

## Scrutiny Budget and Performance Panel

Monday, 13th September, 2021, 5.00 pm

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

### Agenda

- |   |                 |
|---|-----------------|
| <b>1 Apologies for absence</b>  |                 |
| <b>2 Declarations of interest</b>   |                 |
| <b>3 Minutes of the meeting Monday, 14 June 2021 of Scrutiny Budget and Performance Panel</b> | (Pages 3 - 8)   |
| To be approved as a correct record for signing by the Chair.                                  |                 |
| <b>4 Matters arising from previous Scrutiny Budget and Performance Panel meetings</b>         | (Pages 9 - 10)  |
| Report attached.  |                 |
| <b>5 Quarter 1 Performance Monitoring Report 2021-22</b>                                      | (Pages 11 - 26) |
| Report of the Deputy Chief Executive attached.  |                 |
| <b>6 Revenue and Capital Budget Monitoring Report 1</b>                                       | (Pages 27 - 58) |
| Report of the Director of Finance/Section 151 Officer 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](http://www.southribble.gov.uk)

### Forthcoming Meetings

5.00 pm Monday, 15 November 2021 - Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

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<b>Minutes of</b>	<b>Scrutiny Budget and Performance Panel</b>
<b>Meeting date</b>	<b>Monday, 14 June 2021</b>
<b>Members present:</b>	Councillors Will Adams (Chair) and Colin Sharples
<b>Cabinet members:</b>	Councillor Foster, Leader of the Council and Cabinet Member (Strategy and Reform); Councillor M Tomlinson, Cabinet Member (Finance, Property and Assets)  and  Councillor Titherington, Cabinet Member (Health and Wellbeing); Councillor Evans, Cabinet Member (Planning, Regeneration and Business Support)
<b>Officers:</b>	Gary Hall (Chief Executive), Louise Mattinson (Director of Finance and Section 151 Officer), James Thomson (Deputy Director of Finance), Victoria Willett (Service Lead - Transformation and Partnerships), Howard Anthony (South Ribble Partnership Manager), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services), Clare Gornall (Democratic and Member Services Officer) and Ben Storey (Democratic Services Assistant)
<b>Other members:</b>	Councillors Bell, Hancock, and P Smith
<b>Public:</b>	0

## **35 Appointment of Chair**

In the absence of the Chair and Vice Chair, the Shared Services Lead - Democratic, Scrutiny & Electoral Services requested nominations for the Chair of this meeting.

RESOLVED:-

That Councillor Adams be appointed Chair of this meeting.

## **36 Apologies for absence**

Apologies were received from Councillors Howarth, Coulton and Walton.

## **37 Declarations of Interest**

There were none.

## **38 Minutes of meeting Monday, 22 March 2021 of Scrutiny Budget and Performance Panel**

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RESOLVED:-

That the minutes of the Budget Scrutiny and Performance Panel held on Monday 22 March 2021 be approved and signed as a correct record.

## **39 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:-

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

## **40 Quarter 4 (January- March) Performance Monitoring Report 2020-21**

The Panel considered a report of the Deputy Chief Executive which outlined the Council's performance during quarter 4 (January – March 2021). The Leader and Cabinet Member (Strategy and Reform), attended the meeting and presented the report. He highlighted the Leisure Centres and the delay on some of works however this was so that they tied in to the Council's green agenda by ensuring energy efficiencies. He also stressed the Council's concern regarding the impact of the pandemic on young people. It was a key priority for the Council which it would be discussing with partners.

Members of the Panel asked a number of questions to which the following responses were provided by Councillor Foster supported by the Chief Executive:

- South Ribble Together Hubs – this project had been delayed due to the Council's inability to engage with the public due to the pandemic. The Chief Executive indicated that the Council would follow Government guidance and progress the project as soon as possible.
- Borough food bank network – Councillor Foster said there is still a high demand for foodbanks throughout the borough. We are looking at bringing foodbank providers together through partnership working so that the service can be delivered via shops and other service outlets. Further to this the Chief Executive indicated that long term solutions were needed to address issues such as unemployment, initially intended to be targeted by the Hubs. There now needs clarity on who is driving the issue e.g. Hubs, Council, Local Strategic Partnership.
- Community Wealth Building Action Plan – the Shared Service Lead – Transformation and Partnerships gave examples of progress on actions such as the South Ribble Credit Union to be launched this month and the Social

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Value Portal. Further to this we will looking at embedding the social value element into the Town Deal.

- 3 month delay of Leisure Centres decarbonisation work – The Chief Executive indicated that delay this was driven by funding opportunities – time was required to submit the bids.
- Long term strategy for leisure centre provision – Councillor Foster said that he looked forward to bringing this before Cabinet in due course.
- The creation of more affordable housing – Councillor Foster said that land and sustainability had been issues in regard to this. However, it was a top priority for the Cabinet. They were actively pursuing new sites and he hoped to make announcement on Lostock Hall soon. There had been huge demand for Tom Hanson House, with 150 applications being received per property. He confirmed that management of the properties will be in-house. Current regulations state that the Council can only manage a maximum of 200 houses but we are looking at alternative options with our partners.
- Length of time to approve Disabled Facilities Grants – Councillor Foster explained that unfortunately one particular case had skewed the performance indicator; the Chief Executive indicated we were currently awaiting the occupational therapist's assessment. In terms of reducing the waiting time generally, partnership working would be required.
- Staff health and wellbeing – Vicky Willett, Shared Service Lead - Transformation and Partnerships reported on a number of ways the Council is being proactive to support staff health and wellbeing, particularly during the pandemic, including regular 121s with line managers, the staff wellbeing survey, and management development training for managers.

RESOLVED:-

That the Panel:

1. Thanks the Leader, Chief Executive and Shared Service Lead for attending and their detailed report.
2. Welcomes the Council's performance and the progress made in quarter 4.
3. Commends the face to face community engagement planned for the Community Hubs when it is safe post-COVID.
4. Looks forward to the long-term future strategy for the leisure centres being considered by the Council.
5. Wishes the Council well in the partnership discussions to expedite disabled facilities grants and asks to be kept updated progress.
6. Thanks all employees for the essential services they provide to the community.

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## 41 Revenue and Capital Budget Monitoring 20-21 Outturn

The Panel considered a report of the Director of Finance which explained the Council's overall financial position at the end of the financial year 2020-21.

The Cabinet Member (Finance, Property and Assets), attended the meeting and presented the report. He highlighted the staffing costs to be paid by Government COVID funding, the now completed Asset Review of Council buildings, the Extra Care Scheme and additional £168,000 to go in the COVID recovery fund.

Members of the Panel asked a number of questions to which the following responses were provided by Councillor Matthew Tomlinson supported by the Director of Finance:

- Staff vacancies (particularly 2 engineering posts) – the Chief Executive informed the Panel that the Capital Programme had expanded to a larger programme of work and therefore different skills needed to be bought in. Longer term the Council needed to consider what core skills it needed, e.g. a 'hybrid' approach strengthening the client side, with some skills being bought in.

Planning Enforcement – future plans to fill vacant post and develop the area further. The Chief Executive explained that it was difficult to source certain skills as the private sector is able to offer higher salaries. A hybrid model was being implemented, with local staff carrying out the more straightforward enforcement work and the Council buying in specialist skills for more complex cases.

Increase in provision for bad debt - Councillor Tomlinson indicated that the Council was being prudent and making provision in response to the uncertainties created by the pandemic.

The process of setting the level of reserves (which is planned for significant increase) – Councillor Tomlinson stressed this has been at the request of the Cabinet and that senior staff are robustly challenged and have to justify the figures. The Director of Finance indicated that a substantial element of the increase in reserves over the course of the year comes from Government funding for business rates.

Leisure Centre repair and maintenance budget – Councillor Tomlinson indicated that the budget had been planned, the work was required and would be followed through and delivered.

Capital Programme underspend of £2.5m – what is being to deliver the capital programme as planned. Councillor Tomlinson explained that the Capital Programme has been affected by the pandemic and some projects will need to be reprofiled. We will need to look at capacity, some supplies are difficult to resource e.g. there is a national shortage of hexagonal sheets needed for the Worden Overflow Car park should they need to be replaced.

That the Panel:

1. Thanks the Cabinet Member and Director for attending and their detailed report.

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2. Notes the revenue and capital budget monitoring outturn.
3. Welcomes the reassurance that staff vacancies are not impacting on service delivery in key areas.
4. Asks the Cabinet Member to ensure the capital programme is deliverable in future years.

Chair

Date

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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 33.5	The costs associated with refurbishing Penwortham Leisure Centre be provided to members	Finance, Property and Assets	Mark Lester	Yes	No	No	<p>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.</p> <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 priority schemes.</p> <ul style="list-style-type: none"> <li>• Bamber Bridge Tennis centre car park extension (estimate £188k) planned start mid summer</li> <li>• 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</li> </ul>

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
							<ul style="list-style-type: none"> <li>Refurbishment of Bamber Bridge and Penwortham Reception areas – Options are sought for reconfiguration and extension options, planned works for a December finish to align with quieter trading.</li> </ul>
14/06/21 Min 41.4	Asks the Cabinet Member to ensure the capital programme is deliverable in future years.	Finance, Property and Assets	Louise Mattinson	Yes	No	No	Capital budget monitoring reports will continue to be provided to Cabinet and Scrutiny on a quarterly basis.

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Informal Cabinet Briefing	2 <sup>nd</sup> September 2021
	Scrutiny Budget and Performance Panel	13 <sup>th</sup> September 2021
	Cabinet	15 <sup>th</sup> September 2021

Is this report confidential?	No
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Is this decision key?	No
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## Quarter 1 Performance Monitoring Report

### Purpose of the Report

1. To provide Cabinet with a position statement for the Corporate Strategy for quarter one (April – June) 2021/22.

### Recommendations to Scrutiny Budget and Performance Panel

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

### Recommendations to Cabinet

3. Cabinet is asked to consider and comment on the report.

### Reasons for recommendations

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

### Other options considered and rejected

5. None

### Executive summary

6. This report presents the performance of the Corporate Strategy at the end of quarter one (April – June 2021). This report provides an update on the current position for the 14 projects, 24 Corporate Strategy performance measures and 13 key organisational performance measures.
7. Of the 14 projects in the strategy: 79% (11) are rated green and on-track; 21% (three) are rated amber.
8. Of the 24 performance indicators used to monitor the Corporate Strategy, seven can be reported at the end of the quarter. 42% (three) are rated green, 29% (two) are rated red and 29% (two) are yet to be baselined.

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9. Of the 13 key organisational performance measures; 12 can be reported at the end of the quarter. 58% (seven) are performing better than target; 25% (three) are performing worse than target but within a 5% tolerance of the target; and 17% (two) are worse than target and outside the 5% tolerance.

## Corporate priorities

10. The report relates to the following corporate priorities:

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

## 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.

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 targeted towards 14 priority projects which are delivered over a period of 12-18 months and measured using 24 performance indicators. This report provides the status of the projects and measures at the end of quarter one, 2021-22.

14. A colour rating system is used to indicate status whereby:

### Projects

<b>RED</b>	Off track
<b>AMBER</b>	Forecast delays or concerns, an early warning of issues
<b>GREEN</b>	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



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## 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 Annual Governance Statement (AGS) action plan continues to improve the transparency and openness of the Council. Progress has been made on developing the Consultation Framework which is due to be formally signed off in September and will ensure a consistent approach to consultation with residents. The principles of the Key Partnerships and Contracts Framework were agreed at Governance Committee in March 2021 and were considered for approval by Cabinet in July 2021 and subsequently approved. The framework provides a robust approach to managing strategic contracts and partnerships. Work is also underway with updating the Officer Scheme of Delegation to reflect the recently adopted shared management structure.
16. The development of Shared Services has moved forward this quarter with the progression of a shared ICT service and shared Customer Services. The ICT management structure included the appointment of a service lead and three team leaders across both South Ribble and Chorley Councils. Proposals for the Customer Services management structure have been developed and presented to the Shared Services Joint Committee. Formal consultations have commenced for the Customer Service review, which includes briefings for all Customer Service staff. Staff and teams continue to be supported with organisational development activity as part of ensuring a positive culture.
17. The delivery of the first year of the Digital Strategy Action plan commenced in quarter one to further develop the use of digital, technology and data to improve services and deliver better outcomes for customers. The systems used in the contact centres for both Council's have been reviewed and technologies aligned. 'Anywhere 365' software has been deployed to provide greater resilience and improved flexibility. The Customer Service agents now have increased access to call data which helps to improve advice and decision making to achieve a better customer experience. Telephony has been reviewed and Microsoft Teams, as the chosen solution, has been rolled out across both authorities. Trial meeting room technology has also been established for the Leader of the Council and is currently undergoing testing.
18. Partners from both South Ribble Partnership and the Chorley Public Service Reform Board formally agreed to establish a single strategic partnership that represents both Chorley and South Ribble districts. The partnership will strive to achieve better outcomes for residents from both districts, through the sharing of experience, resources, and knowledge. Following the workshop that took place in March 2021 a key objective has been the development of a strategy based around the following three themes; developing a locality model for service delivery, shared data and intelligence, and economic reform. Looking forward to the next quarter, a completed strategy and action plan will be presented for consideration by the newly formed partnership with the first meeting to take place in September 2021.
19. Of the four projects within this priority, three are rated green and one is rated amber.

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Projects	2021-22 Quarter 1 (Apr – Jun)
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	Amber

<b>Deliver year one of the joint digital strategy:</b>  The strategy focuses on harnessing the potential of new technologies, whilst maximising the use of existing technologies to provide a customer focused approach to service delivery.		<b>AMBER</b>
<b>Issue:</b>	The ICT service across both authorities have had several vacancies resulting in skills and knowledge gaps which will be fundamental in the delivery of the Joint Digital Strategy project. There are a number of workstreams within the strategy that need to be further scoped and resourced to ensure successful delivery.	
<b>Actions Plan -What will be done:</b>	The ICT service is currently going through a service review as part of shared services. The ICT service review will help bring this project back on track by ensuring that there is the necessary capacity, resources and skills in place to deliver all elements of the Digital Strategy.	

## Key Performance Indicators

20. Of the five performance measures reported under this outcome, two are due to be reported this quarter, one is rated green and one is rated red. A full list of the performance indicators is included in Appendix 1.

The green rated measure is as below:

- ▶ The percentage of households living in fuel poverty will be better than the North West average

The red rated measure is as below:

- ▶ At least 40% of service requests will be received via self-service channels

Key Performance Indicator	Target	Comparable Period	Quarter 1 2020/21	Symbol	Trend
At least 40% of service requests will be received via self-service channels	40%	30.59% (Q4 2020/21)	<b>32.5%</b>	▲	Better than Q4 2020/21

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<b>Commentary:</b>	<p>There has been an increase in requests received via self-serve channels when compared to last quarter, however it remains below the 40% target. The delivery of the Digital Strategy and the review of Customer Services will put initiatives and resources in place to encourage greater utilisation of self-service channels.</p> <p>This will support people to complete transactions through the refreshed website and promote an easier way to transact with the Council online, enabling the Customer Contact Centre to better support more complex cases, including supporting vulnerable customers.</p>
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## 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

21. The Mental Health support programme for young people has progressed this quarter, with the communities' team alongside elected members taking part in 11 Community Conversations events. The events took place in each neighbourhood area across the Borough and engaged with 278 members of the public. The conversations have provided feedback from young people on the mental health and wellbeing needs of the local community and have highlighted areas where the council can support and promote positive mental health. An accredited Mental Health First Aid training package has been secured through Lancashire Mind which will be rolled out to staff over the coming months to ensure the necessary skills and knowledge to effectively deal with young people's mental health.
22. Work has been ongoing to further develop relationships with Lancashire County Council's family liaison service, schools, community groups and youth groups in South Ribble to promote better partnerships to improve the overall mental health offer to young people across the district. A consultation with young people (aged 4 -16) funded through a Co-operative Councils Innovation Network (CCIN) grant is to commence in quarter two which will further explore what young people feel is important for their local community in relation to mental health support.
23. The development of the Youth Council has progressed well this quarter with the initial promotion via social media and press releases to generate awareness of the project. Contact has been made with 'Shout Out' young people's advocacy group to provide proposals to develop political literacy skills and build confidence to prepare young people to take part in the Youth Council. Further engagement with more difficult to reach young people will take place in quarter two. The council's holiday activity and food programmes will also be used to recruit young people and raise the profile of the Youth Council.
24. The Community Hub action plans are progressing with regular planning meetings and hub chair briefings being held to monitor progress of the agreed action plans for each area. Some example action plan projects delivered include the delivery of 'Living Room Live' (an online version of Penwortham Live Community Music Festival), provision of plants and trees to the new Peace Garden at the rear of the Civic Centre, and consultation on Phase 2 of the works to be carried out at Much Hoole Village Hall. Newsletters, new Facebook pages have been published, and community conversation events have been held to enable consultation and member engagement with communities.
25. All foodbanks have obtained registration with Environmental health, ensuring a co-ordinated approach and that network members are registered food providers with the appropriate safeguarding and governance arrangements. The foodbank network partners have continued to support residents with food, cleaning products, toiletries, pet food and baby related goods.

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26. Of the three projects within this priority, all three are rated green.

Projects	2021-22 Quarter 1 (Apr – Jun)
Establish South Ribble Together Hubs	GREEN
Deliver a mental health support programme for young people	GREEN
Establish a Youth Council	GREEN

## Key Performance Indicators

27. Of the eight performance measures reported under this outcome, two are due to be reported this quarter. Both measures 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

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



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## 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

28. The Community Wealth Building programme has made good progress including the opening of the Unify Credit Union branch in South Ribble on the 21<sup>st</sup> June 2021. The Credit Union will provide access to ethical and sustainable finance for all residents, supporting the ethos of an inclusive local economy. An officer is now in post to support the delivery of the Community Wealth Building action plan, which has been reviewed and translated into a local implementation plan. There has been joint agreement by both Councils to implement the Social Value Portal as a tool to measure council procurement outcomes and quantify benefits for the community such as job creation and local spend.
29. The Council continues to support local businesses through the administration of Covid support grants and wider advice or assistance. Delivery of the business support programme aims to reduce the potential for business failures, support viable business and support economic recovery following the impact of the pandemic. During quarter one, there have been 1,622 grants, with a total value of £18,620,000. Work is now in progress to further develop the offer and options that will provide extended support once the government grants come to an end. Timescales have been amended in line with the changes to government guidance and extension of some grant schemes.
30. The Leyland Town Deal has progressed with the signing of Heads of Teams and the development of the business case alongside the design works. The procurement of the professional design team has commenced and is due to be completed in quarter two. The design team will provide information to support the development of the business case for all three projects areas which are Leyland town centre improvements, Leyland Market improvements and a business hub development to offer commercial workspace, events and skills training. Stakeholder engagement will commence, and governance arrangements will be finalised to support the Leyland Town Board and the council with the delivery of the project.
31. Of the three projects within this priority, two are rated green and one is rated amber.

Projects	2021-22 Quarter 1 (Apr – Jun)
Implement the community wealth building action plan	GREEN
Establish a business support programme	Amber
Deliver year 1 of the Town Deal	GREEN

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<b>Establish a business support programme:</b>		<b>AMBER</b>
A bespoke programme of business support to meet the longer term needs of businesses from across the borough as they recover from the Covid-19 crisis.		
<b>Issue:</b>	<p>This project has been rated amber as business support project timelines are aligned and dictated by the government ARG (Additional Restriction Grant) funding. The business support project will commence once the government Covid-19 business support programmes draw to a close.</p> <p>In quarter one, new government guidance was released, the Covid restrictions extended to 19th July and extensions to Restart and ARG grant payment deadlines until 30th July have impacted on the timelines of the project.</p>	
<b>Actions Plan - What will be done:</b>	A draft scheme and project initiation document including 'Phase 2' design, implementation and monitoring of the extended support programme are to be presented to Cabinet for approval in quarter two. 'Phase 2' sets out the extended business support programme which seeks to deliver a business grants programme using the corporate business support budget and the 'ARG (Additional Restrictions Grant) Tranche 3', as part of a single grant scheme. This will be subject to any further changes to the Governments business support guidance and programmes.	

## Key Performance Indicators

32. Of the four performance measures reported under this priority, one measure is due to be reported this quarter and is rated green:

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



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## 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

33. As part of the ongoing commitment to the environment and to help tackle climate change, the Council hosted a virtual event for 'World Environment Day'. The Facebook event reached 1,688 people and videos of the event content were shared on the Council's Facebook main page reaching a joint total of 11,500 people. The event shared useful information on the changes we can all make to help tackle climate change as well as activity that is happening across the borough through the council and other groups in the community. A new cycle storage facility has been completed at Moss Side depot to encourage staff to use more environmentally friendly means of travel. Looking forward to next quarter, the installation of solar panels at the Civic Centre will be complete. A new building management system will be installed within the Civic Centre to monitor all energy consumption around the building. To encourage residents to consider their own energy consumption, information for the affordable energy saving schemes will be promoted on the Council website.
34. The completion of Tom Hanson House has provided nine new affordable flats. The management of the housing has been given to the Community Gateway Association via a lease agreement and all nine flats are fully occupied. The remaining extra care scheme McKenzie arms sites has moved forward with contractors and professional teams appointed to support design and scheme development. Master plan options and a cost plan have been developed around the preferred scheme for Extra Care and Cabinet are considering approval of the scheme. A report on the scheme and costing for the McKenzie Arms Development will be considered by Council in quarter two.
35. Improvement to council owned leisure facilities continues with plans developed around the decarbonisation of each leisure site. The decarbonisation plans will enable the council to submit grant applications to central government for funding which will in turn support the Council in meeting its commitments to the local environment and becoming carbon neutral as well as providing good quality leisure facilities. Improvements to those facilities will be focused in quarter two through opening of tenders for refurbishment of the Tennis Centre car park and Leisure Centre painting and cladding.
36. Of the four projects within this priority, three are rated green and one is rated as amber.

Projects	2021-22 Quarter 1 (Jan – Mar)
Bring Worden Hall back into use	GREEN
Deliver a project to support the green agenda	GREEN
Deliver a leisure improvement project	GREEN
Commence building of affordable homes within the borough	AMBER

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<b>Commence building of affordable homes within the borough:</b>		<b>AMBER</b>
This project will bring forward and deliver a number of schemes to address the gap in the current housing market to provide quality affordable homes.		
<b>Issue:</b>	As a large capital project, there is a risk to the budget and financial stability of schemes linked to supply chains and labour. There are dual impacts caused by Brexit and Covid-19 placing pressure on supply chains and labour which in turn has the potential to significantly increase costs.	
<b>Actions Plan - What will be done:</b>	These economic pressures are largely outside of the council's control and will need to be factored into the project design and costing. The stage one tender process is being undertaken for the McKenzie Arms site, where project costs will be fully assessed and may require the project to be redesigned or scaled accordingly.	

## Key Performance Indicators

37. Of the seven performance measures reported under this outcome, two performance measures are due to be reported at the end of this quarter. One is rated green and one is rated red. A full list of the performance indicators is included in Appendix 1.

The green rated measures are as below:

- ▶ 27,500 Trees will be planted in the borough this year (Cumulative)

The red rated measure is as below:

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

Key Performance Indicator	Target	Comparable Period	Quarter 1 2021/22	Symbol	Trend
The number of people who are prevented from becoming homeless is increased	Target to improve trend	95 (Q1: 2020/21)	86	▲	Worse than Q1 2020/21
<b>Commentary:</b>	<p>There has been a decreased number of homeless preventions this quarter compared to the same time last year. The service has seen an increase in complex cases, where those presenting have multiple needs.</p> <p>Those with complex needs require more intensive support in order to achieve positive outcomes in terms of prevention. Funding has been secured for a 12 month 'Prevention of Rough Sleeping Co-Ordinator' to work with those individuals with the most complex needs. This role will work alongside the Housing Options Team and other agencies to prevent homelessness occurring, or where this is not possible to identify solutions and support to assist individuals into sustainable housing.</p>				

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## Key Organisational performance measures

38. At the end of quarter one, there are 12 key organisational performance measures due to be reported. A full list of the performance indicators is included in Appendix 2.

39. Of the 12 key organisational performance measures, eight are rated as green:

- ▶ % 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
- ▶ 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

40. Three organisational performance measures are performing below target but within threshold:

- ▶ Percentage of Council Tax collected (Cumulative YTD)
- ▶ Percentage of Business Rates (Cumulative YTD)
- ▶ Number of households in temporary accommodation at the end of the quarter

41. Of the 12 key organisational performance measures, two are rated as red:

- ▶ Number of accidents reported to Health and Safety from work related activity
- ▶ % planning applications decided within 13 weeks (major applications)

Key Performance Indicator	Target	Comparable Period	Quarter 1 2021/22	Symbol	Trend
Number of accidents reported to Health and Safety from work related activity	Target to improve trend	8 (Q4: 2020/21)	15	▲	Worse than Q4 2020/21
<b>Commentary</b>	The increase in the number of accidents reported is likely a result of the easing of lockdown restrictions from the previous quarter to quarter one. This accompanied by the extremely good weather encouraging the public to take advantage of the eased restriction which will have a significant impact in the opportunity for accidents to arise. Whilst the trend has increased from the previous period the figures are statistically low considering the numbers of people (staff and members of the public) covered.				

Key Performance Indicator	Target	Comparable Period	Quarter 1 2021/22	Symbol	Trend
% planning applications decided within 13 weeks (major applications)	80%	100 (Q4:2020/21)	75%	▲	Worse than Q4 2020/21
<b>Commentary</b>	The percentage of major planning applications decided within 13 weeks has performed lower than target this period. There are a small number of applications in this category, therefore one or two applications being off target can impact significantly on the percentage. These could be affected by delays to signing a				

# Agenda Item 5

	<p>Section 106 legal agreement associated with an application or a deferral of a decision by the Planning Committee.</p> <p>There has been a significant increase in the overall number of planning applications over the last 12 months. The Council has recruited a consultant for an initial four-month period to focus and support on the processing of major applications.</p>
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## Climate change and air quality

42. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations are in place.

## Equality and diversity

43. 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 are being revised and reassessed during quarter three.

## Risk

44. Risk registers are being completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.
45. In considering the risk to the overall corporate strategy programme, the number of green rated projects provides a positive outlook and confidence in delivery. Proactive management of risks around budgets and the impact of Covid recovery remain a focus of the programme board when reviewing progress each quarter.

## Comments of the Statutory Finance Officer

46. The delivery of the Council's Corporate Objectives are supported by the budgets set within in the Medium Term Financial Strategy.

## Comments of the Monitoring Officer

47. There are no issues of concern from a Monitoring Officer point of view. The report provides an overview of the council's performance in terms of delivering the Corporate Strategy and delivery against its corporate priorities. The report is for noting and consideration.

## Background documents

- ▶ Corporate Plan, approved 30th September 2020

## Appendices

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

# Agenda Item 5

Report Author:	Email:	Telephone:	Date:
Howard Anthony (Shared Service Performance and Partnership Team Leader), Michael Johnson (Shared Service Performance and Policy Officer)	<a href="mailto:Howard.anthony@southribble.gov.uk">Howard.anthony@southribble.gov.uk</a> , <a href="mailto:Michael.johnson@southribble.gov.uk">Michael.johnson@southribble.gov.uk</a> ,	01772 625546	13/08/2021

# Agenda Item 5

## Appendix 1 – Performance of the Corporate Strategy Measures

 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	Quarter 1 2020/21	Symbol	Trend
<b>An Exemplary Council</b>					
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	32.5%		Better than Q4 2020/21
The percentage of households living in fuel poverty will be better than the North West average	Smaller is better	14.5%	10.8%		Worse than Q1 2020/21
<b>Thriving Communities</b>					
Number of meals provided to school age children through holiday hunger offer	Smaller is better	To be baselined 2021/22	10823 In Quarter	-	-
Number of residents benefiting from opportunities created by the communities' team	Bigger is better	To be baselined 2021/22	14314	-	-
<b>A fair local economy that works for everyone</b>					
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	3.4%		Better than Q1 2021/20
<b>Good homes green spaces healthy places</b>					
27,500 Trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500 (Annual)	<sup>2</sup> 0		Same as Q1 2020/21
The number of people who are prevented from becoming homeless is increased	Bigger is better	95 (Q1: 2020/21)	86		Worse than Q1 2020/21

<sup>1</sup> This measure is to be baselined this year (2021/22) to establish a target and data set for future comparison. The number of residents benefiting from opportunities created by the Communities team, has seen a significant increase from 878 in quarter four to 4314 this quarter. This is due to the inclusion of 3843 people who participated in the 'Living Room Live' virtual event.

<sup>2</sup> There was no tree planting programmed for quarter one, the tree planting season will commence from quarter three.

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## Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Quarter 1 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	45		Worse than Q4 2020/21
Number of Accidents reported to Health and Safety from work related activity	Smaller is better	Target to improve trend	15		Worse than Q4 2020/21
No. of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	Target to improve trend	1		Same as Q4 2020/21
Number of near miss incidents reported to Health and Safety	Bigger is better	Target to improve trend	7		Better than Q4 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	149		Better than Q4 2020/21
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	75%		Worse than Q4 2020/21
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	85.7%		Better than Q4 2020/21
% of telephone calls answered within 90 seconds	Bigger is better	40%	71.4%		Better than Q4 2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	9.3%		Better than Q4 2020/21
Average days to process a new Housing Benefit claim	Smaller is better	19 days	15.46 days		Worse than Q4 2020/21
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	29%	28.83		Worse than Q1 2021/20
Percentage of Business Rates (Cumulative YTD)	Bigger is better	31%	30.96		Worse than Q1 2021/20

Report of	Meeting	Date
Director of Finance and Section 151 Officer (Introduced by Cabinet Member (Finance, Property and Assets))	Cabinet	15 <sup>th</sup> September 2021

Is this report confidential?	No
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Is this decision key?	Yes
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<b>Savings or expenditure amounting to greater than £100,000</b>	<b>Significant impact on 2 or more council wards</b>
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## **2021/22 Corporate Revenue and Capital Budget Monitoring Report 131<sup>st</sup> July 2021**

### **Purpose of the Report**

1. This report sets out the revenue and reserves forecast for the Council as at 31<sup>st</sup> July 2021.

### **Recommendations to Cabinet**

2. Note the forecast position for revenue and reserves as at 31<sup>st</sup> July 2021.
3. Note the virements to the revenue budget made during the period, as detailed in **Appendix 2** of the report.

### **Executive summary**

4. There is a forecast deficit against the budget at 31<sup>st</sup> July 2021 of £37k as detailed in **Appendix 1**.
5. The Council's Medium-Term Financial Strategy reported that working balances were to be maintained at existing levels due to the financial risks facing the Council. The balance at the last reporting period (2020/21 Outturn) was £4.141m. The forecast level of general fund balances as at 31<sup>st</sup> March 2022 is £4.104m.

### **Reasons for Recommendations**

6. To ensure the Council's budgetary targets are achieved.

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## Alternative Options Considered and Rejected

7. None

## Corporate priorities

8. The report relates to the following corporate priorities:

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

## Background to the report

9. The net revenue budget for 2021/22 is £14.480m.

10. **Appendix 2** provides further information about the specific earmarked reserves and provisions available for use throughout 2021/22.

11. The Council's approved revenue budget for 2021/21 included target savings of £190k, comprising £150k in staffing turnover, and £40k from the expansion of shared services.

## Section A: Current Forecast Position – Revenue

12. The forecast expenditure based on the position as at 31<sup>st</sup> July 2021 is £14.517m against the Council's budgets of £14.480m. Details of the forecast revenue outturn position are shown in **Appendix 1** and reserves are outlined in **Appendix 2**. The main variances, by directorate, are detailed below.

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## Variations from Budget

<b>Directorate</b>	<b>Budget £'000</b>	<b>Forecast £'000</b>	<b>Variance (Under)/Over spend £'000</b>
Commercial & Property	1,708	1,864	156
Communities	1,621	1,459	(162)
Customer & Digital	6,289	6,197	(92)
Governance	1,796	1,787	(9)
Planning & Development	620	588	(32)
Policy	1,882	1,860	(22)
Budgets Not In Directorates	564	929	365
Covid-19	-	(167)	(167)
<b>Total Expenditure</b>	<b>14,480</b>	<b>14,517</b>	<b>37</b>
<b>Funding</b>	<b>Budget £'000</b>	<b>Forecast £'000</b>	<b>Variance £'000</b>
Council Tax	(8,599)	(8,599)	-
Lower Tier Support Grant	(100)	(100)	-
New Homes Bonus	(363)	(363)	-
Reserves	(124)	(124)	-
Retained Business Rates	(3,829)	(3,829)	-
Section 31 Government Grants	(1,465)	(1,465)	-
<b>Total Funding</b>	<b>(14,480)</b>	<b>(14,480)</b>	<b>-</b>

### 13. Commercial and Property

- The forecast is based on a reduced income of £91k from investment properties, the market and the business and conference centre.
- Additional staffing costs of £47k have been included in the projections, in respect of support required in the facilities and estates teams.
- Leisure Services is forecast to be in line with budget based on performance in the first 4 months of the year.

### 14. Communities

- There are staffing underspends of £71k due to vacancies.
- Additional grant funding relating to Sports Coaching of £22k, and to Homelessness of £51k, is shown as a surplus because there are not yet definitive plans for spending.

### 15. Customer and Digital

- Customer Services and Revenues and Benefits currently has a forecasted underspend of £150k on staffing costs due to vacant posts; a service review is in progress.
- Parks and Neighbourhoods is underspent on staffing by £47k due to vacancies
- This is offset by reduced income from court summonses of £95k and Parking income of £93k.
- Garden waste income has a surplus of £87k but trade waste income is down by £21k.

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## 16. Governance

- There are no significant variances to note at this point in the year.

## 17. Planning and Development

- There is an underspend on staffing in Planning of £39k due to vacancies. This is offset by additional staffing costs in building control of £7k.

## 18. Policy

There is an underspend of £15k in the Events team due to the slight delay in recruiting to the new staffing structure; it had been assumed that this would be fully staffed from 1<sup>st</sup> April.

## 19. Budgets Not In Directorates

- Additional pension contributions of £386k will be required due to an understatement in the prepayment to the Lancashire Pension Fund in April 2020. The council prepaid 3 years of contributions, covering 20/21, 21/22 and 22/23. The amount paid was calculated on an assumed value of pensionable pay. Under the terms of the prepayment, the Council is required to pay any significant shortfalls that arise during the 3 year period rather than such shortfalls being accounted for in any revised contribution rate calculated at the next triennial actuarial valuation. The issue has arisen due to an understatement of pension costs during the budget setting process in 2020/21 which then fed through to 2021/22 – this is in relation to the pension prepayment as the employer pension contributions budget and costs have been accounted for based on the prepayment, which was based on estimated costs, rather than the actual costs incurred. This has resulted in an in-year overspend of £264k on pensions.
- The revenue budget includes a savings target of £150k for staffing turnover and £40k for expanding shared services. The full savings of £150k have already been achieved and these have been deducted from directorate staffing budgets; £75k to Communities and £75k to Customer and Digital. The £40k savings target in respect of shared services will be identified following reviews currently in progress.
- Parish precepts are £44k higher than budget due to the fact that their value was not available when the budget was set.
- Net Interest Receivable/Payable is forecast to be £18k overspent for 2021/22.

## 20. Covid-19

Additional income of £167k is anticipated from the government's Covi-19 Fees and Charges Compensation Scheme to offset losses of income incurred in the first quarter of 2021/22.

21. **Funding** – No variations in funding are forecasted at this stage.

## Section B: General Fund Resources and Balances

22. With regard to working balances, and as detailed in **Appendix 3** to the report, the Council holds a £4.1m General Fund balance to manage budget risks not covered by earmarked reserves or provisions. The forecast outturn for 2021/22 shows a projected General Fund closing balance of £4.028m as detailed below.

Summary of Movement in General Reserves	£m
General Fund Reserves as at 1 <sup>st</sup> April 2021	(4.141)

# Agenda Item 6

Forecast revenue budget (surplus) / deficit	0.037
<b>Forecast General Reserve Closing Balance 2021/22</b>	<b>(4.104)</b>

23. **Appendix 3** provides further information about the specific earmarked reserves and provisions available used throughout 2021/22.

24. Taking account of the adjustments highlighted in **Appendix 3**, the forecasted level of Earmarked reserves held for discretionary use by the Council at 31<sup>st</sup> March 2022 is £9.711m compared to a balance of £23.007m at 31<sup>st</sup> March 2021.

<b>Summary of Movement in Earmarked Reserves</b>	<b>£m</b>
Earmarked Reserves as at 1 <sup>st</sup> April 2021	(23.007)
Use of revenue reserves for capital financing	6.772
Release of S31 grant received in 2020/21 (and held in reserves) in respect of Business Rates reliefs stipulated by the government during – this offsets the resulting deficit brought forward on the Collection Fund	4.890
Forecast use of other earmarked reserves	1.634
<b>Forecast Earmarked Reserves Closing Balance 2021/22</b>	<b>(9.711)</b>

25. Amounts within the forecast use of other earmarked reserves include;

- £306k from the leisure reserve in relation to one-off costs involved in bringing leisure services in-house from 1<sup>st</sup> April 2021 and transferring to a local authority trading company later in the year.
- £242k from the Section 106 reserve relating to a specific section 106 agreement that requires the receipt to be paid over to City Deal.
- £236k not required from the business rates retention reserve to be moved for additional pension contributions required in relation to 2020/21.
- £177k to fund costs associated with the local plan.
- £150k from the business grants reserve to contribute to the wider programme of support to businesses, using Covid Additional Restrictions Grant funding.
- £113k of funding carried forward to be used for stock condition surveys for the Councils properties.
- The remainder of the movements are various, smaller adjustments related to revenue spending.

## **Climate change and air quality**

26. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations are in place.

## **Equality and diversity**

27. None

## **Risk**

28. Please summarise the key risks identified in any risk assessments.

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## Comments of the Statutory Finance Officer

29. The financial implications are contained within this report.

## Comments of the Monitoring Officer

30. None

## Background documents

31. There are no background papers to this report.

## Appendices

Appendix 1 – Revenue 2021/22 - position as at 31st July 2021

Appendix 2 – Revenue Budget Movements as at 31st July 2021

Appendix 3 – 2021/22 Reserves Programme position as at 31st July 2021

Appendix 4 – Staffing Vacancies as at 31<sup>st</sup> July 2021

Report Author:	Email:	Telephone:	Date:
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Report of	Meeting	Date
Director of Finance and Section 151 Officer (Introduced by Cabinet Member (Finance, Property and Assets))	Cabinet	15 <sup>th</sup> September 2021

Is this report confidential?	No
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Is this decision key?	Yes
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<b>Savings or expenditure amounting to greater than £100,000</b>	<b>Significant impact on 2 or more council wards</b>
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## 2021/22 Corporate Capital Programme and Balance Sheet Monitoring Report Period - position as at 31st July 2021

### Purpose of the Report

1. This report outlines the overall financial position of the Council in respect of the capital programme as at 31<sup>st</sup> July 2021, highlighting key issues and explaining key variances over the first 4 months of the year, and provides an overview of various elements of the Council's Balance Sheet as at 31<sup>st</sup> July 2021.

### Recommendations to Cabinet

2. To approve the revised capital programme as attached at **Appendix A** which reflects all amendments to the programme that have been approved in the 4 months to 31<sup>st</sup> July 2021, as detailed in paragraph 11.
3. To approve the following variation to the programme, which has been included in **Appendix B**.
  - a) £130k increase to the vehicle replacement programme

All other approvals are within existing delegated limits as detailed in paragraph 11.

4. To note the position in the Balance Sheet Monitoring section of the report in respect of cash, investment and loan balances, and debtors as at 31<sup>st</sup> July 2021.

### Reasons for Recommendations

5. To ensure the Council's Capital Programme is monitored effectively.

## Alternative Options Considered and Rejected

6. None

### Corporate priorities

7. The report relates to the following corporate priorities:

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

### Background

8. The capital budget for 2021/22 was set at £15.814m in February 2021. It was increased following approval of the outturn to £21.380m.

### Section A: Capital Programme

#### Key Issues

9. The total cost of the Council's capital investment programme for 2021/22 has increased from £21.380m, as approved by Cabinet in the 2020/21 Capital Outturn Report on 16th June 2021, to £22.081m at 31<sup>st</sup> July 2021; this includes the variations noted in this report. A summary of the total costs of the programme, and the funding of this, is detailed at **Appendix A**.
10. The net variation of £0.701m is detailed by scheme in **Appendix B**. The net variation includes three types of changes; those variations approved since the previous budget report, i.e. the 2020/21 Capital Outturn report, variations requested in this report at point 3, and variations in respect of the reprofiling of budgets within the existing programme.
11. Budget variations approved in the first four months of the year are shown in the table below and resulted in an increase of £0.790m to the capital programme.

Scheme	Increase / (Reduction) 2021/22 £'000	Increase / (Reduction) 2022/23 £'000	Approved by	Date approved
<b>Good homes, green spaces and healthy places</b>				
Green Infrastructure unallocated	(10)	-	EMD	31st July 2021
Bridleway in western Leyland	81	-	EMD	31st July 2021
Worden Park infrastructure and landscaping	(82)	-	Council	21st July 2021
Worden Hall refurbishment	745	-	Council	21st July 2021
Open Spaces – Bent Lane	139	-	Council	21st July 2021
Sports Pitch Hub	(389)	-	Cabinet	16th June 2021
Council Leisure Facilities (other than leisure centres)	275	-	Cabinet	16th June 2021
<b>An exemplary council</b>				
Corporate Buildings	(45)	-	Council	21st July 2021
Civic Centre Building Management System	1	-	EMD	19th May 2021
Civic Centre Hot Water System	3	-	EMD	19th May 2021
Civic Centre LED Lighting	28	-	EMD	19th May 2021
Civic Centre Solar Panels	45	-	EMD	19th May 2021

12. Further variations of £0.130m are requested as detailed in the major variations section of the report, in paragraphs 26 below
13. Slippage and re-profiling of budgets between 2021/22 and 2022/23, during the first four months of the year, totals £0.219m as detailed on the individual schemes in Appendix B.
14. As at 31<sup>st</sup> July 2021 the capital expenditure across the programme was £1.882m representing 8.5% of the current, revised projected capital spend for the year.
15. A capital receipt of £70k has been received in relation to insurance money for a damaged road sweeper. This will be used to fund the cost of replacing the vehicle. No further capital receipts are forecasted for 2021/22.

## **Major Variations in the 2021/22 Capital Programme in the 4 months to 31<sup>st</sup> July 2021**

### **Good Homes, Green Spaces and Healthy Places**

16. The 'Bridleway in western Leyland' is a new scheme with £71k funding from external contributions and S106 and £10k from the green infrastructure budget. The project will provide a 2.1km section of new bridleway which will create a new loop around western Leyland connecting with the existing bridleway network.
17. Four projects in Worden Park have been reprofiled to 2022/23; Craft Units - Windows and Security Grills, Farmyard Cottages - Heating, Sewerage pumping station, infrastructure and landscaping. This is to avoid interference with the works to be carried out on the refurbishment of Worden Hall.
18. Approval has been given for an increase in the Worden Hall Refurbishment budget of £745k, which comprised £81.5k transferred from the Worden Park infrastructure and landscaping budget, £45k transferred from the Corporate Buildings budget, £250k funding from the asset maintenance reserve, £118.5k contributions from revenue repairs and maintenance budgets and £250k CIL funding to cover the contingency element of the budget.
19. The Bent Lane Open Space budget has an approved increase of £139k to cover the costs of decontamination works.
20. The Sports Pitch Hub has an approved decrease in the scheme budget of £389k. Approval was given to utilise this reduction to create a budget of £275k for works to leisure facilities, other than the leisure centres, such as pavilions and playing pitches.

### **A Fair Economy that works for everyone**

21. The Leyland Train Station Ticket Office project budget of £60k has been reprofiled to 2022/23. The project will be incorporated into the wider Leyland Town Deal.

### **Thriving Communities**

22. No variations to note in the period.

### **An Exemplary Council**

23. £150k of the IT capital budget has been allocated to the Network switching and wireless infrastructure project. The project will upgrade and unify the network to include access points for improved Wi-Fi coverage. This project is being done in conjunction with Chorley Council with a total budget of £300k shared equally. The other IT projects already included in the programme, and the use of the remaining unallocated budget, are under review. A joint digital strategy for South Ribble and Chorley Councils will realign these budgets accordingly.
24. As noted above, £45k was transferred from the Corporate Buildings to the Worden Hall budget.
25. The budgets for four projects relating to decarbonisation works in the Civic Centre have been either adjusted or created following approval in an Executive Member Decision. The total budget for the projects is £145k which is all grant funded.

26. The forecast for the Vehicle Replacement Programme has increased by £130k due to two additional replacement vehicles being required; a sweeper which was damaged in a traffic accident and a waste collection vehicle that was damaged by a fire. Insurance proceeds of £70k, which will be treated as a capital receipt, has been received. It is requested to increase the Vehicle Replacement budget by £130k to reflect the increased costs and fund this with the £70k capital receipt and £60k with potential borrowing if required.

## **Section B: Balance Sheet**

### **Overview**

27. Strong balance sheet management assists in the effective use and control over the Council's asset and liabilities. Key assets comprise of the Council's tangible fixed assets, debtors, investments and bank balances. Key liabilities include long and short-term borrowing, creditors and reserves.

### **Non-current Assets**

28. Tangible non-current assets include property, plant and equipment held by the Council for use in the production or supply of goods and services, for rental to others or for administrative purposes. One fifth of all assets are re-valued every year, and annual reviews are undertaken to establish whether any impairment or other adjustments need to be applied. New assets and enhancements to existing assets are managed through the Capital Programme as reported in Appendices A and B.

### **Borrowing and Investments**

29. Long-term borrowing requirements flow from the capital programme. Regular dialogue and meetings take place between the Director of Finance, her staff and the Council's independent Treasury Consultants, Link Treasury Services, and options for optimising treasury management activities are actively reviewed.

30. Both short and long-term borrowing interest rates were at low levels at the end of the period, having remained stable over the course of the first few months of the year. Interest rates on investments have remained negligible throughout the period. It is projected that debt interest payable will be nil compared to a budget of £83k as a result of expected borrowing not being required due to the timing of schemes within the capital programme, and due to positive cash balances. Interest receivable on cash and investments is forecasted to be £100k compared to a budget of £200k due to interest rates being lower than those estimated at budget setting.

	<b>Original Budget 2021/22 £'000</b>	<b>Forecast as at 31<sup>st</sup> July 2021/22 £'000</b>
Interest and Investment Income	(200)	(100)
Debt Interest Payable	83	0
Minimum Revenue Provision (MRP)	298	298
<b>TOTAL</b>	<b>181</b>	<b>198</b>

31. The current borrowing and investment position is as follows;

	As at 31 <sup>th</sup> July 2021	As at 31 <sup>th</sup> July 2020
Short term borrowing	Nil	Nil
Long term borrowing	Nil	Nil
Cash Balance	TBC	TBC
<b>Total Borrowing</b>	<b>Nil</b>	<b>Nil</b>
Investments made by the Council	£30m	£32m

## Debtors

32. The council has a corporate debt policy, as well as other specific policies for the management of debt in the key areas of council tax, business rates, and housing benefit overpayments. The table below summarises the collection performance of the various debts, and the total outstanding debt in the respective areas at 31<sup>st</sup> July 2021. The figures for the same point in time in the last financial year are not available and so for the purposes of comparison, the corresponding level of debt at 31<sup>st</sup> March 2021 is shown.

	Position as at 31 <sup>st</sup> July 2021 £'000	Position as at 31 <sup>st</sup> March 2021 £'000
<b>Council Tax</b>		
Expected Council Tax 21/22	73,798	TBC
Current year balance outstanding	43,151	TBC
Previous years balance outstanding	4,930	TBC
<b>Total Council Tax balance outstanding</b>	<b>48,082</b>	<b>TBC</b>
Collection Rates	38.05%	TBC
<b>Business Rates</b>		
Expected Business Rates 21/22	31,374	TBC
Current year balance outstanding	19,692	TBC
Previous year balance outstanding	1,830	TBC
<b>Total Business Rates balance outstanding</b>	<b>21,522</b>	<b>TBC</b>
Collection Rates	35.93%	TBC
<b>Housing Benefit</b>		
Overpayment balances outstanding	918	976
<b>Sundry Debtors</b>		
Balance outstanding	1,360	604

33. Business Rates collection can fluctuate month on month but collection is currently broadly in line with expectations. Expected Business Rates for 2021/22 are much higher compared to those for last year due to the Covid reliefs that were applied in 2020/21 which are no longer applicable in 2021/22.
34. For debts relating to Housing Benefit and Sundry Debtors, in line with accounting standards and practice, the Council holds a provision for bad debt.
35. In respect of the figures above, the Council's share represents 11.7% of Council tax Income and 17.8% of Business Rates Income.

## Climate change and air quality

36. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations are in place.

### **Equality and diversity**

37. None

### **Risk**

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

### **Comments of the Statutory Finance Officer**

39. The financial implications are contained within this report.

### **Comments of the Monitoring Officer**

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

### **Background documents**

41. The information contained within the report is in line with the Capital Strategy and the Three Year Budget Forecast within the Medium Term Financial Strategy 2021-24, as approved by Council in February 2021.

### **Appendices**

Appendix A – 2021/22 Capital Programme

Appendix B – 2021/22 Capital Programme Scheme Variations

Report Author:	Email:	Telephone:	Date:
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# APPENDIX 1

## Revenue 2021/22 - position as at 31st July 2021

Directorate	Department / Section	Original Budget	Budget at 31st July 2021	Forecast Outturn based on position at 31st July 2021	Variance (Under) / Overspend
<b>Commercial &amp; Property</b>	Community Centres	12	12	(9)	(20)
	Departmental Costs	117	117	120	3
	Housing Delivery	(33)	(33)	(25)	8
	Leisure	1,438	1,438	1,442	4
	Projects & Development	216	216	194	(22)
	Property Services	(42)	(42)	141	183
<b>Commercial &amp; Property Total</b>		<b>1,708</b>	<b>1,708</b>	<b>1,864</b>	<b>156</b>
<b>Communities</b>	Community Involvement	625	580	539	(41)
	Departmental Costs	44	82	47	(35)
	Environmental Health	549	549	543	(6)
	Homelessness	350	350	301	(49)
	Housing Support	128	60	28	(32)
<b>Communities Total</b>		<b>1,695</b>	<b>1,621</b>	<b>1,459</b>	<b>(162)</b>
<b>Customer &amp; Digital</b>	Customer Services and Revenue anc	753	678	622	(56)
	Departmental Costs	120	120	113	(7)
	Information Services	1,600	1,638	1,639	0
	Parks and Neighbourhoods	2,469	2,469	2,422	(47)
	Transport	336	336	410	74
	Waste Management	1,047	1,047	991	(56)
<b>Customer &amp; Digital Total</b>		<b>6,325</b>	<b>6,289</b>	<b>6,197</b>	<b>(92)</b>
<b>Governance</b>	Civic Services	-	-	0	0
	Democratic Services	785	785	772	(12)
	Departmental Costs	228	228	212	(16)
	Legal	300	303	306	3
	Shared Assurance Services	481	481	497	16
<b>Governance Total</b>		<b>1,794</b>	<b>1,796</b>	<b>1,787</b>	<b>(9)</b>
<b>Planning &amp; Development</b>	Building Control	(56)	(56)	(49)	7
	City Deal	(129)	(129)	(127)	2
	Departmental Costs	112	44	51	7
	Investment and Skills	408	408	396	(12)
	Licensing	4	4	8	4
	Planning	320	348	309	(40)
<b>Planning &amp; Development Total</b>		<b>659</b>	<b>620</b>	<b>588</b>	<b>(31)</b>
<b>Policy</b>	Communications & Visitor Economy	343	343	317	(26)
	Corporate	193	193	200	6
	Shared Financial Services	673	671	679	8
	Transformation & Partnerships	675	675	665	(11)
<b>Policy Total</b>		<b>1,885</b>	<b>1,882</b>	<b>1,860</b>	<b>(22)</b>

Directorate	Department / Section	Original Budget	Budget at 31st July 2021	Forecast Outturn based on position at 31st July 2021	Variance (Under) / Overspend
<b>Budgets Not In Directorates</b>	Covid-19	-	-	(167)	(167)
	Debt Repayment	298	298	298	-
	Interest	(118)	(118)	(100)	18
	Parish Precepts	434	434	478	44
	Pensions Costs	(11)	(11)	253	264
	Savings Targets	(190)	(40)		40
<b>Budgets Not In Directorates Total</b>		<b>414</b>	<b>564</b>	<b>762</b>	<b>198</b>
<b>Funding</b>	Council Tax	(8,599)	(8,599)	(8,599)	-
	Lower Tier Support Grant	(100)	(100)	(100)	-
	New Homes Bonus	(363)	(363)	(363)	-
	Reserves	(124)	(124)	(124)	-
	Retained Business Rates	(3,829)	(3,829)	(3,829)	-
	Section 31 Government Grants	(1,465)	(1,465)	(1,465)	-
<b>Funding Total</b>		<b>(14,480)</b>	<b>(14,480)</b>	<b>(14,480)</b>	<b>-</b>
<b>Grand Total</b>		<b>-</b>	<b>-</b>	<b>37</b>	<b>37</b>

## APPENDIX 2

### Revenue Budget Movements as at 31st July 2021

Directorate	Commercial & Property	Communities	Customer & Digital	Governance	Planning & Development	Policy	Budgets Not In Directorates	Funding	TOTAL
Budget approved by Council 26th Feb 2021	1,708	1,695	6,325	1,794	659	1,885	414	(14,480)	-
<b>Transfers between directorates</b>									
Realignment of shared services budgets		1	38	3	(40)	(3)			-
<b>Allocation of savings targets</b>									
Staffing turnover		(75)	(75)				150		-
<b>Carry forward of grants and other budgets to 2022/23</b>									
									-
<b>Transfers (to) / from Earmarked reserves</b>									
Defibrillators net expenditure		25							25
Defibrillators contribution from New Burdens reserve		(25)							(25)
<b>Transfers (to) / from General Fund reserves</b>									
									-
<b>Other budget adjustments</b>									
									-
Revised Budget as at 31st July 2021	1,708	1,621	6,289	1,796	620	1,882	564	(14,480)	-

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# APPENDIX 3

## 2021/22 Reserves Programme position as at 31st July 2021

Reserves	Balance at 1st April 2021 £'000	Forecasted Movements			Forecasted Balance 31st March 2022 £'000
		Movement Between Reserves £'000	Transfers From Reserves £'000	Transfers To Reserves £'000	
<b>General Fund Balance</b>	<b>(4,141)</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>(4,104)</b>
<b>Corporate Reserves</b>					
Borough Investment account	(4,404)		3,823		(581)
Brexit Preparation Grant	(36)				(36)
Business rates retention reserve	(3,144)		236		(2,908)
Business rates temporary surplus to be repaid	(5,244)		4,890		(354)
Capital Funding Reserve	(1,851)		1,851		-
City Deal	(1,851)				(1,851)
Climate Emergency	(250)				(250)
Community Wealth Building	(150)				(150)
Covid Commitments Reserve	(654)				(654)
Covid Recovery Fund	(675)				(675)
Income Equalisation Reserve	(150)				(150)
Income Investment Reserve	(250)				(250)
New Burdens Grant	(99)		25		(74)
Restructure costs	(200)		70		(130)
Section 106 Revenue Reserve	(242)		242		-
Shared Services Implementation	(48)				(48)
Towns Fund	(76)		76		-
Transformation Reserve	(230)		230		-

Reserves	Balance at 1st April 2021 £'000	Forecasted Movements			Forecasted Balance 31st March 2022 £'000
		Movement Between Reserves £'000	Transfers From Reserves £'000	Transfers To Reserves £'000	
<b>Commercial and Property</b>					
Asset Maintenance Reserve	(400)		250		(150)
Extra Care	(50)		50		-
Leisure Reserve	(546)		306		(240)
Leisure Strategy	(15)				(15)
Repairs and Maintenance Fund	(500)		500		-
Stock condition surveys	(113)		113		-
<b>Communities</b>					
Community Hubs Reserve	(109)				(109)
Energy efficiency	(27)		27		-
Homelessness prevention grants	(144)				(144)
Housing Standards Enforcement	(32)				(32)
Mental Health for Young People	(50)				(50)
Sports Development	(297)		22		(275)
<b>Customer and Digital</b>					
Grounds Maintenance	(7)		7		-
IT underspend non-staffing	(88)		88		-
Office supplies underspend	(36)		36		-
<b>Governance</b>					
Borough council elections	(160)				(160)
Internal Audit	(14)		14		-
<b>Planning and Development</b>					
Apprentice factory website	(15)				(15)
Business Grants	(150)		150		-
Business Support	(44)				(44)
Economic Development	(20)				(20)
Housing needs survey	(80)			(20)	(100)

Reserves	Balance at 1st April 2021 £'000	Forecasted Movements			Forecasted Balance 31st March 2022 £'000
		Movement Between Reserves £'000	Transfers From Reserves £'000	Transfers To Reserves £'000	
Local Plans	(267)		177		(91)
<b>Policy</b>					
Communications	(31)				(31)
Credit Union	(149)		66		(83)
Events	(48)		19		(29)
Music Festival	(48)		48		-
Performance Reward Grant	(11)				(11)
Policy and Performance	(2)		2		-
<b>Total Earmarked Reserves</b>	<b>(23,007)</b>	<b>-</b>	<b>13,316</b>	<b>(20)</b>	<b>(9,711)</b>
<b>Total Reserves - General and Earmarked</b>	<b>(27,149)</b>	<b>-</b>	<b>13,353</b>	<b>(20)</b>	<b>(13,815)</b>

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<b>Post Description</b>	<b>Shared Services</b>	<b>Notes</b>
<b>Communities</b>		
Community Involvement Officer		Vacant since June 2021
Assistant Director of Housing & Property		Vacant through 2020/21. The budget is funding a shared Environmental Health Manager post and a new Communities Team Leader post.
Environmental Health Technician		Became vacant in July 2021
<b>Customer and Digital</b>		
Assistant Director of Neighbourhoods		Vacant since May 2021
Neighbourhood Team Operative		Vacant since May 2020
HGV Mechanic		Vacant since January 2021
<b>Governance</b>		
Executive Officer	Y	Became vacant in July 2021
<b>Planning &amp; Development</b>		
Head of Licensing		Vacant throughout 2020/21
Environmental Health Assistant (Apprentice)		Will be recruited to in the next round of apprentices.
Apprentice (3 FTE)		These will be recruited to in the next round of apprentices
Business Development Officer		Vacant since April 2021. Will be recruited to once work on Covid business grants is complete.
Strategic Housing Officer		Vacant since May 2021
<b>Policy</b>		
Museum Curator	Y	Vacant since May 2020 but the budget has been used to fund a temporary resource.

**Posts where the post-holder has been seconded to a Covid-specific role**

<b>Post Description</b>	<b>Shared Services</b>	<b>Notes</b>
Senior Community Involvement Officer		Some of these posts may be filled temporarily until the post holder returns.
Gateway Officer (3 FTE)	Y	
Neighbourhood Officer (0.5 FTE)		
Neighbourhood Team Operative		
Arborist		

## Posts held pending review

Post Description	Shared Services	Notes
<b>Commercial and Property</b>		
Facilities Team Leader		Vacant since March 2021. The budget is funding temporary arrangement in the facilities and estates teams. A review of the services is planned.
Leisure Partnership Development Manager		Vacant since April 2021
Graphic Designer (0.51 FTE)		Vacant throughout 2020/21. The budget is funding temporary arrangements in the facilities and estates teams.
Engineering Technician		As above
<b>Communities</b>		
Sports Development Officer (0.86 FTE)		A review of staffing across Sports Development is currently taking place. There are various temporary arrangements in place using different allocation grant funding.
Project Co-ordinator (Sports Development)		
Wellbeing Development Officer		
<b>Customer and Digital</b>		
Benefits Assessor	Y	A shared services review of the Revenues and Benefits team is ongoing
Visiting Officer	Y	
Revenues Assistant	Y	
Revenues and Benefits Officer	Y	
Clerical Assistant	Y	
Technical Support Analyst	Y	A shared services review of IT is ongoing
Senior Network Support Analyst	Y	
LLPG Officer	Y	
Security Support Officer	Y	

### Notes:

FTE stands for Full Time Equivalent and is used for part-time posts to show a comparison against a full-time post.

**Capital Programme 2021/22 - Position as at 31st July 2021**

**APPENDIX A**

	Capital Programme 2021/22 Approved at Finance Council Feb 2021 £'000	Capital Programme 2021/22 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budget (to)/from future years £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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**COSTS**

Good homes, green spaces and healthy places	10,338	11,424	(159)	759	12,024
A fair economy that works for everyone	2,200	6,207	(60)	-	6,147
Thriving communities	350	369	-	-	369
An exemplary council	2,926	3,380	-	161	3,541
<b>Total Forecast Expenditure</b>	<b>15,814</b>	<b>21,380</b>	<b>(219)</b>	<b>920</b>	<b>22,081</b>

**RESOURCES**

Decarbonisation Grant	-	145			145
Disabled Facilities Grants	1,027	1,267			1,267
Lottery Funding	213	324			324
One Public Estate - Land Release Funding	-	83			83
Sport England	-	-		816	816
Town Deal	-	750			750
<b>Government Grants</b>	<b>1,240</b>	<b>2,568</b>	<b>-</b>	<b>816</b>	<b>3,385</b>
Asset Maintenance	-	-		250	250
Borough Investment Fund	1,450	3,823			3,823
Capital Funding Reserve	1,321	1,850			1,850
Carry Forward from prior years	-	-		119	119
Repairs and Maintenance Reserve	500	500			500
Transformation Reserve	146	230			230
<b>Reserves</b>	<b>3,417</b>	<b>6,403</b>	<b>-</b>	<b>369</b>	<b>6,772</b>
Capital Receipts	-	-		70	70
CIL	150	250		250	500
External Contributions	30	82		50	132
Revenue Contributions	-	-		119	119
Section 106 - Affordable	1,700	1,851			1,851
Section 106 - Other	355	644	(76)	21	590
Unsupported Borrowing	8,922	9,582	(144)	(775)	8,663
<b>Total Forecast Resources</b>	<b>15,814</b>	<b>21,380</b>	<b>(219)</b>	<b>920</b>	<b>22,081</b>

Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021 £'000	Capital Programme 2022/23 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budgets (to)/from 2021/22 £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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36,170	36,217	159	-	36,376
2,000	2,000	60	-	2,060
750	750	-	-	750
1,444	1,444	-	-	1,444
<b>40,364</b>	<b>40,411</b>	<b>219</b>	<b>-</b>	<b>40,630</b>

-	-	-		-
1,364	1,364	-		1,364
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
<b>1,364</b>	<b>1,364</b>	<b>-</b>	<b>-</b>	<b>1,364</b>
-	-	-		-
600	581	-		581
-	-	-		-
-	-	-		-
-	-	-		-
<b>600</b>	<b>581</b>	<b>-</b>	<b>-</b>	<b>581</b>
-	-	-		-
-	-	-		-
3,075	3,075	-		3,075
-	-	-		-
2,453	2,496	-		2,496
73	81	76		156
32,798	32,815	144		32,958
<b>40,364</b>	<b>40,411</b>	<b>219</b>	<b>-</b>	<b>40,630</b>

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**2021/22 Capital Programme - Scheme Variations as 31st July 2021**

**APPENDIX B**

Scheme Name	Capital Programme 2021/22 Approved at Finance Council Feb 2021 £'000	Capital Programme 2021/22 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budget (to)/from future years £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021 £'000	Capital Programme 2022/23 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budgets (to)/from 2021/22 £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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**Good homes, green spaces and healthy places**

**Green Infrastructure**

Green Infrastructure unallocated	189	165		(10)	155
Green Link - Penwortham Holme to Howick	150	250			250
Leyland Loop	100	131			131
Bridleway in western Leyland	-	-		81	81
<b>Green Infrastructure Total</b>	<b>439</b>	<b>546</b>	<b>-</b>	<b>71</b>	<b>616</b>

400	400	-		400
-	-	-		-
-	-	-		-
-	-	-		-
<b>400</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>400</b>

**Worden Park**

Arboretum landscaping	-	30			30
Craft Units Windows and Security Grills	-	40	(40)		-
Farmyard Cottages Windows and rendering	-	50			50
Farmyard Cottages - Heating	-	50	(50)		-
Ice House front façade	-	10			10
Sewerage pumping station and sceptic tanks	20	40	(20)		20
Shaw Brook weirs and banking	-	-			-
Shaw Wood footpaths	-	-			-
Walled garden pot house - replace the building frame and base walls	50	50			50
Worden Park fountain	80	80			80
Worden Park infrastructure and landscaping	120	120	(39)	(82)	-
Worden Hall refurbishment	1,450	1,450		745	2,195
<b>Worden Park Total</b>	<b>1,720</b>	<b>1,920</b>	<b>(149)</b>	<b>664</b>	<b>2,435</b>

-	-	-		-
-	-	40		40
-	-	-		-
-	-	50		50
-	-	-		-
-	-	20		20
40	40	-		40
33	33	-		33
50	50	-		50
-	-	-		-
312	312	39		351
600	598	-		598
<b>1,035</b>	<b>1,033</b>	<b>149</b>	<b>-</b>	<b>1,181</b>

Scheme Name	Capital Programme 2021/22 Approved at Finance Council Feb 2021 £'000	Capital Programme 2021/22 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budget (to)/from future years £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021 £'000	Capital Programme 2022/23 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budgets (to)/from 2021/22 £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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#### Other Parks and Open Spaces

Hurst Grange Park drainage	25	25			25
Hurst Grange Park Paths	40	40			40
Hurst Grange Coach House Phase 2	433	543			543
Open Spaces - Bent Lane	-	61		139	200
Open Spaces - Mounsey Road	50	50	(25)		25
Other Parks - Footpaths (Fossdale Moss, Priory, Valley Road)	45	45			45
Playground - Haig Avenue	175	175			175
Playground - Hurst Grange	35	-			-
Playground - Bellis Way	10	22			22
Playground - Bent Lane	175	175			175
Playground - The Holme, Bamber Bridge	175	175			175
Playground - Moss Side Village Green	125	125			125
Playground - Birch Avenue, Penwortham	75	75			75
Playground - Margaret Road, Penwortham	-	-			-
A tree for every resident	53	56	(16)		40
Withy Grove Park	-	-			-
<b>Other Parks and Open Spaces Total</b>	<b>1,416</b>	<b>1,567</b>	<b>(41)</b>	<b>139</b>	<b>1,665</b>

-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	25		25
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
50	50	-		50
50	50	-		50
-	-	-		-
100	100	-		100
48	56	16		71
60	60	-		60
<b>308</b>	<b>316</b>	<b>41</b>	<b>-</b>	<b>356</b>

Scheme Name	Capital Programme 2021/22 Approved at Finance Council Feb 2021 £'000	Capital Programme 2021/22 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budget (to)/from future years £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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**Sports and Leisure**

King George V Playing Fields, Higher Walton	-	19			19
King George V Playing Fields, Higher Walton Additional works	-	-			-
Leisure Facility	-	-			-
Leisure Centre refurbishments	500	500	30		530
Lostock Hall Football Facility (St Gerard's)	-	145			145
Sport Pitch Hub	3,200	3,189		(389)	2,800
Council Leisure Facilities other than Leisure Centres	-	-		275	275
<b>Sports and Leisure Total</b>	<b>3,700</b>	<b>3,853</b>	<b>30</b>	<b>(114)</b>	<b>3,769</b>

**Housing**

Affordable Housing - former McKenzie Arms, Bamber Bridge	1,700	1,700			1,700
Affordable Housing - Pearson House, Station Road, Bamber Bridge	-	164			164
Disabled Facilities Grants	1,027	1,267			1,267
Extra Care scheme	200	200			200
Empty Homes grants	39	39			39
Next Steps Accom - Purchase 2 houses	-	70			70
Private Sector home improvement grants	98	98			98
Sumpter Horse Site	-	-			-
<b>Housing Total</b>	<b>3,064</b>	<b>3,538</b>	<b>-</b>	<b>-</b>	<b>3,538</b>

Good homes, green spaces and healthy place	10,338	11,424	(159)	759	24,048
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Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021 £'000	Capital Programme 2022/23 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budgets (to)/from 2021/22 £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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-	-	-		-
25	25	-	-	25
18,988	18,988	-		18,988
1,600	1,600	(30)		1,570
-	-	-		-
-	-	-		-
-	-	-		-
<b>20,613</b>	<b>20,613</b>	<b>(30)</b>	<b>-</b>	<b>20,583</b>

453	496	-		496
-	-	-		-
1,364	1,364	-		1,364
9,800	9,800	-		9,800
-	-	-		-
-	-	-		-
196	196	-		196
2,000	2,000	-		2,000
<b>13,813</b>	<b>13,856</b>	<b>-</b>	<b>-</b>	<b>13,856</b>

36,170	36,217	159	-	72,753
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Scheme Name	Capital Programme 2021/22 Approved at Finance Council Feb 2021 £'000	Capital Programme 2021/22 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budget (to)/from future years £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021 £'000	Capital Programme 2022/23 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budgets (to)/from 2021/22 £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
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### A fair economy that works for everyone

Car Park resurfacing, Ryefield Avenue, Penwortham	40	40			40
Church Road, Bamber Bridge	40	40			40
Leyland Train Station Ticket Office	45	60	(60)		-
Acquisitions Quinn St	-	1,123			1,123
Masterplanning & Regen - Leyland	2,000	2,000			2,000
Masterplanning & Regen - Penwortham	-	50			50
New Longton Regeneration	75	75			75
Parking Meters replacements	-	45			45
Town Deal RIBA Stage 3	-	2,774			2,774
Town Deal A Town Centre Transformation	-	-			-
Town Deal B Market Regeneration	-	-			-
Town Deal C The Base2	-	-			-
<b>A fair economy that works for everyone</b>	<b>2,200</b>	<b>6,207</b>	<b>(60)</b>	<b>-</b>	<b>6,147</b>

-	-	-	-	-
-	-	-	-	-
-	-	60	-	60
-	-	-	-	-
-	-	-	-	-
2,000	2,000	-	-	2,000
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
<b>2,000</b>	<b>2,000</b>	<b>60</b>	<b>-</b>	<b>2,060</b>

### Thriving communities

Leisure Local	250	250			250
Kingsfold Community Centre Improvements	-	-			-
Neighbourhood Improvements	-	-			-
St Mary's, Penwortham - Churchyard wall repairs	100	119			119
<b>Thriving communities</b>	<b>350</b>	<b>369</b>	<b>-</b>	<b>-</b>	<b>369</b>

250	250	-	-	250
150	150	-	-	150
350	350	-	-	350
-	-	-	-	-
<b>750</b>	<b>750</b>	<b>-</b>	<b>-</b>	<b>750</b>

### An exemplary council

#### Information Technology Programme

IT Unallocated Funding	262	262		(150)	112
Civic Centre conference centre hearing loop	35	35			35
Capita Software Upgrade (c/f)	-	2			2

400	400	-	-	400
-	-	-	-	-
-	-	-	-	-

Scheme Name	Capital Programme 2021/22 Approved at Finance Council Feb 2021 £'000	Capital Programme 2021/22 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budget (to)/from future years £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
Idox (c/f)	-	37			37
Single Sign On and Calendar Integration	-	24			24
Help Desk System	5	5			5
Front to Back Office Automation	-	17			17
Tablet refresh (agile working)	35	35			35
Mobile phone upgrade	-	3			3
Network switching and wireless infrastructure	-	-		150	150
<b>IT Programme Total</b>	<b>337</b>	<b>420</b>	<b>-</b>	<b>-</b>	<b>420</b>

Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021 £'000	Capital Programme 2022/23 Approved by Cabinet Jun 2021 £'000	Slippage and reprofiling of budgets (to)/from 2021/22 £'000	Variations £'000	Revised Capital Programme as at 31st July 2021 £'000
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
<b>400</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>400</b>

#### Other non-ICT projects

Air Quality Monitors	-	24			24
Corporate Buildings	150	115		(45)	70
Corporate Buildings - Civic Centre	50	50			50
Civic Centre Building Management System	-	24		1	25
Civic Centre Hot Water System	-	-		3	3
Civic Centre LED Lighting	-	45		28	73
Civic Centre Solar Panels	-	-		45	45
Civic Centre 3rd Floor	50	50			50
Civic Centre New Entrance	150	150			150
Fire Safety - Civic, Depot, Kingsfold	-	135			135
Fire Doors at Kingsfold	-	16			16
Vehicles and Plant replacement programme	2,189	2,351		130	2,481

-	-	-		-
400	400	-		400
100	100	-		100
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
544	544	-		544

An exemplary council	2,926	3,380	-	161	3,541
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1,444	1,444	-	-	1,444
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<b>Total</b>	<b>15,814</b>	<b>21,380</b>	<b>(219)</b>	<b>920</b>	<b>22,081</b>
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<b>40,364</b>	<b>40,411</b>	<b>219</b>	<b>-</b>	<b>40,630</b>
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