

Report of	Meeting	Date
Director of Change and Delivery (Introduced by Leader of the Council and Cabinet Member (Policy, Reform and Communications))	Cabinet	Wednesday, 21 June 2023
Is this report confidential?	No	
Is this decision key?	No	

## Quarter Four Performance Monitoring Report 2022-2023

### Purpose of the Report

- To provide Cabinet with a position statement for the Corporate Strategy for quarter four (Jan – Mar) 2022/23.

### Recommendations to the Scrutiny and Budget Performance Panel

- The Corporate, Performance and Budget Panel are asked to consider the report and make comments and recommendations to the Cabinet.

### Recommendations to Cabinet

- Cabinet is asked to note the report.

### Reasons for recommendations

- The Council's performance framework sets out the process for reporting progress against the objectives of the Corporate Strategy. Robust monitoring ensures that the Council continues to deliver its priorities and achieves the best outcomes for residents.

### Other options considered and rejected

- N/A

### Corporate priorities

- The report relates to the following corporate priorities:

<b>An exemplary council</b>	<b>Thriving communities</b>
<b>A fair local economy that works for everyone</b>	<b>Good homes, green spaces, healthy places</b>

### Executive summary

- A new Corporate Strategy was approved at Council on 23 November 2022 refreshing the delivery programme and performance measures. This report presents the performance progress at the end of quarter four 2022/23 and reflects delivery between 1 January and 31 March 2023.

8. The overall performance of the Corporate Strategy projects is good. Of the 14 projects in the strategy, 86% (12) are rated green or complete; and 14% (two) are rated amber.
9. To keep in line with the financial year, reporting against the performance indicators related to the refreshed Corporate Strategy approved in November 2022, will be reported at the end of quarter one 2023/24. The final outturn of performance indicators related to the previous Corporate Strategy are included in this report and at appendix one.
10. Of the 18 performance indicators used to monitor the Corporate Strategy, 14 can be reported at the end of the quarter four. Of those with targets, 67% (eight) are performing better than target; 8% (one) is performing worse than target and within the permitted 5% tolerance; 17% (two) are performing worse than target and outside the permitted 5% tolerance. One has no target and is monitored against its trend, and two are being baselined. (Resident survey indicators are excluded from the total number of indicators as these are reported biennially and have been reported in quarter three (2021/22).
11. Of the 11 key organisational performance measures, all can be reported at the end of the quarter. 73% (eight) are performing better than target; 9% (one) is performing worse than target and within the permitted 5% tolerance; 18% (two) are performing worse than target and outside the permitted 5% tolerance.




### Background to the report

12. At Council on 23 November 2022, the Corporate Strategy was updated and refreshed to ensure that the strategy remained fit for purpose and responsive to the needs of the borough.
13. The four priorities identified in the strategy are:
  - An exemplary council,
  - Thriving communities,
  - A fair local economy that works for everyone,
  - Good homes, green spaces, healthy places.
14. Activity and resources are targeted towards 14 priority projects which are delivered over a period of 12-18 months and measured using 29 performance indicators.
15. A colour rating system is used to indicate status whereby:

### Projects

<b>RED</b>	Off track
<b>AMBER</b>	Forecast delays or concerns, an early warning of issues
<b>GREEN</b>	On track and progressing as planning

### Performance Indicators

	Worse than target, outside threshold
	Worse than target but within threshold (5%)
	Performance is better than target



# THRIVING COMMUNITIES

## A PLACE WHERE:

Residents have positive mental health

People get involved and have a sense of belonging

Communities can access services and support when they need them

## Achievements this quarter

16. Planning has been underway during the quarter for the return of Music in the Park event, scheduled to take place on the Bank Holiday Sunday 28 May 2023 in Worden Park. Music in the Park 2023 will feature headline acts selected to attract a diverse audience. The planning work completed this quarter includes the development of the site layout and event management plan, accepting traders, securing the infrastructure, and marketing the event to maximise ticket sales. Ticket sales have been strong and engagement around the event has been very positive in response to the Council's commitment to getting communities involved and promoting a sense of belonging. Going forward, the event management plan and site set up will be completed and further marketing will be undertaken leading up to the event.
17. The project to implement a social prescribing service for South Ribble and work with partners to enhance provision, address health inequalities and improve outcomes has progressed this quarter with interviews being held to recruit three Social Prescribing Link Workers. The social prescribing service will take referrals from key partner-based agencies in South Ribble including the Primary Care Networks (PCN) to refer people to a range of local, non-clinical services that can support sustainable wellbeing. The scheme could include a range of referral activities include volunteering, arts activities, group learning, gardening, befriending, cookery, healthy eating advice, a range of sport and can assist people with access to financial advice, income maximisation and wellbeing support. Looking ahead the project will design a training programme, identifying appropriate providers and include mandatory health coach training for all Social Prescribing Link Workers involved in the service. Work will be undertaken to identify key referral pathways with partners to ensure there are effective referrals into the right services. The social prescribing service is expected to be launched in July 2023.
18. As part of the Council's commitment to investing in the local community an ambitious programme has been established to develop local community infrastructure across the borough. The project will work with partners and community groups to develop new provisions and enhance existing provision with a focus of supporting young families, older people, socially isolated and young people. This includes establishing a South Ribble Family Wellbeing Centre, developing a community grants programme to support improvement to spaces, develop a policy outlining the approach for assessing community assets that require investment from the Council and develop a directory of youth activities and provision. Over quarter four, a 'directory of services and activities' brochure has been created and shared with the Social Isolation Network and wider partners. A mapping exercise of existing community assets and provision has also been undertaken to better understand where they may be potential gaps. Ensuring that all residents regardless of financial, social, or geographical barriers have accessible provisions that supports their needs.

19. The Cost of Living action plan providing practical financial support to households including advice and access to services that promote resident wellbeing has progressed this quarter with the delivery of round three of the Household Support Fund. The fund of £340k has been used to provide an essential life line to eligible residents and families, supporting with essential items such as food and hygiene products, utilities (gas, water charges and electricity), and home energy efficiency adaptations such as replacement boilers and household insulation. It has been confirmed that the council will receive funding in round four of the Household Support Fund with the value yet to be confirmed. A 'Cost of Living' webpage has been developed on the South Ribble council website, providing a central place of information to support vulnerable residents and communities through the cost of living crisis. Some examples of information available on the webpage includes support with energy bills, warm welcome campaign, foodbanks and community shops, mental health, and wellbeing and much more. Going forward, the project will deliver the half-term Holiday Activity and Food (HAF) programme, the Warm Welcome Campaign, and the community pop-up bike shop programme.

## Performance of key projects




20. There are four key projects included in the 2023/24 Corporate Strategy under this priority at the end of quarter four and overall performance is good.
21. Four projects are rated as green, meaning they are progressing according to timescales and plan:
  - Deliver Music in the Park 2023,
  - Develop social prescribing in South Ribble,
  - Create community support spaces,
  - Deliver the Cost of Living action plan.

## Key Performance Indicators



22. At the end of quarter four, four of the eight corporate performance indicators under this priority are due to be reported.
23. Two indicators are performing on or better than target:
  - Number of residents participating in activities delivered by the council,
  - The number of claimants as a proportion of resident population of area aged 16-64 is better than North West average.
24. One indicator cannot be reported this quarter as the data is currently unavailable and cannot be drilled down to a level that reflects digital training delivered exclusively for South Ribble. The council is working closely with partners to ensure that systems and agreements are in place to ensure that the data can be reported from quarter two 2023/24.
  - Number of people who have successfully completed basic digital skills training
25. One indicator is rated off track and outside of the 5% threshold:
  - Number of new savers with Unify Credit Union in South Ribble

Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 4 2022/23	Symbol	Trend
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	200	83* (Q3:2022/23)	104		Better than Q4 2021/22
<b>Reason Below Target:</b>	The Credit Union target for new savers has remained off track for the past year. The Credit Union management team highlight challenges linked to the rising cost of living, with the consequence that regular saving becomes less of a priority as household budgets become squeezed. There is still opportunity to improve the profile of the Credit Union through greater local promotion and engagement with businesses and local communities, encouraging the long-term benefits of organised saving.					
<b>Action Plan:</b>	<p>There has been positive action to plan engagement events with the Credit Union. Within the quarter, Unify took the opportunity to undertake networking with businesses at the Shout network to encourage their employees to sign up. Following the elections, further engagement will now take place in June/July with the Chair and Vice Chairs of the Community Hubs to raise awareness and identify ways to promote the Credit Union offer to local communities directly.</p> <p>Over the next quarter the council will be using its communication channels to promote the services of the Credit Union to build its profile. There are social media posts scheduled as well as promoting key new products. For example, a new Christmas Saver account has been launched to enable savers to put some money away on a regular basis throughout the year so that Christmas can become more manageable. It provides an alternative to other Christmas savings clubs, as it simply provides the cash back rather than vouchers so that in November and December customers withdraw a lump sum with no restrictions on how they can spend it. The average household spends £642 on Christmas and with the ongoing cost of living crisis so this will help to mitigate financial pressures on families.</p> <p>Regular monitoring is undertaken with the Credit Union to look at all areas and understand if there are any issues with regards to its sustainability and how it is supporting people. At the end of year, we have been able to see a very positive position in that there are savings of over £200k and additionally, over £180k in savings generated through over the 600 loans that have been provided. From the next quarter the measure to be reported will focus on savings generated through family loans which represent the most popular type of loan provided through the credit union facility.</p>					



# AN EXEMPLARY COUNCIL

## A COUNCIL THAT:

**Delivers high performing services that represent value for money**

**Understand the community and work with partners to make things better**

**Is open and transparent in its activities**

## Achievements this quarter

26. The council has an ambitious transformation programme that includes delivering improvements to ensure high quality and responsive services. In quarter four, a single operating model for Property and Development as well as Pest Control was successfully implemented, with both teams now operating on a shared basis with Chorley Borough Council. This forms part of the wider programme of shared services, which will provide greater capacity, more resilience, and create development opportunities for staff. As part of the transition, team building sessions were delivered by an external training provider in order to establish connections, promote shared understanding, and develop relationships within the merged teams. Listening sessions have also been hosted, which have identified key priorities, solved barriers, and celebrated past achievements in collaboration with officers and managers to develop high quality and responsive council services.
27. The project to deliver improvements to the Civic Centre workspace is currently being developed and scoped to improve the working environment at the Civic Centre. The aim is to provide a modern, attractive working space to facilitate new working models, improve staff morale, and promote collaboration and maximise space in the building. The options that are being explored include making the best use of space and technology in the conference centre and also the currently vacant space on the top floor. Feasibility work will be reviewed over the next quarter to inform the next steps.
28. The Chorley and South Ribble Partnership continues to drive forward the way we work with partners to share intelligence to target areas of need within communities and design services to match. The shared data and Intelligence dashboard was reviewed with partners in March 2023 and feedback gathered providing partners with the opportunity to influence how it needs to look. Having a single view of our communities should help to coordinate activity and resources for the benefit of communities, rather than individual organisations each taking different approaches.
29. The Partnership is working with health organisations to implement changes proposed by the Integrated Care Board. This has involved making sure that local priorities for South Ribble are reflected in the plans and ways of working. The proposals should see more coordination of services at a local level through an 'integrated team' approach which will bring together key teams from community health services, adult and children's services and the council to deliver services within the borough, known as 'place based working'. An initial trial will focus on early years and family support, particularly school readiness. A review will be undertaken of the membership and structure of the Chorley and South Ribble Partnership Executive Board to ensure that a place-based partnership model can be incorporated into its existing structures.

## Performance of key projects



30. There are three key projects included in the 2023/24 Corporate Strategy under this priority and at the end of quarter four, overall performance is good.
31. Three projects are rated as green, meaning they are progressing according to timescales and plan:
  - Continue to develop high quality and responsive council services
  - Deliver improvements to the Civic Centre workspace
  - Work with partners to improve services that are flexible and responsive to local need

## Key Performance Indicators



32. At the end of quarter four, two of the five corporate performance indicators under this priority is due to be reported.
33. One indicator is rated green and on track:
  - At least 40% of service requests will be received via self-service channels,
34. One indicator cannot be reported this quarter as there is no system in place currently to collect this data. Progress is underway to implement a system to collect customer satisfaction data and will be available to be reported from quarter two 2023/24.
  - More than 80% of customers will be satisfied with the service





# A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE

## A COUNCIL THAT:

**Increases access to  
training and jobs**

**Grows and supports  
sustainable businesses**

**Invests in improving the  
borough**

## Achievements this quarter

35. The South Ribble Economic Strategy was finalised and approved at Cabinet in February 2023. The Economic Strategy aims to set out clear ambition and vision for South Ribble with a focus on four key areas which are:
- 'Space and Place' to create the right conditions for business to grow;
  - 'Workforce and Skills' providing the right skills, training, and people;
  - 'Employability' working with communities to remove any barriers to employment;
  - Business Support – offering tailored assistance to respond to business needs.

Each priority is accompanied by a number of objectives and supporting actions set out in the strategy. Success measures have been identified to monitor the effectiveness of the strategy and help to provide a strong local economy within South Ribble.

36. The council has successfully launched the Business Energy Efficiency (BEE) scheme, which was launched in December 2022 following approval at Cabinet. The scheme offers businesses fully funded energy use audits and provides council grant support to enable businesses to implement the recommended energy saving (carbon reduction) measures. Applicants are processed as they complete the energy audits and will progress to grant stage until the identified budget (£200k) is depleted. The aim of the scheme is to prevent businesses from closing by supporting to reduce their energy usage, which will reduce their business energy costs and reduce the carbon footprint, contributing to the longer-term carbon reduction targets of the council. Since the launch of the scheme 90 applications have been received and two grant offers have been made to businesses for implementation.
37. The South Ribble Skills Factory was launched on the Business in South Ribble website in February 2023 as a dedicated skills hub providing impartial advice, skills, training and recruitment support to business and free skills, apprenticeship, and employment support to residents of all ages across South Ribble. Over the quarter, a skills and job matching website has been created that matches businesses with local residents and tradespeople (e.g. plasterers, bricklayers, joiners etc) who are registered with the Skills Factory and are actively seeking work opportunities. Marketing materials have been created and the Skills Factory was showcased at the Lancashire business Expo 2023 along with the launch of the Economic Strategy. To support businesses and people seeking jobs and careers information, the Skills Factory also attended apprentice and career expos over March 2023. Going forward, the Skills factory will develop the website and commission skills and employment support; raise the Skills Factory profile with more events and activities with partners; and support careers delivery in schools and encourage local businesses to sign up to the Lancashire Skills Pledge.

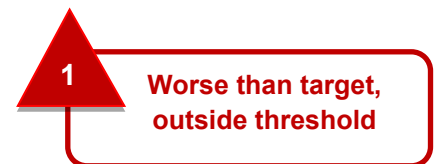
### 38. Performance of key projects



39. There are four key projects included in the 2022/23 Corporate Strategy under this priority.
40. Three projects are rated green, meaning they are progressing according to timescales and plan:
- Deliver the Economic Strategy
  - Develop green energy schemes for local business
  - Deliver the South Ribble Skills Factory
41. One project is rated amber:
- Develop town centres as vibrant multi-use spaces

Develop town centres as vibrant multi-use spaces		AMBER
<b>Issue:</b>	Ahead of entering a critical phase of delivery, a further review of the Town Deal programme has been commissioned to provide assurance on the scheme, procurement, and planning strategies. An external consultant will review the current position to ensure that any future risks are identified and mitigated. The amber rating highlights the potential for a delay however given the size and complexity of the programme this is an important step to ensure that ultimately the scheme is delivered successfully to time and budget.	
<b>Action Plan - What will be done:</b>	Following this review, the implementation of identified actions will be programmed through consultation with the appropriate stakeholders. Indicative timescales have been provided and work is ongoing to maintain the schemes overall delivery timescales.	

### Key Performance Indicators




42. At the end of quarter four, all five corporate performance indicators under this priority are due to be reported.
43. Three Indicators are performing on or better than target:
- Overall employment rate greater than North West average,
  - Median Workplace Earnings better than the National Average,
  - % 16 -17year olds not in education or training (NEET).
44. One indicator is being baselined:

- The total social value delivered locally through the Social Value portal.

45. One indicator is rated off track and outside of the 5% threshold:

- Median Earnings by Residence (residents of South Ribble) will be better than the National Average).

Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 4 2022/23	Symbol	Trend
Median Earnings by Residence (residents of South Ribble) will be better than the National Average)	Bigger is better	£642.20	-	<b>£580.30</b>		<b>New for 2022/23</b>
<b>Reason Below Target:</b>	The Median Earnings by Residence (residents of South Ribble) is based on a small sample of employee jobs, not including those that are self-employed and is impacted by the economic conditions of South Ribble. Many residents work outside of the area and commute to neighbouring districts (Preston and Chorley), which has a direct impact on the median earnings by residence.					
<b>Action Plan:</b>	The South Ribble Economic Strategy has been approved to take a strategic approach to providing the conditions for businesses to thrive and residents to progress good careers and increased earnings. The strategy will direct our activities for the next three years to 2025, with flexibility to adapt and react to economic changes and opportunities.					



# GOOD HOMES GREEN SPACES HEALTHY PLACES

## A BOROUGH WITH:

A choice of decent,  
affordable housing

Commitment to protecting  
the local environment

A choice of quality  
recreational activities

## Achievements this quarter

46. The affordable and energy efficient homes on the former McKenzie Arms site have been completed in April 2023. As part of the council's commitment to deliver affordable, quality homes to meet the needs of local communities there are three, three-bedroom townhouses, nine one-bedroom apartments and three two-bedroom apartments on site. The homes meet all current space and energy standards which aim to give a high level of comfort, using very little energy for heating and cooling; providing a reduction in energy bills, excellent indoor air quality which will help alleviate allergies and respiratory problems and will work towards the Council's net zero carbon targets. The new homes will be let on an affordable rent basis through the Select Move system, with Progress Homes managing the properties on behalf of the council. The Jubilee Garden Scheme has progressed this quarter with ongoing discussions with contractors to reduce the cost of the scheme to meet the available budget. Homes England have approved the reprofiling of their £6 million investment to commence later in the year aligned to the reprofiled delivery programme. Looking ahead to next quarter, the design team will be appointed to update the technical designs and surveys altering the scheme from 72 beds to 75 beds and planning permission will be sought.
47. As part of the Council's continued investment into local green spaces and play areas, the council will be delivering a number of improvement schemes to enhance the quality and accessibility of play areas in South Ribble. The project will deliver improvements to playgrounds at Ryden Avenue (Leyland), Hutton, Longton, New Longton and King George V Playing Field Playground (Penwortham). Following consultation undertaken in 2022 via Citizen Space with the local community, in quarter four a tender process has been undertaken to refurbish the toddler playground at Ryden Avenue and the toddler/junior playground at Hutton. At Ryden Avenue refurbishment works will include the replacement of equipment, a carpet surface and the existing toddler roadway will get new line markings and signs. At Hutton play area works will include the replacement of the equipment and bark pit edgings. Refurbishment works to the initial play areas are expected to take place over quarter two.
48. As part of the ongoing commitment to becoming net-carbon zero, protecting the local environment and addressing the issues of the climate emergency work has progressed with a number of activities including the launch of the Biodiversity Action Plan consultation through Citizen Space to gather the views of residents and help shape the action plan to support biodiversity locally. Phase one installation of 19 on street electric vehicle resident charge points (OSRC) has been completed and is awaiting connection from the Distribution Network Operators (DNO). Additionally, a grant funding application for phase two OSRC has been submitted, and if successful will see an additional 21 electric vehicle charging points and 42 charging bays across the borough. The council has been successful in receiving £53K government funding and matched a further £20K toward the development of an Air Quality school project. The project will allow a year group from each primary school to have a free 4-hour educational session at the Eco Centre focussing on air quality related activities. As part of the project, all primary schools in the borough, irrespective of wealth,

geographic and demographic barriers, will have equal access to the Clean Air Crew website/messages and will help schools better promote air quality in their communities. The council has met its ambitious targets for tree planting, with 28,586 trees planted in 2022/23. Going forward, the council will plant an additional 27,500 trees in 2023/24. The Air Quality School project will launch, and the Biodiversity Action Plan will be presented to Council for approval.

**Performance of key projects**



- 49. There are three key projects included in the 2022/23 Corporate Strategy under this priority.
- 50. Two projects are rated as green, meaning it is progressing according to timescales and plan:
  - Complete a programme of improvements to local play areas across the borough
  - Deliver the Climate Emergency Strategy
- 51. One project is rated amber:
  - Deliver affordable, quality homes to meet the needs of local communities

<b>Deliver affordable, quality homes to meet the needs of local communities</b>		<b>AMBER</b>
<b>Issue:</b>	<p>The project is rated Amber based on delivery of the programme for Jubilee Gardens being delayed due to the lowest tender price being considerably in excess of the available budget within the approved Capital programme.</p> <p>Following conclusion of the initial contract the Council have engaged with multiple contractors to determine the most appropriate procurement route and engagement has commenced with a proposed Contractor.</p>	
<b>Action Plan - What will be done:</b>	<p>To ensure that the Council achieves value for money, the contractor will support a review of the designs to consider options that will achieve overall construction cost reduction.</p> <p>The design team has been appointed to update the technical design and survey in line with the scheme as amended to provide 75-beds which will require further planning permissions. These are due to be submitted in quarter one and considered by planning committee in August 2023.</p>	

## Key Performance Indicators



52. At the end of quarter four, five of the eight corporate performance indicators under this priority are due to be reported.
53. Three indicators are performing on or better than target:
- The number of individuals who complete a health check (screening) by a member of the Active Health Team,
  - 27,500 trees will be planted in the borough this year,
  - Number of affordable homes delivered.
54. One Indicator is being baselined:
- The number of wellbeing sessions delivered by the Active Health Team.
55. The following indicator is monitored against trend with an update provided below:
- The number of people who are prevented from becoming homeless or have had their homelessness relieved.

Key Performance Indicator	Polarity	Previous Quarter	Quarter 4 2022/23	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved (Cumulative)	Bigger is better	136 (Q3:2022/23)	<b>181</b>	<b>Worse than Q4 2021/22</b>
<b>Trend:</b>	<p>Over quarter four there were 45 homelessness preventions. The main contributing factors to the presentations received this period are:</p> <ul style="list-style-type: none"> <li>• Family and friends not willing to accommodate individuals;</li> <li>• The ending of assured shorthold tenancy in the private sector;</li> <li>• Relationships breaking down / domestic violence.</li> </ul> <p>As in previous quarters, duty to refer cases are regularly received from other agencies and individuals presenting tend to have complex needs beyond just a housing need, which tends to be more difficult to resolve.</p> <p>There remains a shortfall in access to suitable housing, with many private sector tenancies coming to an end. Landlords are continuing to sell their properties due to a combination of factors. There has also been a significant increase in the number of individuals on the social housing register. These challenges reflect the situation nationally and the situation reported by the councils attending the recent Lancashire Homeless Forum.</p>			

Key Performance Indicator	Polarity	Previous Quarter	Quarter 4 2022/23	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved (Cumulative)	Bigger is better	136 (Q3:2022/23)	181	<b>Worse than Q4 2021/22</b>
<b>Action Taken:</b>	<p>The council have been working with Lancashire County Council to deliver nine bed spaces for single/couples with complex needs and this is due to be available subject to a sign off meeting at the end of May 2023. Referrals to the complex need accommodation have now been made and interviews for this are taking place in May 2023.</p> <p>The new allocations policy which was presented at Cabinet in January 2023 is now out for consultation, with a drop-in session taking place at the Civic Centre on 24 May 2023.</p> <p>A meeting has taken place with the Department of Levelling Up Housing and Communities to develop an action plan with a focus of strengthening preventions and reliefs before people need emergency accommodation. Further meetings are to take place over the next quarter.</p> <p>The work of the external consultant conducting a full-service review has now completed. The findings have been reviewed by the homelessness team and a report will go into the senior management team to agree an action plan.</p>			

### Key organisational performance measures

56. At the end of quarter four, there are 11 key organisational performance measures due to be reported. A full list of the performance indicators is included in appendix 2.




57. Of the 11 key organisational performance measures, eight are on track and performing better than target:
- Number of households in temporary accommodation at the end of the quarter will be reduced
  - Number of accidents reported to Health and Safety from work related activity,
  - Number of accidents reported to Health Safety Executive for work related activity (RIDDOR),
  - Number of near misses reported and acted upon,
  - The average number of working days from Disabled Facilities grant referral received from LCC to application approved,
  - % planning applications decided within 8 weeks (minor / other applications),
  - Percentage of calls to Gateway/Call Centre answered within 90 seconds
  - Percentage of Council Tax collected (Cumulative YTD).



58. One is performing worse than target and within the permitted 5% tolerance:
- Percentage of Business Rates (Cumulative YTD),
59. Two performance measure are rated off track and are performing worse than target, and outside the 5% threshold:
- % of calls abandoned before being answered in a quarter,
  - % planning applications decided within 13 weeks (major applications),

Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 4 2022/23	Symbol	Trend
% of calls abandoned before being answered in a quarter	Smaller is better	15%	20.67% (Q3:2022/23)	<b>23.80%</b>	▲	<b>Better than Q4 2021/22</b>
<b>Reason Below Target:</b>	<p>Quarter four is an extremely busy period for the contact centre with garden waste, council tax annual billing and local elections enquires all at a peak. Despite this performance shows significant improvement with the percentage of calls abandoned decreasing by 13% when compared to the same period in 2022. The average wait time has significantly improved during March 2023 at 2 minutes 40 seconds compared to an average wait of 8 minutes 12 seconds during quarter four last year.</p> <p>Inbound calls to the contact centre may be abandoned for a variety of reasons. Reasons for abandoned calls include callers opting to use online services promoted in the welcome message or being distracted with a knock at the door or an incoming phone call. Over quarter four 40.5% of calls were abandoned by the caller within 90 seconds.</p>					
<b>Action Plan:</b>	<p>In response, a number of actions and initiatives have been put in place and are progressing to help the council meet its targets. These include:</p> <ul style="list-style-type: none"> <li>A new Customer Access Charter has been adopted. The Charter will provide consistent customer experience across all contact channels and achieve quick and effective resolutions at the first point of contact through direct access to service specialists. This approach has already been accelerated for Revenues and Benefits specialists who have received training and are now resolving inbound calls to minimise handovers and ensure a streamlined service with the best possible experience for the customer.</li> <li>Further recruitment of 12 apprentices is underway to provide additional resources. This will expand the apprentice programme to up to 24 posts in the Customer Service team</li> <li>The apprentice programme is progressing well with an extensive training and development plan established for the current 12 apprentices. The programme so far has included developing knowledge to support with garden waste, waste and recycling, annual billing, and elections enquiries. Further training has been scheduled over quarter one on other high-volume contacts such as housing benefit claim forms and council tax recovery enquiries</li> <li>Automation of processes continue to be explored and implemented to deliver efficient service delivery</li> </ul>					



	<ul style="list-style-type: none"> <li>The shared operating model continues to be utilised to provide increased capacity and resilience during peak periods of demand</li> </ul> <p>Performance in the Contact Centre performance is expected to improve as service developments continue to be implemented.</p>					
Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 4 2022/23	Symbol	Trend
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	75% (Q3:2022/23)	<b>66.6%</b>		<b>Worse than Q4 2021/22</b>
<b>Reason Below Target:</b>	The percentage of planning applications decided in 13 weeks has been rated as off track this quarter due to an increased level of applications being deferred from Planning Committee for further discussions. This has had an impact on the number of applications which have been considered within their statutory timeframe. In some cases, applicants are unwilling to agree extensions of time as this allows them to opt for an appeal for non-determination if they so wish.					
<b>Action Plan:</b>	<p>Applications should be considered at the Committee when they are first presented, as the development has been optimised in terms of amendments and improvements by the council's planning officers.</p> <p>In order to ensure that timescales can be achieved the following actions will be pursued:</p> <ul style="list-style-type: none"> <li>Reports will be written clearer setting out what amendments and changes have been achieved through the planning process prior to the report being put before members at planning committee</li> <li>The council will continue attempts to secure extension of time with applicants.</li> </ul>					

### Climate change and air quality

60. The work noted in this report will have a positive impact on climate change and air quality. This includes the corporate project to deliver early stage decarbonisation efforts and community engagement, which includes actions to improve our environmental performance and deliver decarbonisation initiatives.

### Equality and diversity

61. Equality and Diversity is embedded within the corporate strategy and how the council acts. An equality impact assessment was undertaken as part of the corporate plan refresh.

### Risk

62. Risk registers are being completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.
63. In considering the risk to the overall corporate strategy programme, the number of green rated projects provides a positive outlook and confidence in delivery. Proactive

management of risks around budgets and the impact of Covid recovery remain a focus of the programme board when reviewing progress each quarter.

### Comments of the Statutory Finance Officer

64. There are no direct financial implications arising from this report. The impact of performance on the financial position of the Council is reflected in the quarterly financial monitoring reports.

### Comments of the Monitoring Officer

65. There are no concerns with the report from a Monitoring Officer perspective. Progress and performance is reported against the Corporate Strategy and Key Performance Indicators. This is part of our commitment to acting in an open and transparent fashion.

### Background documents




- Corporate Strategy, approved at Council on 23 November 2022










### Appendices

- Appendix 1 - Performance of the Corporate Strategy Measures Outturn 2022/23
- Appendix 2 - Key Organisational Performance Measures

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## Appendix 1 – Performance of the Corporate Strategy Measures Outturn 2022/23

 Worse than target, outside threshold (5%)	 Worse than target but within threshold (5%)	 Performance is better than target
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Indicator Name	Polarity	Target	Previous Quarter (Reported)	Quarter 4 2022/23	Symbol	Trend
<b>An Exemplary Council</b>						
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	32.30% (Q3:2022/23)	<b>54.70%</b>		<b>Better than Q4 2021/22</b>
The percentage of households living in fuel poverty will be better than the North West average	Smaller is better	14.4%	10.8% (Q1:2021/22)	<b>10.5%</b> (Q1:2022/23)		<b>Better than Q1 2021/22</b>
More than 80% of customers will be satisfied with the service (Quarterly)	Bigger is better	80%	-	<b>To be reported Q2 2023/24</b>	-	-
<b>Thriving Communities</b>						
Number of new savers with Unify Credit Union in South Ribble (Cumulative)	Bigger is better	200	83* (Q3:2022/23)	<b>104</b>		<b>Better than Q4 2021/22</b>
Number of claimants as a proportion of resident population of area aged 16-64 in South Ribble will be lower than the North West average	Smaller is better	4.4%	2.4% (Q3: 2022/23)	<b>2.4%</b>		<b>Better than Q4 2021/22</b>
Number of residents participating in activities delivered by the Council (Cumulative)	Bigger is better	400	6,259 (Q3:2022/23)	<b>7,742</b>		<b>New for 2022/23</b>
Number of people who have successfully completed basic digital skills training	Bigger is better	300	-	<b>To be reported Q2 2023/24</b>	-	-
The percentage of the population with NVQ level 3 or above will increase	Bigger is better	60.6%	53.1% (Q4:2021/22)	<b>Data Unavailable</b>	TBC	TBC
<b>A fair local economy that works for everyone</b>						
Overall employment rate greater than north west average	Bigger is better	73%	85.4% (Q3:2022/23)	<b>84.7%</b>		<b>Better than Q4 2021/22</b>
% 16 -17year olds not in education, employment, or training (NEET)	Smaller is better	3.5%	2.6% (Q3:2022/23)	<b>2.6%</b>		<b>Better than Q4 2021/22</b>
The total social value delivered locally through the Social Value portal	Bigger is better	Target to be set 2022/23	£ 63,430.94 (Q3:2022/23)	<b>£63,430.94</b>	N/A	<b>New for 2023/24</b>
Median Workplace Earnings better than the National Average	Bigger is better	£642.00	-	<b>£620.20</b>		<b>New for 2022/23</b>
Median Earnings by Residence (residents of South Ribble) will be better than the National Average	Bigger is better	£642.20	-	<b>£580.30</b>		<b>New for 2022/23</b>

## Good homes green spaces healthy places

The number of wellbeing sessions delivered by the Active Health Team (Cumulative)	Bigger is better	Target to be set 2022/23	1,854 (Q3:2022/23)	<b>2,547</b>	N/A	<b>New for 2022/23</b>
The number of people who are prevented from becoming homeless or have had their homelessness relieved (Cumulative)	Bigger is better	Monitor Trend	136 (Q3:2022/23)	<b>181</b>	N/A	<b>Worse than Q4 2021/22</b>
Number of affordable homes delivered	Bigger is better	80	55 (Q2:2022/23)	<b>98</b>	★	<b>Better than Q4 2021/22</b>
27,500 trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500	3,778 (Q3:2022/23)	<b>28,586</b>	★	<b>Worse than Q4 2021/22</b>
The number of individuals who complete a health check (screening) by a member of the Active Health Team	Bigger is better	110	87 (Q3:2022/23)	<b>149</b>	★	<b>New for 2022/23</b>

\* Data Correction – Quarter three figure amended from 81 to 83.due to reporting error from the provider.

## Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Previous Quarter	Quarter 4 2022/23	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter will be reduced	Smaller is Better	44	40 (Q3:2022/23)	<b>44</b>	★	<b>Worse than Q4 2021/22</b>
Number of accidents reported to Health and Safety from work related activity	Smaller is better	8	6 (Q3:2022/23)	<b>4</b>	★	<b>Better than Q4 2021/22</b>
Number of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	4	2 (Q3:2022/23)	<b>0</b>	★	<b>Better than Q4 2021/22</b>
Number of near misses reported and acted upon	Bigger is better	1	1 (Q3:2022/23)	<b>8</b>	★	<b>Better than Q4 2021/22</b>
The average number of working days from Disabled Facilities grant referral received from LCC to application approved	Smaller is better	167 days	70 days (Q3:2022/23)	<b>80 days</b>	★	<b>Better than Q4 2021/22</b>
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	75% (Q3:2022/23)	<b>66.6%</b>	▲	<b>Worse than Q4 2021/22</b>
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	96.10% (Q3:2022/23)	<b>89.40%</b>	★	<b>Better than Q4 2021/22</b>
Percentage of calls to Gateway/Call Centre answered within 90 seconds	Bigger is better	40%	35.85% (Q3: 2022/23)	<b>54.40%</b>	★	<b>Better than Q4 2021/22</b>
Percentage of calls to the Contact Centre (Gateway) abandoned	Smaller is better	15%	20.67% (Q3:2022/23)	<b>23.80%</b>	▲	<b>Better than Q4 2021/22</b>
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	96.46%	85.09% (Q3:2022/23)	<b>96.78%</b>	★	<b>Better than Q4 2021/22</b>
Percentage of Business Rates (Cumulative YTD)	Bigger is better	96.14%	81.20% (Q3:2022/23)	<b>94.46%</b>	●	<b>Worse than Q4 2021/22</b>