

<b>Report to:</b>	Executive Cabinet Member –		
<b>Date of meeting:</b>	13 <sup>th</sup> , 19 <sup>th</sup> 26 <sup>th</sup> July 2021		
<b>Report of:</b>	Director of Place, Director of Corporate Resources	<b>Report number:</b>	41022,41023,41024 41036,41037
<b>Contact officer:</b>	Janet Pollard , Head of Strategic Finance	<b>Telephone number</b>	01204 336710
<b>Report title:</b>	Directorate of Place – Finance Report 2020/21 – Final Outturn		
<b>Not confidential</b>			
This report does not contain information which warrants its consideration in the absence of the press or members of the public.			
<b>Purpose:</b>	This report provides the Executive Cabinet Member with information relating to the financial final outturn position of the Directorate of Place.		
<b>Recommendations:</b>	It is recommended that the Executive Cabinet Member: <ul style="list-style-type: none"> <li>○ Note the final outturn financial position of the Directorate of Place.</li> <li>○ Note the final capital programme which fall under their portfolio.</li> <li>○ Approve the savings identified within this report</li> <li>○ Note the key findings in the report</li> </ul>		
<b>Decision:</b>			
<b>Background documents:</b>			
<b>Signed:</b>	Leader/Executive Cabinet Member	Monitoring Officer	
<b>Date:</b>			

<b>Consultation with other officers</b>		
Finance	Yes	Janet Pollard
Legal	No	
HR	No	
Equality Impact Assessment required?	No	
a. <b>Pre-consultation reports</b> Is there a need to consult on the proposals?		No
b. <b>Post consultation reports</b> Please confirm that the consultation response has been taken into consideration in making the recommendations.		No
<b>Vision outcomes</b> Please identify the appropriate Vision outcome(s) that this report relates or contributes to by putting a cross in the relevant box.	1. Start Well	
	2. Live Well	
	3. Age Well	
	4. Prosperous	X
	5. Clean and Green	
	6. Strong and Distinctive	
4. Prosperous	Businesses and investment are attracted to the borough, matching our workforce's skills with modern opportunities and employment.	

**Summary:**

This report outlines the financial final outturn position in respect of the Directorate of Place.

**Key Issues****Revenue Expenditure:**

Revenue expenditure as at final outturn for the Directorate of Place showed an overspend against budget of £511k after planned reserve movements.

There are three significant variances within the Directorate of Place as described in the report.

**Capital Expenditure:**

Capital expenditure for the Directorate of Place as at final outturn was £47.8m.

**Reserves:**

Directorate of Place holds £6.6m balance of earmarked reserves at 31 March 2021.

**Efficiency targets:**

The budgeted efficiency savings for 2019/21 for the Directorate of Place are £5.7m.

All savings have now been achieved.

This report seeks approval of £2,291 savings which will contribute to the Place Directorates allocation of the 21/23 savings programme.

**Risk:**

Specific areas of financial risk identified for the year related to loss of income, asset management and loss of contracts

## 1 Introduction

This report provides the Executive Cabinet Member with the financial final outturn position relating to the Directorate of Place.

The information is divided into five elements.

- Revenue expenditure
- Capital expenditure
- Reserve movements
- Efficiency targets
- Areas of financial risk

## 2 Revenue expenditure

### 2.1 Revenue budget

The approved revenue budget for the Directorate of Place is £34.6m

**Table One: Directorate of Place Approved Revenue Budget - 2020/21 Quarter 4**

	<b>Total £'000</b>
<b>Original Approved Budget 2020 / 21</b>	36,105
<b>Less Recharges 2020 / 21</b>	408
<b>Original Manager's Controllable Budget 2020 / 21</b>	35,697
<b><u>Virements in Year :</u></b>	
<b>Xmas trees and display budget transferred to Corporate Resources</b>	-18
<b>AD post transferred to Corporate Resources</b>	-112
<b>DSO Cleaning budget transfer to People Directorate</b>	-7
<b>Festive Lights transferred to Corporate Resources</b>	-30
<b>Salary budget taken back</b>	-105
<b>Finance Team budget transfer to Corporate Resources</b>	-320
<b>Revised insurance estimate vired from Corporate</b>	9
<b>Increased funding from other Directorates to Civil Contingencies</b>	13
<b>Community Safety &amp; Area Working transferred to Corporate Resources</b>	-1,161
<b>Additional budget transferred to Legal Services</b>	-31
<b>Q4:</b>	
<b>Corporate transfer ongoing pressures</b>	12
<b>Special Needs Transport transfer to People</b>	117

Adjusted Manager's Controllable Budget 2020 / 21	34,065
Add Adjusted Recharges 2020 / 21	492
<b>Adjusted Budget as at 31 March 2021</b>	<b>34,556</b>

## 2.2 In year budget adjustments

There have been two budget adjustments made during quarter four:

£12k corporate centre contribution to ongoing pressures and £117k transfer of Social Needs Transport budget to Directorate of People.

## 2.3 Financial Position

The final outturn position for the Directorate of Place amounted to an overspend of £511,000 which was met from reserves.

Table Two below outlines the financial position of the Directorate of Place after movements to reserves, as at 31<sup>st</sup> March 2021.

**Table Two – Directorate of Place Financial Position – Final Outturn 2020/2021**

<b>Portfolio ECM:</b>	<b>Net Budget</b>	<b>Year End Variance</b>	<b>Year End Variances transferred to/from General Reserves</b>	<b>Final Outturn</b>
	<b><u>£'000</u></b>	<b><u>£'000</u></b>	<b><u>£'000</u></b>	<b><u>£'000</u></b>
The Leader	229	(13)	13	229
Deputy Leader	10,978	273	(273)	10,978
Environment Regulatory	1,649	21	(21)	1,649
Environment Delivery	14,788	(32)	32	14,788
Highways & Transport	5,904	48	(48)	5,904
Strategic Planning & Housing	1,008	213	(213)	1,008
Stronger Communities	0	0	0	0
<b>Total Directorate of Place</b>	<b>34,556</b>	<b>511</b>	<b>(511)</b>	<b>34,556</b>

## Variance analysis

Appendix A gives a detailed breakdown by service of the final outturn and year end variance

There were two significant variances during the year;

## ***Corporate Property Services – £476k***

The most significant variance relates to additional work requested from Robertson's and Clear Sustainable Future. The additional work relates to issues identified whilst carrying out condition surveys and around the SAMP.

## ***Planning - £272k***

Additional legal costs arising from appeals and public inquiries have pushed spend significantly above the current budget. There was also additional costs incurred in year on agency cover of vacancies and the upgrade of planning software.

## **2.4 Impact of COVID-19**

### ***Financial impact - £4,053k***

The impact of the lockdowns arising from the global COVID-19 pandemic in 2020/21 financial year was extensive with loss of income and additional expenditure arising across the Directorate.

Trading services were particularly badly affected, where services lost the ability to generate income and only had limited ability to reduce operating costs. Support from specific COVID grants and National COVID emergency funding has been used in the impacted areas to meet those budget variances attributed to COVID-19 for lost income or additional expenditure.

## **3 Saving and efficiency 2019/21 reductions**

In setting the strategic budget for the year, the Directorate of Place was required to implement £5.7m of saving and efficiency reductions over the 2019/21 financial years. Action has been taken to implement the reductions and ongoing monitoring of expenditure against specific options was incorporated into the financial monitoring process during the year.

All savings have been achieved that relate to the 2019/21 programme.

Details of progress to the end of 2020/21 are given in Appendix B.

### ***Museum, Libraries and Archives***

During 2020/21, approval was given within the Quarter 2 Finance report for the deletion of a number of vacant posts to achieve savings across the Directorate. Within the approved savings was £50k achieved from deletion of a post within Libraries, Museums and Archives. The report omitted details identifying this post:

Service Development Officer Corporate Events and Income Generation..

Post number 67114          1 FTE

The Executive Member Deputy Leader portfolio is asked to re-affirm that decision and approve deletion of this named post.

#### 4 Saving Reductions for 2021/23 programme

In setting the strategic budget for the year, the Directorate of Place was required to implement £6.161m of saving and efficiency reductions over the 2021/23 financial years.

**Table Three: Directorate of Place 2021/23 savings programme :**

OPTION	Type of Report	SAVINGS 2021/22
		£'000
Review provision of School Crossing Patrols	Budget	57
Review of Highways & Engineering	Savings report	1,001
Review of Libraries, Museums and Archives.	Savings report	430
Review of Regulatory Services, Licensing and Enforcement Services	Savings report	60
Review of properties and Land held by the council in line with the Strategic Asset Management Plan (SAMP)	ECM	400
Review of the Business Development team	Budget	55
Review of Planning Enforcement	Budget	38
Leisure	Budget	311
Change the funding arrangement for staff working on Regeneration Capital Programmes	Budget	230
Increase all fees and charges by an additional 6% above inflation	Budget	700
Review of all commercial leases to reduce/remove peppercorn agreements	ECM	214
Selective price increases such as raising the school meal price to £2.20, review Trade Waste fee structure, increase on-street parking by 20%	Budget	550
Increase the budgeted income to reflect the actual income for services such as Planning, Heaton Fold etc.	Budget	270
Review of Fleet Management	Savings report	240
Waste, Neighbourhood and Community Services amalgamation	Savings report	1,525
Review of Building Control	Budget	80
<b>Total Savings Options for Directorate of Place</b>		<b>6,161</b>
Budget (Outturn) Report		2,291
Savings Reports		3,256
ECM reports		614
<b>Total Savings Options for Directorate of Place</b>		<b>6,161</b>

Within this report approval is being sort to approve £2.291m of savings.

**Table four: Directorate of Place savings options included within this report**

OPTION	SAVINGS 2021/22
	£'000
Review of the Business Development team	55
Review of Planning Enforcement	38
Deletion of vacant School Crossing Patrol Pasts	57
Change the funding arrangement for staff working on Regeneration Capital Programmes	230
Increase all fees and charges by an additional 6% above inflation	700
Building Control	80
Leisure Services	311
Selective price increases such as raising the school meal price to £2.20, review Trade Waste fee structure, increase on-street parking by 20%	550
Increase the budgeted income to reflect the actual income for services such as Planning, Heaton Fold etc.	270
<b>Total Savings Options Contained within this report</b>	<b>2,291</b>

***Review of Business Development Team (£55k, 1FTE)***

As part of the 2019/21 savings programme, a review of the Business Development team took place. An additional grade I post was established. However due to changes in the Directorate structure, Directorate Priorities and work programmes, this post was never filled. It is proposed to delete this post (67008). Cease and diminish details given in Appendix E.

***Review of Planning Enforcement (£38k)***

Additional Income arising out of enforcement on retrospective applications on developments without required planning permission.

### **School Crossing Patrols (£57k)**

It is proposed that the following vacant posts are deleted. These posts amount to £45,000. The balance of £12,000 is to be funded through cash limited budgets across the Highways Division. Cease and diminish details given in Appendix E.

<b>Post Number</b>	<b>Grade</b>	<b>FTE</b>
School Crossing Patroller..23390	Grade.B..	0.27
School Crossing Patroller..24369	Grade.B..	0.27
School Crossing Patroller..4299	Grade.B..	0.21
School Crossing Patroller..4353	Grade.B..	0.27
School Crossing Patroller..4363	Grade.B..	0.27
School Crossing Patroller..48063	Grade.B..	0.27
School Crossing Patroller..48069	Grade.B..	0.27
 School Crossing Patroller..48071	 Grade.B..	 0.27
School Crossing Patroller..66785	Grade.B..	0.27
<b>Total</b>		<b>2.38</b>

### **Change in Funding for Staff working on the Regeneration Capital Programme (£230k)**

The proposal is to fund the following posts through the Capital Programme using the £100m and fund any remaining balance from other cash limited budgets.

<b>Assign Number</b>	<b>Post</b>	<b>Grade</b>
	Investment & Development	
14410	Principal Project Officer..24839	Grade.I
22039	Principal Project Officer..58069	Grade.I
9896	Principal Project Officer..24215	Grade.I
9024	Project Officer..4195	Grade.G
	Various Balance of Hours	

### ***Increase all fees and Charges by 6% above inflation (£700k)***

This was approved at Full Council in February 2021

### ***Building Control (£80k)***



To review all areas of the service to ensure the charges cover the costs of delivering the service.

It is proposed to offer an improved service offer for customers willing to pay an enhanced fee. The service will be developed to meet the needs of the customer, in areas such as LABC Partnering & LABC Partner Authority Scheme (PAS), Street Naming & Numbering

A review and rationalisation of non-staffing budgets has been undertaken, this will generate a saving of £15,000

### ***Leisure (£311k)***

A report was approved on 23 February 2021 that authorised a contract extension of the current Leisure provider. A saving of £311k was accounted for as part of that process.

### ***Selective price Increases (£550k)***

*Bereavement Services      £100k*

Fees and charges were increased in January 2021.

*Catering                              £200k*

The price of a school meal has been increased as part of the budget setting process to £2.20. At £2.20, the cost will remain lower than other North West Local Authorities where the price of a school meal ranges from £2.30 - £2.70 per day.

*Parking                                £120k*

A 20% increase in on street parking was approved as part of the budget setting process.

*Waste                                  £120k*

Trade waste activity is increasing as a result of the work of the trade waste team. This target reflects the current and anticipated growth of the service.

### ***Increase Budgeted Income to reflect actual income position at 20/21 (£270k)***

*Development Management*

The income levels generated by Development Management currently exceed the budget. This option seeks to increase the budget up to the actual level.

*Heaton Fold*

Heaton Fold has been through a transformation over the past few years generating more opportunities for trading activities. Based on the pre COVID trend, this increased income target is achievable.

## 5 Capital Programme

Total capital expenditure at 2020/21 final outturn for the Directorate of Place was £47.841m. Details of the final spend against projects are shown in Appendix C.

### 5.1 In year movements

The capital programme of the Directorate of Place, had approvals totaling £107.134m. This comprised of:

- the original approval of £85.895m in the capital programme report to Council on 19<sup>th</sup> February 2020,
- £11.680m brought forward from the residual 2019/20 programme
- £750k transferred to People Directorate capital programme
- an additional £29.099m of funding programmed since the capital programme report of February 2020.

Of these approvals, £78.833m are currently forecast to be carried forward into 2021/22 for schemes profiled to complete in 2021/22 or beyond.

	£M
2020/21 Original Approval	85.895
Brought forward from 2019/20	11.680
Transfer to People Directorate	-0.750
Additions in year	29.849
Total available funding:	126.674
Q4 Revised Allocation	47.841

The Directorate of Place's capital programme can be broken down across the portfolio areas as follows:

**Table Four: Directorate of Place Capital Programme**

Portfolio	20/21		
	Original Allocation 2020/21	Revised Allocation Q4 2020/21	Actual At Q4 2020/21
	£	£	£
Total Deputy Leader	62,655,108	27,561,941	27,561,941
Total Stronger Communities	4,049,596	869,887	869,887
Total Environmental Regulatory	0	0	0
Total Environmental Services Delivery	6,527,654	6,211,387	6,211,387
Total Highways & Transport	12,662,519	13,197,764	13,197,764
Directorate of Place Grand Total	85,894,878	47,840,979	47,840,979

## 6 Reserve movements

**Table Five –Directorate of Place Reserves Position - 2020/21 Outturn**

Portfolio	Opening Balance 20/21 £	Movements in Year £	Closing Balance 20/21 £
Deputy Leader	-3,036,264	-186,096	-3,222,361
Environment Regulatory Services	-163,961	2,052	-161,910
Environmental Services Delivery	-1,748,912	-1,402,967	-3,151,879
Highways & Transport	-1,338,475	-823,694	-2,162,168
Strategic Housing & Planning	-106,912	0	-106,912
Stronger Communities	-210,146	210,146	0
<b>Total Directorate of Place</b>	<b>-6,604,670</b>	<b>-2,200,560</b>	<b>-8,805,229</b>

After the projected use of reserves of £2,200,560 during 2020/21, the closing balance at 31 March 2021 was £8,805,229.

The increase in reserves during the year can be attributed to known planned phasing of expenditure.

The Fleet purchase reserve has increased by £1.3m during the year as a result of the annual vehicle purchase budget being put aside and held over for the planned acquisition of waste and fleet vehicles whose procurement will take place in 2021/22. The 2021/22 capital programme contains a £3.2m approval for replacement vehicles to which this reserve will contribute funding.

Detailed reserve tables for Directorate of Place can be found in Appendix D.

## 7 Risk areas

During the year a number of potential risks were identified for the Directorate.

### 7.1 Levels of Income Built into the budget

Income levels assumptions made when compiling the budget have been based on trend analysis, actual income received and service specific knowledge. There is an ongoing risk due to the present economic climate that budgeted income levels may not be achieved.

## **6.2 Loss of Trading Services Contracts**

Within the services provided by the Directorate of Place are a number of trading accounts. Some of the service areas, such as Building Cleaning are seeing an increase in the number of contracts not being renewed. The levels of losses are currently manageable within the Directorates overall resources however, this is being closely monitored.

## **6.3 Asset Management**

The Directorate of Place is responsible for a large asset portfolio. The Directorate is continually reviewing its health and safety responsibilities. The costs of this are currently being met by Directorate resources.

## **6.4 Energy costs**

Due to the nature of the services delivered by the Directorate of Place, slight changes in energy prices, can have a material effect. In 2019/20, the increase of the unit cost of energy has meant that the highways budget is overspent, this can currently be managed within the Directorate's financial resources.

## **6.5 COVID**

At present COVID is having a significant impact on service delivery. The Council has received funding from the Government to cover the impact. The Directorate is monitoring closely service areas that maybe at risk once the Country moves to the next stage of national exit plan.

## **8 Conclusions and recommendations**

This report has provided information relating to the financial final outturn position for the Directorate of Place, for the 2020/21 financial year.

It is recommended that the Executive Cabinet Member:

- Note the final outturn financial position of the Directorate of Place.
- Note the final capital programme which fall under their portfolio.
- Approve the savings identified within this report
- Note the key findings in the report

## 2019/21 Saving & Efficiencies

Summary		£'000	Report Date
<b>2019/20</b>			
<b>Cross cutting</b>	2019/20 Budget Report	1,635	April 19
<b>Service Reviews</b>	Business Development	75	November 19
	School Meals	100	November 19
	Finance	21	February 20
	Libraries, Museums & archives	380	February 20
<b>2020/21</b>			
<b>Cross cutting</b>	2020/21 Finance Qtr 1	1,182	August/September 20
	2020/21 Finance Qtr 2	943	November 20
<b>Service Reviews</b>	Waste phase 1	66	July 20
	Regulatory Services	60	August 20
	Waste phase 2	127	October 20
	Security & Response	140	October 20
	Community Safety	243	October 20
	Bereavements	99	October 20
	Building Cleaning	95	November 20
	Neighbourhood Services	534	February 21
<b>Total</b>		<b>5,700</b>	

## 2020/21 Revenue Final Outturn Position

Portfolio	Net Budget	Year End Variance	Year End Variances transferred to/from General Reserves	Final Outturn
	£'000	£'000	£'000	£'000
<b><u>Leader</u></b>				
Civil Contingencies	229	(13)	13	229
	<b>229</b>	<b>(13)</b>	<b>13</b>	<b>229</b>
<b><u>Deputy Leader</u></b>				
Strategic Development	810	(100)	100	810
Skills & Employment	392	(83)	83	392
Directorate	378	45	(45)	378
Corporate Property Services	2,604	476	(476)	2,604
Leisure	1,735	0	(0)	1,735
Libraries, Museum and Archives	5,059	(65)	65	5,059
	<b>10,978</b>	<b>273</b>	<b>(273)</b>	<b>10,978</b>
<b><u>Environment Regulatory Services Portfolio</u></b>				
Regulatory Services	1,467	8	(8)	1,467
Neighbourhood Services Educ and Enf , Dog Warden	0	0	0	0
Markets	(5)	(0)	0	(5)
Albert Halls	126	0	0	126
Cross Directorate	61	12	(12)	61
	<b>1,649</b>	<b>21</b>	<b>(21)</b>	<b>1,649</b>
<b><u>Environmental Services Delivery</u></b>				
Neighbourhood Services Delivery	5,388	(2)	2	5,388
Neighbourhood Management	0	0	0	0
Domestic Waste	8,378	0	0	8,378
Trade Waste	(176)	0	0	(176)
Bereavement Services	(955)	(32)	32	(955)
Building Cleaning	336	0	0	336
School Meals	122	0	0	122
Social Needs Transport	(0)	0	(0)	(0)
Supported Employment	66	2	(2)	66
Heaton Fold	(31)	0	0	(31)
Security Services (inc Couriers,CCTV & Civic Cleaning)	(188)	0	(0)	(188)
Community Centres	71	(0)	0	71
Housing Dept	1,777	0	0	1,777
	<b>14,788</b>	<b>(32)</b>	<b>32</b>	<b>14,788</b>
<b><u>Highways &amp; Transport</u></b>				
Highways & Engineering	6,600	(11)	11	6,600
Parking Services	(437)	(0)	0	(437)
Transport	(259)	59	(59)	(259)
	<b>5,904</b>	<b>48</b>	<b>(48)</b>	<b>5,904</b>
<b><u>Strategic Planning &amp; Housing</u></b>				
Planning Division	508	272	(272)	508
Planning Strategy	359	(54)	54	359
Housing Strategy	141	(4)	4	141
	<b>1,008</b>	<b>213</b>	<b>(213)</b>	<b>1,008</b>
<b><u>Stronger Communities</u></b>				
Community Safety	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Directorate of Place</b>	<b>34,556</b>	<b>511</b>	<b>(511)</b>	<b>34,556</b>

## 2020/21 Capital Programme Final Outturn

	20/21		
	Original Allocation 2020/21 £	Revised Allocation 2020/21 £	Actual at Q4 2020/21 £
<b><u>Deputy Leader Portfolio</u></b>			
<b><u>Development &amp; Regeneration</u></b>			
Town Centre Improvement Fund	94,813	16,514	16,514
Development Enabling Fund	15,000	15,666	15,666
Public Art S106	0	24,923	24,923
Public Realm Impl Frmwk	0	5,200	5,200
Smithills Hall Internal Refurbishment	0	0	0
Town Centre Strategy	35,808,862	8,546,399	8,546,399
Octagon	1,035,000	985,142	985,142
Hall ith Wood Museum	0	0	0
Great Lever Library (UCAN)	412,923	0	0
Airport Drop and Go 19-20	1,900,000	3,740,000	3,740,000
Project Mere	0	9,677,419	9,677,419
Investments in District Town Centres - Cabinet Feb-19	16,545,000	1,586,455	1,586,455
Towns Fund	0	12,833	12,833
Enabling works	0	137,709	137,709
Rivington Chase HIF	0	35,000	35,000
<b><u>Property CAPITAL</u></b>			
Asset Management Plan - urgent works	0	452,500	452,500
Westhoughton Town Hall	2,340,000	571,197	571,197
Blackrod Library	102,286	53,316	53,316
61-63 Market St Little Lever	2,000,000	1,359,734	1,359,734
Corporate Property Capital Programme	2,395,000	303,604	303,604
Mere Hall - Service Move Works	6,225	38,331	38,331
<b>Total Deputy Leader Portfolio</b>	<b>62,655,108</b>	<b>27,561,941</b>	<b>27,561,941</b>

21/22	
Original Allocation 2021/22 £	Revised Allocation 2021/22 £
0	75,712
0	0
0	4,198
0	98,951
0	20,282
0	31,151,873
0	1,938,827
0	102,555
0	408,915
0	0
0	0
0	13,188,545
0	987,167
0	415,965
0	665,000
0	0
0	0
0	493,464
0	1,910,114
0	109,643
0	3,175,737
1,000,000	3,591,396
0	7,743
<b>1,000,000</b>	<b>58,346,086</b>

	20/21		
	Original Allocation	Revised Allocation	Actual at Q4
	2020/21 £	2020/21 £	2020/21 £
<b><u>Stronger Communities</u></b>			
Full Fibre Network GMCA report 07/01/2020	4,049,596	869,887	869,887
<b>Total Stronger Communities Portfolio</b>	<b>4,049,596</b>	<b>869,887</b>	<b>869,887</b>
<b><u>Environmental Regulatory</u></b>			
Library Self-Service kiosk replacements	0	0	0
<b>Total Environmental Regulatory Portfolio</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Environmental Services Delivery Portfolio</u></b>			
Equipped Play Area Strategy (S106)	0	143,795	143,795
Old Station Park	65,000	0	0
Replacement of Waste bins	0	200,000	200,000
Replacement of Fleet Vehicles	41,669	0	0
3G Sports Pitches - Cabinet Feb 16	31,500	700,000	700,000
Heaton Fold Summer House Building	0	0	0
Public Realm (Area Forum)	689,486	314,174	314,174
Behavioural Change/Cleaner Greener	650,000	204,389	204,389
Mortfield Lodge Embankment works	0	4,800	4,800
<b><u>Housing Services</u></b>			
Private landlords/ empty dwellings	0	7,800	7,800
Disabled Facilities Grants	3,050,000	4,042,109	4,042,109
Private Sector Renewal	2,000,000	594,320	594,320
<b>Total Environmental Services Delivery Portfolio</b>	<b>6,527,654</b>	<b>6,211,387</b>	<b>6,211,387</b>
<b><u>Highways &amp; Transport Portfolio</u></b>			
<b><u>Highways</u></b>			
DfT Highways LTP	0	3,786,138	3,786,138
Pothole Action Fund	0	0	0
Challenge Fund - Highways maintenance	0	197,647	197,647
Section 31 Grant - Daisy Hill Station Bridge	0	156,444	156,444
Street Lighting LED Programme	0	0	0

21/22	
Original Allocation	Revised Allocation
2021/22 £	2021/22 £
0	522,892
<b>0</b>	<b>522,892</b>
0	115,000
<b>0</b>	<b>115,000</b>
0	44,375
0	68,130
0	0
0	3,260,500
0	31,519
0	0
0	433,033
0	528,007
0	222,200
0	40,548
0	1,590,489
0	1,384,742
<b>0</b>	<b>7,603,543</b>
0	1,689,037
0	0
0	724,872
0	2,343,556
0	0



	20/21		
	Original Allocation	Revised Allocation	Actual at Q4
	2020/21	2020/21	2020/21
	£	£	£
Improved Street Lighting - Cabinet Feb 16 & Feb-18	0	153,190	153,190
Depot Improvement Plan - Mayor St	30,000	4,393	4,393
Footpaths Strategic Investment	0	0	0
Road Warning Signals - Cabinet Feb 16	0	15,632	15,632
Dropped Kerbs Cabinet Feb-17	0	4,499	4,499
Insurance Programme: High Risk Road Maintenance	0	458,456	458,456
Highways Improvement Funding (Area Forum)	470,000	156,416	156,416
Residential Roads and Pavements - Cabinet Feb-19	1,750,000	0	0
Highways investment Sep-19	7,000,000	4,490,461	4,490,461
<b>External Highways</b>			
A666 Challenge Fund St Peters Way Improvement	780,000	17,501	17,501
LGF Tonge Moor Corridor Junction Improvement	90,000	346,299	346,299
LGF Crompton Way / Blackburn Road	0	38,783	38,783
LGF Town Centre 20mph scheme	0	21,488	21,488
Bolton Salford Quality Bus Network	580,000	2,168,628	2,168,628
Highways Flood Damage - Dft	162,519	0	0
LSTF Bolton - Bury cycle route	0	57,203	57,203
Cycle Access to Bolton: East (Middlebrook Way)	200,000	94,870	94,870
City Cycle Ambition	30,000	31,281	31,281
MCF - Doffcocker to TC Bee Route	1,570,000	70,645	70,645
MCF - Bolton Town Centre East Phase 1 (T5)	0	94,457	94,457
MCF - Westhoughton (T6)	0	41,896	41,896
MCF - Astley Bridge (T6)	0	66,831	66,831
Safe Streets Cycling & Walking	0	722,847	722,847
MCF -A58 Moss Bank Way	0	1,760	1,760
MCF-Bolton to Farnworth	0	0	0
MCF -Farn to Borough Boundary	0	0	0
Bolton Culvert Repairs	0	0	0
<b>Total Highways &amp; Transport Portfolio</b>	<b>12,662,519</b>	<b>13,197,764</b>	<b>13,197,764</b>
<b>Directorate of Place Grand Total</b>	<b>85,894,878</b>	<b>47,840,979</b>	<b>47,840,979</b>

21/22	
Original Allocation	Revised Allocation
2021/22	2021/22
£	£
0	225,655
0	30,374
0	5,823
0	12,658
0	776
0	0
0	751,758
0	0
0	5,430,883
0	780,601
0	0
0	650,648
0	178,512
0	585,734
0	0
0	48,546
0	0
0	89,903
0	1,521,677
0	265,543
0	278,104
0	433,169
0	352,153
0	18,240
0	20,000
0	20,000
0	2,869
<b>0</b>	<b>16,461,091</b>
<b>1,000,000</b>	<b>83,048,612</b>

	20/21		
<u>Portfolio</u>	Original Allocation 2020/21 £	Revised Allocation 2020/21 £	Actual At Q4 2020/21 £
Total Deputy Leader	62,655,108	27,561,941	27,561,941
Total Stronger Communities	4,049,596	869,887	869,887
Total Environmental Regulatory	0	0	0
Total Environmental Services Delivery	6,527,654	6,211,387	6,211,387
Total Highways & Transport	12,662,519	13,197,764	13,197,764
Directorate of Place Grand Total	85,894,878	47,840,979	47,840,979

21/22	
Original Allocation 2021/22 £	Revised Allocation 2021/22 £
1,000,000	58,346,086
0	522,892
0	115,000
0	7,603,543
0	16,461,091
1,000,000	83,048,612

**Directorate of Place Reserves 2020/21**

Portfolio	Opening Balance 20/21	Movements in Year	Closing Balance 20/21
	£	£	£
<b><u>Deputy Leader</u></b>			
Bolton Arena	-3,182,032	85,372	-3,096,660
Bolton One Sinking Fund	-40,000	0	-40,000
Leisure Facilities	0	-137,000	-137,000
Car Parking Initiatives	0	0	0
Spirit of Sport	-13,756	9,558	-4,198
GMSAF -Economic Strategy	-4,879	-1,200	-6,079
Ed & Skills Funding - Adult Ed	-9,683	-142,827	-152,510
Local Development Framework	-108,406	0	-108,406
The Work Programme	-37,898	0	-37,898
Property Reserve	360,390	0	360,390
<b>Total Deputy Leader Portfolio</b>	<b>-3,036,264</b>	<b>-186,096</b>	<b>-3,222,361</b>
<b><u>Environment - Regulatory</u></b>			
Proceeds of Crime	-8,511	0	-8,511
Tobacco Products Project	-4,915	0	-4,915
Tobacco Control	-3,921	0	-3,921
Letting Agencies Redress Scheme	-761	0	-761
Hall l'th' Wood	-102,555	0	-102,555
Curious Minds Hope St Project	-27,460	-4,248	-31,708
Libraries of Sanctuary	-3,401	0	-3,401
Adventures in Nature Dippy Fringe	-1,571	1,200	-371
Arts Mark	-10,867	5,100	-5,767
<b>Total Environment Regulatory Portfolio</b>	<b>-163,961</b>	<b>2,052</b>	<b>-161,910</b>
<b><u>Environment - Delivery</u></b>			
ES General Reserve	1,014,345	-1,006,936	7,410
Bowling Greens PH contribution	0	-20,000	-20,000
Trading Income Loss	-80,449	-107,656	-188,105
Farnworth Neighbourhood Mgmnt	-7,956	7,956	0
Graves In Perpetuity	-145,740	-18,600	-164,340
Halliwell UCAN Support	-31,600	31,600	0
Model Railway	-12,590	0	-12,590
Neighbourhood Management	-577,920	577,920	0
Rechargeable Works S278	-50,635	0	-50,635
Asset Management Liabilities	-54,879	-149,000	-203,879
Forestry Commission	-19,537	0	-19,537
Housing Needs & Stock Condition	-36,460	0	-36,460
Housing Standards/Empty Homes	-18,004	0	-18,004
Pinpoint (CBL)	-156,660	156,660	0
Empty Properties Work	-6,240	0	-6,240
Welfare Reform (Property Issues)	-155,970	0	-155,970
GM Homelessness Group	-16,004	0	-16,004
Homelessness	-156,032	22,000	-134,032
Single Homlessness Grant	-96,335	20,226	-76,109
Homelessness Case level Information H-CLIC	-5,209	0	-5,209
Flexible Homelessness Support Grant	-263,528	-260,751	-524,279
Homelessness Prevention Burdens)	-23,000	-306,170	-329,170
Homelessness Reduction Act Implementation	-73,142	146,285	73,142
Overhauling Statutory Homelessness data	-9,202	0	-9,202
Prevention of Repossession	-65,121	0	-65,121
Tackling Housing Fraud	-47,949	26,879	-21,069

Controlling Migration Fund HG	-65,413	47,498	-17,914
Rapid Rehousing Pathway	-63,274	63,274	0
Hospital discharge funding	0	-11,034	-11,034
Winter Support Grant	0	-26,263	-26,263
Next Steps Accommodation Project (NSAP)	0	-59,349	-59,349
GMCA RSI	0	-130,300	-130,300
RSI	0	-171,453	-171,453
Bolton CCG nurse services for rough sleepers	0	-350,000	-350,000
PCC Funding Rogue Landlord	-44,454	0	-44,454
Bolton Community Homes	-15,650	0	-15,650
Safeguarding Implementation	-6,333	0	-6,333
Refugee Resettlement	-494,434	114,247	-380,187
<b>Total Environment Delivery Portfolio</b>	<b>-1,748,912</b>	<b>-1,402,967</b>	<b>-3,151,879</b>
<b><u>Highways &amp; Transport</u></b>			
Highways Road Maintenance	-458,456	458,456	0
Fleet Purchase	-880,018	-1,282,150	-2,162,168
<b>Total Highways &amp; Transport Portfolio</b>	<b>-1,338,475</b>	<b>-823,694</b>	<b>-2,162,168</b>
<b><u>Strategic Housing &amp; Planning</u></b>			
Feasibility Study - District Heating	-44,476	0	-44,476
Housing Needs & Stock Condition	-36,460	0	-36,460
Home Solutions	-25,976	0	-25,976
<b>Total Strategic Housing &amp; Planning Portfolio</b>	<b>-106,912</b>	<b>0</b>	<b>-106,912</b>
<b><u>Stronger Communities</u></b>			
Community Safety	-100,000	100,000	0
Perpetrator Programme	-30,371	30,371	0
Police & Crime Commissioner	-69,275	69,275	0
Hate Crime Awareness	-10,500	10,500	0
<b>Total Stronger Communities Portfolio</b>	<b>-210,146</b>	<b>210,146</b>	<b>0</b>
<b>Total Directorate of Place</b>	<b>-6,604,670</b>	<b>-2,200,560</b>	<b>-8,805,229</b>

## Cease and Diminish List

Service Area	Posts Affected	Duties to Cease or Diminish	Details
School Crossing Patrols	3.48 FTE (14 posts)	All duties to cease	<p>These posts have been vacant for over 18 months, due to postholders exiting the organisation.</p> <p>Road safety, particularly around educational facilities is an important local function of the council, albeit a non-statutory one. All school crossing sites have been assessed across the borough and RAG rated against a national set of criteria. The council is committed to staffing all priority (red) sites and will take an individual view on regarding staffing on amber sites.</p> <p>Over the past five years, Highways and Engineering Services has installed new road safety measures, particularly focussing on school sites, to ensure the safety of pupils. Measures such as pelican, toucan and zebra crossings, speed humps and chicanes, complemented by educational road safety awareness programmes, such as Bikeability and Walking Buses, have made significant improvements to the safety of children and have reduced the number of 'Killed and Seriously Injured' incidents on our roads.</p> <p>It is deemed that recruiting into these vacant posts located on 'green' sites is unnecessary, as current highways safety infrastructure is sufficient.</p>
Business Development	Principal Projects & Policy Officer	1 FTE post Post number 67008	<p>Due to most business planning processes being reported and managed digitally, this vacant post is no longer required. Functions such as performance, risk, business continuity, committee forward planning, complaints, MP enquires, and service planning are processed from source through new self-service mechanisms. This means less resource is needed within the team at this level. In addition, the team works much more closely with the corporate policy, projects &amp; performance team and efficiencies have been delivered through a more 'One Council' approach, instead of directorate silo working. Policy and project development and implementation is generally predictable and the team has a robust work programme in order to identify pinch points, particularly when supporting the directorate's savings programme.</p>

