



Committee: BUDGET AND PERFORMANCE PANEL

Date: TUESDAY, 6TH JULY 2021

Venue: MORECAMBE TOWN HALL

Time: 6.00 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Appointment of Vice-Chair**

In accordance with Part 3, Section 3, Overview and Scrutiny Procedure Rules, of the Constitution, the holder of this appointment shall not be members of the largest political group, which has Councillors serving on the Cabinet.

3. **Minutes**

Minutes of the Meeting held on 16th February 2021 (previously circulated).

4. **Items of Urgent Business authorised by the Chair**

5. **Declaration of Interests**

To receive declarations by Councillors of interests in respect of items on this Agenda.

Councillors are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Councillors should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Councillors are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

6. **Delivering Our Priorities** (Pages 3 - 8)

Report and Appendix submitted to Cabinet on 8th June 2021.

7. **Work Programme Report** (Pages 9 - 11)

Report of the Chief Executive.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Adrian Duggan (Chair), Phillip Black, Tim Dant, Roger Dennison, Joan Jackson, Debbie Jenkins, Jack O'Dwyer-Henry, Oliver Robinson and Joanna Young

(ii) Substitute Membership

Councillors Paul Anderton, Mandy Bannon, Abbott Bryning, Colin Hartley, Geoff Knight and Stewart Scothern

(iii) Queries regarding this Agenda

Please contact Stephen Metcalfe, Democratic Services - email sjmetcalfe@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Democratic Support email democracy@lancaster.gov.uk.

KIERAN KEANE,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER LA1 1PJ

Published on Monday, 28th June 2021.

Lancaster City Council | Report Cover Sheet

| | | | |
|--|---|-----------------------|---------------------|
| Meeting | Cabinet | Date | 8 June 2021 |
| Report | Delivering Our Priorities: Q4 & End of Year 2020-21 | | |
| Report of | Director of Corporate Services | | |
| Purpose of Report | | | |
| To provide an update on the status of corporate projects and performance indicators. | | | |
| Key Decision (Y/N) | N | Date of Notice | Exempt (Y/N) |
| | | | N |

Report Summary

This report, and its Appendix, provides an update on the progress of key corporate projects and performance measures for the period January-March 2021 (Q4 2020-21), and for some annual indicators, the full year April 2020-March 2021.

During this time, much of the council's activity has been re-focused to support residents and communities during the Covid-19 pandemic; this report provides some information on the impact of this re-alignment on projects and services.

The future development of project and performance reporting will be more closely aligned with the council's overall strategy, in accordance with the report to Cabinet in March 2021.

Recommendations of Councillor

- (1) That Cabinet consider the updates on projects and performance measures from January-March 2021 (Q4) and annual measures from April 2020-March 2021 at Appendix A.

Relationship to Policy Framework

Robust, meaningful, and timely information on the council's key projects and success measures provides an important perspective on the direction of the organisation in delivering its strategic priorities under its Policy Framework.

Conclusion of Impact Assessment(s) where applicable

| | |
|-----------------|-------------------------------------|
| Climate | Wellbeing & Social Value |
| Digital | Health & Safety |
| Equality | Community Safety |

No direct impact arising from this report.

Details of Consultation

No direct consultation relating to this report.

Legal Implications

No direct implications arising from this report.

Financial Implications


| | |
|---|--|
| No direct implications arising from this report. | |
| Other Resource or Risk Implications | |
| No direct implications arising from this report. | |
| Section 151 Officer's Comments | |
| The report has been considered and there are no further comments. | |
| Monitoring Officer's Comments | |
| The report has been considered and there are no further comments. | |
| Contact Officer | Sarah Davies, Director of Corporate Services |
| Tel | 01524 582501 |
| Email | sdavies@lancaster.gov.uk |
| Links to Background Papers | |
| | |

1.0 Introduction

- 1.1 The primary purpose of this report is to present the information contained in the projects and performance Highlight Report for the period January-March 2021 (with some annual measures covering the period April 2020-March 2021), which can found at Appendix A.
- 1.2 The information contained in the report reflects the continued reprioritisation of some services to enable maximum support for the district's communities and businesses during the pandemic. The period covered by the report broadly matches the lockdown restrictions in place from January to March 2021.

2.0 Future Reporting

- 2.1 As outlined in the report to Cabinet of 2 March 2021, future reporting of this information will be developed based on the following principles:
- Alignment with strategic priorities
 - Clear and intuitive structure
 - Accessible, timely dashboard format
 - Clear accountability across the organisation
 - Outcome-focused, district-wide partnership approach to measuring success

| | | | | | | | | | | | | | | | | | | |
|--|---|--|--------------------|--|----------|--------------------|----------|---|----------|-------------|----------|---|----------|---------|----------|-------------------|--|--|
|  Promoting City, Coast & Countryside | Corporate programmes and projects update – 31st March 2021 (Q4) | Status Key | | | | | | | | | | | | | | | | |
| | With additional updates from 26 th May 2021, shown in bold text | <table border="1"> <tr> <td>R</td> <td>Red – The project is unlikely to meet its agreed plan, costs or benefits unless immediate remedial action is taken</td> <td>C</td> <td>Complete or Closed</td> </tr> <tr> <td>A</td> <td>Amber – The project is at risk of failing to meet its agreed plan, timescales, costs or benefits unless action is taken</td> <td>N</td> <td>Not Started</td> </tr> <tr> <td>G</td> <td>Green – The project is on track to meet its agreed plan, timescales, costs and benefits</td> <td>H</td> <td>On hold</td> </tr> <tr> <td>X</td> <td>No data available</td> <td></td> <td></td> </tr> </table> | R | Red – The project is unlikely to meet its agreed plan, costs or benefits unless immediate remedial action is taken | C | Complete or Closed | A | Amber – The project is at risk of failing to meet its agreed plan, timescales, costs or benefits unless action is taken | N | Not Started | G | Green – The project is on track to meet its agreed plan, timescales, costs and benefits | H | On hold | X | No data available | | |
| R | Red – The project is unlikely to meet its agreed plan, costs or benefits unless immediate remedial action is taken | C | Complete or Closed | | | | | | | | | | | | | | | |
| A | Amber – The project is at risk of failing to meet its agreed plan, timescales, costs or benefits unless action is taken | N | Not Started | | | | | | | | | | | | | | | |
| G | Green – The project is on track to meet its agreed plan, timescales, costs and benefits | H | On hold | | | | | | | | | | | | | | | |
| X | No data available | | | | | | | | | | | | | | | | | |
| Priorities Key | | | | | | | | | | | | | | | | | | |
| I | An inclusive and Prosperous Local Economy (Economy) | | | | | | | | | | | | | | | | | |
| S | A Sustainable District (Environmental) | | | | | | | | | | | | | | | | | |
| H | Healthy and Happy Communities (Social) | | | | | | | | | | | | | | | | | |
| R | A Co-Operative, Kind and Responsible Council (Governance) | | | | | | | | | | | | | | | | | |

Healthy & Happy Communities (Social)

| Projects | | | | |
|----------|--------------------------|---|----------------|----------|
| Priority | Programme & Project Name | Update | Date of Update | Status |
| | H | Homes Programme | - | - |
| S | H | My Mainway DIRECTOR C+E comments- Q1 2021- In the course of any strategic project issues arise that require adjustments to the plans and means of delivery. The Cabinet report above provides a good example of how issues were identified and a clear course set. As of Q1 the project is on track. | 16/4/21 | A |
| S | H | Extra Care Scheme This project is on hold until confirmation is received of whether the council's offer on the site has been accepted. | 16/4/21 | H |
| | H | Housing Acquisitions In its current form cannot be taken forward as interest rate on borrowing impact on the viability of the scheme – hence the AMBER. DIRECTOR C+E comments- Q1 2021- in the course of any strategic project issues arise that require adjustments to the plans and means of delivery. The above was identified in Q4. The strategic aim of the project is still valid. Officers are developing different solutions. | 19/4/21 | A |
| I | H | R Funding the Future | - | - |
| | H | LATCo - Housing Company The LATCo group structure was approved by members in March 2021. Further steps need to take place before the LATCo can be incorporated. DIRECTOR C+E comments- Q1 2021- The steps referred to above are merely ones that need to be put in place to incorporate the LATCO. They have been put on place now. Incorporation of the LATCO is imminent. | 19/4/21 | A |
| I | | LATCo - Commercial Waste | | X |
| | R | Outcomes Based Resourcing | | N |
| | | This project is not yet underway as is planned to commence in Q1 2021/22. The Executive Management Team have held a session on priorities and project design. | - | N |

| Performance | | | | | | | |
|-------------|----------|---|----|--------|--------|-------|--|
| | | Measure | Q1 | Q2 | Q3 | Q4 | Comments |
| | H | Number of people statutorily homeless | | | | 8 | |
| | H | Number of people recorded sleeping as rough | | | 2 | | |
| | H | Number of Disabled Facilities Grants completed | 17 | 44 | 96 | 68 | The number of DFGs completed in 20/21 was 225 . This is lower than anticipated and a direct result of the pandemic with the lack of contractors and inability to visit vulnerable residents homes. Uncommitted grant monies are to be carried forward to 21/22. This should result in an increased number of completions in 21/22. |
| | H | Number of properties improved | | 79 | | 39 | Demand for our service has been high with 190 requests for service recorded. We have had to amend how we operate to reduce face to face contact, but along with the property improvements, 15 HMO licences have been issued and 6 enforcement notices served. |
| I | H | % of premises scoring 4 or higher on the food hygiene rating scheme | | | | | Due to the tightening of Covid regulations throughout the year and through increased enforcement of Social Distancing, food businesses have had to adapt to offering takeaway only meaning that the food hygiene safety inspections have been very limited as a result of this, and therefore to report on these would give an inaccurate picture of the work that has been carried out by the public protection team. |
| I | H | % of high risk food hygiene inspections completed | | | | | |
| | H | Number of admissions to Salt Ayre Leisure Centre | 0 | 35,803 | 27,830 | 0 | The third national lockdown was in place during the whole duration of Q4 which meant that Salt Ayre had to be closed to the public. |
| | H | Average time taken to re-let Council houses (days) | 28 | 49.24 | 49.85 | 50.41 | Increase in void time is a direct consequence of the current pandemic. We have had to severely limit, and at times, pause the lettings process. Thought out the year we have remained in the top 50% of our comparator group, indicating this has been the same for all LA and RSL across the social housing sector. |

A Sustainable District (Environmental)

Projects

| Priority | Programme & Project Name | Update | Date of Update | Status |
|----------|--|--|----------------|--------|
| S | Carbon Neutral Programme | - | - | - |
| S | Salt Ayre Leisure Centre Decarbonisation (formerly, SALC Solar Farm) | The Council has successfully secured £6.8m from the Public Sector Decarbonisation Scheme. The project is on track to deliver significant CO2 savings for SALC, in line with the financial threshold of <£500 per tCO2. | 7/4/21 | G |
| S | Electric Cars | Pandemic aside, in the 7 months since the scheme was launched, officer mileage claims have reduced by 37% and are therefore on track to reach the projected reduction of 50% in the first year. Targeted work with those who historically have high mileage has been undertaken. | 13/4/21 | G |
| S | Travel Plan | DIRECTOR C+E comments- Q1 2021. The development of a comprehensive travel plan with the anchor institutions in the District is now in its development phase. The Council's car club is about to be launched. | - | A |
| S | Local Authority Delivery for Green Homes Grant (part of Council Housing Thermal Energy Efficiency) | The council is part of a consortium which has secured funding for a Local Authority Green Homes Grant. 40 poorly performing properties have been identified which would most benefit from upgrade work. Works are required to be complete by the end of Sept 2021. | 12/4/21 | G |
| S | 1 Million Trees | The pandemic has obviously impacted on tree planting in the 2020 season. Nonetheless some has taken place and the City Council has contributed financially to the Ribble River Trust programme (which includes tree planting schemes in this District's catchment areas) | - | X |

Performance

| | Measure | Q1 | Q2 | Q3 | Q4 | Comments |
|---|---|--------------------------|--------------------------|--------------------------|-----------|---|
| S | Number of fly-tipping reports actioned within 5 days | 284 out of 709 40.05% | 295 out of 795 37.10% | 403 out of 531 59.69% | 98 | We have seen a significant increase in the number of fly tipping incidents reported. Extensive analysis has taken place and bespoke action plans are being developed for hot spot areas |
| S | % of household waste recycled (quarter behind) | 42.6 | 39.4 | 35.9 | | We have seen a trend of increased amounts of recycling during the pandemic |
| S | Kg of residual waste per household (quarter behind) | 93.6 | 97.4 | 84.4 | | The amount of residual waste has not increased in proportion with recycling- which in terms of the waste hierarchy of reduce- reuse- recycle is very positive |
| S | Number of parks achieving the Green Flag award | 5 | | | | |
| S | Number of volunteer groups supporting parks and open spaces | 25 | | | | |
| S | Diesel consumption of council vehicle fleet | 119785 | 128269 | 121230 | 111379 | Litres used decreased by 8% compared to Q3 2021. Usage for Q1-Q4, compared to the previous 12 months, has increased by 17866 litres. This is due to the additional hire vehicles to aid with social distancing and increased workloads during the pandemic. |
| S | Cost/m2 energy across corporate buildings (quarter behind) | £2.43 | £1.20 | £1.14 | £2.33 | Corporate buildings are: -Lancaster Town Hall -Morecambe Town Hall -Palatine Hall -Old Fire Station Increase on previous quarter and as expected given that LTH was back in use during this quarter by the courts and NHS. |
| S | Gas KWH usage in council buildings (quarter behind) | 2,760,000 | 782,000 | 776,000 | 2,090,000 | Increase as expected due to winter months and LTH coming back in to use by courts and NHS during this quarter. |
| S | Electricity KWH usage in council buildings (quarter behind) | 736,000 | 388,000 | 546,000 | 588,680 | Increase as expected due to winter months and LTH coming back in to use by courts and NHS during this quarter, but not as significant a leap compared to same period in previous years. This is likely to be because the number of PC's running in the buildings is significantly lower due to working from home. |
| S | Exposure to air pollution away from roads | 10.0 | | | | This figure represents a significant decrease from the 2019-20 reading of 13.2. |
| S | Exposure to air pollution at roadside | 22.8 | | | | |

A Co-operative, Kind and Responsible Council (Governance)

| Projects | | | | | |
|----------|--------------------------|---|--|---------|---|
| Priority | Programme & Project Name | Update | Date of Update | Status | |
| I | R | Working Well Project | The Working Well Project has been formed (replacing the Agile Programme and Reimagining and Recovery workstream) to plan how the council should operate going forward. It is split into 5 workstreams for reporting purposes. Further details from each workstream can be seen below. | 14/4/21 | G |
| | R | Culture and Behaviours | Reminders to staff about 'Our Values' and 'Your Time' initiatives have recently been issued. | - | - |
| | R | Org Design and HR Policy | The workstream is in the early stages of discussions with HR colleagues regarding policy review. | - | - |
| | R | ICT | Working alongside other workstreams to ensure the correct technology is in place to support hybrid working and ensure we have 100% digital inclusion. | - | - |
| I | R | Working Environment | Considering hybrid working environment which delivers for the council and community. Currently focussed on ensuring LTH has sufficient space for election duties. Socially distanced space is found for Full Council meetings when they return to face-to-face in May and that further desks are available to staff as lockdown restrictions ease. | - | - |
| | R | Connecting with our Community | Focusing on how we undertake activities ranging from council meetings, customer service and partnership working. Building on the wide-ranging innovations that emerged during the pandemic. | - | - |
| | R | Digital Programme | - | 15/4/21 | A |
| | R | High Capacity Fibre Cable Network Provision | Working with local businesses to create the proposed full-fibre network. Project report in June 2021. | - | - |
| | R | Digital Market Place | Delayed due to resourcing issues but will be progressed soon. | - | - |
| | R | 5G Strategy | The 5G strategy has been completed. The next step is to determine how and what should be taken forward. | - | - |
| | R | Dalton Square Connectivity | This is linked to the full-fibre project, a plan is in place to repair broken ducting. | - | - |
| I | S | R | Community Wealth Building Programme | - | - |
| | R | Business Pathway | Project are yet to be scoped for this programme | 14/4/21 | N |

| Performance | | | | | | | | |
|-------------|---------|---|--|---------|---------|----------|---|----------------------------|
| Priority | Measure | Q1 | Q2 | Q3 | Q4 | Comments | | |
| | R | Average social media engagement rate | 82.13% | 61.01% | 95% | 77% | | |
| | R | Total digital audience | 750,347 | 879,820 | 449,446 | 407,770 | | |
| | R | Average number of days' sickness per full-time employee | 1.78 | 1.58 | 1.62 | 1.68 | | |
| | R | Occupancy rates for commercial properties | | | 89.51% | 92.67% | The occupancy rate is 92.67% (despite there being no actual changes in occupancy). We are continuing to improve and refine the data production so moving forward we are confident that further errors should not arise. Occupation at a good level particularly in the current climate. | |
| | H | R | Average time taken to process new Housing Benefit claims | 19.27 | 14.87 | 14.84 | 18.34 | Target has been met for Q4 |

An Inclusive and Prosperous Local Economy (Economy)

| Projects | | | | | |
|----------|--|---|---|---------|---|
| Priority | Programme & Project Name | Update | Date of Update | Status | |
| S | Canal Quarter | The project is currently in phase 1 and running to plan, with phase 2 funding having been agreed at the January cabinet meeting. | 12/4/21 | G | |
| I | Bailrigg Garden Village Masterplanning | This project is at decision phase with in depth discussions taking place between Cabinet, County and Officers. | - | X | |
| I | Heysham Gateway | The council has been successful in its bid for funding from a County Council Economic Recovery & Growth fund. This means the county council has a formal stake in the project and, as some of the approved funds are no longer required, the city council's budget position is improved. (Updated 27 th May) | 13/4/21 | G | |
| I | H | Eden Project North | The government are yet to announce any bespoke funding for Eden North, as was anticipated in the March budget. All partners continue to have dialogue and the planning application preparation continues. | 6/4/21 | G |
| I | S | Lune Flood Protection, Caton Road | The original phase 3 element of the project is nearing completion with the riverside cycle path re-opening on 1 st April. | 12/4/21 | G |
| I | Heritage Action Project | A number of heritage improvement schemes are underway, some of which are behind plan which is in part due to the pandemic. | 13/4/21 | G | |

| Performance | | | | | | | |
|-------------|---|--|-------|-----|-----|-----|---|
| | | Measure | Q1 | Q2 | Q3 | Q4 | Comments |
| I | | % of minor planning applications determined within 8 weeks or agreed time | 91.5% | 76% | 64% | 61% | <p>46 minor applications were determined, with 3 determined within statutory timescales and a further 25 within timescales agreed with the client.</p> <p>The service faces a number of challenges when seeking to determine applications in a timely manner, including limited engagement from agents and statutory consultees as well as the internal challenges of managing a backlog.</p> <p>The service is currently implementing an improvement plan, including the allocation of extra resource and a review of its practices, with the intention of increasing the timely processing of applications.</p> |
| I | | % of other planning applications determined within 8 weeks or agreed time | 95% | 88% | 85% | 80% | 172 minor applications determined of which only 75 (44%) were determined within statutory timescales. The comments above also apply. |
| I | | % of major planning applications determined within 13 weeks or agreed time | 100% | 75% | 78% | 50% | 6 major applications determined of which none (0%) were determined within statutory timescales. The comments above also apply. |
| I | H | Number of empty properties brought back into use | 0 | 0 | 44 | 0 | The Empty Homes Officer has been redeployed to Business Support to assist with the Covid response and so has not been able to carry out any empty homes work this quarter. |

BUDGET AND PERFORMANCE PANEL**Work Programme Report****6th July 2021****Report of Chief Executive****PURPOSE OF REPORT**

To consider the Work Programme report.

This report is public.

RECOMMENDATIONS

- (1) **That the Panel considers its Work Programme set out at Appendix A to the report.**

1.0 Introduction

- 1.1 The Budget and Performance Panel is responsible for setting its own annual Work Programme within the terms of reference, as set out in the Council's Constitution.

2.0 Report

- 2.1 The Panel has a number of items that are reported on a quarterly basis. These are set out in the Appendix to this report.
- 2.2 An annual stakeholder meeting, arranged as part of the budget consultation process, is held in February each year. Also considered is the Treasury Management Mid-year Review.
- 2.3 Cabinet Members are invited to attend meetings to answer questions from the Panel.
- 2.4 Overview and Scrutiny is currently considering its Work Programme and the Chair of this Panel will be involved in this process to preliminary prioritise items that have been submitted. Any items referred from the Committee to the Panel will be reported as part of the Work Programme report.

Members of the Panel are also entitled to give notice to the Chief Executive that they wish an item relevant to the Terms of Reference of the Committee to be included on the agenda for the first available meeting and the meeting will determine whether the issue should be included in its Work Programme based on its relevance as compared to the priorities as set out in the Scrutiny Work Programme.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no further comments.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

None.

Contact Officer: Stephen Metcalfe

Telephone: 01524 582073

E-mail: sjmetcalfe@lancaster.gov.uk

BUDGET & PERFORMANCE PANEL - WORK PROGRAMME

| Matter for consideration | Detail | Officer responsible/ External | Expected date of meeting |
|---------------------------------|---|--|---|
| Delivering Our Priorities. | Standard items reported to the Panel. Quarter 2 - Treasury Management Mid-year Review. | Director of Corporate Services | Quarter 1 – 28 th September 2021 Quarter 2 – 9 th November 2021 Quarter 3 – 1 st February 2022 |
| Annual Stakeholders Meeting. | Arranged as part of the budget consultation process. | Cabinet Member with Responsibility | 1 st February 2022 |

Invitations to Cabinet Members

| Cabinet Member(s) | Issue | Expected date of meeting |
|---|------------------------------|---|
| Relevant Cabinet Member(s) to be invited to attend. | Delivering Our Priorities. | Quarter 1 – 28 th September 2021 Quarter 2 – 9 th November 2021 Quarter 3 – 1 st February 2022 |
| All Members of Cabinet | Annual Stakeholders Meeting. | 1 st February 2022 |