

Scrutiny Budget and Performance Panel

Monday, 20th June, 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, 21 March 2022 of Scrutiny Budget and Performance Panel

(Pages 3 - 8)

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

4 Matters Arising from previous Scrutiny Budget and Performance Panel meetings

(Pages 9 - 10)

Report attached.

5 Quarter Four Performance Monitoring Report 2021-2022

(Pages 11 - 32)

Report of the Deputy Chief Executive attached.

6 Revenue Budget Outturn 2021/22

(Pages 33 - 52)

Report of the Director of Finance/Section 151 Officer attached.

7 Capital and Balance Sheet Outturn 2021/22

(Pages 53 - 68)

Report of the Director of Finance/Section 151 Officer attached.

Gary Hall
Chief Executive

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

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

Forthcoming Meetings
5.00 pm Monday, 12 September 2022 -

Minutes of	Scrutiny Budget and Performance Panel
Meeting date	Monday, 21 March 2022
Committee members present:	Councillors David Howarth (Chair), Colin Sharples and Karen Walton
Committee members attended virtually (non-voting):	None
Officers present:	Gary Hall (Chief Executive), Louise Mattinson (Director of Finance and Section 151 Officer), Victoria Willett (Service Lead - Transformation and Partnerships), Howard Anthony (Performance & Partnerships Team Leader), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services) and Charlotte Lynch (Democratic and Member Services Officer)
Other attendees:	Councillors Paul Foster, Jon Hesketh (attended virtually), Keith Martin (attended virtually), Mick Titherington (attended virtually), Matthew Tomlinson, Angela Turner (attended virtually) and Carol Wooldridge (attended virtually)
Public:	1

54 Apologies for absence

Apologies for absence were received from Councillors Will Adams and Colin Coulton.

55 Declarations of interest

None.

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

Resolved: (Unanimously)

That the minutes of the previous meeting of the Scrutiny Budget and Performance Panel, held on Monday, 15 November 2021, be approved as a correct record for signing by the Chair.

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57 Matters Arising from previous Scrutiny Budget and Performance Panel Meetings

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.

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

The Leader of the Council (Councillor Paul Foster) and the Chief Executive presented a report which outlined the Council's performance against the delivery of the Corporate Strategy projects and objectives during Quarter 3 (October-December 2021).

Overall, performance of the projects was good with 11 of 14 being on-track, 2 complete and 1 forecasted as delayed. Of 8 key performance indicators (KPI's) reported, 3 were above target; 1 performing worse but within the 5% threshold; and 2 were outside of the threshold.

The report referred to a digitisation review within the Planning department and members queried whether this had already been done with the Planning Portal system. It was clarified, in response, that the digitisation review would incorporate a different software to the Planning Portal to enable tracking and management of applications.

Members also raised issues around being unable to access the Planning Portal to view and make representations on planning applications and asked that an update be provided on the technical issues outside of the meeting.

The delivery of the joint digital strategy was identified as amber/delayed in the report and the panel queried if this should be marked instead as red or off-track.

In response, it was explained that the rating of project performance is the judgement of officers and that fundamental changes in resourcing and progress would be reported in the next quarter.

The panel also requested that further ICT training be made available to Members, following some technical issues experienced by individuals.

Clarification was sought as to the impact of self-service channels on the number of telephone calls and in-person visits to Gateway.

It was acknowledged that the current software used was not fit-for-purpose although the call abandonment rate had recently improved to 4%. More detailed customer service performance data would be included in the next quarterly report which members welcomed.

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The panel noted that many of the projects within the 'Thriving Communities' corporate priority related to young people and queried what support and programmes were available for the wider population.

Members were assured in response that the My Neighbourhood Community Hubs provide a range of support to their wider communities and that this would be identified in a Cabinet update report on the Hubs.

The panel also expressed a desire for future quarterly performance reports to provide examples of successes from across the Borough.

Assurances were also provided that the mental health support programme could be extended if there was sufficient need.

Some of the discussion focused around the Community Wealth Building programme, which had made good progress in the quarter.

Members queried the tangible benefits of the programme and were advised that a social value portal for procurement had been established, training delivered to officers and suppliers and that a credit union had opened in Leyland.

Members felt that clarification was needed that the Council had established a credit union branch in Leyland and asked that the report be updated to reflect this.

A request was also made that further consideration be given to communicating the roles of the county council and district council and the service they provide to ensure clarity amongst residents.

The panel also commended the Council's efforts in bringing the management of leisure centres in-house and in forming the leisure company.

Resolved: (Unanimously)

That the Scrutiny Budget and Performance Panel:

1. thanks the Leader and Chief Executive for attending, their detailed report and answering questions;
2. asks that an update be provided on the technical issues affecting the Planning Portal;
3. looks forward to an update on the Digital Strategy performance;
4. requests that further ICT training be made available to Members;
5. is grateful for the offer to provide more detailed customer service performance data in the next quarterly report;
6. would like to see future reports provide examples of successes from across the Borough and celebrate the work of all the Community Hubs;
7. asks that further consideration be given to communicating the roles of the county council and district council and the service they provide.

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59 Revenue and Capital Budget Monitoring Quarter 3

The Cabinet Member for Finance, Property and Assets (Councillor Matthew Tomlinson) and the Chief Executive presented a report of the Section 151 Officer which provided an update on the Council's revenues and reserves forecast as at 31 January 2022.

Members noted the update and queried if the Council had the capacity and resources to deliver the activities allocated for in the reserve accounts. In response, some issues with capacity were acknowledged but the Corporate Strategy was felt to be realistic.

Assurances were provided that recruiting agency staff and redeployment of employees were underway to minimise impact on services where there were significant underspends, such as IT, Customer Services, Revenues and Benefits and Neighbourhoods, which members welcomed.

Resolved: (Unanimously)

That the Scrutiny Budget and Performance Panel:

1. thanks the Cabinet Member for Finance, Property and Assets and the Chief Executive for attending, their report and answering questions and
2. welcomes the update on the additional resources being invested to deliver corporate projects.

60 Capital Budget Monitoring Report Quarter 3

The Cabinet Member for Finance, Property and Assets (Councillor Matthew Tomlinson) and the Chief Executive presented a report of the Section 151 Officer which outlined the overall financial position of the Council in respect of the capital programme as at 31 January 2022.

Members noted the ongoing high-value spend for various projects and queried the Cabinet Member's confidence in the delivery of the capital programme.

In response, the Cabinet Member advised that they remained very confident in the council's current ability to deliver projects.

A query was also raised as to why the parks and playgrounds budget had been reprofiled and the delivery delayed to next year. It was explained that this was due to a variety of reasons, including consultation feedback.

Resolved: (Unanimously)

That the Scrutiny Budget and Performance Panel:

1. thanks the Cabinet Member for Finance, Property and Assets and the Chief Executive for attending, their report and answering questions and

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2. acknowledges the significant spend on Worden Hall, the McKenzie Arms Site and other projects that will be reflected in the fourth quarter's report.

Chair

Date

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



Date & Min	Recommendation	Lead Member	Lead Officer	Accepted ?	Implemented?	Completed?	Progress/Comments
22/03/21 Min 33.5	The costs associated with refurbishing Penwortham Leisure Centre be provided to members	Finance, Property and Assets	Mark Lester	Yes	Yes	Yes	This was included as part of the wider investment plan for the Council's four Leisure Centres which members considered at Full Council in April.
21/03/22 Min 58.2	Asks that an update be provided on the technical issues affecting the Planning Portal	Planning, Business Support and Regeneration	Jonathan Noad	Yes	Yes	Yes	There were some intermittent issues with regard to the IDOX system earlier in the year. Officers are frequently testing the public facing version of the system and are not aware of any current issues
21/03/22 Min 58.4	Further ICT training be made available to Members	Communities, Social Justice and Wealth Building	Emma Marshall	Yes	Yes	Ongoing	ICT is happy to provide additional training for Members. If training requirements can be identified by Democratic Services, then we will happily support these. Training on more specific software applications like Teams can also be arranged We will arrange iPad clinics before Council.
21/03/22 Min 58.5	The next quarterly performance monitoring	Leader of the Council	Vicky Willett/	Yes	Yes	Yes	Updated provided in Q4 with data covering performance

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

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted ?	Implemented?	Completed?	Progress/Comments
	report provides more detailed customer service performance data		Howard Anthony				over the period and further detail around customer service performance.
21/03/22 Min 58.6	Future performance monitoring reports provide examples of successes from across the Borough and celebrate the work of all the Community Hubs	Leader of the Council	Vicky Willett/ Howard Anthony	Yes	Yes	Yes	Updates in Q4 cover a cross borough summary of key achievements/actions delivered
21/03/22 Min 58.7	Further consideration be given to communicating the roles of the county council and district council and the service they provide.	Leader of the Council	Chris Sinnott	Yes	Yes	Yes	This is being picked up through the routine communications of the council, taking opportunities on social media and other places such as council tax billing to explain the roles of the councils serving the borough.
21/03/22 Min 58.8	The Quarter 3 Performance Monitoring report be updated to clarify that the Council has established a credit union branch rather than a standalone credit union	Leader of the Council	Vicky Willett/ Howard Anthony	Yes	Yes	Yes	Accepted that the report amended to reflect the Council has supported Unify Credit Union to open a branch within South Ribble.

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Scrutiny Budget and Performance Panel	Monday, 20 June 2022
	Cabinet	Monday 20 June 2022

Quarter Four Performance Monitoring Report 2021-2022

Is this report confidential?	No
Is this decision key?	No

Purpose of the Report

1. To provide Cabinet with a position statement for the Corporate Strategy for quarter four (January – March) 2021/22

Recommendations to the Scrutiny and Budget 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:

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

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Executive summary

7. This report presents the performance of the Corporate Strategy at the end of quarter four (1 January – 31 March 2022). This report provides an update on the current position for the 15 projects, 27 Corporate Strategy performance measures and 12 key organisational performance measures.
8. Of the 15 projects in the strategy: 93% (14) are rated green and on-track; and 7% (1) is rated amber.
9. Of the 19 performance indicators used to monitor the Corporate Strategy, thirteen can be reported at the end of the quarter. Of those with targets, 60% (Six) are performing better than target; 10% (one) are performing worse than target but within a 5% tolerance of the target; 30% (three) are worse than target and outside the 5% tolerance of the target. Two have no target and are monitored against their trend, and one is being baselined. (Resident survey indicators are excluded from the total number of indicators as these are reported biennially and have been reported in quarter three).
10. Of the 12 key organisational performance measures, all 12 can be reported at the end of the quarter. Eight are performing better than target; two are performing worse than target but within a 5% tolerance of the target; and two are worse than target and outside the 5% tolerance of the target.




Background to the report

11. At Council on 24th November 2021, the Corporate Strategy was updated and refreshed to ensure that the strategy remained fit for purpose and responsive to the needs of the borough.
12. The four priorities identified in the strategy are:
 - An exemplary council,
 - Thriving communities,
 - A fair local economy that works for everyone,
 - Good homes, green spaces, healthy places.
13. Activity and resources are targeted towards 15 priority projects which are delivered over a period of 12-18 months and measured using 27 performance indicators. This report provides the status of the projects and measures at the end of quarter four, 2021-22.
14. A colour rating system is used to indicate status whereby:

Projects

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

Performance Indicators

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



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AN EXEMPLARY COUNCIL

A COUNCIL THAT:

Delivers high performing services that represent value for money

Understand the community and work with partners to make things better

Is open and transparent in its activities

Achievements this quarter

15. As part of the council commitment to improvement, progress has been made in quarter four to deliver actions in response to the recommendations made by the Local Government Association peer review. Key actions include the introduction of governance training for all staff and delivery of the 'Passport to People Management' programme to upskill all managers on key policies and practices. The Council prepared to welcome the peer team to the Civic Centre to meet with staff and the Senior Management Team in person following the virtual review in 2021. The visit sought to corroborate the findings of the review and capture positive progress made towards the recommendations.
16. All shared services are now preparing development plans to outline how they will continue to develop and improve services under a single operating model. This includes the development of policies and procurement of systems and technology to ensure that exceptional services can be provided in line with increasing customer demand. Initial proposals for the future development of shared was presented to the Shared Services joint Committee in February 2022, this included the review of the principles and options for future sharing arrangements.
17. Working with partners through the Chorley and South Ribble partnership has focused this quarter on the development of a data and intelligence solution that will enhance the way information can be shared across partners to inform decision making and enable partners to better focus resources on shared priorities. Building on the outcomes of the Economic Summit hosted in November 2021, a series of round table discussions have been commissioned to engage with businesses on key topics such as employment and skills and be targeted at key sectors such as hospitality and leisure, manufacturing and third sector employers.
18. Delivery of the WorkPlace Strategy has focussed on understanding the needs of different teams and services to inform plans for improving the office working environment. High level seating plans have been drawn up and initial designs prepared for how the office spaces may look. This will provide a basis for consultation with staff to gather feedback, ensuring high quality workspaces that enable productivity and excellent customer service.

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19. Of the four projects within this priority, all four are rated green and on track.

Projects	2021-22 Quarter 4 (Jan– Mar)
Deliver the peer challenge action plan to ensure continued improvement	Green
Deliver the shared services development plan to build a more resilient organisation	Green
Implement more efficient and effective working practices at the council through the WorkPlace Strategy	Green
Deliver more joined up public services through working with our partners	Green

Key Performance Indicators

20. Of the five performance measures reported under this outcome, one is due to be reported this quarter. This indicator is currently rated on track and performing above target:

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

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THRIVING COMMUNITIES

A PLACE WHERE:

Residents have positive mental health

People get involved and have a sense of belonging

Communities can access services and support when they need them

Achievements this quarter

21. To mark the Queen's Platinum Jubilee the Council will be hosting a weekend of entertainment over the extended Bank Holiday in June 2022, providing an opportunity to bring our communities together. The weekend events are to be held at Worden Park, and will include a Great British themed Leyland Festival on the 2nd June 2022, followed by the 80's themed Music in The Park event on the 3rd June 2022. Planning for the events has begun including processing of road closure requests and street party submissions in quarter four. In the next quarter, the marketing campaign will be completed; funding applications will be assessed and allocations distributed to support community events such as street parties; and both events at Worden Park (Music in the park and Leyland Festival) will take place.
22. Following the establishing of the Youth Council in October 2021, work has focussed on developing governance arrangements and proposals for a Youth Mayor to be presented in June 2022. The formative council have already indicated a number of themes which they want to focus on, which include, Mental Health, Black, Asian, and Minority Ethnic (BAME), Veterans, Foodbanks and Knife Crime. The members of the Youth Council have also been supported to access emotional personal resilience and mental health workshops funded by the Cooperative Council Innovation network and delivered by Lancashire Youth Challenge ahead of them being rolled out to schools, including Lostock Hall, Worden, and Penwortham Girls. This supports long term outcomes relating to resident involvement and positive mental health.
23. A review of the Community Hubs model was carried out and a report was presented to Cabinet in December 2021. Each Community Hub has developed their own terms of reference, setting out how they will operate going forward. A review of the Community Hub action plans 2022/23 will be undertaken and reported for Cabinet approval in June 2022. A summary of key deliverables from the quarter from the Community Hub Action Plans are included at Appendix 4.
24. The programme to develop South Ribble's visitor offer is focused around establishing a tourism strategy that in the long term will support an increase in the number of visitors to the borough, supporting local communities and the areas local economy. Initial conversations have been held with local tourism businesses who will form a working group in June 2022 to support the development of the tourism strategy. A marketing agency has also been commissioned to undertake development of the 'Discover South Ribble' branding.
25. Of the four projects within this priority, all four are rated green and on track.

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Projects	2021-22 Quarter 4 (Jan– Mar)
Develop the Youth Council to make sure the views of young people are represented	Green
Deliver Music in the Park 2022 and Queens Jubilee Celebrations	Green
Review and enhance the community hubs as a primary way to work closely with residents	Green
Develop the visitor offer in South Ribble	Green

Key Performance Indicators

26. Of the eight performance measures reported under this outcome, three are due to be reported this quarter. One is rated on track and performing above target, and two are rated off track and outside of the 5% threshold.

The measure rated on track and performing above target is:

- The number of claimants as a proportion of resident population of area aged 16-64 is better than North West average

The measure rated off track and outside of the 5% threshold is:

- % of the population with NVQ level 3 and above will increase
- Number of new savers with Unify Credit Union in South Ribble

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Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
% of the population with NVQ level 3 and above will increase	Bigger is better	56.2%	58.1% (NW average)	53.1%	▲	Worse than Q4 2020/21
Reasons Below Target:	<p>The indicator can be influenced by a range of factors which include educational attainment, an ageing workforce, and fewer people of working age within the Borough. However, the percentage of population with NVQ Level 3 and above has steadily decreased and is performing against the trend both nationally and regionally.</p> <p>The increases regionally and nationally over the past two years have been fairly marginal, reflecting the challenges of Covid and the impact overall on educational attainment and access to apprenticeships.</p>					
Action Plan:	<p>The Council is working with key partners to further understand and identify actions to increase access to skills and training post Covid. This will be considered as part of future our economic strategy and links to the need for a targeted approach to skills and employability.</p> <p>In addition, the Council has taken proactive measures to invest in skills including:</p> <ul style="list-style-type: none"> • £200k into graduate, training, and apprentice posts in areas of high market demand and will include opportunities to work with Chorley and South Ribble Partnership and its partners. • £200k in to refreshed and refocussed business support, to provide a focused package of support and grants for businesses. 					

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	200 (Annual)	47 (Quarter 3 2021/22)	15	▲	New for 2021/22
Reason Below Target:	<p>The credit union branch operated by Unify opened in June 2021. The data only accounts for three full quarters as it did not open until the end of quarter one 2021. In the first two quarters of the branch being opened there were an average of 44 new savers, which is positive in light of the branch being newly established.</p> <p>In quarter four, due to water ingress from the above premises the branch had to close for a period. Whilst it remained operational online, the branch premises were closed, and this has impacted the overall quarter performance.</p>					

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Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	200 (Annual)	47 (Quarter 3 2021/22)	15	▲	New for 2021/22
Action Plan:	<p>Regular monitoring meetings take place every two months to monitor progress against the business plan.</p> <p>As the branch establishes itself it is expected that the number of new savers will increase.</p> <p>Over the quarter positive action has been taken to promote the credit union to residents. Information was included to all households within the mailing for Council Tax. Further work has been undertaken with the Communities team to link the Credit Union with community-based organisations, an example of which includes the Base in Broadfield, linking with Progress Housing and Key.</p> <p>Part of the model involves linking in local businesses and a 'Business Partner Information Pack' has been updated to encourage businesses to provides access to credit union saving facilities through deductions at payroll.</p>					



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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

27. The Leyland Town Deal programme has moved forward positively meeting the key deadline to submit the business case to government by March 2022 for the two key proposed projects; The Town Centre Transformation (includes the Market Regeneration) and the Business Advice, Skills and Enterprise Hub (BASE2). The outcome of the business case from central government is expected in July 2022. Alongside the business case development, engagement with key stakeholders has continued with a series of workshops planned in quarter and subsequently delivered in May 2022 which sought engagement and responses from market traders, Lancashire County Council Highways, local business, and residents.
28. In Penwortham, the development of the masterplan for improvements to the town centre have progressed. Following initial consultation, a number of changes have been incorporated with further consultation on the updated plans to be undertaken next quarter. In preparation, informal discussion with landowners who may be affected by the proposals have been undertaken and further consultations have taken place in Kingsfold and Middleforth.
29. The impact of the pandemic and current economic factors continues to place pressure on communities, with vulnerable people more likely to be adversely impacted. From quarter one, the pandemic recovery project will establish a pandemic recovery task group constituted of council officers and partner agencies which will be focussed on improving pathways and access to support including agreeing the local approach to Household Support Fund Round Two. Over quarter four the council has delivered the first round of the Household support fund, (initial allocation of £210k and secondary allocation of £60k) where over 3000 residents were able to benefit from support against the rise in the cost of living. Support included adaptations to make homes more energy efficient, fresh food vouchers, school uniform, access to white goods and support with utility bills.
30. The project to support communities to access community cooperatives in South Ribble has progressed with initial engagement with food banks and members of the communities team to explore pathways to accessing affordable food and address the issues of food poverty within the Borough. In the next quarter, stakeholder meetings and engagement with local community partners (i.e. Community groups, Foodbanks and Housing providers, etc.) will commence to work with residents to identify possible needs that could be met through a cooperative approach including the development of skills to support the formation of a resident cooperative on a trial basis.

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

Projects	2021-22 Quarter 4 (Jan– Mar)
Deliver transformational regeneration projects including the Town Deal	Green
Support communities to access community cooperatives in South Ribble as part of growing a fair local economy	Green
Support residents to recover from the pandemic with advice, support, and key services	Green

Key Performance Indicators

Of the five performance measures reported under this outcome, four are due to be reported this quarter. Two measures are on track and performing above target, one measure is worse than target but within a 5% threshold and one measure is off track and outside of the 5% threshold.

The two measures rated on track are:


- Overall employment rate greater than north west average
- % 16 -17year olds not in education or training (NEET)

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


- Median workplace earnings in the borough will be better than the national average

The measure rated off track is:

- Median earnings by residence (residents of South Ribble) will be better than the national average

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
Median earnings by residence will be better than the national average	Bigger is better	£613.10	£540.00 (Q4 2020/21)	£550.40		Better than Q4 2020/21
Reason Below Target:	<p>Median earnings by residence when compared with South Ribble CIPFA (Chartered Institute of Public Finance and Accountancy) nearest neighbours shows that the authority is performing below all its nearest neighbours. Conversely when earnings are considered by workplace (i.e. that is for people who are employed in South Ribble) the authority performs better than all but one. This indicates that those who live but commute to other areas are paid less than those who work in South Ribble.</p> <p>There is no specific data available to quantify the reasons for South Ribble being lower than the regional and national average other than that the source of the issue may be employers outside of the borough and the councils direct sphere of influence.</p>					

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Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
Median earnings by residence will be better than the national average	Bigger is better	£613.10	£540.00 (Q4 2020/21)	£550.40		Better than Q4 2020/21
Action Plan:	<p>When compared both regionally and nationally the performance is poor, the trajectory from 2020 is showing a positive move. The emerging Economic Strategy for South Ribble, and close working with its partners will look to develop appropriate actions to tackle the disparity.</p> <p>Interventions may be possible through the UK Shared Prosperity Fund to bid for funds to drive higher level qualifications impacting on access to higher paid jobs in the future.</p>					



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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

32. Phase one of improvement works to the existing leisure centres totalling £1.875m was agreed at Council in April 2022. The refurbishment to the centres will be undertaken in conjunction with the decarbonisation works, which will significantly reduce the carbon footprint of the estate and reduce energy costs. The planned work to Leyland, Bamber Bridge, Penwortham Leisure Centres and South Ribble Tennis Centre includes roofing works, the installation of a new building management system, distribution board upgrades and fire compartmentalisation works.
33. As part of the ongoing commitment to the environment and to help tackle climate change, work has commenced to provisionally identify locations for tree planting. Scoping activity is underway to enable the decarbonisation work to the Civic Centre, the depot, the tennis centre and the three leisure centres. Contracts are being established, including site plans and lease agreements for the 19 electric vehicle charging points across the borough. A public consultation is underway on the draft biodiversity strategy, which sets out where the South Ribble is regarding conservation and highlights ways to promote, conserve and enhance biodiversity across the Borough. The consultation is due to end in June 2022, and the strategy is to be presented to Full Council in July 2022.
34. The project to bring Worden Hall has progressed over the quarter and will be partially open to the public by the time of the Jubilee weekend. Works over the period have included the construction of the Courtyard Hall and roof, completion of the brick work to the clock tower, and commencement of works on the external cladding to the front of the hall. The new café is set to open by the end of May and trading in time for the Leyland Festival on the 2nd June and the Jubilee weekend. The project is set to be fully completed with all elements handed over by 21st July 2022.
35. The schemes for McKenzie Arms and Jubilee Gardens Extra Care Facility have progressed in line with plans over the past quarter, both schemes are focused on providing access to high quality affordable homes. The construction phase of the McKenzie Arms development started in January 2022. Work carried out on site includes address registrations process, remedial work to the boundary walls, substructure masonry to apartments, drainage, block floors and diversion of the overhead BT cable. In support of the project the Council has successfully received funding from Homes England totalling £675k.
36. Jubilee Gardens Extra Care development has progressed to Stage 3 design and development of the planning application. The main contractor has been appointed through 2 stage appointment process and is to be formalised in quarter one. Ground condition investigatory work will be carried out on the West Paddock site in Leyland, to better understand the ground conditions of the area to assist in the ongoing design of the facility. Going forward, a funding application will be submitted to Homes England, the

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planning application will be submitted for approval and the Stage 4 technical design of the development will commence.

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

Projects	2021-22 Quarter 4 (Jan– Mar)
Improve leisure facilities in South Ribble to improve wellbeing	Green
Deliver the new Worden Hall complex as a flagship venue	Amber
Lead action to address climate change for South Ribble	Green
Deliver affordable homes	Green

<p>Deliver the new Worden Hall complex as a flagship venue:</p> <p>The project is to develop the central buildings of Worden park; (excluding the craft units and conservatory), into a community event space and small wedding venue including an enhanced café offer.</p>		<p>AMBER</p>
Issue:	<p>Delays have impacted the intended completion date of June 2022, which is now scheduled for handover on 21st July 2022.</p> <p>The reasons for the delays have been out of the Council's control due to factors on delay in supply chains and arrival of materials on site. This has also further been impacted with elements of some work taking longer than planned, due to the nature of heritage and conservation-based works which can often result in further remediations and works having to be carried out.</p>	
Action Plan - What will be done:	<p>Whilst the site will not be fully completed, every effort has been made to ensure that part of the hall will be accessible and open to the public.</p> <p>Contractors have undertaken additional hours to accelerate the works to close the gap in the delays and whilst the hall will not be fully open by the festival weekend, by the time of the Jubilee weekend:</p> <ul style="list-style-type: none"> • The café facilities will be open and trading (due to be handed over by the end May). • All landscaping and exterior works will be completed <p>The project is on schedule for completion and hand over with the retail units, office space and courtyard due to be completed 21st July</p>	

Key Performance Indicators

38. Of the nine performance measures reported under this outcome, five are due to be reported this quarter. Two performance indicators are on track performing above target, two indicators are monitored against their trend, and one is being baselined.

The measure being baselined is:

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- The number of wellbeing sessions delivered by the Active Health Team

The two measures rated on track are:

- 27,500 Trees will be planted in the borough this year (Cumulative)
- Number of affordable homes delivered

39. The following two measures are monitored against their trend with an update provided below:

- Number of meals provided to school age children through holiday hunger offer

Key Performance Indicator	Polarity	Comparable Period	Quarter 4 2021/22	Trend
Number of meals provided to school age children through holiday hunger offer	None	11,020 (Q3: 2021/22)	1020	-
Trend:	<p>There has been a decrease in the take up of school meals provided through the holiday hunger offer for a number of different reasons, which include the length of the holiday period within the quarter and distribution vouchers.</p> <p>Take up is lower during holiday periods that are shorter such as the one-week half-term in quarter four. This suggests that it is easier for families to manage financially in comparison to the longer holiday periods such as the summer and winter breaks.</p> <p>Further to this, families have been provided with £15 voucher for the half-term holiday period. Figures reported in previous quarters have been consistently lower when these vouchers have been distributed for children.</p>			

- The number of people who are prevented from becoming homeless or have had their homelessness relieved.

Key Performance Indicator	Polarity	Comparable Period	Quarter 4 2021/22	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved	Bigger is better	411 (Q4 2020/21)	290	Worse than Q4 2020/21
Trend:	<p>There were 51 homelessness presentations in quarter four. The main reasons for homelessness in 2021/22 are:</p> <ul style="list-style-type: none"> • Family and friends no longer willing to accommodate individuals • The ending of assured shorthold tenancy in the private sector (including reduction in income and landlords selling) • Relationships breaking down • Domestic violence <p>It is challenging to relieve homelessness due to the number of social housing decreasing steadily over the year from 103 in quarter one down to 32 in quarter four. Additionally, the</p>			

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Key Performance Indicator	Polarity	Comparable Period	Quarter 4 2021/22	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved	Bigger is better	411 (Q4 2020/21)	290	Worse than Q4 2020/21
	opportunities to relieve homelessness via private sector housing is limited due to housing being in short supply and largely unaffordable. Landlords may be selling their properties as the government Covid eviction restrictions have now been lifted. Covid has impacted on family and friends allowing people to remain in their homes, due to potential health vulnerabilities. It is expected that the cost of living crisis, evictions and increased referrals will likely increase the number of people presenting as homelessness. There is potential for increased presentations from the various schemes to support those fleeing the Ukraine war, when the scheme ends or if placements breakdown. Currently there are 292 interested sponsors in South Ribble with the potential to accommodate approximately 600 guests through the Homes for Ukraine scheme.			
Action Taken:	Work has been undertaken with Lancashire County Council to deliver units of accommodation for single people with complex needs and to address the lack of provision that is available generally. In addition, a service review is to be carried out which will identify opportunities for improvement and to implement best practise. Discussions are being held with Housing Benefit team to set up referrals where discretionary housing payments are not awarded, and the use of housing funding is being explored as a potential route to alleviate homelessness			

Key organisational performance measures

40. At the end of quarter four, there are 12 key organisational performance measures due to be reported. A full list of the performance indicators is included in Appendix 2.
41. Of the 12 key organisational performance measure, eight are on track and performing better than target:
- Number of households in temporary accommodation at the end of the quarter
 - Number of accidents reported to Health and Safety from work related activity
 - No. of accidents reported to Health Safety Executive for work related activity
 - Number of near miss incidents reported to Health and Safety
 - The average number of working days from Disabled Facilities grant referral received from LCC to application approved
 - % planning applications decided within 8 weeks (minor / other applications)
 - % planning applications decided within 13 weeks (major applications)
 - Percentage of Business Rates (Cumulative YTD)
42. Two performance measure are worse than target but within the 5% threshold:
- Percentage of Council Tax collected (Cumulative YTD)
 - Average days to process a new housing benefit claim

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43. Two performance measure are rated off track and are performing worse than target, and outside the 5% threshold.

- % of telephone calls answered within 90 seconds
- % of calls abandoned before being answered in a quarter

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
% of telephone calls answered within 90 seconds	Bigger is better	40%	62.9% (Q3 2021/22)	28.9%	▲	Worse than Q4 2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	12.9% (Q3 2021/22)	36.8%	▲	Worse than Q4 2020/21
Reason Below Target	The performance of each indicator above has seen an unprecedented volume of calls in relation to the council tax annual billing, garden waste renewals and the national rebate on council tax. The level of calls combined with reduced capacity within the service has increased the number of calls being abandoned.					
Action Plan:	<p>In response to the increase in demand, the shared service operating model has accelerated and staff from other areas such as Revenues and Benefits have been answering customer Service call since March 2022. Additional working hours continue to be offered to staff across both Councils.</p> <p>Recruitment has been prioritised to fill vacant Customer Service Officer posts with interviews scheduled to take place in May 2022. There has been the addition of four new fixed term posts. Recruitment from the apprentice programme is also underway to add additional resource to the service.</p> <p>Further detailed information has been provided at Appendix 3</p>					

Climate change and air quality

44. 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.

Equality and diversity

45. 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

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

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47. 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

48. There are no direct financial implications arising from this report, however the performance information within it is integral to achieving the MTFs.

Comments of the Monitoring Officer

49. There are no issues of concern to raise from a Monitoring officer perspective – there are no direct legal implications arising from this report. The report is for noting – the report is part of our commitment to be an open and transparent organisation.

Background documents

- Corporate Strategy, approved 21st November 2021














Appendices

- Appendix 1 - Performance of the Corporate Strategy Measures
- Appendix 2 - Key Organisational Performance Measures
- Appendix 3 – Supplementary Item – Further information on Customer Service Calls

Report Author:	Email:	Telephone:	Date:
Howard Anthony, Michael Johnson (Performance & Partnerships Team Leader, Policy Officer (Engagement))	howard.anthony@southribble.gov.uk, mjohanson@southribble.gov.uk	01772 62 5625	18/05/2022

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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				
Indicator Name	Polarity	Target	Comparison	Quarter 4 2021/22	Symbol	Trend
An Exemplary Council						
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	22.75% (Q3 2021/22)	46.1%		Better than Q4 2020/21
Thriving Communities						
The number of claimants as a proportion of resident population of area aged 16-64 is better than North West average	Smaller is better	4.8%	2.6% (Q3 2021/22)	2.5%		Better than Q4 2020/21
% of the population with NVQ level 3 and above will increase	Bigger is better	56.2%	58.1% (NW average)	53.1%		Worse than Q4 2020/21
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	200 (Annual)	47 (Q3: 2021/22)	15		New for 2021/22
A fair local economy that works for everyone						
Overall employment rate greater than north west average	Bigger is better	72.9%	79.1% (Q3: 2021/22)	75.9%		Worse than Q4 2020/21
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	2.6% (Q3: 2021/22)	3.1%		Better than Q4 2020/21
Median workplace earnings in the borough will be better than the national average	Bigger is better	£612.80	£571.70 (Q4: 2020/21)	£591.70		Better than Q4 2020/21
Median earnings by residence (residents of South Ribble) will be better than the national average	Bigger is better	£613.10	£540.00 (Q4: 2020/21)	£550.40		Better than Q4 2020/21
Good homes green spaces healthy places						
Number of meals provided to school age children through holiday hunger offer	None	No Target (Monitor Trend)	11020 (Q3: 2021/22)	1020	N/A	Worse than Q4 2020/21
The number of wellbeing sessions delivered by the Active Health Team	Bigger is better	Target to be set 2022/23	1969 (Q3: 2021/22)	2794	N/A	New for 2021/22
27,500 Trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500 (Annual)	4,435 (Q3: 2021/22)	34504		Better than Q4 2020/21
The number of people who are prevented from becoming homeless or have had their homelessness relieved	Bigger is better	No Target (Monitor Trend)	239 (Q3: 2021/22)	290	N/A	Worse than Q4 2020/21
Number of affordable homes delivered	Bigger is better	80	59 (Q2: 2021/22)	86		Better than Q4 2020/21

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Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Comparison (Previous Quarter)	Quarter 4 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	51 (Q3: 2021/22)	36	★	Better than Q4 2020/21
Number of accidents reported to Health and Safety from work related activity	Smaller is better	Target to improve trend	10 (Q3: 2021/22)	7	★	Worse than Q4 2020/21
No. of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	4	0 (Q3: 2021/22)	0	★	Better than Q4 2020/21
Number of near miss incidents reported to Health and Safety	Bigger is better	Target to improve trend	1 (Q3: 2021/22))	3	★	Same as Q4 2020/21
The average number of working days from Disabled Facilities grant referral received from LCC to application approved	Smaller is better	167 Days	106 days (Q3: 2021/22)	138 days	★	Better than Q4 2020/21
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	100% (Q3: 2021/22)	85.7%	★	Worse than Q4 2020/21
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	186.3% (Q3: 2021/22)	85.8%	★	Same as Q4 2020/21
% of telephone calls answered within 90 seconds	Bigger is better	40%	62.9% (Q3 2021/22)	28.9%	▲	Worse than Q4 2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	12.9% (Q3: 2021/22)	36.8%	▲	Worse than Q4 2020/21
Average days to process a new housing benefit claim	Smaller is better	16 Days	14.51 (Q3: 2021/22)	16.25 days	●	Worse than Q4 2020/21
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	96.84%	84.4% (Q3: 2021/22)	96.46%	●	Worse than Q4 2020/21
Percentage of Business Rates (Cumulative YTD)	Bigger is better	95.02%	76.79% (Q3: 2021/22)	96.14%	★	Better than Q4 2020/21

¹ This indicator has been corrected for quarter three to include other applications.

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Appendix 3 - Supplementary Item – Further information on Customer Service Calls

The service level agreement (SLA) for answering calls within the contact centre (Gateway) is 90 seconds with a target of 40%, and the target for 'Abandoned' calls is 15%.

2021/2022	Q3: Oct 2021 – Dec 2021	Q4: Jan 2022 – March 2022	01.04.22 to 30.04.22
Total Calls	18919	39233	9638
Calls Answered within 90 secs (Target 40%)	51.8%	20%	26.2%
Abandoned rate % (Target 15%)	16.3%	38%	20.4%
Average Wait Time	3 mins 16 secs	10 mins 3 secs	6 mins 15 secs
Maximum Wait Time	2 hrs 5 mins 2 secs	1 hr 55 mins 52 secs	43 mins 53 secs
Face to Face Contacts	347	634	240

Over quarter four there has been a significant demand on customer services. Compared with the same period the previous year the Council received a further 5,760 calls. The demand is partly seasonal due to garden waste enquiries, which increased 13% on last year and council tax enquiries following annual billing and the announcement of the council tax rebate of £150 from Central Government.

The latest data does indicate improvement, as demand for garden waste and annual billing calls subside, however a high volume of calls is still anticipated in May due to queries from customers regarding the £150 tax rebate. It is anticipated that the volume of calls in quarter two (2022/23) should overall reduce and on completing further recruitment and implementation of service improvements, the Council should see a steady improvement in performance.

The customer services review created new roles for 80 existing employees, with all maintaining or achieving a better position in terms of pay, or a promotion. An extensive recruitment process has been undertaken in line with our policies, ensuring opportunities for internal staff before progressing to external recruitment. The final stages of recruitment scheduled to complete the 23rd week of May. The remaining seven posts plus eight apprentices have been advertised externally, concurrent to the internal process (four already appointed), and from 90 applicants 27 were interviewed the final week of May. From that process ten appointments have been offered.

This will also be supported by the implementation of the single operating model with other improvements to include:

- A review of the existing Customer Care Policy, which will set out how customers can get in contact and access council services, the expectation on standards of customer care across the council, including response times and how they will be monitored.

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- The acceleration of the shared model, which identifies that Customer Services and Revenues and Benefits are one shared team and that staff will have specialisms in either Customer Services, Revenues, or Benefits. This means that all staff will be able to answer simple calls from customers, with more complex or specialised enquiries routed directly to a subject specialist (either Revenues, Benefits, or other back-office function). This will ensure that all customer will have access to specialist knowledge and have their enquiry/service request resolved at the first point of contact.
- The introduction of the new telephony system, which will offer additional functionality and increase capacity within the call centre. Part of the additional functionality includes skills-based routing of calls to provide a quick resolution to the customer at the first point of contact and email integration.
- A training and development programme will be established to enhance specialisms for staff and to build confidence to support customers, including the use of self-serve.
- Digitisation programme to encourage a channel shift towards digital methods of interaction and to enable the delivery of the shared model.
- Automation of customer services process for council tax and housing benefits processing.
- Review of online forms and the technology that supports them to ensure simplicity, and increased resolution times.

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Appendix 4 – Community Hub Action Plans Delivery Summary

Projects that have been successfully delivered include, but are not limited to:

- Distribution of Winter Readiness packs to all homes in the Eastern Parishes
- Disability footpath and handrail installed at the Eagle and Child Bowling Green, Leyland
- Launch of the Love Where You Live campaigns in Leyland and Farington and Bamber Bridge, Lostock Hall and Walton-le-Dale Community Hub areas
- Installation of Happy to Chat benches in Bamber Bridge, Lostock Hall and Walton-le-Dale Community Hub

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	Monday, 20 June 2022 Monday, 20 June 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 Corporate Revenue Budget Monitoring Report and Reserves – Provisional outturn position at 31st March 2022

Purpose of the Report

1. This report sets out the revenue and reserves provisional outturn for the council as at 31st March 2022.

Recommendations to Cabinet

2. Note the provisional outturn position for revenue and reserves as at 31st March 2022.
3. To approve the creation of the following reserves from the in-year underspend:
 - o £92k for the creation of a reserve for the costs of Planning Appeals and inquiries.

Executive summary

4. Based on the provisional outturn position at 31st March 2022, there is an underspend against the budget for 2021/22 of £0.484m; as detailed in **Appendix 1**; this compares with the forecast at 31st January of £0.392m. Following the allocation to reserves as detailed above, and the agreed movement of £0.392m at quarter three to the Covid Recovery Reserve, there will be no change to the general fund reserve.
5. The council's Medium-Term Financial Strategy recommends that General Reserves are maintained at a minimum of £4.0m to mitigate against any unforeseen financial risks that may present in the future. Based on point 4 above, the level of general fund balances at 31st March 2022 is £4.141m.

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Reasons for Recommendations

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

Alternative Options Considered and Rejected

7. None

Corporate priorities

8. The report relates to the following corporate priorities:

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

Background to the report

9. The current net revenue budget for 2021/22 is £14.480m, which includes a savings target of £190k; this comprises £150k in respect of staffing turnover and £40k from the expansion of Shared Services.
10. **Appendix 3** provides further information about the specific earmarked reserves and provisions that were available for use during 2021/22.

Section A: Outturn Position – Revenue

11. The expenditure, based on the position as at 31st March 2022, is £13.872m against the council's budgets of £14.480m. Details of the 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.
12. A general key issue to note is that the staffing budgets for 2021/22 were set without any inflationary uplift, in line with the Government announcement at the time, with the exception of a £250 increase for salaries below £25k. A final offer was accepted by the Unions of 1.75% during the year, which therefore created a £142k budget pressure across all directorates in the council; this has been contained within the figures presented.

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Variations from Budget

Directorate	Budget £'000	Outturn 31st Mar 22 £'000	Variance (Under)/Overspend £'000
Commercial & Property	1,750	1,827	77
Communities	1,690	1,448	(242)
Customer & Digital	6,217	5,905	(312)
Governance	1,796	1,706	(90)
Planning & Development	582	(67)	(649)
Policy	1,881	2,126	245
Budgets Not In Directorates	564	914	350
Covid-19	-	13	13
Total Expenditure	14,480	13,872	(608)
Funding	Budget £'000	Outturn at 31st 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)	-	124
Retained Business Rates	(3,829)	(3,829)	-
Section 31 Government Grants	(1,465)	(1,465)	-
Total Funding	(14,480)	(14,356)	124
Net Outturn	-	(484)	(484)

13. Commercial and Property – Overspend of £77k

The key variances to note are;

- £97k additional staffing costs in respect of support required in the facilities and estates teams and further costs incurred on repairs and maintenance of £118k.
- There is an overspend of £47k due to agency staff costs in property, and a reduction in income of £52k across the market and the business and conference centre, due to the impact of Covid. There was an increase in repairs and maintenance at Moss Side of £27k.
- Leisure Services has an underspend by £274k against budget – this has arisen as the budget assumed that leisure services would be provided by the council throughout 2021/22, however the service transferred to South Ribble Leisure Ltd (a wholly owned subsidiary of the council) on 1st September 2021. The reported underspend reflects the transfer on this date, with the actual income and expenditure included in the council's accounts for the first 5 months of the year. The figure also reflects an unbudgeted receipt of £106k in respect of furlough funding for the period 1st April to 31st August 2021.

14. Communities – Underspend of £242k

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The key variances to note are;

- The Community Involvement budget has an underspend of £146k, of which £11k relates to staffing vacancies, £98k in respect of increased income from various Active Health funding streams, with the balance being underspends on other general expenditure.
- The Departmental Costs cost centre has an underspend of £31k due to the vacant Assistant Director post (now deleted) which is offsetting overspends elsewhere.
- Environmental Health has an overspend of £26k relating to staffing costs.
- The Housing Support budget is underspent due additional admin charge income for Disabled Facilities Grants, which is charged to capital expenditure amounting to £58k.
- The remainder of the underspend relates to non-staffing.

15. Customer and Digital – Underspend of £312k

The key variances to note are;

- The £72k reduction in staffing costs is predominantly due to a number of vacant posts in the Customer Services, Revenues and Benefits and Information Services teams, as recruitment following the implementation of the Shared Services review continues. This underspend is net of the costs of restructure within these teams, following approval of the review.
- The cost of council tax collection has overspent against the budget by £86k, offset by income from the Housing Benefit Admin Subsidy grant of £58k and additional government grant for council tax support costs of £132k which had not been budgeted for.
- Additional New Burdens grant income was also received during the year of £64k.
- The Parks & Neighbourhood budget has an overall underspend of £32k, of which £69k relates to an underspend on staffing costs, offset by overspends across various budgeted lines of expenditure.
- Transport has an overall overspend of £32k reflecting increased fuel costs of £26k and a reduction in parking income of £70k, partly offset by underspends on car park and vehicle maintenance budgets of £64k.
- Waste Management has an overall underspend £46k which comprises of a staffing overspend of £22k, an overspend of £85k in respect of increased contract costs during the year, both of which are offset by an increase in bulky waste and garden waste income and other underspends in total amounting to £153k.
- The remaining underspend is relating to non-staffing.

16. Governance – Underspend of £90k

- The underspend relates mainly to underspends on staffing costs

17. Planning and Development – Underspend of £649k

The key variances comprise;

- Increased building control fees has resulted in an underspend of £25k.
- Following a number of large receipts late in the year, the Planning fee income budget is in surplus by £302k.
- £50k overspend on Consultancy and legal fees have been offset by a £20k reduction in advertising costs.

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- There is additional CIL admin income of £231k within the Development Control budget due to a higher amount of CIL income received in the year.
- The Apprentices and Investment and Skills service has a combined underspend of £77k due to vacancies.
- Licencing has an underspend of £50k on staffing due to vacant posts.

18. Policy – Overspend of £245k

The key variances comprise;

- £93k overspend relating to the finalisation of the external Audit fees for 2020/21 and an increase in the cost of the Audit fees for 2021/22, which is a situation encountered nationally across all local authority audits and has been the subject of government review.
- £203k of the overspend is due to an increase in the provision for doubtful debts.
- The balance relates to various non-staffing net underspends across the directorate.

19. Budgets Not In Directorates – Overspend of £350k

The key variances to note are;

- As noted in previous reports, additional pension contributions of £353k were required to be paid to the Lancashire Pension Fund during the year, to address the understated level of pension contributions that were paid in advance for the three years to 2022/23 back in April 2020. This has resulted in an in-year overspend of £238k.
- The original revenue budget included a savings target 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 is 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 £28k overspent for 2021/22.

20. Covid-19 – Overspend of £13k following month 10 reserve adjustments

- Further to the February Council meeting, £1.03m of reserves have been created from underspends generated in 2021/22 following the application of un-ringfenced Covid funding to existing budgets that have incurred Covid related expenditure.
- Confirmation has been received that the Covid-19 Contain Outbreak Management Fund (COMF) can be carried forward and as a result, £391k has been identified for projects that are due to complete in 2022/23.

21. Planned reserves movement – £124k Overspend

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- The budgeted use of reserves for Business Rates is no longer required given the outturn position.

Section B: General Fund Resources and Balances

22. 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 outturn for 2021/22 shows a projected General Fund closing balance of £4.234m as detailed below.

Summary of Movement in General Reserves	£m
General Fund Reserves as at 1 st April 2021	(4.141)
Outturn revenue budget (surplus) / deficit	(0.484)
Movement to other reserves as detailed in point 4	0.484
General Reserve Closing Balance 2021/22	(4.141)

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

24. Taking account of the adjustments highlighted in **Appendix 3**, the level of Earmarked reserves held for discretionary use by the Council at 31st March 2022 is £16.538m compared to a balance of £23.007m at 31st March 2021.

Summary of Movement in Earmarked Reserves	£m
Earmarked Reserves as at 1 st April 2021	(23.007)
Use of revenue reserves for capital financing	2.615
Release of S31 grant received in 2020/21 (and held in reserves) in respect of Business Rates reliefs provided to businesses by the government – this is offset against the deficit brought forward on the Collection Fund	4.890
Movements to Reserves as detailed in point 4	(0.484)
Transfer to Reserves	(1.480)
Use of /(increase) in Other Earmarked Reserves	0.928
Earmarked Reserves Closing Balance 2021/22	(16.538)

25. The £0.928m use of Other Earmarked reserves shown in the table above includes the following items:

- £236k taken from the business rates retention reserve to address the additional pension contributions required in relation to 2020/21.
- £59k to fund costs associated with the local plan.
- £153k use of specific reserves within the Communities directorate.
- £221k from the business grants reserve to contribute to the wider programme of support to businesses, alongside the Covid Additional Restrictions Grant funding.
- £93k use of specific reserves within the Policy directorate
- £45k of funding carried forward to be used for stock condition surveys for the Council's properties.

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- The remainder of the movements are various, smaller adjustments related to revenue spending.
26. The transfers to reserves of £1.480m comprise of those approved in the last Revenue Monitoring report at Month 10 of £1.030m and others as listed below.
- £199k transfer of specific reserves within Communities.
 - £149k transfer of specific reserves within Customer and Digital.
 - £50k transfer of specific reserves within Planning and Development.
 - The remainder of the transfers are various smaller adjustment.
27. The use of earmarked reserves shown in the table above are reflected in the revenue budget monitoring position detailed in this report.

Climate change and air quality

28. 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

29. None.

Risk

30. None.

Comments of the Statutory Finance Officer

31. The financial implications are contained within this report.

Comments of the Monitoring Officer

32. None.

Background documents

33. There are no background papers to this report.

Appendices

- Appendix 1 – Revenue 2021/22 - position at 31st March 2022
Appendix 2 – Revenue Budget Movements at 31st March 2022
Appendix 3 – 2021/22 Reserves Programme position at 31st March 2022
Appendix 4 – Current Staffing Vacancies

Report Author:	Email:	Telephone:	Date:
Neil Halton (Principal Management Accountant),	Neil.Halton@southribble.gov.uk Hemangini.Chevli@southribble.gov.uk		20/05/22 20/05/22

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Hema Chevli (Senior Management Accountant)			
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APPENDIX 1

Revenue 2021/22 - position as at 31st March 2022

Directorate	Department / Section	Original Budget	Budget at 31st March 2022	Outturn based on position at 31st March 2022	Variance (Under) / Overspend
Commercial & Property	Community Centres	12	12	1	(11)
	Departmental Costs	117	117	122	5
	Housing Delivery	(33)	(33)	(29)	4
	Investment Properties	(691)	(691)	(383)	308
	Leisure	1,438	1,438	1,164	(274)
	Projects & Development	216	216	176	(40)
	Property Services	649	691	777	86
Commercial & Property Total		1,708	1,750	1,827	77
Communities	Community Involvement	627	582	436	(146)
	Departmental Costs	44	82	51	(31)
	Environmental Health	549	579	605	26
	Homelessness	350	350	331	(19)
	Housing Support	128	98	26	(72)
Communities Total		1,697	1,690	1,449	(241)
Customer & Digital	Customer Services and Revenue and Benefits	753	678	452	(227)
	Departmental Costs	120	120	70	(50)
	Information Services	1,600	1,638	1,650	12
	Parks and Neighbourhoods	2,469	2,398	2,365	(32)
	Transport	336	336	368	32
	Waste Management	1,047	1,047	1,001	(46)
Customer & Digital Total		6,325	6,217	5,906	(311)
Governance	Civic Services	-	-	7	7
	Democratic Services	785	760	701	(59)
	Departmental Costs	228	272	237	(34)
	Legal	300	284	300	16
	Shared Assurance Services	481	481	461	(20)
Governance Total		1,794	1,796	1,706	(90)
Planning & Development	Building Control	(56)	(0)	(25)	(25)
	City Deal	(129)	(129)	(129)	0
	Departmental Costs	112	44	49	5
	Investment and Skills	408	408	311	(97)
	Licensing	4	4	(47)	(51)
	Planning	320	256	(226)	(482)
Planning & Development Total		659	582	(67)	(649)
Policy	Communications & Visitor Economy	343	343	363	20
	Corporate	193	193	272	79
	Shared Financial Services	673	671	872	201
	Transformation & Partnerships	674	674	618	(56)
Policy Total		1,883	1,881	2,125	245

Directorate	Department / Section	Original Budget	Budget at 31st March 2022	Outturn based on position at 31st March 2022	Variance (Under) / Overspend
Budgets Not In Directorates	Covid-19	-	-	13	13
	Debt Repayment	298	298	298	0
	Interest	(118)	(118)	(90)	28
	Parish Precepts	434	434	478	44
	Pensions Costs	(11)	(11)	227	238
	Savings Targets	(190)	(40)	-	40
Budgets Not In Directorates Total		414	564	926	362
Funding	Council Tax	(8,599)	(8,599)	(8,599)	-
	Lower Tier Support Grant	(100)	(100)	(100)	0
	New Homes Bonus	(363)	(363)	(363)	-
	Reserves	(124)	(124)	-	124
	Retained Business Rates	(3,829)	(3,829)	(3,829)	-
	Section 31 Government Grants	(1,465)	(1,465)	(1,465)	-
Funding Total		(14,480)	(14,480)	(14,356)	124
Adjustments	Capital		-	5,782	5,782
	Capital Income		-	(5,782)	(5,782)
Adjustments Total			-	-	-
Grand Total		-	-	(484)	(484)

APPENDIX 2

Revenue Budget Movements as at 31st March 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)	-
Transfers between directorates									
Realignment of staffing budgets	42	68	(33)	3	(77)	(3)			-
Allocation of savings targets									
Staffing turnover		(75)	(75)				150		-
Carry forward of grants and other budgets to 2022/23									
									-
Transfers (to) / from Earmarked reserves									
Defibrillators net expenditure		25							25
Defibrillators contribution from New Burdens reserve		(25)							(25)
Transfers (to) / from General Fund reserves									
									-
Other budget adjustments									
									-
Revised Budget as at 31st March 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 March 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	
General Fund Balance	(4,141)		-	-	-	(4,141)
Corporate Reserves						
Borough Investment account	(4,404)	938				(3,466)
Brexit Preparation Grant	(36)					(36)
Business rates retention reserve	(3,144)		236			(2,908)
Business rates temporary surplus to be repaid	(5,244)			4,890		(354)
Capital Funding Reserve	(1,851)	1,387			(20)	(484)
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)					(250)
New Burdens Grant	(99)			24		(76)
Pensions Reserve	-		(236)	236		0
Restructure costs	(200)					(200)
Section 106 Revenue Reserve	(242)					(242)
Shared Services Implementation	(48)					(48)
Towns Fund	(76)			21		(55)
Queens Jubilee Celebrations					(30)	(30)
Business Support Advice and Grants					(200)	(200)
Grot Spots and Environmental Improvements					(200)	(200)
Apprentice, Graduate and Trainee Posts					(200)	(200)
Community Hub Boost					(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	
Sports Club and Community Organisations					(200)	(200)
IT Transformation Reserve	(230)	177	(550)	39		(564)

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	
Commercial and Property						
Asset Maintenance Reserve	(400)					(400)
Extra Care	(50)			7		(43)
Leisure Reserve	(546)			17		(529)
Leisure Strategy	(15)					(15)
Repairs and Maintenance Fund	(500)	114				(386)
Stock condition surveys	(113)			45		(69)
Communities						
Community Hubs Reserve	(109)			109	(130)	(130)
Energy efficiency	(27)			31	(26)	(21)
Homelessness prevention grants	(144)				(32)	(176)
Housing Standards Enforcement	(32)				(11)	(43)
Mental Health for Young People	(50)			6		(44)
Sports Development	(297)			7		(291)
Customer and Digital						
Grounds Maintenance	(7)					(7)
IT underspend non-staffing	(88)				(105)	(193)
Office supplies underspend	(36)				(45)	(81)
Governance						
Borough council elections	(160)					(160)
Internal Audit	(14)			14	(23)	(23)
Planning and Development						
Apprentice factory website	(15)					(15)
Business Grants	(150)			221	(71)	-
Business Support	(44)				21	(23)
Economic Development	(20)					(20)
Housing needs survey	(80)					(80)
Local Plans	(267)			59		(208)

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	-				(92)	(92)
Policy						
Communications	(31)					(31)
Credit Union	(149)			66		(83)
Events	(48)			25		(23)
Music Festival	(48)					(48)
Leyland Festival					(8)	(8)
Performance Reward Grant	(11)					(11)
Policy and Performance	(2)			2		-
Total Earmarked Reserves	(23,007)	2,615	-	5,818	(1,964)	(16,538)
Total Reserves - General and Earmarked	(27,149)	2,615	-	5,818	(1,964)	(20,679)

Current Staffing Vacancies

Appendix 4

Posts held pending review

Post Description	Shared Services	Notes
Commercial and Property		
Leisure Partnership Development Manager		Vacant since April 2021 and no immediate plans for recruitment.
Communities		
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		
SR Leisure Partnership Manager		To be considered in context of South Ribble Leisure Limited Review

Posts where the post-holder has been seconded:

Post Description	Shared Services	Notes
Communities		Some of these posts may be filled temporarily until the post holder returns.
Senior Community Involvement Officer		
Community Coach Gymnastics		
Customer and Digital		
Neighbourhood Officer (0.5 FTE)		

Notes:

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

Other Vacancies

Post Description	Shared Services	Notes
Communities		
Project Co-ordinator (0.6 FTE)		Split post 0.6fte & 0.4FTE above - 1 FTE to be appointed – external funding to be secured.
Environmental Health Technician (0.6 FTE)		Vacant since July 2021
Customer and Digital		
Customer Engagement Officer	Y	Interviews w/c 06.06.2022
ICT		
Software Developer	Y	Out to advert
Business Systems Officer (2 FTE)	Y	Out to advert
ICT Apprentice	Y	Out to advert
Cyber Security Officer	Y	Interviews 07.06.2022
Helpdesk manager	Y	Interviews w/c 13.06.2022
Software Manager	Y	Out to advert
ICT Technician	Y	Out to advert
Network Officer	Y	Out to advert
Senior Network Officer	Y	Out to advert
Software Developer	Y	Out to advert
Neighbourhoods		
Team Operative (2 FTE)		Vacant since 10/09/21
Arborist		Interviews w/c 13.06.2022
Operations Supervisor		Out to advert
Administrative Officer		Covered by Waste Services officer
Apprentice mechanic		Vacant since 01.09.2021
Customer Services		
Customer Services Manager		Interviews w/c 06.06.2022
SR Customer Service Officer Benefits 6 (4FTE)		Interviews in progress
SR Customer Service Officer Benefits 3		Interviews in progress
SR Customer Service Officer Benefits 5		Interviews in progress
Planning & Development		
Licensing Officer		Vacant since 31/12/21
Apprentice (3 FTE)		These will be recruited to in the next round of apprentices
Strategic Housing Officer		Vacant since May 2021
Policy & Governance		
Museum Curator	Y	Vacant since May 2020 but the budget has been used to fund a temporary resource.

Post Description	Shared Services	Notes
Business Development Officer		Vacant since April 2021
Cleaner (0.68 FTE)		Vacant since 22/12/21 and post filled from 11/04/22
Legal Executive	Y	Vacant since 23/01/22 and looking to recruit next financial year
Commercial Services		
Cleaner		Vacant since March 2022
Facilities Officer		Vacant due to secondment.
Graduate Engineer		Recruitment in progress
Estates Surveyor		Recruitment in progress

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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	Monday, 20 June 2022 Monday, 20 June 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 – outturn position at 31st March 2022

Purpose of the Report

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

Reasons for Recommendations

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

Alternative Options Considered and Rejected

6. None

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Corporate priorities

7. The report relates to the following corporate priorities:

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

Background

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 last monitoring report, which covered the period to the end of quarter 3 and was approved at Cabinet in March 2022, the 2021/22 programme was reduced to £13.325m.

Section A: Capital Programme

Key Issues

9. The total cost of the Council's capital investment programme for 2021/22 has decreased from £13.325m, as approved by Cabinet in the last monitoring report, to £7.764m at 31st March 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 £5.516m 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 increase of £0.027m in the 2021/22 budget and a reduction of £11.775m in the budget for 2022/23. The £0.027m constitutes an increase in spend on Bent Lane.

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Scheme	Increase / (Reduction) 2021/22 £'000	Increase / (Reduction) 2022/23 and future years £'000	Approved by	Date Approved
Good homes, green spaces and healthy places				
Sports and Leisure				
Leisure Centre Refurbishments		775	Council	20/4/22
Leisure Centre Refurbishments		5,834	Council	18/5/22
Leisure Facility		(18,988)	Council	18/5/22
Thriving Communities				
Lostock Hall Academy		300	Council	20/04/22
Gregson Lane Community Centre		300	Council	20/04/22
Totals	0	(11,775)		

12. Slippage and re-profiling of budgets from the programme in 2021/22 to 2022/23 since the previous report totals £5.588m, as detailed on the individual schemes in **Appendix B**. The largest movements are explained in the major variations section that follows.

13. At 31st March 2022 the capital expenditure across the programme was £7.809m. Whilst spend in relation to the overall programme was lower than anticipated at quarter three, several large projects are underway (e.g. Worden Hall, Sports Pitch Hub, Affordable Housing at the former McKenzie Arms, Town Deal) and the timing of exact expenditure before 31st March 2022 has been difficult to predict.

14. The total value of capital receipts for 2021/22 as at 31st March 2022 is £185k.

Major Variations in the Capital Programme since the previous report

Good Homes, Green Spaces and Healthy Places

15. Worden Park – work has been ongoing across the year end and as a result, the exact timing of the expenditure has been difficult to predict. £1.138m has been slipped into 2022/23 and is expected to be spent early in the new financial year.

16. Playgrounds and Open Spaces – the scheme at The Holme, Bamber Bridge, has been reprofiled to move the budget from 2021/22 to 2022/23 to reflect the expected timing of the expenditure.

17. Sports Pitch Hub – as reported at quarter three, there have been some delays due to bad weather and as a result the timing of expenditure has resulted in a further £1.164m being slipped into 2022/23.

18. Leisure Centres – As detailed in the reports to Council in April 2022 and May 2022, the future Leisure Capital programme has changed significantly to recognise the removal of the new Leisure Centre scheme and the inclusion of scheme budgets of £6.611m to fund refurbishments of the existing leisure centres. The impact of the scoping exercise has delayed the reception work project and as such, £377k of budget has been slipped into

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the new financial year. The result of these changes has meant a £12.4m reduction in proposed borrowing.

19. Disabled Facilities Grants (DFGs) – £264k of the budget for 2021/22 has been reprofiled to 2022/23. The list of approved allocations would utilise all of the grant but has slipped due to the timing of the completion of the works.
20. McKenzie Arms – work is well underway at the site but the timing of expenditure has meant slippage of £290k into 22/23.

A Fair Economy that works for everyone

21. Due to the exact timing of any Town Deal acquisitions, £1.436m has been moved into 22/23.

Thriving Communities

22. No major variations.

An Exemplary Council

23. IT Schemes – significant purchases have been, and continue to be made, from the approved budget as equipment becomes available. Timing is reliant on the delivery from suppliers, and as a result £125k has been slipped into 22/23.

Section B: Balance Sheet

Overview

24. 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

25. 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

26. 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 have risen over the last few months, following the increases in the Bank of England Base Rate. Interest rates on investments have also increased in response to this, but nevertheless remain at low levels. Debt interest payable is nil compared to a budget of £83k as the expected borrowing has not

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been required given the spend on the capital programme and the positive cash balances held by the council. Interest receivable on cash and investments is £90k compared to a budget of £200k due to interest rates being less than those assumed in the 2021/22 budget setting process; this is an increase of £40k however since quarter three as interest rates have risen.

	Outturn at 31st March 2022 £'000	Forecast as at 31st January 2022 £'000
Interest and Investment Income	(90)	(50)
Debt Interest Payable	0	0
Minimum Revenue Provision (MRP)	298	298
TOTAL	208	248

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

	As at 31st March 2022 £'000	As at 31st March 2021 £'000
Short term borrowing	Nil	Nil
Long term borrowing	Nil	Nil
Total Borrowing	Nil	Nil
Investments made by the Council	38,000	29,000
Cash Balance	18,155	15,846

Debtors

28. 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 March 2022.

	Position at 31st March 2022 £'000	Position as at 31st March 2021 £'000
Council Tax		
Expected Council Tax Collectable 21/22 (20/21)	73,988	69,675
Current year balance outstanding	2,533	2,149
Previous years balance outstanding	4,280	3,266
Total Council Tax balance outstanding	6,813	5,415
Collection Rates	96.50%	96.80%
Business Rates		
Expected Business Rates Collectable 21/22 (20/21)	34,293	24,821
Current year balance outstanding	1,327	1,285
Previous year balance outstanding	1,123	745
Total Business Rates balance outstanding	2,450	2,030
Collection Rates	96.14%	95.02%
Housing Benefit		
Overpayment balances outstanding	847	976
Sundry Debtors	31st March 2022	31st January 2022

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	Position at 31st March 2022 £'000	Position as at 31 st March 2021 £'000
Balance outstanding	666	1,191

29. Business Rates collection can fluctuate month on month but collection is 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.
30. For debts relating to Housing Benefit and Sundry Debtors, in line with accounting standards and practice, the Council holds a provision for doubtful debts.
31. In respect of the figures above, the Council's share represents 11.6% of Council Tax income and 11.1% of Business Rates Income.

Climate change and air quality

32. 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

33. None

Risk

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

Comments of the Statutory Finance Officer

35. The financial implications are contained within this report.

Comments of the Monitoring Officer

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

Background documents

37. 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),	neil.halton@southribble.gov.uk,		20/5/22

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

APPENDIX A

	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st March 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	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st March 2022
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COSTS

Good homes, green spaces and healthy places	10,338	8,894	(3,814)	27	5,107
A fair economy that works for everyone	2,200	2,191	(1,603)	-	588
Thriving communities	350	298	(2)	-	296
An exemplary council	2,926	1,942	(124)	-	1,818
Total Forecast Expenditure	15,814	13,325	(5,543)	27	7,809

36,170	38,405	47,381	3,814	(12,377)	38,818
2,000	5,587	38,106	1,603	-	39,708
750	775	846	2	600	1,448
1,444	2,407	4,029	124	2	4,154
40,364	47,173	90,361	5,543	(11,775)	84,129

RESOURCES

Decarbonisation Grant	-	251	(9)		242
Disabled Facilities Grants	1,027	1,000	(266)		734
Homes England	-	-			-
Lottery Funding	213	324	-	-	324
One Public Estate - Land Release Funding	-	83	-		83
Sport England	-	816	(557)		259
Town Deal	-	1,588	(1,068)		520
Government Grants	1,240	4,062	(1,900)	-	2,162
Capital Receipts	-	70	115		185
CIL	150	250	(246)		4
External Contributions	30	182	48		230
Revenue Contributions	-	219	(100)		119
Reserves	3,417	3,885	(1,275)	-	2,610
Section 106 - Affordable	1,700	938	(173)		765
Section 106 - Other	355	691	(264)		427
Unsupported Borrowing	8,922	3,028	(1,748)	27	1,307
Total Forecast Resources	15,814	13,325	(5,543)	27	7,809

-	-	5,127	9		5,136
1,364	1,364	2,589	266		2,855
-	675	675	-		675
-	-	-	-		-
-	-	-	-		-
-	-	-	557		557
-	-	24,832	1,068		25,900
1,364	2,039	33,223	1,900	-	35,123
-	-	4,838	(115)		4,723
-	-	2,250	246		2,496
3,075	3,000	3,041	(48)	100	3,093
-	-	-	100		100
600	2,581	2,153	1,275	500	3,928
2,454	3,531	3,531	173		3,704
73	115	274	264		538
32,798	35,907	41,052	1,747	(12,375)	30,425
40,364	47,173	90,362	5,542	(11,775)	84,129

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Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 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 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Mar 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	-	4		4
Leyland Loop	100	105	(37)		68
Bridleway in western Leyland	-	81	(18)		63
Electric Vehicle Charging Points	-	106	(23)		83
Green Infrastructure Total	439	292	(74)	-	218

400	555	-			555
-	250	(4)			246
-	26	37			63
-	-	18			18
-	180	23			203
400	1,010	74	-	-	1,084

Worden Park

Arboretum landscaping	-	30	(21)		9
Craft Units Windows and Security Grills	-	-			-
Farmyard Cottages Windows and rendering	-	76	(76)		-
Farmyard Cottages - Heating	-	-			-
Ice House front façade	-	-			-
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	-			-
Worden Park fountain	80	-			-
Worden Park infrastructure and landscaping	120	-			-
Worden Hall refurbishment	1,450	2,195	(1,138)		1,057

-	-	21			21
-	40	-			40
-	-	76			76
-	24	-			24
-	10	-			10
-	20	20			40
40	50	-			50
33	50	-			50
50	100	-			100
-	80	-			80
312	500	-			500
600	598	1,138			1,736

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 2022
Worden Park Total	1,720	2,321	(1,255)	-	1,066

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Mar 2022
1,035	1,472	1,255	-	2,727

Other Parks and Open Spaces

Hurst Grange Park drainage	25	16	0		16
Hurst Grange Park Paths	40	-			-
Hurst Grange Coach House Phase 2	433	483	(18)		465
Open Spaces - Bent Lane	-	150	-	27	177
Open Spaces - Mounsey Road	50	-			-
Other Parks - Footpaths (Fossdale Moss, Priory, Valley Road)	45	45	(45)		-
Playground - Haig Avenue	175	175	(4)		172
Playground - Hurst Grange	35	-	(1)		(1)
Playground - Bellis Way	10	22	(2)		20
Playground - Bent Lane	175	175	(9)		166
Playground - The Holme, Bamber Bridge	175	175	(175)		-
Playground - Moss Side Village Green	125	-			-
Playground - Birch Avenue, Penwortham	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	(0)		9
-	40	-		40
-	60	18		78
-	-	-		-
-	80	-		80
-	-	45		45
-	-	4		4
-	-	1		1
-	-	2		2
-	-	9		9
50	50	175		225
50	175	-		175
-	145	-		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 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 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	9		39
Withy Grove Park	-	-			-
Other Parks and Open Spaces Total	1,416	1,272	(245)	27	1,054

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Mar 2022
-	40	-		40
-	45	-		45
-	40	-		40
-	15	-		15
-	41	-		41
-	200	-		200
48	30	(9)		21
60	60	-		60
308	1,665	245	-	1,909

Sports and Leisure

King George V Playing Fields, Higher Walton	-	19	(1)		17
King George V Playing Fields, Higher Walton Additional works	-	-			-
Leisure Facility	-	-			-
Leisure Centre refurbishments	500	-			-
Tennis Centre car park	-	100	(10)		90
Leisure Centre receptions	-	400	(377)		23
Lostock Hall Football Facility (St Gerard's)	-	120	(3)		117
Sport Pitch Hub	3,200	2,000	(1,164)		836
Council Leisure Facilities other than Leisure Centres	-	100	(8)		92
Decarbonisation of Leisure Centres	-	-			-
Sports and Leisure Total	3,700	2,739	(1,563)	-	1,176

-	-	1		1
25	25	-		25
18,988	18,988	-	(18,988)	-
1,600	1,100	-	6,611	7,711
-	-	10		10
-	-	377		377
-	-	3		3
-	800	1,164		1,964
-	175	8		183
-	5,269	-		5,269
20,613	26,357	1,563	(12,377)	15,543

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 2022
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Housing

Affordable Housing - former McKenzie Arms, Bamber Bridge	1,700	800	(290)		510
Affordable Housing - Tom House, Station Road, Bamber Bridge	-	151	(0)		151
Disabled Facilities Grants	1,027	1,000	(264)		736
Extra Care scheme	200	200	7		207
Empty Homes grants	39	-	(84)		(84)
Next Steps Accom - Purchase 2 houses	-	70			70
Private Sector home improvement grants	98	50	(47)		3
Sumpter Horse Site	-	-			-
Housing Total	3,064	2,271	(678)	-	1,594

Good homes, green spaces and healthy place	10,338	8,894	(3,814)	27	5,107
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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 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Mar 2022
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453	2,206	290		2,496
-	-	0		0
1,364	2,589	264		2,853
9,800	9,800	(7)		9,793
-	39	84		123
-	-	-		-
196	244	47		291
2,000	2,000	-		2,000
13,813	16,878	678	-	17,555

36,170	47,381	3,814	(12,377)	38,818
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Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 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	(2)		48
New Longton Regeneration	75	75	(75)		-
Parking Meters replacements	-	30	(10)		20
Quin Street Residential	-	-			-
Demolition and Asbestos Removal	-	-			-
Site Acquisitions	-	1,119	(1,090)		29
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	-	-	491		491
A fair economy that works for everyone	2,200	2,191	(1,603)	-	589

Thriving communities

Leisure Local	250	-			-
Penwortham Community Centre Improvements	-	-			-

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-	-	40		40
-	-	40		40
-	60	-		60

2,000	2,000	2		2,002
-	-	75		75
-	-	10		10
	5,184			5,184
	799			799
-	2,225	1,090		3,315
	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	838		1,920
-	-	-		-
-	-	(491)		(491)
2,000	38,106	1,603	-	39,708

250	310	-		310
150	100	-		100

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 2022
Lostock Hall Academy Grant					
Gregson Lane Community Centre Grant					
Neighbourhood Improvements	-	-			-
St Mary's, Penwortham - Churchyard wall repairs	100	33	(2)		31
Vernon Carus Sports Club	-	265			265
Thriving communities	350	298	(2)	-	296

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			300	300
			300	300
350	350	-		350
-	86	2		88
-	-	-		-
750	846	2	600	1,448

An exemplary council

Information Technology Programme

IT Unallocated Funding	262	-			-
Mobile Devices, Citrix, CCTV, Software and Cloud-based upgrades	-	100	(100)		-
Civic Centre conference centre hearing loop	35	-			-
Revenues and Benefits software	-	52	(52)		-
Idox	-	-			-
Single Sign On and Calendar Integration	-	-	14		14
Help Desk System	5	-			-
Front to Back Office Automation	-	-			-
Tablet refresh (agile working)	35	-			-
Mobile phone upgrade	-	-			-
ICT - Hardware			163		163
Network switching and wireless infrastructure	-	150	(150)		-
IT Programme Total	337	302	(125)	-	177

400	583	-		583
-	870	100		970
-	35	-		35
-	-	52		52
-	-	-		-
-	-	(14)		(14)
-	-	-		-
-	-	-		-
-	-	(163)		(163)
-	-	150		150
400	1,488	125	-	1,613

Other non-ICT projects

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 2022
Air Quality Monitors	-	24	(3)		21
Corporate Buildings	150	70	53		123
Corporate Buildings - Civic Centre	50	50	(50)		-
Civic Centre Building Management System	-	36	(3)		33
Civic Centre Hot Water System	-	3			3
Civic Centre LED Lighting	-	58	0		58
Civic Centre Solar Panels	-	53	(0)		53
Civic Centre 3rd Floor	50	-			-
Civic Centre New Entrance	150	-			-
Fire Safety - Civic, Depot, Kingsfold	-	145	5		150
Fire Doors at Kingsfold	-	16	(1)		15
Vehicles and Plant replacement programme	2,189	1,184	(1)		1,184
					-
An exemplary council	2,926	1,942	(124)	-	1,818
					-
Total	15,814	13,325	(5,543)	27	7,809

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-	-	3		3
400	400	(53)		347
100	100	50		150
-	-	3	(3)	-
-	-	-		-
-	-	(0)		(0)
-	-	0		0
-	50	-		50
-	150	-		150
-	-	(5)	5	-
-	-	1	(1)	-
544	1,841	1		1,841
				-
1,444	4,029	124	2	4,154
				-
40,364	90,361	5,543	(11,775)	84,129

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