

# Agenda



## Policy Development Scrutiny Committee

Date:	Thursday, 12 March 2015 at 6:15pm
Venue:	Town Hall, St Annes, FY8 1LW
Committee members:	Councillor Fabian Craig-Wilson (Chairman) Councillor Leonard Davies (Vice-Chairman)  Councillors Ben Aitken, Frank Andrews, Susan Ashton, David Chedd, Maxine Chew, John Davies, David Donaldson, Charlie Duffy, Karen Henshaw JP, Edward Nash, Elizabeth Oades, Richard Redcliffe, Elaine Silverwood, Vivienne M Willder.

**Public Platform:** To hear representations from members of the public.

Item		Page
1	<b>Declarations of Interest:</b> Declarations of interest, and the responsibility for declaring the same, are matters for elected members. Members are able to obtain advice, in writing, in advance of meetings. This should only be sought via the Council's Monitoring Officer. However, it should be noted that no advice on interests sought less than one working day prior to any meeting will be provided.	1
2	<b>Confirmation of Minutes:</b> To confirm the minutes of the previous meeting, held on 19 February 2015, as a correct record as attached.	3 - 7
3	<b>Substitute Members:</b> Details of any substitute members notified in accordance with council procedure rule 23(c).	1
4	<b>Home Energy Conservation Act – Further Report March 2015</b>	8 - 16
5	<b>Lancashire Single Homeless Initiative</b>	17 - 26
6	<b>Fylde Coast MyHomeChoice Area Lettings Plan 2015</b>	27 - 40
7	<b>The 2014 Employee Survey</b>	41 - 58
8	<b>The Residents Survey 2014</b>	59 - 67

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The code of conduct for members can be found in the council's constitution at  
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# Policy Development Scrutiny Committee



<b>Date:</b>	Thursday, 19 February 2015
<b>Venue:</b>	Town Hall, St Annes
<b>Committee members:</b>	Councillor Fabian Craig- Wilson ( Chairman)  Councillor Len Davies (Vice-Chairman)  Councillors Susan Ashton, David Chedd, Maxine Chew, Peter Collins, John Davies, David Donaldson, Charlie Duffy, Karen Henshaw JP, Barbara Nash, Edward Nash, Elizabeth Oades, Richard Redcliffe, Elaine Silverwood, Vivienne Willder
<b>Other Councillors:</b>	Councillors Karen Buckley, Susan Fazackerley, Cheryl Little
<b>Officers:</b>	Tracy Morrison, Paul Walker, Paul O'Donoghue, Paul Drinnan, Stephen Smith, Lyndsey Lacey, Alex Scrivens
<b>Members of the public</b>	There were no members of the public

## Public Platform

There was no speakers for public platform on this occasion.

### 1. Declarations of interest

Members were reminded that any disclosable pecuniary interests should be declared as required by the Localism Act 2011 and any personal or prejudicial interests should be declared as required by the Council's Code of Conduct for Members. There were no declarations of interest on this occasion.

### 2. Confirmation of minutes

RESOLVED: To approve the minutes of the Policy Development Scrutiny Committee meeting held on 13 November 2014 and 8 January 2015 as correct records for signature by the Chairman.

### 3. Substitute members

The following substitution was reported under Council procedure rule 23(c):

Councillor Barbara Nash for Councillor Ben Aitken

#### 4. Medium Term Financial Strategy Update, Including General Fund, Capital Programme and Treasury Management for 2014/15 to 2018/19

The comprehensive updated report on the Medium Term Financial Strategy (MTFS) for the five years 2014/15 to 2018/19 was introduced by Paul O'Donoghue (Section 151 Officer and Chief Financial Officer)

Members were reminded that the MTFS is designed to provide a strategic link between available financial resources and the Council's corporate policy priorities, ensuring that the Council sets a budget which is robust and sustainable to deliver the aspirations in line with its strategic objectives.

In summary, the report detailed the estimated financial resources available to the Council and identified how they would be utilised to support the achievement of the Council's priorities. The report also identified the key financial risks facing the Council over the life of the forecast. In addition, it detailed the various budgetary movements since the budget was set by Council in March 2014, together with the Council's Revenue Budget expenditure and Forecast, Capital Programme and Useable Reserves and Balances Policy.

Mr O'Donoghue drew to the Committee's attention the salient points contained in the report. He advised that the document would be presented to Budget Council meeting of 3 March 2015. In addition, feedback from the Budget consultation process would also be considered as part of the budget setting meeting.

In presenting the report, Mr O'Donoghue specifically drew the Committee's attention to the Local Government Finance Settlement for 2015/16 which he explained, was broadly in line with the indicative funding for 2015/16 which had formed the basis for the 2015/15 budget planning. He then went on to highlight key high level financial risks within the Revenue budget which included: New Homes Bonus, Government Grant Support (RSG), the Waste Recycling Cost Sharing Arrangement that the Council has in place with Lancashire County Council and the Localisation of Business Rates.

Mr O'Donoghue then went on to refer to key areas of medium financial risk within the Capital Programme including: Accommodation Project, Coast Protection Scheme, Vehicle Replacement and the Better Care Fund. In addition he drew the committee's attention to the budgetary movements since the budget was set at Council in March 2014, Cabinet's current Budget proposals together with details of the Capital Investment Reserve as set out in the report.

A copy of the Medium Term Financial Strategy 2014/15 to 2018/19 was attached as an appendix to the report.

In concluding his report, Mr O'Donoghue confirmed that as the Council's Chief Financial Officer he was required to comment on the robustness of the Council's financial position and that, having considered the major items of income and expenditure, in his opinion the finances of the Council remain robust for a four year period of a broadly balanced budget on the basis of the assumptions set out in the report. The final year of the forecast, however, provided a more challenging scenario. In forming this view, Mr O'Donoghue reiterated the risks outlined in sections 16 and 19 of the report and in particular, the current uncertainties surrounding assumptions upon which the forecast is based.

Councillor Karen Buckley was then invited by the Chairman to comment on Cabinet's specific budget proposals which were set out on pages 57-59 of the report. In doing so, she introduced her report by highlighting the proposed Council Tax freeze for the 5<sup>th</sup> year running including the continuing freezing of special expense charges. She then went through the report in detail and commented on each aspect of the proposals listed.

Various members commented on the proposals and sought clarification on a number of areas including: the phasing arrangements of the Accommodation Project; revenue items contained within the Budget proposals; grass verge cutting proposals, replacement of roof at Lowther Pavilion and

Freckleton Memorial Park proposals. These were addressed by Mr O'Donoghue and Councillor Buckley as appropriate. Mr O'Donoghue gave assurance that the queries which could not be directly answered on the night would be followed up and a response provided to the committee members.

Following consideration of the report it was RESOLVED that the committee note the contents of the Medium Term Financial Strategy including Cabinet's budget proposals, and note that Budget Council on 3<sup>rd</sup> March 2015 be recommended to approve and adopt:

- (a) The revised estimates for 2014/15 and the revenue budget for 2015/16 as set out in Appendix E of the report, which includes the transfers to the Capital Investment Reserve in the total sum of £911k and the increase in the balance of the General Fund Reserve in the sum of £255k;
- (b) The budget proposals and changes to Reserves and Balances as set out in Appendix F of the report;
- (c) The updated Five Year Capital Programme including the changes proposed by Cabinet, as set out in Appendix G of the report;
- (d) The updated Useable Reserves & Balances Policy as detailed in Appendix H of the report;
- (e) An average Band D Council Tax of £185.79 for 2015/16 (excluding Town and Parish precepts), which is a 0.06% reduction from the 2014/15 average Band D charge;
- (f) The Special Expenses policy as set out in Appendix I; which includes that:
  - for the purposes of charging special expenses, both the special expense costs and the tax bases relating to the areas of Lytham and St Annes will each be aggregated and the Council Tax charge per property at each band level will be the same across the whole area; and
  - the annual special expense charge per property will be set for 2015/16 at the same level as for 2014/15, that being £67.94 per band D property; and
  - the annual borough wide charge per property will be set for 2015/16 at the same level as for 2014/15, that being £144.82 per band D property; and
  - the budget resource to be allocated to delivering concurrent services and chargeable as special expenses for 2015/16 will be set at a sum equivalent to the annual special expense charge per property (band D equivalent) multiplied by the tax base for the special expense area;
- (g) The schedule of fees and charges for 2015/16 as detailed in Appendix J of the report.

#### 5. Economic Development Strategy – Review of Action Plan

The Chairman invited Paul Drinnan (Regeneration Manager) and Stephen Smith (Economic Development Officer) to the table to present a review of the Action Plan in relation to the Economic Development Strategy.

The report included an appendix detailing the type and scope of activity undertaken by the Council in delivering the Economic Development Strategy and Action Plan 2012 to 2030 since its adoption by Cabinet in January 2013.

In considering the matter, members raised a number of matters and these related to: member input/involvement into the Economic Development Strategy and associated activities/representation on various economic development sub groups. In addition, the Chairman sought to amend section 11.1 of the activity report and read out her proposal to the committee (as detailed in 2 below).

Following discussion it was RESOLVED:

1. To note the report and recommend to Cabinet that following two years of detailed review of the Economic Development Strategy and Service, subsequent Action Plans be reviewed annually by the appropriate programme committee.

2. To recommend to Cabinet that section 11.1 of the Economic Development Activity report be amended to read:

“To assess the potential economic benefits (and possible disadvantages) of exploration and or development of the energy and renewable sectors to local communities” and that reference to the bodies/organisations listed under “by whom” be amended to read “Fylde Borough Council, Lancashire County Council and energy sector companies”

(Prior to the conclusion of the debate and voting, Councillors Chew, Ashton, Oades and Silverwood left the room)

#### 6. Mid- End Performance Exception Report 2014/15

Alex Scrivens (Corporate Performance and Efficiency Officer) presented the Mid-Year Performance Exception Report for the period April-September 2014.

Mr Scrivens provided a brief overview of key performance outcomes for the first half of the financial year 2014/15 with particular reference to performance above target and the performance below target. He explained that for the “*performance above target*”, the narrative provided information about how the target had been exceeded and how that would be maintained. With regard to “*performance below target*” the narrative explained why the target was missed and what measures had been put in place to help achieve the target in the future.

In addition, Mr Scrivens drew the Committee’s attention to those areas where a performance measure change request was proposed and these related to PM 23, 49, 76, 36, 152 as outlined in the report. It was the general view that PM49 relating to the percentage of phone calls to 01253 658658 remain at 90%.

Following consideration of this matter it was RESOLVED to note the report and recommend to Cabinet that with the exception of PM49, the proposed measure change requests of PM 23, 76, 36 and 152 be approved.

(Councillors Chew, Ashton, Oades and Silverwood were not in attendance during the consideration and voting on this matter)

#### 7. Overview and Scrutiny Work Plans - Update

Following consideration of the overview and scrutiny workplans (which were included as an appendix to the report) it was RESOLVED to note the report.

(Councillors Chew, Ashton, Oades and Silverwood were not in attendance during the consideration and voting on this matter).

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# REPORT



REPORT OF	MEETING	DATE	ITEM
RESOURCES	POLICY DEVELOPMENT SCRUTINY COMMITTEE	12 MARCH 2015	4

## HOME ENERGY CONSERVATION ACT - FURTHER REPORT MARCH 2015

### PUBLIC ITEM

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

### SUMMARY

The Home Energy Conservation Act 1995 places requirements on Local Authorities to reduce emissions of Carbon Dioxide to the atmosphere by improvements to the energy efficiency of the residential dwellings within the area. In July 2012 the government issued additional guidance under the act which requires the Council to issue a further reports on progress being made and future improvements to be made in the future. A first further report was issued in 2013 and this is the second such report in accordance with the guidance. Further reports will be required at two yearly intervals.

### RECOMMENDATION TO CABINET

1. That The Home Energy Conservation Act 1995 report of March 2015 be adopted, published, and notification of its publication sent to the Secretary of State.

### CABINET PORTFOLIO

This item falls within the following cabinet portfolio(s):

Social Wellbeing - Councillor Cheryl Little

### CORPORATE

To Promote the Enhancement of The Natural & Built Environment ( <b>Place</b> )	√	To Encourage Cohesive Communities ( <b>People</b> )	
To Promote a Thriving Economy ( <b>Prosperity</b> )		To Meet Expectations of our Customers ( <b>Performance</b> )	

### SUMMARY OF PREVIOUS DECISIONS

A first further report was approved by a portfolio holder decision in June 2013.



## REPORT

1. The Home Energy Conservation Act 1995 (HECA) requires local authorities to take action to ensure the reduction of emissions of carbon dioxide into the atmosphere that arise from domestic dwellings within its area.
2. In July 2012, the government issued guidance under HECA. The guidance required local authorities to prepare and publish further reports under HECA to detail the actions the council is taking to meet the requirements of the legislation. The first of these reports was published in 2013. It also requires the preparation and publication of further reports by March 2015 and at two yearly intervals thereafter.
3. Account has been taken of the guidance in the preparation of the 2015 HECA further report that is attached to this report. The HECA report requires adoption by the council and to be published on the council's web site. Following publication the appropriate Secretary of State will be notified and provided with a web site link to the document.
4. The HECA report includes details of actions being taken by the council to improve the energy efficiency of dwellings within its area. Whilst a number of actions are identified it is likely the current actions will be insufficient to achieve significant improvement in energy efficiency and therefore unlikely to achieve significant reductions in emissions of carbon dioxide. However, some reductions in emissions will be achieved.
5. Since the previous report of 2013 the actions taken by the council have been reliant on external funding, which is limited in nature, and that has been insufficient to achieve significant improvement in the energy efficiency of domestic dwellings. The actions detailed in this further report rely on action being taken in partnership with other Lancashire authorities and facilitated by the Lancashire Energy Officers Group.
6. Members may wish to note two issues from the preamble to the HECA report below;
  - Fuel poverty is reported in 10% or more of households in 11 (of 50) lower super output areas in Fylde. In one area it is reported in over 18% of households.
  - The per capita domestic emissions of carbon dioxide is significantly above average and is within the top 20% nationally for such emissions.

Members may wish to consider future actions in these areas in the future.

7. Actions to address these issues would require funding and resources that would be future growth items on the Council budget as there are currently no financial commitments in respect of the HECA within approved budgets.
8. Any bids for future funding would have to be considered against other priorities and commitments arising at the time.

<b>IMPLICATIONS</b>	
Finance	There are no implications arising directly from this report
Legal	It is a legal requirement to comply with HECA and account is to be taken of guidance issued by central government
Community Safety	None from this report
Human Rights and Equalities	None from this report
Sustainability and Environmental Impact	Improvements in energy efficiency will have a beneficial impact on the environment and will contribute positively to sustainability.
Health & Safety and Risk Management	There is a risk that sufficient action to meet the council's legal requirement may not take place if resources are not available.

<b>LEAD AUTHOR</b>	<b>TEL</b>	<b>DATE</b>	<b>DOC ID</b>
John Cottam	01253 658690	February 2015	

<b>LIST OF BACKGROUND PAPERS</b>		
<b>Name of document</b>	<b>Date</b>	<b>Where available for inspection</b>
Cabinet Member Decisions	June 2013	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>

Attached documents

1. The 2015 Home Energy Conservation Act report.

**Fylde Borough Council**  
**Home Energy Conservation Act 1995**  
**Further report March 2015**

**Introduction**

The guidance states that Local authorities are uniquely placed to assess the needs of their area and local residents and to act as catalysts for change. The Home Energy Conservation Act (HECA) 1995 recognises local authorities' ability to use their position to improve the energy efficiency of all residential accommodation (such as owner-occupied, privately rented and social housing) in their areas.

The council has had regard to the guidance issued in July 2012, pursuant to the Home Energy Conservation Act 1995, in compiling this further report.

The guidance requires that this further report sets out the energy conservation measures that Fylde Borough council considers practicable, cost effective and likely to result in significant improvements in the energy efficiency of residential accommodation in the Fylde area.

Further information linked to the contents of this further report can be found in other documents including

- The Fylde Coast housing strategy
- The Fylde Coast and Lancaster affordable warmth statement 2011

Information on the existing levels of fuel poverty and carbon emissions in Fylde can be found from Government statistics (Gov.uk).

**Definition**

The definition of Fuel poverty has changed since the previous report of March 2013. Under the previous definition in which a household was deemed to be in fuel poverty if it needed to spend 10% or more of its income on energy for heating and hot water, the situation was;

- 14% of households (4800) (2012 statistics) in Fylde were in fuel poverty compared to the North West average of 16%. This has shown a decrease from 18% in 2100.

The definition of fuel poverty is now measured by the low income high costs test in which a household is deemed to be in fuel poverty if they have required fuel costs that are above average and if they were to spend that amount they would be left with a residual income below the official poverty line. This change has resulted in the following;

- 8.1% of households (2800) (2012) in Fylde were in fuel poverty compared to the North West average of 11.3%.
- There are 11 lower super output areas of Fylde in which 10% or more of households are in fuel poverty. The greatest level found in a single area is 18.4% (2012 statistics).

Also of note is the emission of carbon dioxide to the atmosphere from domestic sources;

- Domestic emissions of carbon dioxide are 2.6t per person (2012) compared with the North West average of 2.2t per person. This places Fylde in the top 20% of the country for such emissions.

The Fylde Coast and Lancaster Affordable Warmth Statement 2011 recognises the issues of fuel poverty and has developed an action plan to seek to address the causes and effects of fuel poverty. The partnership to deliver the actions includes the councils of Fylde, Blackpool, Wyre and Lancaster together with the PCTs and the voluntary sector.

### Action Plan

See HECA action plan attached in relation to:

i) LOCAL ENERGY EFFICIENCY AND FUEL POVERTY AMBITIONS AND PRIORITIES		
Lancashire Health & Wellbeing Strategy	<p>Lancashire is moving towards the preventative agenda and will provide:</p> <ul style="list-style-type: none"> <li>• <b>Better health</b> – we will improve healthy life expectancy, and narrow the health gap</li> <li>• <b>Better care</b> – we will deliver measureable improvements in people’s experience of health and social care services</li> <li>• <b>Better value</b> – we will reduce the cost of health and social care</li> <li>• Shift resources towards interventions that <b>prevent</b> ill health and reduce demand for hospital and residential services</li> <li>• <b>Build and utilise the assets</b>, skills and resources of our citizens and communities</li> <li>• Promote and support greater individual <b>self-care and responsibility for health</b>; making better use of information technology and advice</li> <li>• Commit to delivering accessible <b>services within communities</b>; improving the experience of moving between primary, hospital and social care</li> <li>• Make <b>joint working</b> the default option (e.g. by pooling our budgets; commissioning together; sharing responsibilities for service delivery; sharing risk)</li> </ul> <p>Work to <b>narrow the gap</b> in health &amp; wellbeing and its determinants</p>	2020

Lancashire Climate Change Strategy	Although the partnership no longer meets the Lancashire Climate Change Strategy sets out the long term vision that Lancashire is “low carbon and well adapted by 2020” with a target to reduce carbon dioxide emissions by at least 34% (relative to 1990) by that time.	2020
Fuel Poverty Target	The Council will aim to reduce the levels of fuel poverty in the area. The Fylde Coast and Lancaster Affordable Warmth Statement contains an action plan to address fuel poverty across the authorities’ areas. The Fylde Coast Housing Strategy 2009 recognises the need to ‘improve housing conditions for people who are vulnerable because they are older or are on low incomes, tackle fuel poverty and reduce domestic carbon emissions’.	Ongoing to 2020
<b>ii) MEASURES WE ARE TAKING TO RESULT IN SIGNIFICANT ENERGY EFFICIENCY IMPROVEMENT OF OUR RESIDENTIAL ACCOMODATION</b>		
Green Deal and Energy Company Obligation (ECO)	<p>A report was commissioned by the Directors of Public Health for Lancashire, Blackpool and Blackburn with Darwen, together with the Lancashire Energy Officers Group. (Available on request) The Report was produced by LESS, a Community Interest Company that delivers sustainability projects across Lancashire, along with partners AECOM and Firefly Energi. Its purpose was to recommend how local authorities in Lancashire could best take advantage of the opportunities presented by the government’s flagship Green Deal and ECO energy efficiency schemes, which both launched in 2013. The report identified the following:</p> <p>This report forms the basis of the Lancashire wide CHiL scheme (Cosy Homes in Lancashire). The scheme is unique in the country as fixed rates have been agreed with installers and additional income generated from some energy efficiency measures have been used to subsidise harder to treat properties and support the installation of boilers at no cost to residents on benefits creating a more equitable delivery mechanism to address vulnerable households and fuel poverty. The infrastructure is in place and ready to deliver however changes to the fuel utility targets has slowed the process.</p> <p>Green Deal has not yet proved to be a popular solution for residents across Lancashire and Fylde.</p>	Ongoing
Minimum standards in the private rental sector	The council recognises the proposals to require minimum energy efficiency standards in the private rented sector and will publicise the requirements in partnership with the local landlords’ forum. The private sector enforcement	Ongoing

	activities of the council will recognise the need for improvements in energy efficiency and it will use available powers to do so.	
<b>iii) MEASURES WE PROPOSE TO COST EFFECTIVELY DELIVER ENERGY EFFICIENCY IMPROVEMENTS IN RESIDENTIAL ACCOMODATION BY USING AREA BASED / STREET BY STREET ROLL OUT</b>		
CHiL scheme	Lancashire authorities are working together to target areas in Lancashire under the CHiL scheme in order to maximise take up of energy efficiency measures and ensure economies of scale. Up to 1,000 letters will be delivered in each local authority in pre-selected areas across Lancashire in phases over the next several months.	Ongoing
<b>iv) FUEL POVERTY ACTIONS</b>		
Collective Energy Switching	<p>Lancashire secured funding of £139,000 from the DECC Cheaper Energy Together fund to develop a Collective Energy Switching Scheme across Lancashire delivered by iChoosr. This led to the creation of the “People Power” campaign. Half of registrants (51%) were over the age of 60. However, only 857 of the 10,179 people that received an offer opted to take it up and switch supplier. This conversion rate (8%) from those that received an offer to those taking it up was lower than the expected rate of 10%.</p> <p>Despite the lower than expected switching rates there were a number of positives to take away from the experience. It was widely felt that the campaign succeeded in raising awareness about switching energy supplier. Of those that registered for the scheme almost 70% had never switched supplier before so even if they chose not to take up the offer they may have turned to other switching tools such as uSwitch.com etc which are widely available instead.</p> <p>The switching rates in Fylde were even lower than across Lancashire and as a result Fylde council is not actively engaged in a switching scheme.</p>	Spring 2013
Warm Homes Healthy People Projects	Public Health services at Lancashire County Council has again allocated funding this winter to support local projects which reduce the levels of deaths and illness of vulnerable people living in cold housing. County-wide this funding is being used to raise awareness of the issues of cold housing and poor health amongst key frontline staff in the health and social care sectors, and to provide them with contact details to refer vulnerable households to the	Dec 2014- March 2015

	practical help available. Delivery of actions in Fylde is in partnership with Wyre council and through the joint Wyre and Fylde Care and Repair Agency.	
DECC Fuel Poverty Funding	<p>When national CERT funding ended in December 2012 <b>6,614 measures had been installed</b> in Lancashire since the scheme became free for all in December 2011. 3,272 of these installs were for cavity wall insulation and 3,342 for loft insulation.</p> <p>DECC funding of £740,620 was secured to continue to provide free cavity wall &amp; loft insulation for Lancashire residents up until March 2013 post CERT and leading into ECO. The DECC Fuel Poverty Fund enabled <b>a further 1,646 measures</b> to be provided as follows:</p> <p>An additional 741 loft insulations and 873 cavity wall insulation measures together with 32 draft proofing measures were installed in 1362 households. Of the 1,362 households;</p> <ul style="list-style-type: none"> <li>• 76.8% (1,046) were considered vulnerable – either meeting 'priority group' criteria as set by previous CERT funding (752 households) or living in fuel poverty as defined by the 10% definition (294 households)</li> <li>• 23.2% were able to pay residents</li> </ul>	April 2013
Green Deal Home Improvement Loan Fund	<p>Although potentially attractive to residents of Fylde no successful bids to this limited funding pot have been made.</p> <p>As a group of local authorities we are in a position and poised ready to go but the inconsistent approach of stop start funding is stopping projects going ahead. We are also aware that many fuel utilities are not funding projects at the moment and are waiting until May to formally agree to commence with projects.</p>	2015 ongoing
<b>v) NATIONAL AND LOCAL PARTNERS</b>		
NW Carbon Action Network	The Council links into the NW CAN network to share knowledge on reducing domestic-sector carbon footprint and tackling fuel poverty across the region.	Ongoing
Public Health	<p>Extremely positive partnership working has been developed across Lancashire with Public Health. Funding (£70k) was sought from Public Health to engage a consultant to draft a report on the way forward for ECO and Green Deal across Lancashire.</p> <p>Funding has also been confirmed to continue the Warm Home Healthy People work over the winter months across Lancashire.</p>	Ongoing

Lancashire Home Energy Officers Group	The Lancashire Home Energy Group consists of representatives from the 12 district councils in Lancashire, Blackburn with Darwen Council, Blackpool Council, Lancashire County Council and Lancashire County Developments Ltd. The Group was established in 2007 work in partnership to improve the energy efficiency of Lancashire Homes, address health inequalities exacerbated by living in cold damp homes, reduce fuel poverty, tackle seasonal excess deaths and reduce carbon emissions from the domestic sector.	Ongoing
Blackpool, Wyre, Lancaster Councils, The PCTs and voluntary groups	Delivery of the affordable warmth action plan.	Ongoing
LESS/Firefly and AECOM	As detailed earlier these organisations are partnering in the CHiL scheme across Lancashire.	Ongoing
Fylde and Wyre Home Improvement Agency	Revenue funding support is given to the agency to help vulnerable households in a variety of ways including advice on energy efficiency, fuel costs etc.	Ongoing

<b>Signed off by</b>	Councillor Cheryl Little
<b>Position</b>	Portfolio Holder Social Wellbeing Fylde Council



# REPORT

REPORT OF	MEETING	DATE	ITEM
RESOURCES DIRECTORATE	POLICY DEVELOPMENT SCRUTINY COMMITTEE	12 MARCH 2015	5

## LANCASHIRE SINGLE HOMELESS INITIATIVE

### PUBLIC ITEM

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

### SUMMARY

The purpose of this report is to provide an update on the Lancashire Single Homeless Initiative, following an individual Cabinet Member Decision on the 22<sup>nd</sup> October 2014 to approve a fully funded revenue budget increase of £88,450 which was allocated as follows:

- £18,000 for the administration of the of the north cluster of Lancashire authorities in respect of the project, £10,500 of which will be retained by Fylde BC for fulfilling the project lead function.
- £70,450 for the delivery of the specified pilot projects across all three authorities comprising the north cluster of Lancashire authorities.

A copy of the decision notice for the cabinet member decision and associated report is available at:

<http://www.fylde.gov.uk/council/committees/cabinet-member-decisions/cabinet-member-decisions-2014/>

### RECOMMENDATIONS

#### The Committee is requested:

To note the contents of the report and the progression of the projects;

1. To note the additional project funding available in the sum of £32,067;
2. To note that a funded budget increase request will be prepared in the sum of £32,067 for authorisation by the Chief Financial Officer in consultation with the Portfolio Holder for Finance and Resources, under delegated powers in accordance with the Council's constitution in this regard, to increase the overall project funding by the additional amount now available;
3. To provide a future report to Environment, Health and Housing Committee at the conclusion of the contract funding to consider the final outcomes and any future opportunities arising.

**CABINET PORTFOLIO**

This item falls within the following cabinet portfolio(s):

Social Wellbeing - Councillor Cheryl Little

**CORPORATE PRIORITIES** (delete ✓ which are not relevant)

To Promote the Enhancement of The Natural & Built Environment ( <b>Place</b> )		To Encourage Cohesive Communities ( <b>People</b> )	✓
To Promote a Thriving Economy ( <b>Prosperity</b> )	✓	To Meet Expectations of our Customers ( <b>Performance</b> )	✓

**SUMMARY OF PREVIOUS DECISIONS**

Cabinet Member Decision

14th October 2014 – Approval of fully funded revenue budget increase of £88,450 – Councillor Karen Buckley (Finance and Resources)

**REPORT****1. BACKGROUND**

In 2013 the Department of Communities and Local Government (DCLG) awarded a sum of £504,000 across all the Lancashire authorities in respect of the ‘Lancashire Single Homelessness Project’. The lead authority for the funding bid was Chorley Council and for the purposes of delivery of the programme authorities were arranged in ‘clusters’.

Fylde and Wyre Councils, together with Lancaster City Council, comprised the ‘North Cluster’ area. Each cluster was allocated £18,000 to cover administration and the North Cluster determined that Fylde Council would undertake the administration and project management role for a sum of £10,500 with Wyre Council fulfilling the procurement elements of the project in the sum of £3,000.

The three pilot projects to be delivered across Lancashire by each cluster, for which the North Cluster was awarded £70,450 for Year 1 are:

- 1.1.1 Pre-tenancy training to single people facing homelessness who are seeking accommodation or at risk of losing their existing accommodation
- 1.1.2 Shared accommodation for people under 35
- 1.1.3 Accommodation finding service including an enhanced rent bond scheme for single homeless people in Lancaster and Wyre. Existing service provided by F2F YMCA in Fylde.

Details of each project and progress are set out in paragraphs 3, 4 and 5.

**2. CURRENT PROVISION**

In Fylde there is currently limited provision for under 35 year olds. Within the social rented sector there is a lack of 1 bedroom stock available for single persons under retirement age. There is one 12 bed supported housing scheme for 16-25 year olds run by the YMCA at Harbour House.

The changes to the Local Housing Allowance (LHA) rates under Welfare Reform means under 35 year olds can only claim Housing Benefit for the shared bedroom rate at £60.39 per week within the private rented sector which is considerably less than the market rate for one bedroom accommodation. Face 2 Face (YMCA) also struggle to find suitable private rented accommodation to assist single under 35 year olds using the Bond Guarantee scheme.

Prior to the availability of this funding there was no provision for pre-tenancy training for single people who have not held a tenancy or have not managed it well.

Therefore this project, and the associated government funding, offers some valid funding to support these areas.

Details are provided below against the current position with each three strands of the project.

### **3. PROGRESS WITH PRE-TENANCY TRAINING TO SINGLE PEOPLE**

- Contractor DISC (Developing Initiatives Supporting Communities) appointed 11<sup>th</sup> August 2014. 12 months contract value £11,000.
- Tenancy Training Course consists of three sessions run over a three week period:

Session 1 - Housing options and finding suitable accommodation

Session 2 – Tenancy readiness and independent living skills

Session 3 – Managing your tenancy effectively

Courses are delivered in St Annes, Fleetwood and Morecambe weekly, giving applicants the flexibility to drop in and out depending on their availability. The requirement is that students complete all three sessions and show an understanding of the course and topics covered before a certificate is issued saying they have completed Tenancy Ready Training.

The certificate can then act as a reference to future landlords by demonstrating they have completed such a course. Appendix 1 contains the course breakdown for each session and information leaflet on the course.

### **4. PROGRESS WITH SHARED HOUSING INITIATIVE FOR SINGLE HOMELESS PERSONS UNDER 35 (Lancaster, Fylde and Wyre)**

- Contractor AAAW Ltd appointed £14,850 for 12 months from 23<sup>rd</sup> July 2014

Pilot project to provide shared housing for single people under the age of 35. Contractor finds suitable properties working with landlords, completes referrals with clients put forward by the local authority, matches tenants, manages accommodation and deals with tenancy issues raised by the landlord.

### **5. ACCOMMODATION FINDING SERVICE (Lancaster and Wyre)**

- Contractor AAAW Ltd appointed £44,600 for 12 months from 23<sup>rd</sup> July 2014 with AAAW Ltd match funding of £14,875.00. Total project value £ 59,475.00.

Accommodation finding service, including enhanced rent bond scheme tailored to helping young people identify and broker accommodation. Service is targeted at customers who are single, and not owed any statutory duties by the local authority under homeless legislation. Dedicated member of staff works with clients by contacting landlords, arranging viewing and assessing affordability.

In Fylde F2F YMCA provide a similar existing service to the accommodation finding service, sourcing independent tenancies for clients in the private rented sector.

## 6. CONTRACTOR PROGRESS

### DISC Pre-tenancy Training

Referrals into Tenancy Training has gone well in Fylde with 13 referrals resulting in 7 applicants completing the course. Referrals have been slower in Wyre and Lancaster. It was agreed at the last monitoring meeting in December to open up agencies that can refer into the service, currently all referrals are through a Local Authority.

### Key Outputs

Progress report 1<sup>st</sup> September 2014 to 31st January 2015 across all three authorities

100 delegates with no less than 5 separate intakes	22 referrals 10 applicants completed the course 12 not engaged following referral Fylde – 13 referrals, 7 completed, 6 not engaged Lancaster – 5 referrals, 1 completed, 4 not engaged Wyre - 4 referrals, 2 completed, 2 not started
5 courses delivered	6 courses with the three sessions delivered
Training offer	With tenancy agreement and certificate £15 voucher
Course materials	Handbooks worked through for each session
Housed following completion of the course	3 (1 Fylde and 2 Wyre (1 RSL and 1 Private rented))

### AAAW Ltd/Safe lets – Accommodation finding and Shared Housing

AAAW Ltd were appointed for both the accommodation finding service and shared housing for applicants under 35. "Safe lets" are the arm of the company that undertake that role and both projects fall under their remit.

In Wyre the project has had greater success finding independent accommodation for 4 occupants and 3 occupants sharing accommodation in HMO's leased by AAW Ltd direct from the landlord.

In Lancaster 1 person has sourced independent accommodation and 3 are in shared accommodation.

In Fylde referrals are only made into the shared housing initiative. 5 referrals have been made and no shared accommodation has been set up.

**Summary of referrals and accommodation sourced across the accommodation finding service and shared housing initiative within the North Cluster of authorities**

	Lancaster	Wyre	Fylde
Referrals	28	45	5
No contact for referral	3	8	1
No contact after referral interview completed and/or viewings made	2	3	0
House shares/HMO	3	3	0
House share found but unable to sign as no AAAW Ltd	0	2	0
Accommodation found	1	4	0
On hold/high risk/not eligible	2	5	0
Accommodation being sourced	11	14	3
Sourced own accommodation	6	6	1

**Key Outputs – Shared Housing**

Progress report 1<sup>st</sup> September 2014 to 31st January 2015 across all three authorities

Establish at least one house share in each authority with a minimum of 3 house shares delivered	Lancaster - 1 house share delivered with two residents. 1 other house share delivered but only one of the applicants signed up. Wyre – Two HMO have been leased by AAAW Ltd from the landlord and 3 occupants have signed up and moved into the properties. A further 2 were to be signed up on Saturday 31 <sup>st</sup> January but were not signed up as company ceased trading. Fylde – no house shared
Deliver tenancies to no less than 10 individuals	6 Tenancies delivered from 01/09/14 to 31/03/15.

**Key Outputs – Accommodation finding service**

Progress report 1<sup>st</sup> September 2014 to 31st January 2015

100 new tenant referrals accepted and advice provided	78 referrals made across all three authorities to AAAW Ltd for both services. 12 no contact to complete referrals and 5 no contact after referral interview completed. Totalling 61 people successfully referred to the service. In Fylde F2F YMCA have worked with 26 under 35 year olds.
50 New private rented properties accessed for single people under 35 that result in a tenancy start as a direct result of intervention	5 tenancies (4 in private rented sector and 1 in social rented sector) have been enabled through the accommodation finding service, 4 in Wyre and 1 in Lancaster. In Fylde F2F YMCA have worked with and accessed private tenancies for 3 single under 35 year olds.

On Friday 30<sup>th</sup> January 2015 it was announced AAW Ltd had ceased trading which has impacted on the Safe-lets project that no longer has employees to provide a service in Fylde, Wyre and Lancaster. A meeting of the North Cluster of Authorities was held on the 11<sup>th</sup> February to discuss options available, to continue the projects. There is no financial impact for the authority and to date the Contractor has delivered against agreed outputs and have received payment for Quarter 1. A balance of £33,450 remains from the Accommodation Finding Service and £11,137.50 from the Shared Housing Initiative.

It was agreed:

- Projects to be re-tendered with flexibility for contractors to bid for separate lots for each authority. The Central and East Cluster of authorities have also been affected by AAW Ltd ceasing to carry on its business, but it was agreed to keep to the established cluster for the project and not combine services across clusters.
- The projects were originally awarded for a period of 12 months with the possibility of extension for a further 6 months dependent on first year outcomes. The North Cluster of authorities still has remaining funding of £32,067 for this purpose and Chorley Council, the lead administrative authority for the Lancashire wide initiative, has agreed this funding can be drawn down if a re-tendering exercise were undertaken.

## **7. CONCLUSIONS**

The first performance monitoring meeting for quarter 1 was held in December 2014. The conclusions in respect of the projects are set out below:

### **• PRE-TENANCY TRAINING**

Courses in Fylde have been run more regularly than in Wyre and Lancaster where local authority referrals have been slower. One of the main reasons for this has been the established relationship with DISC and F2F YMCA on the ground. Once a student has attended the first course they tend to complete the course, the issue is encouraging them to attend the initial course. In order to get more students being referred onto the courses referral pathways have been opened up so other agencies can refer directly into the course along with the local authority housing team. 3 students have accessed accommodation directly as a result of completing the course.

In Fylde F2F YMCA and the Young People's Service are now making referrals in. For under 35 year olds it is now a requirement that if they wish to access the Bond Guarantee Scheme they must engage with the Tenancy Ready Training and F2F YMCA regularly.

The funding has enabled the local authorities to establish a training programme for vulnerable under 35 year olds to empower them to secure accommodation independently, in the longer term and manage their tenancies sustainably. Cost per person completing the course over the first 5 months of the project is currently running at approximately £450, and it is expected this amount will decrease as momentum gathers and more students are completing the course.

### **• ACCOMMODATION FINDING SERVICE AND SHARED ACCOMMODATION**

Both pilots have had most success in Wyre where three persons have house share tenancies set up in licensed HMO's, with shared kitchen and bathroom facilities. 4 single homeless people have been supported to access independent accommodation. A regular drop in session had also been established at the council offices. Wyre BC felt the service was working well with a good referral process in place.

In Lancaster two house shares have been reported to be set up and one single person under 35 being assisted to move into a private sector tenancy. There are strong concerns with one of the house shares, where it is believed the property has not been inspected by the local authority private sector housing team, prior to the tenancies being signed and only one half of the share has moved in. Lancaster City Council noted the slow progress of the projects in their areas but hoped with the new member of staff in position things would begin to improve.

In Fylde no house shares have been set up. The referral process has worked well but the interest was limited due to reasons around under 35 year olds not comfortable with sharing with people they didn't know and Landlords showing a reluctance to enable house shares for people who don't know each other. Separate Contractors for the accommodation finding service and shared housing initiative has also been a barrier as the accommodation finding service is the main route to sourcing possible shared accommodation and matching clients for a house share.

At the quarterly meeting in December 2014 Safe-lets reported the project was going well in Wyre with a number of private landlords who are showing an interest in working with them and the drop in sessions were proving useful in informing people about their service. In Fylde and Lancaster the LHA rates have been a barrier to sourcing accommodation for under 35's in Lancaster the entitlement is £55.27 per week and in Fylde £60.39 per week. In addition they are struggling with rent bond and deposit levels in both authorities and in Lancaster and Morecambe and are in direct competition with a strong student market.

Despite the impact of AAW Ltd ceasing to carry on its business the project has had most impact on the ground especially in Wyre with both the accommodation finding services and shared housing making a significant impact on housing options and support for under 35 year olds. In Lancaster the success of the project is fairly limited and in Fylde the project has had little impact.

The activity in Wyre has resulted in the project across the three authorities doing well against the set key outputs in the first 5 months of activity. The project appears to have gathered some momentum in January and it is a real set back that the company has now ceased trading.

The ethos behind the Lancashire Single Homelessness Initiative is to pilot approaches within local authority areas to support under 35 single homeless people to access accommodation in, both the private or social rented sector, and those tenancies are well managed. The North Cluster pilot needs to complete to inform future policy decisions as to whether these approaches are workable across the three authorities and it is important the accommodation finding service and shared housing initiative are re-tendered.

In Fylde we have a track record of success with the Bond Guarantee partnership with F2F YMCA that supports people into the private rented sector. This arrangement is similar to the accommodation finding project in Lancaster and Wyre. The addition of the Tenancy Ready Training has resulted in some private landlords being willing to consider under 35 years olds for tenancies, as the certificate when the course is completed demonstrates they have an understanding of their responsibilities when they sign up for a Tenancy. There is still merit in continuing to pilot the shared housing approach across the three authorities as it is another option available for single homeless under 35 year olds.

IMPLICATIONS	
Finance	<p>This report provides an update on progress to date on the various projects being delivered as part of this initiative and advises the Committee that additional funding is now available in a sum of £32,067.</p> <p>A funded budget increase request will be prepared for authorisation by the Chief Financial Officer in consultation with the Portfolio Holder for Finances and Resources under delegated powers in accordance with the Council's constitution in this regard, to increase the overall project funding by the additional amount now available.</p>
Legal	AAAW Ltd ceasing trading and support to re-tender the contract.
Community Safety	None arising from this report
Human Rights and Equalities	None arising from this report
Sustainability and Environmental Impact	None arising from this report
Health & Safety and Risk Management	None arising from this report

LEAD AUTHOR	TEL	DATE	DOC ID
Kirstine Riding	01253 658569	26/02/2015	

LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Cabinet Member Decision	Oct 2014	<a href="http://www.fylde.gov.uk/council/committees/cabinet-member-decisions/cabinet-member-decisions-2014/">http://www.fylde.gov.uk/council/committees/cabinet-member-decisions/cabinet-member-decisions-2014/</a>

Attached documents

1. Appendix 1 – DISC Tenancy Ready Training



## **APPENDIX 1**

### **DISC Tenancy Ready Training**

DISC Tenancy Ready Training is a 3 week course consisting of 3 different modules. In most cases people can roll on and roll off the course but must complete all 3 modules to complete the course and get their certificate. When a student has completed the course and has signed up for a new tenancy they will be able to claim their £15 voucher to spend on household items.

The course runs every week unless no one is booked in. The course will run with just one student. Courses are run in the following 3 areas:

**Morecambe Library- Tuesdays 10-2pm**

**St Anne's Church, Parish Rooms on Oxcliffe Road- Wednesdays 11-3pm**

**DISC offices 158 Dock street- Thursdays 11-3pm**

Each module runs for 4 hours and the student must participate in the whole session to complete it.

The 3 different modules consist of different learning objectives. These are as follows:

#### **Module 1-**

- ✓ **Housing options : Private and social landlords, house shares, DHP's and Bonds**
- ✓ **Security and tenure: Tenure types, agreements and house shares,**
- ✓ **Affordability/eligibility**
- ✓ **Application and bidding processes: Application forms and choice based lettings**
- ✓ **Relationship management: Maintaining Successful Landlord/Tenant relations, improving communication skills and methods.**

#### **Module 2**

- ✓ **Money-management skills: Benefits, maximising your income and managing debt**
- ✓ **The cost of housing : Rental payments and other independent living costs**
- ✓ **Financial Inclusion: Affordable loans, credit unions and bank accounts and price comparison sites**
- ✓ **Digital Inclusion: Using the world wide web, setting up an email account and getting online**
- ✓ **Health and your wellbeing: Ways to wellbeing, healthy diets and eating on a budget**

#### **Module 3**

- ✓ **How establish a tenancy, signing up, moving in, switching on your utilities, decorating and furniture.**
- ✓ **Common reasons that tenancies fail and strategies to prevent Tenancy failure**
- ✓ **Developing positive relationships with neighbours and advice on how to deal with harassment.**
- ✓ **Relationship management: Maintaining Successful Landlord/Tenant relations, improving communication skills and methods.**
- ✓ **Citizenship: How to become more active in your community, registering to vote, volunteering and active participation.**

**Can referrers ensure that they fully brief potential students about what the course is, the times it runs in each locality, how long for and that all 3 modules must be attended to get the Certificate. Having an understanding of the key objectives in each area is important so they are able to relay the correct information forward and make it relevant to each student's circumstances.**

# REPORT



REPORT OF	MEETING	DATE	ITEM
DIRECTOR OF RESOURCES	POLICY DEVELOPMENT SCRUTINY COMMITTEE	12 MARCH 2015	6

## FYLDE COAST MYHOMECHOICE AREA LETTINGS PLAN 2015

### PUBLIC ITEM

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

### SUMMARY

Although the Council does not own or manage any social housing stock all local authorities are required to have an allocation scheme. The allocation scheme comprises of two documents. The first of which is a Fylde Area Lettings Plan that sets out how to make best use of the stock, taking into account that the Council is not a stock holding authority and as a consequence, are reliant on our Registered Providers. The second document is a Fylde Coast Consistent Assessment Policy that sets out how applicants will be placed in different priority bands when they apply to join the housing register. These policies are delivered by the Housing Providers through the MyHomeChoice scheme.

This report details a summary of the consultation on the Area Lettings Plan and provides a copy of the final draft Area Lettings Plan.

### RECOMMENDATIONS TO CABINET

1. To note the results of the consultation for the Area Lettings Plans with MyHomeChoice partners.
2. To approve the final draft of the Area Lettings Plan for adoption.
3. To request an update to the Environment, Health and Housing Committee regarding Planning Agreements, and Sheltered Housing, at the appropriate time.

### CABINET PORTFOLIO

This item falls within the following cabinet portfolio(s):

Planning and Development	-	Councillor Dr Trevor Fiddler
Social Wellbeing	-	Councillor Cheryl Little

<b>CORPORATE PRIORITIES</b>			
To Promote the Enhancement of The Natural & Built Environment ( <b>Place</b> )	√	To Encourage Cohesive Communities ( <b>People</b> )	√
To Promote a Thriving Economy ( <b>Prosperity</b> )	√	To Meet Expectations of our Customers ( <b>Performance</b> )	√

<b>SUMMARY OF PREVIOUS DECISIONS</b>
<p><u>Minutes of Cabinet 16<sup>th</sup> February 2011</u></p> <ol style="list-style-type: none"> <li>1. The new Allocation scheme for the borough is adopted</li> <li>2. The Partnership Agreement is entered into as soon as a final draft has been agreed by the Council's legal officer</li> <li>3. The SCL system is procured as outlined in this report</li> <li>4. The set-up and running costs of the new CBL system are agreed as outlined in the report</li> </ol> <p><u>Minutes of the Policy Development Scrutiny Committee 10<sup>th</sup> January 2013</u></p> <ol style="list-style-type: none"> <li>1. To note the review of the allocation policy and to welcome the report of the consultation responses to a future meeting.</li> <li>2. To recommend that the Council approves the draft Fylde Coast Tenancy Strategy</li> <li>3. To note the new power in the Localism Act 2011 that enables Local Authorities to discharge their homelessness duty using the private rented sector.</li> </ol> <p><u>Minutes of Policy Development Scrutiny Committee 23<sup>rd</sup> May 2013</u></p> <ol style="list-style-type: none"> <li>1. The consultation results be noted</li> <li>2. To recommend that Cabinet adopt the draft Housing Allocation Policy</li> <li>3. To recommend that Cabinet approve the Fylde Coast Tenancy Strategy.</li> </ol> <p><u>Minutes of Cabinet 26<sup>th</sup> June 2013</u></p> <ol style="list-style-type: none"> <li>1. Approve and adopt the final draft Housing Allocation Policy</li> <li>2. Approve and adopt the final draft Fylde Coast Tenancy Strategy.</li> </ol> <p><u>Minutes of Policy Development Scrutiny Committee 13<sup>th</sup> November 2014</u></p> <ol style="list-style-type: none"> <li>1. To note the summary of activity over the last 12 months</li> <li>2. To note the proposed Area Lettings Plan for consultation</li> <li>3. To request the results of the consultation were reported to a future meeting of the committee</li> </ol>

## **REPORT**

1. Some changes to the text are proposed to the Area Lettings Plan following detailed consultation with the Registered Providers. The issues to be monitored remain broadly the same with the exception of sheltered housing. A final draft of the Area Lettings Plan is detailed in **Appendix 1**.
2. During the consultation two issues were raised by the partners which have been included in the final draft of the Area Lettings Plan. These issues are explained in detail below, namely

consistency between the Councils Allocation scheme and planning obligations, and secondly best use of Sheltered Housing stock.

3. The first issue concerns planning obligations (S106 agreements). Planning obligations are agreements or unilateral undertakings offered by developers to make an otherwise unacceptable development acceptable in planning terms. Such agreements will often require a housing developer to make a certain number of properties on its development available for affordable housing.
4. Where such on-site affordable housing provision is required, the planning obligation will provide criteria for allocation of the affordable properties. One criterion is geographic. The housing provider will commonly be required to allocate housing if possible to a person with a specified connection to the parish or area in which the development is situated. If no such person can be found, the unit could be allocated instead to a person with the required connection to a neighbouring area or parish. In turn, if no person with a connection to a neighbouring town or parish could be found, the unit could be allocated so a person with the required connection with any area of the borough of Fylde.
5. All partners of the allocation scheme who are also the main developers in Fylde, have as part of this consultation process, requested that the connection criteria in S106 agreements is aligned to that of the connection criteria of the allocation scheme. This would mean that the widest connection criteria is to applicants in Wyre and Blackpool. The connection criteria of the allocation scheme is provided in full detail in the Area Lettings Plan Appendix 1.
6. The reasoning of this request which is detailed below.
  - a. Partners pointed out that the Councils S106 agreements are not always aligned with the Councils allocation scheme. At present S106 agreements are specifically restricted for the Fylde area only whereas the Councils allocation scheme also has the final option of letting to an applicant from Wyre and Blackpool.
  - b. Secondly the concern is not solely about connection and letting to people from the Fylde Coast but also around the issue of money. At the moment all the registered providers who develop affordable housing in Fylde are finding it increasingly difficult to meet the funding criteria of their banks/lenders when they are drawing down the funds to purchase affordable housing from developers. The main reason being that the lenders have difficulty with the current restrictiveness of the S106 agreements.
  - c. It is not only registered providers who are experiencing problems with lenders it is also the purchasers of shared ownership or other similar products. There are only currently a small number of high street lenders who provide mortgages for shared ownership properties and they too have difficulty with the current restrictiveness of the S106 agreements. This is also an issue for anyone who needs to sell their shared ownership property, as possible purchasers will also face difficulties obtaining the correct funds which could mean some shared ownership occupiers are trapped in their current property.
7. Therefore the Partners have put forward the solution of aligning the connection criteria of the S106 agreements with the Council's Allocation scheme to overcome this barrier.
8. To move this forward, discussions will take place with the Portfolio holder for Planning & Development, the Chairman of Development Management Committee and the Head of Planning to consider a way forward to resolve this issue. This will be taken forward for future consideration by members.

9. The second issue is around low demand for some properties in particular sheltered housing. Partners have pointed out that demand for sheltered housing is falling and a number of sheltered properties are becoming hard to let. The registered providers have tried increased marketing of sheltered schemes but customer expectations are high and units are becoming hard to let. As part of the consultation process the partners have asked the local authority to consider relaxing the local connection rules around hard to let properties in particular sheltered properties.
10. There are a number of issues to consider including, how best to use existing sheltered stock; is it fit for purpose? and what are people looking for. Lancashire County Council Supporting People team will be making significant budget cuts to Supporting People funding paid to cover support charges in sheltered schemes. These come into force April 2015 with a £2.5million cut to the current Lancashire budget. Lancashire County Council has to deliver £176million of savings by April 2018 and further cuts could be made to Supporting People including sheltered housing before 2018. It is therefore unclear how these reductions will impact on the sheltered housing service and therefore what form sheltered housing services will be required for the future.
11. Taking into account these external pressures it is recommended in the Area Lettings Plan that the associated issues are discussed in further detail over the coming months, with a view to a report being presented to the Environment, Health and Housing Committee in due course.

IMPLICATIONS	
Finance	There are no financial implications arising directly from this report
Legal	None
Community Safety	None
Human Rights and Equalities	None
Sustainability and Environmental Impact	None
Health & Safety and Risk Management	None

LEAD AUTHOR	TEL	DATE	DOC ID
Lucy Wright	01253 658682	17 <sup>th</sup> Feb 2015	

LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Committee Minutes		<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>

#### Attached documents

1. Fylde Borough Council DRAFT Area Lettings Plan 2015-16



**Fylde Borough Council**  
**DRAFT Area Lettings Plan v3**  
**2015-16**

## **Fylde Area Lettings Plan**

Each local authority has a statutory responsibility to make best use of its scarce housing resources and ensure that, as far as possible, priority for re-housing is based on a combination of re-housing needs and waiting time. It does this by setting out how social housing will be allocated to people in need within its area in an Allocation Scheme. The Allocation Scheme for Fylde comprises two elements – a Consistent Assessment Policy and a borough-specific Area Lettings Plan.

The role of the Consistent Assessment Policy is to set out how applicants for social housing are assessed when they register their requirements for a home, and to provide consistent procedures for the operation of the MyHomeChoice Fylde Choice system across the three local authority areas.

This Area Lettings Plan maps out the supply and demand issues impacting on social housing specifically in the borough of Fylde. Using this information, the Area Lettings Plan sets out priorities and vision of how social housing is let in the borough over the next 12 months. The Registered Providers where possible will work to achieve the priorities in the plan when letting their stock. The appropriate mechanisms will be set up within the choice based lettings IT system to ensure the plan can be monitored and reviewed each year. The plan is a strategic tool that enables lettings by registered providers to be linked to wider strategic issues and ensures best use is made of their stock available. This ensures that Fylde Borough Council is carrying out its duty as a non-stock holding strategic housing authority and is making best use of the scarce social housing stock.

While the needs of applicants will be assessed in a consistent way across the Fylde Coast, each local authority has its own Area Lettings Plan to reflect different demand and supply issues and local priorities. Fylde BC will consult with registered providers on the detail of the lettings plan when it is developed each year. As lettings are made by registered providers because they own and manage the social housing stock, the local authority is reliant on them for delivery of the priorities set out in the Area Lettings Plan. The MyHomeChoice Fylde Coast system provides comprehensive data on lettings that is monitored to understand the extent to which the priorities of the Area Lettings Plan are being implemented, and to review the Plan on an area basis.

The existing plan was developed as part of the implementation of MyHomeChoice. The priorities have been reviewed and will change to reflect future lettings in particular an increase in new build properties.

### **Strategic Priorities**

The Fylde Coast Housing Strategy 2009 sets out the overall challenges and priorities for providing Fylde Coast residents with a great place to live – both in terms of individual homes that meet households' needs at a price that they can afford, and in providing attractive residential neighbourhood environments where people can lead fulfilling and productive lives. There are three objectives that particularly need to be taken into account in framing Area Lettings Plans:



- provide more of the affordable homes that are in the highest demand
- reduce concentrations of deprivation on large social housing estates by improving the neighbourhood environments, re-developing unpopular housing stock, and diversifying tenures
- provide new opportunities for people at risk of homelessness, and those without work, to make a positive contribution to the local community

Social rented housing plays a small but important role within the whole housing market. Along with private rented housing subsidised through Housing Benefit, it provides homes that are affordable to people on low incomes, and is therefore critical in meeting a fundamental need for a significant proportion of the local population. Social rented homes offer security of tenure, low rents that people can afford without further assistance if they are in low paid work, accommodation at Decent Homes standards, and reliable standards of management and repair. The Fylde Coast Housing Strategy sets out the need for the provision of additional social rented properties because the existing stock of socially rented homes cannot meet the high demand.

Despite efforts to provide more new homes, a shortage of social rented homes, will continue for the foreseeable future. This means that difficult decisions have to be made to prioritise who gets access to a limited resource. It also means that we need to be using existing social rented homes to their full potential, and it may be appropriate to use the allocations scheme to help people who want to move out of social rented homes that are larger than they need (“under-occupying”) to smaller homes.

### **Issues and actions in Fylde?**

Fylde’s more detailed issues and priorities for action from the Fylde Action Plan include:

- The shortage of available social rented accommodation compared with demand is especially high in Fylde. We need to carefully manage expectations and offer alternative options.
- Younger people are not being attracted to Fylde, nor persuaded to stay; the high cost of housing is driving them out of the area.
- Sustainability of rural communities / services
- Large and growing population of older people - making effective use of properties suitable for people with mobility problems / close to support services
- Establish a plan for changing the balance of specialist support for older people – may become appropriate to widen access to properties currently designated as sheltered if support is increasingly provided wherever people live rather than focused on designated accommodation.
- Agree and deliver plans for meeting the housing needs of people requiring long term care, including people with learning disabilities and physical disabilities -
- We need to provide opportunities for people in specialist supported accommodation to move on to general needs properties when they no longer need specialist support.

It should be noted that the Fylde Coast Housing Strategy 2009 has come to the end of its lifespan and will be refreshed over the coming year. It should be noted that the priorities listed earlier may change or be added to. After consultation the following issues have also been highlighted and included in this section of the plan.

- As at the 31<sup>st</sup> December 2014 there were 799 applicants on the MyHomeChoice waiting list. The Fylde Cost Strategic Housing Market Assessment (SHMA) has recently been refreshed and was published in February 2014. An addendum to this was published later that year following the publication of the 2013 ONS population projections. Therefore the net annual affordable housing need figure for Fylde is 249 units of which 160 are required in Lytham St Annes and 89 units are required in the rural areas. There is concern that the figures on the waiting list remain low compared to the identified need from the SHMA.
- The Coalition Government has introduced a number of welfare reform measures which have impacted on affordable housing, these include the change to the shared accommodation rate increasing the age limit to 35 years, under occupancy charge and universal credit.
- Lancashire County Council have identified £4million of savings to the Supporting People budget which will be implemented April 2015. Various client groups within the Supporting People Programme have had budgets cut including funding for sheltered housing to be reduced by £2.5million. The County council need to deliver £176 million of savings by April 2018. All areas of the County Council are considering budget options therefore further funding cuts to Supporting People cannot be ruled out. To note Supporting People budget funds the support costs for people who are eligible for assistance whilst housing benefit funds the housing element. This proposal relates to the support element only for sheltered residents.

### **Area Lettings Plan 2015-2016**

In Fylde, priority will be given to applicants who have a local connection to the borough of Fylde, either through current residence or work. This will be achieved through the following mechanism.

When deciding eligibility applicants must be able to show they have a local connection. Applicants have a local connection if they can demonstrate one of the following:-

- Local residency – they have lived in local authority of Fylde consecutively for the last three years
- Permanent employment in the area of Fylde
- Close family association – has a parent, adult child, adult brother or sister who is living in the area of Fylde and has done for the last 5 years
- Applicants who are serving in the Armed Forces and who are either employed or are resident in the area of Fylde
- Former armed forces personnel who had a previous residence in the area of Fylde as a result of a former posting in the area of Fylde within the last 5 years

- Homeless applicants where there is a statutory duty to provide housing by Fylde Borough Council.

For priority when bidding, there are 3 levels of priority:

1. Connection to the local authority
2. Connection to the Fylde Coast
3. No connection to either of the above (Armed forces only)

This means that - for example - in Fylde properties will be offered to those with a Fylde connection first and then will only be made available to people from the other two authorities if no one with a qualifying Fylde connection, as outlined above has bid for the property. The property will then only be made available to people outside Fylde Coast area if no one from the three local authority areas has bid.

This means that generally properties will be allocated as follows:

- Band A – Local connection (e.g. Fylde)
- Band B – Local connection (e.g. Fylde)
- Band C – Local connection (e.g. Fylde)
- Band D – Local connection (e.g. Fylde)
- Band E – Local connection (e.g. Fylde)
- Band F – Local connection (e.g. Fylde)
- Band A – Partner connection (e.g. Blackpool and Wyre)
- Band B – Partner connection (e.g. Blackpool and Wyre)
- Band C – Partner connection (e.g. Blackpool and Wyre)
- Band D – Partner connection (e.g. Blackpool and Wyre)
- Band E – Partner connection (e.g. Blackpool and Wyre)
- Band F – Partner connection (e.g. Blackpool and Wyre)

### **Section 106 Agreements**

It has been noted that the priority for bidding is not aligned to current S106 agreements which only allow lettings to those with a Fylde connection only. The current restrictiveness of S106 agreements is impacting on Registered Providers obtaining funding from lenders for new build affordable housing and in some cases the letting of rented units. The Consistent Assessment Policy does allow lettings to Blackpool and Wyre once all Fylde applicants have been exhausted. The restrictiveness of S106 agreements also impacts on potential purchasers of shared ownership products as banks are reluctant to lend due to the strict local connection rules. Therefore the plan will aim to resolve this anomaly with input from Registered Providers, Members and Planning colleagues.

### **Low demand for sheltered housing**

It has been noted by registered providers in Fylde that demand for sheltered housing has reduced. This experience is replicated in other parts of Lancashire and is not just the case in Fylde. Extra marketing of sheltered housing has taken place but this has not generated an increase in demand and there are a number of void units in sheltered schemes. One option put forward by the Registered Providers is to consider the relaxation of the local connection rules in relation to sheltered properties. This was the case in the previous area lettings plan before the local connection changes were implemented. With looming possible cuts to funding the Local Authority and Partners of MyHomeChoice need to consider all possible options, it is recommended that all options will be explored over the next 12 months and final proposals will be presented to Members to consider.

### **Issues to monitor**

The proposed area lettings plan 2015-16 consists of a number of issues to monitor using statistics generated from the waiting list. Which are detailed below. The plan also details schemes with specific lettings criteria.

- Number of lettings to the reasonable preference groups A-E and the number of lettings to applicants in Band F
- The number of lettings to applicants aged under 25 years.
- The number of lettings to applicants aged 26-35 years
- Number of lets and bids placed for properties by age and household type concentrating on single households below retirement age.

### **Scheme / Area specific lettings restrictions**

In some parts of the borough, or for some specialist housing stock, there is a need to have further restrictions on who can live there. These restrictions will be made clear to people on the waiting list when these properties are advertised.

Broadly, there are two types of restrictions:

a). Where priority is given to applicants from particular localities, rather than to people from the whole of the borough (or wider Fylde Coast). This is especially the case in rural areas where affordable housing has been built on the understanding that priority will be given to people from the immediate local area. In some cases, these restrictions are legally enforceable through Section 106 Agreements signed when the homes were given planning approval. The areas of Fylde that have such restrictions are:

Willowfieds Wesham	S106 local connection to Kirkham or Wesham required. Widest connection is to Fylde	NFH
Crossing Gates Wesham	S106 local connection to Kirkham	Muir

	or Wesham required. Widest connection is to Fylde	
Clifton Drive North St Annes	S106 first preference to people with a connection to Lytham or ST Annes. Widest connection is to Fylde	Great Places Housing Group
Mythop Road Weeton	S106 local connection to Parish of Weeton-with-Preese required. Then connections to Staining, Greenhalgh, Medlar with Wesham and Westby will be considered.	NFH
Lytham Quays Lytham	S106 local connection to Lytham or St Annes (current residence, employment, give/receive care). Widest connection to Fylde	Great Places Housing Group
Rock Works St Annes	S106 local connection to Fylde	Great Places Housing Group
The Close Kirkham	S106 local connection to Parish of Medlar with Wesham or Kirkham. Widest connection to Fylde	NFH
Wrea Green	S106 local connection to Ribby-with-Wrea Parish	Great Places
Orders Lane	S106 local connection to the Parish of Medlar with Wesham or Kirkham and age restriction 40 years+ or disabled.	NFH
Yew Tree Gardens Whitehills Westby	S106 local connection to Westby, Staining, Weeton, Wrea Green, Warton, Lytham St Annes. After 6 weeks can be offered to a Fylde connection	Muir
Harbour Lance Warton	S106 local connection to Freckleton or Warton. After 6 months can be offered to a Fylde connection	NFH

### **Rural Lettings – existing stock**

There are properties located in Little Eccleston, Elswick, Greenhalgh, Singleton, Weeton, Clifton, Newton, Staining, Wrea Green, Salwick and Singleton and are considered to be rural lettings. These properties require a local connection to the parish which includes current residence in the parish, family residing in the parish, the need to give or receive care in the parish, or other long standing connection. Therefore properties in these areas will be allocated as follows

- Band A – Local connection (Parish)
- Band B – Local connection (Parish)
- Band C – Local connection (Parish)
- Band D – Local connection (Parish)
- Band E – Local connection (Parish)
- Band F – Local connection (Parish)
- Band A – Local connection (Fylde)
- Band B – Local connection (Fylde)
- Band C – Local connection (Fylde)
- Band D – Local connection (Fylde)
- Band E – Local connection (Fylde)
- Band F – Local connection (Fylde)
- Band A – Partner connection (Blackpool and Wyre)
- Band B – Partner connection (Blackpool and Wyre)
- Band C – Partner connection (Blackpool and Wyre)
- Band D – Partner connection (Blackpool and Wyre)
- Band E – Partner connection (Blackpool and Wyre)
- Band F – Partner connection (Blackpool and Wyre)

b). Where eligibility for certain types of housing is restricted by age, type of household, or health conditions. Within the current stock there are a number of ground floor properties and adapted properties. Priority for these properties will be given to people with a specific ground floor need and or a need for an adapted property.

The social housing in Fylde that has these types of restriction is:

Saltcotes Place	Local Lettings Plan implemented by New Fylde Housing	Progress
Heyhouses Rigby Court	As part of the planning consent the upper floor flats are to be let to people aged 55+. The Ground floor flats are to be let to people who are disabled with no age limit set.	Progress
Orders Lane Kirkham	As part of the planning consent the upper floor flats will be let to a person aged 40+.	Progress

	<p>For couples the age of the eldest tenant will be taken into account.</p> <p>Ground floor flats will be let to applicants with a need for an adapted property or specific ground floor need</p>	
Heyhouses mobility bungalows	As part of the planning consent 4 fully adapted bungalows are available. They will be let to applicants with the appropriate need e.g. full wheelchair users	Progress

## **Appendix 1 Annual Monitoring report**

The following details the proposed data to include in the annual monitoring report. Partners will be asked to comment on this list of data requirements.

### **Section 1 Demand and Supply data**

#### **Table 1.1**

Supply profile information

- Supply profile – includes new build units

#### **Table 1.2**

Sub regional CBL housing register data

- Detail from the housing register – how many people in each band
- Property requirements for those on housing register

### **Section 2 Allocations data**

#### **Table 2.1**

Allocations across bands/reasonable preference groups

- Bidding activity
- Number of lets completed and which band allocated to
- Number of lets completed and what property type allocated
- Reasons for re-housing
- Average waiting time by property type, band and number of lets

#### **Table 2.2**

Allocations according to each of the local priorities:

- Number of lettings to the reasonable preference groups A-E and the number of lettings to applicants in Band F
- The number of lettings to applicants aged under 25 years.
- The number of lettings to applicants aged 26-35 years.
- Number of lets and bids placed for properties by age and household type concentrating on single households below retirement age.



# REPORT



REPORT OF	MEETING	DATE	ITEM
OFFICE OF THE CHIEF EXECUTIVE	POLICY DEVELOPMENT SCRUTINY COMMITTEE	12 MARCH 2015	7

## THE 2014 EMPLOYEE SURVEY

### PUBLIC ITEM

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

### SUMMARY

The covering report introduces 2014 Employee Survey report that provides details of the results of the survey and the actions that will be taken in response to the key themes that have emerged from the feedback.

### RECOMMENDATIONS

1. The committee is asked to note the outcomes of the 2014 Employee Survey and recognise the progressive and positive culture that is evidenced by the findings and achieved by the hard work and dedication of the employees.
2. The committee is asked to make any comments, suggestions or provide feedback in response to the outcomes from the 2014 Employee Survey for the Chief Executive to action.

### CABINET PORTFOLIO

This item falls within the following cabinet portfolio(s):

Customer & Operational Services

Councillor Albert Pounder

### CORPORATE PRIORITIES (delete v which are not relevant)

To Promote the Enhancement of The Natural & Built Environment ( <b>Place</b> )		To Encourage Cohesive Communities ( <b>People</b> )	v
To Promote a Thriving Economy ( <b>Prosperity</b> )		To Meet Expectations of our Customers ( <b>Performance</b> )	v

## SUMMARY OF PREVIOUS DECISIONS

Previous employee survey results have been reported to scrutiny committee previously as part of performance reports. The findings are reported as a single item for this meeting.

## REPORT

1. The report included in Appendix 1 provides details of the outcome from the 2014 Employee Survey. The same questionnaire has been used in the survey for the last three years which allows for comparison over the period of time. The comparison table in the report shows that the satisfaction levels amongst employees have improved over the last three years in almost every aspect of the organisation. The response rate to the survey has also increased over the same period.
2. The report focuses on the majority view and is a feedback process designed to canvass the prevailing view from employees on organisational behaviour including leadership, management, communication, team work, performance and attitude. Individual views and concerns are captured in the free text option included in each section of the questionnaire but this is optional and the majority of employees do not leave a comment. The opportunity to express and address individual concerns is provided through the one to one annual personal appraisal however, the comments included in the survey are carefully considered with a view to identifying any themes rather than focus on what a single individual has stated.
3. The actions identified in the report will inform decision making and new initiatives throughout the next 12 months to further improve the satisfaction levels amongst employees. Responsibility for the actions identified does not solely lie with managers, the success of the Council to date has been based on a collective team approach driven by the majority of employees adopting a positive attitude to make the work place a great place.
4. Members of the committee are presented with this report as part of the performance information for the Council and an insight into the culture that is driving success at Fylde. Employee research and engagement to determine satisfaction with organisational behaviour is a key performance measure for all high quality companies. Fylde has set a vision 'to achieve excellence' which can only be realised through excellent people who enjoy what they do and are proud to work for Fylde. Members are asked to consider the findings and actions in the attached report, recognise the exceptional outcomes and provide any appropriate suggestions, recommendations and feedback to the Chief Executive.

IMPLICATIONS	
Finance	None arising directly from the report.
Legal	None arising directly from the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability and Environmental Impact	None arising directly from the report.
Health & Safety and Risk Management	None arising directly from the report.

LEAD AUTHOR	TEL	DATE	DOC ID
Allan Oldfield	01253 658500	February 2015	

LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
none		

Attached documents

1. The 2014 Employee Survey Report



**EMPLOYEE SURVEY**  
**2014**

## INTRODUCTION

This report identifies the key outcomes from the Employee Survey 2014 including the issues raised that will be tackled in the coming year. It is a clear and concise summary of what the findings mean in terms of our action or response. The findings from the survey will be used to directly influence decision making that will impact on organisational behaviour and the work environment at Fylde.

This report does not cover the survey methodology because everyone is familiar with how the questionnaire was distributed and completed. The focus is deliberately on the 'majority' view or the consensus, specific individual concerns that are not consistent with the majority view are important, but not for this survey, the format for addressing individual concerns directly is with your line manager or at your appraisal. The outcomes may prompt some employees to consider their position and role in the organisation after reflecting on the prevailing view or culture which would be an issue to discuss at your next appraisal.

The opportunity to provide additional comment was available and some of the feedback was about the questionnaire itself, this will be taken into consideration as part of the review of the survey and if necessary changes will be made. However, it is important the questionnaire does not change significantly in order to make comparison over time to assess whether we are improving or not. It was a conscious decision not to offer a 'don't know' or 'not applicable' option to any of the questions because as an employee in the organisation you should be able to respond to every question whether factual or your opinion. When comparing outcomes against the 2013 survey, all satisfaction levels have shown an increase which means as a council we are moving in the right direction to achieve excellence.

## THE RESPONSE RATE

The response rate for the 2014 survey is 68%, or 176 out of a possible 260 employees, an improvement on the 2013 employee survey which had a return of 64%. The response rate is an important reflection of the culture in the organisation in particular the competency around 'effective communication'. The vision is to have a culture where there is open and honest communication, the fact that the response rate has increased provides evidence that this culture is developing. However, 84 employees chose not to have their say indicating that we still have some improvement to fully achieve the open two way communication required. The target will always be to continue to increase staff response rates each year.

There are two schools of thought regarding employees that do not respond to surveys that are designed to canvass their views and enable them to have their say in the work place:

- 1) The first is that they do not feel their views are valued or will make a difference, they are dissatisfied for some reason but chose not to say why, even when given the opportunity to do so. The 'I don't care' and 'I am not signing up to this' employees are in this group, they feel that by not participating they are demonstrating their dissatisfaction, the challenge is we have no idea who completed the survey and who did not so we are not aware of who these individuals are.
- 2) The second school of thought is the group that are content and happy to maintain the status quo, again making the choice not to have their say because they feel the outcome won't be changed by their contribution alone. Part of this theory is that people only choose to complete a questionnaire if they have something to raise, usually criticism or a moan. Therefore, by not completing the questionnaire the inference is that everything is fine, again we have no idea who these individuals are.

After doing everything possible to encourage a response and stating clearly that non participation as a form of protest does not achieve its objective, because of the confidentiality assured, the assumption is made that the 84 who did not respond are in the content and happy category. This positive approach to the issue is consistent with the culture at Fylde and the unknown employees that chose not complete the questionnaire can change this by responding in future years.

The responses are completely anonymous with no hidden agendas, they cannot be attributed to an individual and it is only the majority view the survey is concerned with, despite this there continues to be anxiety amongst some employees that individuals could be identified which led to them not completing the questionnaire. Any suggestions from employees that could help address this situation are always welcome.

### THE RAW RESULTS

The data from the survey is available on the intranet and will not be reproduced in this report. Minor edits had to be made to a small number of the comments without changing the sentiment because it was possible to identify fellow employees that they had referred to. This was necessary in a small number of cases and is consistent with our competency behaviour around integrity. Constructive criticism is welcome and encouraged but the raw data has been published for all staff to view and therefore it is appropriate to ensure that individuals cannot be identified.

All the percentage figures presented in this report are based on the number of employees that responded to the question.

### SECTION 1 – YOUR PERFORMANCE

This section examines issues around performance and in particular whether employees have clarity about what they should be doing, their targets, goals and objectives and whether this is managed the results from this section are included below:

- 96.6% of staff are clear about their targets and objectives, this shows a consistency comparing 96.5% in 2013
- 92% of staff have performance measured against clear objectives which is higher than the 87% in 2012
- 92% regularly discuss their training needs with their manager which is a significant improvement on the 72% in 2013
- 86% of staff receive regular feedback on their performance compared to 72% in 2013
- 87% of staff stated that their performance is evaluated fairly which is higher than the 81% in 2013

All the responses show an improvement from 2013 and whilst there is always room to improve the direction of travel is encouraging. Comments were left by 27 employees with a mixture of positive feedback and concerns, the ones that raised issues to be addressed were about the appraisal system and performance feedback:

- Performance should be discussed more regularly not just in appraisals, providing feedback on how an individual is performing against clear targets
- Some managers do not make staff feel valued or show much interest

- Feedback and performance not relayed often by manager
- I haven't received any feedback on my performance or how it was evaluated
- It is a little difficult to know whether we are assessed on quality or quantity of work done

Whilst the comments must be put into context because they are individual concerns there is a theme emerging that feedback needs to be more regular. The primary responsibility for addressing this remains with managers in the organisation but the employee must reflect and consider what action they can take. In response the following actions will be taken.

#### **Your Performance - Action 1**

Management explain in more detail how performance is determined and evaluated with their staff including it as a regular Team Brief discussion.

#### **Your Performance – Action 2**

Management development will focus on communication and the importance of regular dialogue with employees through various techniques including selling success and recognising achievement.

### **SECTION 2 – YOUR VOICE**

This section dealt with communication, in particular whether there is sufficient regular opportunity to have your say and whether you are informed about what is happening where you work. The results in this section include:

- 91% of staff felt there is the opportunity to communicate with senior management, an increase on the 89% in 2013
- 93% of staff feel fully informed about what is happening at the Council, an increase on the 91% in 2013
- 93% of staff feel fully informed about what is happening in their service, an increase on the 88% in 2013
- 88% of staff felt that they were able to provide feedback on the way things are done, an increase on the 84% in 2013
- 99.5% of staff are willing to give the extra effort to help the Council succeed an increase on the 98% in 2013
- 90% are encouraged to contribute ideas and suggestions, an increase on the 86% 2013
- 85% of staff feel their manager is good at managing people, an increase on the 79% in 2013

Communication is, and always will be, a challenge for every organisation, however the satisfaction levels are encouraging and an indication of the pride that most staff have working for Fylde with 99.5% willing to give extra. The one employee that represents the 0.5% who is not prepared to give extra will benefit if they reflect to consider what it is that motivates their dissatisfaction and what action they can take to change this.

Staff feel they are fully informed about what is happening in their service area and the Council indicating a consistency in communication between different levels in the organisation. Additional comments were left by 23 employees with a number of very positive and insightful comments as well

as issues being raised. The comments that raised concern were themed around inconsistency in the approach to employee engagement:

- I am very keen to give more within my role to assist the council in succeeding but feel let down by the lack of encouragement to offer opinions and ideas
- I feel I am on a need to know basis not only within my own department but also what is happening within the council
- Although communication is very good within my own department feedback from colleagues across the Council suggests this may not be the case in all departments and that some Middle Managers do not cascade relevant corporate information
- There is the means available to express feedback and ideas, once expressed there is the feeling that they disappear into a black hole, no updates or feedback provided regarding the suggestion made during team briefs
- We seem to have a lack of team briefings over recent years, so if does not appear in Grapevine or CEO/Directors points or the Local Paper, you do not know what may be happening in the Council

Communication is a two way process and as such the responsibility for addressing these issues lies with all parties concerned while recognising the fact that it is not possible to ever please everyone. To attempt to please everyone is a futile task that actually makes things worse. However, a lack of consistency is an issue that managers need to address.

#### **Your Voice – Action 1**

Team Brief sessions are compulsory and should be held on an agreed regular basis with the team, any service areas not holding some form of Team Brief should be identified.

#### **Your Voice – Action 2**

Two way feedback must be possible in the Team Brief so that suggestions and ideas are heard and responded to, every agenda must have some compulsory items including 'Feedback From Issues Raised'.

### **SECTION 3 – YOUR MANAGER**

This section focused on your direct line manager exploring the relationship between employees and their manager. Some of the issues link to performance and communication covered in the first two sections but they are from the service perspective in this section. The results from this section include:

- 90% of staff felt their manager is open and honest, consistent with the 90% in 2013
- 7% of staff felt their manager is not approachable, an improvement on the 10% in 2013
- 19% felt their manager is not good at motivating people, an improvement on the 22% in 2013
- 25% of staff felt poor performance is not dealt with in their team, the same as in 2013

Key themes from the whole survey that need to be addressed are highlighted in this section. It is not enough to be open and approachable, managers need to be able to act, be decisive and manage by taking action when required. The organisation runs the risk of developing a 'soft' culture that is absent



of effective decision making, where tough issues are not addressed. It is encouraging that the employees have raised the need to address poor performance, the failure to do this will lead to discontent amongst those that do perform. Comments were left by 28 employees and are listed below:

- I feel I take the lead on ideas rather than my manager
- If you are lazy and work shy its seems that you get given the easy jobs, with not much work involved, if you are hardworking you get more and more work piled in you
- Our line manager needs to go on a customer care course to learn to respect their staff, they spy on you and hide in bushes, talk to you like crap then on the phone, have no respect
- Poor performance is not addressed well at all which causes resentment amongst the team
- Whilst I think my department is excellent at dealing with poor performance, the policies/procedures and ethos we are all supposed to be working to as a Council do not appear to be consistent across all departments
- There are numerous examples of poor performance/attitudes/lack of response to internal customers which don't appear to be dealt with

Whilst it is important to contextualise the comments provided throughout the survey by remembering it is a small number that have made the comments, the themes emerging are consistent. The actions necessary to address these issues must focus on the development of managers across the organisation but the responsibility to achieve the outcomes required to deliver the vision of excellence rests with everyone.

#### **Your Manager – Action 1**

Identify and champion the good management practice across the organisation and reinforce the good management behaviours in the competences.

#### **Your Manager - Action 2**

Management must get support to recognise, identify and address poor performance using the [Performance Management Framework](#), [Competency Framework](#) and [Respecting People at Work Framework](#).

### **SECTION 4 - YOUR COUNCIL**

This section examines corporate behaviours and culture to determine the level of understanding and engagement of corporate initiatives including improvement and change. In responding to the questions in this section the term 'management' referred to the senior and middle managers rather than the line manager. The results from this section are included below:

- 94% of staff felt management communicate a clear vision for the Council compared to 92% in 2013
- 94% of staff felt they have sufficient communication with management, the same as in 2013
- 91% of staff feel improvement is managed well at the Council compared to 90% in 2013
- 97% understand the behaviours and culture of the Council compared to 95% in 2013

The satisfaction levels are encouraging with improvement across the board providing a solid foundation to implement further improvement, awareness and understanding across the Council, it is essential to continually reinforce the required behaviours (competencies).

There were 14 comments made by staff in this section with the majority being positive about communication, change and improvement with some concerns highlighted below:

- I can approach my manager with problems but feel that the management style is 'old style boss' rather than a motivating team builder
- My manager is good at their job, but I feel that they do not lead the team
- We need to look at more modern working practices and ways of working not necessarily office bound
- Managers have my respect
- The senior managers are always available

#### **Your Council – Action 1**

Change needs to be accepted as part of the day to day activity of the Council and not a discrete project that has a start and end date.

#### **Your Council – Action 1**

Managers must apply a management style that is consistent with the behaviour and culture of the organisation, they are required to 'lead by example' and reinforce the culture.

### **SECTION 5 – THE CULTURE**

This section included a different style of questions developed to assess the prevailing culture of an organisation and incorporated into similar questionnaires in other organisations. The questions are deliberately simple and objective therefore a 'don't know' or 'not applicable' option is not required. The highlights from this section include:

- 99% of employees know what is expected of them at work compared to 98% in 2013
- 87% of staff have the opportunity every day to do what they do best, higher than the 84% in 2013
- 86% of staff feel their opinions count at work, higher than the 82% in 2013
- 90% of staff feel good about the vision 'to achieve excellence' compared to 88% in 2013
- 92% think work colleagues are committed to achieving quality at work, compared with 90% in 2013
- 87% said they have a good friend at work, consistent with 86% in 2013
- 87% of staff have had a conversation about their progress at work in the last 6 months, an increase on the 84% in 2013
- 86% in the last year have had opportunities at work to learn and grow, an increase on the 80% in 2013

The outcomes support themes running through the survey; that communication is good; performance management has improved; a positive culture is prevailing; and people feel a sense of pride in what they do. This section highlighted some issues around the culture of the organisation included below:

- 37% had not received recognition or praise for doing something in the last 7 days, less than the 42% in 2013
- 9% of staff feel there is no one who cares about them as a person at work compared to 10% in 2013
- 19% of employees do not have someone at work that encourages them to develop, less than the 24% in 2013

This indicates that in some areas employees do not receive the support, encouragement and recognition that would reduce the chance of employees enjoying what they do and being proud to work for Fylde.

The majority of the 37 comments made in this section were constructive about the challenges we face together and the progress made so far. However, the themes of inconsistency, the tough economic climate and limited development opportunities were evident. The prevailing attitude from the survey is encapsulated in the comments below:

- I feel valued as a Fylde employee, I think you get out of your work what you put in, the harder you work the more recognition & reward you achieve
- I have noticed that new staff have a great attitude and are a big part of making the Council better
- I only started a few months ago but I am impressed with the great atmosphere at work
- I have worked over 25 years at Fylde and I can honestly say it gets better every year
- Despite tough times Fylde has done well, some councils are in a mess
- I enjoy the work I do and love doing it for Fylde
- Great place to work, I feel very lucky & happy with the direction of travel Fylde is now striving for!

The **FINAL QUESTION** was asked to determine whether employees were satisfied with working at Fylde, to establish if they enjoy what they do and are proud to do it for Fylde, the outcome is:

- 99% of employees said that they were satisfied with Fylde as a place to work compared to 97% in 2013

This is encouraging and provides evidence of the strong foundation in place to support the challenging issues we face. The 1% of employees that are not satisfied must change their situation by reflecting on their response to understand what it is that has led to them being dissatisfied. Once this has been established it is possible for them to change their situation, if the source of their dissatisfaction is something that the Council can help with then all the support necessary will be provided. This message is reinforced whenever the issue of job satisfaction is discussed, it can be uncomfortable for some employees to hear but it does represent the most constructive means of achieving an outcome that is best for the employee.

**The Culture – Action 1**

Employees that are not satisfied with Fylde as a place to work must, for their benefit, consider what they can do to change the situation – the Council will ensure that every possible effort is made to assist.

**The Culture – Action 2**

Employees must feel valued and get appropriate recognition at work, managers must adopt this as part of the management style at Fylde and a requirement of the day job.

**CONCLUSION**

The message from the employee survey is very positive with every area showing improvement on last year and some showing a big increase over the last two years, in particular:

- Discussions with training & development needs with managers seeing 27% increased to 92% from 64% in 2012
- Staff receive regular feedback on performance and progress with 20% increase to 86% from 66% in 2012
- Staffing feeling fully informed about what is happening in their service area up 12% to 93% from 81% in 2012
- Staff having someone at work who encourages them to develop up 9% to 82% from 71% in 2012
- Employees in the last 6 month having someone to talk to about progress at work up 25% to 87% from 62% in 2012
- Staff in the last year with opportunities at work to learn and grow up 12% to 86% from 74% in 2012

The number of positive comments in the survey is testimony to the progress made as a team to move towards a positive culture where pride, trust, openness and enjoyment prevail. This cannot be achieved by the management alone, it requires a concerted conscious effort by everyone in the organisation, everyone should be proud of the progress made in what is probably the most challenging time for local government.

There are challenges ahead, and there always will be, that we will address together in to continue on the journey to 'achieve excellence'. There is inconsistency and sub cultures have developed, some areas are being left behind and a number of employees (including some managers) are not demonstrating the behaviours or communicating the message that is required to embed a culture that will ensure we continue to move towards our vision. In some cases this is because of a lack of support and understanding, so we have a responsibility to help, in other cases it is a deliberate act based on the inability to work with or support the changes being made, wherever this is evident in the organisation it will be identified and addressed.

Everyone has a responsibility to do everything to ensure that it is possible for everyone to enjoy working at Fylde. The inconsistency still evident is a reminder of the need to continue to improve but it is essential to recognise that it is not possible to please everyone, the majority is the best that can be achieved and the results of this survey demonstrate a great performance to date.

**"I think it is great working here and if this wasn't the case then I would change it"**

### EMPLOYEE SURVEY 2014 – INDIVIDUAL COMMENTS

The individual comments from the 2014 employee survey are listed below into two categories. It should be put into context that these are individual comments and as such each statement on its own is not representative of the organisation. However, some of the comments are very encouraging whilst others provide food for thought highlighting issues and behaviour in some service areas (and we don't which) that need to be explored.

Positive Comment	Comment for Thought
<ul style="list-style-type: none"> <li>• I am aware of my appraisal with my line manager - it is fair</li> <li>• I enjoy and embrace every day that I work here</li> <li>• It's a good place to work</li> <li>• Most/all people know what they should be doing and inter-departmental working is good</li> <li>• Other parts of the public sector should learn from how things are done at Fylde</li> <li>• The staff appraisal system is run well with quality management time to discuss your role and competences within the local authority</li> <li>• Having had my employee appraisal further training and development was targeted for myself</li> <li>• In my service area we are always seeking to improve I don't think this is the same across the Council</li> <li>• Corporate posters help me understand how performance feeds up and impacts on the rest of the councils activities</li> <li>• Some performance is poor and it is now being tackled</li> <li>• If you enjoy what you do then you don't need performance measures you make a difference</li> <li>• Feedback annually at appraisals</li> <li>• Out of all the places I have ever worked this has been the most positive &amp; enjoyable</li> <li>• In my experience senior managers have been unapproachable and hidden away at Fylde they take time out to speak to everyone, know everybody's name and treat staff with respect regardless of what they do</li> <li>• I love the Council ethos and the motivational emails 10/10</li> </ul>	<ul style="list-style-type: none"> <li>• Rules and policies are made to suit others Staff are scared to phone in when sick because of an attitude of disbelief, we are coming in work with illness and making it worse and passing illness on</li> <li>• Feedback and performance not relayed often by manager</li> <li>• I haven't received any feedback on my performance or how it was evaluated</li> <li>• Treated like a number not as a human being</li> <li>• There is a lack of direction from line management</li> <li>• Lack of consistency</li> <li>• Lack of funding for training courses</li> <li>• It is possibly a good thing being taken for granted but the occasional praise doesn't go amiss</li> <li>• Praise for performance should be given to all staff not just the chosen few</li> <li>• We have a line manager who is not pro-active or notices what is going on and give feedback when issues are resolved or on day to day performance</li> <li>• My only criticism is that I am expected to be responsible for areas that I have no knowledge or experience in</li> <li>• It is a little difficult to know whether we are assessed on quality or quantity of work done</li> <li>• Many times we voice our opinions only to be ignored, scared to say anything as all the people who spoke up have been hounded and eventually sacked</li> <li>• Often the line manager/s have a lack of specific knowledge and it is therefore difficult to explain what opinion or ideas they should be sourcing they are unsure on how to take forward relevant ideas</li> </ul>

<ul style="list-style-type: none"> <li>• The Council is doing well</li> <li>• Messages are clear and they are regular</li> <li>• Senior managers almost always have their doors open and will find time to talk</li> <li>• If you don't know what is happening at Fylde then you are walking round with your eyes shut and ears blocked</li> <li>• I like the staff suggestions intranet facility</li> <li>• Despite that fact that it is easy to have your say some staff still choose to BMW to everyone else</li> <li>• Every means possible is used to inform people, some choose not to hear and some managers are poor at sharing information</li> <li>• Head of service seems to listen and take action</li> <li>• We see the CEX most days</li> <li>• My manager encourages ideas &amp; opinions</li> <li>• People are encouraged to speak up - but some choose not to</li> <li>• Managers are very approachable</li> <li>• Most managers are good and getting better but some will never be able to demonstrate the competencies</li> <li>• In the past two years, a BIG change culture has occurred to make me feel poor performance is dealt with and things are improving because of these results</li> <li>• Although poor performance is challenged in my own department feedback from colleagues in other service areas suggests this may not be the case in all departments</li> <li>• We have a great team with super managers.</li> <li>• My manager has been in his role for 3 years &amp; has made a big difference to the morale &amp; performance of the team. Although his workload always seems to keep expanding he always has his eye on the ball</li> <li>• My manager is pro-active, listens and is there for you, there are still some struggling to manage</li> <li>• My manager is likeable, friendly and approachable as a person</li> </ul>	<ul style="list-style-type: none"> <li>• I think time should be allocated for a departmental team briefing, to prevent continual cascading</li> <li>• I am very keen to give more within my role to assist the council in succeeding but feel let down by the lack of encouragement to offer opinions and ideas</li> <li>• I feel I am on a need to know basis not only within my own department but also what is happening within the council</li> <li>• Although communication is very good within my own department feedback from colleagues across the Council suggests this may not be the case in all departments and that some Middle Managers do not cascade relevant corporate information</li> <li>• Our manager is spread between 2 departments and is seen less and less and we never see our senior manager</li> <li>• The line manager is oblivious of what is going on and avoids difficult situations.</li> <li>• I would like the senior manager to visit each office more often</li> <li>• Time to communicate with managers &amp; directors is limited, job role is busy from Director, manager &amp; staff below</li> <li>• There is the means available to express feedback and ideas, once expressed there is the feeling that they disappear into a black hole, no updates or feedback provided regarding the suggestion made during team briefs</li> <li>• We seem to have a lack of team briefings over recent years, so if does not appear in Grapevine or CEO/Directors points or the Local Paper, you do not know what may be happening in the Council</li> <li>• We still remain in the dark over the office move and rely on the grapevine to inform us</li> <li>• I feel I take the lead on ideas rather than my manager</li> <li>• If you are lazy and work shy its seems that you get given the easy jobs, with not much work involved, if you are hardworking you get more and more work piled in you</li> <li>• Manager could be better with people skills.</li> </ul>
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<ul style="list-style-type: none"> <li>• I am self-motivated and believe my output is dictated by myself</li> <li>• My head of service is managing to fix the service</li> <li>• Most managers are very good some have yet to change</li> <li>• I personally talk to my line manager and know what's necessary</li> <li>• We have regular verbal and written updates from senior managers and staff are free to voice their opinions about how we can improve further</li> <li>• Whilst the expected behaviour and culture of the Council are communicated through my department this does not appear to be the case for other departments</li> <li>• New initiatives are communication and reinforced well</li> <li>• The competencies have been clearly communicated on a number of occasions</li> <li>• I enjoy working here serving the local community</li> <li>• The workplace environment is positive</li> <li>• The culture is now modern (almost like private sector), more relaxed yet much more productivity!</li> <li>• Information is well communicated, not everyone necessarily "listens"</li> <li>• My manager may not always be immediately available but will always make time to see anyone when necessary</li> <li>• Greater transparency required during periods of change/improvement.</li> <li>• Managers have my respect</li> <li>• The senior managers are always available</li> <li>• Enjoy my job, only minor issues</li> <li>• FBC is a good place to work.</li> <li>• I feel I am capable of contributing more</li> <li>• Every job is what you make it</li> <li>• I enjoy working at Fylde.</li> <li>• I have noticed that new staff have a great attitude and are a big part of making the Council better</li> </ul>	<ul style="list-style-type: none"> <li>• Our line manager needs to go on a customer care course to learn to respect their staff, they spy on you and hide in bushes, talk to you like crap then on the phone, have no respect</li> <li>• Poor performance is not addressed well at all which causes resentment amongst the team</li> <li>• My line manager has been on several training courses since the last staff survey - unfortunately things have not improved and they still find it difficult to make decisions or deal with any challenging situations which arise</li> <li>• I am motivated in spite of my manager not because of them</li> <li>• Should you be attending further education when off on long term sick?</li> <li>• Whilst I think my department is excellent at dealing with poor performance, the policies/procedures and ethos we are all supposed to be working to as a Council do not appear to be consistent across all departments</li> <li>• There are numerous examples of poor performance/attitudes/lack of response to internal customers which don't appear to be dealt with</li> <li>• There seems to be double standards applied across the different departments</li> <li>• If individual performance is not assessed/shared then unsure if any poor performance dealt with</li> <li>• Some managers have such a widespread and diverse cohort of staff that it is often difficult for them to concentrate on individuals</li> <li>• We have a person on our team who is forever disappearing and we have no idea why but nothing seems to be said or done about it</li> <li>• I do not feel the actions of my manager enhance my performance, they possibly inhibit with the need to micro manage at times</li> <li>• I can approach my manager with problems but feel that the management style is 'old style boss' rather than a motivating team builder</li> <li>• My manager thinks it's acceptable to remove people that don't fit the culture, with no conscience</li> <li>• My manager is good at their job, but I feel that they do not lead the team</li> </ul>
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<ul style="list-style-type: none"> <li>• I only started a few months ago but I am impressed with the great atmosphere at work</li> <li>• I have worked over 25 years at Fylde and I can honestly say it gets better every year</li> <li>• Despite tough times Fylde has done well, some councils are in a mess</li> <li>• I enjoy the work I do and love doing it for Fylde</li> <li>• Senior Management are open and honest and I don't think that some people can handle that approach they are traditionally skeptical</li> <li>• I am a firm believer in doing a good days work for fair pay and good working conditions</li> <li>• Great place to work, I feel very lucky &amp; happy with the direction of travel Fylde is now striving for!</li> <li>• I feel valued as a Fylde employee, I think you get out of your work what you put in, the harder you work the more recognition &amp; reward you achieve</li> <li>• I think it is great working here and if this wasn't the case then I would change it, some people think the Council owes them a living and they don't need to work for it</li> <li>• My immediate colleagues are committed to providing excellence and have pride in their work</li> <li>• As a place to work, Fylde has improved significantly over the last 3 years</li> <li>• It's a shame not all staff are on the same level in terms of attitude and commitment, which frustrates me but my head of service is brilliant and an absolute role model, in what is definitely a challenging job</li> <li>• Making a difference to service users make me feel my role is important and being able to provide answers and help people makes me feel my role is important</li> <li>• Great place with fantastic people</li> <li>• The best job I ever had</li> <li>• I have worked here over 20 years and it gets better all the time - I would have left it I didn't like it</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in the law which affect working practices are often not given specific attention</li> <li>• Training whether in house or external is lacking</li> <li>• Line managers do not carry out any research or look at good practice examples</li> <li>• Does not give staff confidence if the line manager is not up to speed and shows a lack of interest in how changes could affect the way we do things</li> <li>• Vision and corporate objectives don't always translate to staff enthusiasm and I often feel trapped in a time warp</li> <li>• Greater transparency required during periods of change/improvement</li> <li>• The morale of the workforce is not the same anymore, we keep getting told we all work as a team, it doesn't work like that the workforce are on our own</li> <li>• Supervisors &amp; managers seem to think they are better and more important. we have never seen a supervisor or charge hand come out and check the work that we do (even) - too lazy sat in their warm office</li> <li>• We need to look at more modern working practices and ways of working not necessarily office bound</li> <li>• Income generation and new innovative ways of delivering services seems to be undervalued</li> <li>• Whilst my department is committed and strongly promotes and develops the ethos of the Council this does not appear to be the case for all departments</li> <li>• It's very hard not to lose faith and become frustrated as individuals and teams when some sections are held to different standards or don't appear to be on board</li> <li>• The change in attitudes we started to see a few years ago have slowed, if not stalled and I wonder sometimes if people who are currently on board may revert back if inconsistencies continue</li> <li>• Some people are sitting out the change and avoiding it in the hope it will pass everyone knows who they are and they need dealing with</li> </ul>
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<ul style="list-style-type: none"><li>• I enjoy what I do and I am proud to do it for Fylde it is a good place to work</li></ul>	<ul style="list-style-type: none"><li>• More should be done to ensure council members embrace the culture at Fylde in relation to respect/professionalism</li><li>• High volume of work I have to do ensures that I am unable to do it to quality I need to do, and means important aspects are simply not done</li><li>• After years of necessary change some service areas have not changed at all and they hold the Council back</li><li>• As an observation there are several employees who have been given extra responsibilities and workload without further remuneration and this seems unfair</li><li>• I don't believe that everyone at Fylde is committed to achieving quality at work and think there is a minority content to do the minimum</li><li>• I don't think the 'Vision' makes me feel that my role is any more important to the Council</li><li>• It feels that the same people are championed publically as they may have a manager that actively champions their staff more</li><li>• Staff in non-customer facing teams or within teams with older style management are not heard of as often within 5 points/Grapevine although I'm sure they work just as hard and their role is equally important</li><li>• Some people spend as much time as possible skipping work</li><li>• The vision "to achieve excellence" does not make me feel my role is important</li><li>• There is limited opportunity to develop in my role which is disappointing as I want to progress. This is frustrating</li></ul>
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## EMPLOYEE SURVEY 2014 – DATA RESULTS

Employee Survey Questions, asked with a yes/no answer....	2014 Results	2013 Results	2012 Results
<b>SECTION 1 – YOUR PERFORMANCE</b>			
1. I am aware of my objectives and targets	↑ 96.6%	↓ 96.5%	92.5%
2. My performance is measured against clear objectives	↑ 92.1%	↓ 87.0%	88.9%
3. I regularly discuss my training & development needs with my manager	↑ 92.1%	↓ 71.8%	64.8%
4. I receive regular feedback on my performance and progress	↑ 85.8%	↓ 75.3%	66.0%
5. I think my performance is evaluated fairly	↑ 86.9%	↓ 80.6%	82.0%
<b>SECTION 2 – YOUR VOICE</b>			
7. I feel that there is opportunity to communicate directly with Directors & CEX	↑ 90.9%	↓ 88.7%	92.2%
8. I feel fully informed about what is happening in the council	↑ 93.2%	↓ 90.5%	86.1%
9. I feel fully informed about what is happening in my service area	↑ 92.6%	↓ 87.5%	81.2%
10. I feel able to provide feedback on the way things are done in the council	↑ 88.0%	↓ 83.9%	86.6%
11. I am willing to give extra effort to help the council succeed	↑ 99.5%	↓ 98.2%	95.8%
12. I am encouraged to offer opinions and ideas	↑ 90.2%	↓ 86.3%	85.5%
14. My manager is good at managing people	↑ 84.5%	↓ 77.8%	77.7%
<b>SECTION 3 – YOUR MANAGER</b>			
15. My manager is open and honest	↑ 90.3%	↓ 89.8%	86.1%
16. My manager is approachable	↑ 93.1%	↓ 92.2%	94.8%
17. My manager motivates me to be more effective in my job	↑ 81.2%	↓ 78.4%	74.2%
18. Poor performance is dealt with effectively in my team	↑ 75.5%	↓ 74.9%	70.2%
<b>SECTION 4 - YOUR COUNCIL</b>			
20. Management communicate a clear vision for the Council	↑ 93.6%	↓ 92.1%	90.0%
21. I have as much contact as I need with the management	↑ 94.2%	↓ 93.9%	92.2%
22. I feel improvement is managed well in the Council	↑ 90.7%	↓ 89.7%	83.2%
23. I understand the behaviours and culture of the Council	↑ 96.5%	↓ 94.6%	93.5%
<b>SECTION 5 – THE CULTURE</b>			
26. Do you know what is expected of you at work?	↑ 98.8%	↓ 98.2%	96.4%
27. Do you have the opportunity to do what you do best every day?	↑ 87.3%	↓ 84.1%	83.5%
28. In the last seven days have you received recognition or praise for doing good work?	↑ 62.7%	↓ 57.9%	57.7%
29. Does your supervisor / manager or someone at work seem to care about you as a	↑ 91.0%	↓ 90.2%	88.2%
30. Is there someone at work who encourages you to develop?	↑ 81.3%	↓ 75.6%	71.3%
31. At work do your opinions seem to count?	↑ 85.5%	↓ 82.3%	83.1%
32. Does the vision for the Council (To Achieve Excellence) make you feel your role is	↑ 90.4%	↓ 87.8%	82.8%
33. Are your colleagues committed to achieving quality at work?	↑ 91.6%	↓ 90.2%	92.6%
34. Do you have a good friend at work?	↑ 86.7%	↓ 86.0%	86.8%
35. In the last 6 months has someone talked to you about your progress at work?	↑ 86.7%	↓ 84.1%	61.7%
36. In the last year have you had opportunities at work to learn and grow?	↑ 86.1%	↓ 80.5%	73.9%
37. Overall I am satisfied with Fylde as a place to work	↑ 98.8%	↓ 97.0%	91.2%

**KEY**

Colours - red means (poor), green means high (better) for the years individually

Arrows - compares 2014 scores with 2013

# REPORT

REPORT OF	MEETING	DATE	ITEM
OFFICE OF THE CHIEF EXECUTIVE	POLICY DEVELOPMENT SCRUTINY COMMITTEE	12 MARCH 2015	8

## THE RESIDENTS SURVEY 2014

### PUBLIC ITEM

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

### SUMMARY

The report provides details of the Residents Survey along with the latest satisfaction levels from the 2014 data set. Satisfaction with services, the Council and the local community is compared against previous data sets as well as the cumulative outcome to date. The report includes any proposal to learn from the process or take action in response to the findings.

### RECOMMENDATIONS

1. That the committee note the outcomes from the 2014 Resident Survey and progress made on the satisfaction with services, the Council and the local community.
2. That any appropriate feedback, suggestions or improvements are put forward as recommendations to officers or members.

### CABINET PORTFOLIO

This item falls within the following cabinet portfolio(s):

Customer and Operational Service

-

Councillor Albert Pounder

### CORPORATE PRIORITIES

To Promote the Enhancement of The Natural & Built Environment ( <b>Place</b> )	√	To Encourage Cohesive Communities ( <b>People</b> )	√
To Promote a Thriving Economy ( <b>Prosperity</b> )	√	To Meet Expectations of our Customers ( <b>Performance</b> )	√

### SUMMARY OF PREVIOUS DECISIONS

The Policy Scrutiny Committee have received and approved reports on the previous Resident Surveys carried out in 2012 and 2013.

## REPORT

### Background to the Residents Survey

1. The Resident's Survey was introduced in 2012 to establish a robust mechanism for resident's to have their say about services, the Council and their local community. It is deliberately a very simple questionnaire with 10 short questions that can be completed in as little as 30 seconds, a copy of the questions are included in Appendix 1 to this report.
2. The survey is part of the performance management framework at Fylde and replaced the former compulsory Place Survey, which cost approximately £7000 per annum to administer, was overly complicated and abolished in 2009 with the last set of results from October 2008. The Residents Survey is delivered within existing resources and there is no requirement for a budget to be allocated for the survey.
3. Whilst many councils have chosen not to continue with a corporate customer satisfaction survey since the compulsory Place Survey was abolished, at Fylde it is a key element of our customer focused approach and one of the mechanisms used to allow customers to have their say on the services they pay for and inform officers where improvements can be targeted.
4. The questionnaire is deliberately simple and quick to complete in order to achieve a good response in line with the research industry best practice for high level customer satisfaction surveys. The intention is to change the questionnaire as little as possible to enable true comparison over time. The questionnaire can be completed online at any time by searching the term 'resident's survey' and selecting the top search result. The landing page provides the latest results and there is a link titled 'Have Your Say' that takes you to the questionnaire: [www.fylde.gov.uk/haveyoursay](http://www.fylde.gov.uk/haveyoursay)
5. The results are reported annually based on the number of completed questionnaires since the last report. An awareness campaign is carried out from November to increase interest in the survey just prior to the date set to collate the data for the next report. The campaign includes media coverage, web presence, social media, the use of the elective email data base and footer links on every email sent out over the campaign period. The 2014 data set has seen a decrease in the number of completed questionnaires triggering a review of the awareness campaign in 2015 in an effort to increase the number of completed questionnaires.
6. The questions focus on the main front end services as well as the residents experience, perception and knowledge of the local authority. Apart from the planning and customer service questions it is possible to provide an informed response to the questions without having had direct contact with the Council e.g. a valued judgment on parks, refuse, street cleansing and value for money from the Council.
7. The objective is to get an overview of satisfaction with services and the Council that can be used to identify areas for improvement and allow comparison over time. A drop in satisfaction could trigger more detailed research to understand the reasons behind the fall. This may include a more detailed survey focused on the service area, workshops with staff, focus groups with customers or a review of the service. The outcomes act as a 'finger on the pulse' of the organisation that is continually monitored to determine how well, or not, we are performing. In many cases the high level overview that the survey provides supplements service based customer research carried out in a number of areas.

8. The survey is live gathering feedback all the time using the same questionnaire and it is possible to view at any time the latest results, the data set is automatically updated so cumulative results are live. The data set can be analysed by any time frame making it possible to analyse the responses by year and publish the cumulative data.

### The 2014 Data Set – Satisfaction Levels

9. The table in Appendix 2 to this report includes three years data from 2012 to 2014 and the cumulative results of over 3000 responses to date. The comparable data that is available (?) from the last compulsory Place Survey in 2008 is included to provide context though it is accepted that the Place Survey was a paper based household postal survey as opposed to a predominantly online survey. The 2014 data set for the questions asked is included in Table 1.

**Table 1: The 2014 Residents Survey Results**

<b>QUESTIONS</b> <i>(Percentages figures are of those who rated their response as satisfied, good or excellent)</i>	<b>2014 Response</b>
<b>How would you rate the refuse collection service at Fylde</b>	<b>94%</b>
<b>How would you rate the household recycling service at Fylde</b>	<b>92%</b>
<b>How would you rate the parks and open spaces in Fylde</b>	<b>94%</b>
<b>How would you rate the cleanliness of the streets in Fylde</b>	<b>83%</b>
<b>How would you rate the planning service at Fylde*</b>	<b>63%</b>
<b>How would you rate the customer service at Fylde*</b>	<b>89%</b>
<b>Overall how you would rate the Fylde as a place to visit</b>	<b>97%</b>
<b>Overall how you would rate Fylde as a place to live</b>	<b>97%</b>
<b>How would you rate the value for money received from Fylde Council</b>	<b>85%</b>
<b>Overall and taking everything into account, how you would rate Fylde Council</b>	<b>90%</b>

\*Percentage of respondents that had used the service

10. The results from the 2014 Residents Survey data set show high levels of satisfaction across all service areas consistent with the previous two years data and significantly improved on the 2008 Place Survey comparable data. The levels of satisfaction from the Residents Survey are exceptional with many in excess of 80% which is well within the top quartile (top 25%) of results that are achieved in comparable research carried out by other organisations.
11. The lowest level of satisfaction are with the planning service with 63% in 2014 and 69% cumulative, this is a vast improvement on the Place Survey at 52% in 2008. The planning service

data only includes responses from residents that indicated they have used the service, so it is a lower sample size. The national average for satisfaction with planning services was last available in 2008 as part of the Place Survey and it was 65%, the current cumulative data for Fylde is 69%.

12. Survey research indicates there is always a lower level of satisfaction with regulatory and enforcement services because of the nature of the decisions that have to be made, the expectations of the customer and the negative outcome for a number of customers. In the case of planning even an approval can lead to dissatisfaction from third parties. The planning team is aware of this challenge and are currently implementing a number of service improvements as part of a wider transformation project including several actions that will further improve the customer experience. However, it is unrealistic to expect a regulatory and enforcement service like planning to achieve the satisfaction levels that other front end services experience.
13. All the other services show high levels of satisfaction with only street cleansing not exceeding 90%, with an excellent 83%. This is a service where further research carried out with customer focus groups identified that one of the challenges is the high expectation of the Fylde customer. Fylde is a clean borough and the expected standard of cleanliness is very high, as a result any litter is an eyesore. This is accepted as one of the factors that keeps the service providers on their toes and determined to maintain the high standard.
14. The survey results come after six parks and green spaces in Fylde received the prestigious Green Flag Award in 2014, the most Fylde has achieved with a Green Flag for Ashton Gardens. In 2014 Fylde Council was ranked 3rd best council "Britain's 20 best councils" by the Daily Telegraph based on quality of life, general cleanliness and value for money. Every indication is that the standards delivered across the borough are exceptional. In many of the parish areas the cleanliness, the parks and the quality of the local environment are down to the excellent work done by the parish councils, community groups and local partnerships. The borough council has simply carried out the survey whilst the credit for the excellent outcomes belongs to many other partners and organisations that serve communities across Fylde.
15. Two of the questions do refer directly to the Council: concerning value for money and overall performance. Research indicates that respondents to local authority surveys often have an institutional negative perception of 'the council', shaped by media and historical traditional practices sometimes more than experience, and it is common for the satisfaction levels to be between 45% and 65% based on the national average from the last Place Survey. The results from the 2014 Residents Survey show an outstanding 85% of respondents felt that the Council delivered value for money and 90% were satisfied with the Council overall. This is encouraging data that the organisation must now maintain.
16. The overall outcome from the survey is exceptional and testimony to the hard work and dedication of everyone involved with the organisation and all our partners including parish and town councils. The people that pay for and receive the services delivered in their local community have provided a resounding thumbs up for quality of life they enjoy.

<b>IMPLICATIONS</b>	
Finance	There are no direct financial implications as a result of this report
Legal	There are no direct legal implications as a result of this report
Community Safety	There are no direct community safety implications as a

	result of this report
Human Rights and Equalities	There are no direct human rights and equalities implications as a result of this report
Sustainability and Environmental Impact	There are no direct sustainability or environmental implications as a result of this report
Health & Safety and Risk Management	There are no direct health and safety or risk management implications as a result of this report

LEAD AUTHOR	TEL	DATE	DOC ID
Allan Oldfield	01253 658500	February 2015	

LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Residents Survey		<a href="http://www.fylde.gov.uk/haveyoursay">www.fylde.gov.uk/haveyoursay</a>

Attached documents

Appendix 1 – The Resident Survey Questionnaire

Appendix 2 – The Resident Survey Results

## Appendix 1: THE RESIDENT SURVEY QUESTIONNAIRE

*At Fylde Council it is important that customers have their chance to rate the services they pay for and provide feedback that helps us to improve. You can have your say and help make a difference to the services you pay for by completing the short questionnaire below. The survey takes no more than two minutes to complete.*

*I would like to thank you in advance for your*

*support. Yours sincerely*

Allan Oldfield  
Chief Executive

### SERVICES THE COUNCIL DELIVERS:

1. I would rate the refuse collection service at Fylde as:

- Excellent
- Good
- Satisfactory
- Poor
- Very Poor

2. I would rate the household recycling service at Fylde as:

- Excellent
- Good
- Satisfactory
- Poor
- Very Poor

3. I would rate the parks and open spaces in Fylde as:

- Excellent
- Good
- Satisfactory
- Poor
- Very Poor

4. I would rate the cleanliness of the streets in Fylde as:

- Excellent
- Good



Satisfactory

Poor

Very Poor

5. I would rate the planning service at Fylde as:

Excellent

Good

Satisfactory

Poor

Very Poor

N/A

6. I would rate the customer service at Fylde as:

Excellent

Good

Satisfactory

Poor

Very Poor

N/A

7. Overall I would rate the Fylde as a place to visit as:

Excellent

Good

Satisfactory

Poor

Very Poor

8. Overall I would rate Fylde as a place to live as:

Excellent

Good

Satisfactory

Poor

Very Poor

9. I would rate the value for money I receive from Fylde Council as:

- Excellent
- Good
- Satisfactory
- Poor
- Very Poor

10. Overall and taking everything into account, I would rate Fylde Council as:

- Excellent
- Good
- Satisfactory
- Poor
- Very Poor

11. We would like to keep you informed of Fylde Council news, events and for you to have your say on Fylde Council and community matters. If you would like us to keep you updated please enter your email address below, we will never share your email or any other details with anyone else.

## Appendix 2: The Resident Survey Results Table

<b>QUESTIONS</b> <i>(Percentages figures are the percentage satisfied, good and excellent)</i>	<b>2014</b> <b>(608 responses)</b>	2013 (829 responses)	2012 (1583 responses)	<b>Cumulative</b> (responses 3121**)	2008/09 LGA Place Survey (1224 responses)
How would you rate the <b>refuse collection</b> service	<b>94%</b>	95%	93%	<b>94%</b>	76%
How would you rate the <b>household recycling</b> service	<b>92%</b>	93%	91%	<b>92%</b>	78%
How would you rate the <b>parks and open spaces</b> in Fylde	<b>94%</b>	94%	93%	<b>94%</b>	68%
How would you rate the <b>cleanliness of the streets</b> in Fylde	<b>83%</b>	83%	81%	<b>82%</b>	65%
How would you rate the <b>planning service</b> at Fylde*	<b>63%</b>	70%	71%	<b>69%</b>	52%
How would you rate the <b>customer service</b> at Fylde*	<b>89%</b>	88%	90%	<b>89%</b>	n/a
Overall I would rate the Fylde as a <b>place to visit</b>	<b>87%</b>	97%	95%	<b>80%</b>	n/a
Overall I would rate Fylde as a <b>place to live</b>	<b>97%</b>	97%	95%	<b>96%</b>	87%
How would you rate the <b>value for money</b> received from Fylde Council	<b>85%</b>	85%	81%	<b>82%</b>	63%
Overall and taking <b>everything into account</b> , how would you rate Fylde Council	<b>90%</b>	90%	88%	<b>89%</b>	n/a

\*Percentage of the respondents that **have used** the service

\*\* including **101 surveys captured prior to 2012**