

Scrutiny Budget and Performance Panel

Monday, 14th June, 2021, 6.00 pm

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

Agenda

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 Scrutiny Budget and Performance Panel 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 ask questions at the meeting. To make representations on any of the items below, please email democraticservices@southribble.gov.uk FAO Charlotte Lynch by 12 noon on Thursday 10 June 2021.

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|----------|--|-----------------|
| 1 | Apologies for absence | |
| 2 | Declarations of Interest | |
| 3 | Minutes of meeting Monday, 22 March 2021 of Scrutiny Budget and Performance Panel | (Pages 3 - 6) |
| | To be approved as a correct record for signing. | |
| 4 | Matters Arising from Previous Scrutiny Budget and Performance Panel Meetings | (Pages 7 - 10) |
| 5 | Quarter 4 (January- March) Performance Monitoring Report 2020-21 | (Pages 11 - 50) |
| | Report of the Deputy Chief Executive attached. | |
| 6 | Revenue and Capital Budget Monitoring 20-21 Outturn | (Pages 51 - 94) |
| | Report of the Director of Finance attached. | |

Gary Hall

Chief Executive

Electronic agendas sent to Members of the Scrutiny Budget and Performance Panel
Councillors David Howarth (Chair), Will Adams, Colin Coulton, Colin Sharples and
Karen Walton

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

Forthcoming Meetings

6.00 pm Monday, 13 September 2021 -

Minutes of	Scrutiny Budget and Performance Panel
Meeting date	Monday, 22 March 2021
Members present:	Councillors David Howarth (Chair), Colin Coulton, Colin Sharples and Karen Walton
Cabinet members:	Councillor Paul Foster (Leader of the Council, Cabinet Member (Strategy and Reform) and Leader of the Labour Group) and Councillor Matthew Tomlinson (Cabinet Member (Finance, Property and Assets))
Officers:	Gary Hall (Chief Executive), James Thomson (Deputy Director of Finance), Victoria Willett (Service Lead - Transformation and Partnerships), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services) and Charlotte Lynch (Democratic and Member Services Officer)
Other members:	Councillor Jacky Alty (Member Champion (Social Justice and Equality) and Lead Member (Social Justice and Equality)) and Councillor Michael Green

29 Apologies for absence

An apology for absence was received from Councillor Will Adams.

30 Declarations of Interest

There were none.

31 Minutes of meeting Monday, 9 November 2020 of Scrutiny Budget and Performance Panel

RESOLVED: (Unanimously)

That the minutes of the previous meeting, held on Monday 9 November 2020, be approved as a correct record.

32 Matters Arising from previous Scrutiny Budget and Performance Panel meetings

Members of the Panel received a report which provided updates on the progress of recommendations made at previous meetings of the Scrutiny Budget and Performance Panel.

RESOLVED: (Unanimously)

That

1. the matters arising from previous meetings of the Scrutiny Budget and Performance Panel be noted; and
2. those completed actions be removed from the report.

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

The Panel considered a report of the Deputy Chief Executive which outlined the Council's performance against the delivery of the Corporate Strategy projects and objectives during Quarter 3 (October-December 2020).

Overall, performance of the projects was good, with 9 out of 14 projects marked as on-track. 7 out of 9 reported performance indicators (KPIs) were above target and the Panel commended the council's performance.

The Panel queried why delivery of the joint Digital Strategy had not yet commenced and were informed, in response, that resources for the roll-out were still awaited but that IT development remained ongoing in the interim. Delivery of the joint Digital Strategy would be monitored from Quarter 1 of the next financial year and members would see outcomes very quickly after this.

Clarification was sought on the difference between the South Ribble Together Community Hub and My Neighbourhood Community Hubs. It was explained that these are the same and the Panel requested consistency in the use of names and descriptions of the Hubs going forwards.

A query was also raised regarding how the performance of My Neighbourhood Community Hubs would be monitored and it was advised that 7 key indicators had been devised for the Cabinet to monitor. A report would be considered by Cabinet on this in June 2021.

The number of residents benefiting from opportunities created by the council's Communities team was acknowledged as being broad and members requested further information on the definitions and ways of measuring this indicator.

The full data definition for this KPI would be provided following the meeting but it was explained that individuals are contacted through the South Ribble Together Hub as part of a targeted approach using data from the NHS Shielding List.

Members welcomed confirmation that the Community Wealth Building Action Plan would be presented to Full Council in summer 2021.

The costs for refurbishing Penwortham Leisure Centre were requested and would be provided outside of the meeting.

Slight concern was also expressed that both of the two delayed projects related to the council's green agenda. However, the Panel was assured that these were just the projects highlighted as being delayed but that a range of activities to promote a green agenda, such as the roll-out of electric vehicle charging points and tree-planting remained underway.

Members were reassured in the Chief Executive's explanation regarding the deliverability of health and safety within the Civic Centre and that there had been fewer near-miss incidents reported due to homeworking practices.

Although it was acknowledged that some work had been unable to commence due to changing work practices during the COVID-19 pandemic, the Leader of the Council remained confident in the delivery of the Corporate Strategy.

RESOLVED: (Unanimously)

That the Scrutiny Budget and Performance Panel:

1. thanks the Leader of the Council, Chief Executive and Shared Services Lead – Transformation and Partnerships for attending and answering its questions;
2. commends the council's performance at the end of quarter 3;
3. requests 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; and
6. welcomes the commitment to review the methodology for collecting customer satisfaction data.

34 Budget Monitoring 2020-21 Quarter 3

The Panel considered a report of the Deputy Director of Finance which provided an update on the Council's overall financial position at the end of Quarter 3 of the 2020-21 financial year.

Members were informed that reasonable progress had been made against several projects and that a net deficit of £9000 was now forecasted for the 2020/21 financial year.

In response to a query regarding the kind of borrowing the council undertakes, assurances were provided that this did not result in cash debt. Although the breakdown of the council's borrowing was not available to hand, members were informed that borrowing is only undertaken internally and that there was no need for external borrowing to fund the capital programme at this time.

The Panel welcomed the addition of staff vacancy information within the report and had several queries on the impact of current vacancies.

With regards to the surplus in staffing costs within the Planning and Property directorate, it was enquired as to whether this was as a result of the number of

planning applications being submitted having decreased within the last quarter. Further discussions would take place with the Planning department to ascertain the causal effect of this.

The impact of the vacant Head of Licensing post on the service was also questioned and the Panel was informed that a member of the council's legal department was managing the licensing department on an interim basis. Assurances were provided that the service was operating well with such measures in place.

In response to an enquiry from a member not on the Panel regarding any risk as a result of two vacancies in IT, members were advised that temporary measures are in place and that the Cabinet Member was confident that all checks and balances were still being adhered to.

The Panel was also informed that the council's reserves would be reviewed on a quarterly basis going forwards, which was welcomed.

Following a query from a member not on the Panel, it was requested that further information on all Community Infrastructure Levy (CIL) payments made to parish councils within the last seven years be provided to members.

Although disappointment was expressed that the Capital Programme would not be delivered in 2020/21 based on the total spends, members welcomed the Cabinet Member's confidence that sufficient capacity and resources were now in place for future delivery.

RESOLVED: (Unanimously)

That the Scrutiny Budget and Performance 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 7 years be provided to members.

Chair

Date

Scrutiny Budget and Performance Panel
Update on Recommendations made at previous Scrutiny Panel Meetings



Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
02/07/20 Min 8.8	Any items committing the Council to significant costs or expenditure be approved by Cabinet or Council as appropriate.	Finance, Property and Assets	James Thomson	Yes	Yes	Yes	The financial procedure rules have been updated and reported to Council in April 2021. As stated in the Council's Constitution, extraordinary circumstances can dictate budget adjustments are managed through other approval methods.
09/11/20 Min 26.4	The Panel asks that that a future meeting takes a 'deep dive' into the organisational development strategy	Leader of the Council	Vicky Willett	Yes	Yes	Yes	The strategy and progress can be presented as an attached report to the meeting of the panel on 14 th June.
22/03/21 Min 33.3	The Panel requests consistency in the future use of the name and description of the Community Hubs	Communities, Social Justice and Wealth Building	Jennifer Mullin	Yes	Yes	Yes	Consistency in the name and descriptions of the Hubs will be maintained in future.
22/03/21 Min 33.4	Further information be provided on the key performance information definition on the number of residents benefiting from opportunities created by the communities team	Leader of the Council	Vicky Willett	Yes	Yes	Yes	Further detail will be provided to the panel on the 14 th June.
22/03/21 Min 33.5	The costs associated with refurbishing Penwortham Leisure Centre be provided to members	Finance, Property and Assets	Mark Lester	Yes	No	No	Significant changes/opportunities have arisen within the last few months on this project. With the transfer from Serco contractual delays and planned PAISA works covered pool sites boilers and filter service/replacement, Penwortham sports hall floor resurfacing.

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Agenda Item 4

Scrutiny Budget and Performance Panel
Update on Recommendations made at previous Scrutiny Panel Meetings



Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
							<p>An opportunity for Decarbonisation funding has lead us to delay related heating, air handling and energy saving work to see if we can leverage grant funding. A survey was undertaken last week and a report is due which will be used for the funding bid.</p> <p>As a result we are concentrating on 3 priority schemes.</p> <ul style="list-style-type: none"> • Bamber Bridge Tennis centre car park extension (estimate £188k) planned start mid summer • Leyland, Bamber bridge and Penwortham external painting – Low Level works ongoing and Penwortham and Bamber bridge high level access works going out to tender soon • Refurbishment of Bamber Bridge and Penwortham Reception areas – Options are be sought for reconfiguration and extension options, planned works for a December finish to align with quieter trading.

Scrutiny Budget and Performance Panel
Update on Recommendations made at previous Scrutiny Panel Meetings



Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
22/03/21 Min 33.6	The Panel welcomes the commitment to review the methodology for collecting customer satisfaction data	Leader of the Council	Vicky Willett	Yes	Yes	Yes	The approach to reviewing the indicator will be presented to the panel on the 14 th June.

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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 ?	Yes
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:
Howard Anthony, Michael Johnson (Shared Service Performance and Partnership Team Leader, Shared Service Performance and Policy Officer)	Howard.anthony@southribble.gov.uk , Michael.johnson@southribble.gov.uk ,	01772 625546	14/05/2021

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

Following the meeting of the Scrutiny Panel (22nd March 2021), two actions were agreed:

1. Further information be provided on the key performance information definition on the number of residents benefiting from opportunities created by the communities team,
2. The Panel welcomes the commitment to review the methodology for collecting customer satisfaction data.

In response, an update is provided below for each action:

1. Further information be provided on the key performance information definition on the number of residents benefiting from opportunities created by the communities team

The indicator .TC03 - Number of residents benefiting from opportunities created by the communities' team, is a new indicator which seeks to capture the incidences where the Communities Team has provided an opportunity that has benefited an individual.

In determining what is included as an opportunity from which individuals benefit there are three categories that have been defined. These are:

1. Number of referrals made into the Communities team from partner organisations through 'South Ribble Together' (e.g. via referent, the covid-19 support mailbox or the covid-19 support line) which have been followed with an intervention.
2. Number of individuals who actively participate in a new community development initiative that has been organised by the communities' team.
3. Number of individuals who attend a community, engagement or consultation event organised by the Communities team.

The activities of the Communities Team are varied but for clarity reporting under this indicator does not include the number of meals provided as part of the holiday hunger offer. This data is captured in the separate performance indicator.

When determining how to record or calculate the reported data, further information is set down in the written procedure:

- The number of new SRT referrals who were actively supported with an intervention by the Communities Team,
- Registrations/booking forms used by the Communities team or obtained from third parties for engagement and consultation events,
- Head counts/estimations taken at open access sessions, including number of people assisted with queries through social media or newsletters,
- Number of people participating in community-based activities, and new people engaged in residents' associations, friends of groups or similar.

2. The Panel welcomes the commitment to review the methodology for collecting customer satisfaction data

This indicator is currently under review by the Performance and Partnership Team. The review scope is to consider:

- The existing survey sample used,
- Response rates,
- Methods of collection,
- Other areas outside the Gateway where customer satisfaction is or could be monitored by services.

The current position is that customer satisfaction data is collected through postal forms, requiring respondents to complete and post back to the council (pre-paid envelope provided). The survey sample includes every resident who requests items be sent out in the post. The survey is only focused on the service received in the Gateway and not wider services provided by the Council.

An additional collection route is in place when the offices are open. The usual procedure is to provide residents with a survey when they have come in for face to face advice. This is planned to resume once face to face services resume.

The outcome of the review will be determined by the Shared Leadership Team, who will receive a report by the end of June 2020 with a set of recommendations on how customer satisfaction data is collected and determined going forward.

It is expected that recommendations will consider digital options and accessibility as well as potential sample surveys from across Council services and the methods of coordination and collection.

Provided by: Howard Anthony, Performance and Partnerships Team Leader

Date: 1st June 2021

SRBC OD Strategy - Covering Note

Background

The South Ribble Council Organisational Development Strategy (included at appendix 1) has been created to provide a structure to our approach to culture, capability, and development at an individual, service, and corporate level. It considers many factors such as the corporate strategy refresh, outcomes of the annual governance statement, staff survey, the development of leadership and management and COVID-19 recovery. The strategy has been designed as an interim programme to be implemented over a period of 12 months, with four key elements supporting its delivery, which include supporting effective leadership and management, communication and engagement, enabling workforce recovery and service and individual needs.

Over the medium-term, this will also enable the development of parallel strategies with Chorley Council, allowing for the sharing of resources and capacity whilst still responding to the different needs of each Council.

The success of the programme will depend on an organisational culture that rewards talent and high performance, empowers and enables people, and an environment that promotes and provides a confident workforce.

Objectives

The key objectives for this strategy are:

- To support the needs of our workforce, ensuring that effective interventions are in place to enable all of our staff to feel safe, happy, and confident in their work.
- To facilitate more effective staff engagement through feedback mechanisms including Staff Listening Days, Staff forum, and internal communications. This will help to enable all staff to be involved with the organisation and its development.
- To demonstrate investment in staff development and boost resilience by responding to individual and service level training needs, offering opportunities for personal and professional growth.
- To support the development of consistent management practices and robust performance management, for example through 1:1's, the performance review process and targeted management support.
- To develop the leadership team as an effective forum and function for driving change and improving performance across the organisation.

Interventions/outcomes to date

Intervention	Aim	Activity
<p>Staff Listening Days</p> 	<p>The aim of Staff listening Days is to create an opportunity for staff to listen to key messages/updates directly from the Chief Executive. The sessions also include a question & answer session where staff can anonymously ask questions or raise concerns. This activity has been adapted during the COVID-19 pandemic and has moved online on a more frequent basis to ensure increased communication and visibility through the pandemic.</p>	<p>To date we have delivered 5 Staff Listening Days, with high engagement levels and positive feedback. This demonstrates positive communication that supports an open, transparent, and engaging culture.</p>
<p>Employee Engagement Forum</p> 	<p>The Employee Engagement Forum has been created to support a positive two-way communication channel where staff and the senior management team can share information, discuss key internal messages and hot topics, with the goal to improve internal communications and employee engagement.</p>	<p>The Employee Engagement Forum will be launching on Thursday 17th June via Microsoft Teams, we are encouraging all teams to get involved, with 15 members of staff having volunteered so far.</p>
<p>Training Request Process</p> 	<p>To review the current training request processes and practices at South Ribble Council at both an individual, service, and corporate level. The aim of this review is to ensure consistency and streamline and simplify access to training for all staff.</p>	<p>The new training request process proposals have been drafted to be adopted in June this year.</p>
<p>Learning Hub</p> 	<p>To successfully implement and embed the new learning management system that provides interactive, high quality and flexible online learning accessible to all employees. (See appendix 2)</p>	<p>The Learning Hub was launched across the Council on the 1st February 2021. The platform will offer a range of learning opportunities from mandatory training, leadership and management and health and well-being. The next stage of the launch will be to roll out the first phase of the mandatory training.</p>

<p>Online Induction</p> 	<p>To review the recruitment and onboarding process with the implementation of a new digital induction process, that provides new starters with the right information and consistency from the start. The induction will support governance such as mandatory training as well as employee engagement. This work will be aligned to the HR Transformation programme.</p>	<p>Organisational Development is currently working with a number of teams across the Council to build a new online induction site, which will transform the induction process onto a virtual platform, to improve new starter experience, with the launch taking place at the end of July 2021.</p>
<p>Mandatory Training Framework</p> 	<p>To build a robust mandatory training framework through the learning management system, to improve the induction process, employee experience and to ensure high levels of compliance, with standardised reporting and monitoring.</p>	<p>A full review of the mandatory training requirements is currently underway. Organisational Development is working with a number of teams across the council to create high quality, tailored training in line with the Councils processes and procedures, that supports corporate training needs.</p>
<p>Performance Review Process</p> 	<p>South Ribble Council have recently re-introduced a new Performance Review process for all staff. The aim of this process is to ensure that an effective and consistent approach is taken in terms of regular structured conversations to support personal development across the organisation, providing time for staff and managers to discuss performance, objectives, health & well-being and training requirements.</p>	<p>Round 3 of the Performance Review process came to a close in May 2021, with a key emphasis on regular conversations, development needs and health & wellbeing. As the full cycle of the Performance Review process has now been complete, a full review will take place to enhance the process and improve employee experience moving forward.</p>
<p>Flair Programme</p> 	<p>The Flair programme offers leadership/management and development training for talented individuals who are aspiring to future career progression, this may or may not include the aspiration to become a manager. Providing the opportunity for staff to access the Flair programme will help to support talent development and succession planning within the Council.</p>	<p>The first cohort of the talent development programme has been delivered and we have received positive feedback and engagement, with the cohort really benefitting from the mentoring and networking support provided. We will be looking to deliver the 2nd cohort in September 2021. This intervention demonstrates investment in staff development and boosts resilience by offering opportunities for personal and professional growth.</p>

<p>Leadership Development Programme</p> 	<p>To support the new Shared Directors, a fast track development programme has been developed consisting of 360-degree feedback, executive coaching, and development action planning as part of establishing the single shared leadership team.</p>	<p>The executive coaching is currently underway, with positive feedback received so far, with the 360-degree feedback exercise commencing in June 2021, this will help to develop the personal development plans moving forward.</p>
<p>Listening Day Working Groups</p> 	<p>The aim of the Listening Day Working Group will be to discuss the 4 big conversations that arose from the staff survey results and for staff to put forward their ideas on how we can improve employee experience and the services we provide.</p>	<p>There are 4 staff working groups across the Council focusing on health & well-being, communication, change and line management. There are 31 members of staff involved, with 26 interventions, the next round of working group meetings will be taking place in June 2021. This provided another platform for staff to share their feedback and improve employee experience by developing the key areas identified as part of the staff survey.</p>
<p>Health & Well-being Pulse Survey</p> 	<p>The health and well-being pulse survey was created to maintain a view of overall employee health and well-being and to gauge how staff were feeling about remote/office working in the future. This information will help to understand where support offered by the Council may need to be tailored or activities prioritised to address any concerns or issues.</p>	<p>In total 159 employees completed the survey; the data has now been analysed and results have been communicated to staff. An action plan has been developed in response to set out how we will support staff well-being and improve overall satisfaction over the coming weeks and months across South Ribble Council. The action plan will be shared shortly with staff for their feedback. The survey will be repeated in 6 months' time, to review progress.</p>
<p>Health & well-being Support Days</p> 	<p>To facilitate a supportive and caring working environment, health and well-being support days will be organised to raise awareness of the health & well-being support available to staff.</p>	<p>Discussions are underway with Organisational Development and the health & well-being working group to organise the next Health & Well-being support Day for October 2021.</p>

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South Ribble Borough Council

Organisational Development Strategy

Introduction

South Ribble Council is becoming a different and more agile organisation. We are exploring opportunities to do things differently, examining the way we work, the way we deliver high quality customer based services and the way we behave with a focus on the efficient and flexible use of our resources.

Success will depend on an organisational culture that rewards talent and success, empowers and enables people, and an environment that promotes and provides work-based learning that gives people the confidence to take decisions where it is necessary and appropriate to do so.

The following strategy is designed as an interim programme to be implemented over a period of 12-months and is to be focused on several current challenges including governance, performance, and the impact of COVID-19. Over the medium-term, this will also enable the development of parallel strategies with Chorley Council, allowing for the sharing of resources and capacity whilst still responding to the different needs of each council.

Aim

The South Ribble Organisational Development Strategy has been created to structure the approach to culture, capability, and development at an individual, service, and organisational level. There are six factors that have influenced the design and development of the strategy:

- 1 The refresh of the corporate strategy, vision and priorities
- 2 Outcomes of the annual governance statement, including supporting governance, a strong performance culture, and internal communications
- 3 The development of consistent and effective leadership & management skills
- 4 Staff survey findings including managing health, wellbeing and stress management, cross services communication, line management and change and transformation
- 5 Transformation programme and further development of Shared Services
- 6 COVID-19 recovery

Objectives

The main objectives of the strategy will be:



To support the needs of our workforce, ensuring that effective interventions are in place to enable all of our staff to feel safe, happy, and confident in their work.



To facilitate more effective staff engagement through feedback mechanisms including Staff Listening Days, Staff Forum, and internal communications. This will help to enable all staff to be involved with the organisation and its development.



To demonstrate investment in staff development and boost resilience by responding to individual and service level training needs, offering opportunities for personal and professional growth.



To support the development of consistent management practices and robust performance management, for example through 1:1's, the performance review process and targeted management support.



To develop the leadership team as an effective forum and function for driving change and improving performance across the organisation.

Key Themes

The 2020/2021 strategy has four integrating elements relating to its delivery:



The delivery of these key elements will be through a series of interventions. Many of these will be used across the elements but will be targeted and utilised based upon achieving the objectives.



Communication & Engagement

Positive two-way communication between management and employees will support an open, transparent and engaging culture, by ensuring regular and consistent messages are provided, providing a platform for employee voice and ensuring employees feel included and involved in the decision-making processes and changes at the Council.

Key Intervention: Staff Forum

A bi-monthly staff engagement forum chaired by the CEO or a member of the Leadership Team will allow representatives from each team to discuss key issues within the organisation and share their views with senior leadership. This will enable two-way communication to take place between staff and management, allowing employees to have their say and ask questions about key issues and concerns.

Staff suggestions put forward via the corporate suggestion box, a mechanism for continuous staff feedback, can be discussed within the staff forum with the Leadership Team. Actions from these discussions can be communicated back to staff via a “you said, we did” update, to ensure all staff suggestions are listened to.

Staff within the Shared Services Team will have the opportunity to attend both Chorley & South Ribble staff forums to discuss matters at both Councils.

Minutes from the meeting will be published on Connect to cascade messages and information back to the teams.

Key Intervention: Staff Listening Day

Staff Listening Days chaired by the CEO help to keep open lines of communication between leadership and employees by providing regular updates and communicating key messages. This helps employees to understand the Council’s strategic direction and next steps. As well as informing staff of key updates, it is also an opportunity for leadership to listen and respond to staff concerns through the anonymous question & answer session.

Staff Listening Days will be conducted every 2 months via Microsoft Teams Live to ensure regular updates are provided during these uncertain times. These sessions will also be recorded, making it easily accessible for staff to join the event or catch up at a later date.

The next Staff Listening Day Event will take place in September 2020, Staff will be asked to put forward their suggestions of what topics they would like to hear about to address all areas.

Areas of work to consider for future Staff Listening Days are:

- COVID-19 & recovery update
- Health & Well-being
- Shared Services
- Structure of Local Government in the region

Staff within the Shared Services Team will have the opportunity to attend both Chorley & South Ribble Staff Listening Days to gain an update from both Councils.

Key Intervention: Listening Day Working Group

The aim of the Listening Day Working Group will be to discuss the 4 big conversations that arose from the staff survey results and for staff to put forward their ideas on how we can improve employee experience and the services we provide. From these discussions an action plan will be developed, with key initiatives to help improve the areas that staff have identified. This is a great opportunity for staff to get involved in the decision-making processes at the Council and to take positive steps to ensure staff have the best working environment possible. Initial discussions will take place on the 4 big conversations and priorities will be agreed, thereafter the action plan will be reviewed as a group on a quarterly basis.

The 4 big conversations, up for discussion are:

- Managing Health, Wellbeing & Stress Management
- Cross Services Communication
- Line Management
- Change & Transformation

The Listening Day Working Group will be formed of staff volunteers and manager nominations. The Working Groups will be chaired and facilitated by a member of the Leadership Team. Action plans will be shared with staff across the Council and regular updates will be provided on progress made via a “you said, we did” campaign.

Key Intervention: South Ribble Working Together Newsletter

In June 2020, the Communications Team published the first South Ribble Working Together staff newsletter. This method of communication provides key updates and news from across the Council, whilst we are all working in new ways due to the COVID-19 pandemic.

As this is the first newsletter of its kind, staff have been asked to provide feedback and put forward suggestions for the next Staff Newsletter. The aim is to produce the staff newsletter every month to keep staff informed.

Key Intervention: Learning Management System

The implementation of a flexible, interactive, and engaging learning management system, the Learning Hub will help to embed a positive learning and development culture by offering any-time access to a range of online training from mandatory, Council tailored and management & leadership development. This will follow a blended learning approach and provide different types of learning methods for all learning styles. The Learning Hub will also give staff the opportunity to collaborate with other staff, look up resources, complete assessments and get involved in the CPD Points Challenge to engage staff in training and to consolidate learning.

Training will be provided for super users and managers responsible for scoping & delivery service specific training.



Supporting Effective Leadership & Management

Effective leadership and management can help to support and engage staff from across the organisation. Having individuals with high quality leadership and management skills will help lead to sustainable change, effective decision-making, and a focus on improvement throughout the Council.

Key Intervention: Leadership & Management Development Programme

Following the review of personal development plans, staff survey feedback, a review of leadership and management competencies and the emerging new skills required as a result of the COVID-19 pandemic, this information will be used to develop a Leadership & Management Development Programme to equip management with the skills they need to drive improvement through the Council. Development areas will be aimed at different levels and will focus on leadership skills and middle management training.

This programme is likely to include:

- Coaching
- Change Management
- 360-degree feedback
- Resilience, adaptability & Compassion Training
- Communicating with impact Training
- Performance Improvement
- Project Management Training
- Emotional well-being
- Time Management
- Investigation Training
- Continuous feedback & development

Key Intervention: Flair programme

The modules for the next Flair programme are:

- Introductory Session
- Understanding the Bigger Picture
- Personal Effectiveness as a Manager
- Basic Leadership & Management Skills
- Effective Interpersonal & Relationship Skills
- Review of Learning & Portfolio Presentation

Providing the opportunity for staff to access the Flair programme will help to support talent development and succession planning within the Council.



Enabling Workforce Recovery

COVID-19 has had an unprecedented impact on our workforce, changing the way that we work and bringing uncertainty to our operations and working arrangements. This theme will support our staff by placing an organisation-wide focus on health and wellbeing and listening to staff to find out how our Council can best adapt.

Key Intervention: Health & Well-being COVID-19 Support Hub

The health & well-being COVID-19 support hub has been created to ensure employees are provided with the necessary resources and support they need during the COVID-19 pandemic. The resources provided range from mental health support, working from home guidance and physical activity tips. These resources are accessible to all staff across the Council and will be reviewed and updated on a regular basis.

Key Intervention: Health & Well-being Network

The internal health & well-being network is a group of staff consisting of health & well-being champions from each team across the Council along with mental health first aiders and HR representatives. This group will help to improve the Council's health and well-being culture and support employees either returning to the workplace safely or working remotely during these uncertain times. This forum will give staff an opportunity to collaborate, share their concerns and discuss initiatives and ideas to improve employee's health and well-being across the Council.

A group meeting will be held every 3 months and from these discussions an action plan will be developed and reviewed to monitor the progress made. To encourage staff to get involved to make a difference, health & wellbeing workshops will be conducted during these sessions to improve staff knowledge and understanding in this area.

Key Intervention: Health & Well-being Support Days

To facilitate a supportive and caring working environment during these uncertain times, whether staff are returning to the workplace or working from home, Health & Well-being Support Days, will provide staff with a range of support from counselling and mindfulness sessions, anxiety management, health & well-being advice, financial education, bereavement support, physical activity and nutrition advice specifically focused on the impact of COVID-19. These Support Days will be arranged every month, while employees are adapting to new ways of working.



Service and Individual Needs

Individuals across the organisation all have different and evolving personal development needs. The aim of this theme is to allow access to high-quality, readily available training, enabling staff to lead their own development.

Key Intervention: New Performance Review Process

South Ribble Council have recently re-introduced a new paper-based Performance Review process for all staff, with round 2 of the process closing in September 2020. Fully embedding the Performance Review process will help to ensure that an effective and consistent approach is taken to personal development across the organisation, creating time for staff and managers to have discussions around strengths, successes, areas for development, health & well-being, opportunities, aspirations and concerns.

The new Performance Review process will be a continuous cycle and will be carried out three times per year. The process will also be supported by the 1-2-1 framework to ensure regular and on-going feedback is provided to enhance knowledge and skills and to inspire and motivate staff to be the best they can be.

The new process consists of an employee self-assessment, manager assessment, Performance Review meeting, objective setting, and a personal development plan. Development needs identified within the personal development plans will help to form a comprehensive corporate training plan and key interventions for the future.

Performance Review training will be provided for employees and managers to assist staff through the process. Support will also be provided to ensure managers can effectively carry out an effective performance review and quality conversations.

Key Intervention: Corporate Learning & Development Programme

The Performance Review process provides a key opportunity to identify training needs of individuals and services, a full review of the requirements and the completion of a training needs analysis will help to form a Corporate Learning & Development Programme.

It is expected that the programme will, as a minimum, include support for:

- Remote working
- Health & Well-being Training
- Corporate governance policies & strategies
- The Transparency Code
- Governance & ethical awareness
- Performance management & data quality
- HR Policies

These training sessions will be delivered with a blended learning approach in mind via virtual classrooms, e-learning and staff listening day sessions.

To engage staff in training and CPD opportunities, staff will be able to take part in the CPD Points Challenge, where staff will be able to collect CPD points (1 point for 1 hour of CPD completed) for attending sessions. Recognition will be provided for staff who pursue development opportunities with the most points at the end of the year. The CPD Points Challenge can be recorded & monitored on the learning management system.



Measuring success & Reviewing Interventions

The success of key interventions will be measured quarterly to inform the effectiveness of current provision and identify areas where further support may be necessary. Feedback from measures and reviews will also be utilised in the development of subsequent OD strategies.

Key measures include:

Staff Forum Feedback Survey

Staff will be asked to complete a short staff forum evaluation form online after the session has taken place to gauge if staff found the session beneficial and a good use of their time. Staff attendance will also be measured to gauge employee interest and engagement.

Staff Listening Day Feedback Survey

Staff will be asked to complete a short Staff Listening Day evaluation form online after the session has taken place to gauge if staff enjoyed the session and found it beneficial. Staff attendance will also be measured to gauge employee interest and engagement.

Listening Day Working Group

As part of the Listening Day Working group an action plan will be developed based on the big conversations that arose from the staff survey results. The action plan will help to review and monitor the interventions put in place. Actions will be measured through a “you said, we did” campaign by measuring the percentage of actions that have been completed with positive outcomes.

Leadership & Management Programme & Flair Programme

All participants will be required to assess their competency both before the programme and after the programme to measure progress made. Opportunities for development will be identified to plug any skills/competency shortages.

A further session 6 months after the conclusion will measure success and determine whether the skills have been transferred to the workplace and methods to provide a continued learning experience have been successful. Data from sponsors will be collected to determine skills transfer and delegates will be monitored in terms of progression and retention.

Health & Well-being Network

The success of the Health & Well-being Network will be measured against the percentage of actions completed, positive outcomes and feedback from health & well-being initiatives arranged and absence rates.

Health & Well-being Support Days

The success of the Health & Well-being Support Days will be measured from the feedback received after each support day. Employees will be asked to complete a short survey to find out if staff found the sessions beneficial, what worked well and what could be improved for next time, this rich information will help us to determine engagement levels and the success of the events.

Performance Review Process

The new Performance Review process provides an opportunity for staff to self-reflect on their performance and to measure the skills, competencies, and behaviours across the board. We will be able to use the PDP data to understand corporate and service level training needs.

Performance Review completion rates will also be gathered to measure compliance and to identify if teams need further support with the new process.

Corporate Training & Development Programme

The evaluation facility on the learning management system will be used to gain course feedback from delegates.

Assessments will help to identify if learning has taken place along with evidence that skills have been transferred to the workplace.

CPD hours will also be measured through the CPD Points challenge, the number of points collected, and attendance rates will allow us to measure engagement levels.

Staff Survey

The success of the OD Strategy will be measured by the 2021 Staff Survey, which will measure staff responses in terms of the OD interventions put in place and the training and development opportunities at the Council.

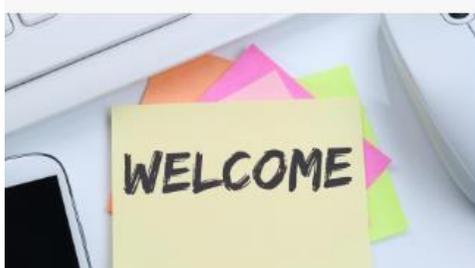
Appendix 2 – Learning Hub



Home Record of Learning Reports Find Learning Calendar Support Admin Support ▾



WORKING TOGETHER



Induction



Training Library



Mandatory Training



Health and Safety Training



Leadership and Management



Health and Wellbeing



COVID-19



Organisational Development

Access training programmes and employee engagement activities here

Appendix 2 – Online Induction



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Record of Learning

Reports

Find Learning

Calendar

Support



WORKING TOGETHER



WORKING TOGETHER

Welcome to the online induction,
please follow the steps below to get started

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Report to	On
Cabinet Briefing	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 confidential?	No
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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)
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)

Service Area and main reasons for variances	Over / (Under-) Spend or Income Deficit / (Surplus) / £'000
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)
Training budget for the organisation underspent	(47)
Other variances	(17)
	(108)
Budgets Not In Directorates	
Parish Precepts	8

Service Area and main reasons for variances	Over / (Under-) Spend or Income Deficit / (Surplus) £'000
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