suitable supplier or suppliers to provide a replacement integrated HR and Payroll System, including implementation, support, and maintenance. This process was completed in February 2021 and MHR International UK Limited were appointed as their Preferred Bidder. The initial contract term will be 10 years following successful implementation and roll out (April 2022 for core HR and Payroll) with the potential to extend for a further 5 years (renewal term). Within the contract Blackpool are able to offer Managed payroll and integrated HR system modules to third parties.
- 19.** The MHR system demonstrated their system to the HR team and the system functionality evaluated against the council's essential requirements. Discussions and negotiations have taken place with Blackpool council to determine an agreeable partnership arrangement for a manage payroll service with integrated HR system, on behalf of both Chorley and South Ribble councils.
- 20.** There are many advantages of this model with Blackpool listed below:
- Any costs associated to South Ribble Council are to be based on cost recovery only. There is no upfront implementation fee and it will reduce the internal resource required for system implementation.
 - By working in partnership we are able to share expertise and knowledge.
 - Minimises the requirement for additional ICT support from the councils as it is externally delivered and fully compliant with all data storing, sharing and processing legislation and regulations.

- An agreed project plan would ensure that our HR transformation plan is fully supported.
 - The timeline to award the contract would greatly be reduced which allows a more managed considered implementation plan.
 - Chorley and Blackpool Council have a trusted and successful track record to deliver payroll services and so the relationship between the Shared HR staff and the Blackpool Payroll/HR team gives confidence in payroll transfer and reduces risks for the Councils.
 - Blackpool have undertaken extensive market testing and due diligence as part of their procurement and tender evaluation process, including site visits to other local authority using the software. This partnership will give HR capacity to focus on the internal behavior change as part of successful implementation.
- 21.** Blackpool Council would be identified as a key partnership and this relationship would be underpinned by the relevant legally binding contract. This relationship will form one of the partnerships and will be listed on the Key Contracts and Partnerships Register

Risk implications

- 22.** HR and Payroll systems are business critical. The current payroll contract terminates on 31 March 2022. Should contracts not be awarded there is a risk that the Council will not have sufficient time to implement replacement system before the current contracts expires. A minimum period of two months testing must be factored into the overall project timescales, commencing in January 2022. This have been considered in developing these proposals and is deliverable.
- 23.** As Lancashire County Council are upgrading their current system it means that the current arrangements cannot continue. Should the current payroll provider continue to manage South Ribble Council's payroll it would be necessary to migrate data onto their upgraded system and that would also require a period of implementation, testing and potential increased cost.
- 24.** The proposed agreement relies on an identical arrangement to be in place between Blackpool and Chorley councils, and this interdependency is reflected in the partnership agreement and will be managed by the Shared HR team.

Financial implications

- 25.** The fee for the managed payroll service is based on the number of payslips produced each month, and therefore is a variable price. There is a fixed cost of £6.30 per employee, and for elections staff of £6.39 per employee. Based on the number of current employees this is expected annual costs of £44,600.
- 26.** Full access to the HR modules and functionality is based on a price of £27.12 per employee. This is made up of the direct charge from MHR based on the number of licences per year, and also the cost per user for administrative at organisational level

(i.e global system configuration) from Blackpool. Given the current number of employees this is £16,000.

27. It is acknowledged that full system functionality will not have been achieved from day one. This is to allow a stage implementation which allows priority to be given to essential functionality. A service level agreement will be established prior to April 2022 which will include a full function implementation plan.

28. The total expected annual cost is £60,600, this includes Leisure services which £12,325. This can be recharged to the Council budgets in place for the wholly owned leisure company.

Comments of the Statutory Finance Officer

29. There is currently existing budget of £23k for Payroll Services and £24.8k for the HR System. On top of this an additional £8.2k per annum was the expected charge for additional payroll costs due to Leisure staffing. This new cost represents an overall increase of £4.6k which will be picked up during the estimates process.

Comments of the Monitoring Officer

30. What is proposed here is that this council (along with Chorley Borough Council) enter into a contract with Blackpool Council. There is various legislation to enable this to happen most notably Section 101 of the Local Government Act 1972. There is reference there to " ...a local authority may arrange for the discharge of any of their functions ...by any other local authority." Accordingly a formal legal agreement will be drawn up and entered into to protect this council's interests.

There are no background papers to this report

Chris Sinnott
Deputy Chief Executive

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Agenda Item 8

Report to	On
Cabinet	16 th June 2021



Title	Portfolio Holder	Report of
Empty Property Policy	Cllr Mick Titherington Deputy Leader and Cabinet Member (Health and Wellbeing)	Jennifer Mullin Director of Communities

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is this report confidential?	No

Purpose of the Report

1. The Council's Empty Property Policy was last reviewed in June 2013. To ensure that the policy continues to deliver its objectives, reflects current best practice and is in line with legislation and national policy the policy has been reviewed again.
2. It was considered that the existing policy meets these objectives and only minor amendments were required to the policy to take account of the fact that delivery of parts of the strategy were previously undertaken by Methodist Action NW – that charity having gone into administration and no longer being active.
3. This report therefore seeks approval of a new Empty Properties Policy.

Recommendations

4. Cabinet approves the updated Empty Property Policy 2021.

Reasons for recommendations

5. To enable the Council to maintain a robust Empty Property Policy which reflects the current market conditions.

Other options considered and rejected

6. The options considered -

Only use enforcement action - This would not provide any alternative for owners of empty properties to enable them to bring them back into use and many may not be able to afford the work required, this would cost the council a considerable amount in funding and resources to bring any enforcement action to fruition. To date the council has completed only 1 Compulsory Purchase order which has taken in excess of 5 years and cost a considerable amount.

Provide assistance only - This would require the council to entice owners into renovating their properties and then bringing them back into use. The council would need to have a robust system to monitor this has taken place and other than bringing the property back into use the council would not gain any further benefit.

Do Nothing - This option would require no action from the council on Empty Properties, which would not be a viable option given the increases in empty properties in the borough.

Corporate outcomes

7. The report relates to the following corporate priorities:

An exemplary council		Thriving communities	x
A fair local economy that works for everyone		Good homes, green spaces, healthy places	x

Background to the report

8. The Current Approach

9. The Council has always undertaken empty homes work, the function sits within the Strategic Housing Team. The Council has a strong track record of effective empty property intervention, good joint working, and a successful history of using enforcement powers including the use of Compulsory Purchase Orders (CPO), as a last resort to bring empty homes back into use.

10. The current approach is to target those empty homes which are not being brought back into use voluntarily and or which are blighting the local community, causing a nuisance to local residents, linked to criminal activity or which pose a risk to the public in general.

11. In partnership with Methodist Action NW, the council brought back the following into use.

Year	No of Properties back into use	Year	No of Properties back into use
2013	7	2017	3
2014	6	2018	8
2015	4	2019	4

2016	2	2020	0
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12. The Strategic Housing Team is provided with a monthly empty property report from the Revenue and Benefits team for all properties which have been unoccupied for over 6 months. The number of empty properties on the report changes every month and over the last year has varied between 641 and 761 distributed throughout the Borough.
13. Each property owner is then contacted in line with the Empty Properties Policy to understand why the property is empty and to take action if necessary, according to the policy.
14. Council tax records identified that 45 properties have been left empty for 5 years, of these 29 have been empty for longer than 10 years. These properties will be subject to immediate scrutiny and engagement with those owners and formal action considered for all on a case by case basis.

Revised Approach

15. The refreshed Empty Properties Policy (attached at Appendix 1) builds on the work already carried out to manage empty homes which is based on impact, risk, and the public interest test but strengthens the current approach to address the demise of Methodist Action NW and details the Council's approach to providing informal advice and guidance before proceeding to formal enforcement.
16. The revised approach offers the use of renovation grants that may be available where substantial works are required to the dwelling to make a dwelling fit to live in. To be eligible, the property:
 - Must be within Council Tax bands A – D.
 - currently not meeting the fitness standard for a habitable dwelling.
17. The grant assistance proposed is £4500 per bedroom for any empty property which meet the above criteria and the type of property is identified as a need by our housing options team.

Grant conditions

18. In return for the financial assistance provided the following conditions must be met:
 - The property must be let for five years from the completion of the grant.
 - The landlord must accept nominations of suitable tenants from the Council.
 - The properties must be improved to a standard where an EPC certificate rating C or above can be provided.
 - For each dwelling the details of three tenants from The Council's waiting list would be provided. The landlord would then choose the most appropriate.
 - The rent level will be set in line with the local housing allowance rates for the area, to make it affordable to households in receipt of housing benefit.
 - The landlord must accept a written bond or a cash deposit bond from the council, where a cash deposit bond is paid this must be held in an approved tenancy deposit scheme.
 - All tenants must be issued with an Assured Shorthold tenancy (AST)

Risk

19. Dealing with empty homes can be problematic and time consuming the following are risks that can arise within the process of pursuing empty homes owners.
20. Owners cannot be found – locating owners can be notoriously difficult and adds to the timescale and costs of the process.
21. The reasons that homes are left empty can sometimes be complex and personal. In these cases, any investigation would have to be done sensitively and often without any short-term resolution.
22. The Council will have to incur upfront costs of any enforcement work. These costs will be listed as a charge on the property and only recouped once sold.
23. Owners have the right to appeal or judicial review which will elongate any enforcement process or CPO.

Equality and diversity

24. The Equality Impact Assessment (EIA) and Equality Act implications have been fully reviewed and no direct implications have been identified.

Air quality implications

25. The report and policy have no direct impacts on the air quality. However in line with the Council's wider air quality and Climate Emergency plans any financial assistance should only be provided where the properties are brought up to a suitable energy efficient standard.

Comments of the Statutory Finance Officer

26. There is a remaining budget within the capital programme of £39k. Should this policy result in an increase in demand for funding then further funding would need to be sought to top up this budget. It should be noted there has been no spend against this budget in 19/20 and 20/21 financial years.

Comments of the Monitoring Officer

27. The taking of formal action (i.e. Compulsory Purchase) to deal with issues centred on empty properties can be very costly and time consuming. Working with owners through financial assistance as outlined in this report can be a more effective way of resolving the problem.

Background documents

There are no background papers to this report

Appendices

Appendix A – Draft Empty Properties Policy

Jennifer Mullin
Director of Communities

Report Author:	Email:	Telephone:	Date:
Pradip Patel (Senior Housing Technical Officer)	ppatel@southribble.gov.uk		18/05/21

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Empty Property Policy 2021

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South Ribble Borough Council

Empty Properties Policy

1. What is an empty home?

A property which has been empty for in excess of *6 months* is considered to be a long term empty property. Central Government has for a number of years encouraged local authorities to take action to bring empty properties back into use and has strengthened the powers available to local authorities to assist with this through the Housing Act 2004.

2. Why are properties being left empty?

It is important to recognise that not all empty homes are a major problem and there are often good reasons for properties being left empty, for example they can be empty between a change of occupants, if they are for sale, or undergoing refurbishment. However, there are increasing numbers of empty homes and properties that are problematic and empty for longer than is reasonable due to the housing market.

The estimated number of empty domestic properties over 6 months in South Ribble in January 2021 was 767. Of these 29 have been empty for more than ten years.

Reasons a property may be left empty;

Individual factors

- The owner may be unwilling to consider leasing or letting the property.
- The owner may be temporarily working abroad and intend to live in the property in the future.
- The owner may not be aware of the property's existence, for example where property records are not kept.
- Unresolved ownership matters e.g. following the death of an owner.
- The owner may not fully appreciate the financial benefit of bringing their empty property back into use.
- The property may have been acquired solely for speculative investment purposes and the owner is not concerned that the property is empty.
- The property may be owned by a development company who has plans for its future redevelopment.
- The property may be joined to a business property and the business owner does not want to let it.
- The owner may be in hospital or care.

Property factors

- The property may be in need of major repairs or refurbishment and the owner may not have the necessary resources to make the property habitable.
- There may be problems with accessing the property.
- There may be planning restrictions which restrict the occupancy of the property.
- The property has been repossessed.

3. Aims and objectives of the Empty Homes Policy

The overall aim of this policy is to

- Reduce the number of long term empty homes in the borough.
- Improve the housing supply
- Tackle issues relating to property nuisance

This policy will bring about the improvement and occupation of empty houses, increasing the supply and use of housing to all.

The council will work with homeowners, to support and encourage voluntary action, but commit to take appropriate enforcement action where reasonable negotiations fail. Emphasis will be placed on developing appropriate, low cost solutions which are both effective in bringing empty homes back into use and help meet our broader housing objectives to increase the availability of decent, affordable housing in South Ribble.

4. Why is there concern over properties being left empty?

What happens to empty homes is not simply a matter of concern to those who own them.

- A property that is left unoccupied and not maintained will eventually impact on its surroundings including neighbouring properties whose condition and value might be adversely affected.
- Empty properties are at risk from being broken into by vandals and squatters and in extreme cases might become a target for arson and anti-social behaviour.
- Empty homes can be the cause of complaints in relation to environmental health issues, and the police and fire services are also regularly called out to deal with empty properties. Bringing empty homes back into use will save hours of officer time and enable investment to be targeted into other areas.
- Bringing empty homes back into use can reduce the need to build more much needed new homes thus reducing pressure on greenfield development. The reuse of the existing building fabric is also generally more environmentally

sustainable than building new homes.

- Bringing empty homes back into use can also act as a catalyst for wider regeneration by boosting confidence in the property market.
- Empty homes are a wasted resource from the point of view of the local authority, especially at a time when there are people in urgent need of suitable accommodation.
- The only effective way to reduce the negative impact of an empty dwelling is to occupy it. It is therefore in the public interest that empty homes are brought back into use.

5. Available Resources

The extent of enforcement activity undertaken by the council will be determined by the resources available to fund both the revenue and capital related elements of the activity.

Officers in the housing team will work closely with officers in the finance and legal teams prior to taking action and other relevant teams who carry out enforcement work to ensure that the council is not being subjected to unnecessary risk.

The council will also work closely with voluntary and charitable agencies to ensure that a range of advice, options and incentives are available for owners

6. How will the Council deal with empty homes?

We will deal with the issue of empty homes on both a proactive and reactive basis.

On a reactive basis we will:

- Seek to minimise the problems of empty homes by talking to the owner and trying to ensure that the property is in a secure condition and not a statutory nuisance.
- Take enforcement action including work in default and legal action to recover costs and legal proceedings for non-compliance with notices.

On a proactive basis we will:

- Effectively collect and collate information on empty homes and their owners by identifying those properties that have been empty for over six months based on information supplied from the council tax department. A letter will be sent to the owners advising them of how the council can assist them in returning the property to use.
- After a property has been empty for more than 12 months and no contact or correspondence has been entered into, a member of the housing team will inspect the property and complete a prioritisation sheet.(appendix a) Properties scoring the highest points and empty the longest will then be targeted for priority treatment.

To ensure all relevant departments are involved the Strategic Housing team will work with colleagues and partner agencies to exchange information, identify and prioritise homes and develop new initiatives for homes identified as a priority for action.

These include:

- Housing Officers
- Building Control Officers
- Environmental Health Officers
- Property Services officers
- Legal and council tax officers

They will liaise with:

- Councillors
- Town and Parish Councillors
- The Fire Service
- The Police Authority
- The general public and any other interested parties as part of this process

The Housing Act 2004 (s237) allows the council to use information provided for the purpose of council tax to identify properties that are registered as empty in order that it can take steps to bring these properties back in to use.

In seeking to identify empty properties all processing of personal data will be in accordance with the council's data protection policy and the rights of data subjects contained in Part 2 of the Data Protection Act 1988.

The council will contact the owners/landlords of empty properties and will offer advice and support to those wishing to bring their properties back into use. It will do this by providing information on repairs, grants and loans assistance and letting and managing a property.

We will also outline the financial benefits to the owner of bringing the property back into use by consideration of the potential income, the savings on maintaining and securing an empty property, the increased value that will result from the occupancy of a property and conversely the depreciation in value if the property is not maintained and occupied.

If the owner is unwilling to bring the property back into use the council will consider using its enforcement powers to bring the property back into use.

7. Council Tax

The Council is committed to encouraging owners of long term empty properties (those empty for over 2 years) to bring them back into use quicker to support the provision of housing available within the borough.

On the 1 April 2020, changes were made to Council Tax charges to introduce an additional premium for properties that have been empty and unfurnished for more than 2 years. Long term empty properties can attract squatters, vandalism and anti-social behaviour and are a blight on the community and this change aims to tackle this. These changes are intended to complement and enhance the Councils empty property policy which clearly sets out the Councils approach to addressing long term empty properties in the borough.

Changes to the Council Tax Long Term Empty Premium charge are as follows:

Effective Date	Empty Period	Existing Premium	Proposed Premium
1 April 2020	2-5 years	50%	100%
	5 years+	50%	200%
1 April 2021	2-5 years	50%	100%
	5-10 years	50%	200%
	10 years+	50%	300%

In addition, the amount of discount eligible for second homes in the borough has been reduced from 10% to 0%, therefore introducing a 100% charge for second homes.

8. Financial support for owners

We offer **free independent advice** to owners of empty properties on ways of bringing their properties back into use. If an owner of an empty property needs assistance the following options are available:

Renovation grants may be available where substantial works are required to the dwelling to make a dwelling fit to live in. To be eligible, the property:

- Must be within Council Tax bands A - D
- currently not meeting the fitness standard for a habitable dwelling.

The grant assistance available is £4500 per bedroom for any empty property which meet the above criteria and the type of property is identified as a need by our housing options team.

Are there any conditions attached to the grants?

In return for the financial assistance provided there are various conditions attached.

- The property must be let for five years from the completion of the grant.
- The landlord must accept nominations of suitable tenants from the Council.

For each dwelling the details of three tenants from our waiting list would be provided. The landlord would then choose the most appropriate:

- The rent level will be set in line with the local housing allowance rates for the area, to make it affordable to households in receipt of housing benefit.
- The landlord must accept a written bond or a cash deposit bond from the council, where a cash deposit bond is paid this must be held in an approved tenancy deposit scheme.
- All tenants must be issued with an Assured Shorthold tenancy (AST)

9. What approach will the Council take to enforcement action?

The council will adopt the following principles in its enforcement activity:

- Transparency
- Accountability
- Proportionality
- Consistency
- Targeted only at cases for which action is needed

The council will at all times have regard to an owner's human rights and will not pursue enforcement action where it is disproportionate in human rights terms. This will be considered alongside the benefits to the wider community that will arise from ensuring that properties do not remain empty in circumstances that are disproportionate and unjustified.

The council will not use enforcement powers until all other avenues to encourage the owner to bring the property back into use have been exhausted. The council will want to see that the owner is taking proactive steps to bring the property back into use and that progress is being made in this respect.

For those owners who do not respond to positive encouragement, or when informal working does not bring a property back into use, and where it is appropriate, the council will take enforcement action but only after a property has been empty for more than twelve months.

Only when informal options have been exhausted or no contact has been established with the owner. Where there is an urgent need to make a property safe or remove a nuisance immediate enforcement action can be taken. The council will always use the most appropriate enforcement action to provide the desired result which is to bring the property back into use.

Properties empty for more than twelve months will be assessed and scored for inclusion on the empty homes priority list and enforcement action taken on the worst properties, which take into account the following factors:

- Length of time the property has been empty
- History of the owner in respect of co- operating with us
- Property history in respect of being open for access
- Requests for action from the Fire Brigade or Police
- Number of complaints about the property
- Anti-Social behaviour; fly tipping, vandalism, arson, graffiti, substance abuse

- Location of the Property
- Unsafe or dangerous elements
- Effect on adjacent homes
- Overgrown gardens
- Accumulation of rubbish
- Condition of boundary walls and fences
- Impact of the property on the street and surrounding amenity

We will communicate our intentions in plain English or in the appropriate language or method in accordance with the needs of the owner. The owner of the property will be made aware of the advice and support that the council can provide to assist the owner in bringing the property back into use, the enforcement powers it has and what action the council would intend to take including the relevant timescales and processes.

Once the owner of the property has been advised of the council's intention to take enforcement action there will be a period during which the owner can consider their options and appeal against the proposed action being taken.

Details of the council's complaints and appeals processes will be provided at the outset. In addition any enforcement action will be answerable and open to appropriate review in the light of changed circumstances at any stage of the enforcement process.

The council will undertake enforcement action as promptly and efficiently as possible in order to minimise delays and feedback will be sought on the service provided.

All action taken will be proportional to the circumstances of the individual case and the extent and impact of the empty home in the borough at the time.

The council will seek to ensure that cases are dealt with in a consistent manner and a regular review of the effectiveness of its enforcement activity will be undertaken. All officers undertaking enforcement action will be suitably trained, qualified and authorised so as to ensure that they are fully competent to undertake their enforcement duties.

10. What enforcement powers are available to the Council in respect of empty homes?

The council will take a phased approach to enforcement action, giving the homeowner every opportunity to bring their property back into use on a voluntary basis but committing to taking enforcement action where this proves necessary or appropriate.

Phase 1 – Option Appraisal

Action

Once a property is identified as being empty for 6 months or more the council will initially contact the owner outlining what options are available to bring the property back into use. Information on why the property is empty and what help is required by the owner is gathered so that all options can be explored.

If no response is received a follow up letter will be sent. Before any formal action is considered, the council will seek to work with the owner to identify the range of options available to them to bring the property back into use. This may involve practical guidance on matters such as letting, leasing, property valuation, building regulations and planning, grant assistance and loan schemes, demolition, and debt recovery, drawing as required on the expertise of other departments in the council and elsewhere.

The aim will be to help the owner arrive at a solution, which meets their needs and preferences whilst achieving the overall aims and objectives of this strategy.

If the property is still empty after 12 months an inspection will be arranged and carried out by a member of the housing team they will complete a prioritisation sheet which will allocate a point score to the property (see attached in documentation section). This will provide a score for the property taking into consideration the condition, complaints etc. Those identified as being scored the highest will then be prioritised for action

Phase 2 – Informal warning

Action

If no response is received from the empty homes owner, or if the empty homeowner has not implemented the agreed option to bring the property back into use we will issue a written warning. However if the homeowner can demonstrate good reason for delay or failure to implement the agreed option, a revised timescale or option will be negotiated.

Outcome

Written warning to the owner –

- Confirming satisfactory progress has not been made
- Requesting a reason for lack of progress
- Confirming formal action will ensue if no reasonable explanation or undertaking is offered within a reasonable period of time.

Phase 3 – Formal Action

Action

Where the owner of a property is untraceable or demonstrates an unwillingness to work with the council and/or satisfactory progress has not been made the council will consider taking appropriate enforcement action:

Where a property has been empty for a long period of time and officers have spent time encouraging the owners to re occupy the property but no progress has been made, it will be unlikely that these properties will be brought back in to use and therefore all properties which have been empty for longer than 6 years will be considered by the group to determine and agree the most appropriate course of formal action to be taken.

A report will then be submitted to the Director of Planning and Housing where the Empty Homes Project Group recommends the following actions –

- Empty Dwelling Management Order (EDMO)

- Other enforcement action we may take:
 - Local Government (Miscellaneous Provisions) Act 1982 s29 enables the council to secure a property that is open to access
 - Building Act 1984 s77 and s78 enables the council to require an owner to make a property safe or allow emergency action to be taken to make it safe
 - Town and Country Planning Act 1990 s215 enables the council to take action to address unsightly external appearance
 - Housing Act 1985 s265 enables the council to demolish a property that cannot be satisfactorily repaired (i.e. derelict properties)

The enforcement recommendations would be carried out under a Delegated Decision.

A report on the recommendations from the Empty Homes Project Group will then be submitted to Cabinet for approval if the recommendations made are for–

- C.P.O (Compulsory Purchase Order)
- Enforced Sale

If approved then the relevant procedure will be enforced.

Outcome

- Empty Dwelling Management Order (EDMO)

Under the Housing Act 2004 the council can apply to a Residential Property Tribunal to impose an EDMO on the owner of an empty home in order to achieve occupancy of the house. The Order gives the council management of the house, but not ownership, for a set period for a maximum of 7 years after which another order can be applied for. The council must then let the house to a tenant and recover their costs through rental. If there is any excess it goes to the owner. Practically, this option is only available to homes which are in a good state of repair and ready for occupancy.

- Enforced Sale

Enforced sale is an option available to the council where an empty home has accrued costs to the council for works which have had to be done to the house, which the owner has neglected, and refused to repair or clear up, and has then refused to pay the cost for this. The council can seek an order to compel sale of the house on the open market to recoup its costs. The owner takes the balance of the sale price.

- Compulsory Purchase Order

The Housing Act 1985 gives Local Authorities the power to apply to the Secretary of State for the council to compulsory purchase the property. This power should be a last resort for the council in its efforts to bring the house back into use and stop the anti-social 'knock on' effects that such a house inflicts upon its neighbours. The council will have exhausted all efforts to persuade the owner to deal with their house by this stage.

- Other enforcement action we may take:

- Local Government (Miscellaneous Provisions) Act 1982 s29 enables the council to secure a property that is open to access
- Building Act 1984 s77 and s78 enables the council to require an owner to make a property safe or allow emergency action to be taken to make it safe
- Town and Country Planning Act 1990 s215 enables the council to take action to address unsightly external appearance
- Housing Act 1985 s265 enables the council to demolish a property that cannot be satisfactorily repaired (i.e. derelict properties)

The council will seek to recover all of its costs where possible in bringing empty properties back into use and will look at all the options available legally within existing resources prior

to taking enforcement action to ensure that the council is not being subjected to unnecessary risk.

11. Recovery of costs associated with bringing empty properties back into use

The council will seek to recover all of its costs where possible in bringing empty properties back into use.

12. Complaints and appeals process

Any complaints will be dealt with in accordance with the council's corporate complaints procedure.

13. Equality Impact Assessment

This policy has been subject to an equality impact assessment

14. Start date

This policy will become effective from ****input date**** subject to cabinet approval.

15. Review

This policy will be reviewed when it is deemed to be required due to changes in the councils procedures or government legislation.

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Report to	On
Cabinet	Thursday, 16 June 2021



Title	Portfolio Holder	Report of
Community Hubs Update	Cabinet Member (Communities, Social Justice and Wealth Building)	Director of Communities

Is this report confidential?	No
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Purpose of the Report

1. To provide Cabinet with an overview of activity in Community Hubs.

Recommendations

2. Cabinet is asked to note progress made by Community Hubs to date.
3. Cabinet is asked to support the development of the Community Hubs over coming months, as COVID restrictions are hopefully eased and public engagement is reinstated.

Reasons for recommendations

4. Following on from the Cabinet approval of Community Hub Action Plans in March, this report was requested, to provide a progress update on project delivery.

Other options considered and rejected

5. This paper provides an initial update report for the Council's Community Hubs in 2021/22. It complements the quarterly corporate performance report, but relates more specifically to progress around recommendations from the cross-party review of community involvement.

Corporate outcomes

6. The report relates to the following corporate priorities:

An exemplary council	✓	Thriving communities	✓
A fair local economy that works for everyone		Good homes, green spaces, healthy places	✓

Background to the report

7. The Council has five Community Hubs across the Borough, each with its own action plan, containing projects to deliver local priorities. Plans contain a variety of

projects - high and low cost, long and short-term delivery, and a mix of capital works and community-based schemes.

8. Action plans have been created in consultation with members at planning meetings, based upon their understanding of priorities in their wards. Area profiles have been drawn up to 'tell the story' of each hub area, based on statistical data and local knowledge, to help members determine local need.
9. A range of projects continue to be delivered on an ongoing basis in all of the Community Hub areas. The plans remain 'live' and are updated as projects are completed.
10. Cabinet has committed to a period of twelve months, during which time each Community Hub is being asked to consult on, design and develop its own model of community engagement, develop action plans, and to track its success.

Support for Community Hubs

11. Community Hubs are supported by a team of Community Development Officers, each with a geographical focus, as well as a thematic lead role:

Bamber Bridge, Lostock Hall & Walton le Dale	Sam Jones	Volunteering & social capital (inc. co-ordination of community group & foodbank networks)
Eastern Parishes	Louise Davies	Social isolation & dementia (inc. co-ordination of Dementia Action Alliance & Dementia Friendly Borough)
Leyland & Farington	David Williams	Health Inequalities (inc. wider determinants & early action)
Penwortham	Jack Barnes	Employability & inclusion (inc. financial, digital, community wealth building)
Western Parishes	Tony Stirland	Green agenda (inc. air quality & sustainability)

12. In addition, Hanna Latif is the Community Development Officer for Youth Engagement and Mental Health.
13. Each hub has a monthly planning meeting, supported by the relevant Community Development Officer and Communities Manager, where discussions are held on:
 - Progress of project delivery
 - Barriers to or issues with projects
 - Updates to area profiles
 - Funding proposals (including Boost Fund)
14. Dates for planning meetings have been scheduled in the Member Diary for the 2021/22 municipal year, with a forward plan for agenda items.
15. To reinforce efficiency of planning meetings, standard templates have been developed for agendas, action plan updates and meeting notes / actions.
16. Detailed project summaries have been published for all projects contained in hub action plans. Lead members are actively encouraged to engage with Community Development Officers to ensure they are up to date.

Evaluation of Community Hubs

17. Recommendations from the cross-party review of community involvement, subsequently agreed by cabinet, centred around seven key areas:

Level of community interaction and engagement
Level of community development and volunteering
Promotion of co-operative values (self-help, self-responsibility, democracy, equality, equity and solidarity)
Engagement with young people
Strengthening the voluntary, community and faith sector
Delivery of community priorities through forum projects
Engagement with parish and town councils (where applicable)

18. As explained in a letter to Community Hub Chairs from the Cabinet Member for Communities, Social Justice and Wealth Building on 25 March (copied to all members), these key areas will form the criteria for the pilot evaluation process of community hubs.
19. Appendices A to E show an analysis of progress in project delivery to date against these criteria.

Task group approach

20. Hub Chairs and Vice Chairs have given collective approval to two pilot task groups, with volunteer member representatives.
21. The Social Isolation Task Group has been created to build on the excellent work already carried out to support those living with dementia and their carers; to take the learning from the South Ribble Together COVID response hub, and to develop a wider programme of support for isolation and loneliness.
22. Membership of the Social Isolation Task Group includes:

Cllr Christine Melia	Bamber Bridge, Lostock Hall & Walton le Dale Community Hub
Cllr Caleb Tomlinson	
Cllr Matthew Trafford	
Cllr Gareth Watson	Eastern Parishes Community Hub
Cllr Sue Jones	Leyland & Farington Community Hub
Cllr Karen Walton	
Cllr Stephen Thurlbourn	
Cllr James Flannery	Penwortham Community Hub
Cllr Will Adams	
Cllr Carol Wooldridge	
Cllr Colin Coulton	Western Parishes Community Hub

23. The School Readiness Task Group has been created following a request from Headteachers to provide support for primary children who may have been adversely impacted by nursery and school closures as a result of COVID. The group is looking at some of the potential issues facing those children and their families, and some support and resource that the Council may be able to offer.
24. Membership of the School Readiness Task Group includes:

Cllr Matthew Trafford	Bamber Bridge, Lostock Hall & Walton le Dale Community Hub
Cllr Karen Walton & Cllr Jacky Alty	Leyland & Farington Community Hub
Cllr Ian Watkinson & Cllr Carol Wooldridge	Penwortham Community Hub

25. Both task groups provide feedback to Hub Chairs and Vice Chairs meetings on a monthly basis. More formal reports with action plans and funding proposals will be drawn up in due course.

Communications and public engagement

26. There is a recognised need for a robust and comprehensive approach to communications and promotion for community hubs; to utilise a range of methods of engagement to relay key messages
27. Inaugural e-newsletters have been published for each of the hubs, accessible by the following links:

Bamber Bridge, Lostock Hall & Walton le Dale Newsletter Spring 21	https://tinyurl.com/vsddcbe5
Eastern Parishes Newsletter Spring 21	https://tinyurl.com/mhczkycj
Leyland & Farington Newsletter Spring 21	https://tinyurl.com/2xx3ees2
Penwortham Newsletter spring 21	https://tinyurl.com/wyh5mf3y
Western Parishes Newsletter spring 21	https://tinyurl.com/2nktu7ey

28. Facebook pages have been rebranded and refreshed, with timely and relevant news items being shared. Pages are accessible via the links below.

Bamber Bridge, Lostock Hall & Walton le Dale	www.facebook.com/bamberbridgelostockhallwaltonledale
Eastern Parishes	www.facebook.com/easternparisheshub
Leyland & Farington	www.facebook.com/leylandandfaringtoncommunityhub
Penwortham	www.facebook.com/penworthamcommunityhub
Western Parishes	www.facebook.com/westernparisheshub

29. It is hoped that as COVID restrictions are lifted, hubs can begin to make plans for public meetings. In the meantime, a series of pop up 'community conversations' are being scheduled, using gazebos and lightweight furniture in COVID safe outdoor settings. Members from all hubs have expressed an interest in participating; more details will be circulated when locations and dates are confirmed.

Budget

30. The 2020/2021 budget and expenditure as well as the carry forward and budget for 2021/22 are outlined below:

Cost Centre Description	Brought Forward Balance 2020/21 £	2020/21 Allocation £	2020/21 Expenditure £	Final Balance 2020/21 £	21/22 Allocation £	Total Available 21/22 £
Bamber Bridge, Lostock Hall & Walton-le-Dale	27,598	5,500	0	33,098	5,500	38,598
Eastern Parishes	9,114	2,000	1,330	9,784	2,000	11,784
Leyland & Farington	18,052	9,000	1,901	25,151	9,000	34,151
Penwortham	7,129	5,000	400	11,729	5,000	16,729
Western Parishes	4,933	3,500	3,778	4,655	3,500	8,155
Boost Fund	0	25,000		25,000	25,000	50,000
TOTAL	66,826	50,000	7,408	109,418	50,000	159,418

31. The total allocation for 2021/22 is £159k across all areas including £50k for the Boost Fund grants.

32. Round One Boost Fund Allocations (announced at May Council) are as follows:

Hub	Project	Allocation	Match funding required from hub	Additional / external funding secured
Bamber Bridge, Lostock Hall & Walton-le-Dale	Bamber Bridge Foodbank Premises	£7250	£7250	
Eastern Parishes	Gregson Lane Changing Rooms	£6307	£6307	TBC – estates budget
Leyland & Farington	Eagle & Child Bowling Club entrance	£2500	£2500	
	Farington Lodges	£3325	£3325	£11,150 Farington Fund
Penwortham	Conservation area signage	£1020	£1020	
	Mental health awareness	£900	£900	
Total		£21,302	£21,302	

Risk

33. Each of the projects contained in the action plans has an element of risk; through the scoping process and discussions with hub chairs and project lead Members, consideration is given to the level of risk and potential mitigation.
34. Each project is scored against a matrix of measures which assess viability, value for money, scale of impact and the degree of community involvement in delivery. For projects with higher risk, e.g. capital schemes such as play areas, a full risk assessment is carried out, with partners if appropriate. Going forward, this will be recorded in the Grace risk management system.

Equality and diversity

35. Projects approved for inclusion in Community Hub action plans are designed to be inclusive, accessible and bring communities together.
36. An Equality Impact Assessment has been carried out for each of the plans; there are no potential negative impacts on any of the protected groups. There are specific positive impacts on age and disability, through projects such as reducing social isolation and sustaining our Dementia Friendly Borough status.

Air quality implications

37. The lack of plans to address the significant climate change issue, in some of the identified action plans is disappointing but it is hoped that as the council's action plan is developed further the community hubs will be able to review their action plans and development options to minimise carbon emissions in their areas.

38. A number of the action plans contain measures to improve footpaths and encourage active exercise within the wider environment and this welcomed. These measures can be promoted further to encourage a wider use of the trails/footpaths as part of everyday commuting and thus help to achieve some of the Councils air quality action goals.

Comments of the Statutory Finance Officer

39. The £25k commitments outlined in this report will be met from the £25k My Neighbourhoods budget as outlined in the report.

Comments of the Monitoring Officer

40. There are no concerns from a Monitoring Officer perspective. The approach adopted is in accordance with the Constitution.

Background documents

Letter to Community Hub Chairs from Cabinet Member for Communities, Social Justice and Wealth Building 25/3/21

Appendices

Appendix A – Update from Bamber Bridge, Lostock Hall & Walton le Dale Community Hub

Appendix B – Update from Eastern Parishes Community Hub

Appendix C – Update from Leyland & Farington Community Hub

Appendix D – Update from Penwortham Community Hub

Appendix E – Update from Western Parishes Community Hub

Jennifer Mullin
Director of Communities

Report Author:	Email:	Telephone:	Date:
Rebecca Heap (Communities Manager)	rheap@southribble.gov.uk	01772 625275	26/5/21

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Community Hub Chairs

Dear Councillor,

As you are aware, I brought a report to Cabinet last night (24 March) which included Community Hub Action Plans and Area Profiles. Cabinet has committed to a period of twelve months, during which time each Community Hub is being asked to consult on, design and develop its own model of community engagement, deliver meaningful action plans, and to track its success.

I have committed to bringing back a report to the June Cabinet about the Hubs; part of this paper will detail how the Community Hubs have addressed the recommendations of the Cross-Party Working Group, which were subsequently agreed by Cabinet:

- Level of community interaction and engagement
- Level of community development and volunteering
- Promotion of co-operative values (self-help, self-responsibility, democracy, equality, equity and solidarity)
- Engagement with young people
- Strengthening the voluntary, community and faith sector.
- Delivery of community priorities through forum projects
- Engagement with parish and town councils (where applicable)

Can I please ask you to review the work you are undertaking in your Hub to ensure that the agreed recommendations above have been addressed. As part of this, it is important that we understand how each hub engages with the Parish Councils moving forward and how projects are going to be taken forward jointly where appropriate.

In addition to this, area profiles have been drawn up to 'tell the story' of each hub area, based on statistical data and local knowledge, to help members determine local need. These documents are live documents and will be regularly updated by your Community Development Officer. These area profiles have identified local needs and areas of opportunities for development. Please can you to consider how your action plan projects will be informed by the intelligence set out in the area profiles. It is intended that the Community Hub Chairs will ensure that these opportunities are not missed and are addressed in the action plans.

The cabinet paper included the funds the hubs have access to as detailed below:

Area	Annual Budget	Reserves carried forward
Bamber Bridge, Lostock Hall & Walton le Dale	£5,500	£27,600
Eastern Parishes	£2,000	£9114

Leyland & Farington	£9,000	£18,052
Penwortham	£5,000	£7129
Western Parishes	£3,500	£4933

In addition to the above resource, a £25,000 Boost Fund has been allocated in the Council's budget for Hubs to be able to bid into, to provide match funding for larger or partnership schemes. I have made a request that bids for this year's allocation must be submitted by the end of March. The application form has been e-mailed to you, and Community Development officers will work with you to complete it. Each bid will be assessed on how they address the key area set out above and projects must be related to those agreed on your action plans. Looking forward into 2021/22, the next round applications to the Boost Fund should be made no later than the 31 October 2021.

You have the full support of the Communities Service, Jennifer Mullin (Director of Communities) and myself throughout the transition period. In addition, more regular Forum Chair and Vice Chair meetings have been scheduled; creating a peer support network to share learning across areas. If you have any queries or would like any more information, please don't hesitate to get in touch with Jennifer, Rebecca or myself.

Kind regards



Aniela Bylinski Gelder
Cabinet Member for Communities Social Justice and Wealth Building

	Level of community interaction & engagement	Level of community development & volunteering	Promotion of co-operative values	Engagement with young people	Strengthening the voluntary, community & faith sector	Delivery of community priorities through forum projects	Engagement with parish & town councils
Withy Grove Park improvements	To be scoped - hub role in consulting / engaging with community as plans for new footpaths and sports hub are confirmed						N/A
Lostock Hall Railway Station Improvements	Partnership project with Friends of Lostock Hall Railway Station		Supports principle of self-help for volunteers & self-responsibility for station users	Nil to date	Friends group being supported to develop	Legacy project from Neighbourhood Forum	N/A
Bellis Way Playground	New Friends group established; active & enthusiastic members	Friends group successfully applied for LEF funding for new play area	Supports values of self-help, democracy & solidarity for volunteers	Mixed age Friends group; whole families involved	Project has demonstrated the power of community action	Further plans to paint fences & plant shrubs, pending COVID restrictions	N/A
Church Road Gardens	Comprehensive online consultation exercise undertaken	Needs of residents in nearby care home considered. Scope for future volunteering	Project is based on recognition of racial equality in the community	Plans to engage with local schools	Preston Black History Group involved in design	Project is exceeding the initial community priority of replacing benches	N/A
Lostock Hall War Memorial & Green Wall	British Legion engaged in project design	Existing volunteer group maintain site via British Legion	Civic pride project; aligns with solidarity to armed forces	Young people from Army Cadet Force engaged in remembrance	Site enhancements recognise the importance of the British Legion	Local residents identified project to restore pride & smarten the area	N/A
Holmes Park	Comprehensive online consultation exercise undertaken	Scope for future friends group	Equality of access to local, free green play space at heart of project	Consultation focused on children	Scope for future friends group	Delivery will be based on feedback from local residents	N/A
Mounsey Road Park	Investigative groundworks being commissioned – issues with land contamination will impact on future use						N/A
South Ribble in Bloom 2021	Competition is driven by / dependent on resident engagement	Volunteers form 'bloom' committees & support judging	Supports values of self-help, equity & solidarity; based on feedback	'Great Big Tomato Grow' engaged 500+ children.	VCFS organisations encouraged to participate	Compromised for 2021 due to COVID restrictions.	N/A
Holland House Estate	Residents Association set up, action plan agreed, funding allocated.		Supports values of self-help, democracy & solidarity for volunteers	Nil to date	Project has demonstrated the power of community action	Community initiated project	N/A

* Co-operative Values: self-help, self-responsibility, democracy, equality, equity & solidarity

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	Level of community interaction & engagement	Level of community development & volunteering	Promotion of co-operative values	Engagement with young people	Strengthening the voluntary, community & faith sector	Delivery of community priorities through forum projects	Engagement with parish & town councils
Support Samlesbury Civic Society	Active & organised community group	Volunteering opportunities in clean ups, planting & community events	Supports values of self-help, self-responsibility & community solidarity	Nil to date	Joint working on dementia friendly borough & upskilling volunteers	Links to other projects including social isolation, bloom & heritage trails	Working closely with Samlesbury PC
Improvements to Gregson Green sports facilities	Local sports groups (cricket & football) are driving project	Sports groups involved in project specification & design	Promotes equity by involving users in design	Junior clubs involved & engaged	Gregson Green committee involved alongside sports clubs	Community initiated project	N/A
Partnership working Samlesbury Parish Council	Project focuses on developing opportunities for joint working		Supports grass roots democracy	On ad-hoc basis	Working together increases the capacity of the parish council	Parish councillors liaise with residents & hub members	Direct engagement
Improvements to George V Recreation Ground	Legacy project from Neighbourhood Forum – consultation work undertaken	Scope for future volunteering work	Encourages self-help & access to green spaces	Nil to date	Site improvements are benefit to community centre management committee & bowling club members	Developing civic pride & encouraging healthy & sustainable activity	N/A
South Ribble in Bloom 2021	Competition is driven by / dependent on resident engagement	Volunteers form ‘bloom’ committees & support judging	Supports values of self -help, equity & solidarity; based on feedback	‘Great Big Tomato Grow’ engaged 500+ children.	VCFS organisations encouraged to participate	Compromised for 2021 due to COVID restrictions.	Promoted in conjunction with Samlesbury PC
Heritage Trails	Legacy project from Neighbourhood Forum	Samlesbury Civic Society engaged with route mapping	Encourages self-help & access to green spaces	Nil to date	VCFS organisations will help to promote trails	Developing civic pride & encouraging healthy & sustainable activity	Promoted in conjunction with Samlesbury PC
Tackle local ‘grot spots’	Community encouraged to identify areas	Scope for future volunteering work	Supports self-responsibility & community solidarity	Nil to date	Scope to include VCFS groups in future	Supports clean & green agenda	Ad hoc / as appropriate
Reduce social vulnerability isolation & dementia awareness	Part of borough wide task group – member representatives agreed, initial meeting held, action plan in development.						
Kathleen Ferrier Memorial Work	Being scoped – work underway to determine next steps, cost estimates & permissions for working on unadopted land						N/A

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	Level of community interaction & engagement	Level of community development & volunteering	Promotion of co-operative values	Engagement with young people	Strengthening the voluntary, community & faith sector	Delivery of community priorities through forum projects	Engagement with parish & town councils
Broadfield Community Garden	Open day planned for 3 July, pending COVID restrictions	Friends of BCG group in formation	Alignment to self-help, equality of access to green space & solidarity	Young people engaged in conjunction with The Base community centre	VCFS proactively engaged; Let's Grow Preston & The Base	Community priorities to be determined through a 'world café method' workshop	N/A
Reducing Social Isolation	Part of borough wide task group – member representatives agreed, initial meeting held, action plan in development.						
South Ribble in Bloom 2021	Competition is driven by / dependent on resident engagement	Volunteer 'bloom' committees & support judging	Supports values of self - help, equity & solidarity;	'Great Big Tomato Grow' engaged 500+ children.	VCFS organisations encouraged to participate	Compromised for 2021 due to COVID restrictions.	Promoted in conjunction with Farington PC
Love Where You Live	Project in mapping stages; engagement key to project success	Volunteering opportunities in community clean ups	Supports concept of self-responsibility & encouraging others	Anti-litter / dog fouling campaign led by children	Leyland in Bloom initiating / promoting community litter picks	Clean, Green & Safe are consistent community priorities	Promotion to be discussed with Farington PC
Moss Side Community Centre Improvements	Consultation exercise scheduled for June 2021	Volunteering & skills questions included in survey	Long term aim to maximise potential of centre	YP will be targeted in consultation; age group of respondents being recorded.	Scope to increase VCFS presence in the centre.	Community priorities being identified via consultation	N/A
Eagle & Child Bowling Club	Community led project – legacy from Neighbourhood Forum	Site is managed & maintained by volunteers	Alignment to self-help, equality of access to green space & solidarity	Junior leagues in place & engaged in facilities improvements	Scope to increase user groups & volunteering opportunities	Securing site as a bowling green was a clear community priority	N/A
Farington Lodges	Longstanding community project – Neighbourhood Forum legacy	Volunteers involved in friends group & angling club	Equality of access to free green space at heart of project	Young members of Withnell Anglers engaged	Scope to increase VCFS user groups at the lodges	Links to other projects including social isolation, Bloom & Love Where You Live	Farington PC engaged
Community safety - Moss Lane	Local residents engaged & involved.	Residents informed & shaped project	Community solidarity & resistance to anti-social behaviour	Limited engagement potential with young people	Leyland in Bloom committee involved	Clean, Green & Safe are consistent community priorities	N/A
Local Healthcare services	Project in mapping stages		Improving equality of access to local services	Young people's provision being mapped	Scope to include VCFS groups in future mapping	Area profile will help to inform gaps / need for provision	Data will be shared with Farington PC
Healthy Schools	Part of borough wide task group on school readiness – member representatives agreed, initial meetings held, action plan in development.						

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	Level of community interaction & engagement	Level of community development & volunteering	Promotion of co-operative values	Engagement with young people	Strengthening the voluntary, community & faith sector	Delivery of community priorities through forum projects	Engagement with parish & town councils
Signage in Middleforth & Charnock Wards	Project in review following feedback from Lancashire County Council Highways Team declining permission for 'welcome to' signs.						
Heritage Trails	Partnered with two existing Friends Groups to design	Potential for volunteer led walks and litter picks	Encourages self-help & access to walks & learning	Nil to date	Project in conjunction with volunteers.	Developing civic pride & encouraging healthy & sustainable activity	Booklets distributed with Penwortham TC
Mental Health Awareness Campaign	Designed to signpost the community to relevant agencies	Nil to date	Encouraging self-help & community resilience	Youth mental health is a key driver of the project	Supporting Samaritans as part of the project	Aim to support the most vulnerable, recognising that poor mental health is a growing problem	Penwortham TC will be engaged
Pumpkin Patch	Project requires re-scope following withdrawal of Diggysticks CIC as lead partner						Engaged with Penwortham TC
Replacement Outdoor Gym Hurst Grange Park	Awaiting proposals for wider park improvements to determine hub input		Encourages self-help & access to green spaces	New opportunity for junior park runs	Supports local running / fitness groups with use of facilities	Encouraging healthy & green activity	Penwortham TC will be engaged to help promote new facilities
Reducing Social Isolation	Part of borough wide task group – member representatives agreed, initial meeting held, action plan in development.						
Tables & benches on Hurst Grange Park	Awaiting proposals for wider park improvements to determine hub input		Encourages self-help & access to green spaces	Nil to date	Supports the Coach House Restoration programme / Friends of Hurst Grange	Coach House restoration & parks improvements longstanding community priorities	Penwortham TC support Friends of Hurst Grange
Christmas Decorations for Cop Lane / Pope Lane & Leyland Road	To be scoped – mapping exercise required to determine scale, indicative costs, LCC Highways Team permissions & overall feasibility						
South Ribble In Bloom	Competition is driven by / dependent on resident engagement	Volunteers form 'bloom' committees & support judging	Supports values of self -help, equity & solidarity; based on feedback	'Great Big Tomato Grow' engaged 500+ children.	VCFS organisations encouraged to participate	Compromised for 2021 due to COVID restrictions.	Promoted in conjunction with Penwortham TC

	Level of community interaction & engagement	Level of community development & volunteering	Promotion of co-operative values	Engagement with young people	Strengthening the voluntary, community & faith sector	Delivery of community priorities through forum projects	Engagement with parish & town councils
Signage for Penwortham Conservation Areas	Project driven by residents' feedback	Local residents & church minister involved in design	Promotes solidarity through civic pride & offers learning opportunity	Schools will be informed & encourage to visit	Supporting St Mary's church by creating interest	Developing civic pride & recognition of Penwortham	Penwortham Town Councillor involved in design
Liverpool Road Christmas Decorations	Project being scoped – idea identified by local residents feedback	Nil to date	Promotes solidarity through civic pride	Nil to date	Nil to date	Supporting the local economy	Engaged with Penwortham TC
Bank Top Pond	Residents engaged in creation of friends group	Volunteer opportunities in planting & maintaining site	Supports concept of self-responsibility & encouraging others	Young residents are engaged with the group	New voluntary group established	Supports clean & green agenda; led by local residents	Penwortham Town Councillor engaged in a supporting capacity
Penwortham Live 2021	Over 3000 residents engaged with the event	Volunteer performers & sound engineers	Promotes solidarity through recognition & support of local talent	Family friendly event	Project partner is Creative Network	Promotion of local artists & event on Penwortham's calendar	Limited engagement due to event being virtual for 2021

* Co-operative Values: self-help, self-responsibility, democracy, equality, equity & solidarity

	Level of community interaction & engagement	Level of community development & volunteering	Promotion of co-operative values	Engagement with young people	Strengthening the voluntary, community & faith sector	Delivery of community priorities through forum projects	Engagement with parish & town councils
Welcome Features & Heritage Trails	Legacy project from Neighbourhood Forum – welcome features requested by Parish Councils	Joint working with parish councillors & volunteers	Supports grass roots democracy	Nil to date	Working together increases the capacity & expertise of the parish council	Parish councillors liaise with residents & hub members	Direct engagement & joint promotion with parish councils
New Longton Village Improvements	Comprehensive public consultation carried out	Residents, parish councillors & local businesses identified scheme priorities	Supports community solidarity	Open consultation; limited participation from young people	Nil to date	Community priorities built into project design	Longton Parish Council engaged
Hutton Village Improvements	Being scoped – consultation event on priorities for CIL monies postponed, to be re-scheduled as restrictions are lifted						Joint project with Hutton Parish Council
Much Hoole Village Hall	Longstanding project; significant community engagement	Volunteer led project	Supports values of self-help, equity & solidarity	Scouts engaged in overall project	Working together increases the capacity & expertise of the parish council	Links to other projects including reducing social isolation	Joint project with Hoole Action Partnership Initiative & Much Hoole Parish Council
Reduce Social Isolation & Loneliness	Part of borough wide task group – member representatives agreed, initial meeting held, action plan in development.						
Dob Lane Playing field	Feedback on improvements from Little Hoole PC	Volunteering in community clean ups	Supports community solidarity	Junior users of site include footballers & play area visitors	Working together increases the capacity of the parish council	Community priorities built into project design	Joint project with Little Hoole Parish Council
Western Parishes Wheel	Legacy project from Neighbourhood Forum – popular concept with public	Scope for community engagement in route testing	Encourages self-help & access to green spaces	Nil to date	Scope to organise charity / group walks & bike rides	Developing civic pride & encouraging healthy & sustainable activity	Scope to promote routes through parish councils
Longton Live 2021	Being scoped – work underway to determine feasibility for a Live event in 2021 using village venues						
South Ribble in Bloom 2021	Competition is driven by / dependent on resident engagement	Volunteers form ‘bloom’ committees & support judging	Supports values of self-help, equity & solidarity; based on feedback	‘Great Big Tomato Grow’ engaged 500+ children.	VCFS organisations encouraged to participate	Compromised for 2021 due to COVID restrictions.	Promoted in conjunction with parish councils
Support the WI in celebrations for 100+1	Draft calendar of events prepared – delayed due to COVID-19. To be re-visited as restrictions are lifted						

* Co-operative Values: self-help, self-responsibility, democracy, equality, equity & solidarity

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Report to	On
Cabinet	Thursday, 16 June 2021

Title	Portfolio Holder	Report of
Revenue and Capital Budget Monitoring 2020-2021 Outturn	Cabinet Member (Finance, Property and Assets)	Director of Finance

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is this report confidential?	No

Purpose of the Report

1. This report explains the Council's overall financial position at the end of the financial year 2020-21.

Recommendations

2. Cabinet notes, reviews and comments on the contents of this report.
3. Cabinet approves the re-profiled budgets and use of S.106 funding for the capital programme, which reflects forecasted underspend against the existing budgets, as detailed in Appendix C – Capital Programme and in Appendix D – S.106 Summary of Usage of Receipts.

Reasons for Recommendations

4. To confirm the outturn position for the 20/21 financial year.

Executive Summary

5. The overall position is a surplus of £570k with a further £348k from Covid funds used to support existing Council costs.
6. It is proposed to use these funds to create a number of reserves:
 - a. £100k additional into the Local Plans reserve to provide sufficient funding up to 2023/24
 - b. The creation of a new £400k Asset Maintenance Reserve to pay for potential future maintenance costs and part fund future capital expenditure on short-life assets such as ICT and vehicles.

- c. Creation of a £250k Income Investment Reserve to cover costs of developing new income generation projects which may not be able to be capitalised.
- d. The remaining £168k to be added to the Covid Recovery Fund. The cost pressures of our continuing response to Covid, and of our progression through to recovery, will continue over the medium to longer term, and therefore some of the funding received over the course of 2020/21 will be required to carry forward into 2021/22 to meet the ongoing costs of Covid-19, and of any associated losses of income.

Corporate Outcomes

7. The report relates to the following corporate priorities: (tick all those applicable):

An exemplary council	✓	Thriving communities	✓
A fair local economy that works for everyone	✓	Good homes, green spaces, healthy places	✓

Revenue Budget Summary

8. Table 1 below summarises by directorate the revenue budget outturn position.
9. There is an overall surplus of £570k compared to the funding requirement. Table 2 below lists the main variances within particular service areas for each directorate.

Table 1: Revenue budget summary

	Original Budget £'000	Current Budget £'000	Outturn £'000	Outturn Variance £'000
Corporate	496	344	516	171
Neighbourhoods & Development	7,230	7,261	6,784	(477)
Planning & Property	701	738	539	(200)
Customer & Digital	2,394	2,420	2,399	(20)
Governance	1,757	1,697	1,647	(50)
Communications & Visitor Economy	203	278	303	26
Finance	754	717	871	154
Transformation & Partnerships	512	638	530	(108)
Pensions Deficit Contributions	25	25	1	(24)
Savings Targets	(305)	(187)	-	187
Net Cost of Services	13,766	13,931	13,590	(341)
Provision for repayment of debt	649	649	619	(31)
Interest payable / (receivable)	(170)	(170)	(66)	104
Parish Precepts	432	432	440	8
Funding Requirement	14,677	14,843	14,583	(260)
<u>Funding:</u>				
Council Tax	(8,596)	(8,596)	(8,598)	(2)
New Homes Bonus – City Deal	(601)	(601)	(601)	-
New Homes Bonus – SRBC	(59)	(59)	(59)	-
Retained Business Rates	(3,715)	(3,715)	(3,706)	8
Section 31 grants (mainly business rates)	(1,595)	(1,595)	(6,858)	(5,263)
Surplus business rates set aside for deficits in future years	-	-	5,257	5,257
Total Funding	(14,566)	(14,566)	(14,565)	0
Government covid support for income deficits			(310)	(310)
Net Contribution (To) / From Reserves	111	277	(293)	(570)

Table 2: Revenue budget variations within directorates

Service Area and main reasons for variances	Over / (Under-) Spend or Income Deficit / (Surplus) £'000
Corporate	
Additional staffing costs for the shared Chief Executive and Deputy Chief Executive	117
Fees regarding HR investigation	54
	171
Neighbourhoods & Development	
Street Cleansing - A post has been vacant since May	(18)
Community Involvement - staff seconded to Covid-19 roles	(73)
Community Safety - A new post Early Intervention Coordinator has been created	21
Youth Support - Delay in filling new post and no non-staffing costs incurred. This budget is fully funded by the Sport Development surplus income in reserves.	(71)
Environmental Health - staff seconded to Covid-19 roles	(53)
Grounds Maintenance - reduced supplies and services	(33)
Engineers - Two posts vacant all year	(57)
Market - reduced income	70
Sports Coaching - Budgeted £100k use of reserves not required as grant funding was confirmed.	(100)
Museum - Vacant Curator post. Used to fund a temporary resource charged to Comms & VE.	(32)
Car Parking - reduced income	95
Garden Waste - surplus income	(51)
Insurance receipt in relation to damaged refuse vehicle	(23)
Waste Contract - Refund re charges for new bins	(89)
Waste Management - surplus income for new bins and special collections	(31)
Other variances	(32)
	(477)
Planning & Property	
Senior Management - vacant assistant director	(38)
Housing Surveys - budgeted use of reserves not required	(40)
Housing - Vacant post and increased contribution in from DFG funding	(40)

Service Area and main reasons for variances	Over / (Under-) Spend or Income Deficit / (Surplus) £'000
Investment Property - reduced rental income	306
Planning Fees	(159)
Planning – Additional CIL Admin	(73)
Local Plans – underspend, £100k to be requested into reserves	(76)
Economic Development - underspend, of which £20k to be c/f	(23)
Apprentices - 2 staff moved to new roles, 1 vacancy all year	(71)
Other variances	14
	(200)
Customer & Digital	
Gateway - staffing underspend due to staff turnover	(70)
IT - Staffing underspend due to vacancies	(67)
Housing Benefits - recovery of overpayments lower than budgeted	72
Courts Summons - reduced income	220
One-off revenue and benefits grant funding	(62)
Revenues and Benefits - staffing underspend due to vacancies	(74)
Other variances	(39)
	(20)
Governance	
Democratic Service staffing	(26)
Licensing - Vacant Head of Service offset by reduced income	(33)
Electoral Registration - reduced canvassing costs	(24)
Legal fees relating to planning appeals	86
Corporate Admin staffing	(24)
Other variances	(29)
	(50)
Communications & Visitor Economy	
Astley Hall - temp post to manage South Ribble Museum charged here, funded by vacant Curator post in Neighbourhoods & Development	27
Other variances	(1)
	26
Finance	
Financial Services - staffing underspend	(48)
External Audit Fees	44
Increase in provision for bad debt	117
Other variances	41
	154
Transformation & Partnerships	
Staffing underspend	(44)

Service Area and main reasons for variances	Over / (Under-) Spend or Income Deficit / (Surplus) £'000
Training budget for the organisation underspent	(47)
Other variances	(17)
Budgets Not In Directorates	(108)
Parish Precepts	8
Pension Contributions	(24)
Provision for repayment of debt (MRP)	(31)
Interest on short-term investments	104
Savings Target	187
Subtotal	(260)
Government Covid-19 support for fees and charges income deficits	(310)
Overall (Surplus) / Deficit	(570)

Staffing Costs

10. The table below lists the main variances within particular service areas. Appendix A show the posts that were vacant as at 30th April 2021.

11. Several posts across various services became vacant during quarter 3 because staff were redeployed to new roles created specifically to respond to the pandemic.

Table 3: Staffing costs main variations

Service Area	Over / (Under-) spend £'000	Reasons and notes
Corporate		
Chief Executive	117	The costs of implementing a new shared Chief Executive on top of the cost already incurred for the previous Chief Executive who left in July have created an overspend.
Neighbourhoods & Development		
Street Cleansing	(25)	One post has been vacant since May and another became vacant in September
Parking and Highways	(14)	An employee has reduced their hours to part time
Grounds Maintenance	14	Additional overtime costs
Mechanics and Transport	14	The budget is set based on actual SCPs of the post-holders. A HR review resulted in several staff being increased to a higher SCP within their grade. There are also some additional overtime costs.
Neighbourhoods Team	(12)	Casuals budget not needed this year
Waste Management	27	One-off funding was secured that enable two temporary roles to be created.
Community Involvement	(63)	Several members of the team have been redeployed to work in Covid-19 specific roles.
Community Safety	17	A new post Early Intervention Coordinator has been created.
Engineers	(54)	Two posts have been vacant all year - a Graphic Designer and an Engineering Assistant.
Environmental Health	(48)	A new Housing Enforcement Officer post was created in the budget setting process but has not yet been filled.
Market Operations	10	Increased casuals costs
Sports Coaching	74	Additional funding was secured, which has enable additional staff to be hired.
Youth Support	(22)	The newly created posts were not filled until quarter 3
Museum	(31)	The curator post became vacant in May. The budget will be realigned in 21/22 to reflect revised structure for delivering this service.

Service Area	Over / (Under-) spend £'000	Reasons and notes
Senior Management	13	The cost of the shared Director of Commercial
Planning & Property		
Senior Management	(38)	The Assistant Director of Housing and Property has been vacant all year.
Building Control	23	Upgrades to two staff following Job Evaluation reviews.
Planning Support	24	As part of a restructure, new roles were created which will be funded by CIL Admin
Development Control	(21)	One Enforcement post was vacant for part of the year. The other has been vacant since May. However, more complex work is being picked up via a retained specialist consultant on a case by case basis. There were severance cost for one person leaving, which reduce the overall underspend.
Housing Services	(15)	One person is on maternity leave
Apprentices	(37)	Three posts are now vacant - one person was promoted to a new role in IT, another has been redeployed to a covid-specific role, and the third post has been vacant all year. The budget was created with the intention of recruiting additional support in Gateway but no suitable candidates were available.
Customer & Digital		
Senior Management	(6)	The budget is based on the structure before the new shared service arrangements. There saving from the previous Director leaving is offset by the costs of the new shared director.
Gateway	(69)	Three posts were vacant for the first half of the year but are now filled. A further 3 people have recently been redeployed to Covid-19 specific roles.
IT	(59)	Three posts are currently vacant. Some other posts were vacant earlier in the year but are now filled.
Revenues and Benefits	(74)	There are 5 vacancies. In addition, two staff were on adoption or maternity leave.
Governance		
Democratic Services	(26)	Two posts were vacant earlier in the year but are now filled
Legal Services	14	Additional costs due to maternity cover and some staff moving to higher SCPs in the restructure.
Licensing	(59)	The Head of Licensing post has been vacant all year.
Assurance	(38)	The team has been restructured and new posts have been recruited to. There is one vacancy to be filled.

Service Area	Over / (Under-) spend £'000	Reasons and notes
Corporate Admin	(24)	The Corporate Support Apprentice role is vacant because the post-holder was promoted to fill a vacancy. Also, another person has been on maternity leave.
Finance		
Financial Services	(43)	Timing of significant vacant posts (now recruited to) offset by agency costs in year to create underspend.
Transformation & Partnerships		
HR	49	Severance costs for an employee
Transformation & Partnerships	(94)	Following service reviews underspends have been created due to timing of recruitment to revised structure.

Non-Staffing Costs

12. There has been one-off expenditure of £54k in 2020/21 relating to a HR investigation.
13. Grounds maintenance expenditure on supplies was underspent by £33k due to some contractor costs not being incurred because of the pandemic.
14. There was a one-off insurance receipt of £23k in relation to a damage refuse vehicle.
15. There was a refund in the waste contract of £89k due to a back-dated recalculation of charges relating to new properties.
16. The budget included an expectation to spend £40k from the Housing Surveys reserve but no surveys were undertaken and the transfer from the reserve was not required.
17. The Planning service generated surplus fees of £200k but this was offset by increased costs for consultancy and advice in relation to planning appeals. In addition, £73k additional income was recognised in relation to CIL admin costs.
18. The Local Plans budget was underspent by £76k. The budget includes an expected contribution from reserves to fund any costs above £50k. The actual contribution required was £72k lower than the budget figure.
19. Economic Development was underspent by £23k because the majority of work carried out by the team has been in relation to Covid-19 and charged separately.
20. There was an overall deficit of £72k relating Housing Benefits, which was mainly caused by the value of overpayments recovered being lower than the assumed level in the budget.
21. Legal services fees are overspent by £86k, mainly due to additional costs in relation to planning appeals. Some fees were incurred directly against the planning service, as described above, but the majority of costs were incurred against legal services.

22. External audit fees have increased by £44k as a result of the additional work required to be undertaken on the 18/19 and 19/20 audits. This additional work was both due to the impact that Covid-19 had on delaying the audits as well as the additional value for money work that was required to be undertaken. Both sets of accounts have now been signed off.
23. The provision for bad debt, which is budgeted against the Finance directorate, increased by £117k.
24. The corporate training budget, which is held against the HR service, was underspent by £47k because attendance on courses was significantly reduced due to the impact of Covid-19.
25. The Pension Contributions budget represents the difference between the actual pension contributions that have been incurred and the notional charges against individual services. The actual costs are £1.171m and were paid in a lump sum at the start of the year. This resulted in an underspend against the budget of £24k.
26. There is a significant reduction of £104k in income received as interest on cash investments due to historically low interest rates. This was being addressed as part of the 21/22 budget setting process where the budget has been reduced by £100k in 21/22 onwards. Offsetting this shortfall in income in 20/21 is an underspend in the budgets for repayments of debt totalling £31k.

Income from Fees and Charges

27. Income from fees and charges has been significantly impacted as a result of Covid-19. For some fees and charges the Council can access government support of 75% of losses against 95% of the original income budget. As a result, the Council is expected to receive £310k in Government Support.
28. The most significant reductions have been in car parking, rental income from investment property and the market and court summons as detailed in Table 4 below. These have all been as a direct result of Covid-19 with reduced usage, rental reliefs and the closure of courts meaning income cannot be recovered as normal.
29. There have been some increases in income in relation to Sports Coaching, Garden Waste, Vehicle Maintenance and Planning applications. The Sports Coaching is due to a confirmation of grant funding of which there was some uncertainty previously. The funding was used for additional staffing resources and the overall surplus in the service was only £10k. Garden Waste and Planning Applications surpluses are as a result of unbudgeted increases in demand for these services. The surplus vehicle maintenance income is due to increased maintenance costs being recharged back to FCC.

Table 4: Income from fees and charges

Service Area	Income 2019- 20 £'000	Budget £'000	Outturn £'000	(Surplus) / Deficit £'000
Neighbourhoods & Development				
Car Parking charges and fines	(141)	(145)	(50)	95
Civic Centre banqueting suite income	(26)	(36)	-	36
Dog impounding, littering and dog fouling	(4)	(18)	(2)	15
Environmental Permits	(23)	(19)	(19)	0
Grounds Maintenance	(156)	(155)	(154)	0
Licensing - Piercings & Tattoos and Animals	(9)	(7)	(6)	1
Licensing - Street Traders	(23)	(25)	(21)	4
Open Spaces (sports pitches, fairs, etc)	(33)	(18)	(13)	5
Pest Control	(46)	(50)	(37)	12
Property rental - Civic Centre	(67)	(50)	(67)	(17)
Property rental - Market	(126)	(142)	(71)	70
Property rental - Moss Side Depot	(43)	(43)	(36)	7
Property rental - Worden Craft Centre	(11)	(15)	(16)	(1)
Sports Coaching	(279)	(120)	(279)	(159)
Waste Collection - Garden waste	(809)	(683)	(734)	(51)
Waste Collection - New bins	(56)	(45)	(64)	(19)
Waste Collection - Special collections	(40)	(40)	(52)	(12)
Waste Collection - Trade Waste	(445)	(481)	(440)	41
Vehicle Maintenance for FCC	(181)	(162)	(237)	(74)
	(2,516)	(2,251)	(2,298)	(48)
Planning & Property				
Building Control	(177)	(191)	(195)	(5)
Planning application fees	(436)	(505)	(723)	(218)
Planning pre-application fees	(31)	(40)	(25)	15
Investment property rental	(950)	(1,105)	(799)	306
	(1,593)	(1,841)	(1,743)	98
Governance				
Land Charges	(90)	(80)	(81)	(1)
Legal fees recovered	(13)	(15)	(15)	(0)
Licensing - Alcohol	(78)	(76)	(69)	8
Licensing - Gambling	(10)	(12)	(9)	3
Licensing - Taxis	(84)	(90)	(65)	25
	(275)	(273)	(239)	34

Service Area	Income 2019- 20 £'000	Budget £'000	Outturn £'000	(Surplus) / Deficit £'000
Customer & Digital				
Court summons costs recovered	(219)	(228)	-	228
	(219)	(228)	-	228
Government Support			(310)	(310)
	(4,604)	(4,593)	(4,591)	2

Covid-19

- 30.** The impact of Covid-19 on the Council's budgets has been varied and included delays to recruitment and restructuring, reduction in income and additional expenditure. The major impacts on the budget are summarised below. This includes the various grant funding streams received to help the council manage the transition back to business-as-usual.
- 31.** As we emerge from the 3rd wave in the North West, and with a programme to vaccinate the whole adult population progressing at pace, we are hopeful that we will not have to revert to the same emergency measures, and incur the same level of costs, that we did in 2020/21; nonetheless the financial impact will be felt for some time to come, for example in restarting and regenerating our economy and town centres, particularly in retail, and in opening up our leisure and culture services over time to pre-pandemic customer numbers. The funding carried forward will undoubtedly be called upon to address this in the year ahead, and potentially beyond.

Income

- 32.** It has been well documented that the country has undergone a significant reduction in economic activity pushing the economy into temporary recession. The impact on local residents and businesses has been vast, especially in the service industries. Two areas this significantly affected the council's finances is the impact on its business rates and council tax collection funds.

Business Rates

- 33.** The original gross (including amounts paid over to the Government and other preceptors) collectable business rates for South Ribble was budgeted at £36.7m for 20/21. As part of the budget on 11 March 2020 the Government announced that it would increase the discount on business rates liability for businesses in the retail, hospitality and leisure industry to 100% for 20/21. This reduced the council's gross collectable to an estimated £24.5m. The council and other preceptors have received compensatory grant payments, known as S31 grants, in 20/21 for this extended relief.
- 34.** Based on current collection rates it is estimated the gross shortfall of business rates income is £0.863m. South Ribble's share of this deficit is approximately £0.345m meaning the council is £0.345m short of its budgeted business rates income in 20/21.
- The deficit has improved significantly since August and the Government has announced that councils will be able to spread out the loss of business rates and council tax income over the next three years, rather than in one year. A deficit of £345,000 may therefore only result in a £115,000 impact for the council per year.
 - The council holds a business rates retention reserve of £3m to fund one-off shortfalls in the business rates it collects. This includes managing downward revaluations, the risk surrounding this has however now been reduced as the scheduled 2021 national revaluations have been put back to 2023. The reserve is therefore considered more than sufficient to manage the risk surrounding business rates income.
- 35.** The business rates income has not been adjusted in Table 1, due to the complexities of the business rates system, any shortfall is likely to be recognised in 2021/22 rather than this financial year. In addition, due to the 100% reliefs offered by the Government to the retail, hospitality and leisure industry the council will receive £5.2m additional

business rates income in 2020/21. The shortfall in income from these reliefs won't be realised until 2021/22 onwards and so this £5.2m 'surplus' is moved into a reserve to offset against these future deficits.

Council Tax

36. The gross shortfall of council tax income is £0.446m in 20/21. South Ribble's share of this deficit is approximately £54,000 meaning the council is £54,000 short of its budgeted council tax income. This will be deficit will be spread over 21/22, 22/23 and 23/24 meaning the budget impact is minimal.

CV-19 Grant Funding Support

37. A summary of the grants is provided below:

Grant	Allocation 20/21	Allocation 21/22
Initial Covid Funding - General	1,481,167	504,532
New Burdens Funding - Business Grants	130,000	
New Burdens Funding - Business Grants	58,500	
New Burdens Funding - Business Grants	22,345	
New Burdens Funding - Business Grants	166,800	
Trace Support Payments - Admin	25,654	
Trace Support Payments - Admin - top up to 31/3/21	12,083	
Trace Support Payments - Admin - top up April 21		12,736
LA Compliance & Enforcement Grant	45,740	
Unringfenced Grants Total	1,942,289	517,268
Extending Council Tax Support	707,201	131,528
Reopening High Streets	97,965	
Welcome Back Fund	0	97,965
Trace Support Payments - Individuals (£500)	38,000	
Trace Support Payments - Discretionary	22,884	
Trace Support Payments - Individuals (£500) - top up to 31/1/21	22,000	
Trace Support Payments - Discretionary - top up to 31/1/21	9,115	
Trace Support Payments - Individuals (£500) - top up to 31/3/21	50,000	
Trace Support Payments - Discretionary - top up to 31/3/21	30,000	
Trace Support Payments - Individuals (£500) - top up April 21	0	14,500
Trace Support Payments - Discretionary - top up April 21	0	73,000
Health Protection Project (Part 1)- Test & Trace Staff	31,325	41,525
Health Protection Project (Part 2) - Test & Trace Staff & Non Staff	19,775	26,214
Health Protection Project (Part 3) - Food & Essential supplies	99,245	
Next Steps Accommodation Programme (NSAP)	30,000	
Containing Outbreak Management Fund (COMF)	0	1,348,870
Sales Fees and Charges	309,788	
Clinically Extremely Vulnerable People (CEV)	282,683	
National Leisure Relief Funding	211,542	14,418
Covid 19 Winter Fund from LCC	7,972	
Ringfenced Grants Total	1,969,495	2,278,024
Total	3,911,784	2,795,292

38. South Ribble's total unringfenced Covid-19 funding for 20/21 was £1.775m. No specific grant guidance has been provided regarding this funding and so it is assumed to be

un-ringfenced. The budget announcement for 2021/22 also allocated an additional £517k of unringfenced Covid-19 funding to the council.

39. The council received £707k grant allocation to reduce the council tax liability of individuals in their area. As per Government expectations, the council allocated this hardship fund to provide residents, who are of working age and already receive council tax support, with up to £150 off their council tax bills over the 2020 to 2021 financial year. The council awarded this relief to working age claimants totalling £653k at 31st March and the remainder can still be retrospectively applied.
40. The council also was allocated £98,000 '**Reopening High Streets Safely Fund**'. This grant is ERDF funding and as such the restrictions as to how this can be spent are prohibitive. This project has been extended to 21/22 alongside an additional allocation expected to be of a similar amount as a '**Welcome Back Fund**'. Both these allocations can be spent in 2021/22.
41. The council's **Test and Trace Support Payments** have already paid out in excess of £116k payments to individuals who are required to self-isolate. Any allocations above the initial awarded amount will be reclaimed from Government.
42. Through LCC, the council has received a grant allocation from Government that will be used to fund support for the Government's **Test & Trace** scheme. The council has utilised the fund to recruit additional staff who will chase up the contacts that the national scheme has been unable to contact.
43. The Local Authority **Emergency Assistance Grant for Food and Essential Supplies** is a one-off contribution to upper tier local authorities in England to use to support people who are struggling to afford food and other essentials due to COVID-19. The grant was spent within this financial year and South Ribble's allocation was £99,245.
44. The council has fully committed its **Next Steps Accommodation Programme** funding to provide short-term accommodation and immediate support to those that require it.
45. The council received confirmation of its successful application to the DCMS for funding to support its **leisure services** provider during the Covid-19 pandemic. The council received £212k to provide support to its leisure provider during the second and third lockdown periods. In addition, a further allocation of £14k was awarded which can be spent in 2021/22. In addition a previous amount of £240k was approved for Leisure which has not yet been required so is proposed to be carried forward to support bringing the service in-house.

Expenditure

46. The table below details the spend on Covid-19 related funding streams. It should be noted there was significant uncertainty around the **Containing Outbreak Management Funding** (COMF). The initial allocation of the funding was paid to Lower Tier authorities and no spend has yet been directly allocated against this fund. The grant has been carried forward into 2021/22 to be applied against eligible spend.

Spend Area	Spend 20/21	Spend Existing Resources Redeployed	Total 20/21 Spend
Staffing	151,298	865,322	1,016,620
Premises Improvements	30,625		30,625
Transport Related Costs	3,351		3,351
Community Hub Costs	72,732		72,732
Information Technology	84,297		84,297
Operation tools & equipment	11,592		11,592
Waste	8,994		8,994
Temporary Accommodation	174,707		174,707
Expenses Recovered	-41,094		-41,094
Other Costs	60,262	520,204	580,466
Unringfenced Grant Spend Sub-Total	556,763	1,385,526	1,942,289
Track and Trace Payments	171,999		171,999
Extending Council Tax Support	707,201		707,201
Sales Fees and Charges	309,788		309,788
National Leisure Relief Funding	211,542		211,542
Containing Outbreak Management Funds	0		0
Next Steps Accommodation Programme (NSAP)	30,000		30,000
Health Protection Project (Part 1) - Test & Trace Staff	31,325		31,325
Health Protection Project (Part 2) - Test & Trace Staff & Non Staff	19,775		19,775
Health Protection Project (Part 3) - Food & Essential supplies	99,245		99,245
Clinically Extremely Vulnerable People (CEV)	0	282,683	282,683
Covid 19 Winter Fund from LCC	7,972		7,972
Reopening High Streets	0		0
Ringfenced Grants Spend Sub-Total	1,588,847	282,683	1,871,530
Total	2,145,609	1,668,209	3,813,819

47. With regard to unringfenced grant the Council has spent £1.942m. Of this £1.385m relates to budgeted costs, such as staffing costs and associated other Council resources, that have been used to manage the various services that have supported Covid-19 recovery and Government initiatives.

48. All ringfenced grants are fully spent in 2020/21 or carried forward where this is applicable. There is £56k of Track and Trace payments to be carried forward and the balance of the allocated amount for reopening High Streets.

Business Grants

49. A summary of the business grants to be received and paid out to 31st March is below. It is assumed all business grant allocations will be either spent or returned to government. Many schemes are now coming to a close but there were still grants being paid out for periods prior to 31st March at year end. As a result, spend will differ significantly by the end of the schemes. There will be no impact on the overall Council position as a result of this.

Grant Name	Allocation	Spend to 31st March	Committed/To Be Repaid	Total
Business Grants - 1st Lockdown	20,888,000	20,888,000	0	20,888,000
Local Restrictions Support Grant (LRSG) - Open 1 - To 5/11/20	194,486	29,482	165,004	194,486
Local Restrictions Support Grant (LRSG) - Open 2 - 2/12/20 to 18/12/20	19,342		19,342	19,342
Local Restrictions Support Grant (LRSG) - Open 3 - 19/12/20 to 30/12/20	13,653		13,653	13,653
Local Restrictions Support Grant (LRSG) - Closed 1 - To 5/11/20	87,598	64,818	22,780	87,598
Local Restrictions Support Grant (LRSG) - Closed 2 - 2/12/20 to 18/12/20	126,962		126,962	126,962
Local Restrictions Support Grant (LRSG) - Closed 3 - 19/12/20 to 30/12/20	411,470	264,716	146,754	411,470
Local Restrictions Support Grant (LRSG) - Closed (Addendum) - 5/11/20 to 2/12/20	1,398,510	898,724	499,786	1,398,510
Local Restrictions Support Grant (Closed Addendum Tier 4) - 30/12/20 to 4/1/21	0	149,594	-149,594	0
Local Restrictions Support Grant (LRSG) - Closed (Addendum) - 5/1/21 to 15/2/21	2,097,765	0	2,097,765	2,097,765
Local Restrictions Support Grant (LRSG) - Closed (Addendum) - 16/2/21 to 31/3/21	2,197,659	2,366,542	-168,883	2,197,659
Closed Businesses Lockdown Payment - 5/1/21 - 15/2/21	4,194,000	2,518,000	1,676,000	4,194,000
Additional Restrictions Grant (ARG) - share of Lancs £30m - to 31/3/21	2,215,760	432,388	1,783,372	2,215,760
Additional Restrictions Grant (ARG) - Top Up - to 31/3/21	984,136		984,136	984,136
Additional Restrictions Grant (ARG) - SECOND Top Up - to 31/3/22	706,699		706,699	706,699
Wet Pubs	38,400	49,000	-10,600	38,400
Total	35,574,440	27,661,264	7,913,176	35,574,440

50. The Council received an initial total funding allocation of £20.888m of which the following was allocated by the Government in May 2020:

- £19,896,000 maximum allocation for Small Business & Retail, Hospitality & Leisure grants
- £992,500 maximum allocation for Discretionary Grants

The initial Government allocation was an estimate of the likely business need for grants however and, like many other councils, South Ribble were not able to fully commit the grant allocation. The council was proactive in extending application deadlines and contacting businesses that it believed to be still eligible however it was not possible to fully commit the funding and £751k was returned to the Government.

51. All business grants are assumed to be fully committed as they will be paid to businesses or refunded to government.

Summary

52. Of the £1.668m existing resourced funding by grants it was agreed at Quarter 3 to create reserves of £600k Covid Commitments and £500k Covid Recovery. In addition a previous amount of £240k was approved for Leisure which has not yet been required so is proposed to be carried forward to support bringing the service in-house. This leaves a further £348k to be allocated to reserves the reason for this largely being additional grant awards after quarter three around Clinically Extremely Vulnerable and New Burdens.

Reserves

53. The total balance on reserves at the beginning of the financial year was £20.813m. The table below shows the movement in reserves during 2020-21. Appendix B shows the planned movements in reserves over the next 3 years.

Table 5: Reserves summary

Reserve Name	Opening Balance £'000	Transfers In £'000	Transfers Out £'000	Capital Financing £'000	Movement Between Reserves £'000	Closing Balance £'000
Earmarked Reserves						
Borough Council Elections	(160)	-	-	-	-	(160)
Borough Investment Account	(4,576)	-	-	172	-	(4,404)
Business Rates Retention	(3,309)	-	15	-	150	(3,144)
Business rates temp surplus	-	(5,244)	-	-	-	(5,244)
Capital Funding	(3,514)	(45)	20	1,688	-	(1,851)
CIL Admin	(248)	-	-	-	248	-
City Deal	(1,851)	-	-	-	-	(1,851)
Climate Change	(250)	-	-	-	-	(250)
Community Hubs Reserve	(67)	(44)	0	1	-	(109)
Credit Union	(150)	-	1	-	-	(149)
Housing Needs Surveys	(100)	(20)	-	-	40	(80)
Local Plans	(255)	(100)	26	-	62	(267)
Performance Reward Grant	(27)	-	16	-	-	(11)
Repairs and Maintenance	(500)	-	-	-	-	(500)
Restructure Costs	(200)	-	-	-	-	(200)
S.106 Other Reserve	-	(242)	-	-	-	(242)
Transformation Fund	(415)	-	-	185	-	(230)
Business Grants	-	-	-	-	(150)	(150)
Community Wealth Building	-	-	-	-	(150)	(150)
Mental Health for Young People	-	-	-	-	(50)	(50)
Covid Recovery Fund	-	(675)	-	-	-	(675)
Covid Commitments Reserve	-	(654)	-	-	-	(654)
Asset Maintenance Reserve	-	(400)	-	-	-	(400)
Income Investment Reserve	-	(250)	-	-	-	(250)
Income Equalisation Reserve	-	-	-	-	(150)	(150)
Leisure Reserve	-	(546)	-	-	-	(546)
Other Earmarked Reserves:						
Ring-fenced grants	(488)	(50)	93	-	31	(415)
Sports Development income	(337)	(10)	49	-	-	(297)
Carried forward underspends	(126)	(501)	48	-	-	(579)
	(16,574)	(8,780)	269	2,047	31	(23,007)
General Reserve	(4,239)	(13)	142	-	(31)	(4,141)
Total	(20,813)	(8,793)	411	2,047	-	(27,149)

54. The details of the purposes of each earmarked reserve and the movements in the balances are as follows:

Reserves already in use at the start of 2020-21

- Borough Council Elections – The original budget included a £40,000 top up of this reserve every year to build up a fund for local elections that take place every 4 years. In the Outturn 2019-20 it was approved to top up the reserve for a full £160,000 using the surplus in 2019-20 so that no contributions are needed over the next 3 years.
- Borough Investment Account – This reserve is to be used for the Worden Hall and Hoole Village Hall capital projects. £2m of the reserve has been potentially committed towards the Leyland Town Deal project.
- Business Rates Retention – This reserve exists as a contingency to cover any unexpected shortfalls in business rates funding that may occur within a one- or two-year period to allow time for the council's budgets to be realigned.
- Business Rates Temporary Surplus to be repaid - There is a significant in-year increase in this reserve which will be repaid to government in future years and is not available to the Council for use.
- Capital Funding – This is the main reserve used for funding the capital programme.
- City Deal – This reserve exists as a contingency to fund any unexpected costs that arise in relation to City Deal.
- Climate Change – The approved budget for 2020/21 included the creation of a Climate Change reserve of £250,000.
- Community Hubs – This is the balance of unspent funding for the My Neighbourhoods forums.
- Credit Union – As part of the budget monitoring report for quarter 3 of 2019-20, Cabinet approved the creation of a Credit Union reserve of £150,000 using the surplus in 2019/20.
- Housing Needs Surveys – This reserve is topped up each year so that when housing surveys are needed to be carried out there is funding available.
- Local Plans – The purpose of this reserve is to meet the forecasted expenditure requirements in relation to the Local Development Framework.
- Performance Reward Grant – This is the balance of unspent PRG funding.
- Repairs and Maintenance – This reserve exists as a contingency to fund unexpected costs for repairs and maintenance of council properties that cannot be covered by existing revenue budgets. The approved capital programme for 2020/21 onwards allocates this reserve to the leisure centres refurbishments scheme, which has a total budget of £2.1m.
- Restructure Costs – This reserve exists as a provision for potential cost relating to the expansion of shared services.
- Transformation Fund – This reserve is being used to fund the IT Digital Strategy costs in the capital programme.

- Other Earmarked Reserves – This reserve comprises three elements: approved carry forwards of underspends that have not yet been allocated, surplus income relating to Sports Development, and miscellaneous ring-fenced grant income specific to certain service areas.

New reserves created during 2020-21

55. As part of the budget setting for 2021/22 a number of new reserves have been created from existing reserves which can be released. These are reserves for Community Wealth Building, Business Grants, Mental Health for Young People.
56. Two new reserves are being created as a result of the Covid-19 funds described above for £500k and £600k. A further £168k is being transferred into the Covid Recovery Fund from the overall surplus.
57. An Income Equalisation Reserve of £150k has been created from the to cover any potential temporary reliefs and losses on investment income over the recovery period from Covid-19.
58. An Asset Maintenance Reserve has been created for £400k to pay for potential future maintenance costs and part fund future capital expenditure on short-life assets such as ICT and vehicles.

Carry Forwards

59. A total of £561k was transferred to the carry forward reserve in relation to budgets that where spending has been delayed but will still be required in 2021/22. The table below gives a breakdown.

Description	Amount £'000
Business support	44
Communications - new software and temporary resourcing	31
Economic development - Central Lancs Economic Strategy	20
Events temporary resource and new equipment	48
Extra Care - preparatory costs	50
Grounds maintenance equipment	7
Homelessness surplus grant funding	50
Internal audit work contracted out in 20/21 to be carried out in 21/22	14
IT supplies and services	124
Policy and Performance - support to Dementia Action Alliance	2
Property stock condition surveys	113
Shared services implementation costs	48
Sport coaching overall surplus	10
Total	561

Capital Programme

60. Appendix C lists all the capital schemes within the programme and the detail regarding budgets, spending and forecasts.
61. Table 6 below shows the movements in the balances of capital funding streams.
62. Community Infrastructure Levy (CIL) – Funding has been steadily building up over the last 5 years. The balance in shows the net funding available to the Council after deducting payments made, or due, to Parish Councils and LCC as part of the arrangements for City Deal.
63. Land Release Fund – The grant was received a couple of years ago in relation to the house-building project. That project has seen been terminated and the money cannot be repurposed so has now been returned.

Section 106

64. The majority of the balance of Section 106 funding is allocated to schemes within the capital programme. Several receipts totalling £993k have stipulations that they must be used for highways work and have been earmarked to be paid to LCC once the relevant works are completed.
65. There are 4 large value affordable housing schemes that will use all the affordable housing funding: Tom Hanson House Bamber Bridge, McKenzie Arms Bamber Bridge, an Extra Care facility and Sumpter Horse.
66. The 'Section 106 Other' funding is allocated mostly to parks and open spaces schemes within the programme. There is one large value receipt in relation to a development at Buckshaw Village which has been applied to several parks and open spaces schemes within the capital programme.
67. Appendix D shows a breakdown of which schemes have been funded by Section 106.

Table 6: Capital financing

Funding Stream	Opening Balance £'000	Receipts £'000	Release to Revenue £'000	Capital Financing £'000	Closing Balance £'000
Capital Grants and Contributions					
City Deal capital funding	-	-	-	-	-
Community Infrastructure Levy (CIL)	(2,029)	-	586	-	(1,444)
Decarbonisation grant	-	(145)	-	-	(145)
Disabled Facilities Grant (DFG)	(314)	(780)	-	507	(588)
External Contributions	-	(7)	-	7	-
Housing grants	(104)	-	-	6	(98)
Land Release Fund	(362)	279	-	-	(83)
Lottery Funding (Hurst Grange Park)	-	(189)	-	189	-
Section 106 Affordable Housing	(5,044)	(266)	37	482	(4,791)
Section 106 Other	(2,497)	(491)	11	765	(2,212)
Town Deal Funding	-	(750)	-	-	(750)
Other grants and contributions	(25)	(4)	-	14	(14)
	(10,376)	(2,353)	633	1,971	(10,125)
Capital Receipts	-	(27)	-	27	-
Total	(10,376)	(2,381)	633	1,998	(10,125)

Risk

68. Any risks are addressed in the body of the report.

Equality and Diversity

69. Not applicable.

Air Quality Implications

70. Any air quality implications are addressed in the body of the report.

Comments of the Statutory Finance Officer

71. The contents of the report outline the financial implications for the council.

Comments of the Monitoring Officer

72. There are no concerns with this report from a Monitoring Officer perspective.

Background Documents

There are no background papers to this report

Appendices

- Appendix A – Staffing Vacancies as at 30th April 2021
- Appendix B – Planned Movement in Reserves
- Appendix C – Capital Programme
- Appendix D – Section 106 Summary of Receipts Used

Louise Mattinson
Director of Finance

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Post	Already Shared	To be considered in relation to shared services	Notes
Neighbourhoods & Development			
Arborist			The post holder has been seconded to work in a covid-specific role.
Neighbourhoods Team Operative (2 FTE)			One post has been vacant since 31/05/20. Another is vacant due to the post-holder being seconded to a covid-specific role.
Gardener			Became vacant on 28/03/21
HGV Mechanic			The post became vacant at the end of December and is being recruited to.
Depot Support Operative			The post holder was seconded to another role in the waste management team in September.
Neighbourhoods Officer (0.5 FTE)			The post holder has been seconded to work in a covid-specific role.
Waste Monitoring Officer (0.5 FTE)			The post holder has been seconded to work in a covid-specific role.
Senior Community Involvement Officer			The post holder has been seconded to work in a covid-specific role.
Engineering Technician			Vacant since 14/09/19. The post was created by upgrading an apprentice role but the person in post then left the organisation. The team is able to function without this role and so there are plans to delete it and create an additional Facilities Management role to bolster that service.
Graphic Designer		Y	Vacant since 30/11/19
Sports Development Officer (0.86 FTE)			Became vacant on 31/03/21
Planning & Property			
Assistant Director of Housing & Property			Vacant since 22/03/20. The post is being kept vacant pending a potential restructure within this directorate and the Neighbourhoods & development directorate to align services and reporting lines better. In the short-term, the saving is being used to fund part of the costs of a new Surveyor role for 18 months.
Apprentice (generic role)			There is one budget within the Planning & Property directorate that covers all apprentice roles within the organisation. The post-holders are assigned to various teams across multiple directorates. There is one vacancy, which was also vacant all throughout 2019-20. The post was intended to be used for the Gateway team. It was advertised twice but there were no suitable candidates. Now that all posts within Gateway are filled, this apprentice post is no longer considered necessary and will not be recruited to.

Post	Already Shared	To be considered in relation to shared services	Notes
IT Apprentice			The post-holder was promoted to fill a vacancy within the IT team.
Environmental Health Assistant (Apprentice)			The post holder has been seconded to work in a covid-specific role.
Leisure Partnership Development Manager			The post became vacant on 01/04/21. Following the leisure service being brought back in-house options are being considered about the managerial structure of the service.
Museum Curator			Vacant since 31/05/20. This post is now rolled into an interim operating model with the Museums service for Chorley.
Planning Enforcement Officer			The post became vacant on 31/05/20. More complex work is being picked up via a retained specialist consultant on a case by case basis. There are two enforcement posts, the other being recently filled in September, and the need for both is not certain.
Planning Technical Support Assistant			Vacant since 24/12/20
Customer & Digital			
Gateway Officer 3 FTE			Two people have been seconded to covid-specific roles. Another post became vacant in December.
IT Security Support Officer		N	Vacant since 01/07/19, when a restructure was implemented. The post has been advertised twice but there have not been suitable candidates to appoint. The service is confident that it can attract a suitable applicant for this post. Recruitment is due to start imminently with the post being filled within before Christmas.
IT Senior Network Support Analyst		Y	Vacant since 14/02/20. The post holder retired, and the post will be kept vacant during 2020/21 to fund the severance costs.
IT LLPG Officer			The post-holder was recently promoted to fill a different vacancy within the team.
Revenues & Benefits Officer 2.7 FTE		N	One post has been vacant since 29/02/20, another became vacant on 26/07/20 and a third post became vacant on 28/02/21. Options are being considered regarding potential automation of processes that may result in at least one post not being required.
Revenues and Benefits Visiting Officer			Vacant since 18/12/20
Revenues and Benefits Clerical Assistant (0.5 FTE)		Y	Vacant since 12/08/20
Governance			
Head of Licensing		Y	Vacant since 23/02/20

Post	Already Shared	To be considered in relation to shared services	Notes
Corporate Support Apprentice	Y	Y	The post-holder has been acting up since October to fill a vacant Executive Assistant role.
Risk and Insurance Officer	Y	Y	Vacant since 13/10/19. Another officer has been acting up to this role but their substantive role is not currently back-filled.
Transformation & Partnerships			
Performance and Policy Graduate	Y		This post was created as part of the shared services review, and came into effect in November.
Transformation Graduate	Y		This post was created as part of the shared services review, and came into effect in November.

Notes:

1. FTE stands for Full Time Equivalent and is used for part-time posts to show a comparison against a full-time post.
2. MTFS stands for Medium Term Financial Strategy, which is the annual document that outlines the Council's detailed budget for the following financial year and planned budgets for the next few years after that.

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Reserves Planned Movements 2020-2024

Note: All figures are in £'000

Appendix B

Reserve Name	19/20 C/F	2020-21			2021-22			2022-23			2023-24		
		In	Out	C/F	In	Out	C/F	In	Out	C/F	In	Out	C/F
Earmarked Reserves													
Borough Council Elections	(160)	-	-	(160)	-	-	(160)	-	-	(160)	-	160	-
Borough Investment Acct	(4,576)	-	172	(4,404)	-	3,823	(581)	-	581	(0)	-	-	(0)
Business Rates Retention	(3,309)	-	165	(3,144)	-	-	(3,144)	-	-	(3,144)	-	-	(3,144)
Business rates temporary surplus to be repaid	-	(5,244)	-	(5,244)	-	4,890	(354)	-	177	(177)	-	177	-
Capital Funding	(3,514)	(45)	1,708	(1,851)	-	1,850	(1)	(250)	-	(251)	(250)	-	(501)
CIL Admin	(248)	-	248	-	-	-	-	-	-	-	-	-	-
City Deal	(1,851)	-	-	(1,851)	-	-	(1,851)	-	-	(1,851)	-	-	(1,851)
Climate Change	(250)	-	-	(250)	-	-	(250)	-	-	(250)	-	-	(250)
Community Hubs Reserve	(67)	(44)	1	(109)	-	-	(109)	-	-	(109)	-	-	(109)
Credit Union	(150)	-	1	(149)	-	66	(83)	-	50	(33)	-	34	0
Housing Needs Surveys	(100)	(20)	40	(80)	(20)	-	(100)	-	-	(100)	-	-	(100)
Local Plans	(255)	(100)	88	(267)	-	177	(91)	-	34	(57)	-	57	(0)
Performance Reward Grant	(27)	-	16	(11)	-	-	(11)	-	-	(11)	-	-	(11)
Repairs and Maintenance	(500)	-	-	(500)	-	500	-	(250)	-	(250)	(250)	-	(500)
Restructure Costs	(200)	-	-	(200)	-	100	(100)	-	100	-	-	-	-
S.106 Other Reserve	-	(242)	-	(242)	-	242	-	-	-	-	-	-	-
Transformation Fund	(415)	-	185	(230)	-	230	-	-	-	-	-	-	-
Business Grants	-	(150)	-	(150)	-	150	-	-	-	-	-	-	-
Community Wealth Building	-	(150)	-	(150)	-	150	-	-	-	-	-	-	-
Mental Health for Young People	-	(50)	-	(50)	-	50	-	-	-	-	-	-	-
Covid Recovery Fund	-	(675)	-	(675)	-	675	-	-	-	-	-	-	-
Covid Commitment Reserve	-	(654)	-	(654)	-	654	-	-	-	-	-	-	-
Asset Maintenance Reserve	-	(400)	-	(400)	-	400	-	-	-	-	-	-	-
Income Investment Reserve	-	(250)	-	(250)	-	250	-	-	-	-	-	-	-

Reserve Name	19/20 C/F	2020-21			2021-22			2022-23			2023-24		
		In	Out	C/F	In	Out	C/F	In	Out	C/F	In	Out	C/F
Income Equalisation Reserve	-	(150)	-	(150)	-	150	-	-	-	-	-	-	-
Leisure Reserve	-	(546)	-	(546)	-	546	-	-	-	-	-	-	-
Other Earmarked Reserves:													
Ring-fenced income	(488)	(50)	124	(415)	-	44	(371)	-	44	(327)	-	32	(295)
Sports Dev income	(337)	(10)	49	(297)	-	55	(243)	-	101	(142)	-	-	(142)
Carried fwd underspends	(126)	(501)	48	(579)	-	531	(48)	-	-	(48)	-	-	(48)
	(16,574)	(9,280)	2,847	(23,007)	(20)	15,531	(7,496)	(500)	1,087	(6,910)	(500)	459	(6,950)
General Reserve	(4,239)	(44)	142	(4,141)	-	-	(4,141)	-	-	(4,141)	-	-	(4,141)
Total	(20,813)	(9,324)	2,988	(27,149)	(20)	15,531	(11,637)	(500)	1,087	(11,051)	(500)	459	(11,092)

Capital Programme 2020-21 Outturn

Note: All figures are in £'000s

Appendix C

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Good homes, green spaces and healthy places											
Green Infrastructure											
Green Infrastructure unallocated	-	-	-	-	-	This is the general budget for green infrastructure works. When specific schemes are designed and brought forward, a budget is then transferred from 'unallocated'.	-	165	200	200	565
Green Link - Penwortham Holme to Howick	100	-	(100)	(100)	-	This project involves improves to, and creation of, environmental footpaths and meadows etc, between the two locations. The project has been delayed by ongoing discussions with land-owners re granting of licences. Work is expected to start in Q1 and be complete by Q2.	-	250	-	-	250
Green Link - Shruggs Wood	61	58	(3)	-	(3)	Work is complete and the new pathways are open.	58	-	-	-	58
Leyland Loop	91	60	(31)	(31)	-	Work has been complete on 2.5km of new paths. Works will progress in 21/22 to further sections.	60	131	-	-	191
Total Green Infrastructu	252	118	(134)	(131)	(3)		118	546	200	200	1,063
Worden Park											
Arboretum landscaping	30	0	(30)	(30)	-	Works delayed by wet ground conditions. To be completed by Q2 21/22.	0	30	-	-	30
Craft Units Windows and Security Grills	40	-	(40)	(40)	-	This project was postponed pending a decision about the best way to proceed with the wider Worden Hall scheme.	-	40	-	-	40
Farmyard Cottages Windows and rendering	50	-	(50)	-	(50)	Work will start in Q1 of 21/22	-	50	-	-	50
Farmyard Cottages - Heating	50	-	(50)	-	(50)	Work will start in Q1 of 21/22	-	50	-	-	50

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Ice House front façade	10	-	(10)	(10)	-	Work was delayed due to cold weather - mortaring requires minimum temperatures. Rescheduled to Q2 21/22.	-	10	-	-	10
North Lodge	4	4	-	-	-	Additional damp protection work and further work to the garden was required.	4	-	-	-	4
Overflow Car Park	120	117	(3)	-	(3)	Main works complete and only snagging and retention costs remain.	117	-	-	-	117
Sewerage pumping station and septic tanks	20	-	(20)	(20)	-	The Worden sewerage pumping station is about improving the appearance of the site whereas the improvements relating to the septic tanks are essential due to non-compliance issues. Additional drainage works may be required around the tank sites.	-	40	-	-	40
Shaw Brook weirs and banking	-	-	-	-	-	Budgeted to start in 22/23	-	-	40	-	40
Shaw Wood footpaths	-	-	-	-	-	Budgeted to start in 22/23	-	-	33	-	33
Walled garden pot house - replace the building frame and base walls	-	-	-	-	-	Budgeted to start in 21/22. The profile has been adjusted to reflect a later expected start.	-	50	50	-	100
Worden Park fountain	-	-	-	-	-	Budgeted to start in 21/22	-	80	-	-	80
Worden Park infrastructure and landscaping	-	-	-	-	-	Budgeted to start in 21/22, to coincide with the Worden Hall refurbishment	-	120	200	112	432
Worden Hall refurbishment	120	122	2	2	-	The designs are being progressed to allow for a tender to be done in May. Work is scheduled to start in August 2021 and be completed by June 2022.	122	1,450	598	-	2,170
Total Worden Park	444	244	(200)	(97)	(103)		244	1,920	921	112	3,197

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Other Parks and Open Spaces											
Hurst Grange Park drainage	-	-	-	-	-	Due to other projects happening on site, this scheme, which is a lower priority, was rescheduled to 21/22.	-	25	-	-	25
Hurst Grange Coach House Phase 2	180	189	9	9	-	Work started in Nov 2020 and will continue to June 2021.	189	543	-	-	733
Hurst Grange Park Paths	-	-	-	-	-	Budgeted to start in 21/22	-	40	-	-	40
Open Spaces - Bent Lane	68	7	(61)	(61)	-	A report is going to Cabinet in June regarding decontamination work on the site, and building a new playground which is shown as a separate line below.	7	61	-	-	68
Open Spaces - Balcarres Green	26	26	0	-	0	Work complete	26	-	-	-	26
Open Spaces - Mounsey Road	-	-	-	-	-	Budgeted to start in 21/22	-	50	-	-	50
Other Parks - Footpaths (Fossdale Moss, Priory, Valley Road)	-	-	-	-	-	Budgeted to start in 21/22	-	45	-	-	45
Playground - Worden Park	50	50	1	-	1	Work complete	50	-	-	-	50
Playground - Leadale Green	35	35	-	-	-	Work complete	35	-	-	-	35
Playground - Seven Stars	175	175	-	-	-	Work complete	175	-	-	-	175
Playground - Haig Avenue	-	-	-	-	-	Start on site was subject to a ground investigation report, which required additional analysis. This has now been received and a tender process can begin. Approval to appoint will be sought from Cabinet in March, with start on site in April.	-	175	-	-	175
Playground - Hurst Grange	190	226	36	36	-	Works complete. The revised budget at Quarter 3 assumed a small amount of work being carried over into 21/22 but all work was completed in 20/21.	226	-	-	-	226

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Playground - Bellis Way	49	37	(12)	(12)	-	The play area works were 75% complete at 31st March, with the remaining work being completed in the first few weeks of April. Landscaping works will be completed in 21/22.	37	22	-	-	59
Playground - Bent Lane	-	-	-	-	-	See Open Spaces – Bent Lane (above). Work on a playground cannot commence until remediation work is carried out.	-	175	-	-	175
Playground - The Holme, Bamber Bridge	-	-	-	-	-	Budgeted to start in 21/22	-	175	50	-	225
Playground - Moss Side Village Green	-	-	-	-	-	Budgeted to start in 21/22	-	125	50	-	175
Playground - Birch Avenue, Penwortham	-	-	-	-	-	Budgeted to start in 21/22	-	75	-	-	75
Playground - Margaret Road, Penwortham	-	-	-	-	-	Budgeted to start in 22/23	-	-	100	-	100
Tarn Wood, Penwortham	31	31	(0)	-	(0)	The actual cost was slightly more than budgeted due to some additional work being required.	31	-	-	-	31
A tree for every resident	35	26	(9)	(9)	-	The "tree give-away" that was planned could not go ahead due to covid.	26	56	56	-	137
Withy Grove Park	-	-	-	-	-	This scheme had been pushed back to 22/23. Work is dependent on Network Rail completing a foot bridge.	-	-	60	-	60
Total Other Parks & Ope	839	802	(37)	(37)	1		802	1,567	316	-	2,685

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Sports and Leisure											
King George V Playing Fields, Higher Walton	50	31	(19)	(19)	-	The original budget was £75k but the works were cheaper than initial estimates. Funding for this scheme is a specific Section 106 receipt that must be used for public open space on the site. A separate scheme will be developed in future years to use the remaining £25k	31	19	-	-	50
King George V Playing Fields, Higher Walton Additional works	-	-	-	-	-	As above	-	-	25	-	25
Leisure Facility	12	12	(0)	-	(0)	Spend so far is on fees. No more spend is planned for this year.	12	-	-	18,988	19,000
Leisure Centre refurbishments	-	-	-	-	-	A Facilities strategy has identified a list of work required across the sites. Work has not yet started due to the impact of Covid-19.	-	500	1,600	-	2,100
Lostock Hall Football Facility (St Gerard's)	90	1	(89)	(89)	-	Work began late March to create a new football pitch for St Gerard's in line with the Section 106 agreement. Completion is expected Q1 21/22.	1	145	-	-	146
Sport Pitch Hub	102	113	11	11	-	Planning permission has been granted. Awaiting football foundation decision on £966k grant funding. A report will be taken to Cabinet in June to award the construction contract and realign the budget in accordance with the grant application decision.	113	3,189	-	-	3,302
Total Sports and Leisure	734	651	(83)	(83)	(0)		651	4,656	1,941	18,988	26,236

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Housing											
Affordable Housing - former McKenzie Arms, Bamber Bridge	100	58	(42)	(42)	-	Procurement options will be reported to Cabinet for a decision on which route to take. The budget profile has been amended to reflect and expected completion in June 2022.	58	1,700	496	-	2,253
Affordable Housing - Pearson House, Station Road, Bamber Bridge	588	424	(164)	(164)	-	Progress was delayed due to waiting for availability of utilities companies to provide connections, which has now been completed in April. Completion is expected in May.	424	164	-	-	588
Disabled Facilities Grants	750	510	(240)	(240)	-	Due to the pandemic, the speed of delivery of many DFGs has been much slower than normal years. The list of approved DFGs awaiting completion allows for full utilisation of the grant funding. The budget for 21/22 has been set as the estimated allocation for 21/22 plus the total amount of unspent grant as at 31/03/21.	510	1,267	682	682	3,141
Empty Homes grants	-	-	-	-	-	The was no take up in 20/21. A proposed revised policy will be reported to Cabinet in June, which if approved would encourage take-up in 21/22.	-	39	-	-	39
Extra Care scheme	-	-	-	-	-	The site location at West Paddock is confirmed. Preparatory work will begin in 21/22	-	200	6,000	3,800	10,000
Next Steps Accom - Purchase 2 houses	70	-	(70)	(70)	-	SRBC will pay over £70k of Section 106 funding to Progress to enable the purchase of 2 houses	-	70	-	-	70
Private Sector home improvement grants	6	6	0	0	-	A revised policy came into effect from April which should encourage a much greater take up.	6	98	98	98	300
Sumpter Horse Site	-	-	-	-	-	Budgeted to start in 22/23	-	-	2,000	-	2,000
Total Housing	1,768	1,154	(614)	(614)	(0)		1,154	7,391	10,901	23,568	43,014
Good homes, green spa	3,304	2,318	(986)	(880)	(105)		2,318	11,424	12,337	23,880	49,959

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
A fair economy that works for everyone											
Car Park resurfacing, Ryefield Avenue, Penwortham	-	-	-	-	-	Budgeted to start in 21/22	-	40	-	-	40
Church Road, Bamber Bridge	-	-	-	-	-	Budgeted to start in 21/22. The scheme relates to a specific Section 106 receipt that must be used at the Church Road site. The Council does not own the land so progress is likely to be slow.	-	40	-	-	40
Land Acquisition Croston Road	30	30	0	-	0	Complete	30	-	-	-	30
Leyland Train Station Ticket Office	15	-	(15)	(15)	-	Initial plans included a new staircase, bike secure storage and improvements to the entrance. Agreement has not been reached with Network Rail and is expected by Q2 21/22.	-	60	-	-	60
Acquisitions Quinn St	1,123	-	(1,123)	(1,123)	-	This project is part of the Leyland Town Deal investment plan. £1.123m relates to purchasing of land as per an urgent decision in March 2021. The purchases are funded by a grant of £750k and a contribution of £373k from the borough investment reserve. Discussions with the land owners are at an advanced stage, surveys have been completed and heads of terms have been agreed.	-	1,123	-	-	1,123
Masterplanning & Regen - Leyland	-	-	-	-	-	This project is linked to the Leyland Town Deal investment plan, as matched funding.	-	2,000	-	-	2,000
Town Deal RIBA Stage 3	-	-	-	-	-		-	2,774	-	-	2,774

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Masterplanning & Regen - Penwortham	50	-	(50)	(50)	-	Consultants appointed to produce the masterplan, which should be completed by October. The next phase of planning the delivery can then begin, with an expected start in 22/23.	-	50	2,000	-	2,050
New Longton Regeneration	-	-	-	-	-	A consultation has been undertaken with the local community on potential projects. Most of the suggestions relate to road safety. However, we need to agree what is possible with the local ward members since the Section 106 money earmarked for this scheme is largely for public open space and only £20k is available for road safety improvements. Work is not expected to take place until 21/22.	-	75	-	-	75
Parking Meters replacements	45	-	(45)	(45)	-	A tender process has been completed and the replacement meters are scheduled to be installed in Q1 21/22.	-	45	-	-	45
A fair economy that wor	1,263	30	(1,233)	(1,233)	0		30	6,207	2,000	-	8,237

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Thriving communities											
Hoole Village Hall Grant	50	50	-	-	-	The capital budget relates to a grant payment of £50k which is funded by the borough investment reserve. The loan of £150k has also been paid out, and is accounted for in the balance sheet rather than as capital expenditure.	50	-	-	-	50
St Mary's, Penwortham - Churchyard wall repairs	40	21	(19)	(19)	-	Works carried out so far relate to making safe headstones. Further work is required to repair the walls but progress is slow due to the delays in receiving information from the church and its decision making processes.	21	119	-	-	140
Kingsfold Community Centre Improvements	-	-	-	-	-	Budgeted to start in 22/23	-	-	150	-	150
Neighbourhood Improvements	-	-	-	-	-	Budgeted to start in 22/23	-	-	350	-	350
Leisure Local	-	-	-	-	-	Budgeted to start in 21/22	-	250	250	-	500
Thriving communities	90	71	(19)	(19)	-		71	369	750	-	1,190
An exemplary council											
IT Programme											
IT Unallocated Funding	-	-	-	-	-	This is the general budget for IT projects. When specific schemes are brought forward, a budget is then transferred from 'unallocated'. A joint Digital Strategy is being developed and will inform how this budget will be used in future years. The remaining £62k will be carried forward to assist with this.	-	262	200	200	662
Capita Software Upgrade (c/f)	5	2	(2)	-	(2)	The planned upgrade was delayed by Capita and is now scheduled for 21/22.	2	2	-	-	5
Civic Centre conference centre hearing loop	-	-	-	-	-	Due to covid, the civic centre has been closed off for large periods preventing work being done.	-	35	-	-	35
HFX Upgrade (c/f)	4	4	-	-	-	Complete	4	-	-	-	4

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Idox (c/f)	147	110	(37)	-	(37)	The project was delayed to align both Chorley and South Ribble's Idox products. The remaining work will be done in 21/22.	110	37	-	-	147
Single Sign On and Calendar Integration	33	8	(24)	-	(24)	The project was halted while a review of systems at South Ribble and Chorley is carried out	8	24	-	-	33
Members tablet refresh	52	52	-	-	-	Complete	52	-	-	-	52
Mobile phone upgrade	12	9	(3)	-	(3)	A smart phone review has been completed. The remaining budget will be used for a review of non-smart phones.	9	3	-	-	12
Front to Back Office Automation	17	-	(17)	-	(17)	This is dependent on the Single Sign-On project.	-	17	-	-	17
Help Desk System	-	-	-	-	-	The project has been postponed while shared services arrangements are being reviewed.	-	5	-	-	5
Tablet refresh (agile working)	-	-	-	-	-	As above	-	35	-	-	35
Total IT Programme	269	185	(83)	-	(83)		185	420	200	200	1,005
Other non-ICT projects											
Corporate Buildings Unallocated	-	-	-	-	-	£135k has been allocated to the scheme for Fire Safety work at the Civic, Dept and Kingsfold. Stock condition surveys are being carried out which will result in a list of work required, and the budget can then be allocated to other projects and profiled accordingly.	-	115	200	200	515
Corporate Buildings - Civic Centre	40	-	(40)	(40)	-	The £40k budget for 20/21 has been allocated to the Fire Doors at Kingsfold and Civic Centre Building Management System schemes which will take place in 21/22.	-	50	50	50	150
Fire Doors at Kingsfold	-	-	-	-	-	Budgeted to start in 21/22	-	16	-	-	16

Scheme Name	Current Budget 20/21	Outturn	Variance	Variance split		Notes	Revised Budgets				Total 2020-24
				Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Civic Centre Building Management System	-	-	-	-	-	Budgeted to start in 21/22	-	24	-	-	24
Fire Safety - Civic, Depot, Kingsfold	-	-	-	-	-	Budgeted to start in 21/22	-	135	-	-	135
Civic Centre emergency lighting	9	9	(0)	-	-	Complete	9	-	-	-	9
Civic Centre Dementia Garden	12	11	(1)	-	(1)	Complete	11	-	-	-	11
Civic Centre LED Lighting	45	-	(45)	(45)	-	This scheme was due to take place in 20/21 and be funded by reserves. It was postponed pending the result of a grant funding bid relating to decarbonisation, which required the scheme not to have started. The bid was successful and the scheme will go ahead in 21/22.	-	45	-	-	45
Civic Centre New Entrance	-	-	-	-	-	Budgeted to start in 21/22	-	150	-	-	150
Civic Centre Solar Panels	31	31	1	-	1	Complete	31	-	-	-	31
Civic Centre 3rd Floor	-	-	-	-	-	Budgeted to start in 21/22	-	50	-	-	50
Air Quality Monitors	-	-	-	-	-	This scheme is funded by a transfer from the Green Links unallocated budget	-	24	-	-	24
Polling Booths	22	22	-	-	-	Complete	22	-	-	-	22
Vehicles and Plant replacement programme	1,530	1,368	(162)	(162)	-	The budget in 20/21 has already been reprofiled downwards in previous quarterly reports to reflect the delays in delivery of numerous vehicles. There were delays in a further 5 vehicles since the Q3 position.	1,368	2,351	490	54	4,263
An exemplary council	1,956	1,626	(330)	(247)	(83)		1,626	3,380	940	504	6,450
Grand Total	6,613	4,045	(2,568)	(2,379)	(188)		4,045	21,380	16,027	24,384	65,836

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Summary of S.106 Receipts used in 20/21

Appendix D

S106 Ref	Schemes / Location	Developer	Applied to Revenue 20/21	Cap Prog 20/21	Constraints on using the receipt	Scheme
M3/292	The Maltings, Matlhouse Way	GT Partnership		(6,161)	Parks / Gardens Contribution means the maximum sum of £30,927 based on the constuction of 61 dwellings (calculated at £507 per dwelling) payable in respect of Ribble Sidings Park, land to the north of Margaret Road, Penwortham (but for the avoidance of doubt this calculation is only in respect of this Agreement and to respond to a specific local requirement)	Hurst Grange Playground
M3/082	Land off Leyland Road, Lostock Hall	Redrow Homes and Wilson Connolly Ltd		(625)	For outdoor sport on land off Wateringpool Lane	Lostock Hall St Gerards FC
M3/058	Cowling Lane/Dever Avenue	Rowland Homes Ltd & HSBC Bank Ltd		(3,000)	Providing or improving POS facilities within reasonable proximity to the site	Open Space - Balcarres
IPA07	Land at Moss Lane Leyland	A Bradshaw		(4,752)	Providing or improving POS facilities within reasonable proximity to the site	Open Space - Balcarres
M3/088	Butlers Farm,453 Leyland Lane	Ellwood Homes		(5,800)	Providing or improving POS facilities within reasonable proximity to the site	Open Space - Balcarres
M3/116	Land at former Children's Home, Glendale Close, Leyland	Primrose Holdings 1995 LTD & National Westminster Bank Plc		(11,366)	Providing or improving POS facilities within reasonable proximity to the site	Open Space - Balcarres
M3/193	1-3 Hawthorne Close, Leyland	Hawthorns Property Management		(7,967)	Providing or improving POS facilities within reasonable proximity to the site	Open Space - Balcarres, Open Space - Bent Lane
M3/185	Land at Group One,Royal Ordnance site, Euxton	Persimmon Homes		49,301	POS within 2 miles	Reservsal of prior year Shruggs Wood transaction
M3/185	Land at Group One,Royal Ordnance site, Euxton	Persimmon Homes		(574,257)	Public Infrastructure	See Breakdown below
M3/185	Land at Group One,Royal Ordnance site, Euxton	Persimmon Homes		(26,710)	Public Transport & Community Facilities	Playground - Worden Park
M3/166	Land at 105 Slater Lane, Leyland	Mr Richard Fairclough		(18,381)	Providing, or alternatively of enhancing/improving, public open space facilities within reasonable proximity to the Site	Worden Overflow Car Park
M3/201	Land at Arla Foods,School Lane,Bamber Bridge	Persimmon Homes		(124,398)	Public Realm and/or POS	Worden Overflow Car Park / Tree for Every Resident
M3/282	Land at Claytongate Drive, Lostock Hall	Newfield Construction Ltd	(10,915)		Public Open Space in the Council's Central Park Project in Lostock Hall & Penwortham Area	Central Parks masterplan

S106 Ref	Schemes / Location	Developer	Applied to Revenue 20/21	Cap Prog 20/21	Constraints on using the receipt	Scheme
M3/250	Land off Higher Walton Road, Walton-le-Dale	Wainhomes Developments		(31,165)	For the purposes of providing, or alternatively of enhancing/improving, public open space facilities within reasonable proximity to the Site being 'St George's Fields' or any other open space provision within Higher Walton.	King George V Playing Fields, Higher Walton
M3/269	Land off Croston Road	The Homes & Communities Agency	(36,600)	(481,699)	Affordable Housing	Station Rd, McKenzie, Extra Care, Next Steps
TOTAL S106			(47,515)	(1,246,979)		

Breakdown Public Infrastructure above	£
Leyland Loop	59,720
Playground - Worden Park	23,290
Playground - Seven Stars	175,000
Playground - Leadale Green	35,280
Playground - Hurst Grange	219,977
Playground - Bellis Way	30,000
Tarn Wood	30,990
Total	574,257

Report to	On
Cabinet	Thursday, 16 June 2021



Title	Portfolio Holder	Report of
Land Remediation and Playground Refurbishment, Strawberry Valley, Bent Lane, Leyland	Cabinet Member (Finance, Property and Assets)	Director of Customer and Digital

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is this report confidential?	No

Purpose of the Report

1. To bring the refurbishment project for the playground at Strawberry Valley Park, Bent Lane, Leyland before members and to seek permission to spend the allocated capital budgets and award the contract to the Preferred Bidder identified by the procurement processes.
2. To progress a way forward for the remediation of the site and associated costs.

Recommendations

3. That Cabinet grants approval for the following:
 - 1) To spend the allocated £175,000 capital budget for the refurbishment of Strawberry Valley Park Playground
 - 2) To award the contract for the refurbishment of Strawberry Valley Park Playground to Bidder 2 in Table 1
 - 3) Cabinet recommend to Council that the remediation works should be undertaken to enable the site improvements to be brought forward and progressed and that Council will be asked to approve a budget of £200,000 to support these works.

Reasons for recommendations

4. The current capital programme includes a number of play areas identified for improvement. Strawberry Valley Park Playground has funds allocated in this financial year and bids have been invited on a design and build basis.
5. The current capital programme also includes a budget for remediation of contaminated land on site, required before the new playground can be constructed. Estimates to remediate the site by the introduction of a cap of clean soil are greater than the available budget and therefore a request from Council is proposed for a budget uplift for this element of the project.

Other options considered and rejected

6. The option of doing nothing and leaving the playground in its current condition was rejected as the site is now in need of refurbishment to provide quality facilities and the Friends of Strawberry Valley Park have worked hard to obtain a grant of £30,000 towards the cost of improved facilities.
7. The option of not remediating the contaminated ground found on site was rejected as the council has a duty to take action where ground contamination on public open spaces exceeds recommended thresholds.

Corporate outcomes

8. The report relates to the following corporate priorities: (tick all those applicable):

An exemplary council		Thriving communities	X
A fair local economy that works for everyone		Good homes, green spaces, healthy places	X

Background to the report

9. The report *Creating Playful Communities* by Play England (2011) suggests improving opportunities for play provides additional benefits to the simple fun and enjoyment that it gives to children and young people:
 - Play is important for children's health - both physical and mental. Active physical play can contribute to reducing levels of childhood obesity.
 - Access to play and informal recreation opportunities can help to reduce anti-social behaviour
 - Providing play opportunities brings communities together and is a strong force for community cohesion.
10. A previous playground refurbishment programme ran from 2003 to 2012 and refurbished a number of the council's children's play areas. However, the programme ended before several sites were improved and these are now being prioritised under the current refurbishment programme.
11. Strawberry Valley Park Playground was last comprehensively refurbished in 2002 with only a group swing remaining on site. The demand from the local community for a quality playground remains high as illustrated by the funds raised by the Friends Group.
12. It is proposed to refurbish Strawberry Valley Park Playground to provide a modern accessible and inclusive playground for Toddlers (ages 2-6) and juniors (ages 7-12) with an associated ball court.
13. A potential list of equipment was drafted based on the content of the Friends Group's funding bid was consulted on between 22nd March and 12th April 2021 on the council's website with publicity through letters sent (via the Cabinet Member) to houses in the locality, signage on site and release through the council's social media channels. The consultation information was shared with the Friends Group, Ward Members and Community Hub Chair and the suggested equipment list

amended to reflect the consultation results prior to inclusion in the Tender Invitations.

14. Bidders were notified of the project budget and asked to design a scheme providing maximum value for the budget available. 5 tender submissions were received before the closing date and have been evaluated in accordance with the evaluation criteria. The details are listed in Table 1 below. Tender Number 2 is an acceptable quality, compliant tender and is recommended for acceptance.

Table 1 – Strawberry Valley Park Playground

Tender	Within Budget? PASS/FAIL	Quality Score (100%)
1	Pass	91
2	Pass	96
3	Pass	93
4	Pass	94
5	Pass	91

Remediation of the Contaminated Ground

15. As a result of historic use of the site, ground investigations to check for potential contamination were undertaken which has confirmed the presence of some elevated chemicals in certain areas of the park. These present a small risk to users of the site and as such the Council has a duty to ensure that remediation of the site is undertaken to remove the source-pathway-receptor linkage between the identified chemicals and site users.
16. Following further detailed surveys into the contamination, a strategy has been developed for the remediation of the land. In line with standard industry practices the linkage is being broken by installing a layer of clean material over the affected areas to a suitable depth to ensure no risk remains. A high visibility geotextile barrier will be placed below this layer to warn anyone in the future that the site is potentially contaminated.
17. There is an existing budget of £61,000 remaining in the current capital programme for the improvement of the park and it is proposed that this budget be allocated to remediation works needed to the site. The forecast agreements to be used are outlined below:

Schemes / Location	Cap Prog 21/22
1-3 Hawthorne Close, Leyland	10,596
Land at North Side of Cleveland Road, Leyland	36,464
Land at Group One, Royal Ordnance site, Euxton	14,000

18. The estimate for importing the new clean soil across the park over a high visibility geotextile membrane and reinstating existing hard surfaces at the new raised levels is £200,000 and therefore it is proposed to request a budget uplift of £139,000 is requested to allow for the remediation works and therefore allow the playground refurbishment to progress to the agreed programme.
19. The success of the Friends Group obtaining a grant for £30,000 will reduce the council's required contribution to the playground to £145,000.
20. The invitation of the playground design and build bids has been timed to allow the reinstatement of existing hard surfaces as part of the remediation contract to be carried out to reflect and suit the new layout of the playground and ball court.

Risk

21. The playground project risk register identifies key procurement risks, the majority of which will be mitigated by the procurement process followed. The project to remediate the site will address risks raised by the ground investigations carried out.

Equality and diversity

22. The new play area would be more inclusive and accessible by design.

Comments of the Statutory Finance Officer

23. The report requests a total budget of £200k to fund the remediation works that are necessary to progress the playground refurbishment. Of this £61k is funded through S106 agreements, outlined in the report, with the remaining £139k forecast to be funded through borrowing costing the Council revenue budget approximately £6k per annum.
24. The £30k grant funding results in a £145k cost to the Council of investment to the playground. The remaining costs are forecast to be funded through borrowing at a cost the Council revenue budget of approximately £6k per annum.
25. The winning bidder has an excellent credit rating.

Comments of the Monitoring Officer

26. An appropriate tender exercise (compliant with the council's Contract procedure Rules) has been carried out in this instance. Contract documentation will be entered into to protect the council's interests.

There are no background papers to this report

Asim Khan
Director of Customer & Digital

Report Author:	Email:	Telephone:	Date:
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Report to	On
Cabinet	Thursday, 16 June 2021



Title	Portfolio Holder	Report of
Insurance Policy Procurement	Cabinet Member (Finance, Property and Assets)	Director of Governance and Monitoring Officer

Is this report confidential?	No
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Purpose of the Report

1. To seek Member approval to engage in a joint procurement with Chorley Council to procure all insurance policies within the council's portfolio.

Recommendations

2. That Members agree to the procurement being collaborative with Chorley Council.
3. That Members agree to the use of the YPO Insurance Placement Dynamic Purchasing System 978.
4. That Members agree the approach to be taken for Evaluation Criteria and Weightings.

Reasons for recommendations

5. The procurement will be a separate tender for each council's individual insurance portfolio however, running the tender process together will create efficiencies in the officer and broker time.
6. A Dynamic Purchasing System (DPS) agreement was used successfully last time the insurance policies were procured.
7. A YPO product was used recently in 2020 to tender for the Insurance Broker and Associated Services Contract, in doing so a working relationship with the YPO team has developed which will support delivery of the insurance procurement.
8. Subject to broker advice a similar approach to Evaluation Criteria and Weightings will be considered.

Other options considered and rejected

9. The Audit and Risk service has not considered tendering for this procurement via the more traditional route of OJEU as this approach would lead to a longer timeframe to complete and additional officer resource to deliver a more complex tender, for the same or less competitive results.

Corporate outcomes

10. The report relates to the following corporate priorities:

An exemplary council	✓	Thriving communities	
A fair local economy that works for everyone		Good homes, green spaces, healthy places	

Background to the report

11. Member approval is being sought to undertake a procurement exercise with Chorley Council for the renewal of the insurance covers in place at both Councils. The joint insurance tender is a key project in the Shared Audit and Risk business plan for 2021/22.
12. Whilst the Insurance Broker contract is shared across South Ribble and Chorley Council, members are advised that each council maintains its own insurance policy portfolio. The various insurance policies contained within each council's insurance portfolio are contracted under Long-Term Agreements (LTAs) of which expire on the 31 December 2021.
13. Procuring insurance under an LTA rather than yearly creates more interest and competition in the procurement exercise and can often achieve preferential premium rates. Another benefit is that annual premiums are fixed in a LTA offering financial control over the life time of the contract, with any increases being relevant to changes in cover and risks, rather than an increase in cost of insurance.
14. The tender exercise will be undertaken in compliance with Contract Procedure Rules and Procurement Guidance. Considering current annual insurance premiums across the portfolio this will be a high value procurement.

Procurement framework /dynamic purchasing system.

15. It is proposed to tender for the insurance policies using a procurement dynamic purchasing system, similar to a procurement framework. The dynamic purchasing system provides access to pre-qualified insurance providers offering provision of all classes of insurance. Contract Procedure Rules also permit the use of procurement frameworks where they exist.
16. There are significant benefits in using a procurement framework or DPS for both the Council and suppliers, including reduced timescales, costs and resources, professional advice of the collaborative partners, mitigation of risk, template documentation, assured supplier standards and pre-defined terms and conditions.
17. The pre-qualification aspect of the arrangement greatly reduces supplier administration achieving more interest in tenders and potentially more bids being submitted.

18. A framework and DPS was used successfully during the previous insurance tender in 2016 and more recently in 2020 to procure the professional services of the Council's shared Insurance Broker, Arthur J Gallagher & Co.

19. There are two providers of public sector insurance DPS agreements:
- Crown Commercial Services (CCS) – Insurance Services 3 DPS – RM6138
 - YPO – Insurance Placement DPS – 978

In the 2016 tender exercise CCS and YPO were providing a joint framework and DPS, they have since split and now offer independent packages.

20. Options were considered approaching the insurance broker tender in 2020. As a member organisation of the North West Insurance Officers Group, advice was sought from authorities who had used either offering. Seven replies were received, from which two had recently tendered using a current framework / DPS, both of which used the YPO product. No reply had used the CCS Framework since the two organisations developed separate products.

21. Further anecdotal reviews were sought from the incumbent brokers and the council's procurement officers, opinions were from experience CCS were at times slow to respond.

22. Based on this it was decided to use the YPO product to procure the Insurance Brokerage contract.

23. Members are asked to consider the following details when deciding which DPS should be used to procure the insurance policies.

24. YPO have 25 suppliers (insurance companies) listed on the DPS, whereas CCS have 19. The offering with the greater number of suppliers is likely to attract more bidders to the tender and be a more competitive procurement.

25. After positively using the YPO Framework for the Broker Procurement officers in Audit and Risk are familiar with the YPO template documentation and overall product. Additionally, there is now an established professional working relationship between the YPO and Audit and Risk teams, proven to work successfully in the past procurement.

Tender Evaluation Criteria and weighting

26. This is a brief example of the evaluation criteria and weightings used in the previous tender exercise.

Criteria	Weighting
Price	70%
Cover	20%
Underwriting Service	2%
Claims service	6%
Added value and innovation	2%

27. It is likely a similar approach will be adopted on this tender but needs further discussion with the insurance brokers as the tender process develops. Members are asked to agree this in principle, with any significant changes being considered further and agreed using an Exec Member Decision.

Risk

28. The current ‘hardening’ of the insurance market has created less flexibility and competition. Approaching this tender, the council is aware there is likely to be an increase in premiums across all covers of insurance. The success of the tender will be to keep this financial impact to a minimum.
29. There is additional risk presented by the substantial impact the pandemic has on insurance. Significant losses have caused insurers to withdraw from some markets, reducing competition and driving up premiums. Additionally, in some cases cover is being restricted or additional exclusions imposed on certain types of policies (those heavily impacted by the pandemic).
30. The council is reliant on its insurance broker to navigate the market and produce a procurement tender able to achieve the best outcome.

Equality and diversity

31. Not applicable.

Air quality implications

32. Not applicable.

Comments of the Statutory Finance Officer

33. The financial implications of the outcome will be assessed against existing budgets when we have confirmed tender figures.

Comments of the Monitoring Officer

34. The proposed use of a framework or dynamic purchasing system to procure the insurance cover is compliant with legislation and the council’s contract procedure rules. There is reasoning contained within the report to support the proposal to use the YPO and members can be satisfied that this is an appropriate decision.
35. The proposed evaluation criteria are appropriate for this type of contract and the comment in Risk, concerning the hardening of the insurance market is noted. It would be difficult to include a social value requirement in the insurance product but it is noted that added value and innovation is addressed.

Chris Moister
Director of Governance (Monitoring Officer)

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