

REPORT TO	ON
SCRUTINY COMMITTEE CABINET	28/06/2018 11/07/2018



TITLE	PORTFOLIO	REPORT OF
Corporate Performance Report at the end of Quarter 4 (31 <sup>st</sup> March 2018)	Deputy Leader	Specialist Consultant

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>No</b>
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	<b>No</b>
Is this report confidential?	<b>No</b>

## 1. PURPOSE OF THE REPORT

This report provides an overview of performance against the Council's Corporate Plan for 2017-18 at the end of the fourth quarter i.e. the end of March 2018.

A 'year-end' Annual Report will be reported to Full Council at its meeting on 25<sup>th</sup> July 2018.

## 2. PORTFOLIO RECOMMENDATIONS

It is recommended that:

- i. Members note performance at the end of Quarter 4 shown at **Appendix 1**
- ii. Members note the corporate risks and the controls that have been in place to mitigate risks in 2017-18 as identified in the Corporate Risk Register shown at **Appendix 2**.

### 3. CORPORATE PRIORITIES

The report relates to all of the former corporate priorities as shown below. Performance reports for 2018-19 and beyond will be aligned to the council's new corporate priorities.

Clean, green and safe	✓	Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

### 4. BACKGROUND TO THE REPORT

The Corporate Plan for 2017-18 contains a number of outcomes and activities for delivery in 2017-18. This report provides an update at the end of Quarter 4 for members' consideration.

Performance reports for each quarter are considered by the Council's Leadership Team and for Quarters 2, 3 and 4 by the Cabinet and the Council's Scrutiny Committee. An annual report on performance at the end of Quarter 4 will also be submitted to Full Council.

### 5. PERFORMANCE AT THE END OF QUARTER 4

The performance report for the final quarter of 2017-18 is attached at **Appendix 1**. This includes a suite of key performance indicators and is structured as follows:

**Our money:** income and expenditure

**Our people:** sickness absence, vacancies and health and safety

**Our customers:** resident satisfaction, complaints and responding to telephone calls

**Our priorities:** measures from the Corporate Plan for each of the four former corporate priorities

**Corporate Plan activities:** an overview of progress against the activities identified in the 2017-18 Corporate Plan

The Corporate Risk Register for 2017-18 is attached at **Appendix 2** for members to review. This has now been superseded by a new Corporate Risk Register for 2018-19 and as such shows the position at the end of the 2017-18 financial year.

#### 5.1 OVERVIEW OF PERFORMANCE

##### 5.1.1 Performance Indicators

The attached Q4 Performance Report (**Appendix 1**) shows a total of 34 performance indicators. Of these indicators, 14 show an improvement in performance, 3 remain the same, 6 have worsened, and 11 do not have comparable data at this time.

A commentary in relation to those measures that are worsening is provided as 'exceptions' under each of the corporate priorities in the following sections of the report.

### **5.1.2 Corporate Plan Activities**

There are 27 activities that fall within the Council's four Corporate Priorities, and of these 23 have been completed on-time and 4 are off-track (amber) due to circumstances beyond our control. The full list of these Corporate Plan Activities can be found in the attached Performance Report (**Appendix 1**).

A commentary in relation to the activities that are not on track is provided as 'exceptions' under the relevant corporate priority in the following sections of the report.

## **5.2 CORPORATE PERFORMANCE INDICATORS**

### **5.2.1 Our Money**

Of the three measures in this category, one has improved, one is provided for context only and one shows a slight deterioration in performance.

The percentage of council tax collected has improved slightly (by 0.07%) whereas the percentage of business rates collected has decreased slightly compared to the previous year (by 0.08%).

Performance on both collection measures is slightly below the national district council average for 2016-17 but are above average collection for Lancashire district councils and all councils nationally.

### **5.2.2 Our People**

Of the five measures in this category, three have improved, one is provided for information only and there is no data for one measure.

Staff sickness absence has improved from last year, although performance is still slightly below the national average. There were no reportable HSE incidents in Quarter 4.

Data on statutory and mandatory training is currently being collected but we do not yet have a complete picture to report this. When available, this will be used as a baseline for future reporting.

### **5.2.3 Our Customers**

Of the four measures in this category, three have worsened and one has no comparable data.

Data in relation to resident satisfaction with the way the Council runs things (and a number of other resident satisfaction measures in this report) have been reported previously. New data for these measures will not be available until after the planned annual residents' survey to be undertaken in September 2019.

Performance in relation to answering telephone calls in Gateway has worsened this quarter in comparison to the same time last year with 49% answered within 60 seconds in Q4 compared to 54% in Q3. This is a result of a significant increase in call volumes arising as a result of the introduction of green waste charges.

The number of complaints has also increased from nine to 19 from the same time last year. This is thought to be related to the introduction of a new feedback policy in late 2017 and awareness training for staff which has resulted in complaints being routed through the official system which previously may have been unrecorded.

Despite this apparent increase in Q4, the total number of complaints this year compared to last has reduced from 46 in 2016-17 to 40 in 2017-18 and the Council received significantly fewer complaints in 2017-18 than the 2016-17 national average of 60.

The measure relating to Ombudsman complaints is an annual one that was reported in the Q2 performance report. Up to date data for this measure won't be available until the end of Q1 of 2018-19 as it is taken from the Ombudsman's Annual Report. However, we can report that nine complaints were made to the Ombudsman in 2017-18. This data is as yet un-validated and we do not have any validated data to show the percentage of those complaints that were upheld as some are still ongoing.

## 5.3 STRONG AND HEALTHY COMMUNITIES

### 5.3.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 4.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	3	0	0	2

### 5.3.2 Key achievements to note

- ❖ The number of visits to leisure and health facilities in the borough has increased from 171,308 in Q3 to 202,852 in Q4. The attendance figures fluctuate according to season, and although this does show an increase, this is nevertheless a reduction of 2,500 visits compared to the previous two year average. This is likely to be attributable to poor weather conditions resulting in a number of football pitches being closed for longer periods during the playing season (a national issue) and in particular no activity currently taking place at Penwortham Holme Recreation Centre.
- ❖ There has also been an increase in the number of children participating in school and out of school sports and activities. The increase in numbers was largely due to our Healthy Schools Challenge and Test programme. During that period the sports development team provided movement skill tests on over 2,000 young people.

### 5.3.4 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 4.

No. of activities	No. on target	No. off target
6	6	0

### 5.3.5 Key achievements to note

- ❖ All actions in our annual safeguarding action plan were completed within the agreed timescales
- ❖ For the 'New Open Space, Play, Sports and Recreation Study', a tender process has been undertaken, consultants have been appointed, the process has commenced and expected completion is early October 2018.
- ❖ South Ribble Community Leisure Trust has developed a 'draft' Sport and Physical Activity Strategy (which is currently out for final consultation) to support growth in participation in physical activity and sport, wellbeing and active travel.
- ❖ The Equality Objectives have been reviewed.
- ❖ My Neighbourhood plans have been developed for 2018-19 with input from local communities. Projects to be delivered include new schemes, such as Church Road Garden in Bamber Bridge, refurbishment of Lostock Hall War Memorial and Dale Avenue Pond in Longton. Existing schemes which have been successful are being evolved and expanded, for example Penwortham Live community music festival and South Ribble in Bloom. Volunteering opportunities continue to be promoted throughout the year, particularly around supporting welcome cafés, as part of our reducing loneliness and social isolation work.

## 5.4 CLEAN, GREEN AND SAFE

### 5.4.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 4.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	0	3	2

### 5.4.2 Key achievements to note

- ❖ Throughout 2017-18 the waste team has maintained an exceptional standard of only 0.02% missed domestic waste bin collections. Roughly 100,000 bins are collected each week, and on average only 20 bins are missed.

### 5.4.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 4.

No. of activities	No. on target	No. off target
5	4	1

#### 5.4.4 Key achievements to note

- ❖ Mobile technology is now being used in both neighbourhoods and environmental services.
- ❖ Retention of the Green Flag Award for Worden Park in Leyland for 21 years consecutively, one of only six parks in the country to achieve this.
- ❖ Completion of boardwalk decking around Fish Pond area at Worden Park.
- ❖ Restoration of the historic Vine House within the walled garden at Worden Park.
- ❖ Restoration of the Herbaceous Border on the Formal Gardens at Worden Park.
- ❖ Refurbishment of the Arboretum at Worden Park. The first phase of the planting was carried out in March 2018, with the second phase taking place later in the year.
- ❖ Communities continue to be encouraged to hold 'clean-up' events in their local hotspots. The annual Great British Clean Up in March included litter picks across the borough and the Great Plastic Pick Up is scheduled for May. Members are being trained to lead litter picks, adding capacity to weekend clean ups.
- ❖ The Central Parks master plan was adopted by the Planning Committee in July 2017
- ❖ Phase 2 of St Catherine's park is substantially complete and we are planning a grand opening as soon as the grass has re-established.

#### 5.4.2 Exceptions to note

- ❖ The overarching strategy for parks, open spaces and sports pitches is closely linked to the development of the new health, wellbeing and leisure campus model being brought forward in 2018-19 and couldn't therefore be developed in isolation in 2017-18.

### 5.5 STRONG SOUTH RIBBLE IN THE HEART OF A PROSPEROUS LANCASHIRE

#### 5.5.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 4.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
7	3	2	0	2

### 5.5.2 Key Achievements to Notes

- ❖ The 'A Place to Live' programme has brought three properties (nine units) back to use this year, in comparison to the two properties (five units) last year
- ❖ City Deal has led to another 7.17 jobs being created in South Ribble in Quarter 4 which is a slight increase from the previous quarter.

### 5.5.3 Exceptions to note

- ❖ The amount of external funding secured by South Ribble Businesses through the Lancashire Growth Hub has significantly decreased from quarter 3, from £36,600 to £4,825. However, it is difficult to predict trends associated with this across such a short period of time, as it is dependent on when businesses submit their applications to the grant panel.
- ❖ The proportion of empty properties brought back into use is an annual measure that was reported in the previous quarter. Although performance between 2016-17 and 2017-18 worsened slightly, it is nevertheless well above the latest available national average figure.

### 5.5.4 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 4.

No. of activities	No. on target	No. off target
6	3	3

### 5.5.5 Key achievements to note

- ❖ Work has started on the Cuerden Strategic Site with tree clearing and site preparation well underway. The temporary construction access has also been completed.
- ❖ The year-end housing completions figure has increased from the previous financial year. Work is ongoing with Homes England on accelerated construction and scoping work for SRBC's own home build project is now underway.

### 5.5.6 Exceptions to note

- ❖ The work on the master plans for Penwortham, Lostock Hall and Leyland is underway but has been delayed due the brief being amended at a City Deal level and the appointed consultants taking longer than envisaged to complete the work. Work has started on scoping a Penwortham Master Plan which is linked to work on the Penwortham Bypass.
- ❖ Phase 2 of Bamber Bridge Regeneration is now on site and due for completion late summer. Program slippage due to LCC site commitments elsewhere – All SRBC Programme requirements have been met on time (i.e. Leyland Landmarks, Bobby the Horse installed in October 2017).
- ❖ Year 2 of the Housing Framework has largely been delivered except for Extra Care. This is due to funding being withdrawn by Lancashire County Council on Extra Care projects. Officers in

Housing and Planning services are discussing opportunities for the market to deliver such a development instead. A new Housing Framework was also adopted in January 2018 which refocuses the Council's aspirations for housing.

## 5.6 EFFICIENT, EFFECTIVE AND EXCEPTIONAL COUNCIL

### 5.6.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 4.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	3	0	0	2

### 5.6.2 Key achievements to note

- ❖ There has been an increase in the total rent roll for existing property assets and investments since Q3. This is a result of new lettings from the Department for Work and Pensions (DWP) and for Units 1 & 2 Momentum Business Park. The increase equates to £29,366 additional rental income in a full year of which two months additional income (c£5,000) was received in 2017-18. There was however an overall shortfall in income against the 2017-18 budget mainly as a result of the write-off of debts from previous years.
- ❖ There has been an increase in self-serve options for residents to improve both convenience and efficiencies. This quarter saw the number of self-serve options increase by one from 58 to 59. The number of forms available for self-service are also showing an increase because of additions in relation to the green waste bins.

### 5.6.3 Corporate Plan activities

The table below shows the number corporate plan activities that are on target at the end of Quarter 4.

No. of activities	No. on target	No. off target
10	10	0

### 5.6.4 Key achievements to note

- ❖ All activities in the Corporate Improvement plan have been delivered and the recent Peer Review re-visit acknowledged the significant amount of progress we have made. Further work is ongoing with the Improvement Reference Group to address remaining challenges.
- ❖ Arrangements are in place to commission an annual residents survey to enable the Council to monitor progress from the baseline in 2017. We are also now using LGInform (a Local

Government Association system) to inform decisions and have made ward profiles from this available for all members on Councillor Connect. Data from this system and the 2017 residents and business surveys were used to develop the Council's new corporate priorities and corporate plan.

- ❖ The Council has approved an Investment Property Strategy and appointed LSH Investment Management (LSHIM) as professional advisers. As a result, investment opportunities are now being sourced. DWP has also moved into the Civic Centre and opportunities are being explored with other organisations in relation to other vacant space in the building. In addition, Transformation funding has been approved for improvements to the workshop at the Depot to increase commercial use to generate income and to reduce expenditure on external servicing of council vehicles.
- ❖ This year, we have worked with Chorley Council to agree the next stage of shared services and have also worked with a range of partners to develop new business models. This includes working with the Department of Work and Pensions to accommodate a move into the Civic Centre in February to facilitate closer working arrangements (as referenced above).

The Community Safety Partnership has also been developing new business models to facilitate a more collaborative approach to working with residents, community groups, businesses and other public sector agencies to improve communication, share data and intelligence and co-design services to meet local needs. Specific examples include a new model to address organised crime through disruption activities and the development of an Integrated Early Action Team to work with vulnerable adults and families at an early stage to prevent the need for statutory intervention.

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

Consultation on resident satisfaction took place in February 2017 and the outcome of that consultation has provided the data for a number of the performance measures set out in this report. A further survey will be carried out in 2019 to inform future performance reports.

## **7. OTHER OPTIONS CONSIDERED**

As this is a routine performance report, other options are not relevant.

## **8. FINANCIAL IMPLICATIONS**

There are no financial implications arising from the recommendations in this report.

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

There are no human resources or organisational development implications arising from the recommendations in this report.

## **10. ICT/TECHNOLOGY IMPLICATIONS**

There are no ICT or technology implications arising from the recommendations in this report.

## **11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

There are no property and asset management implications arising from the recommendations in this report.

## 12. RISK MANAGEMENT

The Corporate Risk Register at the end of Quarter 4 shows sixteen risks with a residual risk rated as green and four with a residual risk rated as amber. There are no risks with a residual risk rating as red at the end of the quarter.

This is for information only, as a new corporate risk register (approved by Council in February 2018) is in place for 2018-19.

Six of the risks in the 2017-18 Corporate Risk Register are also included in the 2018-19 Corporate Risk Register.

## 13. EQUALITY AND DIVERSITY IMPACT

There is no impact on equality and diversity arising from the recommendations in this report.

## 14. COMMENTS OF THE STATUTORY FINANCE OFFICER

The report is for information and therefore there are no direct financial implications as a result of the recommendations in this report. The implications of the Council's financial performance in 2017-18 against the budget forecasts are detailed in the 2017-18 Budget Out-turn report to Governance Committee in May 2018.

## 15. COMMENTS OF THE MONITORING OFFICER

There are no direct legal implications arising from the recommendations in this report.

## 16. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended that:

- iii. Members note performance at the end of Quarter 4 shown at **Appendix 1**
- iv. Members note the corporate risks and the controls that have been in place to mitigate risks in 2017-18 as identified in the Corporate Risk Register shown at **Appendix 2**.

## 17. BACKGROUND DOCUMENTS

- ❖ Corporate Plan 2017-18
- ❖ South Ribble Borough Council Budget Out-turn Report 2017-18 (Governance Committee 29<sup>th</sup> May 2018)

**Appendix 1:** Quarter 4 Performance Report

**Appendix 2:** Corporate Risk Register

Leadership Team Member's Name: Joanne Platt

Job Title: Specialist Consultant

Report Author:	Telephone:	Date:
Reece Drew Michael Johnson	01772 (62) 5461 01772 (62) 5339	30/04/2018