

# SCRUTINY COMMITTEE

Monday, 16th September, 2019  
6.30 pm





# SCRUTINY COMMITTEE

## BURNLEY TOWN HALL

Monday, 16th September, 2019 at 6.30 pm

This agenda gives notice of items to be considered in private as required by Regulations (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Members are reminded that if they have detailed questions on individual reports, they are advised to contact the report authors in advance of the meeting.

Members of the public may ask a question, make a statement, or present a petition relating to any agenda item or any matter falling within the remit of the committee.

Notice in writing of the subject matter must be given to the Head of Legal & Democracy by 5.00pm on the day before the meeting. . Forms can be obtained for this purpose from the reception desk at Burnley Town Hall, Manchester Road or at the Contact Centre, Parker Lane, Burnley or from the web at:

<http://burnley.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13234> . You can also register to speak via the online agenda. Requests will be dealt with in the order in which they are received.

## **AGENDA**

### **1) Apologies**

To receive any apologies for absence.

### **2) Minutes**

To approve as a correct record the minutes of the previous meeting

5 - 10

### **3) Additional Items of Business**

To determine whether there are any additional items of business which, by reason of special circumstances, the Chair decides should be considered at the meeting as a matter of urgency.

### **4) Declarations of Interest**

To receive any declarations of interest from Members relating to any item on the agenda, in accordance with the provisions of the Code of Conduct and/or indicate if S106 of the Local Government Finance Act 1992 applies to them.

### **5) Exclusion of the Public**

To determine during which items, if any, the public are to be excluded from the meeting.

#### **6) Public Question Time**

To consider questions, statements or petitions from Members of the Public.

### PUBLIC ITEMS

#### **7) Empty Homes Programme**

At the meeting of Scrutiny on 26<sup>th</sup> June members considered the Year end performance report 18/19 and asked how the target figures for the empty homes programme was set and invited the Head of Housing and Development Control to brief members on this.

The Head of Housing and Development Control will attend the meeting to brief members.

#### **8) Notice of Key Decisions and Private Meetings**

To consider the list of future Key Decisions.

#### **9) Revenue Budget monitoring quarter 1** 11 - 20

To consider the outturn position for the year as at 31<sup>st</sup> March 2020 based upon actual spending and income to 30<sup>th</sup> June 2019.

#### **10) Capital budget monitoring quarter 1** 21 - 32

To consider the forecast outturn position for the year as at 31<sup>st</sup> March 2020 based upon actual spending and income to 20<sup>th</sup> June 2019.

#### **11) Revenue budgets 2020-23 - latest position and savings proposals** 33 - 46

To consider the latest position regarding balancing the Council's 2020/23 revenue budgets.

#### **12) Strategic Plan** 47 - 62

To seek member's feedback on the updated Strategic Plan (appendix 1).

#### **13) Scrutiny Reviews 2019/20**

To consider and prioritise the suggestions received from Scrutiny members for the 2019/20 work programme.

##### **a) Manchester Road Railway Station** 63 - 70

To revisit the Scrutiny report sent to the Executive in September 2017 in order to establish what progress has been made in two year.

##### **b) Citizen engagement and public participation** 71 - 72

To look at improving citizen engagement and public participation in the Council's work, with particular emphasis on younger residents.

##### **c) Social determinants of health and the role Burnley Council can play** 73 - 74

To look at the social determinants of health and the role Burnley Council can

play in enabling improved health and longer life expectancy on the towns.

- d) **Housing needs** 75 - 78  
To review the current process of resolving housing disrepair issues for residents in Social Housing as compared to Privat Rented Sector (PRS), particularly upon intervention of the Housing Needs service.
- e) **Public Space Protection Orders** 79 - 82  
To review the orders currently in place to see if they have been effective and delivered expected outcomes.
- f) **Alleygating Policy** 83 - 86  
To review the effectiveness of the alleygating programme to date.

**14) Work Programme 2019/20** 87 - 88

To consider any amendments to the Work Programme for 2019/20.

PRIVATE ITEMS

**15) Manchester Road Station Review Group** 89 - 94

Notes from a meeting of the Manchester Road Station review group to be considered with item 13 (a)

Information relating to any individual.

**MEMBERSHIP OF COMMITTEE**

Councillor Andrew Tatchell (Chair)  
Councillor Marcus Johnstone (Vice-Chair)  
Councillor Howard Baker  
Councillor Tom Commis  
Councillor Dale Ferrier  
Councillor Andy Fewings  
Councillor Beatrice Foster  
Councillor Shbana Khan  
Councillor Gordon Lishman

Councillor Sehrish Lone  
Councillor Peter McCann  
Councillor Lorraine Mehanna  
Councillor Andrew Newhouse  
Councillor Lian Pate  
Councillor Emma Payne  
Councillor Ann Royle  
Councillor Mark Townsend

**PUBLISHED**

Friday, 6 September 2019



## SCRUTINY COMMITTEE

BURNLEY TOWN HALL

Wednesday, 26th June, 2019 at 6.30 pm

### PRESENT

### MEMBERS

Councillors A Tatchell (Chair), M Johnstone (Vice-Chair), H Baker, B Brindle, T Commis, A Fewings, S Khan, G Lishman, S Lone, T Martin, L Mehanna, A Newhouse, E Payne and A Royle

### OFFICERS

Rob Dobson	– Head of Policy and Engagement
Asad Mushtaq	– Head of Finance and Property
Amy Johnson	– Principal Accountant
Imelda Grady	– Democracy Officer

### IN ATTENDANCE

#### 9. Apologies

Apologies were received from Councillor Bea Foster.

#### 10. Minutes

The minutes of the meeting held on 17<sup>th</sup> June 2019 were approved as a correct record and signed by the Chair.

In accepting the minutes Committee members requested that more detail be included in future minutes to reflect debate and the reasons for decisions. This was duly noted.

#### 11. Exclusion of the Public

### IT WAS RESOLVED

That the public be excluded from the meeting before discussion took place on item 15 of the agenda in view of the nature of the business to be transacted, if the public were present

there would be a disclosure to them of exempt information within the meaning of Part VA of the Local Government Act 1972.

Item 15 contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

## **12. Notice of Key Decisions and Private Meetings**

### **IT WAS AGREED**

That the notice of key decisions and private meetings be noted.

## **13. 2018/19 Final Capital Outturn Position**

The Head of Finance and Property presented a report on the performance of the 2018/19 capital investment programme and the financing of capital expenditure incurred in that period. He further highlighted the revised capital budget for 2019/20 totalled £19.625m.

- Councillor Baker referred to the building infrastructure works and asked what the current budget proposal was, how it was being financed and what the forecasted cost of this would be. He also asked why a decision had been taken by the Chief Executive using urgency powers.

The Head of Finance and Property explained that there were significant works required to the Town Hall which had required a revised capital budget and that the Chief Executive had used urgency powers to prevent further costs being incurred and that this had been sanctioned by the Vice Chair of the Scrutiny Committee.

- Councillor Johnson asked about the delay in funding for the NW Burnley Growth Corridor.

The Principal Accountant said this was external funding from the Environment Agency and this had been slipped into the 2019/20 budget. The Strategic Head of Economy and Growth would report back on this in due course.

### **IT WAS AGREED**

That the report be noted.

## **14. 2018/19 Final Revenue Outturn Position**

The Head of Finance and Property Management reported on the Council's final revenue outturn position for 2019/20.

- Councillor Gordon Lishman said that it would be helpful to see the figures used to achieve a balanced budget

The Head of Finance and Property referred to paragraph 5 of the report and the variances on the redundancy and pension strains for each service area which had to be met. He agreed that in future a further column could be added to the table at paragraph 5 to detail a breakdown of the figures and how they were spread out across the service areas.

### **IT WAS AGREED**

That the report be noted.

## **15. Annual Treasury Management Report**

The Head of Finance and Property presented the Council's treasury management activity during 2018/19 and reminded members of the all member workshop which would be held in December and which would explain how local government finance works and would help their understanding of the monitoring reports.

### **IT WAS AGREED**

That the report be noted.

## **16. Update on the Council's Aspiration Strategy-**

The Head of Policy and Engagement presented an update on the borough's Aspirational Strategy. He highlighted the coordination and establishment of a group of professionals to drive forward the strategy and the work being done on preparing the younger generation.

Members discussed the following;

- The need for a baseline to understand the issues around educational attainment and indicators to measure whether initiatives were working
- Concerns about the lack of involvement of the education authority
- The implications of parental aspirations and children being taken out of the borough for their education
- The 'market place' approach to school placements
- Aspirations after GCSE's and reasons why young people might not continue with further education
- Care leavers and the lack of foster parents
- The impact on the most vulnerable of the withdrawal/lack of funding for mental health and wellbeing initiatives
- The need for better integration between the primary and secondary schools in Burnley so that primary school children could experience the quality of the offer provided at secondary level

Members welcomed the placement of a mental health worker in each of the secondary schools and reported that the Children's University was being well received by primary school children and helping in raising their aspirations.

Rob Dobson said that it was difficult to provide a baseline to work from as currently the only statistics available were GCSE attainment figures. It would be many years before the positive impact of the activities/outcomes could be demonstrated but the anecdotal feedback from the teachers in schools was encouraging.

### **IT WAS AGREED**

That the report be noted.

## **17. Year end performance report 2018/19**

The Head of Policy and Engagement reported on the Council's year end performance results for 2018/19 and said that overall it had been a solid year. He highlighted the sickness absences were the lowest in Lancashire and that the investment in empty properties had brought back 84 properties back into use against a target of 40. He further reported that the business rates collection had narrowly missed its target but that this was a trend across the County.

Members discussed in some detail the following points:

- Whether the telephone calls answered with the target time actually dealt with the customer queries effectively
- Why the target figure for empty homes had been set so low

Rob Dobson said that Liberata carried out customer satisfaction surveys on how they felt they had been dealt with and that the Council did so every two years and that he would speak to the Head of Housing and Development Control regarding the empty homes target..

### **IT WAS AGREED**

1. That the Head of Housing and Development Control be invited to the September meeting to explain how the empty homes programme worked; and
2. That the report be noted.

## **18. Scrutiny Review Groups**

The Chair asked members to complete a Scrutiny Review form if they had suggestions for future reviews and return them to the Democracy Office by 1<sup>st</sup> August. The forms would be presented at the September meeting for discussion and prioritisation.

He then referred to the 2017 scrutiny review of Burnley Manchester Road Railway Station and suggested that this should be revisited to see if the recommendations had been actioned. Councillor Baker suggested that David Heginbotham be co-opted onto this review for his expertise.

Councillor Lishman suggested cross party working that cut across Executive and departmental responsibilities would be an effective way of working and that social determinants of health were becoming increasingly important. He also suggested looking at the Council's processes for consultation and engagement with the public to see if they could be made more effective.

## **19. Work Programme 2019/20**

The Work Programme was noted with the addition of the Empty Homes presentation and the scrutiny review programme to the September meeting.

## **20. Electric Vehicle charging infrastructure**

The Head of Policy and Engagement presented a report on a joint procurement exercise with other Lancashire Councils to utilise grant funding to deliver electric vehicle charging points across six boroughs.

Members made the following points;

- Would technological advancements affect the longevity of the charging points
- The need for fast charging points rather than ones that take 8 hours to charge
- If the costs overrun the grant allocation would the Council have to fund the shortfall?
- Intervention should be made through the planning process to install charging points on all new housing

The Head of Finance and Property said that a report on funding would have to be brought to Council if there was a shortfall in the grant allocation.

### **IT WAS AGREED**

That the report be noted.

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## Revenue Monitoring Report 2019/20 – Quarter 1 (to 30 June 2019)

### REPORT TO EXECUTIVE



DATE	13 <sup>th</sup> August 2019
PORTFOLIO	Resources and Performance Management
REPORT AUTHOR	Asad Mushtaq
TEL NO	(01282) 477173
EMAIL	amushtaq@burnley.gov.uk

### PURPOSE

1. To report the forecast outturn position for the year as at 31 March 2020 based upon actual spending and income to 30 June 2019.
2. **This report introduces a new format of presenting the net budget forecast and the achievement of the savings targets.** Last year's 2018/19 in-year budget monitoring reports showed an assumed year-end break-even position from the beginning of the year based on the assumptions that savings would be identified due to the number of vacant posts and in year-savings predicted. This new report format adopts a different approach and shows the current forecast outturn position based upon the forecast savings identified within the current reporting period. As in previous years, it is expected that as the year progresses, further in-year savings will be identified and reported at each quarter, reducing the forecast overspend position. However, as overall budgets reduce, it is inevitable that it is becoming increasingly difficult to achieve and identify further savings. The current in-year savings target of £400k will be reviewed going forward in light of the reduction in budgets.

### RECOMMENDATION

3. The Executive is asked to:
  - a. Note the projected revenue budget forecast position of an overspend of £248k, as summarised in table 1 and detailed in Appendix 1. Also note the position as at the end of the quarter on the achievement of salary and non-salary savings targets and the balances yet to be found, as can be seen in Table 2.

The Executive is also asked to seek approval from Full Council for:

- b. The latest revised net budget of **£15.815m** as shown in Table 1, and
- c. The net transfers to earmarked reserves of **£1.385m** as shown in Appendix 2.

## REASONS FOR RECOMMENDATION

4. To give consideration to the level of revenue spending and income in 2019/20 as part of the effective governance of the Council and to ensure that appropriate management action is taken to ensure a balanced financial position.

## SUMMARY OF KEY POINTS

### 5. Revenue Budget Monitoring Process

All budget holders are required to review their budgets on a monthly basis. Three in-year reports on revenue budget monitoring are presented to the Executive and Scrutiny Committee during the course of the financial year. This is the first in-year report for 2019/20. In addition to these three reports there is a final report for revenue to consider the actual spending at the end of the financial year compared with the revised revenue budget. Under the scheme of delegation each budget area is delegated to a Head of Service who remains accountable for the effective discharge of financial management as an integral part of achieving strategic objectives and in turn meeting service delivery priorities.

All Heads of Service have been asked to consider their budgets and provide information and details of any actual or anticipated significant variations between spending / income and budgets.

### 6. Budget Changes

Since the budget was approved, the following proposed budget changes have been made and are shown in Appendix 1:

- Virements approved by Heads of Service and Management Team.
- Decisions confirming additional awards of grant and contributions up to £50k approved by Heads of Service and Management Team.
- Executive Member for Resources and Performance Management decisions confirming additional awards of grant and contribution over £50k.
- Decisions made by the Executive.
- Transfers to/from Earmarked Reserves in respect of grants/contributions and also approved carry forwards from 2018/19 (Appendix 2).

Members are asked to approve the latest revised net budget of £15.815m as shown in Table 1.

## **7. Revenue Budget Summary**

Table 1 shows a summary by service area of the revised budget for the year along with the current forecast as at the end of Q1 and the anticipated variance.

As at the end of Q1 the net forecast is currently £248k over budget. Incorporated into the budget is a savings target of £400k of which £152k of potential savings have been identified as at the end of Q1, leaving a balance of £248k yet to be found (see para 7). This is in comparison to £254k savings identified during the same period of the 2018/19 financial year.

Based upon previous years it is expected that further savings will emerge as the year progresses.

**Table 1: Revenue Budget Forecast Position 2019/20**

		Reconciliation of Approved Budget & Funding		Forecast position as at Quarter 1		
		Net Budget 2019/20	Funding 2019/20	Revised Budget	Forecast Q1	Variance Q1
		£000s	£000s	£000s	£000s	£000s
a	Economy and Growth	1,007		1,007	974	(34)
b	Policy and Engagement	429		429	429	0
c	Management Team	340		340	340	0
d	Sport and Culture Leisure Client	617		617	617	0
e	Green Spaces and Amenities	865		865	827	(38)
f	Street Scene	3,122		3,122	3,082	(39)
g	Housing and Development Control	294		294	294	0
h	Strategic Partnership	3,603		3,603	3,603	0
i	Finance and Property	540		540	569	29
j	Revenues and Benefits Client	(1,332)		(1,332)	(1,332)	0
k	Legal and Democratic Services	1,000		1,000	973	(27)
l	People and Development	218		218	215	(3)
m	Central Budgets - Other <i>(includes corporate costs eg utilities, apprenticeship levy)</i>	153		153	112	(41)
	Central Budgets - Savings Targets <i>(see Table 2)</i>	(400)		(400)	0	400
	<b>NET SERVICE BUDGET</b>	<b>10,455</b>		<b>10,455</b>	<b>10,703</b>	<b>248</b>
	Pensions	1,831		1,831	1,831	0
	Provisions <i>(Balance to be determined at year end)</i>	0		0	0	0
	Impairments <i>(Provisions for Bad Debt)</i>	10		10	10	0
	Parish Precepts <i>(Disbursement to Parishes)</i>	154		154	154	0
	Treasury <i>(Investment Income &amp; Expenditure)</i>	767		767	767	0
	Capital Financing	1,368		1,368	1,368	0
	Earmarked Reserves (to / (from))	1,702		1,702	1,702	0
	Strategic Reserves (to / (from))	(317)		(317)	(317)	0
	<b>NET CORPORATE ITEMS</b>	<b>5,513</b>		<b>5,513</b>	<b>5,513</b>	<b>0</b>
	Council Tax		(6,962)	(6,962)	(6,962)	0
	Parish Precepts <i>(Receipts from Council Tax Payers)</i>	(154)	0	(154)	(154)	0
	Business Rates: Retained Income		(7,057)	(7,057)	(7,057)	0
	Business Rates: S31 Grants		(1,219)	(1,219)	(1,219)	0
	Prior Year Collection Fund (Surplus)/Deficit		32	32	32	0
	New Homes Bonus		(607)	(607)	(607)	0
	Other Government Grants		0	0	0	0
	<b>FUNDING</b>	<b>(154)</b>	<b>(15,815)</b>	<b>(15,968)</b>	<b>(15,968)</b>	<b>0</b>
	<b>BUDGET BALANCE</b>	<b>15,815</b>	<b>(15,815)</b>	<b>0</b>	<b>248</b>	<b>248</b>

## 8. SAVINGS TARGETS

In setting the budget it was assumed that two savings targets would be achieved: £150k salary savings from not filling posts immediately and £250k in year savings/additional income target. A summary of the position in achieving these targets as at the end of Q1 can be seen in Table 2 below:

Savings	Revised Budget	Savings Forecast Q1	Balance of Savings yet to be Identified
	£000	£000	£000
Salary Savings	(150)	123	(27)
Non-Salary Savings	(250)	29	(221)
<b>TOTAL</b>	<b>(400)</b>	<b>152</b>	<b>(248)</b>

### Salary Savings Target

The position at the end of Q1 is that £123k of salary savings have been secured to date as can be seen in Table 2 above, leaving a shortfall of £27k to identify throughout the remainder of the year.

### Non-Salary Savings Target

The latest position is that £29k of non-salary savings have been secured to date as can be seen in Table 2 above, leaving a shortfall of £221k to identify during the remainder of the year.

## 9. SERVICE REPORTS

9.1 Departmental budgets and current forecast for each service area can be found in Appendix 1. Summarised below by service area are narratives explaining any movements in the projected forecast along with any issues or concerns to be highlighted.

### a. Economy and Growth

**Forecast Variance: (£34k) net underspend**

Salary savings in respect of the Town Centre Management post (£28k) and the Business Support post (£6k).

### b. Policy and Engagement

**Forecast Variance: £0**

There are no variances or issues of concern to report in this quarter.

### c. Management Team

**Forecast Variance: £0**

There are no variances or issues of concern to report in this quarter.

### d. Sport and Culture Leisure Client

**Forecast Variance: £0**

There are no variances or issues of concern to report in this quarter.

e. **Green Spaces and Amenities**

**Forecast Variance: (£38k) net underspend**

Salary savings in respect of a vacant Guide Attendant post (£18k) and a reduction in the casual employee budget (£20k).

f. **Street Scene**

**Forecast Variance: (£39k) net underspend**

Salary savings to date in respect of a vacant Community Safety Manager post (£35k) and one employee not subscribing to the superannuation scheme (£4k).

g. **Housing and Development Control**

**Forecast Variance: £0**

There are no variances or issues of concern to report in this quarter.

h. **Strategic Partnership**

**Forecast Variance: £0k**

There are no variances or issues of concern to report in this quarter.

i. **Finance and Property**

**Forecast Variance: £29k net overspend**

Salary savings of (£4k) due to a v-time reduction in hours worked along with salary increments budgeted for from April not due until August. Also purchase of additional annual leave. Offset by a forecast reduction in property rental income of £33k.

The forecast reduction in rental income is in part due to the due to current market conditions impacting upon the retail sector, and also vacant properties within Charter Walk. Income will be closely monitored throughout the year.

j. **Revenues and Benefits Client**

**Forecast Variance: £0**

There are no variances or issues of concern to report in this quarter.

k. **Legal and Democratic Services**

**Forecast Variance: (£27k) net underspend**

Reduction in insurance costs payable (£31k) offset by a forecast reduction in land charges income of £10k, plus salary saving costs of (£6k) due to maternity leave.

l. **People and Development**

**Forecast Variance: (£3k) net underspend**

Salary savings costs to date due to a vacant post and a reduction in hours regarding another post.

m. **Central Budgets**

**Forecast Variance: (£41k) net underspend**

Refund of surface water drainage costs dating back to 2011 relating to a previously demolished site (£38k) plus other nominal items (£3k).

## 10. EARMARKED RESERVES

The council holds a number of earmarked reserves, details of which can be seen in Appendix 2 which shows the opening balance at the start of the year and any in quarter movements.

A summary of the reserves can be seen in Table 3 below:

	<b>Transformation Reserve</b>	<b>Growth Reserve</b>	<b>Other Earmarked Reserves</b>	<b>TOTAL</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 01/04/19	(1,327)	(2,209)	(3,709)	<b>(7,246)</b>
Drawn down in Q1	78	240	(1,702)	<b>(1,385)</b>
<b>Balance as at 30/06/19</b>	<b>(1,250)</b>	<b>(1,970)</b>	<b>(5,412)</b>	<b>(8,631)</b>

There is no proposed use of reserves in 2019/20 to support revenue expenditure. However, any shortfall in meeting the in-year savings targets within 2019/20 will need to be met from reserves.

Additionally, any savings proposals for 2020/21 that are subsequently adopted and include proposed reductions in posts, will require the cost of any redundancies to be met in the current financial year. These costs will be met from the Transformation Reserve in 2019/20, unless there is an overall surplus outturn position at year end, in which case some or all of these costs will be funded from net underspends.

## 11. CAPITAL FINANCING

11.1 Within the capital financing total of £1.368m, as can be seen in table 1, is a revenue contribution to capital outlay (RCCO) of £465k. This is where revenue funds are used to finance capital schemes. The contribution of £465k relates to vehicle and machinery replacement (£113k), Pioneer Place (£190k), Lower St James St (£50k), CCTV infrastructure works (£10k) and building infrastructure works (£102k).

**FINANCIAL IMPLICATIONS AND BUDGET PROVISION**

12. As shown in the body of the report.

**POLICY IMPLICATIONS**

13. The revenue budget determines the extent to which the Council's strategic objectives can be pursued and achieved.

**DETAILS OF CONSULTATION**

14. None

**BACKGROUND PAPERS**

15. None

**FURTHER INFORMATION**

**Asad Mushtaq – Head of Finance & Property**

**PLEASE CONTACT:**

**ALSO**

**Amy Johnson – Principal Accountant**

Revenue Budget Forecast Position 2019/20 by Service Area

Appendix 1

		Quarter 1			
		ORIGINAL BUDGET 2019/20 £000s	REVISED BUDGET 2019/20 £000s	Current Forecast £000s	Current Variance £000s
Economy and Growth		825	1,007	974	(34)
Policy and Engagement		390	429	429	0
Management Team		340	340	340	0
Sport and Culture Leisure Client		617	617	617	0
Green Spaces and Amenities		859	865	827	(38)
Street Scene		3,086	3,122	3,082	(39)
Housing and Development Control		271	294	294	0
Strategic Partnership		3,603	3,603	3,603	0
Finance and Property		472	540	569	29
Revenues and Benefits Client		(1,332)	(1,332)	(1,332)	0
Legal and Democratic Services		1,000	1,000	973	(27)
People and Development		218	218	215	(3)
Central Budgets - Other	Central Budgets - Other	191	153	112	(41)
Central Budgets - Savings Targets	Central Budgets - Savings Targets	(150)	(150)	0	150
Central Budgets - Savings Targets	Central Budgets - Savings Targets	(250)	(250)	0	250
		(209)	(247)	112	248
<b>NET SERVICE BUDGET</b>		<b>10,140</b>	<b>10,455</b>	<b>10,703</b>	<b>248</b>
Corporate Items	Pensions	1,831	1,831	1,831	0
Corporate Items	Provisions	0	0	0	0
Corporate Items	Impairments	10	10	10	0
Corporate Items	Parish Precepts	154	154	154	0
Corporate Items	Treasury Investments & Borrowing	767	767	767	0
Corporate Items	Capital Financing	1,567	1,368	1,368	0
Corporate Items	Earmarked Reserves (to / (from))	2,090	1,702	1,702	0
Corporate Items	Strategic Reserves (to / (from))	(590)	(317)	(317)	0
<b>NET CORPORATE ITEMS</b>		<b>5,828</b>	<b>5,513</b>	<b>5,513</b>	<b>0</b>
Funding	Council Tax	(6,962)	(6,962)	(6,962)	0
Funding	Council Tax - Parish Precepts	(154)	(154)	(154)	0
Funding	Business Rates: Retained Income	(7,057)	(7,057)	(7,057)	0
Funding	Business Rates: S31 Grants	(1,219)	(1,219)	(1,219)	0
Funding	Prior Year Collection Fund (Surplus)/Deficit	32	32	32	0
Funding	New Homes Bonus	(607)	(607)	(607)	0
Funding	Other Government Grants	0	0	0	0
<b>FUNDING</b>		<b>(15,968)</b>	<b>(15,968)</b>	<b>(15,968)</b>	<b>0</b>
<b>BUDGET BALANCE</b>		<b>0</b>	<b>0</b>	<b>248</b>	<b>248</b>

Appendix 2

Quarter 1 Movements in Reserves

	Transformation Reserve	Growth Reserve	TOTAL Strategic Reserves	Other Earmarked Reserves
	£000	£000	£000	£000
Opening Balance	(1,327)	(2,209)	(3,537)	(3,709)
Original Budget 2019/20 - use of reserves	0	590	590	(2,090)
<b>TOTAL</b>	<b>(1,327)</b>	<b>(1,620)</b>	<b>(2,947)</b>	<b>(5,799)</b>
Change in cycle 1	78	(350)	(272)	388
Anticipated balance at 31 March 2020	(1,250)	(1,970)	(3,219)	(5,411)
Approved use of reserves future years	5	2,192	2,197	3,323
Movement between reserves	325	(325)	0	0
Balance after approvals	(920)	(103)	(1,022)	(2,088)

## Capital Monitoring Report 2019/20 – Quarter 1 (to 30 June 2019)

### REPORT TO EXECUTIVE



<b>DATE</b>	<b>13 August 2019</b>
<b>PORTFOLIO</b>	<b>Resources and Performance Management</b>
<b>REPORT AUTHOR</b>	<b>Asad Mushtaq</b>
<b>TEL NO</b>	<b>(01282) 477173</b>
<b>EMAIL</b>	<b>amushtaq@burnley.gov.uk</b>

### PURPOSE

1. To provide Members with an update on capital expenditure and the resources position along with highlighting any variances.

### RECOMMENDATION

2. The Executive is asked to:
  - a. Recommend to Full Council, approval of net budget changes totalling a decrease of £1,053,740 giving a revised capital budget for 2019/20 totalling £20,291,201 as detailed in Appendix 1.
  - b. Recommend to Full Council, approval of the proposed financing of the revised capital budget totalling £20,291,201 as shown in Appendix 2.
  - c. Note the latest estimated year end position on capital receipts and contributions showing an assumed balance of £1,853,381 at 31 March 2020 as shown in Appendix 3.
  - d. Recommend to Full Council, approval of a new Capital Scheme named Changing Places, totalling £99,897, funded from 3<sup>rd</sup> Party Contributions.

### REASONS FOR RECOMMENDATION

3. To effectively manage the 2019/20 capital programme.

### SUMMARY OF KEY POINTS

4. **Monitoring Information**  
On 20 February 2019 Full Council approved the 2019/20 original capital budget, totalling £18,223,856. Since February, a number of reports have been approved by the Executive,

resulting in revising the 2019/20 capital budget to £21,344,941 (as at 10 July 2019 Executive).

This is the first of three in-year monitoring reports, and as such the appendices accompanying this report provide Members with the position as at 30 June 2019 on expenditure, along with providing Members with an update on the progress of the individual schemes delivery.

## 5. Executive Summary

- a. **Expenditure monitoring – Appendix 1** provides a detailed breakdown of the revised capital budget, scheme by scheme, presented under each of the relevant service unit areas responsible for delivering the capital projects. It shows the recommended revised budget position and expenditure as at the end of June 2019. The expenditure to date is £1,682,833 which is 8% of the proposed revised budget.
- b. **Revised budget and financing elements – Appendix 2** shows the revised budget of £20,291,201, along with identifying the recommended financing elements on a scheme by scheme basis.
- c. **Council resources position – Appendix 3** shows the latest position on capital receipts, section 106 monies and third party contributions. As at the end of this round of budget monitoring the assumed level of surplus available local resources, after taking into account the 2019/20 capital commitments, totals £1,853,381. The resources are reducing each financial year, to an estimated negative balance on general capital receipts by March 2021. This is due to reduced opportunities to realise capital receipts, as the estate reduces, which will require prioritisation of future capital schemes in line with available resources.

## 6. Revenue Implications

### a. Revenue Contributions / Reserves 2019/20

The Capital Programme includes Revenue Contributions / Reserves of £464,516, being:

Scheme	Funded	£
Vehicle & Machinery Replacement	Transport Reserve	113,000
CCTV Infrastructure	Revenue	9,850
Pioneer Place	Growth Reserve	189,666
Lower St James Street	Growth Reserve	50,000
Building Infrastructure Works	Revenue	102,000
<b>Total Revenue Contributions</b>		<b>464,516</b>

Pioneer Place costs are to fund pre contract costs.

### b. Prudential Borrowing 2019/20

The MRP cost is the charge to revenue for the repayment of the principal amount borrowed based on the estimated life of the asset and is not incurred until the year after the schemes are completed.

The interest cost will be dependent on the timing of the borrowing and is subject to the interest rate at the time the borrowing is undertaken. The full year costs will be included within the revenue budget for 2020/21.

The original capital budget for 2019/20 of £18,223,856 included a planned borrowing requirement of £7,452,936.

On the 18 June 2019, Executive approved an increase for the unavoidable additional works arising on the contract for capital works at Burnley Town Hall. This budget is to be funded via borrowing.

As at 10 July 2019 (Outturn Report), the planned borrowing requirement was £8,441,314. A separate report was approved on 10 July 2019 for the Wheeled Bins Equipment scheme, which included borrowing of £470k. Therefore, borrowing as at 10 July 2019 was £8,911,314.

The proposed revised capital budget for 2019/20 includes a use of Prudential Borrowing totalling £9,338,314.

The additional £427k Borrowing in this report is due to the financing on the Prairie Artificial Turf Pitch, moving from 3<sup>rd</sup> Party Contributions to borrowing. These borrowing costs will be paid for by Burnley Leisure, as previously approved.

The revenue implications of borrowing £9,338,314 are a Minimum Revenue Provision (MRP) of £355k and an interest charge, assuming 3% on the borrowing, would equate to £280k for a full year.

## **FINANCIAL IMPLICATIONS AND BUDGET PROVISION**

7. A decrease in the 2019/20 capital programme of £1,053,740 to give a revised budget of £20,291,201 and an increase in the borrowing requirement, of £427,000, revising the total to £9,338,314.

## **POLICY IMPLICATIONS**

8. None arising directly from this report.

## **DETAILS OF CONSULTATION**

9. None.

## **BACKGROUND PAPERS**

10. None.

## **FURTHER INFORMATION**

**PLEASE CONTACT:**

**Asad Mushtaq – Head of Finance & Property**

**ALSO**

**Martin Dixon – Finance Business Partner**

2019/20 CAPITAL BUDGET CYCLE 1 MONITORING - UPDATE

APPENDIX 1

Scheme Name	Budget as at Full Council 10/07/19 £	Adjustments Per This Report		Changes to be approved in this report A + B £	Revised Budget £	Total Spend as at 30/06/19 £	% Schemes Spend £	Financed by External Funding £	Narrative provided by Project Officers/Heads of Service
		Budget Adjustments	Reprofiled into Future Years						
		A	B						

**GREEN SPACES & AMENITIES**

Thompson Park Restoration Project	192,234	9,162		9,162	201,396	17,216	9%	201,396	The balance of funding is being used to complete the approved HLF restoration scheme including the pay car park, the octagonal shelter and delivery of the Activity Plan. The adjustment of £9,162 is for additional 3rd Party Contributions.
Brun Valley Forest Park	41,242			-	41,242	-	0%	41,242	This S106 funded scheme will undertake improvement of multi-user paths in the vicinity of Heasandford Industrial Estate and creation of wildflower meadows at Bank Hall and Lydgate to offset the loss of habitat when the Boohoo and Rolfe Carpets sites were developed. Tenders out in late summer/autumn
Stoops Wheeled Sport	125,815			-	125,815	572	0%	125,815	Scheme is to create a new wheeled sports area at Hargher Clough Park. Contractor on site, completion early August 2019
Prairie Artificial Turf Pitch	1,087,176			-	1,087,176	91,008	8%	500,000	To construct an additional artificial turf pitch at Prairie Sports Village together with additional overspill car parking and raised ball stop fencing to the golf driving range, CCTV and lighting. Contractor due to start on site in August, with completion in Autumn.
Play Area Improvement Scheme	78,685	69,749		69,749	148,434	30,157	20%	148,264	The adjustment of £70k reflects external grant funding which will be used to create a new inclusive play area at Scott Park. The other schemes in the programme this year are Stoneyholme Community Garden, Piccadilly Garden and Harold Avenue play areas
Worsthorne Recreation Ground Improvements	276,311	(73,092)		(73,092)	203,219	-	0%	229,311	Football Foundation approved grant of £427k, rather than £500k, therefore budget reduced by £73k. Improvements include drainage of junior pitches, construction of changing rooms and club house, a car park & ball games area, perimeter multi-user path and an outdoor gym. Contractor due to start on site in August 2019.
Vehicle and Machinery Replacement	140,000			-	140,000	106,917	76%	27,000	In progress, most items of machinery purchased and in use.
Extension of Burnley Cemetery	25,000			-	25,000	-	0%	-	Due out to tender to consultants in September 2019 for design of cemetery extension and submission of planning application.
Changing Places [NEW SCHEME]	-	99,897		99,897	99,897	-	0%	99,897	Council is requested to approve the creation of this new budget which will be used to construct 'changing places' disabled toilet facilities at Towneley. A single standalone unit will be constructed on the car park next to the existing rotunda toilets at the Riverside and the current disabled toilet in the hall lobby will be extended to create space for a changing places toilet. This scheme is funded by external grants. Spend is expected to begin in September 2019.
	<b>1,966,463</b>	<b>105,716</b>	<b>-</b>	<b>105,716</b>	<b>2,072,179</b>	<b>245,870</b>	<b>12%</b>	<b>1,372,925</b>	

**STREETSCENE**

Alleygate Programme	30,590			-	30,590	-	0%	-	Funding will provide approximately 8 new schemes. Selection finalised and consultation/planning to be carried out in Q2-3. Installation Q4. All funding committed.
River Training Walls	94,552			-	94,552	1,981	2%	-	Work plan for 2019/20 is currently being developed and predominantly will be the Bank Hall area and works will be undertaken in Q3.
CCTV Infrastructure	9,303	9,850		9,850	19,153	337	2%	-	All budget will be committed to upgrading a number of the town centre cameras that require repair. It is anticipated the works will be complete Q2 / Q3. Increase in budget of £9,850, met through Revenue Contributions, as per upgrade of Network 65 systems.
Wheeled Bins Equipment	720,000			-	720,000	-	0%	-	As part of the recent Council-approved report on changes to the recycling service, this budget is for the procurement of wheeled bins for recycling, delivery of the containers and the provision of alternative equipment for paper and card collections. The delivery schedule of bins will begin from mid-August 2019, at which point expenditure will be incurred.
	<b>854,445</b>	<b>-</b>	<b>-</b>	<b>9,850</b>	<b>864,295</b>	<b>2,318</b>	<b>0%</b>	<b>-</b>	

2019/20 CAPITAL BUDGET CYCLE 1 MONITORING - UPDATE

APPENDIX 1

Scheme Name	Budget as at Full Council 10/07/19 £	Adjustments Per This Report		Changes to be approved in this report A + B £	Revised Budget £	Total Spend as at 30/06/19 £	% Schemes Spend	Financed by External Funding £	Narrative provided by Project Officers/Heads of Service
		Budget Adjustments	Reprofiled into Future Years						
		A	B						

**ECONOMY & GROWTH**

Padiham Townscape Heritage Initiative	747,019		(297,019)	(297,019)	450,000	11,032	2%	602,924	This scheme is to repair and restore key buildings in the Conservation area, together with highways and public realm improvements, and an engagement programme. Grant funding is being progressed and Planning Applications have been submitted for several schemes. Expenditure for 2019/20 likely to be 450k, with the remaining budget being reprofiled into 2020/21.
Pioneer Place	189,666			-	189,666	2,500	1%	-	Contracts with the Developer, Maple Grove, and Reel Cinemas are near to being finalised.
Sandygate Square	5,703,841			-	5,703,841	249,011	4%	-	Work has commenced with demolition and site clearance completed ready for foundations and steel frame construction over the summer.
Vision Park	153,421			-	153,421	110,945	72%	60,147	The certificate of making good defects has now been issued and all defects have been completed. The final account has been received for payment.
Former Open Market & Former Cinema Block	810,159			-	810,159	256,150	32%	-	Demolition work for the old cinema and former open market is nearly completed. The next phase of work to remove the bridge structures and carry out the remediation work, will start shortly. Scheme due to be complete by September 2019
NW Burnley Growth Corridor	2,522,287		(522,287)	(522,287)	2,000,000	51	0%	2,522,287	Detailed design work is being carried out for Town Centre Public Realm improvements and flood defence works in Padiham. The spend profile of £2m, is based on the latest LCC and EA projections.
Town Centre & Weavers Triangle Project Work	286,730			-	286,730	14,137	5%	-	Expenditure on-target for various projects in the Town Centre and Weavers Triangle.
Lower St James Street	407,455		(350,000)	(350,000)	57,455	-	0%	-	This scheme is being delivered by Lancashire County Council and work is not scheduled to start until February 2020. Therefore £350k to be reprofiled into 2020/21
	<b>10,820,578</b>	<b>-</b>	<b>(1,169,306)</b>	<b>(1,169,306)</b>	<b>9,651,272</b>	<b>643,826</b>	<b>7%</b>	<b>3,185,358</b>	

**FINANCE & PROPERTY**

Rationalisation of Operational Estate	219,879			-	219,879	5,590	3%	-	Economy & Growth scheduled to move into the Town Hall in August 2019, dependent on hand-back of Level 5 offices from contractors. Main works for the creation of a new Contact Centre and staff moves at Parker Lane should be completed before the end of this financial year
Leisure Centre Improvements	88,010			-	88,010	-	0%	-	A detailed schedule of works is close to being agreed and finalised with the Leisure Trust. These works will then commence shortly after with the budget to be fully utilised in this financial year.
Building Infrastructure Works	2,153,247			-	2,153,247	101,052	5%	-	This budget is for infrastructure works to the Council's property assets. This includes the significant programme of works, repairs and renewal to the Town Hall roof, which will protect the Heritage value of the Town Hall and maintain the viability and use of the building. Other urgent works are being prioritised.
	<b>2,461,136</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,461,136</b>	<b>106,642</b>	<b>4%</b>	<b>-</b>	



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Scheme Name	Revised Budget £	FINANCING ELEMENTS						Total Revised Budget £
		Prudential Borrowing £	Revenue Cont'n / Reserves £	Capital Grants £	Capital Receipts £	Vacant Property Initiative Receipts £	3rd Party Contribution / Section 106 £	
<b>Green Spaces &amp; Amenities</b>								
Thompson Park Restoration Project	201,396			192,234			9,162	201,396
Brun Valley Forest Park	41,242						41,242	41,242
Stoops Wheeled Sport	125,815			80,000			45,815	125,815
Prairie Artificial Turf Pitch	1,014,084	587,176		426,908				1,014,084
Play Area Improvement Scheme	148,434				170		148,264	148,434
Worsthorne Recreation Ground Improvements	276,311			183,311	47,000		46,000	276,311
Vehicle and Machinery Replacement	140,000		113,000				27,000	140,000
Extension of Burnley Cemetery	25,000	25,000		-	-		-	25,000
Changing Places	99,897						99,897	99,897
	<b>2,072,179</b>	<b>612,176</b>	<b>113,000</b>	<b>882,453</b>	<b>47,170</b>	<b>-</b>	<b>417,380</b>	<b>2,072,179</b>
<b>Streetscene</b>								
Alleygate Programme	30,590				30,590			30,590
River Training Walls	94,552				94,552			94,552
CCTV Infrastructure	19,153	9,303	9,850					19,153
Wheeled Bins Equipment	720,000	470,000					250,000	720,000
	<b>864,295</b>	<b>479,303</b>	<b>9,850</b>	<b>-</b>	<b>125,142</b>	<b>-</b>	<b>250,000</b>	<b>864,295</b>
<b>Economy &amp; Growth</b>								
Padiham Townscape Heritage Initiative	450,000			305,905	144,095			450,000
Pioneer Place	189,666		189,666					189,666
Sandygate Square	5,703,841	5,703,841						5,703,841
Vision Park	153,421			60,147	93,274			153,421
Former Open Market & Former Cinema Block	810,159	810,159						810,159
NW Burnley Growth Corridor	2,000,000			2,000,000				2,000,000
Town Centre & Weavers Triangle Project Work	286,730	250,000			36,730			286,730
Lower St James Street	57,455	7,455	50,000					57,455
	<b>9,651,272</b>	<b>6,771,455</b>	<b>239,666</b>	<b>2,366,052</b>	<b>274,099</b>	<b>-</b>	<b>-</b>	<b>9,651,272</b>
<b>Finance &amp; Property</b>								
Rationalisation of Operational Estate	219,879				219,879			219,879
Leisure Centre Improvements	88,010	88,010						88,010
Building Infrastructure Works	2,153,247	1,387,370	102,000		663,877			2,153,247
	<b>2,461,136</b>	<b>1,475,380</b>	<b>102,000</b>	<b>-</b>	<b>883,756</b>	<b>-</b>	<b>-</b>	<b>2,461,136</b>
<b>Housing &amp; Development Control</b>								
Emergency Repairs	163,788			163,788				163,788
Better Care Grant	3,304,007			3,304,007				3,304,007
Energy Efficiency	40,000			40,000				40,000
Empty Homes Programme	1,430,190					1,430,190		1,430,190
Interventions, Acquisitions and Demolitions	238,866					238,866		238,866
	<b>5,176,851</b>	<b>-</b>	<b>-</b>	<b>3,507,795</b>	<b>-</b>	<b>1,669,056</b>	<b>-</b>	<b>5,176,851</b>
<b>Chief Executive</b>								
Ward Opportunities Fund	65,468				65,468			65,468
	<b>65,468</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,468</b>	<b>-</b>	<b>-</b>	<b>65,468</b>
<b>TOTAL OF ALL SCHEMES</b>	<b>20,291,201</b>	<b>9,338,314</b>	<b>464,516</b>	<b>6,756,300</b>	<b>1,395,635</b>	<b>1,669,056</b>	<b>667,380</b>	<b>20,291,201</b>

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**CAPITAL RECEIPTS AND CONTRIBUTIONS ANALYSIS FOR 2019/20 + CIP 2020-24**

**APPENDIX 3**

	<u>General Capital Receipts</u> £	<u>Vacant Property Initiatives Receipts</u> £	<u>Section 106 Money</u> £	<u>3rd Party Cont'ns</u> £	<u>Total</u> £
<b><u>Capital Resources Brought Forward on 1 April 2019</u></b>	<b>1,206,380</b>	<b>1,951,989</b>	<b>277,568</b>	<b>213,385</b>	<b>3,649,322</b>
<b><u>Add</u></b>					
Resources Received As At 30 June 2019:	150,803	-	60,000	102,400	313,203
Transfer between reserves	150,000	(150,000)	-	-	-
Further Resources Estimated to be Received during 2019/20:	203,950	1,199,000	-	384,638	1,787,588
<b><u>Potential Resources Available during 2019/20</u></b>	<b>1,711,133</b>	<b>3,000,989</b>	<b>337,568</b>	<b>700,423</b>	<b>5,750,113</b>
<b><u>Less</u></b>					
Required to finance Capital Programme	(1,395,635)	(1,669,056)	(41,242)	(626,138)	(3,732,071)
Earmarked for Revenue Expenditure	-	-	(2,345)	-	(2,345)
Earmarked for Delivery By Outside Bodies	-	-	(162,316)	-	(162,316)
<b><u>Potential Capital Resources Carried Forward on 31st March 2020</u></b>	<b>315,498</b>	<b>1,331,933</b>	<b>131,665</b>	<b>74,285</b>	<b>1,853,381</b>
<b><u>Add</u></b> - Resources Estimated to be Received during 2020/21	193,750	1,050,000	-	180,360	1,424,110
<b><u>Less</u></b> - 2020/21 Capital Budget	(661,145)	(1,400,000)	(53,350)	(180,360)	(2,294,855)
<b><u>Estimated Surplus / (Shortfall) of Resources as at 31st March 2021</u></b>	<b>(151,897)</b>	<b>981,933</b>	<b>78,315</b>	<b>74,285</b>	<b>982,636</b>
<b><u>Add</u></b> - Resources Estimated to be Received during 2021/22	100,000	1,165,000	-	578,360	1,843,360
<b><u>Less</u></b> - 2021/22 Capital Budget	(747,483)	(1,400,000)	-	(578,360)	(2,725,843)
<b><u>Estimated Surplus / (Shortfall) of Resources as at 31st March 2022</u></b>	<b>(799,380)</b>	<b>746,933</b>	<b>78,315</b>	<b>74,285</b>	<b>100,153</b>
<b><u>Add</u></b> - Resources Estimated to be Received during 2022/23	100,000	1,080,000	-	27,000	1,207,000
<b><u>Less</u></b> - 2022/23 Capital Budget	(500,720)	(1,400,000)	-	(27,000)	(1,927,720)
<b><u>Estimated Surplus / (Shortfall) of Resources as at 31st March 2023</u></b>	<b>(1,200,100)</b>	<b>426,933</b>	<b>78,315</b>	<b>74,285</b>	<b>(620,567)</b>
<b><u>Add</u></b> - Resources Estimated to be Received during 2023/24	100,000	1,200,000	-	27,000	1,327,000
<b><u>Less</u></b> - 2023/24 Capital Budget	(148,504)	(1,400,000)	-	(27,000)	(1,575,504)
<b><u>Estimated Surplus / (Shortfall) of Resources as at 31st March 2024</u></b>	<b>(1,248,604)</b>	<b>226,933</b>	<b>78,315</b>	<b>74,285</b>	<b>(869,071)</b>

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<b>REPORT TO THE EXECUTIVE</b>
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<b>DATE</b>	<b>17 September 2019</b>
<b>PORTFOLIO</b>	<b>Resources and Performance Management</b>
<b>REPORT AUTHOR</b>	<b>Asad Mushtaq</b>
<b>TEL NO</b>	<b>(01282) 477173</b>
<b>EMAIL</b>	<b>amushtaq@burnley.gov.uk</b>

<b>Revenue Budgets 2020/2023 – Latest Position and Savings Proposals</b>
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<b>PURPOSE</b>
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1. To update The Executive on the latest position regarding balancing the Council’s 2020/23 revenue budgets.
2. To outline proposed savings for recommendation to Full Council.

<b>RECOMMENDATION</b>
-----------------------

3. The Executive are asked to recommend to Full Council approval to -
  - a) savings approved at previous Full Council meetings totalling £277k (see Section 8 below) to assist in balancing the 2020/21 and 2021/22 revenue budgets - see Appendix 1
  - b) further proposed savings totalling £242k to assist in balancing the 2020/21 and 2021/22 revenue budgets - see Appendix 1

<b>REASONS FOR RECOMMENDATION</b>
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4. To progress the preparation of the Council’s 2020/21 revenue budgets.

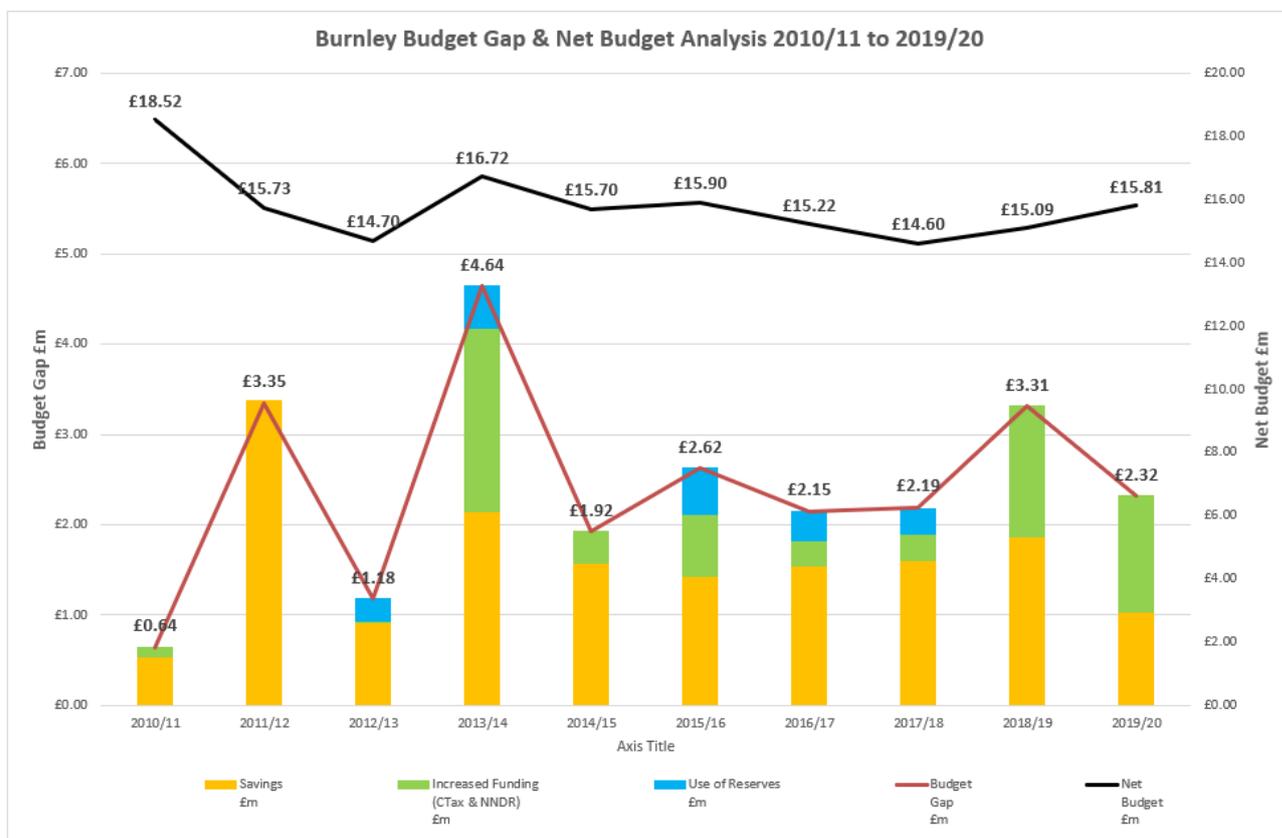
<b>SUMMARY OF KEY POINTS</b>
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5. **Background**  
 The Council’s Medium-Term Financial Strategy (MTFS) is regularly assessed and updated to provide an indication of budget pressures over the next three financial years.

Members will recall that a report on the MTFS was considered and approved by the Executive in July 2016. This report was approved as the Council’s financial plan – “Creating a Sustainable Future” - and was intended to develop a long term financially balanced framework for the Council. It is also the Council’s four-year efficiency plan which fulfils the Government’s requirements for securing a four-year

Revenue Support Grant settlement. 2019/20 is the final year of the four-year efficiency plan.

Since 2010 the Government has reduced settlement funding for Local Government, with the Council's settlement funding reducing 60% (£10m) from 2010 to 2020. During this period of austerity, to balance the budget the Council has delivered savings of £16.05m, as shown below:



## 6. MTFS Position as at February 2019

The 2020/24 strategy was approved at the meeting of Full Council on 11 February 2019 and indicated that the cumulative budget gap for 2020/21, 2021/22 and 2022/23 was estimated to be £3.48m, equivalent to 22.00% of the 2019/20 net revenue budget of £15.82m (£15.97m including parish precepts).

The Councils MTFS for 2020/24 reported in February 2019 was based upon the assumptions known at that date. The estimated budget gap at that point in time is shown in the table below:

Table 1: MTFS position before saving proposals as at February 2019

MTFS	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Continuation estimate	0.33	0.78	0.51	1.62
Funding	0.61	0.59	0.66	1.86
<b>Budget Gap</b>	<b>0.94</b>	<b>1.37</b>	<b>1.17</b>	<b>3.48</b>

The assumptions underpinning the figures above are as follows:

- i) Council tax will increase by 1.99% each year
- ii) No assumptions built into forecast regarding changes to Council Tax Support claimant numbers.
- iii) No increase has been factored in for non-inflationary changes in council tax base; business rates or additional new homes bonus
- iv) Transitional funding to replace the loss of Revenue Support Grant (RSG)
- v) Pay award assumed at 2% per annum, fees and charges income at 2% per annum

**7. Revised MTFS Position as at September 2019**

The MTFS is a fluid document which is regularly reviewed and assessed. The latest review has resulted in a change to the estimated budget gap as previously reported in February 2019, with the cumulative budget gap now £3.71m, equal to 23.45% of the 2019/20 revenue budget.

The Council is currently in the final year of the four-year settlement, which covered the period 2016/20. The Government had proposed to revise the methodology for allocating funding to Councils from 2020/21, including changes to the current business rates system and a Fair Funding Review, on the basis of a multi-year Spending Review. However, these have now been delayed by a year for implementation in 2021/22.

In August 2019 the Government announced that the multi-year Spending Review was to be replaced with a shorter one-year Spending Round for 2020/21 only. In September 2019, the government announced the result of the one-year Spending Round. Whilst we await from Government details of what this means for Burnley's allocation for 2020/21, it is positive that additional money is being allocated to the local government sector as a whole in 2020/21. However, there remains significant uncertainty beyond next year. Therefore, based on this information and due to the late stages of the current financial year, it has been assumed in the MTFS that the same level of funding received in 2019/20 will be rolled forward into 2020/21.

Whilst at present this appears to be the most likely outcome, a further update will be reported in February 2020 once the Council formally receives its funding allocation, as part of the Provisional Local Government Settlement in December 2019.

It should be noted that even if funding remains unchanged from one year to the next, continuation estimates continue to increase due to spending pressures, for example inflation, salary cost increases etc., as shown in Tables 2 and 3.

The latest estimate of the budget gap for the period 2020/23 can be seen below:

**Table 2: MTFS position before saving proposals as at September 2019**

<b>MTFS</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Continuation estimate	0.65	0.76	0.61	2.02
Funding	(0.03)	0.87	0.85	1.69
<b>Budget Gap</b>	<b>0.62</b>	<b>1.63</b>	<b>1.46</b>	<b>3.71</b>

The assumptions underpinning the figures in Table 2 are as follows:

- i) Council tax will increase by 1.99% each year;
- ii) An increase to the council tax base of 0.25%;
- iii) No changes have been assumed regarding changes in Council Tax Support numbers.
- iv) No increase has been factored in for inflationary changes in business rates or additional new homes bonus;
- v) An assumed 0% decrease in the Settlement Funding Assessment for 2020/21 with a decrease of 4% in the core spending power for 2021/22 and 2022/23 and a phasing out of business rates growth due to a reset of the Business Rates Retention baseline over 3 years from 2021/22;
- vi) We are currently members of the Lancashire Business Rates Pilot which is a 75% retention scheme. It is unclear at this stage whether the Government will extend the scheme to 2020/21 onwards, however it has been assumed that we will continue to be members and benefit from the scheme;
- vii) Pay award has been assumed at 2% per annum;
- viii) Fees and charges at 2% per annum;
- ix) Contractual and general inflationary increases of 3%;

## 8. **Savings Proposals**

The Council's financial plan considers the national and regional context and the need to re-balance the economy. However, at the heart of the Council's financial planning is a savings plan aligned to strategic intent. In considering opportunities for future savings, the Council has ensured that they are aligned to each of the themes contained within its strategic intent.

Appendix 1 shows details of proposed total net savings of £242k, split £178k for 2020/21 and £64k for 2021/22. The savings for 2020/21 include £36k of proposed reductions in posts, all of which are currently vacant.

In addition, £277k of savings were approved at previous Full Council meetings.

Total savings identified for 2020/21 and 2021/22 will therefore be £519k.

All the proposals have been assessed in relation to equalities legislation, and it has been established that there is no disproportionate impact on people with protected characteristics. See Appendix 2 for details.

9. **Latest 2020/23 Revenue Budget Position**

It can be seen in the table 2 at paragraph 7 above that there is an overall savings requirement of £3.71m over the period 2020/23.

The savings recommended for approval in Appendix 1 total £242k which, together with the £277k of savings already approved, leaves a balance of savings required over the period 2020/23 at this stage of £3.19m, as shown in table 3 below.

The budget gap of £3.19m is based on a 4% reduction of Core Spending Power in the years 2021/22 & 2022/23, however table 3 also demonstrates how the budget gap could change should the government agree to either a 2% (£2.58m) or 6% (£3.61m) reduction of Core Spending Power.

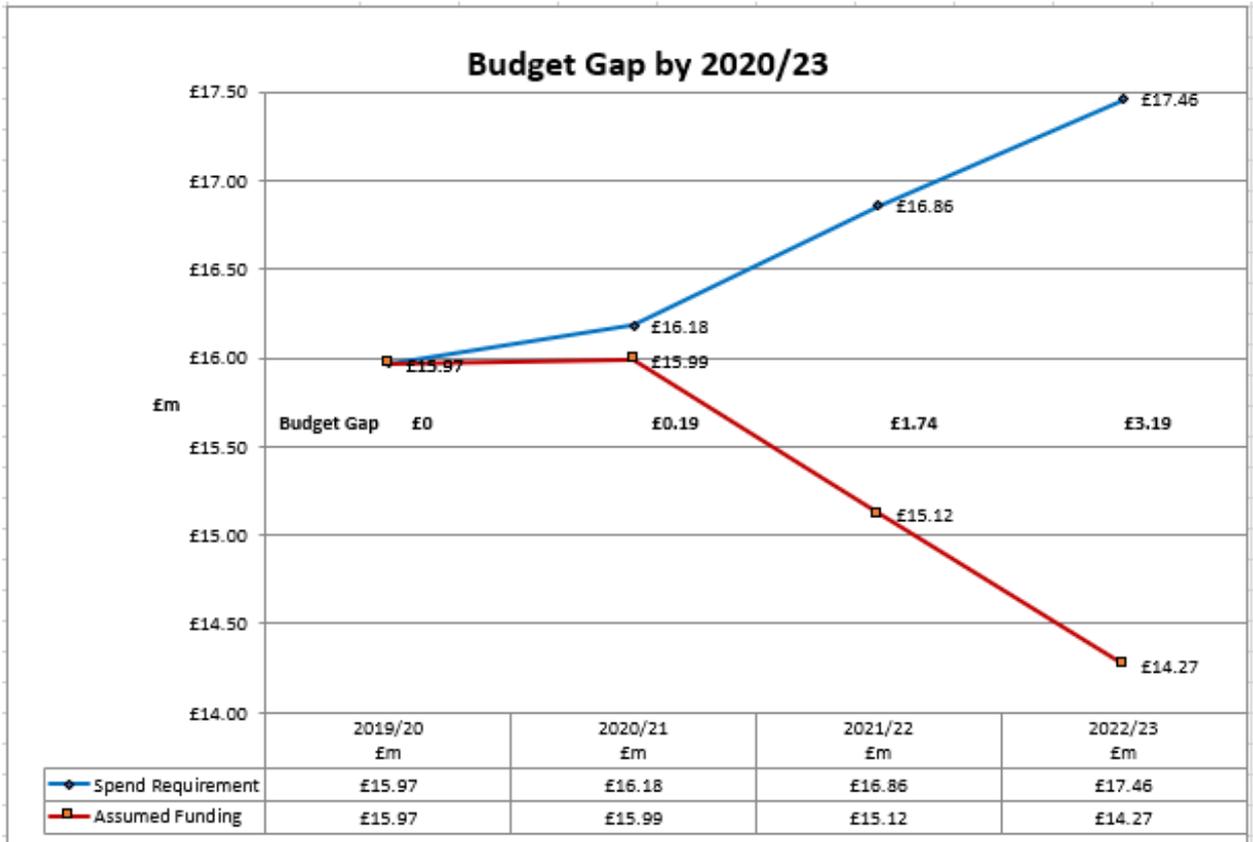
**Table 3: MTFS position after savings proposals as at September 2019**

<b>MTFS</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Continuation estimate	0.65	0.76	0.61	2.02
Funding	(0.03)	0.87	0.85	1.69
Savings	(0.43)	(0.09)	0.00	(0.52)
<b>Budget Gap</b>	<b>0.19</b>	<b>1.54</b>	<b>1.46</b>	<b>3.19</b>
<b>2021/23 Funding Scenarios</b>				
Funding - 2% reduction in core spending power		(0.27)	(0.25)	(0.52)
<b>Budget Gap</b>	<b>0.19</b>	<b>1.27</b>	<b>1.21</b>	<b>2.67</b>
Funding - 6% reduction in core spending power		0.27	0.24	0.51
<b>Budget Gap</b>	<b>0.19</b>	<b>1.81</b>	<b>1.70</b>	<b>3.70</b>

Budget gaps of £0.19m for 2020/21, £1.54m for 2021/22 and £1.46m for 2022/23 remain.

Proposals to meet the 2020/21 balance of savings required will be taken to Full Council for approval in February 2020.

The chart below shows the estimated budget gap between the councils spend requirement and assumed funding over the period 2020/23:



### **Risks and Sensitivity**

10. A sensitivity analysis of some of the assumptions made in Section 7 can be seen below:

<b>Assumption</b>	<b>Sensitivity Analysis</b>	<b>2020/21 Financial Impact</b>
Council tax will increase by 1.99% each year	+/- 1%	+/- £70k
An increase to the council tax base of 0.25%	+/- 0.25%	+/- £17k
Pay award has been assumed at 2% per annum (Burnley BC, Liberata, Burnley Leisure & Urbaser)	+ 1%	+ £116k
Contractual and general inflationary increases of 3%	+ 1%	+ £92k

- a) Funding changes – It is uncertain at this stage how changes to Local Government funding will impact on the Council’s funding in future years. The Government announced in August 2019 that the Spending Review will be delayed to 2021/22 with a one-year spending round to be carried out for 2020/21. Details of this one-year Spending Round were announced in September 2019. However, allocation of funding to this Council won’t be known until the publication of the Government’s Provisional Settlement in December 2019. Therefore, as described in para 7, funding levels as per 2019/20 have been assumed for 2020/21.

- b) The Government is in the process of revising the methodology for allocating funding to Councils from 2021/22 onwards, this includes changes to the current business rates system together with a Fair Funding Review.
- c) Salary costs - 2019/20 is the final year of the current 2 year pay agreement. An annual pay increase of 2% has been factored into the budget assumptions underpinning the MTFs, however the trade unions have submitted an NJC Pay Claim of a 11% increase to the living wage (SCP 1) to £10/hour and a 10% increase on all other scales for 2020/21. To put this into context a 1% increase to current pay scales equates to £116k, this relates to Burnley BC, Burnley Leisure, Urbaser and Liberata.
- d) Capital projects – any projects under consideration require funding. If there is a shortfall in capital finance for these projects, then pursuing them and using borrowing will significantly increase the revenue budget. The revenue implications will be considered as part of the monitoring of the Capital Programme.
- e) Two major capital schemes – Sandygate Square and the proposed Pioneer Place developments – these two schemes represent significant long-term costs for the Council and will require a significant amount of borrowing over 30 to 50 years, with payback very dependent on the successful income levels of both schemes. This carries significant financial risk for the authority and is an important element of the financial horizon of this Council.
- f) Budget preparation – The preparation of the 2020/21 continuation budget is currently being undertaken. Issues may arise from the exercise that could have an impact on the 2020/21 budget and future years.
- g) Public demand on commercial risks – An element of the savings proposals has arisen in response to the change in the Council’s commercial risk appetite. Fees and charges are a significant element of the Council’s funding and can be subject to fluctuations between years due to competition, weather and the performance of the economy. This will be closely monitored during the year to ensure that targets are being achieved.
- h) Interest rates – Interest rates have been at a historical low for the last few years. Due to the uncertainty of Brexit it is unclear what the future projections are regarding future movements in the base rate. Any increases would have implications on the Council’s revenue budget in future years where there is a requirement to finance future capital schemes from borrowing.
- i) Brexit – Uncertainty around the outcome of Brexit and the impact on the UK economy. Especially around interest rates, the local economy and further spending pressures which may have an impact on the 2020/21 budget.

## **FINANCIAL IMPLICATIONS AND BUDGET PROVISION**

11. As shown in the body of the report and appendices.

## **POLICY IMPLICATIONS**

12. The revenue budget determines the extent to which the Council's strategic objectives can be pursued and achieved.

## **DETAILS OF CONSULTATION**

13. Scrutiny Committee.

## **BACKGROUND PAPERS**

14. None

## **FURTHER INFORMATION**

**PLEASE CONTACT:**

**Asad Mushtaq - Head of Finance & Property**

**ALSO:**

**Amy Johnson – Principal Accountant**

	2020/21 £'000	2021/22 £'000	2022/23 £'000	TOTAL £'000
<b>Budget Gap (a)</b>	<b>621</b>	<b>1,631</b>	<b>1,456</b>	<b>3,708</b>
<b>Savings Approved</b>				
Income generation/savings approved at previous council meetings	256	21	-	<b>277</b>
	256	21	-	277
<b>Proposed Savings (see below)</b>				
Staffing Savings	36	-	-	<b>36</b>
Non-Staffing Savings	142	64	-	<b>206</b>
	178	64	-	242
<b>Total Savings (b)</b>	<b>434</b>	<b>85</b>	<b>-</b>	<b>519</b>
<b>Remaining Budget Gap - Savings to be identified (a-b)</b>	<b>187</b>	<b>1,546</b>	<b>1,456</b>	<b>3,189</b>
<b>Proposed Savings (detail)</b>				
<b>Staffing Savings</b>				
Reductions in Staffing - all of which are currently vacant:				
Guide Attendant	18	-	-	18
Curator Post	18	-	-	18
	<b>36</b>	<b>-</b>	<b>-</b>	<b>36</b>
<b>Non-Staffing Savings</b>				
Efficiency saving on annual service charge - Burnley Leisure	50	50	-	100
Efficiency savings within Community Safety operational budgets	11	-	-	11
Efficiency savings within Streetscene operational budgets	-	10	-	10
Increase in Civil Penalty Notices activity (Housing)	25	-	-	25
Capitalisation 100% of Technical Officer salary due to work on Empty Homes Programme	38	-	-	38
Partial completion of Finance Transformation Initiatives	10	-	-	10
Reduction in Parish Grants in line with Council spending pressures	6	4	-	10
Reduction in mayoral car leasing and running costs	2	-	-	2
	<b>142</b>	<b>64</b>	<b>-</b>	<b>206</b>
<b>Total Savings Proposals</b>	<b>178</b>	<b>64</b>	<b>-</b>	<b>242</b>

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## APPENDIX 2 - SUMMARY OF EQUALITY IMPACT ASSESSMENT

### REVENUE BUDGET SAVINGS PROPOSALS 2020/21

1.	Title of EIA	Equality Impact Assessment – Revenue Budget Savings Proposals 2020/21
2.	Person responsible for the assessment	Rob Dobson
3.	Contact details	01282 475 842 rdobson@burnley.gov.uk
4.	Date of assessment	12/08/2019

An equality impact assessment has been carried out in respect of the proposals presented to Full Council in September 2019. This document summarises the results of this work. A further equality impact assessment in relation to the impact of the detailed proposals on the workforce will be presented to a future meeting of the Executive, once these are drawn up, and before decision making on that issue.

The outcome of this equality impact assessment is that all proposals being currently considered for savings in 2020/21 – 2022/23 are neutral in terms of their impact on people with protected characteristics under equalities legislation.

### OBJECTIVE

1.	What is the main purpose of the project?	To set a budget for the council in 2020/21 that: <ul style="list-style-type: none"><li>• is in line with the agreed Medium Term Financial Strategy;</li><li>• responds to the financial challenges facing the council;</li><li>• enables the council to continue its focus on agreed priorities.</li></ul>
2.	Who are the main stakeholders?	Stakeholder analysis showed that the main stakeholders are Burnley Council's: <ul style="list-style-type: none"><li>• service users</li><li>• residents/Council tax payers</li><li>• Councillors; and</li><li>• Council employees.</li></ul>

3.	How are they expected to benefit?	Through the council ensuring a sustainable future for its services through good financial management and transparent decision making to determine priorities.
4.	How will the change be implemented?	The budget will be agreed through decision making structures and processes in line with the council constitution.  The agreed budget in 2020/21.
6.	Is the responsibility for the proposed function shared with another department or authority or organisation?	The decisions on council budget rest with the council.

### A. DATA COLLECTION

1.	Approach and background to EIA analysis, including data collection	Budget proposals drawn up by service managers.
2.	What monitoring data do you have on the number of people (from different equality groups) who are using and could be impacted upon by the change in function?	Various data sources are held, including: <ul style="list-style-type: none"> <li>• Analysis of workforce profile</li> <li>• Analysis of services</li> <li>• Census data.</li> </ul>

### B. COMMUNICATION AND INVOLVEMENT

1.	What information has assisted in completing this EIA?	Guidance including information contained on the Equalities and Human Rights Commission website has been considered.
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2.	What communications activities have assisted in completing this EIA?	There has been consultation on the principles underlying the council's Medium Term Financial Strategy, and comments from that consultation have been considered during the EIA work.
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Group	Area/s of impact	Positive impact	Negative impact – specified as high, medium or low	Neutral impact	Reason
Age	All areas of impact <sup>1</sup>			X	All impacts in respect of people in this group were identified as neutral.
Disability	All areas of impact			X	All impacts in respect of people in this group were identified as neutral.
Gender reassignment	All areas of impact			X	All impacts in respect of people in this group were identified as neutral.
Marriage and civil partnership	All areas of impact			X	All impacts in respect of people in this group were identified as neutral.
Pregnancy / and maternity	All areas of impact			X	All impacts in respect of people in this group were identified as neutral.
Ethnicity	All areas of impact			X	All impacts in respect of people in this group were identified as neutral.
Religion and belief	All areas of impact			X	All impacts in respect of people in this group were identified as neutral.
Sex (gender)	All areas of impact			X	All impacts in respect of people in this group were identified as neutral.

<sup>1</sup> 'All areas of impact' refers to the detailed list of proposed revenue budget savings proposals 2020 - 21

Group	Area/s of impact	Positive impact	Negative impact – specified as high, medium or low	Neutral impact	Reason
Sexual orientation	All areas of impact			X	All impacts in respect of people in this group were identified as neutral.

**Equality impact assessment action plan**

No significant change to front line services. Therefore, it is not anticipated that there will be a negative impact on people with protected characteristics. No mitigating actions arising therefore.

ITEM NO	[AgendaItem]
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## Strategic Plan 2019

### REPORT TO SCRUTINY



<b>DATE</b>	16/09/2019
<b>PORTFOLIO</b>	Leader
<b>REPORT AUTHOR</b>	Rob Dobson
<b>TEL NO</b>	3115
<b>EMAIL</b>	rdobson@burnley.gov.uk

#### PURPOSE

1. To seek member's feedback on the updated Strategic Plan (appendix 1).

#### RECOMMENDATION

2. That Scrutiny Committee consider the updates.

#### REASONS FOR RECOMMENDATION

3. The Strategic Plan sets out a clear vision for the future at a time of challenging budget decisions: one that is evidence based, shared by all units of the Council, and is in tune with the aspirations of local people.

#### SUMMARY OF KEY POINTS

4. The Strategic Plan covers a three-year period but is reviewed annually. It sets out the Council's strategic priorities during the next three years. This update follows the formation of the new executive, so includes its priorities.
5. The Strategic Plan has four themes: *People, Places, Prosperity and Performance*. The *People* theme sets out how the council will support residents to achieve their full potential by, for example, supporting efforts to improve skills in the borough. The *Places* theme sets out our strategy in relation to the natural and built environment and community safety. i.e., maintaining a clean, green and safe borough. The *Prosperity* theme sets out the council's economic development priorities, and the *Performance* theme is about internal processes and improvement activity, i.e. the Council's organisational development strategy.
6. Executive members will report progress against the strategic plan actions at future Full Council meetings.
7. The Strategic Plan covers the medium term: all the commitments will be delivered within the three-year period of the plan. Heads of Service use the Strategic Plan to develop their own unit plans. These set out in more detail the tasks associated with achieving the

Council's objectives over the course of the next year.

#### **FINANCIAL IMPLICATIONS AND BUDGET PROVISION**

8. As set out in the Council's budget.

#### **POLICY IMPLICATIONS**

9. As set out in the strategic plan and the Council's strategic risk register.

#### **DETAILS OF CONSULTATION**

10. Scrutiny Committee's response to the draft strategic plan will be detailed in the Minutes of the meeting on 16<sup>th</sup> September 2019.

11. A residents' survey is conducted bi-annually to help determine key priorities.

#### **BACKGROUND PAPERS**

12. The current strategic plan: <http://www.burnley.gov.uk/about-council/our-strategies-and-policies>

#### **FURTHER INFORMATION**

**PLEASE CONTACT:**

**Mick Cartledge, CEO.**

**ALSO:**



**Burnley**.gov.uk

# Burnley Borough Council's Strategic Plan

DRAFT

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# Burnley Council's vision 10 year vision for the borough:

*Burnley and Padiham will be places where families choose to live because of our clean, safe neighbourhoods, beautiful parks and unspoilt countryside. Businesses will choose to invest in our borough because of our skilled workforce, our diverse, competitive, modern economy and a supportive council.*

## Our values:

**One Burnley –Leading the Way**

**One Council –Working Together**

**One Team –Ambitious for Burnley**

- T -Together
- E -Enterprising
- A - Ambitious
- M -Meeting Customer Need

## Burnley Council: adapting to change

Burnley Council has always adapted to meet the changing needs of the borough and to deliver the best possible service within the budget available.

The Council's services will continue to change in the years ahead.

The budget challenge is immense. There is considerable uncertainty in the budget outlook, but the Council's prudent Medium-Term Financial Strategy shows that we need to plan for a possible budget gap of £3.71 million over the next three financial years.

This adds to the pressure on the Council to make savings and find ways of raising income to protect priority services that help make the borough a cleaner, greener, safer and more prosperous place to live.

In recent years, the Council has successfully lobbied for additional investment in Burnley and will continue to press the case for the borough at the highest levels of Government. However, if the Council is to continue delivering quality services that meet the needs of the borough, then further change is inevitable if the Council is to remain financially viable. Lower priority services may have to be reduced or stopped, and charges may increase for discretionary services.

Our strategic plan ensures that we do not take a "salami-slicing" approach to budget cuts. With a clear vision for the borough's future, the Council will stay focussed on what really matters and will seek innovative ways of resourcing those priorities.

Examples of how we will achieve value for tax payers include rationalisation of our estate and generating extra revenue through new homes being built across the borough.

We are a confident, positive organisation, and together with our partners, we have a strong track record of delivering positive outcomes for the people of Burnley and Padiham.

## **Our guiding principles**

In leading the transformation of the Council, the Executive and Management Team have worked to the following principles:

- Burnley Council is pragmatic. The Council is not ideologically committed to a specific model of local government organisation. This means that the Council is open minded about how to achieve savings. It will pursue joint working arrangements, or seek to outsource services to the private sector, where there is a clear business case.
- A business case for change must take into account the impact on the local economy, as well as the cost and benefits in terms of service quality and efficiency gains. It will implement changes following appropriate consultation with residents and employees.

## **Who is this document for?**

The strategy is prepared to help Elected Members and officers execute the Council's business in a well-planned and effective manner. While it is primarily for an internal audience, it is also a public document. Local residents and businesses can use this document to stay informed about the Council's plans for the Borough. The Council's Executive members report progress against the strategic commitments at Full Council meetings.

## **What is the purpose of the Strategic Plan?**

1. The Strategic Plan describes how the Council will make its vision for the Borough reality.
2. The Strategic Plan unifies the Council's service units, and is used to articulate common purpose.
3. Strategic analysis helps anticipate and prepare for change. The strategic planning process helps the Council audit internal capacity, informing decisions about resource allocation (staff, budgets, technology, equipment, and premises).
4. Finally, the Strategic Plan encourages dialogue amongst different service units in the Council. This in turn should lead to more joined up working as council officers identify points of connection at the level of outcome, output, process or input.

**The strategic plan does not cover every service delivered by the Council. The emphasis is on planning for major change and challenges, and defining priority actions linked to corporate objectives. But an overriding concern of the Council is to protect core services. Though budget pressures could mean changes to how we provide services, the Council will continue to provide good quality frontline services that are a priority for local residents. An overview of these services is set out below.**

## Burnley Council Services

- We collect rubbish, recyclable or non-recyclable, from every household every week. On the next working day following a general refuse collection, every residential street is swept by manual litter pickers. Following a recycling collection, the street receives a mechanical sweep.
- We own and manage the historic Towneley Hall that attracts tens of thousands of visitors every year.
- We manage over 550 hectares of parks and green spaces including five Green Flag Parks.
- In partnership with Burnley Leisure, we fund three quality leisure facilities (St Peter's, Padiham and the Prairie), and the Mechanics theatre which attracts top names in comedy, music and the arts.
- We work with businesses to support job creation, business growth, and inward investment.
- We prosecute those who commit environmental crime in the borough.
- We support victims of antisocial behaviour and work with the police to take action against anti-social behaviour.
- We deal with around 3,000 calls and 500 visitors every week at our contact centre.
- We award benefit to around 10,500 households a year and assess over 66,000 changes in circumstances.
- We provide a quality advice and enforcement service for vulnerable households and individuals and work to tackle homelessness.
- We provide public protection services: we conduct food safety checks on food establishments; we carry out health and safety inspections of warehouses and retail premises; we license pubs and clubs and taxis; we investigate environmental pollution complaints about noise, smoke and private water supplies; and we provide CCTV monitoring.
- We work with the police and community organisations to help foster stronger community relations.
- We process around 500 planning applications per annum and aim to ensure that new development in Burnley is built to high design standard. We also protect the historical heritage of the town through the management of conservation areas and listed building protection, and take enforcement action to protect the quality of life of Burnley residents against unauthorised building activity.
- We conduct local land searches for buyers of land or property.
- We plan and deliver major regeneration projects, in partnership with the private sector.
- We manage car parks so parking in Burnley is easy.
- We ensure that taxpayers' money is spent prudently and that the Council allocates resources within its means by providing a professional treasury management and audit service.
- We make sure local citizens have a democratic voice, through proper and effective management of elections.

## Strategic Plan 2018- what did we achieve?

### **Places**

- The regeneration of neighbourhoods continued apace. With help from the Council, new homes were built by Calico on the Perseverance Mill site in Padiham. Calico also opened their gateway housing project, which assists our most vulnerable residents through support and training helping them to access sustainable housing, education and employment. Work got underway to build 250 homes on the former school site off Kiddrow Lane.
- We completed the restoration of Thompson Park.
- By the end of Q3, we had brought 32 prosecutions for environmental crimes such as flytipping
- Since the start of April 2018, the housing enforcement team has helped to resolve over 200 new disrepair complaints from private rented sector tenants.

### **Prosperity**

- The Business Support Team promoted inward investment, managing c. 60 live property enquiries for companies looking to relocate into the Borough or expand within.
- In the year up to September 2018, 39 jobs were created through the Business Growth Programme.
- We adopted a new Local Plan, which will shape Burnley's growth over the next decade.
- We have delivered new highways infrastructure and public realm improvements in partnership with LCC
- We have secured £4.6m of external funding to deliver key projects including flood defence works in Padiham
- We have led the development of a new Town Centre and Weavers Triangle Masterplan and procured a development partner and put in place funding to deliver a major town centre leisure led retail development: "Pioneer Place."
- We have delivered further phases of On the Banks, with new apartments and work has started on a student accommodation scheme.

### **People**

- Our partner Burnley Leisure, with support from the Council, upgraded the gym at St. Peter's Centre.
- Between April and November 2018, the Council had: awarded disabled facilities grants to 149 residents; provided 18 Emergency Works grants to eliminate serious disrepair in residential properties, and made available the Heating Rebate Scheme to tackle fuel poverty with 86 grants awarded for energy efficiency improvements.
- The Council partnered with the Burnley FC in the Community, the local NHS, and schools to increase pupil access to mental health support in schools.

### **Performance**

- In October 2018 the Council received confirmation that it had successfully retained its Gold Investors in People accreditation and IiP Health and Wellbeing Award
- More customers transacted with the Council online in 2018.

## What do we want to achieve during 2019 and beyond?

Much of what the Council has or plans to achieve, involves working in partnership. The [Sustainable Community Strategy](#) sets out the vision for the Borough that is shared by statutory agencies, local businesses and the third sector. It includes a list of long term commitments which will help us achieve a cleaner, greener, safer and more prosperous Borough in the future.

The Community Strategy describes the Borough's challenges, its assets and opportunities. The following section of this document sets out the Council's role in meeting those challenges, exploiting the assets and the opportunities that exist in the Borough. It is structured around the themes of **People, Places, Prosperity**, in line with the Sustainable Community Strategy. A fourth theme, **Performance**, sets out the Council's organisational development goals.

This structure helps:

- breakdown departmental silos, so that Service Units are encouraged to think collaboratively about how to achieve corporate objectives;
- ensure that the Council focuses on a balanced range of priorities, so that interventions are mutually supportive. For example, the Council wants to encourage business growth so that local people have access to good, well-paid jobs (an objective under the *prosperity* theme). But to achieve this we must make sure that educational attainment improves (an objective under the *people* theme) and that, also, the environment for doing business is good thanks to clean streets and safe neighbourhoods (an action under the *places* theme);
- design services around the needs of citizens and businesses that we serve, rather than around the structure of the Council.

## People - creating flourishing, healthy and confident communities

### **What are the challenges and opportunities?**

Increasing educational attainment and skills is the top priority for the borough. The Council will continue to work with partners in the education sector to help maintain the focus on this.

Health inequality is a significant factor in Burnley. For example, alcohol related hospital admissions, the number of incapacity benefit claimants for poor mental health, and deaths from smoking are all higher than the national average. Levels of worklessness due to ill health are also high. As a district council, we are well positioned to influence and deliver many measures that can help prevent ill health, both through our key functions and our enabling role. Our quality parks and green spaces are a “Natural Health Service,” and our housing services, environmental health function, our role in improving community safety, and in particular our partnership with Burnley Leisure, are all key. Perhaps our biggest long-term contribution to preventing ill health is our commitment to help grow the local economy. Poverty is a significant cause of poor health, so we want to help more local people into secure, decently paid jobs, as described in the prosperity theme of this strategy.

<b>What do we commit to?</b>	<b>Lead</b>
<b>PE1-</b> We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development, and improve residents' health.	Chief Executive Leader
<b>PE2-</b> We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.	Chief Operating Officer Executive Member for Housing and Leisure

## Places: making the Borough a place of choice

### What are the challenges and opportunities?

Resident feedback tells us that maintaining the cleanliness is a priority; tackling dog fouling is a key local concern.

Compared with the Lancashire average, a higher proportionate of residents live in private rented accommodation. Unfortunately, not all of this accommodation is managed to a good standard, with some neighbourhoods blighted by incidents of antisocial behaviour, long term empty properties or properties that are unfit for habitation.

We are proud to maintain a significantly higher than average proportion of greenspace per head of population. Evidence suggests that access to parks and nature has major health benefits, as well as making the living environment attractive. Our parks are therefore a key asset in making the borough a good place to live and work. In addition, the Council has an obligation as a community leader to play a part in reducing harmful carbon emissions and responding to climate change.

The borough also has a significant number of cultural and sporting assets; the Mechanics, Towneley Hall, modern leisure centres and well attended community sport and other events.

The Council recognises that we are facing a climate change emergency which threatens all of us and our future. The Council will encourage reductions in single use plastic, de-carbonisation, promoting the use of electric vehicles and encouraging green businesses and shops. We will improve re-cycling arrangements so that it's easier for people to re-cycle more.

<b>What do we commit to?</b>	<b>Lead</b>
<b>PL1-</b> We will implement a range of initiatives to maintain a clean, safe, attractive and environmentally friendly borough. This will include a focus on reducing dog fouling.	Head of Streetscene Executive Member for Community and Environmental Services
<b>PL2-</b> We will improve the management and condition of private rented accommodation.	Head of Housing and Development Control Executive Member for Housing and Leisure
<b>PL3-</b> We will work with partners to improve quality and choice in the borough's housing stock.	Chief Operating Officer Executive Member for Housing and Leisure
<b>PL4-</b> We will implement our 2015-25 Green Space Strategy.	Head of Green Spaces and Amenities Executive Member for Housing and Leisure
<b>PL5-</b> We will prepare and deliver a new Climate Emergency Strategy.	Head of Housing and Development Executive Member for Community and Environmental Services

## Prosperity – promoting transformational economic change for Burnley

### **What are the challenges and opportunities?**

The Burnley economy has shown strong growth over the last decade. Manufacturing businesses still make up a significant part of the local economy, with key strengths in aerospace and automotive. In response to global challenges the sector has adapted new technologies, delivering higher value products and processes, which in turn bring wealth to the local area. At the same time, the economy has diversified, with growth in the digi-tech and logistics and distribution sectors.

With a retail catchment area of 300,000 people, Burnley is a major retail and service centre in Pennine Lancashire. The town centre has benefitted from significant investment in public realm, attracting new occupiers including Primark. The council, in partnership with other key organisations, has developed a Town Centre and Canalside Masterplan setting out opportunities to diversify the leisure offer, introduce town centre living. The Council will progress key projects including “Pioneer Place”, to deliver the masterplan.

The development and growth of UCLAN over the next five years will have a transformational impact on the town. The Council and UCLAN will work in partnership with the business community to delivery higher level skills and degree level apprenticeships as well as leverage the expertise of the University and other funding streams to support business innovation, business scale up and new business starts.

By promoting Burnley as an investment opportunity, and by improving travel connections and kick starting development to attract investors, the Council is dedicated to getting the most out of Burnley’s key assets: its rural setting, its proximity to the regional growth hub of Manchester, the economic development potential of Burnley’s land and its education and skills infrastructure. The new Local Plan will act as the key supporting framework for encouraging employment and housing investment, with the aim of maintaining the recent trend of private sector job growth and growing the borough’s skilled workforce.

The Council is ambitious for Burnley. The devolution of powers from central government is an opportunity for the borough. To ensure that Burnley punches above its weight and gets a fair deal, the Council’s Executive and Management Team will make sure that the business case for Burnley is heard at sub-regional, regional and national decision making levels.

The Council will also prioritise its spending towards businesses within our local economic area and will encourage partners in the local public sector to do the same.

<b>What do we commit to?</b>	<b>Lead</b>
<b>PR1-</b> We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment.	Chief Executive Council Leader
<b>PR2-</b> We will proactively support the borough's businesses to innovate and expand, and make the borough a natural choice for business relocation.	Strategic Head of Economy and Growth Executive Member for Economy and Growth
<b>PR3-</b> We will deliver the Town Centre and Canalside Masterplan, and strategic projects in Padiham Town Centre.	Strategic Head of Economy and Growth Executive Member for Economy and Growth
<b>PR4-</b> We will implement the Local Plan, delivering new housing, employment sites, and infrastructure.	Strategic Head of Economy and Growth Executive Member for Economy and Growth
<b>PR5-</b> We will support UCLan's expansion, transforming Burnley into a University Town	Chief Executive Council Leader
<b>PR5-</b> We will aim to localise public sector spend as far as possible.	Head of Legal and Democratic Services Executive Member for Resources and Performance

## Performance- ensuring a continuous focus on improvement in all aspects of the Council's performance

The Council always has a duty to ensure that tax payers get value for money, and the current era of austerity means that services cannot continue to be delivered in the same way as in the past. New service delivery models will be required to achieve efficiencies. If services have to be cut the Council will be clear about the process that has been followed in reaching these decisions.

In September 2018, the Council was told it “should be proud of its achievements” following a review of its services and plans for the borough by an independent peer review team. The Council will continuously improve how it delivers services, and will adapt to the needs of its customers. The Council will also make sure that it continues to live within its means.

The Council wants local residents to see that local government is improving their lives. We will conduct a review of the governance of the council. In addition, cross party working groups will investigate issues that matter to everyone.

<b>What do we commit to?</b>	<b>Lead</b>
<b>PF1-</b> We will continue the successful partnership with Liberata.	Chief Operating Officer Executive Member for Resources and Performance Management
<b>PF2-</b> We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable financial footing. This strategy will set the framework for preparing annual budgets, ensuring the annual budget strategy is set within the context of the longer-term outlook.	Head of Finance and Property Management Executive Member for Resources and Performance Management
<b>PF3-</b> We will develop our digital strategy, so that more residents transact with us online and we will continue to deliver services more efficiently.	Chief Operating Officer Executive Member for Community and Environmental Services
<b>PF4-</b> We will deliver our Organisational Development strategy, ensuring we plan for the structures and capabilities that the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan.	Head of People and Development Executive Member for Resources and Performance Management
<b>PF5-</b> We will undertake a review of the council's governance structure.	Head of Legal and Democracy Executive Member for Resources and Performance Management
<b>PF6-</b> We will set up cross party working groups to investigate issues that matter to everyone in our borough.	Chief Operating Officer Executive Member for Community and Environmental Services

## Year End Corporate Performance Scorecard 2018/19

<b>Measure</b>	<b>Target</b>	<b>Result</b>	<b>On target</b>
<b>Outcomes</b>			
% of residents satisfied with the Council overall	48%	45%	
% users satisfied with parks and open spaces (A)	70%	84%	
% satisfied with leisure facilities	55%	60%	
% satisfied with general household waste collection	80%	74%	
% satisfied with litter free public land	47%	49%	
% stating that ASB is a problem in the local area	28%	32%	
Private sector investment levered through inward investment service and development projects	£10m year end	£41.5m	
<b>Internal processes</b>			
Average number of days to process new claims and change of circumstances (benefits processing)	9	5	
Telephone calls answered within target time (%)	80%	80%	
No. of businesses relocation assists	10	13	
<b>Organisational development</b>			
Average number of days sickness absence per employee	6	6	
<b>Finance</b>			
Forecast revenue budget outturn (£)	£15,090,000	£15,090,000	

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(PLEASE INCLUDE ALL PAPERS FOR BACKGROUND INFORMATION TO MEMBERS.)



## **Burnley Borough Council**

### **Scrutiny Work Programme Proposal**

#### **For completion by Members and Consideration by Scrutiny Committee**

Getting the right topics for scrutiny reviews is the first step in making sure scrutiny adds value to the work of the Council and the community it serves.

The proposal form has been designed to assist members in developing their scrutiny review ideas so that the Committee can have an informed discussion on the work that it will carry out over the year.

In order to be effective, each scrutiny review needs to be properly project managed; should have set of objectives and an initial view on the outcomes that the review will seek to achieve. Any review group should be guided by SMART objectives (Specific, Measurable, Achievable, Realistic and Time-bound) where possible.

When considering whether an item should be included in the work programme the kind of questions the Scrutiny Committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

The Committee should be able to justify how and why a decision has been taken to include certain issues and not others.

Scrutiny Committees have finite resources and deciding how these are best allocated can be difficult and it should be recognised that there may well be issues that they want to look at but that nonetheless are not selected.

**1. Proposed Title for the Scrutiny Review**

What will the scrutiny review be about?
REVISITING THE SCRUTINY REPORT SENT TO THE EXECUTIVE IN SEPTEMBER 2017 IN ORDER TO ESTABLISH WHAT PROGRESS HAS BEEN MADE IN TWO YEARS.

Proposed by Councillor(s) ANDY TATCHELL

**2. Objectives of the Review**

What is the review aiming to do?
TO FORM A SCRUTINY WORKING GROUP TO RE VISIT THE KEY POINTS AND ANTICIPATED STRATEGIES AND IMPROVEMENTS LOOKED FORWARD TO FOLLOWING OUR PIECE OF WORK TWO YEARS AGO.
RETURN SITE VISITS WILL BE REQUIRED AND FOLLOW UP MEETINGS AND CORRESPONDENCE WITH PARTNERS AND STAKE HOLDERS TO ESTABLISH POTENTIAL ONGOING PROGRESS OR FAILURE.

**3. Anticipated Outcomes of the Review**

What do you anticipate scrutiny will achieve/recommend as a result of conducting the review?
THE STRATEGIES PLANNED AND PROMISED

CONTD. TWO YEARS ASO WERE BOTH  
EXCITING AND TRANSFORMATIONAL.

PARTNERS PRIORITIES MAY HAVE CHANGED  
WITHOUT BEING MADE PUBLIC. STRATEGIES  
MAY STILL BE ON COURSE BUT SUBJECT  
TO SLIPPAGE.

THE TWELVE POINTS AND RECOMMENDATION  
CONTAINED IN THE REPORT ARE ESSENTIAL  
IN REALISING THE FULL POTENTIAL OF  
BURNLEY'S BUSIEST RAILWAY STATION FOLLOWING  
THE ESTABLISHMENT OF THE MANCHESTER  
LINK.

THE REPORT AND ITS ACCEPTANCE CANNOT  
END THERE, ONGOING MONITORING REGARDING  
PROGRESS IS ESSENTIAL.

SUGGEST FORMER COUNCILLOR DAVID HESSINBOTHAM  
BE CO-OPTED ON TO WORKING GROUP (EX OFFICIO).



## Scrutiny Review Group - Railways

### REPORT TO THE EXECUTIVE



DATE	19/09/2017
PORTFOLIO	None
REPORT AUTHOR	Scrutiny Review Group
TEL NO	
EMAIL	

### PURPOSE

1. To consider the outcomes of the Scrutiny Review of rail facilities in Burnley, especially Manchester Road Station.

### RECOMMENDATION

2. That the Council continues to work alongside and encourage colleagues from Lancashire County Council and Northern Rail to raise the profile of Manchester Road Station, and support Northern Rail to access funding to provide access improvements at the station.

### REASONS FOR RECOMMENDATION

3. To maximise the benefits of the new rail link and facilities for residents of, and visitors to Burnley.

### SUMMARY OF KEY POINTS

4. A cross party group was established to review the rail link to Manchester, and associated services. The group carried out site visits to stations, spoke with passengers and consulted businesses. Whilst the new station, and the rail service to Manchester was held in high regard, it was felt that there were still some aspects of the new station facility that could be improved.
5. A meeting was held with Northern Rail and Lancashire County Council. The meeting was very positive, and colleagues considered feedback from Members and outlined changes that could be planned, and those that were already planned at the Station.
6. Northern Rail have identified Burnley Manchester Road as one of their 'Northern Connect' hub stations. As such, by 2020 improvements at the station will include wifi and LED lighting. More immediate improvements that are in the schedule are improved ticket vending machines and a smart video retail wall by early 2018.
7. Problems regarding access to, from and around Platform 1 – The design of the station

had allowed space within the station footprint for lift access to be installed. Department for Transport (Access for All) fund could provide some funding to support improved access at the station - Burnley is the only 'Northern Connect' hub station without lift access, raising the profile of the station, and the Council pressing through channels may help to secure funding more quickly. Northern Rail to consider improvements or additions to shelters, and to line marking the platform.

8. Car Parking – The existing car parking at the station is over subscribed, and commuter parking is having a negative impact on residents in surrounding streets. As part of a joint project between LCC and BBC, additional car parking is planned, and work will commence once the site has been vacated. (provision of 70 additional spaces).
9. Availability of Taxis – a taxi rank is available near the station, but is out of line of sight. Lancashire County Council will work with Northern Rail to improve signage where possible.
10. Marketing – stands were available at the Station for leaflets etc to be made available for members of the public arriving at the station. Northern Rail happy to work alongside marketing team to cross promote events and campaigns via other stations and using social media.
11. Access to toilets – requires a key from the ticket office. It can be difficult to obtain quickly if there are queues. Sometimes the toilet is left unlocked, but very much dependent on staffing. Northern Rail will consider options to make toilet access easier.
12. Rosegrove Station – the review group was encouraged by the developments that have taken place at Rosegrove station reflecting the increased passenger numbers there since the introduction of the Manchester Service, and welcome the planned improvements to parking facilities.
13. Members of the Review Group would like to thank all officer, members of the public and stakeholders for their time in assisting with the review.

#### **FINANCIAL IMPLICATIONS AND BUDGET PROVISION**

14. N/a.

#### **POLICY IMPLICATIONS**

15. N/a.

#### **DETAILS OF CONSULTATION**

16. Council Officers, Members of the public, businesses, Lancashire County Council, Northern Rail.

**BACKGROUND PAPERS**

17. *N/a*

**FURTHER INFORMATION**

**PLEASE CONTACT:**

**ALSO:**



(b).



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#### **1. Proposed Title for the Scrutiny Review**

What will the scrutiny review be about?
---

Improving citizen engagement and public participation in the Council's work, with particular emphasis on younger residents.
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Proposed by Councillor Gordon Lishman supported by Cllrs Baker, Fewings, Johnstone and Newhouse.

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**1. Proposed Title for the Scrutiny Review**

What will the scrutiny review be about?
The social determinants of health and the role Burnley Council can play in enabling improved health and longer life expectancy in the towns.

Proposed by Councillor(s) Gordon Lishman, supported by Cllrs Baker, Fewings, Johnstone, Martin, Newhouse & Royle.

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### 1. Proposed Title for the Scrutiny Review

What will the scrutiny review be about?
Review of the current process of resolving housing disrepair issues for residents in Social Housing as compared to Private Rented Sector (PRS), particularly upon intervention of the Housing Needs service.

Proposed by Councillor(s) Ann Royle / Lian Pate

### 2. Objectives of the Review

What is the review aiming to do?
Ensure that the process is clear and comparable between the two sectors
Clarify the role of those who advocate for residents and how they keep informed
To establish clear communication pathways with social landlords so that there is a two way communication process
Ensure that social housing tenants are receiving the same support from Councillors and Council Officers as they would if they were living in PRS
To understand the legal rights of tenants to access support when they feel that lasting repairs are not being undertaken, or repairs not being completed in time
To understand how the Council communicates their rights to Social Housing Tenants as compared to how they are communicated with PRS Tenants.

### 3. Anticipated Outcomes of the Review



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### 1. Proposed Title for the Scrutiny Review

What will the scrutiny review be about?
Public Space Protection Orders
A review of the orders currently in place. Have they been effective? Have they delivered the expected outcomes?

Proposed by Councillor(s) ...

Mark Townsend.....

### 2. Objectives of the Review

What is the review aiming to do?
Have they been effective? Have they delivered the expected outcomes?
Are they being enforced? If not, why not? What are the challenges to enforcement?
What is the feedback from residents. Have they seen an improvement since they were implemented.
Have we got the orders right? Do they need changing in any way?
Are there alternatives that might achieve the same outcomes?
Are there lessons to be learned for wider / future use?
Are there any budgetary issues impacting the enforcement of the order?

### 3. Anticipated Outcomes of the Review







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### 1. Proposed Title for the Scrutiny Review

What will the scrutiny review be about?
Alleygating Policy
Alleygating has been a tool used by the Council to improve residents lives in areas impacted by anti-social behavior, crime and environmental issues.

Proposed by Councillor(s) ...

Mark Townsend.....

### 2. Objectives of the Review

What is the review aiming to do?
The effectiveness of the alleygating programme to date. Have the outcomes matched the level of capital investment made.
Are the alleygates fitted being used to best effect. Are some more effective in producing positive outcomes than others. Is there a trend or pattern we should consider?
What is the feedback from residents. Those who have them / those who don't but would like them.
Have we got the criteria right for allocating alleygates?
Are there alternatives that might achieve the outcomes?

### 3. Anticipated Outcomes of the Review





## Scrutiny Work Programme 2019/20

<p>Monday 17<sup>th</sup> June 2019</p>	<p>Recycling Collections Capital Works update (private report) Work Programme</p>
<p>Wednesday 26<sup>th</sup> June 2019</p>	<p>Notice of Key Decisions and Private Meetings Outturn budget reports 2018/19 Treasury Management 2018/19 – review of activity Year-end performance report 2018/19 Aspiration Strategy Update Review Groups Work Programme</p>
<p>Monday 16<sup>th</sup> September 2019</p>	<p>Notice of Key Decisions and Private Meetings Leisure Trust Annual Report Revenue Budget Monitoring Q1 Capital Budget Monitoring - Q1 Revenue Budgets 2020/23 – Latest Position and Savings Proposals Review Groups Work Programme</p>
<p>Monday 2<sup>nd</sup> December 2019 Budget Scrutiny Panel</p>	<p>NKDPM Revenue Budget Monitoring Q2 Capital Budget Monitoring - Q2 Fees &amp; Charges Treasury Management Mid-year update Food Delivery Programme(annual update) Health &amp; Safety Delivery Programme(annual update) Half Year performance report Community Safety Annual Report Review Groups Work Programme</p>
<p>Thursday 13<sup>th</sup> February 2020 Budget Scrutiny Panel</p>	<p>NKDPM Revenue Budget Monitoring Q3 Capital Budget Monitoring - Q3 Revenue Budget 2020/21 Capital Budget 2020/21 and Cap Investment Prog 20/21 – 24/25 Treasury Management &amp; Prudential Borrowing. Draft Strategic Programme Review Groups Work Programme</p>
<p>Wednesday 11<sup>th</sup> March 2020</p>	<p>Notice of Key Decisions and Private Meetings State of the Local Economy (reduced to annual reporting) Resident Satisfaction Survey Review Groups Work Programme 2020/21</p>

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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