

# Scrutiny Budget and Performance Panel

Monday, 21st March, 2022, 5.00 pm

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

## Agenda

**1 Apologies for absence**

**2 Declarations of interest**

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

**3 Minutes of the meeting Monday, 15 November 2021 of Scrutiny Budget and Performance Panel**

(Pages 3 - 6)

To be approved as a correct record for signing by the Chair.

**4 Matters Arising from previous Scrutiny Budget and Performance Panel Meetings**

(To Follow)

Report to follow.

**5 Corporate Strategy Quarterly Monitoring Report - Quarter 3 2021/22**

(Pages 7 - 26)

Report of the Deputy Chief Executive attached.

**6 Revenue and Capital Budget Monitoring Quarter 3**

(Pages 27 - 46)

Report of the Director of Finance attached.

**7 Capital Budget Monitoring Report Quarter 3**

(Pages 47 - 64)

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](http://www.southribble.gov.uk)

#### Forthcoming Meetings

5.00 pm Monday, 20 June 2022 – Shield Room, Shield Room, Civic Centre, West  
Paddock, Leyland, PR25 1DH

<b>Minutes of</b>	<b>Scrutiny Budget and Performance Panel</b>
<b>Meeting date</b>	<b>Monday, 15 November 2021</b>
<b>Committee members present:</b>	Councillors David Howarth (Chair), Will Adams, Colin Sharples and Karen Walton
<b>Committee members attended virtually (non-voting):</b>	Councillor Colin Coulton (Attended virtually)
<b>Officers present:</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), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services) and Charlotte Lynch (Democratic and Member Services Officer)
<b>Other attendees:</b>	Councillor Michael Green (Attended virtually), Councillor Margaret Smith (Attended virtually), Councillor Phil Smith, Councillor Michael Titherington, Councillor Matthew Tomlinson, Councillor Angela Turner (Attended virtually) and Councillor Carol Wooldridge (Attended virtually)
<b>Public:</b>	0

#### **48 Apologies for absence**

None.

#### **49 Declarations of interest**

None.

#### **50 Minutes of the meeting Monday, 13 September 2021 of Scrutiny Budget and Performance Panel**

Resolved: (unanimously)

That the minutes of the meeting held on Monday, 13 September 2021 be approved as a correct record subject to the inclusion of Councillor Phil Smith as an observer.

#### **51 Matters Arising from Previous Scrutiny Budget and Performance Panels**

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.

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Further detail on the costs of refurbishing Penwortham Leisure Centre and the works undertaken was requested.

Members also considered undertaking a deep dive into outcomes of the My Neighbourhood Community Hubs but were advised to await the review into these groups for further information.

Additional clarification was sought on current customer service response times as some members had received feedback that was contrary to the update provided.

It was acknowledged that the call abandonment rate was 10% and that performance could be improved by routing all calls through the Council's contact centre.

Resolved: (unanimously)

That

1. the Matters Arising from previous meetings of the Scrutiny Budget and Performance Panel be noted and
2. any completed actions be removed from the report

## **52 Corporate Strategy Quarterly Performance Monitoring Report, Quarter Two 2021/22**

The Chief Executive and the Shared Services Lead for Transformation and Partnerships presented 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 2 (July-September 2021).

Overall, performance of the projects was good with 11 of 14 projects on-track and one rated amber. Of 8 key performance indicators (KPI's) reported, 3 were rated green, 3 rated red and 2 yet to be baselined.

The Panel welcomed the progress made in the quarter and queried the processes in place to ensure the validity of the data. Measures such as a shared framework, multiple checks by senior officers and directors, regular monitoring meetings with project managers, officer-led networks and project management boards were in place and members welcomed this reassurance.

Some concerns were expressed over staff vacancies and the impact this may have on the delivery of the Joint Digital Strategy. It was acknowledged that a review of the Council's IT department had been undertaken and appointments to vacancies would take place shortly. Delivery of the Joint Digital Strategy had continued, with the implementation of Sharepoint and work on Planning software.

Members also welcomed assurances that residents would still be able to have face-to-face and telephone contact with the Council, despite the development of self-service channels.

The Panel commended the Council for having a greater overall employment rate than the North West average but requested that future performance indicators

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choose more appropriate comparators which are similar to South Ribble in terms of geography, affluence and demographic.

This had been a focus of discussion at a recent Chorley and South Ribble Partnership Economic Summit and a commitment was provided to share the outcomes of this with members.

Members expressed slight concern over it taking an average of 21 days to process a new Housing Benefits claim and queried what could be done to improve this. In response, it was acknowledged that additional resources were needed, and that digitisation was key to enable data transfer which would ultimately expedite the process.

It was noted that 27,500 trees had been planted in South Ribble in 2021 and further information was requested on how those which survive and thrive are monitored and managed and the length of time it would take for these trees to mature.

The Panel also commended the work of the Planning department for deciding on 100% of major planning applications within 13 weeks and asked that their congratulations be passed onto staff.

Resolved: (Unanimously)

That the Scrutiny Budget and Performance Panel

1. thanks the Chief Executive and Shared Services Lead for Transformation and Partnerships for their report and answering questions;
2. welcomes the reassurance that the Council has robust data quality policies and procedures in place;
3. asks that future performance indicators choose more appropriate comparators which are similar to South Ribble and our Borough, to help make the most of the benchmarking data available;
4. expresses gratitude for the offer of the outcomes from the post-COVID Economic Summit and updated key issues for South Ribble being provided to Members;
5. expresses concern at the time taken to process new housing benefit claims and requests that the plans to improve this are expedited and additional resources be made available to improve performance;
6. requests that further information be provided on how the number of trees that are planted that survive and thrive are monitored and managed; and
7. congratulates the Planning Team on the improved performance with regards the % of planning applications decided within 13 weeks.

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## 53 Revenue and Capital Budget Monitoring

The Panel considered reports of the Director of Finance which provided an update on the Council's revenues and reserves and overall financial position as at 30 September 2021.

Members queried the impact of the COVID-19 pandemic on the Council's finances and were informed that the Council had benefitted from central government funding, which both compensated for income lost from fees and charges and reimbursed the Council for the redeployment of staff to frontline roles.

Clarification was sought as to a surplus of £149,000 on housing benefit subsidy and members suggested that this could be utilised to improve the time taken to process new claims.

In response to discussion, it was acknowledged that a reduction in income generated by trade waste could be as a result of less waste amongst businesses or due to the competitive market.

The Panel acknowledged the impact of the COVID-19 pandemic on recruiting apprentices, which currently had an underspend of £44,000, and requested an update on the current position of apprenticeships within the Council and how this underspend could be reduced.

Clarification was also provided on the Net Interest Receivable/Payable overspend.

Members also thanked the Cabinet Member and staff for the site visit to Worden Hall which had been held in the previous week.

Resolved: (Unanimously)

That the Scrutiny Budget and Performance Panel

1. thanks the Cabinet Member for Finance, Property and Assets and Director of Finance for their report and answering questions;
2. asks that consideration be given to the housing benefit surplus of £149,000 being used to improve the speed of processing housing benefits claims;
3. looks forward to an update on the recruitment of apprentices and reducing the £44,000 underspend; and
4. expresses its gratitude to the Cabinet Member and staff for the site visit to Worden Hall held on 12 November 2021.

Chair

Date

Report of	Meeting	Date
Deputy Chief Executive  (Introduced by the Leader of the Council and Cabinet Member (Strategy and Reform))	Scrutiny Budget and Performance Panel  Cabinet	Monday, 21 March 2022  Wednesday 23 March 2022
Is this report confidential?	No	
Is this decision key?	No	

## Corporate Strategy Quarterly Monitoring Report - Quarter 3 2021/22

### Purpose of the Report

1. To provide Cabinet with a position statement for the Corporate Strategy for quarter three (Oct – Dec) 2021/22.

### Recommendations to the Scrutiny 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 note 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. N/A

### Corporate priorities

6. 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>

### Executive summary

7. This report presents the performance of the Corporate Strategy at the end of quarter three (1 October – 31 December 2021). This report provides an update on the current

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position for the 14 projects, 24 Corporate Strategy performance measures and 13 key organisational performance measures.

8. Of the 14 projects in the strategy: 14% (2) are complete, 79% (11) are rated green and on-track; 7% (1) is rated amber.
9. Of the 24 performance indicators used to monitor the Corporate Strategy, eight can be reported at the end of the quarter. Three are performing better than target, one is performing worse than target but within a 5% tolerance of the target, two are worse than target and outside the 5% tolerance of the target, and two are being baselined.
10. Of the 13 key organisational performance measures; 12 can be reported at the end of the quarter. nine are performing better than target; two are performing worse than target but within a 5% tolerance of the target; and one is worse than target and outside the 5% tolerance of the target.
11. This quarter will be the last time the 2021/22 Corporate Strategy projects will be reported to Cabinet. The projects that are not yet complete will either be carried forward to be delivered as part of the 2022/23 Corporate Strategy, are due to complete in quarter four or will continue to be delivered as part of business as usual activity. Details of each projects position can be found at Appendix 3.




## Background to the report

12. At Council on 30 September 2020, the Corporate Strategy was updated and refreshed to ensure that the Council can continue to meet the needs of the borough.
13. 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.
14. 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 three, 2021-22.
15. 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

16. Consultation was completed and proposals finalised to establish a single operating model for Customer Services. Following consideration by the Shared Services Joint Committee and subsequent approval, the proposals will now be implemented to ensure a fit for purpose structure that can maintain the delivery of excellent customer services in line with increasing customer expectations. The implementation of Shared ICT arrangements has moved forward with all internal appointments now completed and further recruitment underway to fill additional posts to boost capacity. Over the next quarter, work will also be carried out to deliver development support for shared services including induction for new services and the opportunity for shared services staff to network and meet their colleagues, embedding the shared teams across the organisations.
17. A number of actions have been progressed as part of the Joint Digital Strategy which will be further accelerated following recruitment to key roles within the new structure. Processes continue to be reviewed to ensure a digital first approach; procurement of hardware to improve connectivity to the Council leisure centres has commenced; a digitisation review is underway to identify data that can be transferred to a digital format starting with Planning and Facilities; and ICT are testing out document management solutions ahead of sharing with other teams.
18. Of the four projects within this priority, two are complete, one is rated green and one is rated amber.

<b>Projects</b>	<b>2021-22 Quarter 3 (Oct- Dec)</b>
<b>Deliver the Annual Governance Statement Action Plan</b>	<b>COMPLETE</b>
<b>Transform the way the council operates</b>	<b>GREEN</b>
<b>Work with partners to design and deliver better public service:</b>	<b>COMPLETE</b>
<b>Deliver year one of the joint digital strategy</b>	<b>AMBER</b>

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<b>Deliver year one of the joint digital strategy:</b>		<b>AMBER</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>Issue:</b>	<p>There are several complex projects in the Digital Strategy that are dependent on specific skills and capacity to enable them to be delivered.</p> <p>Actions that could be delivered within the current resources and skill base have progressed well and are being prioritised, with 69% of actions either in progress or complete. Significant progress being made in areas such as in the digitisation of data and automation of services, such as in Planning.</p>	
<b>Actions Plan - What will be done:</b>	<p>As part of the ICT shared services restructure, recruitment to the nine vacant posts is currently underway and estimated to be filled by April 2022. This should resolve the skills and capacity issues that have affected the delivery of the project and ensure it can move forward.</p> <p>Actions are already in place to progress the strategy and procurement for software and hardware was approved in December by Cabinet and will be jointly conducted with Chorley as part of the new shared ICT Service.</p> <p>As the project and strategy move forward, to address the delays incurred within 2021/22, the project plan is to be reviewed and reprofiled with robust internal monitoring applied. The reprofiling exercise will ensure that objectives are prioritised based on business need and ensure that the project completes within its overall timescale by March 2024</p>	

## Key Performance Indicators

19. Of the five performance measures reported under this outcome, one is due to be reported this quarter. This indicator is currently rated off track and outside of the 5% threshold.

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

Key Performance Indicator	Target	Comparable Period	Quarter 3 2021/22	Symbol	Trend
At least 40% of service requests will be received via self-service channels	40%	25.78% (Q2 2021/22)	<b>22.75%</b>	▲	Worse than Q3 2020/21
<b>Action Plan:</b>	<p>There has been a slight decline in the number of requests received through self-serve channels which may be attributed to more people returning to Council offices and the re-opening to the public following closures linked to the government's social restrictions.</p> <p>A number of actions and initiatives will be put in place to further encourage channel shift to online self-services and to help the council meet its targets. These actions include:</p>				

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- A review of the digital self-serve channels will be undertaken to map the highest volume processes and remove barriers that may prevent or discourage customers from completing a process online. This should simplify the process and make it easier to transact with the council digitally.
- A communication programme will be rolled out to residents and businesses to encourage digital take up and establish self-service as the contact channel of choice.
- The delivery of digital skills programmes will support residents with the skills and confidence to use digital council services.

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

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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

20. As part of the Council's commitment to addressing mental health support for young people, a number of activities have been developed over the quarter to take forward practical support and establish sustainable networks. Lancashire Youth Challenge have been commissioned to deliver a 24-week programme commencing in March 2022 that focuses on raising young peoples' aspirations, confidence building, and emotional resilience development. The course will accommodate up to 20 young people and will be accessed via referral from key youth stakeholders (e.g. Schools, Sports Clubs, etc). Following the success of the delivery of an accredited Mental Health First Aid (MHFA) course by Lancashire Mind to all council services that have regular contact with young people, a further training course is planned to be delivered in quarter four for wider community stakeholders including youth groups, schools, sports clubs and the police. The community stakeholders that undertake the MHFA course will be encouraged to come together as part of a local mental health forum, which will meet quarterly to share knowledge and experiences to support current and emerging mental health issues.
21. The development of the Youth Council has progressed well including engaging with young people on the design of the council and establishing the initial membership. In October, 20 local young people registered to take part with regular meetings scheduled every two or three weeks. The members have already identified a number of themes that they wished to focus on, which included knife crime, period poverty and armed forces veterans. As part of this early stage in establishing a Youth Council, the registered members have completed 'Politics and Public Speaking' training facilitated by Shout Out UK which aims to support those members in developing their political literacy skills as well as increasing their confidence to take part in the Youth Council and debates. Based on the positive engagement and input from the members of the formative Youth Council, elected members will over the coming quarter agree the formal framework and structure of the Council and consider how the Youth Council engages in local decision making and the community.
22. A review of the Community Hubs was presented to Cabinet in December 2021. The review provided a summary of key achievements over the past 12 months as well as a review of the Community Hub model and a survey to all members. The feedback from members was extremely positive:
- 87% of members feel engaged in their Community Hub
  - 90% of members feel like they can influence decisions made within their Community Hub
  - 90% of members feel like that the decisions made within their community hub have a positive impact on their community
  - 93% agree have autonomy to identify and act on local priorities
  - 93% feel supported by the Community Development team

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23. Delivery of the hub action plans have moved forward with progress against a number of key projects within the action plan including management of Moss Side community centre, disabled access improvements to the Eagle and Child Bowling Club, and an event to recognise the achievements of Friends Groups in Leyland and Farington.

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

Projects	2021-22 Quarter 3 (Oct– Dec)
Establish South Ribble Together Hubs	GREEN
Deliver a mental health support programme for young people	GREEN
Establish a Youth Council	GREEN

## Key Performance Indicators

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

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



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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

26. The Community Wealth Building programme has made good progress in the quarter with the Social Value Portal now operational enabling the Council to measure the council's procurement outcomes and the benefits to the community. As part of the ongoing process to embed and develop the Council's approach to wealth building, a number of internal activities have been completed to engage and train officers in key principles and processes including training materials and an e-learning module. Early research has been undertaken to develop the Social Value Toolkit, which is expected to be shared with stakeholders in quarter four. Next quarter a 'Meet the Buyer' business engagement event for the Leyland Town Deal will provide an opportunity to promote Community Wealth Building and Social Value principles as part of the development.
27. The Covid recovery support package for businesses provided within quarter three included an additional investment of £150,000 from the council to supplement the Additional Restriction Grant (ARG3) of £706k. The main purpose of the grants has been to mitigate hardship or loss of income as a result of the pandemic, but grants have also been provided to support bringing empty properties back in to use, training/retraining and start-up businesses. By the end of quarter three, the Council paid out grants to 223 applicants totalling £695k and to date (end of February 2022) a total of £861K has now been paid to local businesses. The support package provided through the Council also includes addressing the impact of mental health, and 43 referrals have been made through to Lancashire Mind for access to wellbeing coaching.
28. The Leyland Town Deal continues to progress with the development of the business case focusing on the three key proposed projects: Town Centre Transformation, Market Refurbishment and Base 2 Business Hub. The business case is due to be submitted to the funding body by March 2022. Design development has also progressed with the RIBA Stage 2 design complete in December 2021. Consultations on the Stage 2 design were held with stakeholders in November and December at the Commercial Vehicle Museum and the Civic Centre. The consultation ended on the 3<sup>rd</sup> December 2021 receiving 192 completed questionnaires. The stakeholders that took part in the consultations included market traders, internal Council staff, businesses and residents. Other stakeholders that have contributed to the development of the design include the Police and Lancashire County Council.

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

Projects	2021-22 Quarter 3 (Oct– Dec)
Implement the community wealth building action plan	GREEN
Establish a business support programme	GREEN
Deliver year 1 of the Town Deal	GREEN

## Key Performance Indicators

30. Of the four performance measures reported under this priority, one measure is performing better than target and one is performing worse than target but within a 5% threshold.

The measure rated as on track is:

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

The measure rated as worse than target but within a 5% threshold is:

- ▶ Overall employment rate greater than north west average.



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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

31. Improvements to the green infrastructure of the borough has moved forward with completion of the installation of four new electric vehicle charging points at Leyland, Bamber Bridge, Lostock Hall, and Penwortham. Growth in this area enables residents to make choices on adopting new technologies and vehicles that will contribute to carbon reduction. The Council’s website has been updated to provide information to residents on how they are able to potentially improve the energy efficiency of their property. The updates provide information on the energy efficiency ratings as well as details of schemes open to the public that they may be able to access
32. Access to affordable homes remains a priority and the Council’s two major schemes continue to progress. A contractor has been appointed to deliver the McKenzie Arms scheme, which is now in progress having secured investment from Homes England, totalling £675,000 (equating to £45,000 per unit). The scheme will deliver 15 new quality affordable homes in Bamber Bridge. The Extra Care scheme moved forward with a full business case developed and consultation event held in October 2021 at the Civic Centre and a further event planned in April 2022. Stage two of the design work has been finalised and the procurement for the main contractor has commenced.
33. The development to bring Worden Hall back into use as a flexible community and event space has progressed with the replacement of the Marsden room roof. The internal refurbishment works have been completed in the café, the lift extension has been constructed and the oak frame has been erected in the courtyard. In quarter four, further refurbishment works will be undertaken to construct the new plant room building, new lift shaft, toilet block and repairs to the roof. Plans for future events will take place in anticipation for the completion of works to Worden Hall by June 2022
34. Of the four projects within this priority, all four are rated green.

Projects	2021-22 Quarter 3 (Oct- Dec)
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	GREEN

### Key Performance Indicators

35. Of the seven performance measures reported under this outcome, three are due to be reported at the end of this quarter. Two are rated on track and one is rated off track.



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The measures rated as on track are:

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

The measure rated as off track is:

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

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 3 2021/22	Symbol	Trend
The number of people who are prevented from becoming homeless is increased	Bigger is better	Target to improve trend	75 (Q2:2021/22)	75	▲	Worse than Q3:2020/21
<b>Action Plan:</b>	<p>There has been an increase in the number of duties to refer presentations from statutory bodies such as hospital, probation, police and prison services as a result of greater awareness among referring agencies through multiagency working. The data suggests that the number of referrals from statutory bodies has doubled from 2020 to 2021. These individuals usually have complex or multiple needs that create barriers to accessing and sustaining tenancies. In addition, the amount of affordable properties available is limited and the social housing register has increased by 25% since the pandemic which has impacted on the South Ribble waiting times.</p> <p>The prevention of rough sleepers' co-ordinator has been working in partnership with other partner agencies to support individuals with complex needs to establish pathways into accommodation. The council works closely with the private rental sector to seek any affordable housing that may be available. A social housing steering group also meets on a monthly basis to review the housing policy. The Council has also fed into the team responsible for updating the Central Lancashire Housing Needs Assessment which will contribute to the emerging Lancashire Local Plan.</p>					

## Key organisational performance measures

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

37. Of the 12 key organisational performance measures, nine are on track and performing above target:

- ▶ % planning applications decided within 13 weeks (major applications),
- ▶ % planning applications decided within 8 weeks (minor / other applications),
- ▶ The average number of working days from Disabled Facilities grant referral received from LCC to application approved,
- ▶ % of telephone calls answered within 90 seconds,
- ▶ Average days to process a new Housing Benefit claim,
- ▶ Number of Accidents reported to Health and Safety from work related activity,
- ▶ No. of accidents reported to Health Safety Executive for work related activity (RIDDOR),
- ▶ Number of near miss incidents reported to Health and Safety,
- ▶ % of calls abandoned before being answered in a quarter.

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38. Two performance measures are rated off track but within threshold:

- ▶ Percentage of Council Tax collected (Cumulative YTD),
- ▶ Percentage of Business Rates (Cumulative YTD).

39. One performance measure is rated off track and are performing worse than target, outside threshold:

- ▶ Number of households in temporary accommodation at the end of the quarter,

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 3 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	44 (Q2:2021/22)	51	▲	Better than Q3:2020/21
<b>Action Plan:</b>	<p>There has been an increase in the number of households in temporary accommodation, which consists of people that the Council has a statutory duty to accommodate and also those that would not usually be accommodated, but are being accommodated currently due to the cold/serve weather provision and the rise in the Omicron Covid variant. In addition, there is a lack of suitable accommodation as the social housing register has long waiting times and the private rental sector properties are in short supply with limited options for those with complex needs. Therefore, more hotel accommodation is being used as an alternative.</p> <p>Those in temporary accommodation all have personal housing plans, which are discussed at monthly meeting to further support people to move on. Regular visits to those in temporary accommodation have been introduced to address any barriers that may exist to moving into a placement and housing. Floating support is also provided through Excel Housing Solutions to support individuals with issues not linked to accommodation such as budgeting and life skills.</p>					

## PERFORMANCE OF THE RESIDENTS' SURVEY MEASURES

40. A residents' satisfaction survey was undertaken between November 2021 and January 2022 to understand the views of residents about the local area and the impact and support needed for recovery from the Coronavirus pandemic.
41. The survey was distributed to residents in November 2021 using an online questionnaire via Citizen Space advertised through the council's social media network and a targeted random sample posted to residents inviting them to complete the survey online with a unique code. The survey achieved a total of 1,191 responses, which is considered statistically valid with weightings applied to ensure findings are representative of the borough population.
42. The questionnaire asked residents to provide their views of the local area, the council and the services that the council provides. A number of the questions directly relate to key measures within the corporate strategy.

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43. Five of the eight corporate indicators performed above target:







- The percentage of people satisfied with South Ribble as a place to live will increase,
- The percentage of people who feel they belong to their local area will increase,
- The percentage of people who think the Council acts on the concerns of local residents will increase,
- The percentage of people who feel safe when outside in their local during the day will increase,
- Satisfaction with the parks and green open spaces will increase.

44. Three of the eight corporate indicators performed worse than target but within 5% threshold:

- The percentage of people satisfied with the leisure and sports facilities in their local area will increase,
- The percentage of people who feel involved in the local area and decision making will increase,  
The percentage of people who feel safe when outside in their local area after dark will increase.

45. The table below shows a breakdown of the results for these indicators and a comparison has been made with the results of the last resident survey which was conducted in 2020.

	Worse than target, outside threshold (5%)		Worse than target but within threshold (5%)		Performance is better than target
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Priority	Key Performance Measures	Target	2021	% +/-	Status	Trend
An Exemplary Council	The percentage of people satisfied with South Ribble as a place to live will increase	82%	85%	3%		Better than 2020
	The percentage of people satisfied with the leisure and sports facilities in their local area will increase	53%	50%	3%		Worse than 2020
Thriving Communities	The percentage of people who feel they belong to their local area will increase	69%	70%	1%		Better than 2020
	The percentage of people who think the Council acts on the concerns of local residents will increase	54%	54%	0%		Same as 2020
	The percentage of people who feel involved in the local area and decision making will increase	18%	16%	2%		Worse than 2020
Good homes, green	The percentage of people who feel safe when outside in their local area after dark will increase	61%	58%	3%		Worse than 2020

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Priority	Key Performance Measures	Target	2021	% -/+	Status	Trend
	The percentage of people who feel safe when outside in their local during the day will increase	88%	90%	2%	★	Better than 2020
	Satisfaction with the parks and green open spaces will increase	77%	79%	2%	★	Better than 2020

46. Despite the challenges of the last two years, the findings from the survey shows overall residents' satisfaction has increased compared to the previous survey conducted in 2020.

47. In addition to the corporate indicators, satisfaction with the way South Ribble Council runs things has increased significantly in 2021 (75%) compared to 2020 (67%).

48. When benchmarked against other councils and nearest neighbours, the comparisons continue to indicate that South Ribble is performing well when it comes to resident satisfaction. Three core areas have been identified by the LGA as being of strategic and practical importance in terms of helping councils understand the extent to which their residents are satisfied with their performance. The comparison shows that South Ribble Council is performing better than the average in all three core areas.

49. The questions outlined below.

Residents' Survey 2021 (Excluding 'Don't know' responses)			LGA 'Polling'*
LG Inform	Question	South Ribble 2021	October 2021
Core A	Overall, how satisfied or dissatisfied are your local area as a place to live?	85%	78%
Core B	Overall, how satisfied or dissatisfied are you with the way South Ribble Council runs things?	75%	56%
Core C	To what extent do you agree or disagree that South Ribble Council provides value for money?	47%	43%

\* The Local Government Association (LGA) poll conducted in October 2021 took a representative random sample of 1,000 British adults (aged 18 or over)

50. Further analysis has taken place to consider the results on the footprint of the Council's Community Hub areas as well as the written comments/responses submitted as part of the survey. These will be provided to members and published in due course.

## Climate change and air quality

51. The work noted in this report will have a positive impact on climate change and air quality. This includes the corporate project to deliver early stage decarbonisation efforts and community engagement, which includes actions to improve our environmental performance and deliver decarbonisation initiatives.

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## Equality and diversity

52. 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

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

54. 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

55. The delivery of Corporate Priority Projects are supported by budgets included within the Medium-Term Financial Strategy.

## Comments of the Monitoring Officer

56. There are no concerns to raise from a Monitoring Officer perspective. The report is for noting. It is part of our 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
- ▶ Appendix 3 - Status of the 2020/21 Corporate Strategy projects







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

 Worse than target, outside threshold (5%)	 Worse than target but within threshold (5%)	 Performance is better than target
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Note trend shown is same time last year.

Indicator Name	Polarity	Target	Comparison	Quarter 3 2021/22	Symbol	Trend
<b>An Exemplary Council</b>						
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	25.78% (Q2:2021/22)	22.75%		Worse than Q3:2020/21
<b>Thriving Communities</b>						
Number of meals provided to school age children through holiday hunger offer	Smaller is better	Target to be set 2022/23	9,050 (Q2:2021/22)	11,020	-	-
Number of residents benefiting from opportunities created by the communities' team	Bigger is better	Target to be set 2022/23	3,884 (Q2:2021/22)	1,200	-	-
<b>A fair local economy that works for everyone</b>						
Overall employment rate greater than north west average	Bigger is better	80%	80.8% (Q2:2021/22)	79.1%		Worse than Q3:2020/21
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	0.70 (Q2:2021/22)	2.60		Better than Q3:2020/21
<b>Good homes green spaces healthy places</b>						
Total number of young people's physical activity courses delivered	Bigger is better	Target to improve trend	212 (Q2:2021/22)	455		Better than Q3:2020/21
27,500 Trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500 (Annual)	0 (Q2:2021/22)	14,435		Better than Q3:2020/21
The number of people who are prevented from becoming homeless is increased	Bigger is better	Target to improve trend	75 (Q2:2021/22)	75		Worse than Q3:2020/21

<sup>1</sup> There was no tree planting programmed for quarters one and two, the tree planting season commences from quarter three.

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## Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Comparison	Quarter 3 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	44 (Q2:2021/22)	<b>51</b>	▲	Worse than Q3:2020/21
Number of Accidents reported to Health and Safety from work related activity	Smaller is better	Target to improve trend	16 (Q2:2021/22)	<b>10</b>	★	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	1 (Q2:2021/22)	<b>0</b>	★	Same as Q3:2020/21
Number of near miss incidents reported to Health and Safety	Bigger is better	Target to improve trend	0 (Q2:2021/22)	<b>1</b>	★	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	127 (Q2:2021/22)	<b>106</b>	★	Better than Q3:2020/21
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	100% (Q2:2021/22)	<b>100%</b>	★	Better than Q3:2020/21
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	84.1 (Q2:2021/22)	<b>93.3%</b>	★	Better than Q3:2020/21
% of telephone calls answered within 90 seconds	Bigger is better	40%	62.4% (Q2:2021/22)	<b>62.9%</b>	★	Worse than Q3:2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	9.9% (Q2:2021/22)	<b>12.9%</b>	★	Worse than Q3:2020/21
Average days to process a new housing benefit claim	Smaller is better	16 Days	21.24 days	<b>14.51</b>	★	Better than Q3:2020/21
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	84.64%	56.5% (Q2:2021/22)	<b>84.4</b>	●	Same as Q3:2020/21
Percentage of Business Rates (Cumulative YTD)	Bigger is better	80.79%	51.97% (Q2:2021/22)	<b>76.79%</b>	●	Worse than Q3:2020/21

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## Appendix 3: Status of the 2020/21 Corporate Strategy projects

Project	Status Summary
<p><b>Work with partners to design and deliver more sustainable public services</b></p>	<p>This project was completed in quarter two 2021/22.</p> <p>This project has ensured that we have a fit-for-purpose model of partnership working based on greater collaboration between the Chorley Public Service Reform Board and the South Ribble Partnership. This will allow us to achieve greater scale, influence, and efficiencies in our partnership work.</p>
<p><b>Transform the Way the Council operates / Extension of Shared Services: Phase 2</b></p>	<p>The delivery of Shared Services Phase 2 is scheduled to be completed by March 2022.</p> <p>Over 2021/22, this project has progressed the extension of shared services with South Ribble Borough Council to include the ICT Service and Customer Services. This has ensured greater resilience for both authorities financially and in terms of the sharing of knowledge, resources, and skills. This will ensure that our customers received better value for money for their services.</p>
<p><b>Deliver year one of the joint digital strategy</b></p>	<p>This project will reprofiled and rolled forward into the service level business plan to be delivered over 2022/23.</p> <p>Improvements delivered as part of this project's delivery have ensured that the Council can operate efficiently and in turn provide effective and value for money services for our customers. Digital technology adopted as part of this project includes the cloud software SharePoint, which is enabling staff to share data seamlessly across shared services and with third parties, facilitating new ways of working and collaboration. Automation has also been achieved across key services, such as Planning and Building Control, to improve efficiency.</p>
<p><b>Deliver the Annual Governance Statement action plan</b></p>	<p>This project was completed in quarter two 2021/22.</p> <p>Through 2021/22 the project has delivered an updated constitution; refreshed governance, performance management and human resources policies; a consistent approach to community engagement and consultation through the Consultation Framework and Community Engagement Strategy; and a robust approach to managing strategic contracts and partnerships through the Partnership Framework. Overall, the actions in place will ensure that the council is a transparent, accountable organisation with an improved governance culture and environment.</p>
<p><b>Establish a youth council</b></p>	<p>This project will continue to be delivered as part of the 2022/23 Corporate strategy to increase democratic participation across young people.</p> <p>The project has defined the Youth Council and established a proposed structure in October 2021 as a result of consultations with young people to inform and shape its design. The project has engaged with 20 young people from schools and social media. The Youth Council will focus on three key topics every quarter and will look to engage young people in local decision making and involve them in the community.</p>
<p><b>Establish South Ribble Together Hubs</b></p>	<p>This project will be complete by March 2022 and will move into a new phase as part of the new Corporate Strategy. The project to 'review and enhance the community hubs as a primary way to work closely with residents' will deliver the Community Hub action plans and 'Boost' fund to enable more to be achieved within local communities.</p>



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Project	Status Summary
	<p>Over 2021/22 the Community Hubs have delivered several key achievements across the 5 neighbourhood areas such as the first tranche of Boost fund where over £20,000 was awarded to deliver community projects. A foodbank network has been established across South Ribble, building on a commitment to ensure that families can access food and supplies. Other successes include South Ribble in Bloom event; 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 the installation of a community defibrillator at Walton le Dale Junior football club.</p>
<p><b>Deliver a mental health support programme for young people</b></p>	<p>This project will continue to be delivered as part of the Communities business plan in 2022/23.</p> <p>The first year of the project focused on scoping and defining a clear set of actions to promote support for mental health targeting young people. A directory of metal health services for young people was developed and published onto the Council website. Mental health first aider sessions were also delivered to 43 officers, with the aim to support young people's mental health , developing essential knowledge and understanding that will be rolled out to wider partners so that young people can be better supported when attending places such as work or recreational activities.</p>
<p><b>Establish a business support programme</b></p>	<p>This project will be completed by March 2022.</p> <p>A grant scheme has been developed to respond to the needs of local businesses, to enhance the overall support available to local businesses through the national programme of business support. The Council processed 7,053 financial grants to businesses, totalling over 34.9 million as part of the support programme.</p>
<p><b>Deliver year 1 of the Town Deal</b></p>	<p>This project will continue into the 2022/23 programme of corporate strategy projects</p> <p>South Ribble is set to receive funding of up to £25 million for improvements to Leyland town centre as part of the Town Deal Fund. Consultants have been working with the Council to develop the detailed business cases for all three key delivery areas, which are the development of 'Base 2 Business Hub', town centre transformation and improvements to the market.</p>
<p><b>Implement the community wealth building action plan</b></p>	<p>This phase of the project will be completed by March 2022.</p> <p>The Community Wealth Building programme has delivered several key achievements of its action plan. These achievements include the opening of a Credit Union branch (Unify) in Leyland with a three-year plan to develop its sustainability. The Council has also formally achieved the living wage accreditation which recognises employers that chose to pay staff above the government national minimum wage. To help monitor the impact of social value, the Social Value Portal (SVP) has now been implemented to measure the Councils procurement outcomes and the benefits to the community. The programme will continue to be delivered through the service business plan, developing the next stage of the Community Wealth Building agenda.</p>

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Project	Status Summary
<p><b>Deliver a project to support the green agenda</b></p>	<p>This project will continue in to the 2022/23 programme of corporate strategy projects.</p> <p>Within 2021/22 this project has delivered a number of work streams within its programme, which include the installation of four electric vehicle charging points, raising awareness to tackle climate change via an online event (World Environment Day) hosted by the Council. There has also been improvements to a series of outdoor paths and cycle networks within the borough, the installation of solar panels at the Civic Centre and a cycle storage facility at Moss Side depot.</p>
<p><b>Bring Worden Hall back into use - phase 1</b></p>	<p>This project will continue in to the 2022/23 programme of corporate strategy projects.</p> <p>The development to bring Worden Hall back into use as a flexible community and event space has progressed over the year with a contractor being appointed to deliver the scheme. The refurbishment work to the building started on-site in August 2021 and a public engagement drop-in event was held at the hall. Completed refurbishment works to the building include demolition of the outbuilding and old conservatory under the supervision of an archaeologist. The old basement has been filled to allow for the foundations for the new lift shaft and toilet block. Further work that has been completed include the replacement of the Marsden room roof and internal works to the café and other spaces.</p>
<p><b>Commence building of affordable homes within the borough</b></p>	<p>This project will continue in to the 2022/23 programme of corporate strategy projects.</p> <p>Over 2021/22 affordable housing units have been delivered following the opening of Tom Hanson House and further progress has been made with the McKenzie Arms development and the Extra Care scheme.</p>
<p><b>Deliver a leisure improvement project</b></p>	<p>This project will continue in to the 2022/23 programme of corporate strategy projects.</p> <p>Over 2021/22 works to the leisure centres have included health and safety works, upgrades to the Tennis Centre car park, other general improvements such as painting and cladding. There has been decarbonisation plans developed as part of the project to support the Council in significantly reducing its carbon footprint.</p>

Report of	Meeting	Date
Director of Finance and Section 151 Officer (Introduced by Cabinet Member (Finance, Property and Assets))	Scrutiny Budget and Performance Panel  Cabinet	21 <sup>st</sup> March 2022  23 <sup>rd</sup> March 2022

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 Budget Monitoring Report and Reserves – position as at 31<sup>st</sup> January 2022**

### **Purpose of the Report**

1. This report sets out the revenue and reserves forecast for the council as at 31<sup>st</sup> January 2022.

### **Recommendations to the Scrutiny Budget and Performance Panel**

2. The Panel is asked to comment and make any recommendations to Cabinet.

### **Recommendations to Cabinet**

3. Note the forecast position for revenue and reserves as at 31<sup>st</sup> January 2022.
4. Note the virements to the revenue budget made during the period, as detailed in **Appendix 2** of the report.
5. To approve the creation of reserves from the forecast in-year underspend and the reallocation of existing reserves as follows:
  - Use of in year underspends for:
    - £30k to create a reserve to support communities in celebrating the Queen's Jubilee
    - £200k to create a reserve for business support, advice and grants to support economic recovery
    - £200k to create a reserve targeting fly-tipping and environmental improvements

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- £200k to create a reserve to support the creation of Apprentice, Graduate, and Trainee posts across the council
  - £200 to create a reserve to support the community hub Boost Fund, to support them in making a real impact in the community
  - £200k to create a reserve to provide support for sports clubs & community organisations
6. To approve the remaining forecast underspend of £392k to be allocated to a Covid reserve for future projects.

## Executive summary

7. Based on the financial position and latest information as at 31<sup>st</sup> January 2022, there is a forecast underspend against the budget for 2021/22 of £1.422m as detailed in **Appendix 1**. Following the allocation to the reserves detailed above, the revised forecast underspend to be moved to general reserves would be nil.
8. The council's Medium-Term Financial Strategy reported that working balances were to be maintained at a minimum of £4.0m due to the general financial risks facing the council. Based on point 5 above, the forecast level of general fund balances as at 31<sup>st</sup> March 2022 is £4.533m.

## Reasons for Recommendations

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

## Alternative Options Considered and Rejected

10. None

## Corporate priorities

11. 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

12. The current net revenue budget for 2021/22 is £14.480m, which includes a savings target comprising of £150k in respect of staffing turnover and £40k from the expansion of Shared Services.
13. **Appendix 3** provides further information about the specific earmarked reserves and provisions available for use throughout 2021/22.

## Section A: Current Forecast Position – Revenue

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14. The forecast expenditure based on the position as at 31<sup>st</sup> January 2022 is £12.984m against the council's budgets of £14.480m. Details of the forecast revenue outturn position are shown in **Appendix 1** and the movement and balances on reserves are outlined in **Appendix 3**. The main variances, by directorate, are detailed below.
15. The staffing budgets were set with no assumed percentage increase for a pay award but with a £250 increase for salaries below £25k, in line with the Government announcement at the time. Since then, negotiations have been ongoing between the National Joint Council trades unions and the National Employers, and a final offer of a 1.75% increase has been offered to the unions. The staffing forecasts have been updated to reflect this although it must be noted that the offer has not yet been accepted. The impact is an increase in staffing costs of around £142k for the current year.

## Variations from Budget

Directorate	Budget £'000	Forecast at 31 <sup>st</sup> Jan 22 £'000	Variance (Under)/Overspend £'000
Commercial & Property	1,750	1,622	(128)
Communities	1,690	1,529	(161)
Customer & Digital	6,217	5,990	(227)
Governance	1,796	1,763	(33)
Planning & Development	582	343	(240)
Policy	1,881	1,933	53
Budgets Not In Directorates	564	947	383
Covid-19	-	(1,143)	(1,143)
<b>Total Expenditure</b>	<b>14,480</b>	<b>12,984</b>	<b>(1,496)</b>
Funding	Budget £'000	Forecast at 31 <sup>st</sup> Jan 22 £'000	Variance (Under)/Overspend £'000
Council Tax	(8,599)	(8,599)	-
Lower Tier Support Grant	(100)	(100)	-
New Homes Bonus	(363)	(363)	-
Reserves	(124)	(50)	74
Retained Business Rates	(3,829)	(3,829)	-
Section 31 Government Grants	(1,465)	(1,465)	-
<b>Total Funding</b>	<b>(14,480)</b>	<b>(14,406)</b>	<b>74</b>

## 16. Commercial and Property – underspend of £128k

- The forecast is based on a reduced income of £94k from across investment properties, the market and the business and conference centre.
- Additional staffing costs of £79k have been included in the projections, in respect of support required in the facilities and estates teams.
- Leisure Services is forecast to underspend by £286k against budget – the budget was set based on council provision of leisure services throughout 2021/22 however the service was transferred to South Ribble Leisure Ltd (a wholly owned subsidiary of the council) on 1st September 2021. The reported underspend therefore reflects the transfer, with actual income and expenditure included for just 5 months of the year,

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along with an unbudgeted receipt of £106k in respect of furlough funding for the period 1st April to 31st August 2021.

## 17. Communities – underspend of £161k

- The Community Involvement budget is forecasting an underspend of £82k due to staffing vacancies
- The Homelessness budget is now forecast to be spent in full in line with the identified spending plans.
- The Housing Support budget is forecast to underspend due to an increase in the projected level of the admin charge for Disabled Facilities Grants, which is charged to capital expenditure; it is expected that this will be £50k higher than the budget which was set based on an ongoing impact from Covid.

## 18. Customer and Digital – underspend of £227k

- £306k forecast underspend in respect of savings on staffing costs, due to vacant posts in Customer Services, Revenues and Benefits and ICT services, pending the implementation of the Shared Services review. Also staffing underspends in the Parks & Neighbourhood teams due to the time in recruiting to a number of positions and the vacant Neighbourhood manager's post. These are offset to some extent by additional external staffing costs of £63k for Customer Services, Revenues and Benefits and Waste management
- Unexpected New Burdens grant income received of £62k that had not been budgeted for.
- The Parks & Neighbourhood budget has an overspend of £61k against it on materials, external contractors and miscellaneous expenses.
- Transport has an overspend of £41k in respect of fuel and tools/supplies and a reduction in parking income of £79k, which is partly offset by surplus vehicle maintenance income of £80k.
- Waste Management has an overspend of £37k primarily due to increase in contract cost.

## 19. Governance – underspend of £33k

20. The underspend relates mainly due to underspends on staffing costs and Member allowances, offset by an increase in the costs of Agency staff in the Legal team.

## 21. Planning and Development – underspend of £240k

- Planning fee income is forecast to be in surplus by £106k against the budget. There are also staffing vacancies resulting in further underspends of £43k.
- The apprentices and Investment and Skills service has a combined underspend of £62k due to vacancies.
- Licencing has a forecast underspend on staffing cost of £40k due to vacant posts, however this is offset by the reduced licencing income of £11k.

## 22. Policy – overspend of £53k

- £42k overspend relates to external Audit fees for 21/22 and for previous years.
- There is an overspend on staffing costs within Museums of £26k relating to the new staffing structure which will be offset by income in 22/23.

## 23. Budgets Not In Directorates – overspend of £383k

- As noted in previous reports, additional pension contributions of £353k will be required in the year to address the understated level of pension contributions paid in advance for the three years to 2022/23 to the Lancashire Pension Fund in April 2020. This has resulted in an in-year overspend of £232k.

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- The original revenue budget included a savings targets of £150k for staff 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. Due to the time taken for the implementation of the ICT and Customer Services reviews, there has been some slippage in the delivery of the £40k savings target for Shared Services. However, given that these reviews are now almost concluded, the savings will be achieved and have been allocated in full as part of the budget setting process for 2022/23; in 2021/22 the shortfall will be covered by in year underspends.
- 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 £67k overspent for 2021/22.

## 24. Covid-19 - reallocation of £1,143k

- The forecast re-allocation of costs incurred by the council in its response to Covid, and of the funding received, reflects £80k of additional income that is anticipated from the government's Covid-19 Fees & Charges Compensation Scheme to offset income losses incurred by the Council in the first quarter of 2021/22.
- £681k of unringfenced Covid grants relating to the administration of the business grants, test and trace allocations and other Covid funding has now been released into the revenue budget following a refinement and confirmation of the likely costs of Covid through to the year end.
- £206k additional income was included in the revenue budget at Quarter 2 from the Covid-19 Contain Outbreak Management Fund (COMF) to contribute to the costs incurred across the council's services, mainly in staffing, in working on the Covid response. This has been increased at Q3 to reflect a further £176k of expenditure within Council budgets that are applicable to the COMF Funding.
- As previously reported, the Council has received £1.349m of COMF funding. The funding came with detailed guidance and eligibility criteria for expenditure. The plans for expenditure of the grant had to be shared with, and agreed by, the Director of Public Health (this approval has now been secured). It has now been confirmed that any of the funding that has not been spent by 31st March 2022 may be carried forward into 2022/23; the expectation is that the Council will have spent the majority of this funding in 2021/22. A breakdown of the proposed COMF spend is included in Appendix 5, which details that the proposed expenditure exceeds the funding received by £100k; a request has been made to the Director of Public Health to secure additional financial support to meet these proposals.

## 25. Funding – £74k Overspend

26. The budgeted use of reserves for Youth Support and Homelessness are no longer required.

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## Section B: General Fund Resources and Balances

27. With regard to working balances, and as detailed in **Appendix 3**, 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 £4.533m as detailed below.

Summary of Movement in General Reserves	£m
General Fund Reserves as at 1 <sup>st</sup> April 2021	(4.141)
Forecast revenue budget (surplus) / deficit	(1.422)
Forecast movement to other reserves as detailed in point 4 and 5	1.422
<b>Forecast General Reserve Closing Balance 2021/22</b>	<b>(4.141)</b>

28. **Appendix 3** provides further information about the specific earmarked reserves and provisions available for use throughout 2021/22.

29. 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 £13.957m compared to a balance of £23.007m at 31<sup>st</sup> March 2022.

Summary of Movement in Earmarked Reserves	£m
Earmarked Reserves as at 1 <sup>st</sup> April 2021	(23.007)
Use of revenue reserves for capital financing	3.889
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
Movements to Reserves as detailed in point 4 and 5	(1.422)
Forecast use/increase of other earmarked reserves	1.302
<b>Forecast Earmarked Reserves Closing Balance 2021/22</b>	<b>(14.349)</b>

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

- £186k 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
- £242k from the Section 106 reserve relating to a specific section 106 agreement that requires the receipt to be paid over to City Deal.



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- £236k from the business rates retention reserve to address the additional pension contributions required in relation to 2020/21.
- £84k 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

31. 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

32. None

## Risk

33. N/A

## Comments of the Statutory Finance Officer

34. The financial implications are contained within this report.

## Comments of the Monitoring Officer

35. None

## Background documents

36. There are no background papers to this report.

## Appendices

Appendix 1 – Revenue 2021/22 - position as at 31<sup>st</sup> January 2022

Appendix 2 – Revenue Budget Movements as at 31<sup>st</sup> January 2022

Appendix 3 – 2021/22 Reserves Programme position as at 31<sup>st</sup> January 2022

Appendix 4 – Staffing Vacancies as at 31<sup>st</sup> January 2022

Appendix 5 – Summary of COMF Spend

Report Author:	Email:	Telephone:	Date:
Neil Halton (Principal Management Accountant), James McNulty (Senior Management Accountant)	neil.halton@southribble.gov.uk, louise.mattinson@southribble.gov.uk, james.mcnulty@southribble.gov.uk,	01772 625625	14/02/22

# Agenda Item 6

Hema Chevli (Senior Management Accountant)			
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# APPENDIX 1

## Revenue 2021/22 - position as at 31st January 2022

Directorate	Department / Section	Original Budget	Budget at 31st Jan 2022	Forecast Outturn based on position at 31st Jan 2022	Variance (Under) / Overspend
<b>Commercial &amp; Property</b>	Community Centres	12	12	2	(9)
	Departmental Costs	117	117	121	4
	Housing Delivery	(33)	(33)	(25)	8
	Investment Properties	(691)	(691)	(584)	106
	Leisure	1,438	1,438	1,152	(286)
	Projects & Development	216	216	165	(51)
	Property Services	649	691	792	101
<b>Commercial &amp; Property Total</b>		<b>1,708</b>	<b>1,750</b>	<b>1,622</b>	<b>(128)</b>
<b>Communities</b>	Community Involvement	627	582	469	(112)
	Departmental Costs	44	82	50	(32)
	Environmental Health	549	579	625	46
	Homelessness	350	350	351	1
	Housing Support	128	98	34	(64)
<b>Communities Total</b>		<b>1,697</b>	<b>1,690</b>	<b>1,529</b>	<b>(161)</b>
<b>Customer &amp; Digital</b>	Customer Services and Revenue and Benefits	753	678	506	(172)
	Departmental Costs	120	120	70	(51)
	Information Services	1,600	1,638	1,607	(31)
	Parks and Neighbourhoods	2,469	2,398	2,388	(10)
	Transport	336	336	371	35
	Waste Management	1,047	1,047	1,048	2
<b>Customer &amp; Digital Total</b>		<b>6,325</b>	<b>6,217</b>	<b>5,990</b>	<b>(227)</b>
<b>Governance</b>	Civic Services	-	-	4	4
	Democratic Services	785	760	728	(32)
	Departmental Costs	228	272	243	(29)
	Legal	300	284	316	32
	Shared Assurance Services	481	481	472	(8)
<b>Governance Total</b>		<b>1,794</b>	<b>1,796</b>	<b>1,763</b>	<b>(33)</b>
<b>Planning &amp; Development</b>	Building Control	(56)	(0)	1	1
	City Deal	(129)	(129)	(129)	-
	Departmental Costs	112	44	49	5
	Investment and Skills	408	408	314	(94)
	Licensing	4	4	(29)	(33)
	Planning	320	256	137	(119)
<b>Planning &amp; Development Total</b>		<b>659</b>	<b>582</b>	<b>343</b>	<b>(240)</b>
<b>Policy</b>	Communications & Visitor Economy	343	343	364	21
	Corporate	193	193	240	47
	Shared Financial Services	673	671	671	0
	Transformation & Partnerships	674	674	659	(15)
<b>Policy Total</b>		<b>1,883</b>	<b>1,881</b>	<b>1,933</b>	<b>53</b>
<b>Budgets Not In Directorates</b>	Covid-19	-	-	(1,143)	(1,143)
	Debt Repayment	298	298	298	-
	Interest	(118)	(118)	(50)	67

Directorate	Department / Section	Original Budget	Budget at 31st Jan 2022	Forecast Outturn based on position at 31st Jan 2022	Variance (Under) / Overspend
	Parish Precepts	434	434	478	44
	Pensions Costs	(11)	(11)	221	232
	Savings Targets	(190)	(40)	-	40
<b>Budgets Not In Directorates Total</b>		<b>414</b>	<b>564</b>	<b>(197)</b>	<b>(761)</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)	(50)	74
	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>(14,406)</b>	<b>74</b>
<b>Adjustments</b>	Capital		-	-	-
	Capital Income		-	-	-
<b>Adjustments Total</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>			<b>-</b>	<b>(1,422)</b>	<b>(1,422)</b>

## APPENDIX 2

### Revenue Budget Movements as at 31st January 2022

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	1,697	6,325	1,794	659	1,883	414	(14,480)	-
<b>Transfers between directorates</b>									
Realignment of staffing budgets	42	68	(33)	3	(77)	(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 January 2022	1,750	1,690	6,217	1,796	582	1,881	564	(14,480)	-

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## APPENDIX 3

### 2021/22 Reserves Programme position as at 31st January 2022

Reserves	Balance at 1st April 2021 £'000	Capital Financing £'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>(4,141)</b>
<b>Corporate Reserves</b>						
Borough Investment account	(4,404)	1,823				(2,581)
Brexit Preparation Grant	(36)					(36)
Business rates retention reserve	(3,144)		236	65		(2,843)
Business rates temporary surplus to be repaid	(5,244)			4,890		(354)
Capital Funding Reserve	(1,851)	1,114				(737)
CIL Admin						
City Deal	(1,851)					(1,851)
Climate Emergency	(250)					(250)
Community Wealth Building	(150)					(150)
Covid Commitments Reserve	(654)		550			(104)
Covid Recovery Fund	(675)				(392)	(1,067)
Income Equalisation Reserve	(150)					(150)
Income Investment Reserve	(250)			17		(233)
New Burdens Grant	(99)			19		(80)
Pensions Reserve	-		(236)	236		-
Restructure costs	(200)					(200)
Section 106 Affordable Housing Reserve						
Section 106 Revenue Reserve	(242)			242		-
Shared Services Implementation	(48)					(48)
Towns Fund	(76)			76		-
Queens Jubilee Celebrations					(30)	(30)
Business Support Advice and Grants					(200)	(200)
Grot Spots and Environmental Improvements					(200)	(200)

Reserves	Balance at 1st April 2021 £'000	Capital Financing £'000	Forecasted Movements			Forecasted Balance 31st March 2022 £'000
			Movement Between Reserves £'000	Transfers From Reserves £'000	Transfers To Reserves £'000	
Apprentice, Graduate and Trainee Posts					(200)	(200)
Community Hub Boost					(200)	(200)
Sports Club and Community Organisations					(200)	(200)
IT Transformation Reserve	(230)	83	(550)		(120)	(816)



Reserves	Balance at 1st April 2021 £'000	Capital Financing £'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)			186		(360)
Leisure Strategy	(15)			15		-
Repairs and Maintenance Fund	(500)	500				-
Stock condition surveys	(113)			113		-
<b>Communities</b>						
Community Hubs Reserve	(109)				(6)	(115)
Energy efficiency	(27)			27		-
Homelessness prevention grants	(144)					(144)
Housing Standards Enforcement	(32)					(32)
Mental Health for Young People	(50)			11		(39)
Sports Development	(297)			18		(280)
<b>Customer and Digital</b>						
Grounds Maintenance	(7)					(7)
IT underspend non-staffing	(88)	83				(5)
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)
Local Plans	(267)			84		(183)

Reserves	Balance at 1st April 2021 £'000	Capital Financing £'000	Forecasted Movements			Forecasted Balance 31st March 2022 £'000
			Movement Between Reserves £'000	Transfers From Reserves £'000	Transfers To Reserves £'000	
Planning Appeals	-					-
<b>Policy</b>						
Communications	(31)					(31)
Credit Union	(149)			66		(83)
Events	(48)			21		(27)
Music Festival	(48)			36		(11)
Performance Reward Grant	(11)					(11)
Policy and Performance	(2)			2		-
<b>Total Earmarked Reserves</b>	<b>(23,007)</b>	<b>3,889</b>	<b>-</b>	<b>6,338</b>	<b>(1,568)</b>	<b>(14,349)</b>
<b>Total Reserves - General and Earmarked</b>	<b>(27,149)</b>	<b>3,889</b>	<b>-</b>	<b>6,338</b>	<b>(1,568)</b>	<b>(18,490)</b>

**Posts held pending review**

<b>Post Description</b>	<b>Shared Services</b>	<b>Notes</b>
<b>Commercial and Property</b>		
Leisure Partnership Development Manager		Vacant since April 2021 and no immediate plans for recruitment.
<b>Communities</b>		
Assistant 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 0.4 FTE)		
Wellbeing Development Officer		
<b>Customer and Digital</b>		
Gateway Team Leader	Y	A shared services review of the Gateway team is nearing completion
Gateway Officer	Y	
Benefits Assessor (1.81 FTE)	Y	A shared services review of the Revenues and Benefits team is nearing completion
Visiting Officer	Y	
Revenues Assistant (1.3 FTE)	Y	
Revenues and Benefits Officer	Y	
Clerical Assistant	Y	
Technical Support Analyst	Y	A shared services review of IT is nearing completion
Senior Network Support Analyst	Y	
LLPG Officer	Y	
Security Support Officer	Y	
Senior Assistant	Y	

**Notes:**

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

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

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

## Other Vacancies

Post Description	Shared Services	Notes
<b>Communities</b>		
Community Coach Gymnastics		Current post holder seconded - Post vacant till end of March 22
Project Co-ordinator (0.6 FTE)		Split post 0.6fte & 0.4FTE above - 1 FTE to be appointed – external funding to be secured.
Assistant Director of Housing & Property		Vacant through 2021/22. The budget is funding a shared Environmental Health Manager post and a new Communities Team Leader post.
Environmental Health Technician (0.6 FTE)		Vacant since July 2021
Community Safety Officer		Vacant since September 2021
<b>Customer and Digital</b>		
ICT Team Leader	Y	Vacant since 23/09/21
Assistant Director of Neighbourhoods	Y	Vacant since May 2021
Team Operative (2 FTE)		Vacant since 10/09/21
<b>Governance</b>		
Cleaner (0.68 FTE)		Vacant since 22/12/21 and looking to recruit next month.
Legal Executive	Y	Vacant since 23/01/22 and looking to recruit next financial year
<b>Planning &amp; Development</b>		
Licensing Officer		Vacant since 31/12/21
Apprentice (4 FTE)		These will be recruited to in the next round of apprentices
Business Development Officer		Vacant since April 2021
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.

**Proposed Deployment of COMF Funding**

		<b>SOUTH RIBBLE £</b>
<b>Allocation</b>		<b>1.349</b>
<b>Proposals:</b>		
Staffing / Workforce Resilience	Comprises new / additional staff, and also existing staff who have been diverted away from their regular duties to lead on the Councils' response to Covid and outbreak management.	0.421
	Workforce Resilience Project	0.015
Non Staff Spend	For example; PPE, signage, enhanced cleaning regimes, sanitization points, improving air circulation	0.200
IT / Digital Inclusion	<p>Corporate IT developments to enable residents to interact digitally and staff to work remotely - avoiding unnecessary travel / contact. Also improving accessibility and information for hard to reach / vulnerable groups.</p> <p>- <i>Upgrading LapTops / iPads to facilitate agile / community based working</i></p> <p>- <i>Dual screens for homeworkers</i></p> <p>- <i>Network upgrades to support secure agile / community based working</i></p> <p>- <i>Application upgrades to promote online / self service e.g. webchat</i></p>	0.200
Community Based Activity	Employability Support Project	0.015
	Digital & Skills Support Project	0.015
	Engagement & Analysis - Residents	0.012
	Post-Covid Survey	
	Housing Solutions Support	0.050

	Grants to Community based organisations - building resilience and capacity in the Community and aiding Covid recovery; Includes grants for local sports clubs to ensure inclusive access to Covid secure facilities and promoting healthy lifestyles	0.100
Public Health Activity	Food Safety - Backlog Recovery	0.007
	Environmental Protection - Backlog Recovery	0.017
	Ensuring Refuse Collection is maintained throughout the pandemic	0.012
	Enhanced Pest Control Service / backlog recovery	0.080
Partnership Working	Commissioning of services from 3rd / Voluntary sector providing support to community throughout pandemic (21/22)	0.080
	Covid Vulnerable Support Project 2021/22	0.080
	Covid Vulnerable Support Project 2022/23	0.045
Healthy Lifestyles / Addressing Health Inequalities	Support to Council owned Leisure Companies in Chorley and South Ribble – making premises more Covid secure. Ensuring inclusive access to Leisure services promoting healthier lifestyles for residents boosting their resistance / resilience and aiding Covid recovery	0.100
Omicron Variant / Business Support	Potential further support to businesses in tackling the emerging Omicron variant - developing safe workspaces etc.	Now covered by new Government Grant
<b>TOTAL PROPOSED SPEND</b>		<b>1.449</b>

**BALANCE (OVER COMMITTED)**

**-0.100**

# Agenda Item 7



Report of	Meeting	Date
Director of Finance and Section 151 Officer (Introduced by Cabinet Member (Finance, Property and Assets))	Scrutiny Budget and Performance Panel Cabinet	21st March 2022 23 <sup>rd</sup> March 2022

Is this report confidential?	No
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Is this decision key?	Yes
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Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards
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## 2021/22 Capital Programme and Balance Sheet Monitoring Report – position as at 31st January 2022

### Purpose of the Report

1. This report outlines the overall financial position of the Council in respect of the capital programme as at 31st January 2022, highlighting key issues and explaining key variances, and provides an overview of various elements of the Council’s Balance Sheet as at 31st January 2022.

### Recommendations to Cabinet

2. To approve the revised capital programme as attached at **Appendix A** which includes approved amendments to the programme, as detailed at point 11 of this report, since the last Capital Monitoring report was approved by Cabinet in November 2021;
3. To note the variations to the programme, (which are detailed, by scheme, at **Appendix B** and referenced within the body of the report);
4. To note the position in the Balance Sheet Monitoring section of the report in respect of cash, investment and loan balances as at 31<sup>st</sup> December 2021, and debtors as at 31<sup>st</sup> January 2022.

### Reasons for Recommendations

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

### Alternative Options Considered and Rejected

6. None

# Agenda Item 7

## 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 in 2020/21 to £21.380m. In the first monitoring report for the year 2021/22, approved at Cabinet in September 2021, the budget was increased to £22.081m. In the last monitoring report, which covered the period to the end of quarter 2 and was approved at Cabinet in November 2021, the budget was reduced to £16.159m.

## Section A: Capital Programme

### Key Issues

9. The total cost of the Council's capital investment programme for 2021/22 has decreased from £16.159m, as approved by Cabinet in the last monitoring report, to £13.325m at 31st January 2022; this includes the variations approved since the last report, along with those contained within in this report itself. A summary of the total costs of the programme, and the funding of this, is detailed at **Appendix A**.
10. The net variation of £2.933m is detailed by scheme in **Appendix B**. The net variation includes those variations approved since the previous monitoring report and variations in respect of the reprofiling of budgets within the existing programme.
11. Budget variations approved since the previous monitoring report are shown in the table below and have resulted in a decrease of £0.485m in the 2021/22 budget and an increase of £40.640m in the budget for 2022/23.



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Scheme	Increase / (Reduction) 2021/22 £'000	Increase / (Reduction) 2022/23 and future years £'000	Approved by	Date Approved
<b>Good homes, green spaces and healthy places</b>				
<b>Green Infrastructure</b>				
Electric Vehicle Charging Points	106	180	Council	26/01/22
<b>Worden Park</b>				
Shaw Brook weirs and banking		10	Council	23/02/22
Shaw Wood footpaths		17	Council	23/02/22
Worden Park infrastructure and landscaping		150	Council	23/02/22
<b>Other Parks and Open Spaces</b>				
Open Spaces - Mounsey Road		30	Council	23/02/22
Playground - Birch Avenue, Penw		70	Council	26/01/22
Playground - Ryden Avenue		70	Council	23/02/22
Playground - Hutton		95	Council	23/02/22
Playground - Longton		120	Council	23/02/22
Playground - King George V, Penw		90	Council	23/02/22
Playground - New Longton		135	Council	23/02/22
Lighting upgrade to LED - Tardy Gate Playground & 3 other sites		25	Council	23/02/22
Sand/woodchip pit edge replacements - Withy Grove & Gregson Lane Playgrounds		40	Council	23/02/22
Hurst Grange Park - New link path		45	Council	23/02/22
Strawberry Valley Park, Bent Lane Phase 2		40	Council	23/02/22
Hurst Grange Park - new signage		15	Council	23/02/22
Farington Lodges - path improvements and dipping platform		41	Council	23/02/22
Parks - Smaller parks and play areas		200	Council	23/02/22
<b>Sports and Leisure</b>				
Decarbonisation of Leisure Centres		4,769	Council	23/02/22
<b>Housing</b>				
Disabled Facilities Grants		958	Council	23/02/22
<b>A Fair Economy That Works for Everyone</b>				
Towns Fund	(414)	32,519	Council	23/02/22
<b>Thriving Communities</b>				
Vernon Carus Sports Club	90		Cabinet	17/11/21
Leisure Local (transfer to Vernon Carus)	(15)		EMD	10/01/22
<b>An exemplary council</b>				

# Agenda Item 7

IT Mobile Devices, Citrix, CCTV, Software and Cloud-based upgrades	100	870	Council	26/01/22
<b>Totals</b>	<b>(133)</b>	<b>40,488</b>		

12. Slippage and re-profiling of budgets from the programme in 2021/22 to 2022/23 since the previous report totals £2.700m, as detailed on the individual schemes in **Appendix B**. The largest movements are shown in the table below and explanations in the major variations section that follows.

<b>Scheme</b>	<b>Slippage and Reprofiling £'000</b>
Green Link - Penwortham Holme to Howick	(250)
Worden Park - Walled garden pot house, Ice House and fountain	(140)
Hurst Grange Park - Drainage, paths and coach house	(108)
Playgrounds - Moss Side Village Green and Birch Avenue	(200)
Sport Pitch Hub	(800)
Disabled Facilities Grants	(267)
Housing grants - Empty homes and private sector	(87)
Churchyard wall repairs - St Mary's, Penwortham	(86)
IT	(218)
Vehicles and Plant replacement programme	(534)
Other Schemes	(10)
<b>Total</b>	<b>(2,700)</b>

13. As at 31st January 2022 the capital expenditure across the programme was £4.790m, representing 36% of the current, revised projected capital spend for the year. While spend in relation to the overall programme is currently relatively low, several large projects are underway (e.g. Worden Hall, Sport Pitch Hub, Affordable Housing at former McKenzie Arms, Town Deal) and will incur significant spend over the coming two months.
14. Additional capital receipts with a total value of £114k have been received since the last monitoring report. The total value of capital receipts for 2021/22 as at 31st January 2022 is £185k.

## **Major Variations in the Capital Programme since the previous report**

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

15. Green Link Penwortham Holme to Howick – The budget of £250k has been reprofiled to 2022/23. The tender has been completed and permission to award the contract will be sought from Cabinet in March 2022.
16. Electric Vehicle Charging Points – In January 2022 Council approved this new scheme, which is funded by two different grants totalling £264k and a contribution of £21.5k from the Climate Emergency reserve.

# Agenda Item 7

17. Worden Park – Three schemes have been reprofiled to slip the budget from 2021/22 to 2022/23 totalling £140k, in order to match budgets with the expected spending profile. The budgets for three other schemes within this programme have been increased by £177k following approval of the budget report by Council in February 2022.
18. Hurst Grange Park – The remaining budget for drainage works has been reprofiled to 2022/23, along with the £40k budget for path works, to reflect expected spending profiles. £60k of the Coach House budget has also been reprofiled to 2022/23 to allow for finalising works.
19. Playgrounds and Open Spaces – Three schemes have been reprofiled to move the budgets in 2021/22 to 2022/23 to again match budgets with expected spending profiles – Mounsey Road 25k, Moss Side Village Green £125k and Birch Avenue £75k. The budgets for Birch Avenue and Mounsey Road have also been increased to £145k and £80k respectively, as approved by Council in February as part of the budget report. In addition, 12 new schemes have been added to the programme with a total budget of £916k, which were also outlined in the 2021/22 Budget report.
20. Sports Pitch Hub – There have been delays on the scheme due to poor weather conditions. As a result, £800k has been reprofiled into 2022/23 to reflect the revised construction timeline.
21. Decarbonisation – In September 2021 Council approved the creation of a budget equivalent to the value of any successful grant bid. Confirmation of the grant, at a value of £4.969m, has now been received.
22. Disabled Facilities Grants (DFGs) – £267k of the budget for 2021/22 has been reprofiled to 2022/23. The list of approved allocations would utilise all of the grant but it is unlikely that all of the works will be completed before year-end as past experience shows that there are always delays in customers finalising works with contractors or complementary works being carried out by LCC. In addition, the budgets in each of the following 3 years have been increased to £774k to match the grant allocation for 2021/22. The total increase in future years is £958k which comprises £92k in 22/23 (on top of the £267 reprofiled from 21/22), £92k in 23/24 and the full £774k in 24/25 since there was no budget previously included for that year.
23. Housing Grants – The budgets for Empty Properties grants and Private Sector Housing Improvements grants have been reprofiled by £39k and £48k respectively as there has been very little take-up of the grants during the year.

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

24. At the 23<sup>rd</sup> February Council meeting a paper was approved increasing the capital budget by £32.1m in respect of the Towns Fund programme. This scheme has been broken into component parts in the programme but the split will continue to be reviewed and may be subject to change as the project evolves.

## **Thriving Communities**

25. Churchyard wall repairs at St Mary's, Penwortham – Spending in 2021/22 relates to work in the churchyard; a tender process is underway for the main works to the wall itself, which are expected to be undertaken in 2022/23 and so the remaining budget of £86k has been reprofiled accordingly.

# Agenda Item 7

26. Vernon Carus Sports Club – At Cabinet in November 2021, an increase of £75k was approved covered by £50k of new external funding and £25k from the Council's internal resources. The budget has increased by a further £15k with a transfer from the 'Leisure Local' budget, which was approved via an EMD in January 2022.

## **An Exemplary Council**

27. IT Mobile Devices, Citrix, CCTV, Software and Cloud-based upgrades – This is a new scheme approved at Council in February 2022. The budget has been profiled with £100k of expenditure expected in 2021/22 and the remaining £870k in 2022/23. It is funded by various reserves and from underspends in IT revenue budgets in 2021/22.
28. IT Other Schemes – The budgets for several projects, totalling £121k, have been combined into the general IT budget, taking the total to £183k; all of this has been reprofiled into 2022/23. This is due to a revision in IT requirements for 2022/23. The 'Civic Centre hearing loop' project for £35k has been kept as a separate project and reprofiled into 2022/23.
29. Vehicle Replacement Programme – £534 has been reprofiled to 2022/23 due to delays in the delivery of several vehicles.

## **Section B: Balance Sheet**

### **Overview**

30. 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**

31. 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**

32. 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.

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 year. Interest rates on investments have remained very low throughout the period. It is projected that debt interest payable will be nil compared to a budget of £83k as the expected borrowing has not been 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 £50k compared to a budget of £200k due to interest rates being lower than those estimated at budget setting; this is a decrease of £5k compared to the forecast in the last report.

# Agenda Item 7

	Forecast as at 31 <sup>st</sup> January 2022 £'000	Forecast as at 30 <sup>th</sup> September 2021 £'000
Interest and Investment Income	(50)	(55)
Debt Interest Payable	0	0
Minimum Revenue Provision (MRP)	298	298
<b>TOTAL</b>	<b>248</b>	<b>243</b>

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

	As at 31st January 2022 £'000	As at 31st January 2021 £'000
Short term borrowing	Nil	Nil
Long term borrowing	Nil	Nil
<b>Total Borrowing</b>	<b>Nil</b>	<b>Nil</b>
Investments made by the Council	49,000	42,000
Cash Balance	18,656	19,424

## Debtors

34. 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 31st December 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 31st December 2021 £'000	Position as at 31 <sup>st</sup> March 2021 £'000
<b>Council Tax</b>		
Expected Council Tax 21/22	73,958	69,675
Current year balance outstanding	8,850	2,149
Previous years balance outstanding	4,475	3,266
<b>Total Council Tax balance outstanding</b>	<b>13,325</b>	<b>5,415</b>
Collection Rates	84.40%	96.80%
<b>Business Rates</b>		
Expected Business Rates 21/22	34,174	24,821
Current year balance outstanding	6,746	1,285
Previous year balance outstanding	1,325	744
<b>Total Business Rates balance outstanding</b>	<b>8,071</b>	<b>2,030</b>
Collection Rates	76.79%	95.02%
<b>Housing Benefit</b>		
Overpayment balances outstanding	872	976
<b>Sundry Debtors</b>	<b>31<sup>st</sup> January 2022</b>	<b>30th Sept 2021</b>
Balance outstanding	1,191	1,133

# Agenda Item 7

35. 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.
36. For debts relating to Housing Benefit and Sundry Debtors, in line with accounting standards and practice, the Council holds a provision for bad debt.
37. In respect of the figures above, the Council's share represents 11.6% of Council Tax income..

## Climate change and air quality

38. 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

39. None

## Risk

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

## Comments of the Statutory Finance Officer

41. The financial implications are contained within this report.

## Comments of the Monitoring Officer

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

## Background documents

43. 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 2022-25, as approved by Council in February 2022.

## Appendices

Appendix A – 2021/22 Capital Programme

Appendix B – 2021/22 Capital Programme Scheme Variations

Report Author	Email	Telephone	Date
Neil Halton (Principal Management Accountant), James McNulty (Senior Management Accountant)	neil.halton@southribble.gov.uk, james.mcnulty@southribble.gov.uk	01772 625625	15/02/22

**Capital Programme 2021/22 - position as at 31st January 2022**

**APPENDIX A**

	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 2	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2021/22 Variations	Revised Budget 2021/22 as at 31st Jan 2022
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**COSTS**

Good homes, green spaces and healthy places	10,338	10,666	(1,878)	106	8,894
A fair economy that works for everyone	2,200	2,606	-	(414)	2,191
Thriving communities	350	294	(71)	75	298
An exemplary council	2,926	2,593	(752)	100	1,942
<b>Total Forecast Expenditure</b>	<b>15,814</b>	<b>16,159</b>	<b>(2,700)</b>	<b>(133)</b>	<b>13,325</b>

**RESOURCES**

Decarbonisation Grant	-	145		106	251
Disabled Facilities Grants	1,027	1,267	(267)		1,000
Homes England	-	-			-
Lottery Funding	213	324			324
One Public Estate - Land Release Funding	-	83			83
Sport England	-	816			816
Town Deal	-	1,998		(410)	1,588
<b>Government Grants</b>	<b>1,240</b>	<b>4,632</b>	<b>(267)</b>	<b>(304)</b>	<b>4,061</b>
Capital Receipts	-	70	-	-	70
CIL	150	500	(250)	-	250
External Contributions	30	132	-	50	182
Revenue Contributions	-	119	-	100	219
Reserves	3,417	4,772	(680)	(206)	3,885
Section 106 - Affordable	1,700	938	-	-	938
Section 106 - Other	355	704	(13)	-	691
Unsupported Borrowing	8,922	4,292	(1,490)	227	3,029
<b>Total Forecast Resources</b>	<b>15,814</b>	<b>16,158</b>	<b>(2,700)</b>	<b>(133)</b>	<b>13,325</b>

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 2	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 3 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Jan 2022
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36,170	38,405	1,878	7,099	47,381
2,000	5,587	-	32,519	38,106
750	775	71	-	846
1,444	2,407	752	870	4,029
<b>40,364</b>	<b>47,173</b>	<b>2,700</b>	<b>40,488</b>	<b>90,361</b>

-	-	-	5,127	5,127
1,364	1,364	267	958	2,589
-	675	-		675
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-	24,832	24,832
<b>1,364</b>	<b>2,039</b>	<b>267</b>	<b>30,917</b>	<b>33,223</b>
-	-	-	4,838	4,838
-	-	250	2,000	2,250
3,075	3,000	-	41	3,041
-	-	-	-	-
600	2,581	680	(1,109)	2,153
2,454	3,531	-	-	3,531
73	115	13	145	274
32,798	35,907	1,490	3,655	41,052
<b>40,364</b>	<b>47,173</b>	<b>2,700</b>	<b>40,488</b>	<b>90,361</b>

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**2021/22 Capital Programme - Scheme Variations as 31st January 2022**

**APPENDIX B**

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 2	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2021/22 Variations	Revised Budget 2021/22 as at 31st Jan 2022
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Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 2	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 3 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Jan 2022
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**Good homes, green spaces and healthy places**

**Green Infrastructure**

Green Infrastructure unallocated	189	-			-
Green Link - Penwortham Holme to Howick	150	250	(250)		-
Leyland Loop	100	105			105
Bridleway in western Leyland	-	81			81
Electric Vehicle Charging Points	-	-		106	106
<b>Green Infrastructure Total</b>	<b>439</b>	<b>436</b>	<b>(250)</b>	<b>106</b>	<b>292</b>

400	555	-		555
-	-	250		250
-	26	-		26
-	-	-		-
-	-	-	180	180
<b>400</b>	<b>581</b>	<b>250</b>	<b>180</b>	<b>1,010</b>

**Worden Park**

Arboretum landscaping	-	30			30
Craft Units Windows and Security Grills	-	-			-
Farmyard Cottages Windows and rendering	-	76			76
Farmyard Cottages - Heating	-	-			-
Ice House front façade	-	10	(10)		-
Sewerage pumping station and septic tanks	20	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	-			-
Worden Hall refurbishment	1,450	2,195			2,195

-	-	-		-
-	40	-		40
-	-	-		-
-	24	-		24
-	-	10		10
-	20	-		20
40	40	-	10	50
33	33	-	17	50
50	50	50		100
-	-	80		80
312	351	-	150	500
600	598	-		598

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 2	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2021/22 Variations	Revised Budget 2021/22 as at 31st Jan 2022
Worden Park Total	1,720	2,461	(140)	-	2,321

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 2	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 3 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Jan 2022
1,035	1,155	140	177	1,472

### Other Parks and Open Spaces

Hurst Grange Park drainage	25	25	(9)		16
Hurst Grange Park Paths	40	40	(40)		-
Hurst Grange Coach House Phase 2	433	543	(60)		483
Open Spaces - Bent Lane	-	150	-		150
Open Spaces - Mounsey Road	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	-	-			-
Playground - Ryden Avenue	-	-			-
Playground - Hutton	-	-			-
Playground - Longton	-	-			-
Playground - King George V, Penwortham	-	-			-
Playground - New Longton	-	-			-
Lighting upgrade to LED - Tardy Gate Playground & 3 other sites	-	-			-

-	-	9		9
-	-	40		40
-	-	60		60
-	-	-		-
-	25	25	30	80
-	-	-		-
-	-	-		-
-	-	-		-
50	50	-		50
50	50	125		175
-	-	75	70	145
100	100	-		100
-	-	-	70	70
-	-	-	95	95
-	-	-	120	120
-	-	-	90	90
-	-	-	135	135
-	-	-	25	25

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 2	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2021/22 Variations	Revised Budget 2021/22 as at 31st Jan 2022
Sand/woodchip pit edge replacements - Withy Grove & Gregson Lane Playgrounds	-	-			-
Hurst Grange Park - New link path	-	-			-
Strawberry Valley Park, Bent Lane Phase 2	-	-			-
Hurst Grange Park - new signage	-	-			-
Farington Lodges - path improvements and dipping platform	-	-			-
Parks - Smaller parks and play areas	-	-			-
A tree for every resident	53	30			30
Withy Grove Park	-	-			-
<b>Other Parks and Open Spaces Total</b>	<b>1,416</b>	<b>1,605</b>	<b>(334)</b>	<b>-</b>	<b>1,272</b>

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 2	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 3 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Jan 2022
-	-	-	40	40
-	-	-	45	45
-	-	-	40	40
-	-	-	15	15
-	-	-	41	41
-	-	-	200	200
48	30	-		30
60	60	-		60
<b>308</b>	<b>315</b>	<b>334</b>	<b>1,016</b>	<b>1,665</b>

### 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	-			-
Tennis Centre car park	-	100			100
Leisure Centre receptions	-	400			400
Lostock Hall Football Facility (St Gerard's)	-	120			120
Sport Pitch Hub	3,200	2,800	(800)		2,000
Council Leisure Facilities other than Leisure Centres	-	100			100
Decarbonisation of Leisure Centres	-	-			-
<b>Sports and Leisure Total</b>	<b>3,700</b>	<b>3,539</b>	<b>(800)</b>	<b>-</b>	<b>2,739</b>

-	-	-		-
25	25	-		25
18,988	18,988	-		18,988
1,600	1,100	-		1,100
-	-	-		-
-	-	-		-
-	-	-		-
-	-	800		800
-	175	-		175
-	500	-	4,769	5,269
<b>20,613</b>	<b>20,788</b>	<b>800</b>	<b>4,769</b>	<b>26,357</b>

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 2	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2021/22 Variations	Revised Budget 2021/22 as at 31st Jan 2022
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Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 2	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 3 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Jan 2022
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**Housing**

Affordable Housing - former McKenzie Arms, Bamber Bridge	1,700	800			800
Affordable Housing - Tom House, Station Road, Bamber Bridge	-	151			151
Disabled Facilities Grants	1,027	1,267	(267)		1,000
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	(48)		50
Sumpter Horse Site	-	-			-
<b>Housing Total</b>	<b>3,064</b>	<b>2,625</b>	<b>(354)</b>	<b>-</b>	<b>2,271</b>

453	2,206	-		2,206
-	-	-		-
1,364	1,364	267	958	2,589
9,800	9,800	-		9,800
-	-	39		39
-	-	-		-
196	196	48		244
2,000	2,000	-		2,000
<b>13,813</b>	<b>15,566</b>	<b>354</b>	<b>958</b>	<b>16,878</b>

Good homes, green spaces and healthy places	10,338	10,666	(1,878)	106	8,894
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36,170	38,405	1,878	7,099	47,381
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Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 2	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2021/22 Variations	Revised Budget 2021/22 as at 31st Jan 2022
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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	-			-

Masterplanning & Regen - Penwortham	-	50			50
New Longton Regeneration	75	75			75
Parking Meters replacements	-	30			30
Quin Street Residential	-	-			-
Demolition and Asbestos Removal	-	-			-
Site Acquisitions	-	1,123		(4)	1,119
Commercial A - Market Square	-	-			-
BASE	-	-			-
Balfour Court	-	-			-
Market	-	-			-
Commercial B - Church Place	-	-			-
Public Realm	-	-			-
Fees	-	-		838	838
Masterplanning & Regen - Leyland	2,000	-			-
Town Deal RIBA Stage 3	-	1,248		(1,248)	-
<b>A fair economy that works for everyone</b>	<b>2,200</b>	<b>2,606</b>	<b>-</b>	<b>(414)</b>	<b>2,191</b>

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 2	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 3 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Jan 2022
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-	-	-		-
-	-	-		-
-	60	-		60

2,000	2,000	-		2,000
-	-	-		-
-	-	-		-
			5,184	5,184
			799	799
-	-	-	2,225	2,225
			4,318	4,318
			4,356	4,356
			2,154	2,154
			2,918	2,918
			1,213	1,213
			11,797	11,797
			1,082	1,082
-	2,000	-	(2,000)	-
-	1,527	-	(1,527)	-
<b>2,000</b>	<b>5,587</b>	<b>-</b>	<b>32,519</b>	<b>38,106</b>

### Thriving communities

Leisure Local	250	-	15	(15)	-
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250	325	(15)		310
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Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 2	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2021/22 Variations	Revised Budget 2021/22 as at 31st Jan 2022
Penwortham Community Centre Improvements	-	-			-
Neighbourhood Improvements	-	-			-
St Mary's, Penwortham - Churchyard wall repairs	100	119	(86)		33
Vernon Carus Sports Club	-	175		90	265
Thriving communities	350	294	(71)	75	298

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 2	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 3 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Jan 2022
150	100	-		100
350	350	-		350
-	-	86		86
-	-	-		-
750	775	71	-	846

## An exemplary council

### Information Technology Programme

Page 62

IT Unallocated Funding	262	62	(183)	121	-
Mobile Devices, Citrix, CCTV, Software and Cloud-based upgrades	-	-		100	100
Civic Centre conference centre hearing loop	35	35	(35)		-
Revenues and Benefits software	-	52			52
Idox	-	37		(37)	-
Single Sign On and Calendar Integration	-	25		(25)	-
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>(218)</b>	<b>100</b>	<b>302</b>

400	400	183		583
-	-	-	870	870
-	-	35		35
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
400	400	218	870	1,488

### Other non-ICT projects

Air Quality Monitors	-	24			24
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-	-	-		-
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Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 2	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2021/22 Variations	Revised Budget 2021/22 as at 31st Jan 2022
Corporate Buildings	150	70			70
Corporate Buildings - Civic Centre	50	50			50
Civic Centre Building Management System	-	36			36
Civic Centre Hot Water System	-	3			3
Civic Centre LED Lighting	-	58			58
Civic Centre Solar Panels	-	53			53
Civic Centre 3rd Floor	50	-			-
Civic Centre New Entrance	150	-			-
Fire Safety - Civic, Depot, Kingsfold	-	145			145
Fire Doors at Kingsfold	-	16			16
Vehicles and Plant replacement programme	2,189	1,718	(534)		1,184
An exemplary council	2,926	2,593	(752)	100	1,942
<b>Total</b>	<b>15,814</b>	<b>16,159</b>	<b>(2,700)</b>	<b>(133)</b>	<b>13,325</b>

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 2	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 3 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Jan 2022
400	400	-		400
100	100	-		100
-	-	-		-
-	-	-		-
-	-	-		-
-	-	-		-
-	50	-		50
-	150	-		150
-	-	-		-
-	-	-		-
544	1,307	534		1,841
1,444	2,407	752	870	4,029
<b>40,364</b>	<b>47,173</b>	<b>2,700</b>	<b>40,488</b>	<b>90,361</b>

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