

Cabinet

04 September 2013

Year-end Performance Monitoring Report

1 April 2012 – 31 March 2013



Lead Member: Councillor Margaret Smith, Leader of the Council

Lead Officer: Maureen Wood, Director of Corporate Governance

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 as part of our robust performance management framework.

This report outlines the Council's performance from 1 April 2012 to 31 March 2013 against:

- ▶ Corporate plan measures of success/targets
- ▶ Corporate plan key actions
- ▶ Budget and financial performance
- ▶ Risk management

The purpose of this report is to allow Members to assess how the Council is performing to ensure it is delivering on the key things that matter to South Ribble and ensure we continue to improve.

Our Measures of Success/key targets

A full breakdown of how we have performed against the corporate plan measures of success/key targets is included at Appendix 1.

Highlights from the results show:

- ▶ 19 out of the 20 measures of success that can be measured have been achieved during the year. The one remaining measure will be collected during the year.
- ▶ Our corporate survey was undertaken by Gateway and is statistically valid to a margin of error +/- 5% and showed:
 - 98.5% satisfied overall with the local area as a place to live
 - 96.79% satisfied with the Council.
 - 97.58% satisfied with the waste and recycling collection service
 - 98.92% with confidence in South Ribble as a safe place
- ▶ 49.03% of household waste sent for reuse, recycling and composting
- ▶ Council tax was frozen and tough efficiency targets achieved
- ▶ 94% of staff satisfied with the Council as an employer

Our Achievements

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

1. In addition to the increase in waste recycled mentioned above, the tonnage of residual waste has fallen for the eighth consecutive year.
2. The number of missed bins remains low with a collection rate of 99.97%.
3. Six new waste vehicles have been procured representing a significant investment in the service.
4. Worden Park, Longton Brickcroft and Hurst Grange Park have retained the prestigious Green Flag awards.
5. Investment continues to be made in our parks and open spaces with capital projects delivered at Withy Grove Park, Farington Park and Worden Park. Cabinet has agreed investment of £100,000 each year for the next 4 years for parks and open spaces.
6. The Walled Garden officially opens on July 26th this year following its £100,000 investment from The Veolia Environmental Trust. A new educational area, improved pathways and access together with the restoration of traditional bedding and vegetable patches has seen the garden transformed, providing a new and exciting local attraction in Worden Park.
7. The Shaw Trust has moved into the Derby Wing of Worden Arts & Craft Centre.
8. Our proactive approach to environmental enforcement has been reviewed and re-freshed which has led to 281 fixed penalty notices being issued compared to 223 issued last year. During the year the following fixed penalty notices have been issued: 14 dog fouling, 37 litter, 122 dog off leads, 4 dog control areas, 17 fly tipping, 70 fly posting, 17 waste carriers licence/note. In addition to the fixed penalty notices being issued, 38 written warnings have been given, with 19 successful prosecutions.
9. The overall crime figure has reduced by 13% when compared with the same period last year.
10. The My Neighbourhood Forums have been launched and transformed the way we involve communities with 'My Neighbourhood' actions 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. There have been many early successes

including Mill Street Regeneration, Walmer Bridge Bridge, Higher Walton Regeneration, mobile skate park, Lostock Hall Market, Leyland Cinema, New Longton Memorial Gardens, Leyland Live! and Penwortham Live! amongst many others.

11. The Economic Development team has supported over 200 businesses in South Ribble. New business networks have been established in the borough including the first ever 'Big Do' which attracted nearly 200 organisations. An inward investment campaign to bring more businesses to South Ribble is also in preparation.
12. The Central Lancashire Core Strategy has been found 'sound' by the government inspector and was formally adopted by the Council in July 2012. Five Supplementary Planning Documents relating to Design, Affordable Housing, Rural Development, Access to Healthy Food and the Re Use of Employment Premises have also been adopted by the Council in January 2013 to guide new development in the Borough.
13. Extensive consultation on the Local Development Framework Site Allocations has been carried out with a final submission made to the government. The examination process took place in March 2013 and the outcome is awaited. This document when approved will put the Council in a much better position to meet our five year housing land requirement and defend this position when challenged on appeal. The Community Infrastructure Levy Charging Schedule was the subject of Examination in April 2013 and the Inspectors report is imminent. When adopted this will assist the delivery of the infrastructure needed to support the development in the LDF.
14. Following our work with developers to develop the Wesley Street Mill site the McKenzie Arms was purchased to facilitate the process and led to two planning applications being approved by the Planning Committee.
15. Despite continuing difficulties in the property market we have increased occupancy of our commercial property from 80% to 87% during the year and achieved income targets of almost £1m. A flexible approach to the management of our smaller industrial properties in Leyland has seen a rise in the establishment of fledgling businesses occupying these starter units.
16. We have been re-awarded the Member Development Charter for a further three years.
17. There has been a 2.1% increase in attendance across South Ribble Leisure Centres, with a 21% increase in leisure card membership. The most recent Customer Satisfaction Surveys results show that 80% of users are satisfied with the provision of South Ribble Leisure facilities.
18. 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.

19. Bikeability level 2 training has been delivered in 23 primary schools and 808 young people have successfully taken part in the programme.

20. Firmstep and e-citizen has been launched to make our services more accessible and is the most cost effective way of delivering services.

21. A significant amount of work has taken place on developing and implementing a local council tax support scheme. Following extensive consultation a flat fee of £2.95 per week was agreed for Working Age Claimants.

22. A number of Welfare Reform changes have impacted on the Council's Benefit service and where appropriate these have been implemented, including:

- Under Occupancy
- The Benefits Cap
- Disability Living Allowance replacement to Personal Independence Payments (PIP)
- Social Fund
- Discretionary Housing Payments

23. We continue to maintain high ethical standards for our elected members as we have implemented a new local code of conduct, trained our members and publicised their interests on the Council's web site.

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

With regard to the Council's revenue budget the actual net revenue expenditure for 2012/13 was £12.764million. When this is compared against the Council's budget it gives a surplus to be transferred to general reserves of £0.721 million. It had been previously reported that the expected transfer

would be £0.242 million. This is a favourable movement of £0.479 million brought about predominantly as a result of a number of significant one-off items that positively impacted on this position. A summary of the significant items is set out below:-

Item	(Under)/Over Spend £000
Revenue Service Budget:	
Expenditure	(131)
Income	(187)
Housing/Council Tax Benefits	(132)
One off receipt of VAT Refund	(155)
One off transfer to Business Rates Retention Reserve	150
One-off transfer to VAT Liability Reserve	105
One-off reduction in Icelandic Impairment Reserve	(97)
Other net minor movements	(32)
Total Movement	(479)

The main areas of underspend against the revenue service budget were employee costs, including training and recruitment, plus supplies and services. The additional income received was predominantly from planning fees. There was also a reduction in the cost of Housing/Council Tax Benefits as a result of improvements in recovering over payments and reduced subsidy loss in respect of supported accommodation.

In respect of the Council's Capital Programme budget the out-turn spend at the end of the year amounted to £3.075 million compared to a total budget of £3.700 million. This is a budget variation of £0.625 million of which £0.609 million relates to schemes that will be completed in the next financial year 2013/14. This means that the Capital programme underspent by £16,000 in 2012/13. The programme was financed using Prudential Borrowing, Fund Balances and Reserves, Capital Receipts, Developers' Contributions and Government Grants.

The following table shows the Council's overall level of revenue reserves as at 31 March 2013. These reserves are supported by strategic spending plans and at this stage are subject to the approval of the draft Statement of Accounts.

REVENUE RESERVES	31st March 2013 £'000
General Fund Reserve	4,892
Earmarked and other Reserves	8,520
Total	13,412

Further information concerning the Council's financial performance for 2012/13 can be found in the reports being presented to the Governance Committee meeting on 26 June 2013.

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 Key Actions have a green rating indicating that sufficient progress has been made to implement them to date. The number of green ratings is a reflection of the fact that as the majority of the planned key actions within the Corporate Plan continue to develop and mature they remain on track to deliver the expected outcomes.

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. 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 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.
4. 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.
5. Government changes to planning policy encourage 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.
6. 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.