



FYLDE BOROUGH COUNCIL



## Meeting Agenda

**Performance Improvement Scrutiny Committee**  
**Town Hall, St Annes**  
**24 January 2008 7:00pm**

# **PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE**

## **MEMBERSHIP**

CHAIRMAN - Councillor Keith Hyde  
VICE-CHAIRMAN – Councillor Christine Akeroyd

### **Councillors**

Craig Halewood

Cheryl Little

John Singleton

Kathleen Harper

Ken Hopwood

Linda Nulty

David Chedd

Contact: Peter Welsh, St. Annes (01253) 658502, Email: [peterw@fylde.gov.uk](mailto:peterw@fylde.gov.uk)



## **CORPORATE OBJECTIVES**

The Council's investment and activities are focused on achieving our five key objectives which aim to :

- Conserve, protect and enhance the quality of the Fylde natural and built environment
- Work with partners to help maintain safe communities in which individuals and businesses can thrive
- Stimulate strong economic prosperity and regeneration within a diverse and vibrant economic environment
- Improve access to good quality local housing and promote the health and wellbeing and equality of opportunity of all people in the Borough
- Ensure we are an efficient and effective council.

## **CORE VALUES**

In striving to achieve these objectives we have adopted a number of key values which underpin everything we do :

- Provide equal access to services whether you live in town, village or countryside,
- Provide effective leadership for the community,
- Value our staff and create a 'can do' culture,
- Work effectively through partnerships,
- Strive to achieve 'more with less'.



## A G E N D A

### PART I - MATTERS DELEGATED TO COMMITTEE

ITEM	PAGE
1. <b>DECLARATIONS OF INTEREST:</b> <i>If a member requires advice on Declarations of Interest he/she is advised to contact the Legal Services Executive Manager in advance of the meeting. (For the assistance of Members an extract from the pocket guide produced by the Standards Board for England is attached).</i>	4
2. <b>CONFIRMATION OF MINUTES:</b> <i>To confirm as a correct record the Minutes of the Performance Improvement Scrutiny Committee held on 22 November 2007 Attached at the end of the agenda.</i>	4
3. <b>SUBSTITUTE MEMBERS:</b> <i>Details of any substitute members notified in accordance with council procedure rule 25.3</i>	4
4. <b>THE DATA QUALITY POLICY</b>	7-19
5. <b>ESCENDENCY - PERFORMANCE MANAGEMENT SOFTWARE SYSTEM</b>	20-22
6. <b>THE THIRD QUARTER PERFORMANCE REPORT</b>	23-30
7. <b>ANNUAL ASSET MANAGEMENT REPORT AND CAPITAL STRATEGY UPDATE</b>	31-52

**Personal interests**

**8.—(1)** You have a personal interest in any business of your authority where either—

(a) it relates to or is likely to affect—

- (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) any body—
  - (aa) exercising functions of a public nature;
  - (bb) directed to charitable purposes; or
  - (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),

of which you are a member or in a position of general control or management;

- (i) any employment or business carried on by you;
  - (ii) any person or body who employs or has appointed you;
  - (iii) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;
  - (iv) any person or body who has a place of business or land in your authority's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);
  - (v) any contract for goods, services or works made between your authority and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);
  - (vi) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;
  - (vii) any land in your authority's area in which you have a beneficial interest;
  - (viii) any land where the landlord is your authority and you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;
  - (xi) any land in the authority's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or
- (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward, as the case may be, affected by the decision;

(2) In sub-paragraph (1)(b), a relevant person is—

- (a) a member of your family or any person with whom you have a close association; or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph (1)(a)(i) or (ii).

**Disclosure of personal interests**

- 9.—(1)** Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of your authority and you attend a meeting of your authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- (2) Where you have a personal interest in any business of your authority which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.
- (3) Where you have a personal interest in any business of the authority of the type mentioned in paragraph 8(1)(a)(viii), you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
- (4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.

- (5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in your authority's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- (6) Subject to paragraph 12(1)(b), where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.
- (7) In this paragraph, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000(d).

#### **Prejudicial interest generally**

- 10.—**(1) Subject to sub-paragraph (2), where you have a personal interest in any business of your authority you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.
- (2) You do not have a prejudicial interest in any business of the authority where that business—
- (a) does not affect your financial position or the financial position of a person or body described in paragraph 8;
  - (b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or
  - (c) relates to the functions of your authority in respect of—
    - (i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;
    - (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
    - (iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
    - (iv) an allowance, payment or indemnity given to members;
    - (v) any ceremonial honour given to members; and
    - (vi) setting council tax or a precept under the Local Government Finance Act 1992.

#### **Prejudicial interests arising in relation to overview and scrutiny committees**

- 11.—** You also have a prejudicial interest in any business before an overview and scrutiny committee of your authority (or of a sub-committee of such a committee) where—
- (a) that business relates to a decision made (whether implemented or not) or action taken by your authority's executive or another of your authority's committees, sub-committees, joint committees or joint sub-committees; and
  - (b) at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint sub-committee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

#### **Effect of prejudicial interests on participation**

- 12.—**(1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of your authority—
- (a) you must withdraw from the room or chamber where a meeting considering the business is being held—
    - (i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;
    - (ii) in any other case, whenever it becomes apparent that the business is being considered at that meeting;
 unless you have obtained a dispensation from your authority's standards committee;
  - (b) you must not exercise executive functions in relation to that business; and
  - (c) you must not seek improperly to influence a decision about that business.
- (2) Where you have a prejudicial interest in any business of your authority, you may attend a meeting (including a meeting of the overview and scrutiny committee of your authority or of a sub-committee of such a committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	PERFORMANCE IMPROVEMENT	JANUARY 24 <sup>TH</sup> 2008	4

## THE DATA QUALITY POLICY

### Public item

This item is for consideration in the public part of the meeting.

### Summary

The report outlines the reasons for the review and update of the Data Quality Policy that is an integral part of the performance management system at Fylde and has a direct impact on the performance data.

### Recommendations

1. That the committee agree the revised Data Quality Policy and the 2008 – 2009 Action Plan for Data Quality that is included as Appendix B in the policy.
2. That the committee apply the principles and objectives of the Data Quality policy in all their future scrutiny of performance information and data.

### Portfolio Holder

The Cabinet Portfolio Holder for Corporate Performance and Development is Councillor Sue Fazackerley.

### Report

#### The Data Quality Policy

1. The Data Quality Policy has been in place since August 2006 and each year it is subject to inspection by the Audit Commission. As a result of the audit inspection in

2007 and in line with best practice to review policies at least every 18 months a revised policy has been produced. The revised Data Quality Policy is included as Appendix 1 of this report.

2. The Data Quality Policy is designed to ensure that the Council has a clear approach to ensuring that any information or data produced, used and published is reliable, accurate and authorised. The policy outlines the approach that the council has taken in the management of all information and data that is used in service delivery. Service delivery includes the publication of information either as data such as performance figures or press releases, leaflets, web pages etc.
3. The Data Quality Policy has a significant impact on all the performance information that is produced by the council. The policy outlines the importance of ensuring that the data used meets the following criteria:
  - It is accurate and consistent (reliable)
  - It is available to those who need it (availability)
  - It is available when it is needed (timeliness)
  - It has a valid structure and format (useable)
  - It truly reflects the event or activity that it relates to (integrity)
  - It is monitored, reviewed and checked prior to publication / use (validity)
  - It is protected from unauthorised access (secure)
  - It contains all relevant data without duplication (completeness)
  - It is needed (useful)
4. The Performance Improvement Committee should be conscious of the objectives and standards outlined in the policy and where appropriate challenge information or data that is put before them in order to ensure that the criteria listed above has been met.
5. An action plan has been included with the policy that will be reviewed in 2009 along with the policy. The action plan has been taken from the recommendations made by the Audit Commission in November 2007 and covers all the key areas required to improve data quality at Fylde. The Committee is asked to consider and approve this action plan prior to it being integrated into the Escendency Performance Management System.

IMPLICATIONS	
Finance	There are no direct financial implications arising from the report.
Legal	There are no direct legal implications arising from the report.
Community Safety	There are no direct community safety implications.
Human Rights and Equalities	There are no direct human rights and equalities implications arising from the report.
Sustainability	There are no direct sustainability implications arising from this report.
Health & Safety and Risk	There are no direct health & safety and/or risk management



Management	implications arising from this report.
------------	--

Report Author	Tel	Date	Doc ID
<b>ALLAN OLDFIELD</b>	<b>(01253) 658576</b>	<b>JANUARY 4<sup>TH</sup> 2007</b>	

List of Background Papers		
Name of document	Date	Where available for inspection
Data Quality Policy	January 2008	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>
Audit Commission Report	November 2007	Policy and Performance Executive Manager

List of appendices

## **Appendix 1: The Revised Data Quality Policy**



## Data Quality Policy

<b>Title of Policy</b>	Data Quality Policy
<b>Purpose of Policy</b>	To ensure the council has a comprehensive policy in place in line with national and local priorities.
<b>Date of Policy</b>	January 2008
<b>Policy Review Date</b>	September 2009
<b>Policy Author</b>	Allan Oldfield

### Document History

This is a revision of the policy first introduced in August 2006 and has been revised in response to feedback from the Audit Commission and in line with the procedure for policy revision at Fylde.

### Document Location

A copy of the policy is available on the Fylde Borough Council web site and intranet.

### Approvals

This policy requires the following approvals:

Susan Fazackerley – Cabinet Portfolio Holder  
Phil Woodward – Chief Executive

### Distribution

This policy has been distributed to every employee at Fylde Borough Council who has responsibility for any service delivery data or information and is available to every stakeholder through the intranet and website.

## 1. INTRODUCTION

High *quality information* and data is critical to support the monitoring and improvement of service delivery.

Fylde Borough Council recognises the importance of *reliable information* in the delivery and management of all services and this is reflected in all the major strategies and policies approved by the Council. A section is included in the corporate plan, the medium term financial strategy and other key documents to support and restate the significance of data quality.

The quality of information determines the capability to make operational decisions. Poor quality information will lead to poor decision making and *good quality information* is essential to delivering excellent customer service.

The Management Team and Cabinet at Fylde Borough Council view poor information quality as a contributor to poor operational management. Performance indicators are used extensively to measure operational performance and any deficiencies in information quality are not accepted.

Providing quality data and information is essential to every service area. The processes and procedures that support this policy address the whole range of data activity from basic data collection through to research, analysis and reporting. The data quality policy is an important element of the corporate objective to achieve an excellent reputation for the council.

The principles set out in this policy are applicable to every piece of appropriate information and data that is owned, used or managed by the Council whether paper based, computer or other media (film, tape etc.). For information and data to be regarded as high quality it must meet the following criteria:

- It is accurate and consistent (reliable)
- It is available to those who need it (availability)
- It is available when it is needed (timeliness)
- It has a valid structure and format (useable)
- It truly reflects the event or activity that it relates to (integrity)
- It is monitored, reviewed and checked prior to publication / use (validity)
- It is protected from unauthorised access (secure)
- It contains all relevant data without duplication (completeness)
- It is needed (useful)

## **2. SCOPE**

This policy covers all data or information that is used in the delivery of services at Fylde Borough Council. Information from and to third party organisations (in particular partners) is also subject to the data quality policy and must be authenticated prior to use in service delivery. The primary categories of data or information used in service delivery include:

- Performance management data
- Information and data communicated to stakeholders
- Data submitted for inspection and audit
- Procurement, contract and tendering data
- Customer records and details retained for service use
- Data in key financial systems
- Personal data held by human resources
- Council, cabinet and committee minutes and agendas
- Electoral register

- Planning data

The policy applies to the collection, recording, analysis and reporting of all data and information. Each service area has a responsibility under this policy to ensure that information and data capture, use and management is in accordance with this policy.

### **3. DATA QUALITY OBJECTIVES**

Good quality data and information is fundamental in supporting the Council to achieve several primary corporate objectives including:

#### *3.1 “To deliver value for money high quality services”*

The quality of data and information used in service delivery has a direct impact on the quality of the service experience. Poor quality data and information will cause failure in service delivery and result in wasted time and effort for both the Council and the customer in rectifying the failure.

#### *3.2 “To enhance the reputation of Fylde Borough Council”*

Inaccurate or poor data and information published in the public arena or communicated to third party organisations has a negative impact on the reputation of the Council. Quality checks in accordance with the policy must be applied to all data and information communicated by the Council.

#### *3.3 “To achieve an improved CPA rating”*

Accurate, timely and reliable data is essential both for internal management and external scrutiny of the Council’s activities. It is important for the efficient and effective running of council services to have quality information about service performance to support the day to day running of the Council and the future development of service delivery.

From an external monitoring perspective the Council requires quality data to demonstrate value for money, evidence performance and validate decision making. The quality of the data available for inspection and audit has a direct impact on the quality of the process and the outcome.

The Council has several national requirements in respect of data submissions and it is essential these are subject to the Data Quality policy. The key requirements include:

- Performance Indicators
- Statutory Returns and Data Sets (households, population)
- Local Development Plan Returns
- Efficiency Statements
- External Inspections
- Freedom of Information Act

### 3.4 Information Governance

All data and information used by the Council is subject to the statutory requirements of the Data Protection Act, the Freedom of Information Act and any applicable service based legislation. The Data Quality policy has been developed to ensure high standards of good practice when producing and applying data in service delivery.

Measures will be put in place to monitor and audit the quality of data used through the Policy and Performance business unit and the internal audit section. The policy complies with all necessary current national legislation and requirements in respect of data quality and the management of information.

## 4. ROLES AND RESPONSIBILITIES

The quality of data and information used in service delivery is the responsibility of every employee. It is the responsibility of all managers and supervisors to ensure that all employees are fully aware of their obligations to maintain complete, accurate and timely records. In the case of performance measures it is essential that all employees accountable in the collation, calculation, analysis and communication of the indicator are clearly identified.

The Executive Manager for Policy and Performance is responsible for managing and communicating the Data Quality policy and associated procedures. The Portfolio Holder for Performance and Development is the lead Cabinet member for this policy and the Performance Improvement Overview & Scrutiny Committee is responsible for monitoring the policy objectives, standards and targets. Management Team members must ensure that appropriate data quality measures are incorporated into any business information systems.

There are obligations upon all staff to maintain accurate records, these are:

- Legal (Data Protection Act 1998)
- Contractual (contracts of employment)
- Ethical (professional codes of practice)

Any deliberate failure to ignore and / or not comply with the measures in place to ensure data quality may lead to disciplinary action.

In accordance with the Communications Policy the Data Quality Policy and all supporting procedures and guidance is available on the intranet for every employee to view or by request from any manager or supervisor in the authority.

## 5. DATA QUALITY MANAGEMENT

To ensure that Information and data quality is managed in a consistent manner and in line with the policy a set of appropriate procedures and

practices have been developed. The procedures have been based on best practice and will be reviewed at least on annual basis in consultation with all relevant stakeholders.

The Executive Manager of Policy and Performance along with the Corporate Performance and Efficiency Officer will co-ordinate the management, communication and review of the data quality procedures. This role will also include ongoing advice and support on data quality issues to all stakeholders.

Data quality management will be integrated into the records management system at Fylde.

National data standards and procedures, in particular those relating to performance measures, will be applied as part of the data quality process to ensure that:

- Data collection is consistent throughout the authority and in accordance with national definitions as laid down by any national body i.e. Audit Commission
- Information can be meaningfully compared, collated and submitted across the organisation and nationally

Local definitions and practices will be developed as and when required in response to any changes in performance data requirements.

## **APPENDIX A - DATA QUALITY STANDARDS AND TARGETS**

Data Quality standards define the framework of management arrangements that Fylde will put in place to secure the quality of the data used to manage and report on our activities.

The checklist below outlines the actions and measures that will be put in place at Fylde to ensure the objectives of the Data Quality policy are achieved.

### **Governance and Leadership Standards**

*Outcome* - The Council has in place a corporate framework for management and accountability of data quality with a commitment to secure a culture of data quality throughout the organisation.

*Current Status at Fylde* - **Completed**

#### **Key components checklist:**

**1.1** There is clear corporate leadership of data quality by those charged with governance – Completed

**1.2** A senior individual at top management level (the Executive Manager for Policy and Performance) has overall strategic responsibility for data quality, and this responsibility is not delegated - Completed

**1.3** The corporate objectives for data quality are clearly defined in this policy and have been agreed at top management level - Completed

**1.4** The data quality objectives are linked to business objectives, cover all the body's activities, and have an associated delivery plan - Completed

**1.5** The commitment to data quality is communicated clearly, reinforcing the message that all employees have a responsibility for data quality - Completed

**1.6** Accountability for data quality is clearly defined and is considered where relevant as part of the performance appraisal system - Completed

**1.7** There is a framework in place to monitor and review data quality, with robust scrutiny by those charged with governance and the programme is proportionate to risk - Completed

**1.8** Data quality is embedded in risk management arrangements, with regular assessment of the risks associated with unreliable or inaccurate data - Completed

**1.9** The Council takes action to address the results of internal and external reviews of data quality - Completed

**1.10** Where there is joint working, there is an agreement covering data quality with partners (for example, in the form of a data sharing protocol, statement, or service level agreement) - Completed

## **Policy Standards**

*Outcome* - The Council has put in place appropriate policies or procedures to secure the quality of the data it records and uses for reporting.

*Current Status at Fylde* - **Completed**

### **Key components:**

**2.1** There is comprehensive guidance for staff on data quality, translating the corporate commitment into practice - Completed

**2.2** Policies and procedures meet the requirements of any relevant national standards, rules, definitions or guidance, for example the Data Protection Act, as well as defining local practices and monitoring arrangements - Completed

**2.3** Policies and procedures are reviewed periodically and updated when needed. The Council is proactive in informing staff of any policy or procedure updates on a timely basis - Completed

**2.4** All relevant staff have access to policies, guidance and support on data quality, and on the collection, recording, analysis, and reporting of data. Where possible this is supported by information systems - Completed

**2.5** Policies, procedures and guidelines are applied consistently. Mechanisms are in place to check compliance in practice, and the results are reported to top management. Corrective action is taken where necessary - Completed

## **Systems and Processes Standards**

*Outcome* - The Council has put in place systems and processes which secure the quality of data as part of the normal business activity of the body.

*Current Status at Fylde* - **Ongoing**

### **Key components:**

**3.1** There are systems and processes in place for the collection, recording, analysis and reporting of data which are focused on securing data which are accurate, valid, reliable, timely, relevant and complete - Completed

**3.2** Systems and processes work according to the principle of right first time, rather than employing extensive data correction, cleansing or manipulation processes to produce the information required - Ongoing

**3.3** Arrangements for collecting, recording, compiling and reporting data are integrated into the business planning and management processes of the body, supporting the day-to-day work of staff - Ongoing

**3.4** Information systems have built-in controls to minimise the scope for human error or manipulation and prevent erroneous data entry, missing data, or unauthorised data changes. Controls are reviewed at least annually to ensure they are working effectively - Ongoing



**3.5** Corporate security and recovery arrangements are in place. The body regularly tests its business critical systems to ensure that processes are secure, and results are reported to top management - Planned

### **People and skills**

*Outcome* - The Council has put in place arrangements to ensure that employees have the knowledge, competencies and capacity for their roles in relation to data quality.

Current Status at Fylde – **Almost Completed**

#### **Key components:**

**4.1** Roles and responsibilities in relation to data quality are clearly defined and documented, and incorporated where appropriate into job descriptions - Completed

**4.2** Data quality standards are set, and employees are assessed against these - Completed

**4.3** The Council has put in place and trained the necessary staff, ensuring they have the capacity and skills for the effective collection, recording, analysis and reporting of data - Completed

**4.4** There is a programme of training for data quality, tailored to needs. This includes regular updates for staff to ensure that changes in data quality procedures are disseminated and acted on - Planned

**4.5** There are corporate arrangements in place to ensure that training provision is periodically evaluated and adapted to respond to changing needs - Completed

### **Data use and reporting**

*Outcome* - The Council has put in place arrangements that are focused on ensuring that data supporting reported information are actively used in the decision making process, and are subject to a system of internal control and validation.

Current Status at Fylde - **Ongoing**

#### **Key components:**

**5.1** Internal and external reporting requirements have been critically assessed. Data provision is reviewed regularly to ensure it is aligned to these needs - Completed

**5.2** Data used for reporting to those charged with governance are also used for day-to-day management of the body's business. As a minimum, reported data, and the way they are used, are fed back to those who create them to reinforce understanding of their wider role and importance - Completed

**5.3** Data is used appropriately to support the levels of reporting and decision making needed (for example, forecasting achievement, monitoring service delivery and outcomes, and identifying corrective actions). There is evidence that management action is taken to address service delivery issues identified by reporting - Ongoing

**5.4** Data used for external reporting is subject to rigorous verification, and to senior management approval - Completed

**5.5** All data returns are prepared and submitted on a timely basis, and are supported by a clear and complete audit trail – Ongoing

### **Data Quality Targets**

A minimum of **95%** of performance indicators will be error free on inspection.

**100%** of published information or data will be subject to formal authorisation.

Every service area will publish at least one meaningful performance measure.

**100%** of performance data will be available through the Escendency performance management system.

## Appendix B: The 2008 – 2009 Data Quality Action Plan

Planned Improvement Action	Responsibility		Target Date for Completion
Reflect the Councils commitment to data quality in key strategic documents and plans.	CEX & Executive Manager	This will be included in all the key strategic documents identified by the Audit Commission.	March 2008
Ensure that the annual Internal Audit review of PIs includes non-BVPI data.	Audit & Executive Manager	Internal Audit Plans will include review and inspection work on none BVPI data.	March 2008
Ensure that recommendations from all reviews of data quality are fully addressed.	Executive Manager Policy & Performance	Outcomes from any inspection, audit and review of data quality work are incorporated into the Escendency performance management system and the Data Quality policy action plan.	Completed
Ensure that the data quality policy is further developed to include: <ul style="list-style-type: none"> <li>• detail on specific data quality objectives and targets; and</li> <li>• a detailed delivery plan setting out milestones and targets to support improvement.</li> </ul>	Executive Manager Policy & Performance	The Data Quality Policy has been reviewed. A Data Quality Action Plan has been developed. Data Quality Standards have been adopted from best practice (see Appendix A). Data Quality objectives and targets are included in the revised policy.	Completed
Ensure an effective framework for data sharing is in place and develop formal data sharing protocols with partners.	Executive Manager Policy & Performance	Data sharing protocols will be set and form processes in place e.g. how do we transfer data, how do we hold data, what do we share.	May 2008
Assess data quality training need and provision, including identify developments that may impact on staff skills.	Executive Manager Policy & Performance	Data quality workshops will be developed and put in place and delivered every year to prepare for new PI's and data quality progress.	June 2008
Ensure that the systems for the preparation of data for all performance measures have a full audit trail and accurate calculation of the indicator.	All Executive Managers	All Executive Managers to have in place documented and tested systems for ensuring that any data used in service delivery is accurate, reliable and approved for use.	March 2008

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
ALLAN OLDFIELD / ALEX SCRIVENS	PERFORMANCE IMPROVEMENT	JANUARY 24 <sup>TH</sup> 2008	5

## ESCENDENCY - PERFORMANCE MANAGEMENT SOFTWARE SYSTEM

### Public item

This item is for consideration in the public part of the meeting.

### Summary

The report outlines details of the performance management software system that the council has been developing to support the collation, management and reporting of all performance data. The system has been designed to ensure high quality data management in line with the principles and objectives of the Data Quality Policy. The report includes background information on the system and how it will be used at Fylde. The committee will receive a short presentation on the system prior to this agenda item.

### Recommendations

1. That the committee appoints two members to work with the Performance and Efficiency Officer to establish how the system can be most effectively used to present and report data to the committee and other stakeholders.
2. That the committee make any appropriate recommendations to officers to help improve performance management systems and reporting.

### Cabinet Portfolio

The Cabinet Portfolio Holder for Corporate Performance and Development is Councillor Sue Fazackerley

### Report

#### 1. Escendency

Escendency is an online Performance Management System currently being used by several local authorities to collate and link performance information and data to responsible officers throughout the organisation. Escendency allows individuals to monitor

performance and targets in real time and understand the contribution the service makes to the wider strategic objectives. The system takes all performance data and makes it easy to access, easy to use and easy to publish in a way that people can understand.

The Escendency system allows officers to attach, link and monitor action plans to the overall strategy of the council. The system is live and allows the monitoring, managing and reporting of strategic performance in real-time.

## 2. The Benefits

The Key benefits from using Escendency include:

- **Eliminates duplication with all data input into the one centralised online system**
- **Email reminders and notifications are sent automatically to responsible officers saving officer time and reducing margins for error**
- **More efficient and less time consuming performance management reporting**
- **Streamlined reports are automatically generated with a full audit trail**
- **It is easy for all stakeholders to access and view current performance levels in real time**
- **Performance data is accessible by everyone who needs it at all times in a user friendly format**
- **Action plans as well as performance data can be measured in one system**
- **The ability to apply weightings to data allows priorities to be reflected in the system**
- **The ability to provide performance data at all levels in the organisation from the corporate picture to individual service areas**
- **Provides a robust and auditable means of checking the quality of performance data**

## 3. Escendency at Fylde

Officers have been developing the Escendency system over the last six months working closely with the developers to ensure that Fylde's strategic map is correctly in the system. The system is currently used for to collect and manage all the performance data for both local and national indicators. Several service areas have been using the system to develop and monitor strategic action plans that cut across all service areas e.g. Audit and Risk Management.

During 2008 the system will be developed to collate and manage the new national performance indicators, incorporate all the actions plans and for reporting performance online to members and other stakeholders. Officers are looking to develop reports from the system that can be used to provide performance data to committees.

IMPLICATIONS	
Finance	The system subscription and development support costs £5000 per annum which includes licences for up to 500 users. This cost has been included in current revenue budgets.
Legal	There are no direct legal implications.
Community Safety	There are no direct community safety implications.
Human Rights and Equalities	There are no direct human rights and equalities implications.
Sustainability	The system will only be sustainable if it is applied and used across the authority for all performance data.
Health & Safety and Risk Management	There is a risk that value for money is not achieved if the system is not applied and used across the authority for performance management.

Report Author	Tel	Date	Doc ID
Alex Scrivens	(01253) 658 8490	November 22 <sup>nd</sup> 2007	

List of Background Papers		
Name of document	Date	Where available for inspection
Escendency Online	2006	<a href="http://www.escendency.com">www.escendency.com</a>

#### Attached documents

None

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	PERFORMANCE IMPROVEMENT	JANUARY 24 <sup>TH</sup> 2007	6

## THE THIRD QUARTER PERFORMANCE REPORT

### Public item

This item is for consideration in the public part of the meeting.

### Summary

The report presents progress against the national and local performance indicators to December 31<sup>st</sup> 2007 which represents the end of the third quarter of the financial year. The indicators reported against in this report are the ones where it is possible to report quarterly performance and which are a priority for the council. Several indicators can only be effectively reported on an annual basis.

### Recommendations

1. That the committee examine the second quarter outcomes and make any appropriate recommendations, suggested actions or requests for further detailed reports or actions to the Portfolio Holder or the officers responsible for the service.
2. That the committee agree to receive a report on the Equality Standard for Local Government at their next meeting as part of the internal declaration process.
3. That the committee agree to setting up a special meeting of the committee to examine the Planning Advisory Report recommendations and the performance of BVPI 205 in respect of planning best practice. This meeting should be held before the next scheduled meeting of the committee on March 20<sup>th</sup> 2008 to allow time for the planning service to implement any outcomes in time for the new financial year.

## Portfolio Holder

The Cabinet Portfolio Holder for Corporate Performance and Development is Councillor Sue Fazackerley.

## Report

1. The tables included in Appendix 1 provides all the third quarter performance outcomes against the priority national and local performance indicators where it is possible to provide quarterly updates. In response to a recommendation from the meeting held in July 2007 an additional column has been included in the table that provides the figures (where available) for the third quarter of the last financial year.
2. Several indicators cannot be reported on quarterly because they measure year on year performance e.g. the percentage difference in the tonnage of waste collected compared to the previous year. There are also several indicators that are not a priority at Fylde because of the social and demographic make up of the borough or as a result of council policy e.g. the percentage of the top 5% of earners that are from ethnic minority groups. The policy at the council is to always employ the best person for a position regardless of gender, ethnicity, age etc. Equally, the borough only has 1.4% of the population from ethnic minority groups.
3. At the time of publishing the report data for BVPI 78a and 79b on Housing and Council Tax benefit processing times was only available up to the end of November 2007.
4. Overall performance against targets at the end of the third quarter is very good with the majority of the indicators on or above target for the current year. The level of the Equality Standard for Local Government has improved to level 2 which is the target for the year. This has been achieved because the Corporate Steering Group set up to deal with this has completed all the necessary equality impact risk assessments and identified any remedial actions. The Group has also put in place a standard equalities monitoring form that is used for all council consultation and feedback. A report will be presented to the next meeting of the Performance Improvement Committee outlining all the outcomes from this work prior to seeking formal approval of level 2 which is an internal self declaration process.
5. The collection of council tax and business rates BVPI 09 and 10 are in line with performance for the end of the second quarter and slightly higher than the same period last year.
6. The payment of undisputed invoices BVPI 08 within 30 days is only slightly behind target and higher than the same period last year. The time and effort dedicated to improving this has made an impact on the performance. However, if the process for identifying the disputed invoices is robust there is no reason why the council should look for 100% payment of none disputed invoices within 30 days.
7. The sickness and absence figure BVPI 12 is significantly behind the target for the year at 8.92 days and is 2.23 days worse than the same period last year. This performance has been before the Cabinet on January 16<sup>th</sup> 2008 and senior managers have been asked to review all the policy and procedures on sickness and to engage experts in the Blackpool HR service to investigate what can be done to address this



poor performance. Current projections will see an end of year figure of approximately 11.89 days per employee which would be in the bottom quartile for all councils in England.

8. The number of private sector dwellings returned to occupation or demolished during the financial year BVPI 64 to date is currently 0. This is a direct result of the very low number of properties that require work and / or demolition coupled with the fact that the majority of the properties are for sale in their current state or being re-developed as private investments.
9. The number of days taken to process new benefit claims BVPI 78a is within the target for the year at 33.1 days and is 6.6 days better than the same period last year. The manager of the benefits services has put in place measures to ensure that the target for the year is achieved. The number of days for processing notifications of changes is still in the top quartile performance when compared against all English councils at 8.23 days. Resources have been redirected to BVPI 78a while at the same time ensuring that BVPI 78b still performs to top quartile. These figures are for the end of November 2007 because the deadline for submitting the data for the report did not allow time for the samples to be carried out to accurately calculate the end of December 2007 figure.
10. BVPI 76c and 76d are behind target as a direct result of a vacancy earlier in the financial year that has now been filled and the performance will improve. The service manager has reviewed the targets set for the current year and is confident that the top quartile can be achieved.
11. The recycling figures BVPI 82ai and BVPI 82bi are both above target with a cumulative total of 44.35%. This is 3.12% above the same period last year which represents a large amount of waste. The overall tonnage of waste collected per household is down on the same period last year at 314.7kg which is a significant achievement for the waste reduction team and on track to achieve the target of 402kg by the end of the year.
12. The reporting, investigation and clearing of abandoned vehicles BVPI 218a and 218b has seen a dip in performance compared to the same period last year and the previous quartile. However, the numbers involved are comparatively low and the team are confident that they will achieve the target figures for the end of the financial year.
13. The planning performance BVPI 109a, 109b and 109c has demonstrated significant improvement on the 2006/07 figures for the same period but performance is behind target for the year. The Planning Advisory Service have carried out an independent review of the service and produced a report with recommendations to improve the planning service in terms of the processing of applications. The committee requested at the last meeting on November 22<sup>nd</sup> 2007 for an update and explanation of the performance and target against BVPI 205.
14. The Planning Advisory Service report is currently undergoing a consultation process so it was not possible to present the report at this meeting of the committee. However, the Executive Manager has requested that this report and the performance against BVPI 205 should be the single subject matter for a special meeting of the

Performance Improvement Committee held before the next scheduled meeting on March 20<sup>th</sup> 2008.

15. The Community Safety indicators BVPI 126, 127a and 127b are all on target and likely to be in the top quartile for performance at the end of the year. The number of domestic burglaries has seen a slight increase compared to the same period last year and is slightly above the target figure but will still be amongst the lowest rates in England at the end of the year.
16. The local indicators for the customer services team show that an all time high percentage of calls are answered during working hours at 93% and at the same time the levels of customer satisfaction are equally high at 93%. The council has experienced some initial problems with the new automated system that was implemented in the autumn. However, these have been addressed and feedback from customers as well as elected members has helped to improve the process.
17. The number of online transactions and the users of the web site is a major success story for Fylde. The figures continue to get better month on month with 114,074 unique hits and 10,544 online transactions. Comparisons to the same period last year demonstrate the fact that there has been a significant improvement.
18. The employee appraisal process is a key part of the training and development at Fylde and the council is committed to increasing the number of completed appraisals. The personal appraisal process has been revised and streamlined in response to feedback from employees. The figure at the end of December 2007 of 24% is an improvement on previous years. The process is being looked at again by a group of middle managers to examine whether it can be further improved to achieve much higher levels of completion.
19. The number of penalty charge notices has increased though it is not known whether this is as a result of more efficient enforcement or an increase in offenders. This is not an indicator that has a target because the council does not operate a policy of setting targets for penalty notices and supports greater awareness and compliance to reduce the number of offences.
20. The committee should be aware that a national consultation on new performance measures ended on December 21<sup>st</sup> 2007. The Audit Commission is currently analysing the feedback from this consultation exercise and finalising proposed measurement methods for a whole new set of national performance indicators. Officers are examining the impact this will have on performance management at Fylde and will be putting recommendations to Cabinet on a new set of performance measures for 2008/09. The majority of the measures will be compulsory national indicators but there will be a number of local indicators selected that reflect local priorities at Fylde. Details of the proposed changes can be found on the Audit Commission web site at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk) and reports to Cabinet in January and March 2008.

IMPLICATIONS	
Finance	There are no direct financial implications arising from the report.
Legal	There are no direct legal implications arising from the report.
Community Safety	There are no direct community safety implications.
Human Rights and Equalities	There are no direct human rights and equalities implications arising from the report.
Sustainability	There are no direct sustainability implications arising from this report.
Health & Safety and Risk Management	There are no direct health & safety and/or risk management implications arising from this report.

Report Author	Tel	Date	Doc ID
<b>ALLAN OLDFIELD</b>	<b>(01253) 658576</b>	<b>JANUARY 14<sup>TH</sup> 2007</b>	

List of Background Papers		
Name of document	Date	Where available for inspection
Cabinet Performance Reports	2008	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>
National Performance Indicators	January 2008 (update)	<a href="http://www.audit-commission.gov.uk">www.audit-commission.gov.uk</a>

List of appendices

## **Appendix 1: The Third Quarter Performance Figures**

# 2007/08 Fylde Performance Indicators Quartile Report

Comparison data for **all England** District council quartiles published by the Audit Commission in February 2007.

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2006/07	Target for 2007/08	Performance to December 31 <sup>st</sup> 2006 (Q3)	Performance to December 31 <sup>st</sup> 2007 (Q3)
2a)	The Level (if any) of the Equality standard for Local Government to which the authority conforms in respect of gender, race and disability (level 1,2,3,4,5)	N/A	N/A	N/A	1	2	1	2
2b)	The duty to promote race equality.	79%	63%	53%	58%	84%	42%	58%
8	Percentage of undisputed invoices which were paid within 30 days of receipt or within agreed payment terms.	96.71%	92.04%	89.24%	93.47%	96%	95.04%	95.48%
9	The percentage of Council Tax collected by the Authority in the year.	98.4%	97.15%	96.39%	97.75%	98.5%	86.2%	86.39%
10	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.26%	98.57%	98.10%	98.40%	99%	87.11%	87.02%
12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.34 days	9.6 days	10.94 days	10.67 days	9.7 days	6.69 days	8.92 days
14	The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce	0.17%	0.57%	0.78%	1.69%	0.30%	None available	0%
15	The Percentage of employees retiring on grounds of Ill health as a percentage of the total workforce.	0.01%	0.28%	0.37%	0.22%	0.22%	None available	0%
16a)	The percentage of employees with a disability.	3.86%	3.22%	1.86%	4.16%	5%	None available	4.16%
17a)	The percentage of employees from ethnic minority communities.	4.8%	4.9%	0.9%	0.4%	0.5%	None available	0.44%
156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	84.70%	63.11%	44.66%	52.90%	68.70%	None available	56.25%
64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	76.50	74.43	7	11	20	8	0
202	The number of people sleeping rough within a single night within the area of the Authority.	0	4	5	6	>10	5	0
76b)	Housing Benefit Security - The number of fraud investigators employed per 1000 caseload.	0.44	0.35	0.23	0.34	0.41	None available	0.39
76c)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit fraud investigations per year per 1000 caseload.	59.53	46.56	29	45.09	59.35	None available	19.46
76d)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit prosecutions and sanctions per year per 1000 caseload.	6.25	5.02	2.52	12.20	7.48	None available	4.86
78a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	26.4 days	34.5 days	39.1 days	49.8 days	35 days	37.7 days	33.1 days*
78b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	9.1 days	15.2 days	18.8 days	9 days	7 days	6.48 days	8.23 days*

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2006/07	Target for 2007/08	Performance to December 31 <sup>st</sup> 2006 (Q3)	Performance to December 31 <sup>st</sup> 2007 (Q3)
79a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.	99%	97.47%	96.60%	97.40%	98.6%	None available	<b>No Data</b>
82ai)	The percentage of household waste arisings which have been sent by the Authority for recycling	20.87%	17.61%	14.25%	17.81%	18.9%	17.04%	<b>18.69%</b>
82aii)	The total tonnage of household waste arisings which have been sent by the Authority for recycling.	15126	16736	6086	5593	5800	None available	<b>449.3</b>
82bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion.	13.05%	8.95%	3.54%	22.20%	23.1%	24.19%	<b>25.66%</b>
82bii)	The total tonnage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion.	8770	9187	1802	6969	7100	None available	<b>616.8</b>
84a	Kilogrammes of household waste collected per head of authority population.	393.6kg	438.4kg	478.5kg	410.8kg	402kg	320.01kg	<b>314.7kg</b>
91a)	The percentage of households resident in the Authority's area served by kerbside collection of recyclables.	100%	94.6%	83.5%	100%	100%	None available	<b>100%</b>
91b)	The percentage of households resident in the Authority's area served by kerbside collection of at least 2 recyclables.	100%	98.8%	91.1%	98.5%	100%	None available	<b>100%</b>
199a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	8.8%	15.3%	21.5%	7.8%	8.0%	9.0%	<b>TBC</b>
166a)	Score against a checklist of enforcement best practice for - Environmental Health	100%	89.6%	85.0%	91.9%	100%	98.6%	<b>100%</b>
218a)	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	96.64%	81.54%	73.00%	73.47%	80%	100%	<b>76.00%</b>
218b)	The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.	95.00%	74.39%	61.11%	94.44%	97%	94.1%	<b>66.67%</b>
109a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	74.9%	54.92%	57.08%	44.44%	65%	35.71%	<b>46.67%</b>
109b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	81.07%	74.23%	69%	45.70%	75%	38.71%	71.84%
109c)	The percentage of other planning applications determined within 8 weeks	91.39%	86.49%	83.37%	61.41%	90%	57.78%	81.50%
204	The percentage of appeals allowed against the Councils decisions to refuse planning applications.	24.0%	30.1%	37.0%	38.9%	35%	None available	47.60%
205	The Authorities score against a 'Quality of Planning Services' checklist.	94.5%	89.8%	83.3%	77.7%	80%	77.7%	<b>77.7%</b>
126	Domestic burglaries per year, per 1000 households in the Authority area.	6.40	10.80	13.70	4.91	Not set by safety partnership	3.70	<b>3.93</b>
127a)	Violent Crime per year, per 1000 population in the Authority area.	12.40	19.20	22.80	10.85			<b>7.93</b>
127b)	Robberies per year, per 1000 population in the Authority area.	0.30	1.40	1.30	0.29			<b>0.23</b>
174	Racial incidents reported to the Authority and subsequently recorded, per 100,000 population.	N/A	N/A	N/A	0	0	None available	<b>0</b>

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2006/07	Target for 2007/08	Performance to December 31 <sup>st</sup> 2006 (Q3)	Performance to December 31 <sup>st</sup> 2007 (Q3)
175	The percentage of racial incidents reported to the Authority that resulted in further action.	100%	94.7%		N/A	N/a	None available	0
225	Score against a checklist for assessing the overall provision and effectiveness of Authority services designed to help the victims of domestic violence.	No Quartile Data Available			36.4%	45.5%	None available	27.27%

\* Data up to November 30<sup>th</sup> 2007

Local Performance Indicators 2007/08	Portfolio Holder / Data Officer	Actual 2005/06	Actual 2006/07	Target 2007/08	Performance to September 30 <sup>th</sup> 2007 (Q2)	Performance to December 31 <sup>st</sup> 2007 (Q3)
The percentage of phone calls to 01253 658658 answered during working hours	Albert Pounder / Joceline Greenway	98.3%	79%	80%	90.1%	93%
The percentage satisfaction with the service delivered by the customer service team	Albert Pounder / Joceline Greenway	New PI	98%	95%	96.33%	93%
The total number of online transactions with the Council	Paul Rigby / Andy Cain	New PI	9021	12000	6779	10544
The total number of unique visitors to the web site www.fylde.gov.uk	Paul Rigby / Andy Cain	49080	102112	150000	77801	114074
The number of days sickness and absence per employee that is not long term sickness	Sue Fazackerley / Jane Hughlock	5.11 days	3.83 days	4 days	1.77 days	Not calculated
The percentage of employee appraisals completed	Sue Fazackerley / Jane Hughlock	New PI	29.98%	35%	9.62%	24%
The percentage of council employees trained in customer care	Sue Fazackerley / Allan Oldfield	85%	91%	75%	69.8%	72.5%
Car Parking Income	Tim Ashton / Andrew Shore	New PI	£424,586	£450,000	£267,690	£360,505.51
The number of penalty charge notices (parking) issued	Tim Ashton / Andrew Shore	New PI	8302	N/A	5,315	7,686
The income received / collected from penalty charge notices (parking) to date (current financial year)	Tim Ashton / Andrew Shore	New PI	£237,802	N/A	£140,293	£210,714
The number of missed bins per 100,000 collections	Tim Ashton / Jamie Dixon	30	50	<50	8	10

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
STRATEGIC PLANNING & DEVELOPMENT  FINANCE	PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE	24 JANUARY 2008	7

## ANNUAL ASSET MANAGEMENT REPORT AND CAPITAL STRATEGY UPDATE

### Public/Exempt item

This item is for consideration in the public part of the meeting.

### Summary

The report presents the annual asset management report and capital strategy update for consideration by members.

### Recommendation/s

That members comment appropriately and make any recommendations to Cabinet.

### Cabinet Portfolio - Finance and efficiency, Councillor Paul Rigby

### Report

#### 1 Background

- 1.1 The council is under a duty to manage its assets in order to best deliver its objectives as set out in the Corporate Plan. The Use of Resources assessment is an important element in the annual audit process. This assesses the soundness of

strategic financial management and that resources are being used to support council's priorities. It makes a judgement in five areas:

- Financial reporting
- Financial management
- Financial standing
- Internal control; and
- Value for money

1.2 The section on financial management asks how well does the council plan and manage its finances? This recognises the management of the council's asset base as a key line of enquiry (KLOE) and supports an annual review of the Capital Strategy and Asset Management Plan.

1.3 The methodology for the 'Use of Resources 2008' assessment includes criteria for judgement that relate to the asset management KLOE. Measurement against the criteria results in an overall score on the following scale:

1. Below minimum requirements – inadequate performance
2. Only at minimum requirements – adequate performance
3. Consistently above minimum requirements – performing well
4. Well above minimum requirements – performing strongly.

1.4 In 2006 the council received a score of 2 out of 4 for financial management which includes an element in respect of the management of its assets. The 2007 assessment has just been undertaken and the council is awaiting the outcome.

## 2 Council objectives

2.1 The Council's investment and activities are focused on achieving our five key objectives which aim to :

- Conserve, protect and enhance the quality of the Fylde natural and built environment
- Work with partners to help maintain safe communities in which individuals and businesses can thrive
- Stimulate strong economic prosperity and regeneration within a diverse and vibrant economic environment
- Improve access to good quality local housing and promote the health and wellbeing and equality of opportunity of all people in the Borough
- Ensure we are an efficient and effective council.

2.2 It is important that the council's limited resources are used to maximum effect to help achieve these objectives.

## 3 Asset Management Plan

3.1 The Asset Management Plan which is a five-year plan showing how the council will use its property and other assets to deliver services it has agreed to provide. Contained within the plan is a commitment to report annually to members on progress.



- 3.2 The attached document provides an updated asset management plan for members consideration and adoption. It provides more information than previously on how some of the council's key projects have asset management issues, e.g. regeneration.

#### 4 Capital Strategy

- 4.1 The Capital Strategy which is a high level summary of the Council's approach to the delivery of the priorities and objectives set out in the Corporate Plan through capital investment. This requires annual updating and adoption.
- 4.2 The medium term financial strategy is due to be considered by Cabinet at their January meeting and contains details of the recommended approach to management of the capital programme. The remainder of section 4 below repeats the strategy outlined to Cabinet.
- 4.3 Capital Expenditure is defined as expenditure on the acquisition of a fixed asset and/or expenditure which adds value (not merely maintains) to the value of an existing fixed asset. Examples of fixed assets are; land, building, plant and vehicles. Capital expenditure also includes the making of an advance, grant or other finance assistance towards expenditure which would if incurred by the Council be classed as capital expenditure (as already defined.)
- 4.4 The Capital Programme will be updated continually for agreed changes and reported to the Cabinet (Finance & Efficiency) during the financial year on a quarterly basis.
- 4.5 The latest updated Capital Programme Summary is set out in Table 1. This has been updated to include slippage from the previous year's programme. A prudent approach is taken in preparing the programme to ensure that financing resources are only recognised when there is relative certainty that they will be received.
- 4.6 Capital schemes are directly linked with the council's priorities. Major items of enhancement or renewal are identified via the council's asset management plan.
- 4.7 Financing the capital programme

Having determined its priorities, the council finances the capital programme from a variety of sources.

(i) Capital grant allocation

The actual grant received will depend on future government support. The grant is used to resource an equal amount of expenditure on housing strategic schemes. The remainder of the capital programme is resourced from other sources.

(ii) Disabled facilities grants

The Council receives a specified government capital cash grant to be spent on Disabled Facilities Grants. The grant allocation represents a contribution of a maximum of 60% towards expenditure on Disabled Facilities Grants; the Council finances the remaining 40%.

(iii) Capital receipts

A key element to resourcing the programme is receipts from the disposal of assets in particular the town hall accommodation scheme is expected to fully financed by capital receipts.

**TABLE 1**

**SUMMARY CAPITAL PROGRAMME**

	Estimate	Estimate	Estimate	Estimate	Estimate	
	2007/08	2008/09	2009/10	2010/11	2011/12	TOTAL
	£000	£000	£000	£000	£000	£000

Estimated Expenditure

Community and Cultural Services	256	273	85	0	0	614
Corporate Policy & Performance	22	0	0	0	0	22
Customer Wellbeing & Protection	893	893	893	893	893	4465
Strategic Planning & Development	842	282	2964	2942	0	7030
Street Scene Services	1016	1728	1115	30	30	3919
<b>Total Expenditure</b>	<b>3029</b>	<b>3176</b>	<b>5057</b>	<b>3865</b>	<b>923</b>	<b>16050</b>

Estimated Resources

Leasing	300	0	800	0	0	1100
Disabled Facilities Grant	299	299	299	299	299	1495
Other External Finance	888	1550	285	0	0	2693
Capital Grant	395	395	395	395	395	1975
Prudential Unsupported Borrowing	1018	782	-31	129	129	2027
Use of Earmarked Reserves	79	0	0	0	0	79
Capital Receipts	50	150	3309	3042	100	6681
<b>Total Financing</b>	<b>3029</b>	<b>3176</b>	<b>5057</b>	<b>3865</b>	<b>923</b>	<b>16050</b>
<b>Cumulative Surplus</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(iv) External funding

The council strives to maximise opportunities to secure external resources and to work in partnership with other organisations to ensure that the council's capital investment priorities are delivered.

(v) Prudential borrowing/leasing

In accordance with the government's prudential code for capital finance the authority is able to borrow in order to resource capital expenditure provided that it's capital spending plans are affordable, prudent and sustainable. In assessing these criteria the council must look at the impact of its capital investment plans on the council tax-payer.

Prudential borrowing may be appropriate for developing "invest to save" or "payback" schemes within a climate of scarce resources. These are schemes which can deliver revenue efficiencies and savings or generate new income which would repay the principal and interest costs of the borrowing. Each scheme proposed is subject to a financial analysis and review on a scheme by scheme basis.

(vi) Revenue funding

The council could, but due to significant budget pressures is not using any direct revenue funding to finance the capital programme.

#### 4.8 Key areas of current financial risk to the capital programme

(i) Capital Receipts.

Forecasts of Capital Receipts are a best estimate. Actual sales are dependent on future market conditions and cannot be predicted with certainty. This results in an inherent risk in the forecast level of resources particularly in the latter years of the programme.

(ii) Capital Grants

The amount of Capital Grant allocation and Disabled Facilities Grant will always depend on future government decisions. The grant settlements from 2008/9 to 2011/12 are currently estimates and are only confirmed in the year they are due. Any reduction in government grants will have a direct impact on the level of Capital Programme work that can be undertaken.

#### 4.9 Conclusions – Capital programme

- (i) There continues to be the need to monitor closely capital expenditure in terms of both the amount of spend and the finance of this, given the ongoing financial risks as set out in this report.

## 5 Managing capital and assets

- 5.1 The council should only hold assets and invest in those assets in order to achieve its corporate objectives. It is the role of the Asset Management Group to ensure that the strategic asset needs of the authority are identified, considered and recommended.
- 5.2 Moving ahead an important strategy will be to identify those core functions and services that the council wishes to undertake and provide in the future and that appropriate asset and capital resources are directed towards achievement of these. Resources not delivering this agenda will need to be reviewed and redirected in line with priorities. This challenge will require a range of innovative solutions to be considered for example releasing assets to social enterprise groups as advocated in the Quirk review.

IMPLICATIONS	
Finance	As set out in the report
Legal	There are no implications
Community Safety	There are no implications
Human Rights and Equalities	There are no implications
Sustainability	There are no implications
Health & Safety and Risk Management	There are no implications

REPORT AUTHOR	TEL	DATE	DOC ID
Paul Walker/Joanna Scott	(01253) 658431/658566	Date of report	16 <sup>th</sup> January 2008

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
The Quirk review of community management and ownership of public assets	2007	<a href="http://www.communities.gov.uk/documents/communities/pdf/321083">http://www.communities.gov.uk/documents/communities/pdf/321083</a>

**Attached documents** – Asset Management Plan annual update report 2008



FYLDE BOROUGH COUNCIL



# Asset Management Plan Annual update report

January 2008

## **INDEX**

	Page No.
<b>The Asset Management Plan</b>	
Introduction	3
Organisational arrangements for Corporate Asset Management	3
Consultation and Continuous Improvement	5
Data Management	5
Performance Management and Monitoring	6
Progress to date	7
Future plans	10
AMG Action Plan_	13
<a href="#">Local Property Performance Indicators</a>	15
National Property Performance Indicators	16

## **The Asset Management Plan**

### **Introduction**

A clear aim has been developed for this service:

*‘To maximise the use of all the Council’s assets in supporting quality service delivery’*

The Asset Management Plan sets out to:

- Obtain value for money from buildings and land.
- Maximise the service return from the use of buildings and land.
- Comprehensively assess the capital and revenue consequences of holding or disposing of assets in the Council’s portfolio.
- Achieve effective corporate management of the Capital programme and existing assets.
- Seek public/private partnership opportunities and alternative funding sources.

In February 2006 Government Office for the North West assessed the Council’s Asset Management Plan (AMP) as ‘Good’. This was a major achievement given that the previous plan was ‘Poor’. As a result of this there is now no requirement to submit updates to the Government Office but they encourage us to continue to fully utilise best practice in asset management.

### **Organisational arrangements for Corporate Asset Management**

#### Asset Management

Asset Management is included within the services of the Strategic Planning and Development Unit. The service in particular is managed by the Corporate Property Manager (CPM) who is a member of the Association of Chief Estate Surveyors (ACES). The strategic role of asset management is emphasised with the unit also including planning policy, development control, economic regeneration, LSP & partnerships and tourism. The CPM is assisted by a Technical Support officer.

The CPM has responsibility for the following aspects of service:

- Estates and valuation
- Capital and minor improvement works
- Management of civic building including cleaning and caretaking
- Management of the assets database
- Letting of concessions
- Responsive and planned building maintenance
- Condition surveys
- Christmas trees and illuminations
- Management of property maintenance contract(s)

### Strategic Decision Making

The Cabinet is responsible for the exercise of all of the Council's functions which are not the responsibility of any other part of the Council's organisation; includes agreeing the AMP and the acquisition and disposal of assets. The new Cabinet arrangements established the portfolio for Finance and Efficiency, which brief includes assets. The Cabinet portfolio holder can consider reports through the individual member decision process.

The Performance Improvement Scrutiny Committee monitors the Asset Management Plan.

The Policy and Service Review Scrutiny Committee has undertaken specific asset reviews and made recommendations to Cabinet for disposal or changed management.

Management Team co-ordinates and liaises between units and considers the corporate implications of policy and service reviews.

The Asset Management Group (AMG) is responsible for proposing policy, reviewing assets and monitoring capital expenditure. The AMG has been developed as a cross-service senior management forum and currently meets around quarterly. The membership comprises a representative from each of the units and the Executive Team together with a Councillor Champion. This membership ensures that the AMP is informed by and supports the key corporate and service plans and objectives. A schedule of the land and property implications of relevant plans, audits and reviews has been prepared and is monitored by the AMG.

Operational decisions in relation to the letting and management of Concessions are taken by the Concessions Liaison Group which includes the following members and officers; Cabinet member for Culture & Tourism, Tourism Champion, Executive Manager Strategic Planning and Development, Corporate Property Manager, Tourism Officer, Regeneration Officer and Cultural Services representative

The back office accommodation is dealt with by a strategic group whose membership currently comprises representatives from key units, the Chief Executive team, the Leader of the Council, Portfolio Holder, Asset Management Champion and the Project Management Consultants and design team. This group reports progress to AMG and Management Team.

### Asset Review

A systematic review of assets is undertaken by the CPM. A strategy has been developed for carrying out this work which proposes that:

- a full cycle of reviews will be carried out over a five year period.
- the initial reviews will be of properties where there are known to be outstanding issues.
- reviews of individual properties will be brought forward if issues arise.

Recently a task and finish group of the Policy and Service Review Scrutiny Committee has assisted in considering these reviews and in turn making recommendations to Cabinet.



## **Consultation and Continuous Improvement**

### Internal

The CPM seeks and receives feedback on a regular basis with property users through the annual planned and reactive maintenance service, during annual spending reviews with Service Managers responsible for property and through regular meetings of the AMG.

The accommodation project has been the subject of specific consultation with members and staff at specific key stages. An exhibition with display boards was manned by the consultants Turner and Townsend. Feedback obtained is being considered as part of taking the project forward to RIBA stage D.

### External

The Council uses a variety of techniques to seek feedback on its policies and services. These include Listening Day, Citizens Panel, quality of life survey, service specific surveys and on-line forms. These all help in the development of council policy and improvement of services which in turn informs asset requirements. Further information is generated by the Council's ongoing review of its partnerships, where these partnerships involve use of the Council's assets. Specific strategies and plans are themselves produced following significant external consultation.

The Quirk review is a report commissioned by government to investigate barriers to the transfer of land and buildings from local authorities and other public sector agencies to the community sector, and where barriers exist how best to overcome them. The report calls for an ambitious programme of guidance and promotional activities to raise awareness and change culture, and encourage a more corporate approach by public sector agencies to their asset portfolio in every area, in order to balance different public interests. Members of the asset review task and finish group have been made aware of the principles of this although further work is necessary to understand the benefits and issues in such an approach. However the borough council is already embracing the principles of this with the recent lease of part of Park View playing fields to Park View 4U trust that were successful in attracting grants not available to FBC. Also the consideration of the potential transfer of open space assets to Kirkham Town Council.

## **Data Management**

### Data Requirements

The property related data currently available within the authority includes:

- condition surveys and backlog maintenance estimates,
- annual revenue expenditure,
- proposed capital expenditure,
- asset values including in some cases alternative use valuations,
- floor areas, floor plans (CAD), site plans and
- title detail summaries.

The validity of this information is tested on a regular basis:

- as part of the 5 year rolling programme of condition surveys.
- annually through consultation with financial services.
- as part of the capital programme.
- as part of annual service user reviews.
- as part of the 5 year rolling programme of asset re-valuation exercise (to be completed by 2007).
- as part of the property review process.

The Technical Support Officer (TSO) has developed a corporate property database which holds much of the above information and is useful in providing relevant reports.

Some information is maintained by Wyre Borough Council officers who are responsible for the provision of the property maintenance service although the TSO has access to this.

Meanwhile information on the renewal and review of the council's leases and licences is held on PROPMAN, an existing system used by its property consultant, Capita Symonds. This system which offers all of the typical benefits of dedicated property management software is maintained by Capita Symonds and is web-based so can be viewed by Council officers with appropriate passwords.

### Condition Surveys

A 5 year rolling survey of all land and property assets is being carried by Wyre BC as part of their building maintenance service and information is gathered on the overall condition of the portfolio (condition categories A-D/1-3). The identified maintenance backlog has also been incorporated into the medium term financial strategy as part of the budget setting process. Whilst the council has to prioritise its limited resources information of this nature will help it focus on what assets are achieving the council's objectives. Progress is being made with the backlog of building maintenance highlighted by the recent surveys.

## **Performance Management and Monitoring**

The council has adopted a corporate performance management framework. The system Escendancy holds and manages the various corporate targets and performance indicators which are used to highlight exception performance which is reported to Scrutiny and Cabinet. Specific asset management information is being uploaded onto Escendancy to manage AMP performance.

### Local Property Performance Indicators

Local property performance indicators (LPPI's), in addition to the five national property performance indicators are recorded. These property PI's are related to information already available as part of the data collection exercise. These are shown in the attached table.

The ratio of reactive to planned maintenance is broadly one to one which is an improvement on previous performance although is still behind the benchmark ratio. Repair and maintenance expenditure has risen in recognition of work on the back-log maintenance following the condition surveys. Office accommodation indicators show the consequence of remaining in inappropriate accommodation. Rental growth is expected to remain at 5% or above.

### National Property Performance Indicators

The current position in relation to the five national property performance indicators is shown in the attached table.

The majority of the council's property is in classes B and C which is reflected in the proposed revenue budgets over the medium term. Energy and utilities costs are expected to continue to rise.

### Benchmarking

The CPM participates in the Association of Chief Estates Surveyors in Local Government, North West (ACES) benchmarking club.

## **Progress to date**

### Management arrangements

- Wyre contract  
The three year contract with Wyre BC for building maintenance provides the following services on behalf of Fylde Borough Council;
  - Day to day repairs and maintenance
  - Annual servicing and repairs and maintenance
  - Planned repairs and maintenance
  - Asbestos management and control
  - Legionella management and control
  - Additional specialist advice and assistance as requested.This arrangement expires at the end of September 2008 and an evaluation of the benefits of work to date and future options will be carried out.
- Electrical and mechanical services  
As part of the arrangements with Wyre, we have benefited from a joint framework agreement with Lancashire County Council for the procurement of electrical and mechanical services. This realises economies of scale for investment elsewhere in the service.
- Energy management  
At the end of 2006 we entered into a framework agreement along with Wyre BC with the Office of Government Commerce (OGC) buying solutions for the supply of energy. Although the trend is for higher energy prices this new approach means we are taking advantage of the massive buying power of the Government which is below the general market rate. The council is working with the Energy Saving Trust on a baseline survey of energy consumption across the council's buildings and other activity which is in line with the Fylde LOw Waste and Energy (FLOWE) initiative.
- Transfer of Cleaning staff to the Unit  
During the year a decision was taken to bring in house the cleaning contract for the civic buildings. As a result the relevant staff has been transferred into the employment of FBC. A review of the management and service standards has been carried out and the service improved within the current budget.

### Investment

- Maintenance/improvements. The following specific projects were undertaken:
  - Kirkham Council Chamber. The upper floor room was refurbished and redecorated to provide a more useful meeting facility with modern facilities including induction loop, ceiling mounted projector and screen.
  - St Annes Pool roof. During severe storms in early 2007 part of the pool roof was damaged which resulted in closure of the pool for several weeks. Whilst repairs were undertaken other important internal works were carried out which could not have been done whilst the facility was open.
  - Lowther Pavilion. The reception/foyer area was redecorated/carpeted which had not been done since the foyer was built in early 80's.
  - Health and safety: The council's arrangements with Blackpool Council for the provision of Occupational Health and Safety services means we have access to a team of specialist staff with specific knowledge of issues such as Legionella, Asbestos, Fire risk assessments, etc.

- Public conveniences/Danfo

In the past year a programme of investment in Fylde's public conveniences began with the appointment of Danfo (UK) Ltd look after and oversee improvements to the facilities. The contractors will take over the management and maintenance of a total of 10 toilets across Fylde and will see 7 toilets given a fresh new image with future investment and modernisation of the facilities. Outdated cubicles at some of the public conveniences - which operate during certain hours only and have been subject to vandalism in the past- will be refurbished or replaced with single individual units providing a 24 hour service. So far facilities at The Crescent (St Annes Square), The Promenade, Stanner Bank and Lowther have been completed. Work is currently underway at East Beach (Lytham Green) as part of the next phase of improvements which will also include Beach Terrace and Freckleton.



### Regeneration

- Central ward

Work commenced on the Central Ward Shaping the Place project with environmental enhancement group tasked with improving the environment of the St Alban's Road area. An urban design appraisal has identified those issues requiring attention. Many of which relate to how traffic is better managed.
- New accommodation

The project to deliver improved back-office and civic accommodation for the council has progressed well during the past few months. On the site of the existing Town Hall the proposal is to build a new back-office building including customer reception/one stop shop with the ground floor of the Town Hall retained and refurbished to provide a new civic suite. The upper floors of the Town Hall are due to be disposed for residential conversion to help fund the project. RIBA stage C designs have been prepared which were the subject of internal consultation with members and staff. The project is funded by the disposal of a number of redundant or underused assets.

- St Annes Town Centre regeneration

The latest phase of the refurbishment of The Square took place during 2007. Phase 4 forms the gateway to the town and provides an impressive entrance to the town centre from the promenade and Clifton Drive. This phase includes hard and soft landscaping that enhances the offer of the existing buildings and improves the environment for the public by providing further seating and lawned areas. This phase cost approximately £500,000 with the majority of funding being provided by the Northwest Regional Development Agency (NWDA).



- St Annes Town centre licences

The CPM has been in liaison with businesses interested in using areas of The Square including the domes. This is in line with the original concept for the town centre which included additional street trading to generate higher footfall.

- Les Dawson statue.

Agreement has been reached to locate a statue to the comedian Les Dawson who lived in St Annes for several years before his death in 1993. North Promenade gardens, the location for the statue is being renovated and re-planted as part of the project.

- Farmers market.

Tenders are being sought for the provision of a new operator for the Farmer's Market in St Annes.

- Concessions.

During early 2007 a number of foreshore concessions were reviewed and let for three years. These included donkeys, deckchairs, bouncy castles and mobile ice cream stands.

#### Assets reviews, acquisitions and disposals

- Asset reviews (member working group)

During the year the Policy and Service Review Scrutiny Committee established a member task and finish group to look at reviewing the council's assets. The Committee deliberated over the work of a Task and Finish Group which had been established by the Committee. Their work was to review council assets to ensure that they were delivering the aims and priorities of the council. Each asset put before the committee had been reviewed and considered for one of the following approaches:-

- An asset that could be or should be disposed of to achieve income
- An asset that could potentially raise increased revenue
- An asset that could or should be disposed of to others to continue to provide the council objectives
- An asset that should be retained and if necessary improved/adapted

Following this members looked in detail at 26 specific assets and made recommendations to Cabinet. Your officers are currently implementing the outcome of this review.

- Disposals
  - In 2006 the Derby Road offices were vacated by FBC and let to the PCT on a short term (up to 2½ years). This brings in extra revenue income ahead of disposal of the site to fund the accommodation project.
  - A lease was let to Park View 4U for 25 years for the play areas to allow them to accept lottery monies for further improvement works.
  - The lease on Freedom House (Snowdon Road) has been terminated with effect from 31<sup>st</sup> March 2008. Staff are to be re-located into existing offices on a temporary basis.
- Recent acquisitions
  - The site of the former underground public toilet in Clifton Square Lytham has been leased to FBC from the Lytham Town Trust. The toilet was closed some years ago and the site has subsequently been redeveloped as part of the public open space regeneration in Lytham. The ground lease expired in 2006 was held over which means that the lease is still temporarily in force until the matter is finalised. After negotiation terms were agreed to transfer the freehold to FBC.

## **Future plans**

### Strategic

- Asset reviews

A second smaller phase of asset reviews is to be carried out. This will deal with a small number of sites excluded from the first phase and look at a number of service specific reviews such as the Cemetery and Crematorium.
- Implementation of previous reviews


A number of the first phase of reviews will be taken forward in 2008. This includes disposal of the various accommodation sites taking advantage of the new interim housing policy, sale of the residential ground rents, Pier Hole, Graving Dock Road and Ansdell former conveniences. Also negotiation and consultation over Blackpool Road playing fields will undertaken.
- Economic Development Strategy

A new Economic Development Strategy will be adopted in early 2008 which will include a regeneration framework to identify which locations and projects in the borough are to be progressed. This will be helpful in directing income from planning tariffs arising from the interim housing policy towards infrastructure investment.
- New accommodation project

The project reaches a crucial stage with tenders sought for the disposal of sites to fund the project. Meanwhile planning permission will be sought for the new building along with tenders for its construction. Staff currently housed in the Town Hall will need to be temporarily relocated whilst work is underway. Options for re-location are being considered which will need agreement by the summer. Staff at the Public Offices will remain along with the St Annes One Stop Shop until the new facility is ready and operational.



### Regeneration

- **Planning policy**  
In spring the council will be adopting a new interim housing policy which will be more permissive following increased housing allocations contained in the draft Regional Spatial Strategy. This is in order to maintain a 5 year supply of land for housing which should see an increase in interest from housing developers in bringing sites forward. This will help provide regenerative benefits to the borough along with the possibility of the provision of new community assets.
  - **Visitor economy pilot**  
The NWDA is encouraging the tourist boards in the region to facilitate the creation of visitor economy “pilot projects”. The intention is to make a substantive difference to the visitor economy in each of the pilot study areas and learn lessons from them that can be applied elsewhere. Each of the five tourist boards has nominated an area for the pilot study in their area. St Annes has been included as a proposed pilot which is the subject of a consultation document issued by Locum Consulting on behalf of the NWDA. As part of this a local stakeholder meeting including main property owners will be held in each area to identify what people would like to see in their area, whether they supported the concept of the pilot study and what could be done to give it added value.
  - **Ashton Gardens**  
Work is being progressed to specify the restoration project which will be tendered during the summer with work anticipated to start on site in early 2009. The scheme includes the demolition of the existing 1950’s café block and the restoration and re-construction of the Ashton Institute building with a new themed catering facility.
- 
- **Tourist board grant**  
A grant likely in the spring from the tourist board will be invested in public realm improvements on Garden Street (joining work on The Square with Ashton Gardens) and also on the Pier Concourse and adjacent garden which links with the Les Dawson statue project.
  - **The Island/Promenade**  
Work is nearly complete on a strategic masterplan for the promenade at St Annes funded in part by the LSP. This important piece of work will identify a development brief which would provide guidance for the potential redevelopment of the Island site and would relate to the layout and arrangement of existing and potential uses of the site. This will involve consideration of sites in the council’s ownership.
  - **Central Ward**  
The environmental enhancement group will be progressing improvements to parts the public realm in St Albans Road. This is likely to include improvements to Hove Road park and areas around the shops.

### Partnerships

- **Collaboration with Blackpool and Wyre MAA**  
The Fylde Coast Multi-Area Agreement is being formulated by Blackpool Council, Fylde Borough Council, Wyre Borough Council and Lancashire County Council supported by the Centre for Local Economic Strategies (CLES). MAAs aim to establish agreed priorities between local authority partnerships and central government that improve well-being and prosperity. So far the key issues for the four local authorities have been identified and an in depth analysis of each has been undertaken. A number of activities are being considered which will go towards

dealing with the issues raised. The following activities around the theme of identity of place have asset management impacts:

1. Boosting the visitor economy by better coordination and marketing of the Fylde Coast. This proposal centres on developing a single promotional identity for the Fylde Coast, to promote the area's tourist assets in a more co-ordinated way and thus boosting the visitor economy.
2. Co-ordinated management and promotion of the culture and leisure offer of the Fylde Coast. Linked to proposal one, this proposal considers potentially developing greater coordination of the Culture and Leisure offer for the Fylde Coast within the context of a Fylde Coast Cultural Strategy. A range of options for shared joint management and development of facilities and assets between the four authorities could be explored.
3. Coordination in the investment and design of physical assets. The proposal centres on the development of a co-ordinated approach to urban design for public realm across the Fylde Coast.

#### Operational

- Depots  
The council has leases on two depots at Poulton and one in Thornton to deliver its requirements for the joint Fylde/Wyre waste collection and street cleaning service in addition to its own facility at Snowdon Rd St. Anne's. The Executive Manager has recently been reviewing his operational requirements for Depots in the short to medium term. Negotiations with Blackpool and Wyre councils regarding the nature of the collection systems and their disposal needs has led to the opportunity of reducing the need for one of its current depot facilities at Poulton. Once the date for the opening of the new disposal facility at Blackpool Borough Council is known (expected to be open and operating April/May 08) the lease at Poulton will be terminated.
- Maintenance/investment  
Works planned for 2008/09 include repair and refurbishment of the octagonal shelter and fountain on the Promenade funded from an LSP grant. Also works to refurbish the crematorium main gates and lodge house. Continued work on the 5 year rolling painting scheme will be carried out.



## AMG Action Plan for 2008

Action	Target	Benefit/ Improvement	Performance Measure
<b>Strategic management</b>			
Regular Asset Management Group meetings held	Meetings held at least quarterly	More strategic management of the council's assets	At least four meetings held
Regular monitoring of Capital Projects.	Quarterly monitoring	More effective in year management of capital projects	Quarterly monitoring undertaken
Prepare annual Strategic Asset Management Report	Annual by end of 2008/09	Better stakeholder awareness leading to more effective management	Report produced and considered by members
Partnership opportunities for the shared use of assets	Explore further partnership opportunities	More effective management of assets	Opportunities considered
Asset reviews undertaken	Phase 2 reviews undertaken by Aug 2008	More effective use of council assets	Review undertaken and assets re-used/disposed
Complete annual rolling Asset valuations	20 % of valuations undertaken by March 2008	Complies with financial management practice	No issues identified by auditors when accounts closed
Review property management contract arrangements and re-let.	Review arrangements by June 2008	More effective management of property maintenance	Review undertaken and contract let
<b>Regeneration projects</b>			
Prepare and adopt a borough wide regeneration framework	Framework prepared and considered by members by July 2008	More effective use of scarce regenerative resources targeted towards need	Framework agreed
Relocation of the Council's administration offices	Tenders sought and accepted on disposal sites by autumn 2008. Contract let for construction of new office by end of 2008.	Achievement of the council's accommodation strategy	Sites sold and tender let for construction
Implement new arrangements for Public Conveniences	7 toilets refurbished and re-opened by end of summer 2008	Improved toilet provision and more effective use of resources	Toilets open to the public
Commence work on Ashton Gardens restoration project	Contract let for refurbishment project by autumn 2008.	Regeneration of heritage listed public open space	Contract let.
Undertake public realm works to Garden Street and commence pier/promenade.	Grant awarded and contract let for works by end of summer 2008.	Regeneration of public realm	Contract let

Action	Target	Benefit/ Improvement	Performance Measure
<b>Operational</b>			
Rationalisation of depot facilities to operate Fylde/Wyre waste contracts	Rationalisation undertaken and facilities re-located by summer 2008.	More effective use of resources	Depot facilities rationalised

Local Property Performance Indicators		
Measure	Actual 2006/07	Benchmark
<b>General to all buildings –</b>		
Ratio of reactive maintenance to planned maintenance. ◇ Reactive maintenance- day to day unplanned repairs divided by ◇ Planned maintenance- maintenance carried out on a regular planned basis or as a result of a one off annual inspection.	1:1	1:2
Repair and maintenance costs per sq.m. ◇ total repair and maintenance costs (out-turn budget figures) ◇ o divided by the gross floor area	£28.53/m <sup>2</sup>	£21.50/m <sup>2</sup>
Percentage of accommodation vacant or underused. ◇ Gross floor area of vacant or underused property as a percentage of the total gross area.	20.15%	5%
<b>For office accommodation –</b>		
(a) Number of persons employed by the council on 31/3	209	
(b) Gross internal floor area of the office buildings on 31/3 (GIFA)	4,039.00m <sup>2</sup>	
(c) Running costs of all office accommodation taken from the budget out-turn figures	£590,628	
Space utilisation rates per person based on gross floor area. b/a = metres squared per person	19.33m <sup>2</sup>	12m <sup>2</sup>
Annual running costs per square metre. c/b = £ per square metre	£146.23	£106
Annual running costs per employee. c/a = £ per person	£2,825.97	
Staff satisfaction in relation to office accommodation (biennial employee survey). “The council provides good working conditions” Percentage agreeing with this.	31.9%	
<b>For investment/non-operational properties -</b>		
Rental growth per annum. ◇ New rent minus old rent divided old rent (or rental increase divided by old rent)	5.00%	5%
Amount of capital receipts generated. ◇ Monies received on disposals completed during year.	No capital disposals	

National Property Performance Indicators			
Property Performance Indicator	Measurement	Action	Progress/ Output
1A	% of gross internal floor space in condition categories A-D A = Good B = Satisfactory C = Poor D = Bad	Full condition Surveys and gross internal floor space assessments have been completed	A – 20% B – 35% C – 35% D – 10%
1B	Backlog of costs expressed as a % in priority levels 1 – 4 and by value. 1 = Urgent 4 = Desirable	Continue with planned maintenance programme on properties retained	1 – 22% 2 – 35% 3 – 22% 4 – 21%
2	Internal Rate of Return (IRR)	No investment properties held.	
3A	Total Annual Management Costs per sq. m for operational property.	) Compare with other authorities through ACEs benchmarking club )	£9.65/m2
3B	Total Annual Management Costs per sq. m for non-operational property.		£2.88/m2
4A	Repair and maintenance costs per sq. m	) ) ) Data collected for ACES benchmarking club ) ) ) ) This information is being gathered as part of Energy Savings Trust assessment	£29.53/m2
4B	Energy and utility Costs per sq. m		£20.47/m2
4C	Water Costs per sq. m		£1.26/m2
4D	CO <sub>2</sub> Emissions in Tonnes of Carbon Dioxide per sq. m		Not currently available
5A	% of projects where out turn falls within +/- 5% of the estimated out turn, expressed as a % of the total projects completed in that financial year.	) ) AMG to consider effectiveness of monitoring and reporting this given the small number of capital projects undertaken at Fylde )	Not currently recorded
5B	% of projects falling within +5% of the estimated timescale, expressed as a % of the total projects completed in that financial year.		Not currently recorded

**Performance  
Improvement Scrutiny  
Committee**



Date	22 <sup>nd</sup> November 2007
Venue	Town Hall, St Annes
Committee members	Keith Hyde (Chairman) Christine Akeroyd (Vice-Chairman) David Chedd, Linda Nulty, Kathleen Harper, Ken Hopwood,
Other Councillors	
Officers	Allan Oldfield, Paul Norris, Alex Scrivens, Carolyn Whewell
Others	

1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

2. Confirmation of minutes

RESOLVED: To approve the minutes of the Performance Improvement Scrutiny Committee meeting held on 30 October 2007 as a correct record for signature by the chairman.

3. Substitute members

No substitutes reported

4. Value for Money Profiles

Allan Oldfield (Executive Manager, Policy and Performance) presented a report detailing the value for money profiles that are compiled and used by the Audit Commission in determining the direction of travel of local authorities.

Mr Oldfield advised that the Audit Commission has spent a considerable amount of time and resources putting together a national data set of value for money (VfM) profiles that are available online for anyone to view. The profiles can be used to compare performance against any other local authority or group of authorities in the country.

Mr Oldfield reported that the data used to put together the value for money profiles is collected from the audit and inspection work that is carried out each year in every local authority. Every local authority is required to produce accounts in accordance with the

CIPFA code of practice that are audited. It is the figures from these accounts that are used to populate the value for money profiles and which in turn provide a robust and reliable data set.

Fylde has traditionally been a low spending authority consistently setting one of the lowest council tax rates in Lancashire while at the same time delivering relatively high levels of performance in several key service areas. The VfM profile examples for Fylde in Appendix 1 showed that many services were low cost to the tax payer and at the same time high performing.

Mr Oldfield further reported that several examples of VfM profiles were identified in the appendices and members were requested to distinguish a number of key service areas that they wished to receive VfM reports as an extension of the performance management framework

Mr Oldfield advised the committee that the model used in Appendix 2 was formulated using older performance data. The Audit Commission was currently working to update the profile information where users should have the option of breaking down the matrix into individual performance targets or into service areas.

Members identified a number of service areas that directly affect residents of the borough to receive VfM reports against as part of the new performance management framework including Benefits, Housing, Refuse, Planning and Parks and Open Spaces. . Mr Oldfield reassured members that where a service is not improving, the committee would be able to recommend further scrutiny to address performance.

Following the debate, it was RESOLVED:

1. To approve the use of the VFM profiles in the corporate performance management system to monitor the performance of key service areas at Fylde.
2. To request that the committee receive see VFM progress reports against the Benefits, Housing, Refuse, Planning and Parks and Open Spaces services every six months as an extension of the corporate performance management framework.

## 5. Second Quarter Performance Report

Allan Oldfield presented a report detailing the performance of the key best value performance indicators (BVPI's). The report highlighted those indicators where performance was significantly above or below the target for second quarter of the financial year (July 1<sup>st</sup> 2007 to 30<sup>th</sup> September 2007).

Mr Oldfield reported that overall performance at the end of the second quarter was very good with the majority of the indicators on or above target for the current year.

Mr Oldfield further reported that the BVPI report now recorded the figure for the comparative period the previous year following a recommendation from the Performance improvement Scrutiny Committee earlier in the year. This was to enable members to identify BVPIs which are likely to fluctuate throughout the year. Mr Oldfield gave the example of the collection of council tax and business rates BVPI 09 and 10 which were in

line with performance for the end of the second quarter compared with previous years however were far below the annual target.

The sickness and absence figure BVPI 12 had experienced a poor three months between June and September 2007 and was now on target to be bottom quartile performance at 11.64 days if the current trend continued. The local indicator that measures the levels of sickness with the long term sickness and absence removed is in line with the same period last year indicating that any increase had been in long term sickness and absence. The performance was highlighted as part of the Performance Exception Report at the Cabinet meeting held on November 14<sup>th</sup> 2007 and a commitment was made by senior officers to take actions to improve performance. Mr Oldfield clarified that these figures were not inclusive of agency staff figures.

The planning performance BVPI 109b and 109c had demonstrated significant improvement on the 2006/07 figures for the same period highlighting the impact of the changes made.

Members questioned why the Fylde target for the score against a 'Quality of Planning Service' checklist (BVPI 205) was below the all England bottom quartile. The bottom quartile average was recorded as 83.3% with the Fylde target for 2007/2008 at 80%. Fylde was currently achieving 77.7%. Following this observation, the committee requested that a member of the Planning Service present to a future meeting of the Performance Improvement Scrutiny Committee with the full checklist and what action was being taken to address the performance.

Members queried the reasons why the figures for the average time for processing notifications of changes in circumstances for Council Tax/Housing Benefit (BVPI 78b) had significantly dropped from the same period the previous year. Mr Oldfield advised that resources within the department had been redeployed to improve performance of 78a and the overall benefits service. BVPI 78b was still in the all England top quartile.

At the meeting of the committee on 19th July 2007, it was agreed to recommend that the planning service carry out a repeat of the Planning Satisfaction Survey in accordance with the Audit Commission guidelines. The Executive Manager for Forward and Strategic Planning has agreed to carry out the survey in accordance with the guidance but has requested that the sample period covers October 1<sup>st</sup> 2007 to March 31<sup>st</sup> 2008 as this would be an exact mid point between the 2006 survey and the 2009. Every other aspect of the procedure will mirror that outlined in the Audit Commission guidance.

Members requested that future BVPI reports distinguished whether BVPI figures cumulated throughout the year from those that presented a snapshot of the current performance. It was agreed that cumulative figures would be marked with a 'c' to identify them.

Following the debate it was RESOLVED:

1. To approve the change in target for the percentage of employees trained in customer service from 91% to 75% as a result of the change in the baseline number of employees to be trained.

2. To approve the proposed change to the planning satisfaction survey to cover the sample period October 1<sup>st</sup> 2007 to March 31<sup>st</sup> 2008 which represents the mid point between the two compulsory surveys.
3. To request that the Planning Service report back to a future meeting of the Performance Improvement Scrutiny Committee detailing the 'Quality of Planning Service' checklist and what actions Fylde Borough Council is taking to address the performance of BVPI 205.
6. Central Register of Complaints

Paul Norris (Executive Manager, Community and Cultural Services) presented a report on the level of new complaints received for the first quarter period 1<sup>st</sup> July 30th September 2007.

Mr Norris advised that there had been a total of five new complaints in the second quarter. Four of these complaints had been resolved at the first stage and one complaint was recorded with Court action ongoing.

Mr Norris stated that the implementation of the electronic Team Knowledge recording system was still encountering problems so this report was collated manually. It was anticipated that this system would be up and running in time for the third quarter performance report..

Mr Norris provided further details on individual complaints where requested and advised that the majority had been resolved at the first stage of the complaints process.

Following the discussion, it was RESOLVED:

1. To note the summary of complaints

#### 7. Community Listening Day 2007

Paul Norris presented a report detailing the interim results of the Community Listening Day 2007.

Mr Norris advised that Listening Day was held on Saturday 22<sup>nd</sup> September. The decision was taken to hold the event on a Saturday rather than midweek in order to capture a wider section of the community who would otherwise have been at work, whilst still retaining a good profile of retired residents and visitors.

Mr Norris reported that 1174 people had their say as a part of Community Listening Day to date. A number of forms are still being returned via the distribution to all households within the borough. A final report would be presented to the committee when all results were in however Mr Norris did advise that it is unlikely the general trends in the responses would vary. 75 % of the responses were completed by residents of the borough and 25% completed by visitors including people who live outside the borough but work within it.

The demographic of the typical **resident** responding tended towards older adults. A reasonable number of younger adults participated. 44.5% were aged 45 or under. 8.3% were under the age of 16. However, the largest age category responding was the over 45 with 55%. Of which 33.8% were over 60. It is felt that this profile generally reflects the population who live within the Borough of Fylde as there is larger proportion of older



people. It was noted that a significantly larger proportion of responses were received from the urban areas of the borough.

Mr Norris further reported that the figures showed that there were a number of services with lower satisfaction in 2007 than the previous years. The services that show the greatest variance are planning, public transport and education. It was noted that a large proportion of residents do not have reason to use these services and therefore have indicated 'Don't know' in the questionnaire which accounts for some of the variance in the statistics from previous years.

However, overall satisfaction with Fylde as a place to live remained high at 88%. This disparity could indicate that people like Fylde as a residential area but the public sector was generally out of favour

Mr Norris reported that a total of 297 visitors to Fylde questioned on Community Listening Day having been approached by a Listening Day volunteer. A key finding is that 94% of visitors to Fylde would recommend the area to others to come and visit. This is compared with 96% last year.

As the 2007 Listening Day was undertaken later in the year, the profile of visitors differed from last year. Most notably, Listening Day was conducted outside of the school holidays. Of these visitors 29% were here on holiday, 13.5% for here for work purposes, 20% were visiting friends or relatives and 15% were shopping. 23% did not respond to this question. Members of the committee discussed what actions could be taken to promote the event in future years. It was agreed that individual councillors should promote Listening Day within their own communities wherever possible. Members also recognised the value of targeting specific groups and events particularly in the rural areas of the borough and hard to reach groups such as those under the age of 16.

A number of suggestions are included in the recommendations.

Following the debate it was RESOLVED:

1. Commend the results to the partner organisations and to thank them for their considerable support to make community listening day a success.
2. To recommend that all Councillors be encouraged to promote future Listening Day within their own communities prior to the event.
3. To recommend that future Listening Days target less densely populated areas of the borough via specific events such as local markets over a longer period of time
4. To recommend that a specific survey is developed for young people and is targeted at all high schools within the borough.

**© Fylde Borough Council copyright [2006]**

You may re-use this document/publication (not including logos) free of charge in any format or medium. You must re-use it accurately and not in a misleading context. The material must be acknowledged as Fylde Borough Council copyright and you must give the title of the source document/publication. Where we have identified any third party copyright material you will need to obtain permission from the copyright holders concerned.

This document/publication is also available on our website at [www.fylde.gov.uk](http://www.fylde.gov.uk)

Any enquiries regarding this document/publication should be sent to us at the Town Hall, St Annes Road West, St Annes FY8 1LW, or to [listening@fylde.gov.uk](mailto:listening@fylde.gov.uk).