

Cabinet

20 March 2013

Scrutiny Committee

11 February 2013

Third Quarter's Performance Monitoring Report

1 April 2012 – 31 December 2012



Lead Member: Councillor Margaret Smith, Leader of the Council

Lead Officer: Maureen Wood, Director of Corporate Governance

Third Quarter's Corporate Performance Monitoring Report: April – December 2011

Introduction

The Council's corporate plan was agreed in September 2011 following extensive engagement with councillors after the May 2011 elections.

To ensure the Council's performance is managed effectively regular reports are provided to the Scrutiny Committee and Cabinet.

The corporate plan is a two-year plan in-line with the local government finance settlement and as it has only recently been agreed many of the projects and actions are underway and therefore show an on-track status. We have also colour-coded the progress on the actions in Appendix 1 to show those achieved and reported previously (in green), the progress made in the first six months of the year (in blue) and in the last quarter from October to December (in red)

The performance management landscape has changed significantly with the ending of nationally driven performance framework and assessments. To help the Council manage its performance effectively and continue to meet the challenges and aspirations of Members and residents, a comprehensive review of performance management is underway.

A key element of this review is the way we assess the satisfaction levels of our residents. As this review impacts on the measurement of the customer satisfaction level success measures in the corporate plan it has not been possible to report on these targets at the present time. Cabinet and the Scrutiny Committee has already been involved in the initial parts of the review of performance management to ensure our re-freshed framework helps us to drive improvement and improve the quality of life of residents in South Ribble.

Our Achievements

In addition to maintaining frontline services, limiting employee redundancies and achieving this year's efficiency target of £643,000 (£1.8M in 2011/12) we have achieved the following highlights during our current corporate plan:

1. We have exceeded the target for recycling and composting, achieving 48.22% in 2011/2012.
2. The number of missed bins remains low with a collection rate of 99.96%.
3. We have supported the retail economy of Hough Lane with Leyland Market achieving 100% occupancy rate and 92% of retail units being fully occupied.

4. Our parks and open spaces continue to be improved with Worden Park, Gregson Lane and Farington Park playgrounds completed.
5. Worden Park, Longton Brickcroft and Hurst Grange Park have retained the prestigious Green Flag awards.
6. Netmums have awarded Worden Park gold status and Withy Grove Park silver status.
7. £100,000 has been secured with South Ribble Partnership and the Brothers of Charity to invest in the Worden Park's walled garden.
8. The Shaw Trust has moved into the Derby Wing of Worden Arts & Craft Centre.
9. The weekly food waste collection has been implemented borough-wide and the pilot bulky waste recycling scheme has been well-received.
10. Our proactive approach to environmental enforcement has been reviewed and re-freshed which has led to 208 fixed penalty notices being issued in 2011/2012 compared to 95 for the same period in 2010/11. In the current year from April to December 2012 a total of 165 fixed penalty notices have been issued (6 dog fouling, 25 litter, 81 dog off leads, 2 dog control areas, 10 fly tipping, 26 fly posting, 45 waste carriers licence/note). In addition to the fixed penalty notices being issued, 23 written warnings have been given, with 14 successful prosecutions.
11. The overall crime figure has reduced by 9.4% when compared with the same period last year.
12. The My Neighbourhood Forums have been launched and transformed the way we involve communities with 'My Neighbourhood' action plans developed and agreed to meet local priorities. These action plans are being implemented with Members and the local communities, with positive feedback received to date.
13. The Central Lancashire Core Strategy has been found 'sound' by the government inspector and was formally adopted by the Council in July 2012.
14. Extensive consultation on the Local Development Framework Site Allocations has been carried out with a final submission made to the government with the formal Examination process arranged for March 2013.
15. We are working with developers to develop the Wesley Street Mill site and purchased the McKenzie Arms to facilitate the process.
16. We have successfully retained the Investors in People standard, and received the health and wellbeing award for the first time. The employee

survey results show 94% of employees are satisfied with the Council as an employer.

17. We have been re-awarded the Member Development Charter for a further three years.
18. There has been a 2.1% increase in attendance across South Ribble Leisure Centres, with a 21% increase in leisure card membership.
19. The Sports Development team continues to run a successful programme. The primary school programme has delivered coaching to 6,313 children across the Borough on a number of sports. The service has recruited and trained 25 coach mentors to support community sports. 125 afterschool clubs have been established to provide diversionary activities for young people in the evenings.
20. Bikeability level 2 training has been delivered in 23 primary schools and 808 young people have successfully taken part in the programme.
21. Our shared revenues and benefits service with Chorley Council has realised £220,000 in efficiency savings.
22. Firmstep and e-citizen has been launched to make our services more accessible and is the most cost effective way of delivering services.
23. A significant amount of work has taken place on developing the local council tax support scheme agreed at the last full Council meeting.

Significant emerging successes:

24. The bid for an enterprise zone based on BAe Systems site at Samlesbury was confirmed and work is continuing with partners on the site to produce a masterplan.
25. We are actively working with the Lancashire Economic Partnership, Lancashire County Council and Preston City Council on a 'city deal' bid to help secure resources for infrastructure to encourage growth in central Lancashire

Financial Picture

1. Revenue Performance against budget

The Projected Outturn position as at 31st December 2012 is a net underspend of £0.679m and the key variations are shown in Appendix 3.

This forecast underspend includes a saving in employee costs of £206,000 which is mainly due to budgeted posts being vacant during the year. Other expenditure budgets which show savings include premises costs £20,000, external audit fees £30,000 and capital financing costs £11,000.

The temporary accommodation budget, which is used to pay for emergency accommodation for households presenting as homeless, is forecast to overspend by £15,000 by the end of the financial year due to an increase in the numbers of homeless cases requiring emergency accommodation.

Planning fee income has increased significantly during the first 9 months of the year against the level that was originally anticipated and compared to the fee income achieved in the same period in the last financial year. A Planning fee income budget of £475,000 has been included in the Projected Outturn forecast, which represents an increase of £175,000 on the original estimate. This is as a result of an increase in major planning applications during the year which relate to both commercial and residential properties.

An increase in short-term investment income of £16,000 is currently forecast and this is mainly attributable to the Council's cash balances being higher than anticipated.

The Housing/Council Tax Benefit position experienced growth in caseload in the first half of the year and then a reduction in the third quarter and this has resulted in higher costs and offsetting subsidy income than originally anticipated. This results in a forecast net saving of £186,000 to the end of the year. In addition, the Benefits Administration Subsidy Grant allocation for 2012/13 has increased by £69,000.

2. Efficiency Target

The revenue budget approved for 2012/13 includes an efficiency saving target of £643,600. As at the 31 December 2012, the forecast out-turn in respect of the efficiency programme is that all the targets will be achieved.

3. Capital Programme

The total capital budget for 2012/13 is £5.307m, which includes £0.674m expenditure re-phased from 2011/12 and £0.668m in respect of new schemes approved during the year. Of this £3.001m (57%) was spent and committed by the end of December 2012. The key items of expenditure in this period were as follows:

- ▶ IT projects £142,000

- ▶ Improvements to council buildings £576,000; including £423,000 expenditure in relation to the window replacement project
- ▶ Land acquisition £540,000
- ▶ Parks and Open Spaces £269,000
- ▶ Vehicle and plant replacements £986,000
- ▶ Community Works £58,000
- ▶ Performance Reward Grant-funded projects £29,000
- ▶ Housing Grants £401,000

The forecast capital outturn for 2012/13 is £3.686m, a reduction of £1.621m. Of this reduction, £1.249m is due to the re-phasing of expenditure into future years and £0.372m is the total forecast savings in the year.

Managing Risks

The Corporate Risk Register is the most important component of the Council's Risk Management Framework and a key element of the overall Performance Framework. It is the vehicle by which the Council aims to identify and address any potential risks to the achievement of its strategic objectives and goals. It complements the Corporate Plan and assists in managing its on-going delivery.

Appendix 2 summarises the actions taken by management to implement the Key Actions contained in the Corporate Plan that mitigate the key risks and opportunities in the corporate risk register for 2012/13.

All of the actions have a green rating indicating that sufficient progress has been made to implement them to date. The number of green ratings has been influenced by the fact that the corporate plan has only recently been adopted and the majority of planned key actions are in their infancy as mentioned in the introduction to this report.

There are no red or amber rated actions.

Our Challenges

Members will note that the 3 highest rated corporate risks at this moment in time are in relation to the reductions in government funding and the impact of other public sector policy changes on the Council together with delivery of affordable housing.

Although the corporate risk register indicates that significant progress has been made to mitigate these risks a number of challenges do remain:

1. Despite a sound track record of delivering savings in line with our budget, the Council remains under pressure to reduce its expenditure, whilst at the same time, delivering quality services. A reduction in capacity within the council will impact on delivery. Looking forward, there is much work to do in terms of reviewing services, refocusing our efforts and looking to work in partnership to meet expectations with ever decreasing resources.
 2. It is anticipated that a number of developments with partner organisations will come to fruition in the next couple of years. Examples of these include the creation of Health and Wellbeing Boards (leading to the eventual dissolution of Primary Care Trusts), and agreement to proceed with a pan Lancashire Local Enterprise Partnership. The challenges of partner organisations with the current financial restraints and re-structuring will have an impact on the council's partnership agenda.
 3. Reform of the welfare system will impact on how benefits are administered; the proposal to introduce a Universal Credit (incorporating Housing Benefit), delivered by the Department for Work and Pensions, could significantly reduce the Council's role and responsibility in handling benefit claims. It is currently anticipated that this will be introduced from October 2013; although further confirmation is awaited.
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1. Whilst we have started to see an encouraging increase in planning applications for major residential development, we continue to experience reduced levels of house building in the borough. This itself then impacts on housing supply, the level of Section 106 monies received, the affordable housing provided through private development and the funding potentially available through the New Homes Bonus. As part of the Local Development Framework (LDF) a number of strategic development sites have been identified. We are actively working with landowners and developers on the form and time of when the sites should be brought forward. However in a number of cases we are reliant upon landowners on bringing their sites to the market.
 2. Government changes to planning policy encourages increased development and growth which is at odds with the principles of localism and local communities shaping their area. This will provide challenges as well as uncertainties with the future of planning policy.
 3. The changes in the Police and Social Reform Act with regards governance of policing will have an impact on community safety priorities and funding, as well as with regards alcohol licensing.