

## **SCRUTINY BUDGET AND PERFORMANCE PANEL**

MONDAY, 10TH FEBRUARY, 2020, 5.00 PM

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

### **AGENDA**

- |          |                                                                                     |                 |
|----------|-------------------------------------------------------------------------------------|-----------------|
| <b>1</b> | <b>Apologies for Absence</b>                                                        |                 |
| <b>2</b> | <b>Declarations of Interest</b>                                                     |                 |
| <b>3</b> | <b>Minutes of the Last Meeting</b>                                                  | (Pages 3 - 6)   |
|          | Held on Monday, 11 November 2019 to be signed as a correct record.                  |                 |
| <b>4</b> | <b>Matters Arising from Previous Scrutiny Budget and Performance Panel Meetings</b> | (To Follow)     |
|          | To follow.                                                                          |                 |
| <b>5</b> | <b>Period 1 Performance Monitoring Report</b>                                       | (Pages 7 - 40)  |
|          | Report of the Interim Chief Executive attached.                                     |                 |
| <b>6</b> | <b>Budget Monitoring 2019/20 – Quarter 3</b>                                        | (Pages 41 - 60) |
|          | 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](http://www.southribble.gov.uk)

#### **Forthcoming Meetings**

Monday, 22 June 2020 - Paddock Room, Civic Centre, West Paddock, Leyland, PR25 1DH

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## **MINUTES OF SCRUTINY BUDGET AND PERFORMANCE PANEL**

**MEETING DATE**                      **Monday, 11 November 2019**

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

**OFFICERS:**                      Gary Hall (Interim Chief Executive), Jane Blundell (Interim Section 151 Officer), Peter McHugh (Assistant Director of Property and Housing), Howard Anthony (South Ribble Partnership Manager), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) and Charlotte Lynch (Democratic and Member Services Officer)

**OTHER MEMBERS:**      Councillor Paul Foster (Leader of the Council and Leader of the Labour Group), Councillor Michael Titherington (Deputy Leader of the Council, Cabinet Member (Health, Wellbeing and Leisure) and Deputy Leader of the Labour Group) and Councillor Matthew Tomlinson (Cabinet Member (Finance, Property and Assets))

**PUBLIC:**                                      0

### **5      Apologies for Absence**

There were none.

### **6      Declarations of Interest**

There were none.

### **7      Minutes of the Last Meeting**

The minutes of the last meeting, held on Monday, 9 September, were signed as a correct record by the Chair.

### **8      Matters Arising from Previous Scrutiny Budget and Performance Panel Meetings**

The Panel thanked the Leader of the Council and the Cabinet for accepting and implementing the Panel's previous recommendations.

The report was noted.

### **9      Quarter 2 Performance Monitoring Report**

The Panel considered a report of the Interim Chief Executive which outlined the Council's performance during Quarter 2.

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. The performance of the Corporate Plan projects and objectives approved in September 2019 would be reported from Quarter 3 onwards.

Overall, performance of the projects was good, with 31 out of 32 (over 95%) on-track. Key Performance Indicators and measures of the Corporate Plan were also performing well, with 10 succeeding and 30 marked as being on-track. Only four Key Performance Indicators were off-track and these were highlighted in the report.

Members of the panel queried the percentage of calls to the Council's Gateway service abandoned before being answered. Performance in this area was succeeding its target but it was acknowledged that there is a lengthy pre-recorded message that residents must listen to when they call the council, which can cause frustration. Members requested that figures for the number and duration of abandoned calls be provided following the meeting and welcomed the offer to review the pre-recorded message.

An update on the development of InPhase, the Council's performance monitoring system, was requested. Members were informed that implementation was ongoing and that the relevant officers were receiving training on the system. It was anticipated that the system would be in use for reporting on Quarter 3 performance.

Members expressed concerns that only 29% of licensed taxis were inspected in the last quarter and that there was no set target for this. A need for robust and timely inspection was acknowledged and the measures for inspection would be reviewed.

The average number of days between a Disabled Facilities Grant referral from Lancashire County Council to application was highlighted as being off-track. It was acknowledged that this was largely as a result of customers failing to provide the necessary paperwork and due to lack of resources in the referrals team at Lancashire County Council. A review of the application process would be carried out with the intention of streamlining the process where possible.

Members also received further information on homelessness in South Ribble, as requested at the previous meeting.

In response to a query regarding how homelessness in South Ribble compares with neighbouring authorities, members were informed that South Ribble was similar to Chorley and West Lancashire.

The Council has 56 days to prevent a resident becoming homeless once notified. Housing Officers would identify the reason why the person may become homeless and would investigate. Short-term support can be provided for those with dependency issues and the Housing Options team can also negotiate with landlords and provide bonds in order to prevent a person becoming homeless.

Members were informed that temporary accommodation is provided if a household meets relevant criteria and that there are currently 23 households in temporary accommodation, 15 of which have children. Members requested further information on the average length of stay in temporary accommodation.

The panel commended the officers for providing support to vulnerable households and requested that an annual update on homelessness be provided to the panel.

RESOLVED: (Unanimously)

That

1. the Panel asks for further information on the average length of call waiting times and the offer to review the pre-recorded message.
2. the Panel expresses its gratitude for the offer to review the measure for licensed taxis inspected.
3. a review of the process for Disabled Facilities Grants applications be carried out to streamline the process where possible.
4. the Panel asks that the average length of stay in temporary accommodation be provided to the Panel.
5. an annual update on homelessness be provided to the Panel.

#### **10 Budget Monitoring 2019/20 - Month 6 (Sept)**

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 2 of the 2019-20 financial year.

Councillor Matthew Tomlinson, Cabinet Member for Finance, Property and Assets, informed the Panel that an underspend of £515,000 was forecasted for the end of the financial year but that new budgets had been approved for a music festival in Leyland and for consultancy fees on the borough's leisure facilities.

It was acknowledged that much of this underspend had been caused by low expenditure on staffing and a list of vacant posts was provided to the Panel. Information on the length of time that the posts had been vacant would be included in future budget monitoring reports.

The report highlighted the capital programme for the financial year which provided a breakdown in projects and schemes. Members requested that a progress column be added to the Capital Programme 2019-20 Quarter 2 Monitoring document to demonstrate the progress of these projects against their allocated budgets and spend forecasts.

Budgets for each My Neighbourhood Forum would be allocated in early 2020 and would be aligned to the Council's formal budget process.

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 previous arrangements had now been confirmed.

Members requested a breakdown of the budget by service area to gain a better understanding as to each department budgetary spend. A subjective analysis of budgets would be provided as part of the budget planning process in February 2020.

RESOLVED: (Unanimously)

That

1. information on the length of time that posts have been vacant be included in future budget monitoring reports.
2. the Panel requests a progress column be added to Capital Programme 2019-20 Quarter 2 Monitoring (Appendix A) in future reports.
3. the Panel welcomes the alignment of My Neighbourhoods Plans and the Council's budget.
4. the Panel looks forward to receiving a subjective analysis of budgets as part of the budget planning process.

Chair

Date

REPORT TO	ON
<b>SCRUTINY BUDGET AND PERFORMANCE PANEL</b>	<b>Monday, 10 February 2020</b>
<b>CABINET</b>	<b>Wednesday, 12 February 2020</b>



TITLE	PORTFOLIO	REPORT OF
<b>Period 1 Performance Monitoring Report (Oct – Dec 2019)</b>	<b>Leader of the Council</b>	<b>Interim Chief Executive</b>

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

## PURPOSE OF THE REPORT

1. This report provides Cabinet with an update for the first period of performance against the objectives of the Corporate Plan 2019-23.

## PORTFOLIO RECOMMENDATIONS

2. Cabinet and Scrutiny Panel Members to note that the performance summary outlined starts a new reporting period, referred to as period 1. This reflects the deliverables and priorities of the Corporate Plan approved by Council in September 2019.

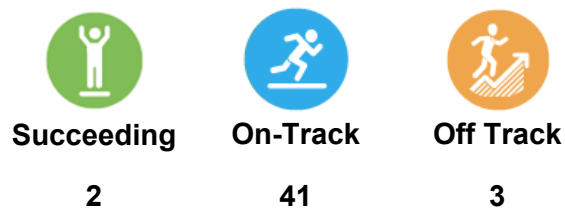
## REASONS FOR THE DECISION

3. The Council's performance framework sets out the process for reporting progress against the objectives of the Corporate Plan. The performance framework has been recently updated and the new reporting periods will be reflected in the framework. All reports will continue to be considered by the Council's Leadership Programme Board, Scrutiny Budget and Performance Panel and Cabinet.

## EXECUTIVE SUMMARY

4. Following approval of the Corporate Plan at Full Council in September 2019, there has been a significant amount of work to fully develop, scope and define projects.

5. Projects and activities that have been carried forward from the previous Corporate Plan (February 2019) have been rescoped against the new Corporate Plan's aims and outcomes.
6. Members should note that the information on performance is reported as commencing from October 2019 in line with the newly agreed Corporate Plan. This is to ensure that what is reported reflects the revision and agreed milestones and performance indicators for both new activities and those carried forward.
7. At the end of Period 1 we can report that of the projects in the Corporate Plan there were:



## CORPORATE OUTCOMES

8. 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

9. Within the last quarter a revised Performance Framework has been developed and approved, which is supplemented with a revised Data Quality Policy.
10. To enable the Council to effectively demonstrate its performance, a Leadership Programme Board has been established to manage and monitor delivery of the Corporate Plan. The Board which consists of senior leadership and senior responsible officers meets quarterly to review performance and ensure effective project management is in place.
11. There is significant work ongoing to develop and ensure fully robust performance measures are reported within the period performance reports.
12. Due to the report detailing period 1 performance, it is to be expected that the full suite of performance measures is not included at this stage. This is due to the



need to effectively baseline and or collate appropriate data. As future reports are provided, further measures will be included and reported to demonstrate performance.

13. Measures that have previously been reported may not be included going forward, as measures and indicators that are reported will be directly linked to specific projects and objectives in the Corporate Plan. Where certain measures are no longer included within the report, they will be reported at a service level and to relevant committees.
14. Included within the attached Performance Report at Appendix 1, is a high-level summary of all activities against the agreed Corporate Objectives. They provide an outline of their performance status as either on track, off track, completed or succeeding.
15. Further details are provided in the report at Appendix 1 which provides narrative on those activities that were new to the Corporate Plan, of which there were 14.
16. In each of the Outcomes on the Corporate Plan there are several indicators that are directly obtained from the Residents Survey. This is scheduled to take place in February/March with full results from June 2020. The results will be used to provide a robust baseline and it is expected that they will be reported in period 3 (April - June 2020)
17. The resident survey will be repeated at intervals on at least two further occasions before the end of 2023.
18. It should be noted that officers are working on how best to demonstrate the delivery of the Capital Programme. By year end the Council will have available a clear picture of what has been delivered within the Capital Programme for the year 2019/20 against what was expected. To support performance in this area, a Capital Programme Board is being established, linked to the Leadership Programme Board, which will monitor and drive forward Capital Projects, so they are delivered in line within agreed timescales.
19. **Matters from Previous Scrutiny Panel**
20. Two matters were raised by the Scrutiny Budget and Performance Panel in November 2019. These matters have been addressed and are detailed below;
  - **Further information on the average length of call waiting times be provided to the Panel members and the pre-recorded message be reviewed:** A report is attached at Appendix 2 providing the further information requested.
  - **The measure for licensed taxis inspected be reviewed:** Further information was requested on the measure for “licensed taxis inspected” to understand what is being measured. In reviewing the measure, the Licensing Team record the total number of inspections made. A vehicle may require more than one inspection due to either the issuing of an order to stop or improve. Once an improvement has been made a further check is undertaken and recorded as a completed inspection. Therefore, the number of inspections reported is the total number of inspections undertaken and not the total number of individual taxis.

## **21. PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)**

### **22. Shared Services Update**

- 23.** Within period 1, shared services implementation has progressed and is on target. Staff consultation on the shared senior roles was completed and appointments have been made with and they will commence their management duties from the 1st April.

Governance arrangements (Shared Senior Project Team and sub-teams) are now in place which has allowed key decisions to be progressed. A TUPE plan has been developed and is being delivered to provide a smooth transition for staff who are transferring between councils.

Regular communications have been delivered to keep stakeholders informed and to provide employees with further information about the new shared services.

### **24. City Deal**

- 25.** As members will be aware, the future of the City Deal is yet to be considered. This is reflected in the performance against the review the projects listed in the City Deal Business and Delivery Plan 2017- 20 which is off track. Discussions continue with City Deal Partners to consider the schemes future.

### **26. Period 1 Highlights**

- 27.** Reporting is by exception. Further information is provided within the report at Appendix 1. The information below summarises those key areas highlighted within the report at Appendix 1. This is broken down by each objective.

### **28. Objective: Excellence, Investment & Financial Sustainability**

- 29.** In this period all activities are reported as on track.

- 30.** The following are noted for exceeding initial performance targets:

#### **31. EIFS05 – Implement first year of the Council's Digital Strategy**

There have been significant improvements to the Council's handling of calls with reductions in the number of calls being abandoned and an increase in the number of calls answered with in 90 seconds.

#### **32. EIFS03 – Conference and Business Centre**

- ▶ Income from commercially operated assets – the income generated from the business and conference centre is up 42% when compared with 2018.
- ▶ The number of hours that the business and conference centre has been externally booked has increased 40% based on a comparison with 2018-19

### **33. Objective: Health, Wellbeing and Safety**

- 34.** In this period all activities are reported as on track.

- 35.** The report at Appendix 1 details the activities and progress of the new activities included within the Corporate Plan.

- ▶ HWS07 - Community Safety to tackle Crime and Disorder
- ▶ HWS11 - Mind the Gap
- ▶ HWS12 - First Class Advice Services

36. The following is noted for completing their expected target:

**37. HWS01 - South Ribble Dementia Action Alliance**

South Ribble Dementia Action Alliance has retained the status of Dementia Friendly Community for South Ribble. This will run for a further 12 months with renewal due in December 2020.

**38. Objective: Our People and Communities**

39. In this period all activities are reported as on track with one activity completed.

40. The report at Appendix 1 details the activities and progress of the new activities included within the Corporate Plan.

- ▶ OPC01 - Review Community Involvement approach
- ▶ OPC04 - Community Bank/Credit Union
- ▶ OPC06 - Develop a Youth Council
- ▶ OPC07 - Gain Accreditation as a Living wage Employer

41. The following is noted for completing their objectives:

**42. OPC01 - Review Community Involvement approach**

The review has been completed and is moving to its second phase of implementation.

43. The following is noted for completing their expected target:

**44. OPC09 - Apprentice Factory Phase 2**

The target per public sector organisation is for a minimum average 2.3% apprentice starts from 2017/18 to 2020/21 based on headcount. This means that the Council are required to recruit an average of 7 apprentices per year (based on a headcount of 290 staff) to be compliant. We continue to meet the target and have previously exceeded this target. In the first year of the target being set South Ribble Borough Council were the best performing public sector organisation in Lancashire.

**45. Objective: Place, Homes and Environment**

46. In this period 15 activities are reported on track, 3 are off track and 1 activity has exceeded its target.

47. The report at Appendix 1 details the activities and progress of the new activities included within the Corporate Plan.

- ▶ PHE01 - Develop a strategy and action plan to halt overall loss of England's biodiversity
- ▶ PHE02 - Plant 110,000 trees in South Ribble
- ▶ PHE03 - Carbon Neutral by 2030
- ▶ PHE04 - Single Use plastics

48. The following is noted for completing their expected target:

**49. PHE02 - Plant 110,000 trees in South Ribble**

50. A target of 30,000 trees was set to be planted by March 2020. In period 1, this target has been exceeded. A significant contributor to the total has been the number of trees planted along the new Penwortham bypass (27,292 trees). There was also a further successful tree giveaway was held in November with over 3,375 trees provided to the public. As part of the green links scheme there were 38 trees planted. At Longton Brickcroft 450 trees were planted. At Withy Grove Park and Walton Park, there was 900 trees given away through the Woodland Trust.

51. The following is noted for being off track:

**52. PHE03 - Carbon Neutral by 2030**

The Cross-Party Group have met on a number of occasions and are working to finalise the scope of the project. This project is currently off track as the scope has not yet been agreed. The next meeting is scheduled for 4 February 2020.

**53. PHE05 - Borough's Air Quality Action Plan**

An Anti-Idling Campaign had commenced before Christmas, however due to lack of resources (staffing) the educational phase of the campaign and enforcement has not commenced. The resource issue has now been addressed and a Climate Change officer is due to be recruited in January which will seek to bring the plan back on track.

The council has met with Lancashire County Council (LCC) with regard traffic light sequencing, however, they have resource issues but acknowledged that there is further work to be done to optimise traffic light sequencing to keep traffic flowing and help improve the air quality in South Ribble. The Council are seeking a plan/timescale from the LCC.

**54. PHE14 - Review the projects listed in the City Deal Business and Delivery Plan 2017- 20**

A report is due to Cabinet in January 2020. This will support a Homes England application for £60m to help reduce the projected deficit. However, a final decision as to whether we stay in City Deal will not be taken until late spring early summer 2020.

**CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

55. N/A

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

56. N/A

**AIR QUALITY IMPLICATIONS**

57. The activities for addressing Air Quality has been reported off track as detailed at point 53.

**RISK MANAGEMENT**

58. Risk registers have been completed for all approved projects and recorded on the Corporate Performance management system, InPhase.

59. Risks are managed through the Leadership Programme Board.

**EQUALITY AND DIVERSITY IMPACT**

60. N/A

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

61. This report provides Cabinet with an update for Period 1 of performance against the programmes and projects which were agreed by Council within the Corporate Plan and approved in September 2019.

62. The Quarter 3 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.

63. The budget and MTFS forecasts have been updated to reflect the full financial implications (revenue and capital) of the Corporate Plan projects and will be submitted to Cabinet and Council in February for approval.

#### **COMMENTS OF THE MONITORING OFFICER**

64. This report is part of our commitment to acting in an open and transparent manner. Clearly it is imperative that members and the general public should be able to assess the performance of the council. We need to be as accountable as possible.

#### **BACKGROUND DOCUMENTS**

65. There are no background papers to this report

#### **APPENDICES**

- ▶ Appendix 1 Corporate Plan 2019-23 Performance Monitoring report Period 1, 2019-2020
- ▶ Appendix 2 Supplementary Item Call Waiting Times

LT Member's Name  
Interim Chief Executive

Report Author:	Telephone:	Date:
Howard Anthony (South Ribble Partnership Manager)	01772 625546	20-01-2020

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# Corporate Plan 2019-23

## Performance Monitoring

### Report






Reporting Period 1. 2019-20



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## Performance Key

Symbol	Determination
 Succeeding	If we are doing well then it is <b>Succeeding</b> . Where a project or task has been achieved ahead of the due date set or a measure has achieved beyond its target.
 On-track	It is <b>On-track</b> where a project or task will be delivered on the due date set or a measure is within its agreed targets
 Off-track	It is <b>Off-track</b> where a project or task has not met its required due dates or a measure has not met its targets

## 1. Report Structure




This report forms part of the appendices of the “Performance Monitoring Report” update to the Scrutiny Budget and Performance Panel and Cabinet for reporting Period 1 of the Corporate Plan 2019-23, (October 2019 – December 2019). Cross references are made with the Period 1 Performance Monitoring Report to refer to sections containing more detail within this document.

This report reflects the Corporate Plan structure as approved September 2019 and is broken down into four sections (Outcomes):

- ▶ Excellence, Investment and Financial Sustainability;
- ▶ Health, Wellbeing and Safety;
- ▶ Place, Homes and Environment;
- ▶ Our People and Communities

Within each section is a summary of all activities and their current performance status. Further information is then provided where an activity is either:

- ▶ Off track;
- ▶ Performance is exceeding targets;
- ▶ Is completed;
- ▶ A new activity that has not been reported previously.

Trend	Determination	Note
	This shows that the reported figure has increased since it was last reported.	<i>The trend key shows how a measure is performing against its previous reported figure. The colour of the item details whether the direction is negative, positive. These are the same colours as used on the performance key for succeeding and off track.</i>
	This shows that the reported figure has decreased since it was last reported	
	This shows that a measure has stayed the same and not moved	





## Excellence, Investment & Financial Sustainability

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

### Summary Page

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 a Council:

- ▶ 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?

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

From our Corporate Plan our progress against our activities in period 1 is summarised below:

What we will do	2019-20	
	Period 1 Oct-Dec	Period 2 Jan - Mar
EIFS01 - Customer Experience		-
EIFS02 - Shared Services		-
EIFS03 - Conference and Business Centre		-
EIFS04 - Leisure Management Options		-
EIFS05 - Implement first year of the Councils Digital Strategy		-
EIFS06 -Review of the Council's Surplus Sites		-

The following highlights summarise progress against new activities that were defined in the corporate plan. It also includes the highlights of any areas off track, completed or performing beyond its expected measures/targets.



## Excellence, Investment & Financial Sustainability

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



We will continue to develop the Conference and Business Centre to increase the revenue raised and attract new and regular customers to our facilities (EIFS03 - Conference and Business Centre).

### Performance Summary

#### Period 1:

The objectives of this project is to ensure:

- ▶ We have the right people in place to deliver a high-quality hospitality experience.
- ▶ There is a brand and style for the Conferencing and Business Centre will be completed.

#### Current status/ progress of the project:

- ▶ The original target for generating an increase in income and meeting hours has been exceeded to date. This is based on comparing the income from 2018-19, on a rolling quarter by quarter basis.
- ▶ The Conference and Business Centre project now includes two new members of staff, a bookings and events officer and a facilities team leader.

#### Going Forward:

- ▶ Ongoing works to the Civic include the 3rd floor revamp has had added items to the works required; this includes all rooms to be sound proofed and all rooms to be painted and carpeted

KPI Name	Target	Period 1	Baseline	Status	Trend
Increase in income from commercially operated assets: Business and Conference centre	10% (Annual)	42%	£11,978.23		
	<i>A target to increase the annual income of external bookings by 10%</i>	-	<i>Baseline is derived from total income between April 2018 to Dec 2018</i>	-	-
Increase in meeting hours in the Business and Conference Suite	10% (Annual)	40%	418hrs		
	<i>A target to increase annually the number of hours the conference and business centre rooms are hired externally by 10%</i>	-	<i>Figure above is total hours hired from April 2018 to Dec 2018</i>	-	-



## Excellence, Investment & Financial Sustainability

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



We will implement the first year of the Council's Digital Strategy which sets out the way we will advance our capability over the next three years (EIFS05 - Implement first year of the Councils Digital Strategy)

### Performance Summary

#### Period 1:

#### Current status/ progress of the project:

This project is progressing well and some significant projects that have made progress this period include:

- ▶ **Website Refresh** - The website refresh project is progressing well. Tenders have been submitted and we are currently evaluating the proposals
- ▶ **IDOX Enterprise and Capability Review** - The Cabinet report and project plan have been presented to Informal Cabinet and is due to be presented to Cabinet on 22nd January.
- ▶ **Windows 10** - Windows 10 has now been rolled out to most services.
- ▶ **Device Clinics** - Device Clinics are in progress and we are currently in the process of scheduling these to match the forward plan of major committee meetings (Cabinet, Council, Planning). These sessions will provide ongoing support to members with their devices.
- ▶ **Cloud Migration** - Several applications are in the process of being migrated to the cloud including HFX (Time Management) and Selima (HR). These will provide benefits for officers in terms of agile working and improving their experience of the devices they use.
- ▶ **Policy Adoption** - Several IT Policies have been adopted following the delegated approval process.

#### Going Forward:

- ▶ **Training Room** - A new training room is being scoped and is due to be completed by April 2020. This will provide a valuable training resource throughout the Digital to Improve Programme

KPI Name	Target	Period 1	Baseline	Status	Trend
% of telephone calls answered within 90 seconds  <i>That 40% of calls are answered in 90 seconds</i>	40%	<b>77.6%</b>	N/A		
% of calls abandoned before being answered in a quarter  <i>That 15% of calls or less are not abandoned</i>	15%	<b>5.6%</b>	N/A		

# Health, Wellbeing and Safety

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

## Summary Page

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 a Council:

- 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?

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

From our Corporate Plan our progress against our activities in period 1 is summarised below:

What we will do	2019-20	
	Period 1 Oct-Dec	Period 2 Jan - Mar
HWS01 - South Ribble Dementia Action Alliance		-
HWS02 - Open Space Sports and Recreation		-
HWS03 - Green Links		-
HWS04 - Improving our Existing Leisure Centres		-
HWS05 - Activities and Events for People of All Ages		-
HWS06 - Interact with the Council Digitally		-
HWS07 - Community Safety to tackle Crime and Disorder		-
HWS08 - South Ribble Partnership		-
HWS09 - MH2K		-
HWS10 - Reduce the Number of Homeless		-
HWS11 - Mind the Gap		-
HWS12 - First Class Advice Services		-

The following highlights summarise progress against new activities that were defined in the corporate plan. It also includes the highlights of any areas off track, completed or performing beyond its expected measures.

# Health, Wellbeing and Safety

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

 We will support the South Ribble Dementia Action Alliance and delivery of its Annual Action Plan (HWS01 - South Ribble Dementia Action Alliance).

## Performance Summary

### Period 1:

### Current status/ progress of the project:





South Ribble has retained its status as a Dementia Friendly Community for a further 12 months. Key targets for the alliance remain on track with:

- ▶ 13 approved members of the Dementia Charter,
- ▶ Delivery of the first Living Well Walk in October 2019 at Longton Brickcroft, which had over 60 attendees all of which received a Living Well Guide,
- ▶ Secured funding to progress with plans to create a dementia friendly garden and space at the Civic Centre, with groundworks programmed to take place in the spring.

### Going Forward:

In the coming year the Alliance will be seeking to:

- ▶ Continue the delivery of dementia friends' sessions across the Borough created by sessions delivered by Dementia Champions from the DAA,
- ▶ Increase the number of champions who can deliver dementia friends sessions within the South Ribble Dementia Action Alliance Network,
- ▶ Work with schools to encourage curriculum time is dedicated to delivering the Alzheimer's Society schools PHSE Dementia learning pack.

KPI Name	Target	Period 1	Baseline	Status	Trend
An increase in the number of approved members of the South Ribble Dementia Charter Community	15 (Annual)	13	N/A		
	A target to have a total of 15 active members of the Dementia Charter Community	The number of currently approved and active members	-	-	-
South Ribble is recognised as a Dementia Friendly Community	Retention of Status	Confirmed	N/A		



# Health, Wellbeing and Safety

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



We will work with our Community Safety partners and look at how we can fund activities that effectively tackle crime and disorder (HWS07 - Community Safety to tackle Crime and Disorder).

---

## Performance Summary

### Period 1:

As a new activity the focus is to identify and define options for enforcement and community safety that the Council can take forward by March 2019.

### Current status/ progress of the project:

Progressing The Community Positive Activity Coordinator post was advertised at the beginning of January and closes at the end of January 2020. The job is advertised to both internal and external applicants in order to attract the most appropriately skilled individual to successfully deliver the project. The ambition is to have the starting date for the successful applicant, in March 2020.

Adverts have gone out for two new full time Active Sport and Health Coaches who will help deliver on this project increasing capacity

### Potential impacts on success:

Due regard should be considered to the successful applicant having to work more than one months' notice which could inevitably have an impact on the project and delay the start date.



We will review and support the recommendations of the Scrutiny Review, 'Mind the Gap' (HWS11 - Mind the Gap).

## Performance Summary

### Period 1:

In the initial period, the focus has been to deliver a holiday hunger project.

### Current status/ progress of the project:

- ▶ The scheme has been delivered at both October Half Term and Christmas Holidays at locations in Bamber Bridge, Leyland and Penwortham.
- ▶ The delivery of the scheme to date has provided some key learning points which include:
  - The friendly and non-judgemental approach is valued & appreciated;
  - Distribute food before school holidays begin, during school hours;
  - Teacher support in sharing and promoting vouchers is vital;
  - Advance selection of foods would help to manage stock levels.

### Going Forward:

Further sessions are planned at the same venues for February half term and then a review of the pilot will take place.

KPI Name	Target	Period 1	Baseline	Status	Trend
% of children on free school dinners taking up pilot Holiday Hunger offer	-	<b>18.05%</b>	-	-	-
	No target is set as it is simply to monitor uptake	The percentage of vouchers issued and then redeemed.	-	-	-



# Health, Wellbeing and Safety

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



We will work with partners to ensure residents have access to first class advice services (HWS12 - First Class Advice Services).

---

## Performance Summary

### Period 1:

Identified within the revised Corporate Plan, the development of 'first class advice services' seeks to develop ease of access and quality of service that an individual receives. The aim is to make sure that people receive the support and help they need to prevent any escalation. The scope of the project is now completed, and the agreed programme of work focuses on;

- ▶ The pathways/journey that an individual must take to receive information;
- ▶ Re-establish a number of face to face advice services in South Ribble;
- ▶ Building on the work of the customer journey mapping process as part of excellence to identify areas where access can be improved to the Councils' own services and where there are gaps that need to be filled;
- ▶ Working with South Ribble Partnership on its programme of mapping health and education-based pathways and routes to support.

### Current status/ progress of the project:

Within the current quarter work has progressed to re-establishing a number of face to face advice and support services in South Ribble.

- ▶ Inspire Drugs and Alcohol Service have been delivering a number of face to face appointments from the Civic Centre.
- ▶ Refernet has also gone live with the initial service of Housing Options.

### Going Forward:

- ▶ Citizen's Advice is due to locate to the Civic Centre from 1st April 2020 and work is ongoing to formalise arrangements. The service will reintroduce face to face services in South Ribble. This will be a 5-day service between Monday to Friday and include a number of appointment-based days as well as drop in.
- ▶ Refernet will continue to be developed. It is expected that from the end of January, Environmental Health, South Ribble Integrated Team and Benefits will go live.



### Summary Page

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 supporting communities to take part in active democracy, decision making and leading activities that they want to provide.










As a Council:

- ▶ 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?

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

From our Corporate Plan our progress against our activities in period 1 is summarised below:

What we will do	2019-20	
	Period 1 Oct-Dec	Period 2 Jan - Mar
OPC01 - Review Community Involvement approach		-
OPC02 - My Neighbourhood Plans.		-
OPC03 - Revised Council Tax Support Scheme for 2020-21		-
OPC04 - Community Bank/Credit Union		-
OPC05 - Member Induction Programme and Member Development Programme		-
OPC06 - Develop a Youth Council		-
OPC07 - Gain Accreditation as a Living wage Employer		-
OPC08 - Council's Approach to Volunteering and Active Citizens		-
OPC09 - Apprentice Factory Phase 2		-

The following highlights summarise progress against new activities that were defined in the corporate plan. It also includes the highlights of any areas off track, completed or performing beyond its expected measures.

-  Review Community Involvement approach including My Neighbourhoods (OPC01 - Review Community Involvement approach).

---

#### Performance Summary

##### Period 1:


The first phase of this activity was to establish a Cross Party Working group and undertake a review of the Community Involvement approach of MyNeighbourhoods.

##### Current status/ progress of the project:

The Cross-party Member Working Group has reviewed all the evidence and engagement carried out as part of the review and prepared its final report. The final report was presented to Cabinet on 22<sup>nd</sup> January 2020 and agreed. The objectives for this period have been met and completed.

##### Going Forward:

The next phase is for the recommendations to be implemented and where necessary further project plans developed.

-  Develop proposals for a Community Bank/Credit Union (OPC04 - Community Bank/Credit Union).

---

#### Performance Summary

##### Period 1:


The focus has been to develop the scope and options for establishing a credit Union in South Ribble.

##### Current status/ progress of the project:

The Council's Medium-Term Financial Strategy which will be considered by Cabinet in February includes a recommendation for £150,000 to be set aside in an earmarked reserve as funding for a Credit Union in South Ribble.

##### Going Forward:

The scope continues to be developed and is on track.

 We develop a Youth Council to strengthen the voice of young people in our community (OPC06 - Develop a Youth Council).

---

### Performance Summary

#### Period 1:

The focus of this activity is to develop proposals for a Youth Council which has been undertaken as part of the Strategic Review of Community Involvement by Member Working Group.


#### Current status/ progress of the project:

The Member Working Group has undertaken research, looked at best practice, engaged with the Youth and Community Service and other partners as part of their review.

The final report from the review was agreed at Cabinet on 22 January 2020 and is now being implemented. A bid has been made as part of the Council's budget process for additional capacity to support youth engagement, including the delivery of a Youth Council for South Ribble.

#### Going Forward:

The development of a Youth Council is being implemented as part of the cross-party Member strategic review of community involvement, including My Neighbourhoods.

 Review and develop options to gain accreditation as a Living Wage employer (OPC07 - Gain Accreditation as a Living wage Employer).

---

### Performance Summary

#### Period 1:

The key focus of this new activity is to develop proposals for accreditation as a Living Wage employer. The activity has three strands – Staff pay, Procurement and Communications

#### Current status/ progress of the project:

- ▶ The Pay Policy now includes a commitment to pay all staff, including casual event workers, and apprentices in year 2 the Foundation Living Wage. This will go to Cabinet on 10th February and then to Full Council on 27th February to be implemented and published from 1 April 2020;
- ▶ Procurement – initial discussions are being had to determine how this aspect will be achieved. Procurement Policy will be revised later in the year and a commitment for external contractors to pay Living Wage will be incorporated into any revised policy. Work is being undertaken to compare with other Local authorities how they have achieved this;
- ▶ A communications plan will developed for external local business to champion the Living Wage campaign.



## Apprentice Factory Phase 2 (OPC09 - Apprentice Factory Phase 2).

### Performance Summary

#### Period 1:

The focus of the activity is to ensure the Council meets its obligation to have at least 2.3% of the workforce on apprenticeships and to also increase the number of apprenticeship starts in the borough.

#### Current status/ progress of the project:

- ▶ The 'Class of 2019' have been recruited and started their apprenticeships at the end of September 2019.

Further activities to promote and support apprenticeships in South Ribble have included;

- ▶ A successful Raising Aspirations event was delivered in October in partnership with Lancashire Adult Learning and Jobcentre Plus, which provided careers advice to over 200 local people.
- ▶ The updated Apprentice Factory Development Plan was agreed by Cabinet during October, with a focus on helping 'hard to reach' residents.
- ▶ The Central Lancashire Business Event, delivered in partnership with Chorley Council and Preston City Council, provided apprenticeship information, advice and guidance for businesses.
- ▶ A 'Train the Trainer' event was held in partnership with Lancashire Police – ensuring that organisations helping people into employment have the information they need to help under-represented groups in the community access jobs and careers in Lancashire Police Careers advice and guidance events delivered at 10 local high schools.

KPI Name	Target	Period 1	Baseline	Status	Trend
Percentage of South Ribble Borough Council employees starting apprenticeships in any financial year	2.3% of the workforce (Annual)	4%	209		N/A
	This target is set by government for public sector bodies	There have been 9 apprentice starts since Sep 2019	The baseline is derived from the avg. number of employees at South Ribble	-	-



## Summary Page

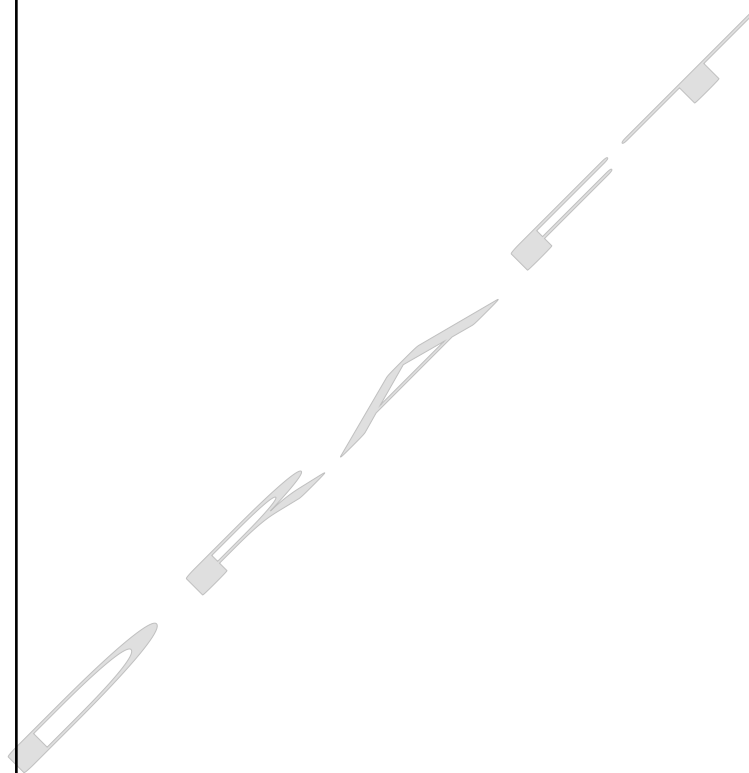
We are focused on ensuring South Ribble remains a great place to live and work by protecting green and open spaces, safeguarding our environment, increasing the number of affordable homes and ensuring that development is managed.

As a Council:

- ▶ 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?

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

















# Homes and Environment

Our goals are valued and development is well managed.

From our Corporate Plan our progress against our activities in period 1 is summarised below:

What we will do	2019-20	
	Period 1 Oct-Dec	Period 2 Jan - Mar
	2019-20	2019-20
PHE12 - Implement Phase 2 of the Employment and Skills Plan (Cuerden)		-
PHE01 - Develop a strategy and action plan to halt overall loss of England's biodiversity		-
PHE02 - Plant 110,000 trees in South Ribble		-
PHE03 - Carbon Neutral by 2030		-
PHE04 - Single Use plastics		-
PHE05 - Borough's Air Quality Action Plan		-
PHE06 - Bring Worden Hall back in to use		-
PHE07 - Invest and develop our parks and play areas		-
PHE08 - Develop a Programme for festivals and events, with at least 1 music festival		-
PHE09 - Ensure our parks and existing cherished local open spaces can be protected		-
PHE10 - Manage the rate of delivery of new homes and commercial floor space		-
PHE11 - Scope and prepare masterplans for Leyland, Bamber Bridge and Penwortham town centres		-

From our Corporate Plan our progress against our activities in period 1 is summarised below:

What we will do	2019-20	
	Period 1 Oct-Dec	Period 2 Jan - Mar
PHE13 - Prepare strategy for supporting new and small businesses		-
PHE14 - Review the projects listed in the City Deal Business and Delivery Plan 2017- 20		-
PHE15 - Review the Local Plan		-
PHE16 - River Ribble Green Link		-
PHE17 - Prepare and implement a Central Lancashire Economic Strategy		-
PHE18 - Provide quality homes that people can afford to live in		-
PHE19 - Private Sector Stock Condition Survey		-

The following highlights summarise progress against new activities that were defined in the corporate plan. It also includes the highlights of any areas off track, completed or performing beyond its expected measures.



We will develop a strategy and action plan to halt overall loss of England's biodiversity which supports ecosystems and establish ecological networks, creating better places for nature for the benefit of wildlife and people (PHE01).

## Performance Summary

### Period 1:

As a new activity over the first period, the focus has been to develop how the Council will address the issue of biodiversity throughout the borough through the continued planting and establishment of suitable wildflower meadows, through the creation of wildlife habitats for mammals, birds and insects in suitable locations and through sympathetic management of parks and open spaces throughout the borough

### Current status/ progress of the project:

- ▶ School talks have all been scheduled and will begin week commencing 20<sup>th</sup> January 2020, talks have been adjusted to cover bio-diversity in a greater depth and we will be offering help to schools to undertake their own activities;
- ▶ Officers have undertaken work with volunteers to create and maintain hibernaculums on various parks and open spaces.

### Going Forward:

- ▶ Planting of wildflower meadows is to take place 2020.

KPI Name	Target	Period 1	Baseline	Status	Trend
12 wildflower meadows 2019-20.	12 (Annual)	N/A	0	-	-
	12 individual sites in South Ribble where wildflower meadows are created	This will be reported following the planting season	-	-	-





We will develop our plan to plant 110,000 trees in South Ribble, 1 tree for each of our residents (PHE02).

Performance Summary


**Period 1:**  
The focus has been to develop the Council’s approach to planting 110,000 trees in South Ribble over 4 years. A target of 30,000 trees was established to achieve before March 2020.

**Current status/ progress of the project:**  
Progress in this period has exceeded targets and progressed quickly. A significant contributor to the total has been the number of trees planted along the new Penwortham bypass (27,292 trees). There was also a further successful tree giveaway was held in November with over 3,375 trees provided to the public. As part of the green links scheme there were 38 trees planted. At Longton Brickcroft 450 trees were planted. At Withy Grove Park and Walton Park, there was 900 trees given away through the Woodland Trust.

**Going Forward:**  
▶ Regular meetings are held to identify new sites and co-ordinate the logistics of storing and planting trees

**Potential impacts on success:**  
▶ The current land capacity needed for 110 000 trees is at the limit and availability of suitable land could be an issue in the third and fourth years unless arrangements are made with private landowners or more land is purchased by South Ribble



KPI Name	Target	Period 1	Baseline	Status	Trend
Number of trees planted	30,000	32,055	N/A		-
Trees that are planted as part of scheme or gifted as part of the programme		-	-	-	-



We will develop a strategy so that the Council and its operations are Carbon Neutral by 2030 (PHE03).

---

### Performance Summary

#### Period 1:

The objectives of this activity are to;

- Develop the strategy for the Council to be Carbon Neutral by 2030.
- Installation of solar panels at Civic Centre.
- Publicly accessible water station.
- Increase of re-cycling rates by accepting pots, trays and tubs.

#### Current status/ progress of the project

The Cross-Party Group have met on a number of occasions and are working to finalise the scope of the project. A draft cabinet update report has been written, however as the scope has not yet been approved the project is off track.

#### What is happening going forward

The next meeting is due for the 4th February



Develop and deliver a strategy to eliminate all single use plastic within Council buildings and seek to encourage the elimination of single use plastics by our residents and businesses (PHE04).

---

### Performance Summary

#### Period 1:

The Council is seeking to develop its strategy to eliminate all single use plastics.

#### Current status/ progress of the project

- ▶ A strategy has been agreed and the Council have pledged to provide 50 water fountains across the borough over the next 5 to 10 years with 'Refill';
- ▶ We have not started with the promotion of the reduction of SUPs;

#### What is happening going forward

- ▶ A plan is being developed to undertake an audit of the council's use of single use plastics.



Deliver the actions identified in the Borough's Air Quality Action Plan (PHE05).

---

### Performance Summary

#### Period 1:

#### Current status/ progress of the project


- ▶ The cycle to work scheme is still being offered;
- ▶ Traffic Light Sequencing – The council has met with Lancashire County Council (LCC), however they have resource and acknowledged that there is further work to be done to optimise traffic light sequencing to keep traffic flowing and help improve the air quality in South Ribble, the Council are seeking a plan/timescale from the LCC;
- ▶ Taxi EVR points – a contractor has been chosen to deliver this project.

#### Potential impacts on success

- ▶ Anti- Idling Campaign – this project was underway before Christmas, however due to lack of resources we have not been able to complete the educational phase of the campaign and the enforcement has not started. The resource issue has now been addressed and a Climate Change officer is due to be recruited in January which will seek to bring the plan back on track.

#### What is happening going forward

- ▶ The provision of secure cycle storage at Moss Side Depot will be completed in the next financial year due to the budget constraints.
- ▶ Recruitment of Climate Change Officer, January 2020.


 We will develop ways to ensure our parks and existing cherished local open spaces can be protected (PHE09).


**Performance Summary**

**Period 1:**  
This activity was established to protect three of our parks and existing open spaces in perpetuity via 'Fields in Trust' model.

**Current status/ progress of the project**  
 ► Kingsfold Drive Playing Field Penwortham, The Holme Playing Field Bamber Bridge and Tardy Gate Playing Field Lostock Hall have all been submitted for Protected Field Status via the Fields in Trust

**Going Forward:**  
 ► We are currently awaiting confirmation of protected status from the Fields in Trust.

KPI Name	Target	Period 1	Baseline	Status	Trend
Number of green spaces protected as 'Fields in Trust'	3	N/A	0		-
	3 separate areas/fields are protected	Applications submitted	-	-	-

 Review the projects listed in the City Deal Business and Delivery Plan 2017- 20, and identify priorities and commence delivery (PHE14).

**Performance Summary**

**Period 1:**  
The focus of the activity has been to complete a review of the projects as part of City Deal. A report is going to Cabinet on January 2020 that seeks to support a homes England application for £60m to help reduce the projected deficit.

**Going Forward:**  
A final decision as to the Council’s involvement with City Deal will not be taken until late spring early summer 2020.

# Supplementary Item –

## Further information on Call Waiting Times

Period 1 2019-20

(October – December 2019)

## Appendix 2

### Call Waiting Times

The service level agreement for answering calls within the Gateway Customer Contact Centre is 90 seconds.

For Quarter 1 of 2019:

- ▶ 20% of calls answered within this SLA
- ▶ Average call waiting time was 9 mins 43 seconds
- ▶ Average call was abandoned after 2 mins 5 seconds

For Quarter 2 of 2019:

- ▶ 49% of calls answered within this SLA
- ▶ Average call waiting time was 3 mins 28 seconds
- ▶ Average call was abandoned after 1 min 49 seconds.

For Quarter 3 of 2019 (Period 1 of the new reporting regime)

- ▶ 77.6% of calls answered within this SLA.
- ▶ Average call waiting times was 1 min 13 seconds.
- ▶ Average call was abandoned after 2 mins 37 seconds.

Performance has improved due to the implementation of a number of service improvements. These include:

- ▶ Fundamental service review resulting in an increase of 3 FTE members of staff.
- ▶ Following the resolution of a long term sickness issue the production of a comprehensive staff training plan and delivery programme.
- ▶ Business process mapping resulting in a number of key changes to service operations including;
  - Increasing the number of staff covering the early opening period.
  - Introduction of 3 lunch hours covering 11.30am to 12.30pm, 12.30pm to 1.30pm and 1.30pm to 2.30pm, therefore, increasing staff available to answer calls.
  - Employing seasonal staff to cover temporarily, whilst undergoing recruitment process and allowing the more skilled staff to serve the residents.
  - Amending the Automated message to include an option to make payments via the automated payment line, rather than requiring residents to wait for an operator.

The introduction of the new telephony system, as part of the Digital to Improve Programme, will also alleviate this SLA, as the upgrade will offer additional functionality and increase capacity within the call centre. Part of the additional functionality includes a call back feature, social media blending and email integration, which will increase available communication channels for residents.

The Digital to Improve Programme also identifies the council website and self-service access as one of the most significant initiatives within the programme. A project has been established in partnership with Chorley Council to introduce a refreshed website and self-service experience. This will not only provide residents with further opportunities to transact online but should also introduce a trend of channel shift towards digital methods of interaction.

Deployment of resources is also informed by anticipated busy periods throughout the year, such as Annual Billing, Elections, Green Waste Subscriptions and Major Consultations.

### Pre – Recorded Messages

All pre-recorded messages on the telephone system have been reviewed. As well as the length and content of the message, the review looked at ways in which we can incorporate promotion of the online service.

It is expected that by keeping the message short and relevant, calls will be routed more quickly to available Officers and the customer experience will be improved as a result.

By encouraging customers to use the digital offering, it will further enhance the customer experience both for those that take up the offer and those that don't (their waiting time should be reduced).

The messages have been reviewed and streamlined, as below and ICT will be re-recording these messages, which includes increasing the volume, within the next 4 weeks.

**Monday, Tuesday, Thursday, Friday**

*Hello and welcome to South Ribble Council. Many of our services can be accessed quickly and easily on our website.*

*Please select:*

- 1. Council tax*
  - 2. Benefits*
  - 3. Homelessness/Housing*
  - 4. Licensing*
  - 5. Green Waste*
  - 6. Payments – Please have your reference number to hand*
- For anything else please hold*

*Please note that all calls may be recorded for training and monitoring purposes. Our privacy policy is available on our website.*

**Wednesday**

*Hello and welcome to South Ribble Council. Many of our services can be accessed quickly and easily on our website. Unfortunately, the offices are currently closed. Our opening hours are Monday, Tuesday and Thursday 8.30am until 5.15pm. Wednesday 10am until 5.15pm and Friday 8.30am until 4.45pm.*

**Out of Office**

*Hello and welcome to South Ribble Council. Many of our services can be accessed quickly and easily on our website.*

*Unfortunately, the offices are currently closed. For homeless emergencies, please call 01772 436756.*

*To report an emergency that is the responsibility of the Council, please call 07661 001199.*

*Pest control and noise nuisances are classed as non-emergency and should be reported during normal office hours. Our opening hours are Monday, Tuesday and Thursday 8.30am until 5.15pm. Wednesday 10am until 5.15pm and Friday 8.30am until 4.45pm.*

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REPORT TO	ON
Cabinet	12 February 2020



TITLE	PORTFOLIO	REPORT OF
Budget Monitoring 2019/20 – Quarter 3	Finance, Property and Assets	Interim Section 151 Officer

Is this report a <b>KEY DECISION</b> (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the <b>Statutory Cabinet Forward Plan</b> ?	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 December 2019, which is quarter 3 of the financial year 2019-20. The report provides a forecast of the projected outturn to 31<sup>st</sup> 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.
3. Cabinet approves the creation of a Credit Union Reserve and to earmark £150,000 from the forecast budget underspends to pay into this reserve.

## REASONS FOR THE DECISION

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

## EXECUTIVE SUMMARY

5. The overall revenue outturn forecast for 2019/20 is a net budget saving of £272,000 which represents a variance of 1.9% 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. 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. Of this net underspend, it is proposed that £150,000 is set aside in reserves to provide funding for a Credit Union for South Ribble which is a priority in the Council's Corporate Plan
7. In the staffing cost forecasts, assumptions have been made in relation to the timing of recruitment to posts which are currently vacant.
8. The forecast variance of a £272,000 surplus comprises the following main items:
  - Forecast savings in staffing costs £175,000
  - Increase in income forecast including Garden Waste £158,000, offset by reduced income from Trade Waste, Investment Property, Pre-planning fees and Land Charges £108,000
  - New income generated from vehicle maintenance contract offset by additional staff costs; net increase in income £59,000
  - 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 and other cost pressures £183,000 (legal costs, fees, elections, vehicle hire, benefits and ICT costs).
9. 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 £4,129,000, with £6,123,000 identified as potential slippage identified at this stage in the year against the approved 2019/20 budget. Further details with regard to progress on individual schemes is provided in the body of the report and Appendix A (attached).

## CORPORATE PRIORITIES

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

Excellence and Financial Sustainability	✓
Health and Wellbeing	
Place	

Projects relating to People in the Corporate Plan:

People	
--------	--

## BACKGROUND TO THE REPORT

11. The 2019/20 budget and Medium Term Financial Strategy (MTFS) 2019/20 to 2022/23 was approved by full Council on 27<sup>th</sup> February 2019.
12. 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.
13. The capital programme totalled £41,383,000 over the next 4 financial years, with a total budget of £12,908,000 in 2019/20. The current budget, including slippage from 2018/19 and additional schemes approved during the year is £15,026,000.

## INFORMATION

### Revenue Summary

14. In the Quarter 2 budget monitoring report to Cabinet in November, a forecast budget surplus of £515,000 was reported. This included new budgets approved by Cabinet in September: a budget of £75,000 for hosting a music event in the Borough in summer 2020, to cash flow the initial phase of the festival preparations; and an additional budget of £50,000 for professional support for the Leisure services review.
15. Table 1 summarises by directorate the revenue budget variations that are expected to impact on the outturn position at 31<sup>st</sup> March 2020. The overall forecast is a surplus, compared to the budget, of £272,000. The 'Current Budget' below includes approved budget changes, virements and release of budgets brought forward from reserves.
16. Table 2 below lists the main variances within particular service areas that affect the forecast.

**Table 1: Revenue Budget Summary – Quarter 3 forecasts**

	<b>Full Year Budget £'000</b>	<b>Current Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Forecast Variances £'000</b>
Chief Executive	864	895	905	10
Neighbourhoods & Development	6,484	6,482	6,432	(49)
Planning and Property	488	526	272	(254)
Finance and Assurance	1,405	1,378	1,455	77
Legal, HR & Democratic Services	1,746	1,741	1,703	(39)
Customer Experience & Operations	2,098	2,126	2,094	(32)
Pension Deficit Contributions	414	414	521	107
Staff Turnover Savings	(150)	0	0	0
<b>Net Cost of Services</b>	<b>13,349</b>	<b>13,563</b>	<b>13,382</b>	<b>(181)</b>
Interest payable / (receivable)	(89)	(214)	(217)	(3)
Parish Precepts	397	397	397	0
Provision for repayment of debt	835	835	831	(4)
<b>Funding Requirement</b>	<b>14,492</b>	<b>14,581</b>	<b>14,393</b>	<b>(188)</b>
<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)	(8,329)	(8,329)	0
Contribution to / (from) reserves	550	461	496	35
<b>Total Funding</b>	<b>(14,492)</b>	<b>(14,581)</b>	<b>(14,826)</b>	<b>(245)</b>
<b>Net (Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>(434)</b>	<b>(434)</b>
<b>Less Ring-fenced Town Deal funding</b>				<b>162</b>
<b>Forecast Underspending</b>				<b>(272)</b>

**Table 2: Projected Revenue Outturn Variations**

Detail	Budget pressure / (saving) £'000	Forecast Variances at Quarter 3 £'000
<b>Chief Executive</b>		
Staffing Variances – interim arrangements	(3)	10
Other	13	
<b>Neighbourhoods &amp; Development</b>		
Staffing Variances	1	(49)
Cleansing reduced costs, external work brought in-house	(18)	
Garden Waste income - exceeded budget	(158)	
Trade Waste income - reduction in take up on renewal	32	
Waste Contract – inflation and cost recovery adjustments	108	
Vehicle hire additional costs – RCV undergoing repairs	24	
Moss Side depot – Vehicle maintenance contract net additional income	(59)	
Moss Side depot – metered water	11	
Worden Hall professional fees	19	
Pest Control income	(10)	
Other	1	
<b>Planning and Property</b>		
Staffing Variances	(156)	(254)
Investment Property rental income	24	
Planning Pre-application fees reduction	32	
Town Deal Capacity Funding	(162)	
Other	8	
<b>Finance and Assurance</b>		
Staffing Variances / agency costs	59	77
Audit fees	10	
Insurance	6	
Other	2	
<b>Legal, HR &amp; Democratic Services</b>		
Staffing Variances	(111)	(39)
Elections/bi-election	18	
Legal fees	50	
Forecast reduction in Land Charges income	20	
Forecast reduction in Taxi Licensing costs	(5)	
Other	(11)	
<b>Customer Experience &amp; Operations</b>		
Staffing Variances	(71)	(32)
Cyber security funding secured	(15)	
ICT services cost increase	50	
Housing Benefits	22	
Personal budgeting support underspend	(30)	
Postage costs	5	
Other	7	

Detail	Budget pressure / (saving) £'000	Forecast Variances at Quarter 3 £'000
<b>Net Cost of Services</b>		<b>(288)</b>
Interest receivable / capital financing		(7)
Staffing Variations - Pensions contributions		106
Reduced contributions from reserves		
Additional Contribution to / (from) reserves compared to budget		34
Retained Business Rates and s31 grant funding		(280)
<b>TOTAL VARIANCE</b>		<b>(434)</b>
<b>Less:</b> Towns funding capacity payment set aside to support the establishment of the town deal board and development of investment plans		<b>162</b>
<b>FORECAST UNDERSPENDING</b>		<b>(272)</b>
<b>Less:</b> Proposed creation of Credit Union Reserve		<b>150</b>
<b>TOTAL FORECAST TRANSFER TO GENERAL RESERVE</b>		<b>(122)</b>

### Staffing Costs

17. The total forecast saving in staffing costs is £175,000. This is after allocating the £150,000 turnover target to match actual savings achieved during the year. The main reason for the underspend against budget is posts being vacant, some earlier in the year that have now been filled others that are currently vacant.
18. The posts that are currently vacant are listed below.

Directorate	Post	Notes
Chief Executive	Deputy Chief Executive (Regeneration and Growth)	These posts will be deleted from 1 <sup>st</sup> April, to reflect the new shared services arrangements.
	Deputy Chief Executive (Resources & Transformation)	
Neighbourhoods and Development	Graphic Designer	Vacant since 30/11/19
	Engineering Technician	Vacant since 14/09/19
Planning and Property	Planning Technical Support Supervisor	Vacant since 04/03/19
	Planning Compliance & Monitoring Officer	Vacant since 01/08/19, when the new structure was implemented. It is being kept vacant to assess whether it is required in the long term.

Directorate	Post	Notes
Finance and Assurance	Shared Director of Finance	Vacant all year
	Auditor 1.2 FTE	These posts are all being filled on a temporary basis.
	Insurance Officer	
Legal, HR & Democratic Services	Borough Solicitor	These posts will be deleted from 1 <sup>st</sup> April, to reflect the new shared services arrangements.
	Head of Legal HR & Democratic Services	
Customer Experience & Operations	Gateway Officer	Vacant since 01/12/19
	Gateway Receptionist	Vacant since 01/11/19
	IT Security Support Officer	Vacant since 01/07/19, when a restructure was implemented. The post has been advertised twice but there have not been suitable candidates to appoint. The job description and advert are being revised, and the post will be advertised again in February.
	Revenues & Benefits Officer	Vacant since 21/09/19. The post was being kept vacant while a restructure was being finalised. It is now being recruited to.

19. The main variances across the directorates are summarised below:

- Chief Executive – Overall the variance is a small underspend of £3,000. There are additional costs for the Interim Chief Executive but these are offset by savings against the vacant Deputy Chief Executive posts. There is a saving in the Policy and Performance team due to a post not being filled until recently, at being at a lower grade than budgeted, which is offsetting the cost of a new Communications Officer.
- Neighbourhoods and Development – Overall the variance is a small overspend of £1,000. There is an additional cost for the new Environmental Health Officer (Climate Change) but this is offset by underspends against posts that were vacant earlier in the year.
- 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 £60,000 due to the period that they were vacant. The Planning team has undergone a restructure but some posts were not filled until quite recently. There are currently two vacancies. An Enforcement Officer post is being kept vacant to determine whether the role is needed on an ongoing basis or could be taken as a saving. The other vacancy is the Planning Technical Support Supervisor. The forecasted underspend in relation to Planning is £76,000.
- Finance & Assurance – There is an underspend of £63,000 against the shared senior management posts. The Assistant Director role is now filled but the Director role will not be filled this financial year. However, these underspends have been outweighed by additional costs for the Interim Head of Shared Assurance and other temporary arrangements in that team of £79,000 and additional costs for financial services of £48,000 also due to interim staffing arrangements.

- Legal, HR & Democratic Services – There is a total underspend of £118,000 against the shared senior management posts, due to vacancies. There have been some offsetting additional costs for additional HR support of £24,000 but there is still a large overall underspend.
- Customer Experience & Operations – There is an underspend of £83,000 in the Gateway team due to several posts being vacant during the year. Several posts have been filled but there are currently two vacancies in the team. There is a net budget overspend of £36,000 in ICT due to one-off pension costs for an employee that is retiring, partly offset by turnover vacancies. The one-off costs are being paid back through retaining a vacancy for a fixed period.

### Other Cost variations

20. 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.

Other cost increases include vehicle hire costs due to refuse vehicle to be replaced this year having essential bodywork repairs to keep them roadworthy until the new ones begin service, election costs and pressures on the ICT budget.

### Business Rates

21. 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.
22. 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.



<b>Business Rates Retention Budget</b>	<b>Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Forecast Variance £'000</b>
<b>Expenditure</b>			
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)
<b>Income</b>			
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)
<b>Sub-Total</b>	<b>(3,951)</b>	<b>(3,939)</b>	<b>12</b>
Government S31 Grants	(1,750)	(2,042)	(292)
<b>Total</b>	<b>(5,701)</b>	<b>(5,981)</b>	<b>(280)</b>

### Income from services

23. Table 3 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 3: Income from services**

Service Area	Last Year Income £'000	Budget £'000	Forecast £'000	Forecast (Surplus) / Deficit £'000
<b>Neighbourhoods &amp; Development</b>				
Car Parking charges and fines	(135)	(137)	(140)	(2)
Civic Centre banqueting suite income	(21)	(18)	(31)	(13)
Community Sports Coaching	(235)	(203)	(235)	(32)
Dog impounding, littering and dog fouling	(6)	(18)	(6)	12
Environmental Permits	(24)	(19)	(23)	(4)
Football pitches, fairs, etc.	(26)	(15)	(29)	(14)
Grounds Maintenance	(172)	(164)	(156)	8
Licensing - Piercings & Tattoos and Animals	(12)	(7)	(8)	(1)
Licensing - Street Traders	(28)	(25)	(26)	(1)
Pest Control	(44)	(39)	(50)	(10)
Property rental - Civic Centre	(71)	(50)	(71)	(21)
Property rental - Market	(139)	(142)	(142)	-
Property rental - Moss Side Depot	(13)	(43)	(47)	(5)
Property rental - Worden Craft Centre	(13)	(15)	(14)	1
Refuse Collection - Garden waste	(789)	(650)	(809)	(158)
Refuse Collection - New bins	(46)	(65)	(57)	8
Refuse Collection - Special collections	(41)	(40)	(40)	-
Refuse Collection - Trade Waste	(460)	(477)	(445)	32
Vehicle Maintenance contract	0	(13)	(112)	(99)
<b>Planning &amp; Property</b>				
Building Control	(221)	(191)	(201)	(10)
Planning application fees	(456)	(505)	(505)	-
Planning pre-application fees	(21)	(72)	(40)	32
Investment property rental	(1,076)	(1,095)	(1,069)	26
<b>Legal HR &amp; Democratic Services</b>				
Land Charges	(95)	(100)	(80)	20
Legal fees recovered	(13)	(15)	(15)	-
Licensing - Alcohol	(72)	(76)	(74)	2
Licensing - Gambling	(13)	(12)	(12)	-
Licensing - Taxis	(81)	(94)	(95)	-
<b>Customer Experience &amp; Operations</b>				
Court summons costs recovered	(213)	(228)	(228)	-
<b>Budgets Not In Directorates</b>				
Interest on investments	(303)	(320)	(320)	-
	<b>(4,839)</b>	<b>(4,848)</b>	<b>(5,075)</b>	<b>(227)</b>

24. 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

25. 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.

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

Year	Average Balance Periods 1 - 9	Average Rate Periods 1 - 9	No. of days	Interest Earned
2019/20	£ 41,902,681	0.894%	276/366	£283,163
2018/19	£39,197,067	0.706%	276/365	£208,551

27. The average return of 0.89% achieved over the first six months of the financial year represents a significant increase on the 0.71% 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

28. The total balance on reserves at the beginning of the financial year was £19.519m. The forecast underspend in the year provides an opportunity to set aside funding of £150,000 for a South Ribble Credit Union.

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

**Table 4: Reserves Summary**

Reserve Name	Opening Balance £'000	Transfers In £'000	Transfers Out £'000	Capital Financing £'000	Closing Balance £'000
<b>Earmarked Reserves</b>					
My Neighbourhoods	(54)	-	-	-	(54)
Borough Council Elections	(114)	(40)	154	-	-
Housing Needs Survey	(83)	(20)	-	-	(103)
Local Development Framework	(255)	-	-	-	(255)
CIL admin	-	(149)	-	-	(149)
Performance Reward Grant	(46)	-	46	-	-
Organisation Restructure Costs	(27)	-	-	-	(27)
Borough Investment Account	(4,594)	-	-	-	(4,594)
Business Rates Retention	(2,751)	-	65	-	(2,686)
City Deal Reserve	(1,711)	(340)	208	-	(1,843)
Capital Funding Reserve	(3,073)	(716)	-	682	(3,107)
Repairs and Maintenance Fund	(500)	-	-	-	(500)
NEW : Credit Union Reserve	-	(150)			(150)
Transformation Fund	(500)	-	-	210	(290)
Apprenticeship Reserve	(267)	-		-	(267)
Other Earmarked Reserves	(864)	-	180	90	(594)
<b>Total</b>	<b>(14,839)</b>	<b>(1,415)</b>	<b>653</b>	<b>982</b>	<b>(14,619)</b>
General Reserve	(4,680)	(122)	-	-	(4,802)
<b>Total General Fund Reserves</b>	<b>(19,519)</b>	<b>(1,537)</b>	<b>653</b>	<b>982</b>	<b>(19,421)</b>

## Capital Programme

30. Appendix A lists all the capital schemes within the programme and the detail regarding budgets, spending and forecasts.

31. There are several schemes where the forecast is below budget and we expect slippage to next financial year. The overall forecast is £4.129m against a budget of £15.026m.

32. A large part of the forecasted underspend is the 'Investment Property' scheme for £4.55m which relates to using the 'Borough Investment Reserve' to purchase properties for the purposes of generating additional income. No suitable properties have been identified and it is assumed that the reserve will be used for different purposes in future years.

## **CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

33. Not applicable

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

34. Not applicable

## **FINANCIAL IMPLICATIONS**

35. The financial implications are contained within the report.

## **LEGAL IMPLICATIONS**

36. 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**

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

## **HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS**

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

## **ICT / TECHNOLOGY IMPLICATIONS**

39. 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**

40. 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**

41. 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**

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

## **RELEVANT DIRECTOR'S RECOMMENDATIONS**

43. None

## **COMMENTS OF THE STATUTORY FINANCE OFFICER**

44. No further comments.

## **COMMENTS OF THE MONITORING OFFICER**

45. 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 Author:	Telephone:	Date:
Jane Blundell, Principal Management Accountant and Interim Section 151 Officer	01772 62 5245	23 <sup>rd</sup> January 2020
James McNulty, Senior Management Accountant	01772 62 5289	

# Capital Programme 2019-20 Quarter 3 Monitoring

Note: All figures are in £'000

## Appendix A

Scheme Name	Original Budget	Revised Budget	Latest Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)	Comments
<b>Health, Leisure &amp; Wellbeing</b>							
<b>Green Infrastructure</b>							
Green Infrastructure unallocated	375	141	-	(141)	(141)	-	
Green Link - Bamber Bridge LC to Tennis Centre	-	8	8	-	-	-	
Green Link - Central Parks Network	-	110	113	3	-	3	
Green Link - Penwortham to Bamber Bridge	-	60	62	2	-	2	
Green Link - Ribble Links	-	30	30	-	-	-	
Green Link - Shruggs Wood	200	168	100	(68)	(68)	-	The budget was intended for extensive works in conjunction with the new leisure facility scheme, but delays with that scheme had a knock-on effect.
Green Link - Worden Park car park to play area	-	40	-	(40)	(40)	-	This project has been rephased to 20/21
Carwood Road Cross-Borough Link Road	-	150	150	-	-	-	
Leyland Loop	-	100	100	-	-	-	
<b>Worden Park</b>							
Craft Units - Infrastructure upgrade	11	15	12	(3)	-	(3)	
Craft Units Windows and Security Grills	-	40	-	(40)	(40)	-	This project has been rephased to 20/21
Farmyard Cottages Windows and Bathrooms	-	75	25	(50)	(25)	(25)	Works will begin in quarter 4.
Gardener's Cottage Windows	-	15	-	(15)	-	(15)	

Scheme Name	Original Budget	Revised Budget	Latest Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)	Comments
Worden Hall - Repairs and externals	150	150	20	(130)	(130)	-	Various repairs works have been put on hold pending the decision on the future of the building.
Worden Hall - Oil Tank	-	50	25	(25)	-	(25)	The cost is much lower than was originally estimated.
Worden Hall - Original Hall wall repairs	-	30	30	-	-	-	
Formal Gardens conservatory heating	-	30	36	6	-	6	
North Lodge	-	30	25	(5)	-	(5)	
Overflow Car Park	-	120	40	(80)	(80)	-	Works will begin in February but are likely to run into April or May.
Replacement conservatory / greenhouse	-	9	9	-	-	-	
Toilet facilities improvements	10	29	29	0	-	0	
Shaw Brook weirs and banking	-	40	-	(40)	(40)	-	This project has been rephased to 20/21
<b>Other Parks and Open Spaces</b>							
Existing Built Assets Unallocated	142	-	-	-	-	-	
Hurst Grange Park	8	8	-	(8)	-	(8)	
Hurst Grange Coach House Phase 1	-	30	43	13	-	13	
Hurst Grange Coach House Phase 2	-	120	-	(120)	(120)	-	Phase 2 is dependent on lottery funding, which will be over £500,000 should the bid be accepted. The outcome of the bid should be known by April.
Open Spaces 2016/17 to 2019/20	-	31	30	(0)	-	(0)	
Open Spaces - Bent Lane	-	75	20	(55)	(55)	-	Work has been delayed while further ground investigations are undertaken.
Open Spaces - Balcarres Green	-	25	25	-	-	-	
Playground - Worden Park	170	175	150	(25)	(25)	-	Works on the 3 playgrounds will begin in February but run into April or May.



Scheme Name	Original Budget	Revised Budget	Latest Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)	Comments
Playground - Seven Stars	-	175	100	(75)	(75)	-	
Playground - Leadale Green	-	175	100	(75)	(75)	-	
Playground edging Worden and Farington parks	-	105	80	(25)	-	(25)	
Tarn Wood, Penwortham	-	50	10	(40)	(20)	(20)	
A tree for every resident	-	40	27	(13)	(13)	-	As reported in the Quarter 1 report, these schemes were all rephased.
Penwortham Holme Pavilion	120	120	-	(120)	-	(120)	
Withy Grove Park	35	31	-	(31)	(31)	-	
Withy Grove Toilets	20	20	-	(20)	(20)	-	
<b>Sports and Leisure</b>							
Leisure Facility	1,400	1,405	428	(978)	(978)	-	The project has been put on hold.
Lostock Hall Football Facility	148	148	26	(122)	(122)	-	Work is scheduled to begin in quarter 4.
Sport Pitch Hub	1,000	1,000	8	(992)	(992)	-	The scheme has been rephased to 2021/22 in the revised capital programme
King George V Playing Fields, Higher Walton	-	-	50	50	50	-	This scheme replaces the Church Road, Bamber Bridge scheme
<b>Place</b>							
Land Acquisition Croston Road	-	77	77	-	-	-	As reported in the Quarter 1 report, there are no plans to allocate this funding in 19/20.
Affordable Housing unallocated	300	300	-	(300)	(300)	-	
Affordable Housing at former McKenzie Arms, Bamber Bridge	-	20	20	-	-	-	The project has been delayed due to the original contractor going bust. A new procurement process will be undertaken
Affordable Housing at Station Road, Bamber Bridge	573	577	15	(563)	(563)	-	

Scheme Name	Original Budget	Revised Budget	Latest Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)	Comments
Church Road, Bamber Bridge	-	40	-	(40)	(40)	-	This scheme has been postponed and replaced by the King George V Playing Fields scheme.
Disabled Facilities Grants	723	859	750	(109)	(109)	-	The waiting list allocates all the grant funding to applicants but it is unlikely that all will be delivered this financial year.
Leyland Train Station Ticket Office	-	60	-	(60)	(60)	-	The scheme requires working with Network Rail and Northern Rail, and progress has been much slower than expected.
Masterplanning & Regen unallocated	500	499	-	(499)	(499)	-	As reported in the Quarter 1 report, there are no plans to allocate this funding in 19/20.
Masterplanning & Regen - Leyland	-	18	18	-	-	-	
New Longton Regeneration	75	75	-	(75)	(75)	-	The scheme is dependent on work being carried out by LCC, which is not expected to be done this financial year.
Empty Homes grants	-	39	-	(39)	(39)	-	The policy for allocating these grants is being revised, which should encourage more applications and enable more funding to be allocated.
Private Sector home improvement grants	240	240	8	(232)	(232)	-	
St Mary's, Penwortham - Churchyard wall repairs	105	105	20	(85)	(85)	-	The scheme requires specialised archaeological support and good weather to undertake the repair work and therefore the bulk of the work has been rescheduled into 2020/21.
Compulsory Purchase	-	19	19	-	-	-	
Bowling Green Acquisition	-	12	12	-	-	-	
<b>Excellence &amp; Financial Sustainability</b>							
<b>Information Technology Programme</b>							
IT Unallocated Funding	200	-	-	-	-	-	
Civic Centre audio visual equipment	-	80	80	-	-	-	

Scheme Name	Original Budget	Revised Budget	Latest Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)	Comments
Moss Side Depot Networking	-	3	3	-	-	-	
Telephony and Switchboard	-	67	78	11	-	11	
Icon Upgrade	-	20	20	-	-	-	
Capita Software Upgrade	-	27	27	-	-	-	
InPhase upgrade	-	33	33	-	-	-	
HR Selima Upgrade	-	10	10	-	-	-	
HFX Upgrade	-	-	8	8	-	8	
Idox	-	107	107	-	-	-	
<b>Other non-ICT projects</b>							
Vehicles and Plant replacement programme	1,450	1,686	604	(1,082)	(1,082)	-	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.
Corporate Buildings - Civic Centre	200	-	-	-	-	-	
Civic Centre Toilets	-	70	70	-	-	-	
Corporate Buildings - Depot	20	52	52	-	-	-	
Corporate Buildings - unallocated	184	192	171	(21)	-	(21)	This budget will be allocated to specific schemes relating to the Civic Centre: Solar Panels £60k, 3rd Floor refurbishment £50k, LED lighting 45k, emergency lighting £15k.
Civic Centre Electric Vehicles Charging Points	-	17	17	(0)	-	(0)	
Investment Property	4,550	4,550	-	(4,550)	-	(4,550)	This line relates to the 'Borough Investment Reserve', which was set aside for investment in properties. No suitable schemes have been identified and it is assumed that the

Scheme Name	Original Budget	Revised Budget	Latest Forecast	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020/21	Of which is an overall Over / (Under)	Comments
							reserve will be used for different purposes in future years.
<b>Total</b>	<b>12,909</b>	<b>15,026</b>	<b>4,129</b>	<b>(10,897)</b>	<b>(6,123)</b>	<b>(4,775)</b>	