

SCRUTINY BUDGET AND PERFORMANCE PANEL

MONDAY, 11TH NOVEMBER, 2019, 5.00 PM

LOSTOCK ROOM, CIVIC CENTRE, WEST PADDOCK, LEYLAND,
PR25 1DH

AGENDA

- | | |
|---|-----------------|
| 1 Apologies for Absence | |
| 2 Declarations of Interest | |
| 3 Minutes of the Last Meeting | (Pages 3 - 6) |
| Held on Monday, 9 September 2019, to be signed as a correct record by the Chair. | |
| 4 Matters Arising from Previous Scrutiny Budget and Performance Panel Meetings | (Pages 7 - 8) |
| Report attached. | |
| 5 Quarter 2 Performance Monitoring Report | (Pages 9 - 52) |
| Report of the Interim Chief Executive attached. | |
| 6 Budget Monitoring 2019/20 - Month 6 (Sept) | (Pages 53 - 70) |
| Report of the Interim Section 151 Officer attached. | |

Gary Hall
INTERIM CHIEF EXECUTIVE

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

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

Forthcoming Meetings

5.00 pm Monday, 10 February 2020 - Cross Room, Civic Centre, West Paddock, Leyland, PR25 1DH

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MINUTES OF SCRUTINY BUDGET AND PERFORMANCE PANEL

MEETING DATE Monday, 9 September 2019

MEMBERS PRESENT: Councillors David Howarth (Chair), Colin Coulton, Colin Sharples and Karen Walton

CABINET MEMBERS: Councillors Paul Foster (Leader of the Council and Leader of the Labour Group) and Matthew Tomlinson (Cabinet Member (Finance, Property and Assets))

OFFICERS: Gary Hall (Interim Chief Executive), Howard Anthony (South Ribble Partnership Manager), James McNulty (Senior Management Accountant), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) and Charlotte Lynch (Democratic and Member Services Officer)

OTHER MEMBERS: Councillor Matthew Trafford (Member Champion (Youth))

PUBLIC: 0

1 Apologies for Absence

An apology for absence was received from Councillor Will Adams.

2 Declarations of Interest

There were none.

3 Corporate Plan Performance Report: Quarter 1

The Panel considered a report of the Interim Chief Executive which outlined the Council's performance during Quarter 1.

The Leader of the Council, Councillor Paul Foster, advised that the report set out the performance against the delivery of the Corporate Plan projects and objectives that was approved in February 2019.

Overall, performance of projects was good, with 28 out of 34 (over 80%) on-track. This meant that the current timescales of these projects have been met or are within the agreed targets.

Key Performance Indicators and measures of the Corporate Plan were also performing well, with 14 succeeding and 22 marked as being on-track.

Members of the panel were informed that the Council's performance data is monitored through a reporting system called 'InPhase'. This enables scoping, delivery and evaluation of performance and has a functionality to produce a dashboard for reporting to the public. Members were keen to find out more about this

and agreed that a site visit to Fylde Council, who are currently using this function, would be beneficial.

The three projects highlighted as 'positives to note' were Moss Side income generation, occupancy rates of the Council's investment estate, and the Green Links scheme. These projects were identified as exceeding their anticipated targets.

Members expressed concerns regarding the percentage of calls to the Council abandoned before being answered, particularly as there had been an increase from the previous quarter. As of July 2019, this figure had decreased to 9% of calls and members were assured that extra resources were being provided to the service area to alleviate these issues.

Discussions around the number of complaints made to the Council focussed around the garden waste subscription scheme. Work was being undertaken to reduce financial burden on residents and the bin collection policy would be looked at as part of this.

Members acknowledged the difficulty in measuring progress in some areas, particularly homelessness. 65 out of 83 households were prevented from becoming homeless in Quarter 1 with this figure lower than the previous quarter. It was recognised that more in-depth information on homelessness prevention was needed as it involved the borough's most vulnerable residents.

RESOLVED: (Unanimously)

That

1. the Panel welcomes the new format and readability of the report.
2. the Panel commends the progress made and steps being taken to bring the small number of actions and indicators back on track.
3. the Panel looks forward to working on the Citizen Performance Portal in six months' time and making a site visit to other councils using the system.
4. the Panel asks that a report on bin replacement be provided to the next Scrutiny Panel meeting.
5. future quarterly performance reports provide examples and case studies of learning from complaints.
6. more in-depth information on homelessness, numbers in temporary accommodation and numbers in bed and breakfasts be provided to the next Panel meeting.

4 Budget Monitoring Report - Quarter 1

The Panel considered a report of the Interim Section 151 Officer which provided an update on the Council's overall financial position at the end of Quarter 4 of the 2019-20 financial year.

Councillor Matthew Tomlinson, Cabinet Member for Finance, Property and Assets, informed the Panel that an underspend of £681,000 was forecasted for the end of the financial year.

The majority of this underspend had been caused by low expenditure on staffing and difficulties in recruiting were acknowledged due to uncompetitive salaries. A review into staff resources was underway and proactive steps were being taken to fill vacancies. Members welcomed this work and requested that progress be reported to the next meeting of the Panel.

Pooling arrangements for business rates were queried and members were informed that the current temporary arrangement of pooling 75% of business rate income would end and that a return to the previous arrangement was anticipated but not confirmed.

RESOLVED: (Unanimously)

That

1. the Panel welcomes the report and level of detail included.
2. the Panel looks forward to monitoring the budget going forward.
3. the Panel welcomes the assurance that employee vacancies are being resolved and looks forward to being kept up-to-date on progress.

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
11/09/19 Min 3.4	A report on bin replacement be provided at the next Scrutiny Panel meeting.	Environment	Jennifer Mullin	Yes	Yes	Yes	A report was presented to Cabinet and a decision was taken to replace damaged bins free of charge.
11/09/19 Min 3.5	Examples of learning from complaints be included in future Quarterly Reports.	Leader of the Council	Howard Anthony	Yes	Yes	Yes	This has been incorporated into the Quarter Monitoring Report which will be updated quarterly with latest learning.
11/09/19 Min 3.6	More in-depth information on homelessness, numbers in temporary accommodation and numbers in bed and breakfasts be provided to the next Panel meeting.	Health, Wellbeing and Leisure	Peter McHugh	Yes	Yes	Yes	In depth report on Homelessness is being reported to November Scrutiny Committee.
11/09/19 Min 4.3	The Panel welcomes the assurance that employee vacancies are being resolved and requests an update at the next meeting.	Leader of the Council	Gary Hall	Yes	Yes	Yes	More in-depth detail on what is being done to reduce employee vacancies will be contained in all future budget monitoring reports.

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

REPORT TO	ON
CABINET	13 November 2019



TITLE	PORTFOLIO	REPORT OF
Quarter 2 Performance Monitoring Report	Leader of the Council	Interim Chief Executive

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council? This should only be in exceptional circumstances.	No
Is this report confidential?	No

PURPOSE OF THE REPORT

1. This report provides Cabinet with an update for Quarter 2 performance against those programmes, projects and key performance indicators agreed by Council within the Corporate Plan (as approved February 2019).
2. This report further provides an update against the progress of implementation of the newly adopted Corporate Plan, approved at Full Council 25th September 2019.

PORTFOLIO RECOMMENDATIONS

3. Cabinet and Scrutiny Panel Members to note that the performance summary outlined within Quarter 2 reflects the deliverables and priorities identified by the previous administration and Corporate Plan, approved February 2019.
4. Cabinet and Scrutiny Panel Members to note the update on progress with implementation of the approved Corporate Plan, September 2019.
5. Cabinet Members are asked to note a correction to the report on Quarter 1 against the measure reported on the number of complaints. It was reported that 38 complaints were made, however, due to a typing error the reported figure should have been 31.
6. Cabinet to agree an amendment to the following measures for future reporting based on trend and narrative rather than applying a RAG rating approach:
 - ▶ Number of Complaints Resolved;
 - ▶ % of Complaints Upheld.

REASONS FOR THE DECISION

7. In line with the Council's performance framework, performance reports for all quarters (Quarters 1, 2, 3, and 4) are considered by the Council's Leadership Team, Scrutiny Budget and Performance Panel and Cabinet, with a final annual report being considered by Full Council at the end of the financial year.

EXECUTIVE SUMMARY

8. The report for Quarter 2 still reflects the Corporate Plan as approved February 2019. However, from Quarter 3 this report will fully reflect and be formatted in line with the structure of the recently approved revised Corporate Plan, September 2019. This will include all agreed measures and key performance indicators.
9. Following the feedback from the Scrutiny Budget and Performance Panel, included within the Performance Monitoring report are case studies that reflect lessons learnt from customer feedback and complaints. These will be provided each Quarter in addition to immediate actions taken following complaints, which will be included within this covering report.
10. Further information was requested by the Scrutiny Budget and Performance Panel on homelessness in the borough and what the Council is doing to alleviate it. A report is attached as Appendix 2 which details:
 - ▶ The duty of the Council with regards homelessness;
 - ▶ The reasons why people present to the Council as homeless or at risk;
 - ▶ The role of temporary accommodation and Bed & Breakfast (B&B);
 - ▶ The Homelessness Strategy review.
11. **Correction to Quarter 1 Report**
12. As part of ongoing work to ensure data quality and confidence, a typing error was highlighted. A correction to the report on Quarter 1 should be noted against the measure reported on the number of complaints. It was reported that 38 complaints were made, however, the reported figure should have been 31.
13. In response, the transition to the Mod.Gov platform for drafting reports together with future functionality to extract data from InPhase it is anticipated that errors of this nature will be removed as Mod.Gov allows for review and strict document control.
14. **Summary**
15. At the end of Quarter 2 we can report that of the 32 live projects on the Corporate Plan (as approved February 2019) there were:



Of the Key Performance Indicators and measures at the end of Quarter 2 there were;



CORPORATE OUTCOMES

16. The report relates to the following corporate priorities: (tick all those applicable):

Excellence, Investment and Financial Sustainability	✓
Health, Wellbeing and Safety	✓
Place, Homes and Environment	✓

Projects relating to People in the Corporate Plan:

Our People and Communities	✓
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BACKGROUND TO THE REPORT

17. Developing Performance Management

18. Work is progressing with developing InPhase (product name for the Council’s Performance Management System). The system is being configured to develop an end to end process for the scoping, delivery and evaluation of activities. It is also anticipated that it will cover service planning.

19. These developments will shape the system to be more user friendly and begin to develop dashboards that will provide access to summaries of risks, progress against measures and tasks. It is expected that the work on development will be completed by the end of November 2019.

20. A review of the Data Quality Policy and the Performance Management Framework has been undertaken and is now in the final stages of consultation with officers. The review is in response to areas of concern over the definitions of a range of measures as well as understanding around key performance indicators. The redrafting of the policies aims to set out a simple and accessible framework in which all members and officers understand their roles and responsibilities.

21. As part of the above reviews and development of InPhase, a training package is being developed and will be rolled out to all those involved in delivery of activities in the Corporate Plan. This training will be bespoke and cover areas identified by activity leads that they want to focus on and develop.

22. There will also be further accredited professional project management training courses provided to a smaller number of officers. This will add additional resilience to teams that

support more complicated activities and or manage a larger number of projects concurrently.

23. Progress with the approved Corporate Plan, September 2019

24. The Corporate Plan approved at Council, 25th September 2019 has been taken forward to implementation. To ensure full alignment with the revised objectives and priorities each activity listed within the plan is being scoped or for those which had been previously included on the Corporate Plan as approved February 2019, re-scoped.
25. Each scope includes a breakdown of key milestones, definitions of any relevant performance measures and an assessment of risk to delivery of the activity.
26. The development of these scopes have been undertaken in consultation with portfolio holders and relevant directors to assist all activity leads in refining and developing scopes that reflect the Council's objectives and priorities. All scopes are expected to be live on InPhase by November 2019.

PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)

27. Quarter 2: Highlights

28. Exceptions To Note: Succeeding Projects and Performance Measures

Where there is relevant and additional narrative available to demonstrate success it is provided in the following paragraphs. Not all succeeding measures at this stage are included here.

29. % of calls abandoned before being answered & % of calls answered within 90 seconds (Page. 3)

The way in which the Council deals with calls has continued to improve. This is a result of a number of measures put in place. These include:

- ▶ Increase in number of staff from 5 to 7;
- ▶ Commencing at 8.30am to cover the early opening hours;
- ▶ Implementing 3 lunch periods instead of 2, increasing the number of staff available between 12pm - 2pm (lunch time period);
- ▶ Amended the automated telephone message to include '*if you wish to make a payment and have your reference number/all you details to hand, press 5*', enabling customer to be diverted to the automated payment line;
- ▶ There are 4 vacant posts which have recently been filled and in the interim we have employed casual staff to cover switchboard and reception, freeing experienced staff members to answer calls.

% of calls answered within 90 seconds

49%



SUCCEEDING

Target: 40%
Last quarter: 20%
This time last year: 37%

% of calls abandoned before being answered

14%



SUCCEEDING

Target: 15%
Last quarter: 38%
This time last year: 25%

30. Percentage Occupancy Rate of the Council's Current Investment Estate (Page. 6)

We have a high occupancy rate due to securing long term tenants across our investment properties. This Quarter we have seen a couple of our industrial units become vacant, resulting in our occupancy rate reducing from 99% to 97%. However, we have had recent interest for a number of units from potential tenants. With a new interim surveyor starting this month, leases will be produced and completed increasing our current occupancy rate for the next quarter and maintaining our rate above the 95% target.

Percentage Occupancy Rate of the Council's Current Investment Estate
97%



SUCCEEDING
Target: 95%

31. Average Number of Days to Process a Housing Benefit Claim (Page. 9)

Housing Benefit new claims are always given priority and the assessors use all means at their disposal to collect the necessary evidence to process a claim as soon as they can. Assessment staff have worked hard to process these claims in as short a time as possible. Performance updates and discussions at team meetings keep this performance statistic in focus.

Average Number of Days to Process a Housing Benefit Claim
15.2 days



SUCCEEDING
Target: 19 days
Previous Quarter: 17.75 days
This time last year: 24.77 days

32. % of Licenced Taxis Inspected (Page. 9)

The figures are much higher this Quarter due to a joint operation with Lancashire County Council (LCC) to check all vehicles modified since its first manufacture within the taxi licensing fleet, following the implementation of the modified vehicles policy. All vehicles that have been flagged up as modified since first manufacture have been inspected by a qualified LCC mechanic from their fleet maintenance department along with South Ribble Borough Council licensing officers. All vehicles have now been tested and all have passed the required testing for modifications and stress testing etc.

% of Licenced Taxis Inspected
28.57%



ON TRACK
Previous Quarter: 10.3%
This time last year: 10.12%

33. Number of families in B&B (Page. 12)

B&B is always deemed as a last resort and is used infrequently and only for a very short period of time. In this period it is noted that there were no families placed in B&B accommodation. The supplementary report attached in Appendix 2, provides further information as to the policy and use of B&B in cases of homelessness.

Number of families in B&B
0



SUCCEEDING
Previous Quarter: 3

34. Exceptions To Note: Off-Track Projects And Performance Measures

35. Excellence

36. Number of Complaints Resolved & % of Complaints Upheld (Page. 3)

The current criteria is complaints made. The criteria needs to be changed to complaints resolved. The reason for this is that the system only counts the complaint when it is resolved and closed down. This number may not necessarily correlate with the number of complaints actually made in the Quarter (for example if the complaint is made at the end of the quarter it may still be being investigated and is only closed down in the following Quarter – in which it will be counted).

Number of Complaints Resolved
23



OFF TRACK
Target: Under 20

37. The overall number of complaints to the Council relates to just 0.09% of the total number of contacts received within Quarter 2. To place this in to context of 25,940 customer contacts received by the Council, the number of complaints resolved was 23 and of these 5 were upheld.

% of Complaints Upheld
22%



OFF TRACK
Target: 20%
Last quarter:13%
This time last year:24%

38. In reviewing this measure, a trend approach would be more effective than an arbitrary target. This will enable officers and members to monitor any patterns or trends. It is recommended that going forward this measure be amended and its narrative provided alongside the % of complaints against the number of contacts received by the Council.

39. When a complaint is upheld, the Council takes on board learning and makes changes. As a result of the complaints upheld within Quarter 2:

- ▶ Gateway has changed their processes to implement a daily review of Council Tax accounts to ensure that reminders for payment are not sent to customers in error where the Council has agreed to suspend recovery on that account;
- ▶ Our contractors FCC have been reminded of their obligations with regards driving standards.

40. Health and Wellbeing

41. Average number of days from Disabled Facilities Grant (DFG) referral from LCC to application (Page. 12)

The rise in the average number of days taken between a DFG referral to application has been due to the summer period where customers have been away and not provided the paperwork required to approve the grant for the DFG.

Average number of days from Disabled Facilities Grant (DFG) referral from LCC to application
142



OFF Track
Previous Quarter: 94
Same time last year: 131

42. Place

43. Carry out a strategic review of projects listed in the City Deal Business and Delivery Plan 2017-20, Identify Priorities and Commence Delivery. (Page. 16)

The City Deal Review is ongoing and a piece of work has been undertaken to prioritise projects. This work has not however been approved by the City Deal Executive given the ongoing discussions regarding City Deal. Once the wider City Deal agreement is in place then the prioritisation work will be considered by the City Deal Executive.



OFF TRACK

44. Our People

45. Number of Lost Days due to Accidents (Page. 22)

The number of days lost due to accidents in Quarter 2 was due to 2 accidents this Quarter involving equipment. All employees have returned to work.

**Number of Lost Days due to Accidents
29 days**



OFF TRACK

No Target

Previous period : 2 days

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

46. Not applicable

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

47. Not applicable

FINANCIAL IMPLICATIONS

48. Not applicable

LEGAL IMPLICATIONS

49. Not applicable

AIR QUALITY IMPLICATIONS

50. Not applicable

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

51. Not applicable

ICT/TECHNOLOGY IMPLICATIONS

52. Not applicable

PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

53. Not applicable

RISK MANAGEMENT

54. All risk registers for projects and activities are being reviewed and are to be signed off and approved by directors by the end of October 2019. A risk summary will then be provided in Quarter 3.

EQUALITY AND DIVERSITY IMPACT

55. Not applicable

RELEVANT DIRECTORS RECOMMENDATIONS

56. Cabinet and Scrutiny Panel Members to note that the performance summary outlined within Quarter 2 reflects the deliverables and priorities identified by the previous administration and Corporate Plan, approved February 2019.

57. Cabinet and Scrutiny Panel Members to note the update on progress with implementation of the approved Corporate Plan, September 2019.

58. Cabinet Members are asked to note a correction to the report on Quarter 1 against the measure reported on the number of complaints. It was reported that 38 complaints were made, however, due to a typing error the reported figure should have been 31.

59. Cabinet to agree an amendment to the following measures for future reporting based on trend and narrative rather than applying a RAG rating approach:

- ▶ Number of Complaints Resolved;
- ▶ % of Complaints Upheld.

COMMENTS OF THE STATUTORY FINANCE OFFICER

60. This report provides Cabinet with an update for Quarter 2 of performance against the programmes and projects which were agreed by Council within the Corporate Plan and approved in February 2019. The funding for these projects was reflected in the 2019/20 budget and MTFS (Medium Term Financial Strategy) which was also approved by Council in February 2019.

61. The Quarter 2 budget monitoring report for 2019/20 is a separate item on this agenda. The budget monitoring report sets out the key outturn variances to budget which are anticipated and reflects some of the financial implications of the improvements and reductions in performance highlighted in this report.

62. Some Corporate Plan projects require scoping and/or are in the early stages of being developed and therefore the full financial implications are still to be determined. These will be reported at a later stage. The budget and MTFS forecasts will be updated to reflect any changes in the Corporate Plan and will be submitted to Cabinet and Council in February for approval.

COMMENTS OF THE MONITORING OFFICER

63. This report is part of our commitment to be as open and transparent as possible. It enables residents and members the opportunity to see how we are performing in a number of key

areas. It can be the prompt to ensure that necessary remedial action is taken as soon as possible.

BACKGROUND DOCUMENTS (or There are no background papers to this report)

There Are No Background Papers to This Report

APPENDICES (or There are no appendices to this report)

List the appendices in the order that they are attached to the report with titles as appropriate. Any spreadsheets/diagrams should be in pdf format and be headed up

- ▶ Appendix 1 Corporate Plan & Performance Monitoring Report
- ▶ Appendix 2 Supplementary Item – Further information on Homelessness

Gary Hall
Interim Chief Executive

Report Author:	Telephone:	Date:
Howard Anthony, South Ribble Partnership Manager	01772 625546	17/10/2019

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Appendix 1

CORPORATE PLAN & PERFORMANCE MONITORING REPORT

Quarter 2 2019-20

PRIORITY: EXCELLENCE & FINANCIAL SUSTAINABILITY

Contents	Pg.
Report Structure	3
Excellence, Investment & Financial Sustainability	4
Health, Wellbeing And Safety	9
Place	16
Our People & Communities	23

1. Report Structure

This report forms part of the appendices of 'Corporate Monitoring Report' update to the Cabinet for the period Quarter 2 (July – September 2019). Cross references are made within the Cabinet Report to refer to sections containing more detail within this document.

This report reflects the Corporate Plan structure as approved February 2019 and is broken down in to four sections:

- ▶ Excellence and Financial Sustainability;
- ▶ Health and Wellbeing;
- ▶ Place;
- ▶ Our People (internal priority).

Within each section is every programme and project that the Council has set out to deliver. Each project and any available performance indicator or measure is reported in this document.

Each project reports on:

- ▶ **Quarter 2:** The activities that have been delivered and progress up until September 2019;
- ▶ **Going Forward:** Any specific activities undertaken since September that provide a relevant update on how performance is being managed/improved where appropriate. It also reflects any changes or impact on the revised Corporate Plan;
- ▶ **Notable factors with potential to impact success:** Any key issues or risks that could impact on the ability to deliver the project that needs to be highlighted to ensure performance is managed.

The development of this document will be an ongoing process over the coming months. This is to ensure that the report is as accessible as possible and provides the right information that the Cabinet, Scrutiny Committee, Members and residents need in order to ensure the Council is performing well.

PRIORITY: EXCELLENCE & FINANCIAL SUSTAINABILITY

Corporate Plan (Feb 2019)

The programmes reported in this report relate to the existing Corporate Plan:

- ▶ The Council's Investment Portfolio;
- ▶ Transformation;
- ▶ New Business Models and Shared Services with Chorley Council.

Going Forward

Excellence, Investment & Financial Sustainability

Excellent services and a strong financial position that enables us to invest in the right way.

As a Council, we want you to feel confident we use the resources available to us to provide the services you told us you need and that we manage our finances well to enable us to invest in communities.

As the Council moves forward, projects and activities that are reported will form part of the Council's refreshed priorities of:

- ▶ We will make effective investment and use of our assets;
- ▶ Customers of the Council can expect the highest standards of service and when they need us they have a good experience;

- ▶ We will develop new business models and approaches, including shared services.

How Are We Performing?

Below are key performance indicators that demonstrate how well our services are currently meeting their objectives and targets:



PRIORITY: EXCELLENCE & FINANCIAL SUSTAINABILITY

The Council acts on the feedback it receives from residents. The case studies below illustrate how we respond to complaints and feedback.

Customer Feedback - Case Study

Garden Waste Direct Debits

Background

Upon inception of the Garden Waste subscription fee for 2018/2019 we had 24,241 sign-ups to the service. Of these 24,241 subscriptions there were 15,422 online subscriptions and 8,688 subscriptions via the Gateway contact centre.

One of the frequent complaints and queries we received during this first year was why there was no option for direct debit. We initially advised customers they would need to contact again either online or via phone contact at some point from 2nd January 2019 in order to subscribe to this years' service

You Said:

"Can I sign up to the Garden Waste Subscription Service using Direct Debit? This means I would not need to ring up to subscribe each year"

We Did:

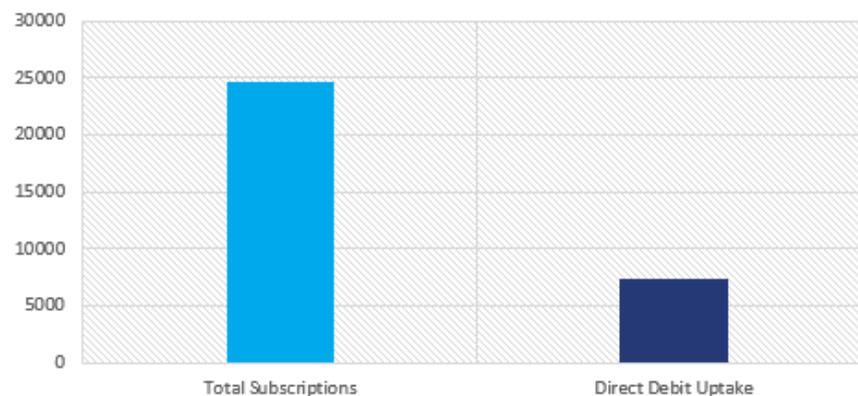
This was an issue that was raised with Neighbourhood Services and IT when feeding back on the success of the first year. Initial meetings established that a direct debit service would be necessary to improve the experience of the customer and improve retention rates. The chosen provider was GoCardless.

Conclusion

The implementation of the direct debit service for this year has generated 7,438 sign-ups. Contacts in 2020/2021 should be reduced significantly as a result of the direct debit sign ups this year.

The percentages of sign-ups for the direct debit service in its first year is 30% of total sign-ups. Feedback from customers about a direct debit service indicates a positive effect on customer satisfaction

Garden Waste Direct Debit Uptake



PRIORITY: EXCELLENCE & FINANCIAL SUSTAINABILITY

Customer Feedback - Case Study

Pest Control Visits

Background

Pest Control calls make up the majority of Environmental Health calls that Gateway take. Especially around the summer months a high volume of those calls will be regarding Wasp/Bee treatments. The established process for Wasp/Bee treatments was to take an initial non-refundable site survey payment of £20. Once a Pest Control officer had visited the customer's address they would then ring up through to Gateway and make a following payment of £22 for the treatment.

However, we had a number of complaints regarding the waiting times that customers experienced as they would come through to the same lines as all other customers therefore experiencing wait times to speak with the next available Gateway officer.

You Said:

"When I call up to pay for my pest control visit I end up waiting in a queue for a long time"

We Did:

Initial response was to develop a system whereby the Pest Control officer would get in contact with Gateway by ringing the main switchboard and we would then hold until a Gateway officer became available and pass through directly – therefore skipping any waiting times.

This still presented problems in that whilst holding for an available agent it would mean other calls to switchboard would back up.

It was later established that a new, more efficient way of working was required. Initial meetings between Gateway, Environmental Health and ICT established that new technology would improve the system dramatically.

Handheld devices and a wireless payment system were developed which the Pest Control officers will be able to use.

Conclusion

Pest Control officers will visit the jobs and use the new technology to establish how much the customer has left to pay and take the transaction without having to liaise further with Gateway. Therefore completely eradicating the long wait times previously complained about.

The feedback from Pest Control officers is that this system is much more efficient, works consistently and provides a more professional service.

PRIORITY: EXCELLENCE & FINANCIAL SUSTAINABILITY

The Council's Investment Portfolio

Percentage Occupancy Rate of the Council's Current Investment Estate

97%



SUCCEEDING

Target: 95%

Worden Hall

Overall Performance: **ON TRACK**



Quarter 2: A five week consultation programme with stakeholders and park users to feedback on three identified options for Worden Hall, ended on Monday 16th September 2019. Over 500 people responded to the consultation exercise.

Going Forward: Cabinet received a report and agreed to undertake further detailed modelling and appraisal of Option 1 (Community Use) and Option 2 (small weddings/events venue) with a finalised recommendation and implementation plan back to Cabinet in January 2020.

Notable factors with potential to impact

success: As with all consultations, it is essential that expectations are managed with what can be achieved and implications for each model.

Phase 2 Business and Conference Centre

Overall Performance **ON TRACK**



Quarter 2: The Canteen Area plans for design have commenced, looking at the new access area for the Conference and Business Centre and the kitchen. The Second Access/Egress for DWP works was been completed in September 2019. DWP were consulted and instructed on how the doors work.

Going Forward: Discussions are underway regarding the 'staff canteen' and a potential new location within the Civic Centre. Work on the Canteen Area has been agreed to be started in the next financial year.

Strategic review of Business Case for South Ribble Home Build Proposal

Overall Performance: **ON TRACK**



Quarter 2: The geo-technical desktop study (preliminary study to evaluate likely ground conditions and any significant geo-environmental issues) has now been completed. We are still awaiting the environmental study which is due imminently.

Going Forward: The business plan and options appraisal has been commissioned and shall be reported to Cabinet in November 2019

Notable factors with potential to impact

success: Any adverse ground conditions could render the development inviable.

Strategic asset review of Surplus Sites

Overall Performance **ON TRACK**



Quarter 2: As there has been staff shortages within the estates team, it has been agreed with the Portfolio Holder for Finance, Property and Assets to defer the Cabinet report to November 2019.

Going Forward: The Cabinet report in November 2019 shall set the strategy and budget for the review to be completed which will then be reported back to Cabinet with recommendations for surplus sites to be considered at the Cabinet meeting in March.

EXCELLENCE, INVESTMENT & FINANCIAL SUSTAINABILITY

Transformation Programme

% of self-service channel access vs phone/face-to-face

21%



ON TRACK

Target (March 2021): 40%

Baseline (2018/19): 18%

Number of Customer Journeys Mapped

36



ON TRACK

Target: 50 (Annual)

Number of Service Reviews Carried Out in Preparation For Customer Excellence Awards

5



SUCCEEDING

Target: 4

Implement Recommendations from Strategic Digital Review

Overall Performance: **ON TRACK**



Quarter 2: In this Quarter, the Council has:

- ▶ Partnered with Lancashire Adult Learning to deliver an Introduction to Digital training programme, focusing on reducing digital exclusion for those from vulnerable backgrounds;
- ▶ There has been significant enhancements to the Council's Business Continuity and Disaster Recovery capabilities, reducing risk and associated recovery costs to the Council;
- ▶ The Council has been re-accredited to the Public Sector Network providing access to digital services from Department of Works and Pensions (DWP), Police and Cabinet Office for another year;
- ▶ Wi-Fi upgrades are now complete for the Market, Civic Centre and Depot, providing free superfast internet access for officers, members, visitors and residents;
- ▶ An upgraded Microphone and Audio Visual system has been delivered, acting as an enabler for open democracy by providing the foundations for webcasting and audio casting;
- ▶ Several Closed Circuit Television (CCTV) cameras have been upgraded to improve resident safety.

Going Forward: ICT Service has been working with Procurement to deliver a Contracts Management System. This has been developed in house using existing resources and is due to go live in October. ICT are testing infrastructure to enable mobile payments by officers, working with Environmental Health Officers to deliver the system. Testing is currently underway for the Cloud based Confrontation Register and testing will begin for the IDOX (product name) Mobile apps for Planning and Planning Enforcement.

Improve customer experience via customer journey mapping

Overall Performance: **ON TRACK**



Quarter 2: There has been five Customer Service Excellence Self-assessment reviews completed with the following departments: Homelessness, Planning, Revenues, Benefits and Gateway.

Going Forward: There has been initial meetings arranged with Strategic Housing and Environmental Health departments to go through their self-assessments.

Notable factors with potential to impact success: Resourcing is critical to ensure mapping can be completed.

EXCELLENCE, INVESTMENT & FINANCIAL SUSTAINABILITY

New Business Models Including Shared Services

Shared Services with Chorley Council

Overall Performance: ON TRACK



Quarter 2: Councillors in both Chorley and South Ribble have agreed to extend shared services across both authorities in September 2019. There will be a significant shift in how the authorities are structured providing more resilience, opportunities to improve services and better value for money for residents. The Councils also agreed to progress a review of the Exchequer and Financial Systems team and the Management Accountants team to further improve the shared financial services arrangement

Going Forward: An implementation team will be established and staff consultations will commence in October 2019. The implementation team will manage the implementation of Phase 1 services.

Notable factors with potential to impact success: Frequent communication is ongoing to ensure that relationships remain strong.

HEALTH AND WELLBEING

Corporate Plan (Feb 2019)

The programmes reported in this report relate to the existing Corporate Plan:

- ▶ Green Links, Parks and Campus: Health, Leisure and Wellbeing delivery model focused on prevention and intervention;
- ▶ Homelessness and Independent Living Support;
- ▶ Lancashire Mental Health Strategy;
- ▶ Social Isolation and Loneliness;
- ▶ Support for Volunteer and Communities;
- ▶ Deliver the Borough's Air Quality Plan.

Going Forward

Health, Wellbeing and Safety

Residents are happy, healthy and safe, active and independent.

We are focused on doing what we can so that everyone in South Ribble has the choice to access support, advice and activities as well as accessing the right facilities both outdoors and indoors to maintain and improve their physical and mental wellbeing.

As the Council moves forward, projects and activities that are reported will form part of the Council's refreshed priorities of:

- ▶ We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident;
- ▶ We continue to be recognised as a Dementia Friendly Community;
- ▶ We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality);
- ▶ We will actively work with partners across the public, private and 3rd sector, representing the residents of South Ribble so that they receive the best services.

How are we performing?

Below are the key performance indicators that demonstrate how well our services are currently meeting their objectives and targets:

% of Licenced Taxis Inspected

28.57%



ON TRACK

Previous Quarter: 10.3%
This time last year: 10.12%

% of Licenced Premises Inspected

18.41%



ON TRACK

Previous Quarter: 17.2%
This time last year: 16.4%

% of Licenced Premises Inspected that have not complied with requirements

18.95%



ON TRACK

Previous Quarter: 34.61%
This time last year: 50.9%

Average Number of Days to Process a Housing Benefit Claim

15.2 days



SUCCEEDING

Target: 19 days
Previous Quarter: 17.75 days
This time last year: 24.77 days

HEALTH AND WELLBEING

Green Links, Parks and Campus: Health, Leisure and Wellbeing Delivery Model Focused on Prevention and Intervention

Number of Visits to Leisure Facilities
207,112



SUCCEEDING

Last quarter: 195,687
Same time last year: 199,147

Number of km completed of the Green Links
2.5 km



ON TRACK

Target: 7km (annual)

Signage and legibility Improvements made across the Green Links
7km



ON TRACK

Target: 17km (annual)

Number of Improvements made to Access Points on the Green Links
5



ON TRACK

Target: 7 (annual)

Number of South Ribble residents taking part in Digital Training Sessions run by Lancashire Adult Learning

13



ON TRACK

Target: 280 (annual)

Note: The low figure for quarter 2 was expected as the course only operates during the academic year.

Commence Next Phase of Borough Green Links

Overall Performance: ON TRACK



Quarter 2: Within the Quarter, 2.5km of paths as part of the Green Links programme has been completed. 7km of signage and legibility is complete. Improvement works on 5 entrances to access points on the green links is complete.

Going Forward: Contracts have been let for 4km which will be delivered in the next Quarter and an additional 1 km will be delivered by Lancashire County Council Carrwood Road Scheme,

Develop Masterplan for Leyland Health Leisure and Wellbeing Site

Overall Performance ON TRACK



Quarter 2: Following a change in administration this project has been re-scoped, with a report going to Cabinet and Full Council. The report provided a full breakdown of costs, timescales, funding options, and recommendations on what can be achieved. A decision has been made to stand back from the current project, due to its cost and look at identifying a more sustainable way forward.

Going Forward: The Council will work with identified partners to develop a sustainable option for a viable new Leisure Centre in South Ribble. A sustainable investment plan for our existing Leisure Centres will be developed to ensure they are fit for purpose over the next 5 years. The aim will be to bring a sustainable option forward to Cabinet and Full Council before April 2020,

Scope Options for Leisure Delivery, Identify Preferred Option and Commence Delivery

Overall Performance: ON TRACK



Quarter 2: A project team has been put together with staff from Legal, Procurement, Finance and Leisure. A consultant has been appointed from FMG to look at future management of the leisure sites along with an extension with the current management (Serco). Meetings are currently being held with regarding the extension and this will included potential cost saving options.

HEALTH AND WELLBEING

Green Links, Parks and Campus: Health, Leisure and Wellbeing Delivery Model Focused on Prevention and Intervention (cont.)

Continue Delivery of Major Parks Masterplan

Overall Performance: **ON TRACK**



Quarter 2: Work has been ordered for the replacement of log edgings at Worden and Farrington Park playgrounds. Tenders have been drafted and released for Worden, Leadale and Seven Stars playground refurbishments. The tender returns are due in November 2019 and a start on site planned for the New Year.

Going Forward: Tender Documents for Hurst Grange Park Coach House are currently being drafted (award subject to a successful lottery bid). The lottery bid is being finalised for submission at the beginning of November. Future projects are the design and tendering of works to Worden Park overflow car park and improvement works at Tarn Wood, Penwortham.

Notable factors with potential to impact success: Hurst Grange Park will be subject to competition on the outcome of the decision by the Heritage Lottery.

Commence work identified in Open Space Sports and Recreation Assessment and Playing Pitch Strategy

Overall Performance **ON TRACK**



Quarter 2: Initial meetings have been held with consultants from Knight, Kavanagh and Page (KPP) and Lancashire Football Association. KKP have provided an outline proposal to support the feasibility of developing a new football hub site in South Ribble. The Council has identified 3 locations for the hub, with one being the preferred site

The Council has set requirements of two 3G (Third Generation) football pitches, car park, changing facilities and a possibility of a Netball/Futsal indoor area and small fitness suite.

Going Forward: A meeting will be held in November 2019 where KKP will have adapted the proposal to include cost plan/mock up and simple business plan.

Preventative and Educational Digital Health and Wellbeing Programme

Overall Performance: **ON TRACK**



Quarter 2: The project is progressing well with the following activities delivered within the quarter

- A full year's programme of Digital Skills training has now been arranged with Lancashire Adult Learning. Courses up to January 2020 are now being promoted with partners and over social media;
- Refernet has now been signed off by the Portfolio Holder and is due to go live in October 2019;
- Accessibility requirements for the Council website have been built into the technical specification currently being put together by Chorley and South Ribble Councils;
- Integration has been built with the National Charge point Registry to provide up to date EV charge station locations to South Ribble residents and promote the use of electric vehicles.

Going Forward: A clear set of deliverables have been agreed with the new administration and this project will go forward in the revised Corporate Plan.

HEALTH AND WELLBEING

Homelessness and Independent

Living Support

Implement a New Service Delivery Model of Health Focused on Prevention

Overall Performance: **ON TRACK**



Quarter 1: Revisited procedures with local prisons for referrals under duty to refer, completed a funding bid through Rapid Rehousing Pathway for rough sleepers, and reviewed and re-commissioned services for Sanctuary, Young Peoples Housing Advice, and Enhanced Floating Support.

Number of Homeless Presentations

246



ON TRACK

Previous Quarter: 205
Same time last year: 210

Number of households relieved from being homeless

17



ON TRACK

Previous Quarter: 18

Number of people who are homeless and which we have full duty under the Act

12 new



ON TRACK

Previous Quarter: 13
(9 new)

% of households that had homelessness prevented

84.68%
(94 of 111)



ON TRACK

Previous Quarter: 78.31% (65 of 83)

Number of families in B&B

0



SUCCEEDING

Previous Quarter: 3

Numbers in temporary accommodation

25



ON TRACK

Previous Quarter: 32

Total number of new Rough Sleepers

3



ON TRACK

Previous Quarter: 3

Average number of days from Disabled Facilities Grant (DFG) referral from LCC to application

142



OFF Track

Previous Quarter: 94
Same time last year: 131

HEALTH AND WELLBEING

Social Isolation and Loneliness

Number of additional local businesses signed up to the Dementia Charter (Cumulative figure)

5



ON TRACK

Target: 15 (annual)

Continue to Deliver the Key Actions of the South Ribble Dementia Action Alliance

Overall Performance: ON TRACK



Quarter 2: Significant progress has been made throughout Quarter 2, more specifically this has included:

- A full alliance meeting taking place where there were presentations from Dr Penny Foulds on dementia research, NatWest on avoiding scams, and Happy Days Dementia Workshops on using nostalgic activities and design;
- 111 Avacab taxi drivers becoming Dementia Friends and Avacab joined the Dementia Charter;
- Living Well Walk event management plan completed ready for the event to take place on 5th October at Longton Brickcroft. An updated Living Well Guide will be handed out at the Living Well Walk;
- British Commercial Vehicle Museum joined the Dementia Charter as a result of the High Street Blitz.

Going Forward: Final plans have been approved for the Dementia Friendly garden at the Civic Centre with work set to commence soon. Work has also been underway to plan to develop a Dementia Friendly garden on Bent Lane, this has involved consultation with residents.

Notable factors with potential to impact success: The high street blitz has progressed slowly throughout this Quarter with only one additional member of the charter being achieved. There will be a push for more volunteers next Quarter along with a campaign to encourage more organisations to join the charter and individuals to become Dementia Friends.

HEALTH AND WELLBEING

Support for Volunteers and Communities

Review the Council Tax Support Scheme for 2020/2021

Overall Performance **ON TRACK**



Quarter 2: Approval was given at Cabinet on 10th July 2019 to undertake a consultation exercise. Consultation with preceptors and residents has now taken place and closed on 27th September 2019.

Going Forward: The results have been collated and analysed and is due to go to Cabinet on 13th November 2019. The outcome of the consultation exercise is currently being prepared and is due to go to Council on the 27th November to approve the scheme for 2020/21. Enquiries are being made with our software supplier regarding system set up for the proposed changes to the scheme

Work With Partners to Deliver Actions Identified in the Volunteering Strategy

Overall Performance: **ON TRACK**



Quarter 2: A new scope for the Project has been established in consultation with the portfolio holder and the senior responsible officer. The re-scoped project will be focused on:

- Standardising existing practises across the Council;
- Celebrating and recognising those who volunteer for the Council;
- Providing more opportunities for people to Volunteer with the Council, either on a regular basis or ad hoc;
- Policy for Employees and Volunteering.

Going Forward: Meetings have been set up with a number of existing volunteers and officers to consider platforms and processes on how we can support co-ordination and management of volunteers across the Council. The Council has sponsored the Community Awards and is the recognised organisation as sponsor for 'Volunteer of the Year'. The awards are to be hosted at the Civic Centre in January 24th 2020. Time Credits continues to progress with an application for funding to a local partner having been submitted and a response due shortly. On success of the award the proposal can continue with an anticipated start date of January 2020.

Deliver the Borough's Air Quality Plan

Delivery of Actions Identified in the Air Quality Action Plan

Overall Performance **ON TRACK**

Quarter 2: We are progressing a number of Actions identified in the Air Quality Action Plan.

- Work has begun on the new changing facilities at the Civic Centre;
- Salary sacrifice scheme progressing for electric vehicles.
- Two of the three road improvements are near completion.
- A new Air Quality and Climate Change post has been agreed and will be recruited over the next quarter.
- A members learning hours was held on Air Quality.
- The anti-idling campaign is progressing with information and education taking place in all schools.
- Representations have been made on the Central Lancashire Core Strategy about Air Quality.

Going Forward: The on-site educational element of the anti-idling campaign will take place. A meeting has also been arranged with LCC to progress a number of actions which include traffic light sequencing and signage. The planning advisory note on Air Quality will be drafted and work will take place on a Supplementary Planning document on Air Quality. Progress work on the feasibility of a link road on Tomlinson Road. A study will be undertaken to lay the framework on additional Air Quality monitoring in Penwortham and Lostock Hall.

Notable factors with potential to impact success: This project is dependent on our partnership with LCC and therefore subject to their timeframes and their ability to commit resources to this project.

HEALTH AND WELLBEING

Lancashire Mental Health Strategy

Deliver Actions Identified from the MH2K Project

Overall Performance **ON TRACK**



Quarter 2: The initial task to re-establish an advisory panel of organisations has been completed and a reshaped action plan agreed. This has broken down a number of actions into manageable activities which will be addressed by the panel. In the Quarter a brief was developed with support from Chorley and South Ribble Clinical Commissioning Group for a LGBT video resource, to be produced by students at Runshaw college.

Going Forward: Development and production of the video is scheduled for between November 2019 and February 2020. The project has also undergone a refresh of its scope to outline the video development, its release and promotion.

Notable factors with potential to impact success: This project is a partnership between organisations and is therefore subject to external pressures beyond the Council's control, but strategies for mitigation are in place.

PLACE

Corporate Plan (Feb 2019)

The programmes reported in this report relate to the existing Corporate Plan:

- ▶ City Deal and Plan for Successor;
- ▶ Central Lancashire Local Plan;
- ▶ Cuerden Strategic Site;
- ▶ Economic Strategy: Support for existing as well as new businesses;
- ▶ River Ribble Master planning;
- ▶ Housing Framework: delivery of a balanced housing market;
- ▶ Place Promotion;
- ▶ Raising community aspirations in relation to growth and improvements in the Borough;
- ▶ My Neighbourhood Plans.

Going Forward

Place, Homes and Environment

Our green spaces are valued and development is well managed.

We are focused on ensuring South Ribble remains a great place to live and work by protecting green and open spaces, safeguarding our environment, increasing the number of affordable housing and ensuring that development is managed.

As the Council moves forward projects and activities that are reported will form part of the Councils refreshed priorities of:

- ▶ We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment;
- ▶ We will promote safe, secure dwellings that people can afford to live in and can call home;
- ▶ We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well;
- ▶ We will continue to develop our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them.

How are we performing?

Below are the key performance indicators that demonstrate how well our services are currently meeting their objectives and targets:

Number of Pre-Applications
Received

60



ON TRACK

This time last year: 54

% of Minor and Other Applications
Decided in 8 Weeks

94.52%



ON TRACK

Last quarter: 93.48%
This time last year: 93.28%

% of Major applications decided in 13
weeks or within Extension of time

agreed

100%



SUCCEEDING

Last quarter: 77.78%
This time last year: 85.71%

PLACE

City Deal and Plan for Successor Programmes

Act as an Enabling Authority Whilst Working with Partners and Developers to Increase the Rate of Delivery of New Homes and Commercial Floor Space by Unlocking City Deal Sites, and Prioritising Infrastructure Development.

Overall Performance ON TRACK



Quarter 2: The half year housing completions are on target, this includes 55 affordable homes. It was also noted on site visits that there were a significant amount of activity on development sites with many other homes close to completion.

Notable factors with potential to impact success: The progress of this project is heavily reliant on progress also being made by partners.

Number of New Homes Delivered

255



Number of New Affordable Homes Delivered

55



Note: Housebuilding data is presented cumulatively as this is only measure at Q2 and Q4

Carry out a strategic review of projects listed in the City Deal Business and Delivery Plan 2017-20, Identify Priorities and Commence Delivery.

Overall Performance OFF TRACK



Quarter 2: The City Deal Review is ongoing and a piece of work has been undertaken to prioritise projects. This work has not however been approved by the City Deal Executive given the ongoing discussions regarding City Deal.

Going Forward: Once the wider City Deal agreement is in place then the prioritization work will be considered by the City Deal Executive.

Notable factors with potential to impact success: City Deal projects continue to progress slowly, all being heavily reliant on partnership working.

PLACE

Scope and Prepare Masterplans for Key Centres in South Ribble, Including Consultation with Local Residents and Businesses, and Commence Delivery.



Overall Performance: ON TRACK

Quarter 2: Leyland Town Centre Masterplan – we are progressing through consultation to final draft. Meetings between the Director of Planning and Property and consultants has been arranged to agree the next steps.

Penwortham Centre Masterplan – we are currently waiting for Lancashire County Council (LCC) to finalise their engineering proposals for Liverpool Road (post by-pass) before we commence our plans.

Bamber Bridge Masterplan – this activity needs a steer from Members, a decision needs to be made for this Masterplan given some work has recently been done to Bamber Bridge Town Centre.

Notable factors with potential to impact success: The progress and success of this project is reliant on other parties. Frequent communication is carried out to maintain mutual strategic direction, and consultation is to be carried out with local businesses.

Central Lancashire Local Plan

Prepare and Consult on Issues and Options for the Central Lancashire Local Plan and Prepare Draft.



Overall Performance: ON TRACK

Quarter 2: In this Quarter, we are currently seeking consent from the respective Councils to go out to consultation with the 'Issues and Options' consultation.

Going Forward: This will be a significant consultation with the general public, statutory undertakers and other interested parties as to the issues that the Local Plan should be considering and what options should be taken forward. This consultation will run from 15th November until 14th February 2020

Notable factors with potential to impact success: There is potential that there is a lack of engagement with the consultation. The consultation will be as wide as possible and use new ways of reaching groups that possibly don't fully engage, such as young people.

PLACE

Cuerden Strategic Site

Implement Phase 2 of the Employment and Skills Plan

Overall Performance: **ON TRACK**



Quarter 2: Lancashire County Council (LCC) have announced in the summer that their Cabinet has given the go-ahead to progress the Cuerden site. LCC are now in the process of selecting a development partner for the site. A revised planning application will be needed for the scheme due to the changing nature of the proposals. However, no application has been submitted yet. Work is continuing to make sure that development partners are aware of the need for Employment and Skills Plans, as are LCC. A set of Employment, Skills and Socio Economic Value (ESSEV) benchmarks has been established specifically for the Cuerden site, based on best practice. The ESSEV document has been shared with Members and is awaiting sign-off for publication. The new development partners will be engaged on Apprentice Factory support as soon as they are announced. It has been agreed that this project will encompass the implementation of employment and skills plans on all the development sites in South Ribble, which meet the size criteria.

Notable factors with potential to impact success: The progress of this project is reliant on LCC driving the project forward, identifying a development partner and securing occupiers for the site.

Economic Strategy: Support for Existing As Well As New Businesses

Prepare and Implement a Central Lancashire Economic Strategy and Align to City Deal (including supporting new and small businesses)

Overall Performance: **ON TRACK**



Quarter 2: The consultants have produced separate draft economic frameworks for South Ribble, Preston and Chorley.

Going Forward: The frameworks need to align with the emerging pillars of the Lancashire Industrial Strategy (LIS) and to inform the refresh of the Strategic Economic Plan (SEP) for Lancashire. The timescales need to align with the new central Lancashire Local Planning Framework as the strategy will inform the Local Plan and will sit alongside an updated Employment Land and Premises Study to form the evidence base. The emerging issues and priorities have been shared with Members and are awaiting their input. The project is on track to meet the Local Plan timescales, which will be after the 2020 local elections.

Notable factors with potential to impact success: Progress of this project is dependent on partnership working and external influences.

Number of High Level Jobs in the Borough



**TO BE REPORTED
QUARTER 3**

Number of Large, Medium, Small and Micro Businesses in the Borough



**TO BE REPORTED
QUARTER 3**

River Ribble Master Planning

Prepare Masterplan for River Ribble Green Links Including Consultation and Implementing Priority Projects.

Overall Performance: ON TRACK



Quarter 2: Work has been undertaken to develop a brief that is subject to approval by Members. This work will be intrinsically linked to the Environmental Agency flood defence work which will deliver a large percentage of our intended outcomes.

Going Forward: This activity will be taken forward as part of the revised Corporate Plan. The masterplan is to be developed in-house, with the initial draft ready for consultation in Quarter 4.

Notable factors with potential to impact success: The success of this project is reliant on external partners and decisions.

Housing Framework: Delivery of a Balanced Housing Market

Deliver Actions Identified in the Private sector Stock Condition Survey.

Overall Performance: ON TRACK



Quarter 2: The review of both stock condition surveys has now been completed, the data is now being analysed and actions to be delivered will be produced as scheduled in the project.

Going Forward: There has been an issue with the data in the 2019 stock condition survey not in the same format as the previous survey in 2012 however, this has now been resolved with BRE (Building Research Establishment).

Notable factors with potential to impact success: The success of the project will depend on 2 factors, these are:

- Recommendations being approved by Council;
- Funding to implement findings of the survey.

Percentage of Total Housing Stock that are Empty (for six months or over)

1.38%



ON TRACK

Previous Quarter: 1.27%
Same time last year: 1.40%

Number of Empty Properties within the Total Housing Stock (for six months or over)

690



ON TRACK

Previous Quarter: 633
Same time last year: 695

PLACE

Place Promotion

Develop South Ribble Programme for Festivals and Events, to Build on South Ribble's Thriving Community Spirit.

Overall Performance: **ON TRACK**



Quarter 2: Within the quarter the events programme for 2019-20 has continued to be delivered. The events that were held during quarter 2 include:

- Longton Village Market and Welcome Café;
- Lostock Hall dementia friendly Bob-In café;
- Taste of Leyland Food Festival;
- Longton Live.

Going Forward: The revised Corporate Plan seeks to develop a music festival/event to be hosted within the borough as part of developing its festivals and events programme.

Notable factors with potential to impact success: A change in scope is being looked at with work ongoing to explore new models for organising and running events which may increase the resource requirements to meet demand of type and size of events. Due to the current incentive structure in place for working events on the weekend, there are a limited number of volunteers available.



My Neighbourhood Plans

Deliver Projects Within the Agreed My Neighbourhood Plans.

Overall Performance: **ON TRACK**



Quarter 2: Projects contained in My Neighbourhood Plans continued to be delivered, the outcomes for Quarter 2 include:

- Successful 'In Bloom' competitions for Leyland, Penwortham, Western Parishes, Lostock Hall and Farington;
- Popular events held such as Leyland Festival, Longton Live, Taste of Leyland;
- There has been work ongoing to promote dementia awareness and reduce social isolation;
- A holiday hunger scheme to support vulnerable families.

Going Forward: A review of the My Neighbourhoods approach is being undertaken and a Cross Party Working Group has been established to identify recommendations on how it can be developed.

Notable factors with potential to impact success: The delivery of projects is not expected to be impacted within the current year. However, the review of My Neighbourhoods is ongoing and there may be unknown impacts.



PLACE

Raising Community Aspirations in Relation to Growth and Improvements in the Borough

In Collaboration with Partners, Deliver Actions Identified Within the Strategy.

Overall Performance: **ON TRACK**



Quarter 2: The Partnership's Leaders and Executive Boards have identified 3 key areas of focus to define the action plan for the Partnership over the next 12 months. These strands are:

Strand 1, Referrals and Pathways

Part A: Education, Skills, Aspirations (Growth):

- ▶ Develop initial skills/confidence;
- ▶ Preparedness for work;
- ▶ Developing aspirations;
- ▶ Advancing social mobility.

Part B: Health (Place):

- ▶ Early Action and Intervention;
- ▶ Integrated services;
- ▶ Community based approaches to self-care/management and prevention.

Strand 2, Connected Communities

Developing Volunteering (Connected):

- ▶ Recruitment (including skilled volunteering);
- ▶ Incentivised Volunteering / Engagement.

Strand 3, Communication and Culture

Part A: Internal Communications:

- ▶ Improve communication across the Partnership in the form of a Communication Strategy. How we can communicate more effectively as a Partnership.

Part B: External Communications:

- ▶ Wider communication in terms of organisations understanding what different services/opportunities are being delivered. Elements of this included reference to Refernet which provides a digital platform which details different services available to residents/service users.

Going Forward:

Meetings have been set up with key stakeholders and partners at an operational level to define activities and agree actions to take forward. These will then form part of the action plan that can be monitored and evaluated.

PLACE

South Ribble Partnership - Big Do 2019



The Big Do Event took place in September 2019 at BAE Academy of Skills and Knowledge. The event was a great success, gathering all the Partnership's members and wider stakeholders including key note speaker Maria Desmond, MBE and the MC for the day, Dave Guest from BBC North West Tonight.

The purpose of the event was to:

- ▶ Launch the South Ribble Community Strategy 2019 -2024. The Community Strategy sets out a shared vision for South Ribble between communities, service providers and businesses;
- ▶ Set out areas of its work programme and encourage participation and collaboration.



OUR PEOPLE

Corporate Plan (Feb 2019)

The programmes reported in this report relate to the existing Corporate Plan:

- ▶ Organisational Development;
- ▶ Apprentices.

Going Forward

Our People and Communities

Strong and active communities where people are engaged and have a voice.

South Ribble has an amazing sense of community. We want to support communities to be able to shape what we do as a Council, as well as us supporting communities to take part in active democracy, decision making and leading activities within their communities that they want to provide.

As the Council moves forward projects and activities that are reported will form part of the Council's refreshed priorities of:

- ▶ We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence;
- ▶ Communities are able to get involved, have a voice and feel supported to make things happen in their community;
- ▶ The Council seeks innovative ways to ease the financial burden on residents.

How are we performing?

Below are the key performance indicators that demonstrate how well our services are currently meeting their objectives and targets.

Average Number of Lost Days to Sickness per FTE
2.28 days



ON TRACK

Target: 2 days
This time last year: 2.17days

Average Number of Lost Days to Short-Term Sickness per FTE
0.72 days



ON TRACK

This time last year: 0.62 days

Average Number of Lost Days to Long-Term Sickness per FTE
1.57 days



ON TRACK

This time last year: 1.54 days

Number of Staff Leaving Involuntarily
0



SUCCEEDING

Dec 2018: 1
This time last year: 4

Number of Staff Leaving Voluntarily
7



ON TRACK

Dec 2018: 5
This time last year: 14

Number of Lost Days due to Accidents
29 days



OFF TRACK

No Target
Previous period : 2 days

Number of Days Lost due to Work Related Stress
0.18 days



No Target
Previous period: 0.5 days

OUR PEOPLE

Organisational Development

Bring Forward a Comprehensive Member Development Programme

Overall Performance: **ON TRACK**



Quarter 2: The Member Development Steering Group has held its first meeting, received a presentation from the North West Employers' Organisation on the North West Member Development Charter and is starting to develop a strategy to achieve level 1 of the charter.

Going Forward: In addition to the Member Development Steering Group, a comprehensive Member development programme is in place and an evaluation of the Member induction process planned.

Notable factors with potential to impact success:

It is important that our approach to developing Members is Member led and tailored to their individual needs. Engagement with all Members will therefore be the key to success.

Apprentices

Apprentice Factory Phase 2

Overall Performance: **ON TRACK**



Quarter 2: The Class of 2019 have now started their Apprenticeships at South Ribble Borough Council. After exceeding government targets for the number of Apprenticeships in 2017, the Council continues to support the scheme with the introduction of the new cohort of six apprentices in 2019. The team of new apprentices have joined the Communications, Investment and Skills, Partnerships, Environmental Health and Building Control teams. The qualifications that the Apprentices will study for include Digital Marketing, Business Administration, Regulatory Compliance and Construction and the Built Environment.

Going Forward: The council will work in partnership with Runshaw College and Preston's College to deliver training courses and qualifications.

Notable factors with potential to impact success: An element of the project originally scoped for the Apprentice Factory Hub to be located within the Civic Café however, the renovation within the Civic Centre has not progressed in this area as planned and therefore additional time has had to be taken to explore other options.

Number of Staff Undertaking Apprenticeships at the Council



**TO BE REPORTED
QUARTER 3**

% of Council Staff undertaking Apprenticeship Qualifications



Target: 2.3% (National Public Sector Target)
**TO BE REPORTED
QUARTER 3**

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Supplementary Item –

Further information on Homelessness

Quarter 2 2019-20

Appendix 2

Introduction

All councils have a legal responsibility to help homeless people and their families and to ensure their rights are upheld. The council has strict rules about who is homeless and in priority need. The work of the Housing Options and Homelessness Service is guided by the Homelessness Reduction Act 2017 which brought in a number of significant changes and extended and strengthened the duty for local authorities deal with the causes of homelessness. The main changes brought in by the 2017 Act can be summarised as follows:

- ▶ A household or person can now be assessed as threatened with homelessness in 56 days where it was previously 28 days;
- ▶ For all households who are homeless or threatened with homelessness their case worker will agree with them a personal housing plan setting out what the case worker will do and what the household will do to prevent or alleviate their homelessness. Agencies working with the household may contribute to some of the steps in a personal housing plan;
- ▶ The Act formalises the Prevention and Relief duty – for those threatened with homelessness the Councils have a duty to take steps to prevent homelessness and for those already homeless the Councils have a duty to relieve homelessness. It is only at the end of this process that a full duty decision can be made;
- ▶ Households can present anywhere in the Country and Local Connection referrals cannot be made at the prevention stage – only once a relief duty has been accepted.

Furthermore, Public Bodies have a duty to refer households to the Council where there is a threat of homelessness (as long as they get the consent of their client). This is an area of work which has grown since the Act and in South Ribble we have had 37 households referred to the Council under the duty to refer. The main agency undertaking referrals has been the Department of Work and Pensions but also from increased referrals being received from probation / police / prisons and mental health services. The referrals do support the prevention agenda and are a tangible sign of a more joined up and holistic approach to preventing homelessness.

Referrals can be made to the Council using the link on our website to the ALERT system or by emailing housing@southribble.gov.uk or dutytorefer@southribble.gov.uk.

Prevention of Homelessness

Where a household is threatened with homelessness but they have not yet lost their accommodation, the prevention duty will apply.

At the prevention stage, the Council will not offer temporary accommodation as the accommodation has not yet been lost. The prevention duty continues for 56 days but this can be extended if they are able to remain where they are pending re housing – for example we negotiate with a private landlord for the tenant to remain in the property until alternative accommodation is sourced. The prevention duty can be ended in a number of ways for example if accommodation is secured, the household becomes homeless as opposed to threatened with it, they fail to co-operate or contact with the household is lost.

If the household subsequently becomes homeless or is already homeless on presenting to the Council then the relief duty will apply.

At the relief stage, temporary accommodation will be offered if the following factors are applicable:

The Household is:

- ▶ Eligible for assistance;
- ▶ The Council is satisfied that the household is homeless and has no accommodation available to them either here or abroad;
- ▶ The household is in priority need. Priority need is defined in legislation and case law supported by the Code of guidance. If a household has children or a member of the household is pregnant they are deemed to be in priority need. For single people the assessment is more complex and a test of vulnerability is applied.

At this stage, a referral back to another Council can be made if there is no Local connection to South Ribble. It is important to note that the relief duty is temporary and will come to an end. At this stage the Council will need to determine whether or not a main housing duty is owed and in doing so it will consider in addition to the above whether or not the person(s) presenting are intentionally homeless due to their own actions or a loss of contract etc. If they are, the Council will have a limited duty to provide them with accommodation (usually 28 days but this depends on individual circumstances) and the applicant(s) will be provided with advice and assistance to secure accommodation.

Some Statistics on Homelessness

These statistics are taken from the CIVICA database. They are uploaded quarterly to the Ministry of Housing Communities and Local Government (MHCLG). The statistics are regarded as “experimental” by Government at present. This is due to Local Authorities and software providers getting used to the new legislation and duties and how to record them. The MHCLG statistics do not include all local authorities and the statistics are not comparable with historical performance as the responsibilities of Local Authorities were fundamentally changed under the 2017 Homelessness Act. However, we believe the statistics below provide for a reasonably accurate account of Homelessness performance in South Ribble.

Presentations to services 2018 -2019 (April to March)

Total number	Advice only	Prevention duty owed	Relief Duty Owed	Enquiries establish not homeless	Local connection referral
817	48	482	177	109	1

Presenting reasons April 2018 to March 2019

Loss of social rent	24
Domestic Violence	107
Other violence	14
Left institution to No Fixed Abode	8
Required to leave Home office accommodation	3
End of private rent not Assured Shorthold Tenancy	11
Family no longer able to accommodate	190
Friends no longer able to accommodate	24
Relationship Breakdown (non-violent)	73
Fire/Flood/other emergency	4
Left HM forces	2
Mortgage Repossession	10
Property disrepair	9
End of Assured Shorthold Tenancy	121
Eviction from Supported Housing	13
Other	128

Top 5 Reasons for presenting

1- Family no longer willing to accommodate (190)

Of these:

- ▶ 110 cases were owed a prevention duty;
- ▶ 68 cases were owed a relief duty;
- ▶ 12 cases were not deemed as being homeless.

In the year:

- ▶ 43 cases were prevented;
- ▶ 20 cases were relieved;
- ▶ 58 cases were closed – We have lost contact or the applicant has stated that they no longer require advice.
- ▶ 14 cases had their duty discharged – These are cases where we have moved on from the relief stage and made a main housing decision. We have discharged the duty either by accommodating them or by them losing the accommodation provided in the interim.

2- Other (128)

These cases in the main relate to cases added so that Discretionary Housing Payments can be recorded. We work closely with the Housing Benefit service who can award additional payments of housing benefit to assist people to remain in their home, an example would be if a person is subject to an under occupation charge or have had a change in circumstances and can't afford the rent. Discretionary Housing Payments can also be used to fund things such as moving costs where people need to move but cannot meet the costs. If a Discretionary Housing Payment were not made in these cases, the result would be them becoming homeless. This category also includes move on from supported housing and cases that do not relate to other categories.

In the year:

- ▶ 93 cases were prevented;
- ▶ 3 cases were relived;
- ▶ 1 case required the main duty to be discharged;
- ▶ All the remaining cases were closed apart from 6 cases which are still ongoing.

3- End of Assured Shorthold Tenancy (121)

These are mainly used for private lets and the break-down is as follows:

- ▶ 62 cases were due to the landlord selling the property;
- ▶ 18 cases related to rent arrears due to a change in circumstances;
- ▶ 1 case involved a breach of tenancy (not rent arrears);
- ▶ 1 case involved an illegal eviction;
- ▶ 1 case was due a rent increase;
- ▶ 4 cases related to rent arrears due to reduction in employment income;
- ▶ 10 cases related to difficulty with budgeting;
- ▶ 2 cases were due to changes in benefit entitlement;
- ▶ 2 cases were due to complaints about disrepair;
- ▶ 20 cases of "other" were recorded.

For Assured Shorthold Tenancies as a whole:

- ▶ 47 cases were prevented;
- ▶ 12 cases were relived;
- ▶ 41 cases were closed;
- ▶ 8 cases had a duty discharged.

4. Domestic Violence (107)

The Council shall support victims of domestic violence both through providing additional security into the victims home and helping with securing suitable alternative accommodation when it is not safe to stay in the family home. The breakdown for domestic violence is as follows:

- ▶ 72 cases were owed a prevention duty (these include referrals under the Sanctuary Scheme where we put additional security in place so that victims of domestic violence feel safer to remain in their home);
- ▶ 31 cases were owed a relief duty;
- ▶ 5 cases were not deemed to be homeless.

In the year:

- ▶ 55 cases were prevented;
- ▶ 8 cases were relieved;
- ▶ 5 cases had a duty discharged;
- ▶ 33 cases were closed.

5. Relationship breakdown (73)

The number of relationship breakdown cases are outlined below:

- ▶ 32 cases were owed a prevention duty;
- ▶ 29 cases were owed a relief duty;
- ▶ 12 cases were not deemed to be homeless.

In the year:

- ▶ 7 cases were prevented;
- ▶ 8 cases were relieved;
- ▶ 5 cases had a duty discharged;
- ▶ 46 cases were closed.

It is worth noting that the main reasons for loss of social rent were difficulty in budgeting and change of circumstances and the main reasons for the loss of supported housing were breach of tenancy other than rent arrears. Only 1 case was due to rent arrears and 1 person was no longer eligible for supported housing.

Preventions and Reliefs April 2018 to March 2019

	Secured existing accommodation for 12 months	Secured existing accommodation for 6 months	Secured alternative accommodation for 6 months	Secured alternative accommodation for 12 months
Preventions	67	51	40	84
Reliefs			18	29

Rough Sleepers

The Borough does not have a significant number of rough sleepers and where reports are received the Housing Options Team are proactive in attending sites to offer advice and assistance. If there is no duty to accommodate, wherever possible the Housing Options team will arrange accommodation on a night by night basis. During October and November each year the service is required to submit to MHCLG the number of rough sleepers we have on a single night. We can do this by either conducting a count on the night or by doing an estimate involving partners. In the past, the service has gone out and conducted a count however, this year we do not have any sites to go out to and so will be doing an estimate involving partner agencies and the service shall also ask members to report any knowledge of rough sleepers to the Housing Options Team.

In November 2018, the Housing Options Service reported 5 rough sleepers 4 of whom were working with Preston Homelessness service but had camped on South Ribble land at the border between South Ribble and Preston.

The Service will be submitting an application to the Cold Weather Fund this year to enhance the service we can provide to anyone sleeping rough over the winter months. We were successful in this bid last year. Councils with less than 5 rough sleepers can claim back up to £10,000 in total. Our bid was to enhance the severe weather provision we have in place with Cotswold House in Chorley so that the provision was kept open throughout the winter not just when the temperatures drop below zero. We were also able to fund transport costs. We assisted 5 people – 2 longer term and 3 for a couple of nights. The fund was also used to pay rent in advance for 1 to access permanent accommodation. The total claimed back was £2271.46. This covered the actual cost of provision for those who accessed the scheme. We did not turn anyone away from cold weather provision.

Main Duty Decisions April 2018 to March 2019

Accepted	29
Intentional	7
Non priority	16
Not homeless	4

Categories of priority need for those accepted main duty

Dependent children	15
Pregnancy	4
Physical Health	8
Mental health	1
Domestic Abuse	1

In the period 2017/2018 - 73 decisions were made of which 51 were main duty acceptances which resulted in rehousing being provided.

Temporary Accommodation

The Service has access to 30 self-contained flats in South Ribble and 4 rooms in a Shared House of Multiple Occupation in Preston. In addition to this, the Service can also access refuge accommodation where appropriate

Typically the Service has between 25 and 30 households in temporary accommodation. The rooms are also used to alleviate rough sleeping for non-duty households when we have availability. Currently there are 23 households in Temporary Accommodation – 15 of which have children.

The Senior Housing Needs Officer visits this accommodation regularly to ensure issues are kept to a minimum and move on can be facilitated as quickly as possible. There are however, a number of households with previous tenancy failures or other issues that are difficult to move on and in such instances the services adopts a multi-agency approach to ensure households receive the support they require to facilitate move on.

Bed and Breakfast (B&B) is always deemed as a last resort and is used infrequently and only for a very short period of time. An example of when B&B has been used is on one occasion a client required wheelchair accessible accommodation and there was none available at the time. The Service is now adapting one of the temporary accommodation units to be wheelchair accessible as a result of this issue. On another occasion B&B was utilised when the temporary accommodation portfolio was full or the household was unable to access it. There is statutory guidance that B&B should not be used except in an emergency for families, households with a pregnant woman or 16/17 year olds. Where B&B is used it cannot be for no longer than a period of 6 weeks and the Council have not exceeded this target. It is worth noting that in contrast to the above categories of client there are no restriction on the use of B&B for single people.

Access to Permanent Housing

Access to social housing is in the main via Select Move, although a small percentage of lets are done outside of this.

The waiting list South Ribble as stated on Select Move contains the following information as at September 2019:

	South Ribble
Band A – highest priority urgent need to move	30
Band B – priority Urgent need to move	67
Band C - housing need	90
Band D – positive community contribution , under occupancy and 1 bedroom over crowded	267
No preference band - no housing need	344
Open property register – those who do not qualify for Select move	1038

Bands A, B and C contain customers who are entitled to reasonable preference on the waiting list as defined in law.

A number of prevention initiatives are in place through which the Council works in partnership with statutory, voluntary and third sector partners to prevent homelessness. Examples of partnerships include:

- ▶ Joint Protocol for 16/17 year olds – working with social care, KEY and young people’s schemes;
- ▶ Floating support, Young People’s Housing Advice Service and Pre tenancy training is undertaken in partnership with KEY Youth Charity;
- ▶ Sanctuary Scheme – to support victims of domestic violence is run in partnership with Preston care and Repair and Chorley Council;
- ▶ Bonds and rent in advance are provided by the Council to assist clients to access private sector accommodation or funds can be released to:
 - Prevent homelessness –for example the service will liaise closely with the benefits team in respect of accessing discretionary housing payments;

- ▶ Homelessness prevention is a top corporate priority and a corporate plan project has commenced which incorporates enhancing homelessness prevention and building on the duty to refer. The project includes a proposal to carry out proactive inspections of private sector properties to raise standards (subject to funding being agreed), identifying property condition issues as part of Disabled Facilities Grant inspections and facilitating a quick turnaround for grants to enable people to leave hospital.

The project also incorporates:

- ▶ A training event to be held with voluntary sector partners to raise awareness of safeguarding, services available to prevent homelessness and identifying opportunities for collaboration;
- ▶ Working with probation and the police to address the specific issues in relation to offenders and ensure that risks are effectively managed and minimised;
- ▶ Reviewing and enhancing prison and hospital discharge protocols – particularly in relation to mental health and adult social care – the mental health and adult social care are to be looked at in their own right and not just as part of prisons and hospital discharge;
- ▶ Social Housing is accessed across Chorley, Preston and South Ribble via the Select Move partnership which has a common allocations policy and housing register;
- ▶ Severe weather extra provision is delivered with Chorley Borough Council.

The Council works collaboratively with Preston City Council with regards to the provision of a shared House of Multiple Occupation in Preston. Preston also provide a scheme for ex-offenders which we can use by agreement and we jointly work with a private sector landlord who provides accommodation for single people. More recently Preston have been awarded funding to deal with rough sleeping in the city and have opened a 24 hour hub with accommodation, support and outreach attached to it for rough sleepers.

South Ribble submitted a bid to source funding to enable access to this with the support of Preston Council – this was unsuccessful which was not surprising as we cannot evidence large numbers of rough sleepers. We are however, discussing with Preston the use of homelessness grant to facilitate access to this service for our rough sleepers when we become aware of them.

There is a Lancashire Homelessness forum which meets quarterly to share best practise and discuss cross cutting issues.

Homelessness Strategy Review

The Homelessness Strategy is due for review and consultation has been carried out with the homeless network. Consultation with Elected Members shall be conducted through a Member briefing session. The Homelessness Strategy must address the following:

- a. Preventing homelessness in the district;
- b. Securing sufficient accommodation is and will be available for people in the district who are or may become homeless;
- c. Securing the satisfactory provision of support for people in the district who are or may become homeless or who have been homeless and need support to prevent them becoming homeless again.

The variety of prevention initiatives currently in place appear to work well. However, there are a number of gaps and improvements that could be made and feedback from partner agencies at the homeless network identified the following National, Regional and local issues requiring further work and addressing to help improve the service further:

- ▶ Lack of support to clients since floating support was dis-continued;
- ▶ Lack of safe places for people to go to;
- ▶ Young people falling through the gap – particularly due to funding changes for supported accommodation;
- ▶ Universal Credit and its impact on people the effect of advances is under reported;
- ▶ Accommodation the most important thing for everyone to move forward;
- ▶ Affordability for under 25's;
- ▶ Joint protocol issues;
- ▶ Lack of supported accommodation for over 18's;
- ▶ Lack of shared accommodation for under 35's;

- ▶ Intermediary accommodation with different packages of support brought in as a stepping stone to independent tenancies;
- ▶ Supported housing for complex needs;
- ▶ Chaotic lifestyles – lack of support;
- ▶ Payment of universal credit in arrears leads to housing debt and stress for households when notices are served;
- ▶ Criminality – hard to access social housing – may be easier with support;
- ▶ Lack of affordable 1 bedroom accommodation.

It is envisaged that the review shall be completed by the end of December 2019. The strategy shall need to be signed off by Cabinet and consultation will be undertaken with Members ahead of this to determine their priorities for the service. It is clear that prevention is a top priority for the Council and this shall be a focal point of the new Homelessness Strategy. An action plan will be drawn up to address the issues highlighted within the strategy. The action plan will seek to deliver the priorities as identified within the strategy. Officers shall prioritise actions under their control and will work with partners to highlight and lobby for change in relation to wider national and strategic issues.

REPORT TO	ON
CABINET	13 November 2019



TITLE	PORTFOLIO	REPORT OF
Budget Monitoring 2019/20 - Month 6 (Sept)	Cabinet Member (Finance, Property and Assets)	Interim Section 151 Officer

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	No
Is this report confidential?	No

PURPOSE OF THE REPORT

1. This report provides an update on the Council's overall financial position as at the end of September 2019, which is quarter 2 of the financial year 2019-20. The report provides a forecast of the projected outturn to 31st March 2020 compared to the current approved budget and explains what the differences are and what impact they will have.

PORTFOLIO RECOMMENDATIONS

2. Cabinet notes, reviews and comments on the contents of this report.

REASONS FOR THE DECISION

3. Robust financial monitoring, including scrutiny and challenging information, is a crucial aspect of running a successful and effective organisation.

EXECUTIVE SUMMARY

4. The overall revenue outturn forecast for 2019/20 is a net budget saving of £515,000 which represents a variance of 3.5% of the total net budget requirement. This is based on actuals to-date and assumptions about spending and anticipated levels of income for the remainder of the financial year.
5. Certain income sources can be assessed with more certainty; for example with Garden Waste and Trade Waste charges the majority of the income is received early in the financial year. Other income is more volatile and therefore the forecasts are more likely to need revising as the year progresses.

6. In the staffing cost forecasts, assumptions have been made in relation to the timing of recruitment to posts which are currently vacant.
7. The forecast variance of £515,000 surplus comprises the following main items:
 - Forecast savings in staffing costs £219,000
 - Increase in income forecast including Garden Waste £158,000 and Investment interest £100,000
 - New income generated from vehicle maintenance contract offset by additional staff costs; net increase in income £73,000
 - Increase in business rates compensatory grant funding (S31 grant) £280,000
 - Offset by: a net cost of £108,000 in relation to the waste contract
 - New budgets approved: Music Festival £75,000; Leisure professional fees £50,000
8. The current capital budgets have been reviewed to establish the forecast outturn expenditure and any re-phasing of schemes into future years. The total capital budget forecast for 2019/20 is £9,398,000, with £5,541,000 potential slippage identified at this stage in the year. Further details are provided in the body of the report and Appendix A (attached).

CORPORATE OUTCOMES

9. The report relates to the following corporate priorities: (tick all those applicable):

Excellence, Investment and Financial Sustainability	✓
Health, Wellbeing and Safety	
Place, Homes and Environment	

Projects relating to People in the Corporate Plan:

Our People and Communities	
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BACKGROUND TO THE REPORT

10. The 2019/20 budget and Medium term Financial Strategy (MTFS) 2019/20 to 2022/23 was approved by full Council on 27th February 2019.
11. The net cost of services revenue budget was £14,484,000. An increase of 1.99% in Council Tax was approved, with a budget income figure of £153,000. After applying other sources of funding as well, there was an overall surplus of £716,000 that was budgeted to be transferred back into the capital funding reserve to help fund the sizeable capital programme.
12. The capital programme totalled £41,383,000 over the next 4 financial years, with a total budget of £12,908,000 in 2019/20.

DETAILS

Revenue Summary

13. In the Quarter 1 budget monitoring report to Cabinet in September, a forecast budget surplus of £680,000 was reported. Cabinet approved the creation of a new budget of £75,000 for hosting a music event in the Borough in summer 2020, to be funded from this forecasted underspend to cash flow the initial phase of the festival preparations. Cabinet also approved the virement of the £150,000 turnover savings target budget to reflect staffing savings achieved in the first period to the end of July 2019. A report on the council's Leisure facilities was presented to Council in September. Council authorised officers to consider future management options for the Leisure centres and an additional budget of £50,000 for professional support fees was approved.
14. Table 1 summarises by directorate the revenue budget variations that are expected to impact on the outturn position at 31st March 2020. The overall forecast is a surplus, compared to the budget, of £515,000. If this surplus was transferred to reserves at the end of the year, which would be the default action if no further spending plans were approved, then the total contribution to reserves would increase from £495,000 to £1,010,000. The 'Current Budget' below includes approved budget changes, virements between budgets and release of budgets brought forward from reserves.

Table 1: Revenue Budget Summary – Quarter 2 forecasts

	Full Year Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variances £'000
Chief Executive	864	868	931	63
Neighbourhoods & Development	6,484	6,430	6,375	(55)
Planning and Property	488	499	418	(81)
Finance and Assurance	1,405	1,378	1,468	90
Legal, HR & Democratic Services	1,746	1,741	1,690	(51)
Customer Experience & Operations	2,098	2,098	1,923	(175)
Pension Deficit Contributions	414	414	496	82
Staff Turnover Savings	(150)	0	0	0
Net Cost of Services	13,349	13,428	13,301	(127)
Interest payable / receivable	(89)	(89)	(217)	(128)
Parish Precepts	397	397	397	0
Provision for repayment of debt	835	835	831	(4)
Funding Requirement	14,492	14,571	14,312	(259)
<u>Funding:</u>				
New Homes Bonus – City Deal	(879)	(879)	(879)	0
New Homes Bonus – SRBC	(135)	(135)	(135)	0

Retained Business Rates	(3,950)	(3,950)	(3,939)	11
Business Rates Section 31 grant	(1,750)	(1,750)	(2,041)	(291)
Council Tax	(8,328)	(8,328)	(8,328)	0
Contribution to / (from) reserves	550	471	495	24
Total Funding	(14,492)	(14,571)	(14,827)	(256)
Net (Surplus) / Deficit	0	0	(515)	(515)

Table 2 below lists the main variances within particular service areas that affect the forecast.

Table 2: Projected Revenue Outturn Variations

Detail	Budget pressure / (saving) £'000	Forecast Variances at Quarter 2 £'000
Chief Executive		
Staffing Variances	22	
Purchase of fuel tank for depot (Brexit funded)	18	
Brexit funding	(35)	63
Virement to Website refresh project	(20)	
Music Festival project allocation	75	
Other	3	
Neighbourhoods & Development		
Staffing Variances	(5)	
Leisure management review - professional fees	50	
Garden Waste income - exceeded budget	(158)	
Trade Waste income - reduction in take up on renewal	29	
Waste Contract – inflation and cost recovery adjustments	108	(55)
Vehicle hire additional costs – RCV undergoing repairs	18	
Moss Side depot – Vehicle maintenance contract net additional income	(73)	
Moss Side depot – metered water	10	
Civic Centre rental and room hire income	(34)	
Planning and Property		
Staffing Variances	(136)	
Investment Property rental income	26	(81)
Planning Pre-application fees reduction	32	
Other	(3)	
Finance and Assurance		
Staffing Variances/agency costs	53	
Audit fees	10	90
Insurance	23	
Other	4	
Legal, HR & Democratic Services		
Staffing Variances	(102)	
Legal fees	25	(51)
Forecast reduction in Land Charges income	10	
Forecast reduction in Licensing income	8	
Other	8	

Customer Experience & Operations		
Staffing Variances	(132)	
New Burdens funding received	(72)	
ICT services cost increase	34	(175)
Website refresh project (virement)	20	
Personal budgeting support underspend	(30)	
Other	5	
Net Cost of Services	(209)	(209)
Interest receivable/capital financing	(132)	(132)
Staffing Variations - Pensions contributions	81	81
Reduced contributions from reserves	25	25
Additional Contribution to / (from) reserves compared to budget - Retained Business Rates and s31 grant funding	(280)	(280)
TOTAL FORECAST UNDERSPEND	(515)	(515)

Staffing Costs

15. The total forecast saving in staffing costs is £219,000. The main reason for the underspend is posts being vacant, some earlier in the year that have now been filled and others that are currently vacant. The number of vacancies is lower than at the start of the year and at the date of the previous budget monitoring report (month 4, end of July). Also, other posts continue to be vacant and are generating larger underspends the longer they remain unfilled, however there are interim arrangements in some areas, such as Legal, Finance and Assurance which are being funded from these underspends.
16. The posts that are currently vacant, are listed below.

Directorate	Post
Chief Executive	Deputy Chief Executive (Regeneration and Growth)
	Deputy Chief Executive (Resources & Transformation)
Neighbourhoods and Development	Grounds Maintenance Operative
	Grounds Maintenance Operative
Planning and Property	Planning Assistant
	Planning Assistant
	Planning Enforcement Officer
Finance and Assurance	Planning Technical Support Supervisor
	Shared Director of Finance
	Shared Assistant Director of Finance
Legal, HR & Democratic Services	Shared Director of Legal HR & Democratic Services
	Shared Assistant Director of Legal HR & Democratic Services
	Borough Solicitor
Customer Experience & Operations	Head of Legal HR & Democratic Services
	Gateway Officer
	IT Support Analyst

17. A review was recently undertaken by the Leadership team to identify resource gaps. The outcome was the establishment of 3 new permanent posts: Environmental Health Officer

(Climate Change), Communications Officer and Graduate Engineer. The forecasted additional costs of these posts in a full year is £89,300 and will be funded from reductions in the casual staff budgets, savings in staff costs due to reduced hours and any shortfall will be funded from shared services savings. These posts will be recruited to as soon as possible but have not been included in the list above.

18. The turnover target of £150,000 has been allocated, as approved by Cabinet in the previous budget monitoring report. It was allocated to the two areas with the largest underspends – the additional posts added to the Neighbourhoods services and the Planning service.
19. The main variances across the directorates are summarised below:
 - Chief Executive – There are additional costs for the Interim Chief Executive and this is partly offset by an underspend in the Policy and Performance team due to a post not being filled until recently, at being at a lower grade than budgeted.
 - Neighbourhoods and Development – The budget across the Neighbourhoods services was increased by £160,000 in the 2019/20 budget setting process, to allow for 8 additional posts. 6 of these have been filled in August and September and two are expected to be filled in November. The delays in filling these posts created a large underspend and most of it (£74,000) has been allocated against the £150,000 turnover target. The remaining forecasted variance for the directorate is quite small – a £5,000 underspend.
 - Planning and Property – The two areas with underspends are Apprentices and Planning. The corporate apprenticeship posts, which sit in this directorate, have been recruited to during the year but there is a part-year saving of £55,000 in relation to while they were vacant. The Planning team has undergone a restructure and the internal recruitment has assigned staff to roles. There are 3 vacancies remaining and a recruitment process is in progress for 2 of the posts. The other vacancy is being kept unfilled to establish whether the role is needed on an ongoing basis or could be taken as a saving. There is another vacancy in the Planning Technical Support team that has not yet been recruited to. A proportion of the underspend across the Planning teams was allocated against the turnover target (£76,000) but there is still an additional forecasted underspend of £44,000 due to posts remaining vacant.
 - Finance & Assurance – There are large underspends against the vacant shared senior management posts. However, these have been outweighed by additional costs for the Interim Head of Shared Assurance and other temporary arrangements in that team.
 - Legal, HR & Democratic Services – There are large underspends against the vacant shared senior management posts. There have been some offsetting additional costs for additional HR support but there is still a large overall underspend.
 - Customer Experience & Operations – There is an underspend of £58,000 in the Gateway team due to several posts being vacant at the start of the year. All but one is now filled and the remaining post is in the process of being recruited to. Similarly there is an underspend of £46,000 in ICT due to delays in filling vacancies. Two posts have been filled recently and there is one vacancy remaining, which is being recruited to.
20. In calculating the current budget forecasts, assumptions have been made in relation to the recruitment to vacant posts and the likely timing of new appointments. For example, the extension of shared services is moving forward and it is difficult to forecast accurately at this stage in the year for the appointment to the shared senior management posts.

Other Cost variations

21. The net cost of £108,000 in relation to the waste contract is a result of increases in relation to pay inflation £147,000, offset by the recovery of replacement bin costs £39,000. These costs include backdated adjustments for previous years. The pay adjustments reflect the impact of the NJC pay awards on individual pay points, which for the FCC employees works out higher than the average pay increase previously applied. The waste contract includes an annual provision for the cost of bin replacements. As the actual cost of bin replacements has been less than this provision, the overpayment has been recovered from FCC.
22. In September, Council were provided with a brief summary of the current management operation of South Ribble's Leisure Centres and authorised officers to explore a number of potential options as to the future management arrangements and for a budget of £50,000 to be created to fund the necessary, legal, financial, HR and Leisure advice and support.

Business Rates

23. The business rates budget forecasts for 2019/20 have been reviewed based on the latest available data. Some elements of the business rates budget are fixed and therefore can be forecast with certainty; while other elements (such as Government S31 grants) are variable and can produce in-year variations. The purpose of the Business Rates Retention Reserve is to mitigate the impact of any in-year fluctuations.
24. The current forecast is unchanged overall from that reported in September, which showed a net increase of £280,000 compared to the original budget for the year. This was driven by a higher than originally expected entitlement to Section 31 Grants and the latest figures indicate that this level of income will be achieved. A small reduction is shown in the income forecast to be collected in respect of the Lancashire Enterprise Zone at Samlesbury, but this is wholly payable to the Lancashire Enterprise Partnership and so there is no impact on the overall net amount for the year.

Table 3: Business Rates budget forecast summary

Business Rates Retention Budget	Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Expenditure			
Tariff paid to Pool	15,150	15,150	0
Payment re Enterprise Zone (19/20)	174	167	(7)
Payments to Lancs Wide Fund	286	244	(42)
Payment to Resilience Fund	57	49	(8)
Income			
Local share of business rates	(19,220)	(19,095)	125
Share of surplus/deficit	(185)	(185)	0
Designated Area – Enterprise Zone	(174)	(167)	7
Renewable energy rates income	(39)	(102)	(63)
Sub-Total	(3,951)	(3,939)	12
Government S31 Grants	(1,750)	(2,042)	(292)
Total	(5,701)	(5,981)	(280)

Income from services

25. Table 4 shows the budgets and forecasts of the main types of income that are generated by services. (Note: this is different to general funding that isn't attributable to particular services such as non-specific government grants, council tax and business rates.)

Table 4: Income from services

Service Area	Last Year Income £'000	Budget £'000	Forecast £'000	Forecast (Surplus) / Deficit £'000
Neighbourhoods & Development				
Car Parking charges and fines	(135)	(137)	(137)	-
Civic Centre banqueting suite income	(21)	(18)	(31)	(13)
Community Sports Coaching	(235)	(203)	(266)	(63)
Dog impounding, littering and dog fouling	(6)	(18)	(6)	12
Environmental Permits	(24)	(19)	(21)	(2)
Football pitches, fairs, etc.	(26)	(15)	(23)	(8)
Grounds Maintenance	(172)	(164)	(154)	10
Licensing - Piercings & Tattoos and Animals	(12)	(7)	(9)	(2)
Licensing - Street Traders	(28)	(25)	(27)	(2)
Pest Control	(44)	(39)	(39)	-
Property rental - Civic Centre	(71)	(50)	(71)	(21)
Property rental - Market	(139)	(142)	(142)	-
Property rental - Moss Side Depot	(13)	(43)	(45)	(2)
Property rental - Worden Craft Centre	(13)	(15)	(13)	2
Refuse Collection - Garden waste	(789)	(650)	(809)	(158)
Refuse Collection - New bins	(46)	(65)	(65)	-
Refuse Collection - Special collections	(41)	(40)	(40)	-
Refuse Collection - Trade Waste	(460)	(477)	(448)	29
Vehicle Maintenance contract	0	(13)	(86)	(73)
Planning & Property				
Building Control	(221)	(191)	(201)	(10)
Planning application fees	(456)	(512)	(512)	-
Planning pre-application fees	(21)	(72)	(40)	32
Investment property rental	(1,076)	(1,095)	(1,069)	26
Legal HR & Democratic Services				
Land Charges	(95)	(100)	(90)	10
Legal fees recovered	(13)	(15)	(12)	4
Licensing - Alcohol	(72)	(76)	(68)	8
Licensing - Gambling	(13)	(12)	(12)	-
Licensing - Taxis	(81)	(94)	(94)	-
Customer Experience & Operations				
Court summons costs recovered	(213)	(228)	(228)	-
Budgets Not In Directorates				
Interest on investments	(303)	(220)	(320)	(100)
	(4,839)	(4,755)	(5,078)	(321)

26. The main income variations are as follows:

- Community Sports Coaching – the funding in respect of the Bikeability scheme has been confirmed but was uncertain and therefore not included in the original budgets. This income is ring-fenced and will be spent on providing the service and therefore is not expected to impact on the final outturn position.
- Civic Centre rentals – the forecast has been updated to reflect the final agreements with DWP in respect of the lease and related service charges.
- Garden Waste Charges – the revised forecast reflects that the subscriptions in 2019/20 is higher than the last financial year.
- Pre-Planning advice income – this was a new charge which has been introduced during 2018/19 but take-up is lower than originally forecast.
- Investment Property rental – there is a forecast shortfall against the budget due to vacancies in year (£17,000) and write-offs in relation to previous years (£9,000).
- Vehicle Maintenance Contract – this is a new income stream as a result of the council securing the maintenance work for the Chorley Council waste contractor vehicles.

Interest on Cash Investments

27. The forecast for Short-term investment income has been revised to £320,000 to reflect increased balances and in line with interest earned in 2018/19 which out-turned at £302,500. This is an increase of £100,000 in the current estimate of £220,000.

28. Return on investments and comparisons to the previous reporting period are set out below:

Table 5: Return on Short-Term Investments

Year	Average Balance Periods 1 - 6	Average Rate Periods 1- 6	No. of days	Interest Earned
2019/20	£39,857,072	0.911%	183/365	£182,031
2018/19	£37,291,001	0.657%	183/365	£122,893

29. The average return of 0.91% achieved over the first six months of the financial year represents a significant increase on the 0.66% achieved in the corresponding period in 2018/19. This reflects the same trend as was seen in the previously reported results for the full year in 2018/19, where the average rate achieved was 0.76%, compared to 0.49% in 2017/18. The key element in producing the increased returns is that the Bank of England Base Rate was increased from 0.50% to 0.75% in August 2018 and has remained at this level since. This position is consistent to date with the forecasts made in the Council's approved Treasury Management Strategy for 2019/20. Those forecasts did envisage a further rise in the Base Rate, to 1.00%, in the second half of the year. The likelihood of this rise has been affected by the impact of continuing domestic political and economic uncertainty.

Reserves

30. The total balance on reserves at the beginning of the financial year was £19.519m, which was £1.190m higher than the forecast in the budget report in February 2019. The main reasons for this were:

- Budget savings of £93,000 against the 2018/19 revised budget which increased the forecast general reserve balance from £4.587m to £4.680m at outturn
- Reduction in funding of capital projects from reserves due to the re-phasing of capital expenditure (£331,000)
- Slippage of expenditure committed at the end of 2018/19 but undertaken in 2019/20 (£189,000)
- Grants received and set aside to be used in future years (£386,000). This includes external funding for Central Lancs Local Plan and New Burdens grant.
- Business Rates surplus set aside in Earmarked reserve (£196,000)

31. Table 4 below shows the forecasted movements on the reserves for 2019-20.

Table 6: Reserves Summary

Reserve Name	Opening Balance £'000	Transfers In £'000	Transfers Out £'000	Capital Financing £'000	Closing Balance £'000
Earmarked Reserves					
My Neighbourhoods	(54)	-	-	-	(54)
Borough Council Elections	(114)	(40)	154	-	-
Housing Needs Survey	(83)	(20)	-	-	(103)
Local Development Framework	(255)	-	153	-	(102)
Performance Reward Grant	(46)	-	46	-	-
Organisation Restructure Costs	(27)	-	-	-	(27)
Borough Investment Account	(4,594)	-	44	4,550	-
Business Rates Retention	(2,751)	-	65	-	(2,686)
City Deal Reserve	(1,711)	(340)	208	-	(1,843)
Capital Funding Reserve	(3,073)	(716)	-	1,897	(1,892)
Repairs and Maintenance Fund	(500)	-	-	-	(500)
Transformation Fund	(500)	-	-	200	(300)
Apprenticeship Reserve	(267)	-	3	-	(264)
Other Earmarked Reserves	(864)	-	196	67	(601)
Total	(14,839)	(1,116)	869	6,714	(8,372)
General Reserve	(4,680)	(515)	-	-	(5,195)
Total General Fund Reserves	(19,519)	(1,631)	869	6,714	(13,567)

Capital Programme

32. Appendix A lists all the capital schemes within the programme and the detail regarding budgets, spending and forecasts. The 'Allocations' column in the appendix shows where budgets have been moved between lines, mainly to allocate funding from a generic lines to a specific project. The 'Approval' column in the appendix shows where new budgets have been approved, for example via a waiver or a Cabinet report. The 'Green Links Capital Programme 2019/20' report, which was approved by Cabinet in June, accounts for the majority of these figures.
33. There are several schemes where the forecast is below budget and we expect slippage to next financial year. The overall forecast is £9.398m against a budget of £14.975m.
34. The schemes that had a forecasted underspend in the previous budget monitoring report to September Cabinet are:
- Other Parks and Open Spaces – Penwortham Holme Pavilion, Withy Grove Park and Withy Grove Toilets
 - Sports Pitch Hub
 - Affordable Housing unallocated
 - Masterplanning & Regeneration unallocated
 - Private Sector Home Improvement Grants
35. The other areas where there are forecasted variances are as follows:
- Green Links – The main two areas of underspend are on the Leyland Loop and Shruggs Wood. Although work is scheduled for Leyland Loop, the forecast is only £100,000 for this year. There were extensive works planned for Shruggs Wood in conjunction with the new leisure facility project but these have been postponed while the options regarding the facility are explored.
 - Worden Hall – Various repairs works have been put on hold pending the decision on the future of the building. In addition, the replacement oil tank has been quoted at a much lower figure than was originally expected.
 - Worden Park – Work on the overflow car park is scheduled to begin in February but is likely to run into April, meaning some of the costs will slip to next year.
 - Hurst Grange Coach House – Phase 1 will be completed this year but Phase 2 is unlikely to start until next year. Phase 2 is entirely dependent on lottery funding, which will be over £500,000. The bid is being submitted in November but the outcome will not be known until March. The Capital budget allocation represents the council's funding toward the project.
 - Leisure Facility – The scheme is on hold while options for how to progress are investigated. The additional costs in 19/20 on top of what has already been incurred should be relatively low because they would involve further planning and design rather than actual construction.
 - Lostock Hall Football Facility – Work is expected to start in February, and run into April. Therefore some of the costs will be incurred in 20/21.
 - Playgrounds – The playground at Worden Park is expected to be completed this financial year. Work on the other two playgrounds at Seven Stars and Leadale Green is expected to run into April, meaning some of the costs will slip to next year.

- Affordable Housing at Station Road, Bamber Bridge – The project has been delayed because the original contractor, Methodist Action, went bankrupt.
- New Longton Regeneration – The landscaping work can be delivered in 19/20 but some of the other work that needs to be delivered by LCC is unlikely to be carried out this year.
- St Mary's, Penwortham, churchyard wall repairs – design work undertaken but delays in obtaining burial records. Scheme requires specialised archaeological support and good weather to undertake the repair work and therefore has been rescheduled into 2020/21.
- Vehicle Replacement Programme – The programme includes procurement of 6 waste collection vehicles, for over £1m. Due to the procurement timescales and delivery waiting times, these vehicles will not be available until around May 2020. Going forward, approval for the procurement of vehicles will be sought much earlier – in January, for the scheduled purchases in 2020/21 – to allow sufficient time for the procurement and delivery processes so that the costs occur in the intended year.

36. Other issues to be aware of are:

- IT Unallocated Funding – There is a balance of £116,000 still to be allocated to specific projects. A schedule is being finalised which will ensure that the allocation is fully used.
- Corporate Buildings – A schedule has been prepared to allocate the remaining budgets on the lines labelled 'Civic Centre' and 'Other' to specific pieces of work on the Civic Centre itself. Approvals for these projects will be sought once the full details are confirmed.
- Investment Property – This line relates to the 'Borough Investment Reserve' which is £4,550,000 set aside should any suitable properties for investment be identified. No suitable schemes have been identified to date.

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

37. Not applicable

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

38. Not applicable

FINANCIAL IMPLICATIONS

39. The financial implications are contained within the report.

LEGAL IMPLICATIONS

40. The report is primarily for information purposes. Overall it presents a positive picture. There are no concerns or issues to raise from a legal perspective.

AIR QUALITY IMPLICATIONS

41. There are no air quality implications that are specific to this report.

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

42. There are no specific implications regarding this report. The main considerations are vacant posts, in particular within shared services senior management.

ICT / TECHNOLOGY IMPLICATIONS

43. The revenue budget for IT has a forecasted underspend due to vacancies, as detailed in the Staffing Costs section above. The capital programme includes a total budget of £200,000 for

IT projects. To date, £84,000 has been allocated to four schemes, leaving a balance of £116,000. There are also two other IT related schemes that have been funded from alternative sources.

PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

44. The main consideration relating to property and assets is the 'Investment Property' line in the capital programme reflects the intended use of the 'Borough Investment Reserve', which has a balance of £4,550,000.

RISK MANAGEMENT

45. Where applicable, particular risks are mentioned in the previous sections of this report. The main overarching risk is that the assumptions made in compiling a forecast outturn are unreliable or inaccurate. Forecasts have been made using the best information available and drawing on the knowledge and expertise of officers within service areas and the finance team itself.

EQUALITY AND DIVERSITY IMPACT

46. This report is not considered to have any adverse impact on equality.

RELEVANT DIRECTOR'S RECOMMENDATIONS

47. None

COMMENTS OF THE STATUTORY FINANCE OFFICER

48. No further comments.

COMMENTS OF THE MONITORING OFFICER

49. Clearly it is important that a council should report openly and transparently with regard to the monitoring of the budget. Residents need to know how the council is performing. From a legal perspective there are no concerns to report.

BACKGROUND DOCUMENTS

Budget Report and Medium Term Financial Strategy – February 2019.

APPENDICES

Appendix A – Capital Programme 2019-20

Leadership Team Member's Name: Jane Blundell

Job Title: Interim s151 Officer

Report Authors:	Telephone:	Date:
James McNulty, Senior Management Accountant	01772 62 5289	24 th October 2019
Jane Blundell, Principal Management Accountant and Interim Section 151 Officer	01772 62 5245	

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Capital Programme 2019-20 Quarter 2 Monitoring

Note: All figures are in £'000

Appendix A

Scheme Name	Original Budget	Approved b/f from 2018/19	Allocations	Approvals	Revised Budget	Spend + Orders	Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)
Health, Leisure & Wellbeing										
Green Infrastructure										
Green Infrastructure unallocated	375	74	(308)	-	141	-	-	(141)	(141)	-
Green Link - Bamber Bridge LC to Tennis Centre	-	-	8	-	8	5	8	-	-	-
Green Link - Central Parks Network	-	-	110	-	110	49	110	-	-	-
Green Link - Penwortham to Bamber Bridge	-	-	60	-	60	22	60	-	-	-
Green Link - Ribble Links	-	-	30	-	30	1	30	-	-	-
Green Link - Shruggs Wood	200	(32)	-	-	168	12	50	(118)	(118)	-
Green Link - Worden Park car park to play area	-	-	-	40	40	-	-	(40)	(40)	-
Carwood Road Cross-Borough Link Road	-	-	-	150	150	-	150	-	-	-
Leyland Loop	-	-	100	-	100	-	100	-	-	-
Worden Park										
Craft Units - Infrastructure upgrade	11	4	-	-	15	12	12	(3)	-	(3)
Craft Units Windows and Security Grills	-	-	-	40	40	-	-	(40)	(40)	-
Farmyard Cottages Windows and Bathrooms	-	-	-	75	75	-	50	(25)	-	(25)
Gardener's Cottage Windows	-	-	-	15	15	-	15	-	-	-
Worden Hall - Repairs and externals	150	-	-	-	150	12	30	(120)	(120)	-
Worden Hall - Oil Tank	-	-	-	50	50	-	25	(25)	-	(25)
Worden Hall - Original Hall wall repairs	-	-	-	30	30	-	30	-	-	-
Formal Gardens conservatory heating	-	-	-	30	30	33	33	3	-	3
North Lodge	-	-	-	30	30	-	30	-	-	-
Overflow Car Park	-	-	-	120	120	-	80	(40)	(40)	-
Replacement conservatory / greenhouse	-	9	-	-	9	9	9	-	-	-
Toilet facilities improvements	10	-	19	-	29	29	26	(3)	(3)	-
Shaw Brook weirs and banking	-	-	-	40	40	-	-	(40)	(40)	-

Scheme Name	Original Budget	Approved b/f from 2018/19	Allocations	Approvals	Revised Budget	Spend + Orders	Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)
Other Parks and Open Spaces										
Existing Built Assets Unallocated	142	-	(19)	(123)	-	-	-	-	-	-
Hurst Grange Park	8	-	-	-	8	-	-	(8)	-	(8)
Hurst Grange Coach House Phase 1	-	-	-	30	30	29	43	13	-	13
Hurst Grange Coach House Phase 2	-	-	-	120	120	-	-	(120)	(120)	-
Open Spaces 2016/17 to 2019/20	-	31	-	-	31	30	30	(0)	-	(0)
Open Spaces - Bent Lane	-	-	-	75	75	7	75	-	-	-
Open Spaces - Balcarres Green	-	-	-	25	25	1	25	-	-	-
Tarn Wood, Penwortham	-	-	-	50	50	-	25	(25)	-	(25)
A tree for every resident	-	-	-	40	40	-	40	-	-	-
Penwortham Holme Pavilion	120	-	-	-	120	-	-	(120)	(120)	-
Withy Grove Park	35	(4)	-	-	31	-	-	(31)	(31)	-
Withy Grove Toilets	20	-	-	-	20	-	-	(20)	(20)	-
Sports and Leisure										
Leisure Facility	1,400	5	-	-	1,405	1,657	477	(928)	(928)	-
Lostock Hall Football Facility	148	-	-	-	148	1	26	(122)	(122)	-
Sport Pitch Hub	1,000	-	-	-	1,000	8	50	(950)	(950)	-
Playground - Worden Park	170	-	-	5	175	1	175	-	-	-
Playground - Seven Stars	-	-	-	175	175	2	130	(45)	(45)	-
Playground - Leadale Green	-	-	-	175	175	3	130	(45)	(45)	-
Playground edging Worden and Farington parks	-	-	-	105	105	73	105	-	-	-

Scheme Name	Original Budget	Approved b/f from 2018/19	Allocations	Approvals	Revised Budget	Spend + Orders	Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)
Place										
Land Acquisition Croston Road	-	-	-	77	77	-	77	-	-	-
Affordable Housing unallocated	300	-	-	-	300	-	-	(300)	(300)	-
Affordable Housing at Station Road, Bamber Bridge	573	4	-	-	577	15	200	(377)	(377)	-
Church Road, Bamber Bridge	-	-	-	40	40	-	40	-	-	-
Disabled Facilities Grants	723	136	-	-	859	528	859	-	-	-
Leyland Train Station Ticket Office	-	-	-	60	60	-	20	(40)	-	(40)
Masterplanning & Regen unallocated	500	-	(1)	-	499	-	25	(474)	(474)	-
Masterplanning & Regen - Leyland	-	16	1	-	18	18	18	-	-	-
New Longton Regeneration	75	-	-	-	75	-	40	(35)	(35)	-
Empty Homes grants	-	-	-	39	39	-	39	-	-	-
Private Sector home improvement grants	240	-	-	-	240	8	75	(165)	(165)	-
St Mary's, Penwortham - Churchyard wall repairs	105	-	-	-	105	-	-	(105)	(105)	-

Scheme Name	Original Budget	Approved b/f from 2018/19	Allocations	Approvals	Revised Budget	Spend + Orders	Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)
Excellence & Financial Sustainability										
Information Technology Programme										
IT Unallocated Funding	200	-	(84)	-	116	-	116	-	-	-
Civic Centre audio visual equipment	-	-	80	-	80	80	80	-	-	-
Moss Side Depot Networking	-	-	3	-	3	3	3	-	-	-
Telephony and Switchboard	-	-	-	67	67	72	67	-	-	-
Icon Upgrade	-	-	20	-	20	20	20	-	-	-
Capita Software Upgrade	-	-	27	-	27	27	27	-	-	-
InPhase upgrade	-	-	33	-	33	-	33	-	-	-
Other non-ICT projects										
Vehicles and Plant replacement programme	1,450	236	-	-	1,686	524	524	(1,161)	(1,161)	-
Corporate Buildings - Civic Centre	200	-	(150)	-	50	-	50	-	-	-
Civic Centre Toilets	-	-	70	-	70	-	70	-	-	-
Corporate Buildings - Depot	20	(4)	-	-	16	49	20	4	-	4
Corporate Buildings - Other	184	10	-	-	194	17	191	(3)	-	(3)
Investment Property	4,550	-	-	-	4,550	-	4,550	-	-	-
Grand Total	12,909	486	-	1,580	14,975	3,354	9,324	(5,651)	(5,541)	(111)