

# Scrutiny Budget and Performance Panel

Monday, 13th March, 2023, 5.00 pm

Shield Room, Civic Centre, West Paddock, Leyland PR25 1DH

## Agenda

- |          |   |                 |
|----------|---|-----------------|
| <b>1</b> | <b>Apologies for absence</b>  |                 |
| <b>2</b> | <b>Declarations of interest</b>   |                 |
| <b>3</b> | <b>Minutes of the meeting Monday, 14 November 2022 of Scrutiny Budget and Performance Panel</b> | (Pages 3 - 8)   |
|          | To be approved as a correct record for signing by the Chair.                                    |                 |
| <b>4</b> | <b>Matters Arising from previous Scrutiny Budget and Performance Panel meetings</b>             | (Pages 9 - 16)  |
|          | Report attached.  |                 |
| <b>5</b> | <b>Quarter Three Performance Monitoring Report 2022-23</b>                                      | (Pages 17 - 42) |
|          | Report of the Director of Change and Delivery attached.   |                 |

Chris Sinnott  
Chief Executive

Electronic agendas sent to Members of the Scrutiny Budget and Performance Panel Councillors Angela Turner (Chair), Will Adams, Colin Coulton, Colin Sharples and Karen Walton

The minutes of this meeting will be available on the internet at [www.southribble.gov.uk](http://www.southribble.gov.uk)

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<b>Minutes of</b>	<b>Scrutiny Budget and Performance Panel</b>
<b>Meeting date</b>	<b>Monday, 14 November 2022</b>
<b>Committee members present:</b>	Councillors Angela Turner (Chair), Will Adams, Colin Coulton, Colin Sharples and Karen Walton
<b>Committee members attended virtually (non-voting):</b>	Councillors
<b>Officers present:</b>	Louise Mattinson (Director of Finance and Section 151 Officer), Victoria Willett (Director of Change and Delivery), Howard Anthony (Interim Shared Services Lead - Transformation and Partnerships), Darren Cranshaw (Head of Democratic Services) and Ben Storey (Democratic and Member Services Officer)
<b>Other attendees:</b>	Councillors Paul Foster and Matthew Tomlinson and (attended virtually)
<b>Public:</b>	0

A video recording of the public session of this meeting is available to view on [YouTube here](#)

## **8 Apologies for absence**

None received.

## **9 Declarations of interest**

No interests were declared.

## **10 Minutes of the meeting Monday, 20 June 2022 of Scrutiny Budget and Performance Panel**

### **Resolved: (Unanimously)**

That the minutes of the previous meeting of the Scrutiny Budget and Performance Panel, held on Monday, 20 June 2022, be approved as a correct record for signing by the Chair.

## **11 Matters Arising from previous Scrutiny Budget and Performance Panel meetings**

### **Resolved: (Unanimously)**

That

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- The Matters Arising from previous meetings of the Scrutiny Budget and Performance Panel be noted and
- Any completed actions be removed from the report.

## 12 Quarter Two Performance Monitoring Report 2022-2023

The Leader of the Council (Councillor Foster) and the Director of Change and Delivery presented a report which outlined the Council's performance against the delivery of the Corporate Strategy projects and objectives during Quarter 2 of 2022/23 (1 July – 30 September 2022).

The report showed 80% of projects rated green or complete, highlights over the period included a higher employment rate compared across the region, positive improvements in time taken to process disabled facilities grants, strong collection rate for council tax and business rates, improvements in customer services and ICT, progressing of the workplace strategy, pilot co-operative schemes underway and the opening of Worden Hall.

In response to a question over the delivery of projects within the Community Hub action plans, the Panel heard while the Cabinet Member for Communities, Social Justice and Wealth Building monitored the action plans, the hubs were encouraged to be self-monitoring and independent as much as they possible. It was acknowledged that the report does not provide a full picture of the achievements of the community hubs and will be reviewed for future reports.

Questions were asked about the increased activity in promoting the visitor offer in South Ribble, how success would be measured and also when members would hear more on the tourism strategy. The tourism strategy was due to be announced in the coming months and the Panel welcomed the offer of evaluating the 'Discover South Ribble' initiative and the wider strategy in the future.

The Music in the Park and the Jubilee celebrations earlier in the year demonstrated the huge demand for such events, the Committee heard that it was hoped to do more in the future that would support local businesses and bring more people in to the borough. Progress on the Town Deal would also help with this effort.

On the number of savers registered with Unify Credit Union, it was acknowledged that the current financial climate was a challenging factor in this. More work, it was heard, was underway with community hubs, parish councils and other partners to identify suitable locations across the borough to hold outreach sessions for any residents who struggled to get into Leyland. On the recent disruption to the credit union premises, Members were informed that this was caused by a flooding issue with a neighbouring tenant and that steps to resolve the matter had been taken.

The Leyland Town Deal project was progressing following the successful funding bid. Approval for the next stages would be discussed at upcoming Cabinet and Council meetings. With regards to the City Deal, a briefing had been arranged for all members later that week to provide an update - changes in government funding, particularly around the new homes bonus had created a shortfall in the funding. Members welcomed the commitment to share all relevant information, including comments from partners at Lancashire County Council. Other projects such as

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Jubilee Gardens, Worden Hall and the McKenzie Arms were progressing or had been completed.

Members questioned why the delivery of affordable homes was not assessed as red given it was off track when compared to the original programmes. In response it was confirmed that as the programme was only slightly delayed and was still in budget it remained within the threshold of amber assessment. There was confidence that the mitigation action plan would bring the plans back on track.

On prevention of homelessness, members asked for clarity of the definition of this indicator, how it was measured and also the level of control the Council has over the indicator. It was agreed the full definition would be provided after the meeting but the focus was around providing alternative accommodation in a suitable timescale. In terms of control, much was determined by central government targets and support. Members heard that there was currently limited capacity for onward movement and a lack of affordable homes to meet demand, in addition others factors such as housing refugees had an impact. Members were told that this was a growing issue nationally with huge increases in demand. Working with the Chorley and South Ribble Partnership, the Council was committed to supporting anybody presenting as homeless but acknowledged that in the current financial climate, more support from central government was required.

Following a query about the performance indicator for percentage of calls answered within 90 seconds and whether demand could have been predicted, Members were told that the £150 council tax rebate announcement was unexpected and saw a huge increase in calls and other contacts. Whilst it was accepted that undertaking upgrades during the garden waste renewal period had caused issues, there had been much improvement in recent months with increased staffing, training and further upgrades to the ICT systems to resolve issues around call waiting times.

The Leader undertook to provide the percentage of residents who had received the £150 council tax rebate after the meeting.

The committee welcomed the offer to include more detailed information in future reports around actions and initiatives to improve call waiting times.

It was subsequently;

## **Resolved: (Unanimously)**

That the Scrutiny Budget and Performance Panel:

1. Thanks the Leader and Director for attending and answering questions.
2. Asks that future reports include a more comprehensive list of community hub achievements and successes.
3. Welcomes the offer of Scrutiny evaluating the Discover South Ribble Borough promotion initiative.
4. Congratulates those involved in Music in the Park and Queen's Platinum Jubilee.

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5. Looks forward to receiving further information on the prevention of homelessness indicator definition and lobbying for additional government funding for this important issue.
6. Welcomes the commitment to improving call waiting times as quickly as possible and that more detailed information be provided in future reports.

## 13 Revenue Budget Monitoring - Quarter Two

The Cabinet Member (Finance, Property and Assets) and the Director of Finance presented a monitoring report which outlined the position of the Council's corporate revenue budget and reserves during Quarter 2 of 2022/23 (1 July – 30 September 2022).

In summarising the report, Members heard that the recent pay award announcement of £1,925 for all council staff members had a significant impact on the budget with a 7% increase of the salary budget - the figure budgeted for was 2%. This equated to a £447,000 increase in salary budget. Consequently, by the end of the year it was predicted that there would be an overspend of around £234,000. A significant proportion of that figure (£174,000) was increases in utility bills across the Council's estate.

Furthermore, it was noted that information regarding any increases in utility bills or staffing from the Leisure Company was yet to be included - this figure was anticipated to be around £500,000.

It was acknowledged that the cost of living crisis was impacting significantly on council finances, notably around inflation in wages and utility bills - with an announcement from government later this week it was not anticipated that additional funding would be available for local authorities.

When asked of any implications of the general reserve being below the recommended minimum of £4m it was noted that compared with other authorities in Lancashire this was a healthy sum given the Council's annual turnover. Given the current pressures reserves were being reviewed but £4m remained the target reserve level.

Members were reassured that budgeting had been well managed for many years but there was always a need to be flexible and able to react to events as they arose. It was noted that whilst potential risks are identified when the budget is set - the general reserve acts as a cushion for any unexpected events or circumstances that transpire - the pay award and pressures due to inflation would fall into appropriate use of the reserve budget.

Issues with staffing were highlighted with questions raised about the use of agency staff. Members heard that recruitment issues were a problem nationwide and on occasions it had proved difficult to get the right personnel in order to be able to deliver the Council's ambitions. There was specific reference made to commercial services directorate and it was noted that recruitment and retention of staff in this area had been an issue before the pandemic. It was hoped that the next phase of Shared Services which included this directorate would provide more capacity, resilience and would result in a more attractive offer to potential employees.

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In response to a query over whether increases in pay within the waste service were budgeted for, it was confirmed that due to the salary increase staff moving over where on a higher salary than had been budgeted for. In future years, the savings from bringing the service in house would mitigate for the increase in budget.

The review of earmarked reserves was scheduled later in the year to consider where any changes would be appropriate given the financial challenges the Council is facing.

It was subsequently;

**Resolved:** (Unanimously)

That the Scrutiny Budget Performance Panel:

1. Thanks the Cabinet Member and Director for attending and answering questions.
2. Welcomes the offer to provide more information on what the Council is doing to recruit and retain employees.
3. Looks forward to receiving the outcome of the review of earmarked reserves.

## 14 Capital and Balance Sheet Monitoring Report - Quarter Two

The Cabinet Member (Finance, Property and Assets) and the Director of Finance presented a monitoring report which outlined the position of the Council's capital programme and balance sheet during Quarter 2 of 2022/23 (1 July – 30 September 2022).

Two minor revisions to the capital programme were highlighted with £45,000 being transferred from green infrastructure to pay for improvements to the old Worden Hall wall. £30,000 was also to be moved from the small parks and play areas budget to the open spaces budget for further remediation work at Bent Lane playground.

The major revision was in relation to the Leisure Centre decarbonisation programme to the next financial year - this was due to constraints on timescales for completion of the project this year. A sum of £7.35m would be moved to the budget for 2023/2024.

On a final point it was forecasted that by the end of this financial year there would be no borrowing and no debt.

Responding to slippage and reprofiling of the capital budget, Members heard that this can be due to a wide range of reasons. There was a preference, with more information and a clearer position, to reprofile as necessary rather than reporting any slippage at the end of the financial year.

The Cabinet Member reflected on the ambitious capital programme and was hopeful that despite the challenging circumstances would be able to sustain ambitions, utilising CIL monies and other funding streams like grant schemes.

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On the cost of living crisis, the Committee heard that work was underway on how best to support residents through this difficult time. A cost of living conference had been held recently with local partners. Members were reassured of the Council's commitment to working with residents who were struggling.

It was subsequently;

**Resolved:** (Unanimously)

That the Scrutiny Budget Performance Panel:

1. Thanks the Cabinet Member for attending and answering questions.
2. Welcomes the report and looks forward to future monitoring reports.

Chair

Date



**Scrutiny Budget and Performance Panel**  
**Update on Recommendations made at previous Scrutiny Panel Meetings**

<b>Date &amp; Min</b>	<b>Recommendation</b>	<b>Lead Member</b>	<b>Lead Officer</b>	<b>Accepted ?</b>	<b>Implemented?</b>	<b>Completed?</b>	<b>Progress/Comments</b>
21/03/22 Min 58.4	Further ICT training be made available to Members	Communities, Social Justice and Wealth Building	Emma Marshall	Yes	Yes	Yes	The ICT team are available to support Members if any training needs are identified.  Preparations are currently underway to deliver training for new and returning members following the elections.
20/6/22 Min 6.3	Asks that the level reserves for planning appeals and inquiries be reviewed in the future	Finance, Property and Assets	Louise Mattinson	Yes	Yes	Ongoing	This is reviewed as part of the budget setting and MTFS development process ongoing though the year.
20/6/22 Min 7.2	Asks that the capital programme be carefully monitored to ensure delivery of the planned schemes	Finance, Property and Assets	Louise Mattinson	Yes	Yes	Ongoing	The capital programme is regularly monitored as part of monthly budget monitoring and is reported to Cabinet each quarter.
14/11/22 Min 12.2	Asks that future reports include a more comprehensive list of community hub achievements and successes	Leader of the Council, Cabinet Member (Strategy and Reform)	Vicky Willett	Yes	Yes	Yes	Update report included within agenda.
14/11/22 Min 12.3	We welcomed the offer of Scrutiny evaluating the 'Discover South Ribble Borough' promotion initiative	Leader of the Council, Cabinet Member (Strategy and Reform)	Vicky Willett	Yes	No	No	The brand, website and social channels are now established. Next steps are to develop the strategy and deliver an action plan.

**Scrutiny Budget and Performance Panel**  
**Update on Recommendations made at previous Scrutiny Panel Meetings**



<b>Date &amp; Min</b>	<b>Recommendation</b>	<b>Lead Member</b>	<b>Lead Officer</b>	<b>Accepted ?</b>	<b>Implemented?</b>	<b>Completed?</b>	<b>Progress/Comments</b>
14/11/22 Min 12.5	We asked for further information on the prevention of homelessness indicator definition and lobbying for additional government funding for this important issue.	Leader of the Council, Cabinet Member (Strategy and Reform)	Vicky Willett	Yes	Yes	Yes	Update report included within agenda.
14/11/22 Min 12.6	We welcomed the commitment to improving call waiting times as quickly as possible and that more detailed information be provided in future reports	Leader of the Council, Cabinet Member (Strategy and Reform)	Vicky Willett	Yes	Yes	Yes	Update report included within agenda.
14/11/22 Min 13.2	We ask for more information be provided on what the Council is doing to recruit and retain employees	Leader of the Council, Cabinet Member (Strategy and Reform)	Vicky Willett	Yes	Yes	Yes	As part of our people strategy the Council is undertaking a full review of recruitment processes and employer brand to ensure we can attract and appoint talent. This will include using the most effective methods of advertising, tailoring our approach to the candidate market, showcasing the Council as a great local and national employer, and undertaking specific campaigns for hard to fill roles. To support this project we have recently appointed a Recruitment and Talent Advisor.

Scrutiny Budget and Performance Panel  
 Update on Recommendations made at previous Scrutiny Panel Meetings



Date & Min	Recommendation	Lead Member	Lead Officer	Accepted ?	Implemented?	Completed?	Progress/Comments
							<p>As part of the wider recruitment review, we will be implementing a new recruitment system which will best utilise technology and automation to ensure a positive candidate and manager experience.</p> <p>Retaining talent is central to our People Strategy approach, by supporting our people in work, understanding the reasons why people leave the Council, and continually improving our employee experience. The Council is a role model employer and provides policies and benefits that consistently go above and beyond the standard local government terms and conditions, with a more generous annual leave scheme, a shorter working week and staff benefit schemes. We also have fantastic policy provisions such as enhanced family leave, flexible working from</p>

**Scrutiny Budget and Performance Panel**  
**Update on Recommendations made at previous Scrutiny Panel Meetings**



Date & Min	Recommendation	Lead Member	Lead Officer	Accepted ?	Implemented?	Completed?	Progress/Comments
							day one and funded local counselling.
14/11/22 Min 13.3	Asks that the outcome of the review of earmarked reserves be provided	Finance, Property and Assets	Louise Mattinson	Yes	Yes	Yes	Ear-marked reserves have been reviewed and the review of this and proposed movements are summarised in the 2022/23 Quarter 3 Revenue Monitoring Report that was brought to Scrutiny Committee on 20 February.

## Scrutiny Budget and Performance Panel Update (Nov 2022)

### Re: Further information on the prevention of homelessness indicator definition

The indicator for prevention/relief of homelessness is based on a dual definition which included both categories.

#### Prevention

Prevention is when a household has accommodation but is threatened with losing it within 56 days.

This could be caused by a number of factors:

- private landlord has served a valid notice or where
- a parent is excluding an adult child from the family home,
- care leavers,
- Housing Association tenants facing possession action
- owner occupiers facing possession proceedings

The council will work with the household to resolve the issues and remove the threat of homelessness and if this is achieved then the **homelessness has been prevented**.

#### Relief

Relief of Homelessness is where a household/individual is homeless and the council has been able to successfully resolve this (the relief duty lasts for 56 days). **A relief is determined when they have been successfully found accommodation available or them to occupy for at least six months.**

There is not a duty to provide all with temporary accommodation – only those who are in priority need.

Some households are homeless (roofless) when they present and are owed a relief duty immediately (for example rough sleeping, sofa surfing, DV) - in those cases the council works to try and resolve homelessness by helping them to source accommodation.

In some circumstances the relief duty can be extended beyond the 56 days. If homeless is not resolved within 56 days, the council makes a decision on whether a main duty is owed, and we must legally secure accommodation for them. A main duty is only owed to those who are eligible:

- homeless,
- priority need,
- unintentionally homeless and
- have a local connection

It should be noted that within the indicator, South Ribble offers temporary accommodation to those who are outside of the formal definition of priority need and therefore are excluded within the prevention or relief numbers.

See attached link for further information

- <https://www.southribble.gov.uk/article/1905/Homelessness-information-2019>

### Re: Percentage of residents who have received £150 Council Tax Rebate

The mandatory CT rebate scheme closed at the end of September but was reopened by central government until 30 November.

100% of residents who were eligible for the rebate have now received payment into their bank account or if they did not apply as a credit to their Council Tax account.

## **Re: Communities Delivery Profile:**

**Farington Fun Day** – a successful free to attend family fun day event held at Farington Park on the 19th August. This event focused on equality and accessibility, with a wide range of information stalls from charities and accessible activities.

**Christian Community Larder Premises** – funded through the Boost Fund and the Bamber Bridge, Lostock Hall and Walton-le-Dale Community Hubs, a converted shipping container has been successfully installed on the Church grounds. This has enabled the Brownedge Christians Together Foodbank to evolve into a community larder, with long-term sustainable premises and potential to do much more for those they support. This includes transforming their current foodbank into a community shop model.

**Church Road Gardens Battle of Bamber Bridge Memorial** – the memorial project which has been completed in partnership with Preston Black History Society. The project has established a memorial garden with an information plinth outside the Hob Inn in Bamber Bridge.

**Love Where You Live Campaign (anti-litter and dog fouling)** - The winning children's entries from the 'Love Where You Live' campaigns (in Leyland and Farington and Bamber Bridge, Lostock Hall, and Walton-le-Dale) have been printed as posters and banners and displayed in key locations such as play areas, parks and schools.

**Broadfield Community Garden** – the second phase of this project has been ongoing throughout the period. 'Let's Grow Preston' have been working with volunteers from the Broadfield area to clean up the site and make improvements. Funding from the Leyland and Farington Community Hub commissioned 'Let's Grow Preston' to deliver supervised sessions until the end of October 2022.

Where the ownership of the garden will be transferred to 'The Base Community Centre'

**South Ribble in Bloom** – (on the plan as a project on all the Hubs) - annual competition across all the areas of the borough where judging of the entrants took place in July and August. Entrants were received from all 5 hub areas and great involvement of residents, community groups, schools, churches, businesses across the borough.

**Social Isolation event focussing on loneliness** – (on the plan as a project on all the Hubs) – an event held in September inviting people and organisations across the borough to learn more and work with us on tackling social isolation and loneliness in South Ribble. A great outcome of everyone working together, communicating and finding out what is already out there and promoting it.

**Western - Dob Lane Playing Fields** – Benches have been installed around the edge of the footpath which was previously installed. Remedial works have been carried out on the footbridge that connects the playing fields and Community Centre, replacement bridge is currently being sourced, installation will take place once obtained.

**Western - Longton Live** – a successful music event was delivered over weekend of 15/16 July 2022. 15 local venues hosted performers, with around 50 volunteers involved. Positive feedback has been received from members, residents and local businesses around the social and economic benefit to the town.

**Western – Hutton Village Hall playpark** - Multiple meetings have taken place with Hutton Parish Council. Exploring developing the existing unused tennis courts into play area for older children. Most recent meeting took place on Tuesday 20<sup>th</sup> September where options were discussed for the site with David Parkes and Bill Whittle. Parish have £30K to put into the project, Western hub £10K and there is an option to bid into Boost fund (March) for additional funding.

**Safer Streets Campaign** – Safer Streets launched as an online reporting for the residents of Lostock Hall to be able to report unsafe and dangerous parking within the village. There were posters and banners displayed and social media updates. With over 200 response which have been passed on the Lancashire County Council and South Ribble Police.

**School Uniform Pop Up Shop** – school uniform from across the borough was collected and sorted and the CDO team then held a Pop-Up Shop for 3 weeks in an empty retail unit on Hough Lane in Leyland. The project supported nearly 700 families across the borough with new or recycled uniform.

**Winter Warmth Project** – In Conjunction with Tippytoes BabyBank, new or preloved coats and blankets were collected and sorted with a Pop-Up Shop in the civic centre. Over 100 families were supported during this one-day event.

**Broad Oak Welcome Feature** – Deer and Foulo sculpture installed on the Booths roundabout in the Broad Oak Ward. South Ribble Mayor held an event to officially 'open' the deer and foulo.

**Board Games Afternoon** – The group meet each Thursday at Kingsfold Library, with good attendance and support for the socially isolated, group now looks to be self-sustaining.

**Kingsfold Luncheon Club** – New appliance was needed for the club. Penwortham Hub identified and purchased appliance.

**Heritage Trails** - Booklets designed and printed for Penwortham Heritage Trails, booklets have distributed across the borough.

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Report of	Meeting	Date
Director of Change and Delivery (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Scrutiny Budget and Performance Panel	Monday, 13 March 2023
	Cabinet	Wednesday, 15 March 2023
Is this report confidential?	No	
Is this decision key?	No	

## Quarter Three Performance Monitoring Report 2022-2023

### Purpose of the Report

- To provide Cabinet with a position statement for the Corporate Strategy for quarter three (Oct – Dec) 2022/23.

### Recommendations to the Scrutiny and Budget Performance Panel

- The Scrutiny Budget and Performance 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

- This quarter will be the last time the 2022/23 Corporate Strategy projects will be reported to Cabinet. The projects that are not yet complete will either be carried forward to be delivered as part of the 2023/24 Corporate Strategy, are due to complete

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in quarter four or will continue to be delivered as part of business as usual activity. Details of each projects position can be found at Appendix 4.

8. This report presents the performance of the Corporate Strategy at the end of quarter three (1 October – 31 December 2022), providing an update on the current position for the 15 projects, 27 Corporate Strategy performance measures and 11 key organisational performance measures.
9. Of the 15 projects in the strategy: 93% (14) are rated green or complete; and 7% (one) is rated amber.
10. Of the 18 performance indicators used to monitor the Corporate Strategy, 10 can be reported at the end of the quarter. Of those with targets, 62.5% (five) are performing better than target; 12.5% (one) is performing worse than target and within the permitted 5% tolerance; 25% (two) are performing worse than target and outside the permitted 5% tolerance. One has no target and is monitored against its trend, and one is 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. 64% (seven) are performing better than target; 36% (four) are performing worse than target and outside the permitted 5% tolerance.




## Background to the report

12. At Council on 24 November 2021, 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 15 priority projects which are delivered over a period of 12-18 months and measured using 27 performance indicators. This report provides the status of the projects and measures at the end of quarter three, 2022-23.
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

# Agenda Item 5



## 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. The Community Hubs have successfully delivered a number of projects within the action plans for 2022/23. A summary of the projects delivered over quarter three is included at Appendix 3. A social isolation network has been established, with attendees representing Lancashire County Council (LCC), NHS, Lancashire Fire and Rescue (LFRS), Talking Tables, Sporting Memories, St Catherine's Hospice, Alzheimer's Society, Resocialisation Cafes, Food Banks/ Community Shops and others that lead social isolation provisions across South Ribble. The network provides the opportunity to network, share best practice, learn about services and referral pathways, and other ways that the council can support with social isolation. As part of the ongoing commitment to invest in communities, funding allocations for the 'Boost Fund Plus' and 'Leisure Local Community Fund' have been made in line with council processes. Over the next quarter, the project will continue to deliver against the Community Hub and Cost of Living action plans and roll out the next phase of mental health first aid courses.
17. The project to develop the Youth Council has made excellent progress. Following the establishment of the South Ribble Youth Council (Member of the British Youth Council), members meet bi-weekly supported by the recently appointed Youth Engagement Officer to deliver projects against the Youth Council's identified key themes (Poverty/Cost of Living, Mental Health, Equality, Knife Crime and Veterans). A report was submitted to Cabinet in November, outlining the progress the council has made to date, governance arrangements, and future plans for the Youth. Over quarter three, the Youth Council has delivered its first project, the Festive Freecycle project, where residents were able to donate warm clothing and toys that were then provided to those in need over the festive period. The Youth Council has been successful in offering a chance for young residents to use their voice and influence decisions within their local communities. This project has achieved its initial objectives and is now considered complete, with further activity to be taken forward as business as usual.
18. Following the launch of the Discover South Ribble brand and website ([www.discoversouthribble.co.uk](http://www.discoversouthribble.co.uk)), new pages and content for the website are continually being developed and uploaded showcasing the very best that South Ribble has to offer. The pages and content under development include information about local events, profiles of the areas within the borough, a business directory, news articles and all the great things to see and do in South Ribble. Winter events such as the 'Christmas Lights Switch On' have been successfully covered and promoted through the newsletter and the Discover South Ribble social media channels. There were approximately over 5000 people in attendance, with many more traders attending than previous years. 260 children visited Santa's Grotto and raising £700 for St. Catherine's Hospice. A draft of the South Ribble 5 Year Tourism Strategy has now been developed and will be taken forward for approval at Cabinet over the next quarter.

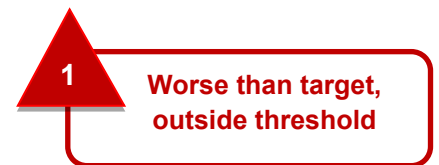
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## Performance of key projects



19. There are four key projects included in the 2022/23 Corporate Strategy under this priority at the end of quarter three and overall performance is good.
20. Two projects are rated as completed, meaning that all key milestones have now been delivered:
  - Deliver Music in the Park 2022 and Queen’s Jubilee Celebrations,
  - Develop the Youth Council to make sure the views of young people are represented,
21. Two projects are rated as green, meaning they are progressing according to timescales and plan:
  - Review and enhance the community hubs as a primary way to work closely with residents,
  - Develop the visitor offer in South Ribble.

## Key Performance Indicators



22. At the end of quarter three, three 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 is rated off track and outside of the 5% threshold:
  - Number of new savers with Unify Credit Union in South Ribble

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Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	150	69 (Q2:2022/23)	81	▲	<b>Worse than Q3 2021/22</b>
<b>Reason Below Target:</b>	<p>The number of savers is still below target, but this reflects the challenges being faced by many as family budgets become squeezed as a consequence of the cost of living. Quarter three is also a period in which seasonal factors such as Christmas and holidays, can shift priorities away from saving.</p> <p>However, despite the lower than expected number of savers, across the remaining indicators and targets for the Credit Union, there is improvement in the value of loans and interest with the trajectory moving in the right direction. Targets on the value of savings and the value of savings for Family Loan Members have far outperformed their targets.</p>					
<b>Action Plan:</b>	<p>Support has been provided to the Credit Union to identify and engage with employers in South Ribble to help increase the number of members. Within the quarter, the Credit Union was connected with Leyland Trucks, who have joined to offer to their employees through payroll deduction, access to Unify's services. Unify launched their offer with Leyland Trucks on 1st February, with a chance for employees to meet them, hosting an information point at Leyland Trucks offices. Two further businesses have been identified and discussions are underway to offer the opportunity for further partnerships around payroll deductions to support and encourage saving.</p> <p>The Credit Union has set up a South Ribble specific Facebook page to increase the ways in which it can engage digitally and promote its services through local networks. However further opportunities to engage around communities and raise the profile of the credit union are being developed with the Communities and Investment and Skills teams, identifying spaces and places that the Credit Union can meet with local groups and people directly.</p>					



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## 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**

25. As part of the Council's commitment to delivering excellent services, phase two shared services (ICT and Customer Services) are making positive progress in delivering actions to develop high performing services including team development, aligning policies, and embedding new ways of working. The Customer Access Charter has been implemented and staff have been supported through training and development, achieving positive improvements in call handling and processing.
26. Phase three of shared services to bring together the Property and Assets Service was moved forward with pre-consultation workshops in October 2021, followed by formal consultations with staff in January to inform the proposals and ensure comprehensive staff engagement. Final proposals were considered by Cabinet in January 2023 and have been approved, with implementation to commence in February 2023.
27. As part of the Workplace Strategy, ICT infrastructure improvements (Workspace Desktop) and the roll out of standardised equipment (laptops, iPad, phones, etc) has been started. Information champions have been testing the new laptops and virtual workspace providing a phased roll out to services. The rollout of all the new equipment across teams is scheduled to complete by end of quarter four. The roll out will ensure that members and officers have access to the most appropriate equipment and systems, enabling teams to be agile and responsive to the needs of residents.
28. The Chorley and South Ribble Partnership has almost completed its series of round tables with local businesses and employers. The focus within the quarter was on "People and Skills". Partners that attended included NHS, Citizens Advice, Leyland Trucks, Brothers of Charity as well as local recruitment agencies and volunteer-based organisations. The round table highlighted innovative ways partners are looking to develop people and skills and address challenges in recruitment. The discussions have informed the development of the Economic Strategy which will shape future skills activity, aligned to sector needs, whilst working closely with local education and skills providers. The final economic round table discussions are due to take place in quarter four which include rural businesses, leisure, and hospitality.
29. The Partnership has also continued to drive forward its development of a local intelligence dashboard to improve the way partners share information and data to inform service design and delivery. Data has now been able to be shared and the system is being designed to develop a dynamic dashboard to identify areas of intensity to profile need and demand. An early demonstration of the interactive and visual dashboard including area profiles and maps will be provided at the next partnership meeting in quarter four. Feedback from the meeting will help further develop the place-based intelligence tool.

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## Performance of key projects




30. There are four key projects included in the 2022/23 Corporate Strategy under this priority and at the end of quarter three, overall performance is good.
31. One project is rated as completed, meaning that all key milestones have now been delivered:
- Deliver the peer challenge action plan to ensure continued improvement.
32. Three projects are rated as green, meaning they are progressing according to timescales and plan:
- Deliver the shared services development plan to build a more resilient organisation,
  - Implement more efficient and effective working practices at the council through the WorkPlace Strategy,
  - Deliver more joined up public services through working with our partners.

## Key Performance Indicators



33. At the end of quarter three, one of the five corporate performance indicators under this priority is due to be reported. This indicator is rated off track and outside of the 5% threshold:
- At least 40% of service requests will be received via self-service channels,

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Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	29.8% (Q2:2022/23)	<b>32.30%</b>		<b>Better than Q3 2021/22</b>
<b>Reason Below Target:</b>	<p>The performance of this indicator fluctuates during the year as a result of seasonal demands such Garden Waste Subscription Renewals.</p> <p>Performance this period has seen a positive improvement. There has been a 2.5% increase when compared to the previous quarter and an improvement of 9.55% when compared to the same time last year (22.75%), providing a positive trajectory towards the target of 40%.</p>					
<b>Action Plan:</b>	<p>To further encourage channel shift to online self-service channels a review of all South Ribble online forms is currently being undertaken. An example of service forms under review include benefits changes in circumstances, building control, street naming and licensing. The purpose of the review is to identify ways in which processes for customers can be simplified; remove any unused forms; address any barriers that may prevent customers from completing a process online; and make it easier for customers to transact with the council digitally.</p> <p>To encourage use of digital self-serve, a campaign was undertaken over quarter three to encourage more residents to pay for their Garden Waste Subscriptions via direct debit using the online self-serve channel. Following the campaign, the online self-serve form has been utilised more than 4,500 times since November 2022. As a result, it is expected that the volume of calls should start to decrease from February as customers use more of the online services.</p>					





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## 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

34. The council continues to progress Leyland Town Deal with a decision being received in October 2022 from central government (BEIS) granting the full amount of £25 million which will enable the programme to be taken forward. The project has already seen £13m committed directly by the Council and with the Government's full allocation of funding, a total of £38m will be invested in the area. Work on the scheme is progressing with the technical designs (RIBA Stage 4) focusing on the market refurbishment. Over the next quarter, other activities to be delivered include appointing a design team to deliver the scheme, review of the stakeholder engagement plan, and engaging with all the businesses that will be impacted by the scheme. Progress has been made with the approval by Cabinet of the Penwortham Masterplan in November 2022. The approved plan includes works to Liverpool Road, Kingsfold and Middleforth commercial areas. Going forward, a delivery plan including budget approval towards the implementation of the Masterplan will be brought forward to Cabinet.
35. Ambitions to establish a sustainable food-based co-operative as part of the Community Wealth Building programme have moved forward with further discussions taking place with stakeholders. The pilot model will be a joint approach of a co-operative food buying and batch cooking group whereby members pay a weekly fee to buy food/household products in bulk and meet on a weekly basis to batch cook meals. This will save money without sacrificing on the quality of food, ensuring that members have access to healthy and nutritious meals. The pilot aims to reduce food insecurity during the cost of living crisis, save on energy bills, teach new skills and provide social benefits to members. A suitable location is currently being considered for the pilot, which will be well positioned for the scheme to meet the needs of residents.
36. As part of the Council's commitment to supporting residents to recover from the pandemic with advice, support, and key services, the Cost of Living Action Plan sets out a number of actions to support local communities and households. It is important residents have access to information and support. To improve access to information and advice, the South Ribble Together webpages have been updated and include links to online benefit entitlement checks, locations and opening times for foodbanks/community shops. Delivery of the Household Support Fund provides an essential lifeline to many families and residents. The second round of Household Support has been accessed by 2,116 families, 1,557 pensioners and 444 individuals. The allocation for round three of the Household Support Fund (£340,000) has been agreed with Cabinet and will be used to support residents with food and hygiene products, utility provision (vouchers for gas, electricity and water), home energy efficiency adaptations (e.g. loft insulation, replacement boilers, etc).

South Ribble Council has invested in enhancing the HAF (Holiday and Food) programme funded by the Department of Education. 'HAF Plus' provided extended provision during the October half term which included a range of free activities across

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the borough, ensuring all children received a meal whilst attending the scheme, and additional food to take home.

## 37. Performance of key projects

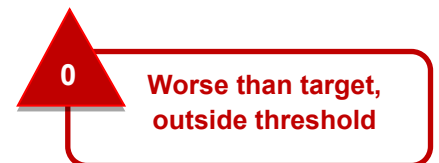


38. There are three key projects included in the 2022/23 Corporate Strategy under this priority.

39. All three projects are rated green, meaning they are progressing according to timescales and plan:

- Support communities to access community cooperatives in South Ribble as part of growing a fair local economy,
- Support residents to recover from the pandemic with advice, support, and key services,
- Deliver transformational regeneration projects including the Town Deal.

## Key Performance Indicators



40. At the end of quarter three, two of the five corporate performance indicators under this priority are due to be reported.

41. Two measures are performing on or better than target:

- Overall employment rate greater than North West average,
- % 16 -17year olds not in education or training (NEET).



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## 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

42. As part of the Council's commitment to improve leisure facilities across the borough, progress has been made over quarter three on both the Decarbonisation and the Leisure Improvement programmes. On the decarbonisation phase of the programme, the mechanical and electrical elements of the decarbonisation works will be managed by the council to ensure value for money. The delivery strategy has now been agreed following completion of the technical design and specification of works. Initial site set up has taken place at the three leisure centres (Leyland, Penwortham, Bamber Bridge). Enabling works has commenced across all sites including LED lighting upgrades, ceiling grid and tiles and heating pipe connections in plant rooms.
43. New high-quality affordable homes are coming forward with the McKenzie Arms scheme nearing completion. The construction works to the three town houses and nine apartments is scheduled to complete by March 2023. Most major works have been completed to the properties such as the glazing panels and the interior and exterior work to the houses. Remaining construction works include landscaping and internal fittings and fixtures to the apartments such as kitchen installation, internal decoration, mechanical and electrical works. The Jubilee Gardens Extra Care scheme has moved forward and successfully secured £6 million of funding from Homes England. The latest technical design (RIBA Stage 4) has completed together with a stakeholder consultation review and the planning application has been submitted to comply with pre-commencement planning conditions.
44. As part of the ongoing commitment to the environment and to help tackle climate change, work has progressed with a number of activities including the costing and ordering of trees to support the tree giveaway in February 2023 has been completed and the target of 27,000 trees to be achieved in quarter four. Additionally, progress has been made with the leases towards the installation of 19 Electric Vehicle Charging Points (EVC), which are expected to be installed in quarter four. Locations for the EVCs include Kings Street (Leyland), the Railway Station (Leyland), King Street (Lostock) and Cann Bridge Street (Walton-le-Dale).

### Performance of key projects



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45. There are four key projects included in the 2022/23 Corporate Strategy under this priority.
46. One project is rated as completed, meaning that all key milestones have now been delivered:
  - Deliver the new Worden Hall complex as a flagship venue.
47. Two projects are rated as green, meaning it is progressing according to timescales and plan:
  - Lead action to address climate change for South Ribble,
  - Improve leisure facilities in South Ribble to improve wellbeing.
48. One project is rated amber:
  - Deliver affordable homes.

Deliver affordable homes		AMBER
<b>Issue:</b>	<p>The affordable homes project has been rated Amber due to delays with the completion and handover for the McKenzie Arms scheme which is now expected to take place by April 2023. The delays can be attributed to an issue that arose in relation to the final connection of the utilities to the site, which has now been resolved.</p> <p>The Jubilee Gardens scheme 'start-on-site' has also been delayed. Following a competitive tendering exercise, the lowest tender price was considerably in excess of the available budget within the approved Capital Programme.</p>	
<b>Action Plan - What will be done:</b>	<p>Negotiations are taking place with the Progress Housing Group to carry out the housing management function on behalf of the Council in relation to the McKenzie Arms Scheme. Properties will be let via the Select Move Portal.</p> <p>Work is continuing aimed at reducing the cost of the scheme in order to meet the available budget. This may involve a change to the procurement approach to the scheme. Discussions are also on-going with Homes England to secure their approved investment in the scheme, given that formal commencement has moved into the next financial year.</p>	

## Key Performance Indicators



49. At the end of quarter three, four of the eight corporate performance indicators under this priority are due to be reported.
50. One indicator is performing on or better than target:

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- The number of individuals who complete a health check (screening) by a member of the Active Health Team.
51. One indicator is performing outside of target but within the 5% tolerance:
- 27,500 trees will be planted in the borough this year.
52. One measure is being baselined:
- The number of wellbeing sessions delivered by the Active Health Team.
53. The following measure 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 3 2022/23	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved (Cumulative)	Bigger is better	95 (Q2:2022/23)	<b>136</b>	<b>Worse than Q3 2021/22</b>
<b>Trend:</b>	<p>Over quarter three there were 41 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 the number of referrals from statutory bodies remains high and these individuals tend to have complex needs by virtue of the fact that other statutory bodies are involved, and homelessness 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.</p> <p>These challenges reflect the situation nationally and the situation reported by the Councils attending the recent Lancashire Homeless Forum.</p>			

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Key Performance Indicator	Polarity	Previous Quarter	Quarter 3 2022/23	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved (Cumulative)	Bigger is better	95 (Q2:2022/23)	136	<b>Worse than Q3 2021/22</b>
<b>Action Taken:</b>	<p>The council has been working with Progress Housing Group to address the crisis with the number of families in temporary accommodation and Bed and Breakfast accommodation. As an interim solution family in this accommodation have been direct matched to properties in order to move them out of hotels. The allocations policy has been reviewed and was considered by Cabinet in January 2023. Following Cabinet, a consultation will be undertaken on the draft allocations policy.</p> <p>The council continues to work with Lancashire County Council to deliver five bed spaces for single people /couples with complex needs and this is due to become available at the beginning of March 2023.</p> <p>Additionally, work is ongoing with an external consultant conducting a full-service review. Some of the findings have now been reported with a further report due end of March 2023 on the partnerships we have in place and the services funded via homelessness grant. Over the next quarter, these findings will be reviewed by the homelessness team and a report will go into the senior management team to agree an action plan to deliver any recommendations.</p>			

## Key organisational performance measures

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



55. Of the 11 key organisational performance measures, seven are on track and performing better than target:
- Number of households in temporary accommodation at the end of the quarter,
  - 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),
  - 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 Business Rates (Cumulative YTD),
  - Percentage of Council Tax collected (Cumulative YTD).

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56. Four performance measure are rated off track and are performing worse than target, and outside the 5% threshold:

- Number of near misses reported and acted upon,
- % of telephone calls answered within 90 seconds,
- % 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 3 2022/23	Symbol	Trend
% of telephone calls answered within 90 seconds	Bigger is better	40%	21.67% (Q2:2022/23)	<b>35.85%</b>	▲	<b>Worse than Q3 2021/22</b>
% of calls abandoned before being answered in a quarter	Smaller is better	15%	29.34% (Q2:2022/23)	<b>20.67%</b>	▲	<b>Worse than Q3 2021/22</b>
<b>Reason Below Target:</b>	<p>The performance for the two indicators above is continuing to show a trend of positive improvement when compared to the previous period.</p> <p>The percentage of calls answered within 90 seconds has improved by 14.18% and there has also been a decrease of 8.67% in abandoned calls. However, the service has been impacted by a number of capacity issues such as long-term absences, and despite having taken on additional staff and filled vacancies there is a natural delay in the time taken from recruitment to new officers being fully trained which has remained a contributing factor for the below target performance.</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:</p> <ul style="list-style-type: none"> <li>• Further recruitment of 12 apprentices to provide additional resources as part of the apprentice programme into the Customer Service team.</li> <li>• The apprentice programme is progressing well with apprentices that are in already post addressing case backlogs. Prioritisation has been given to apprentices completing training to support customers with the forthcoming garden waste, annual billings and local elections enquires.</li> <li>• A Training and Development Officer has been appointed and is currently being on boarded. The role will provide ongoing and sustained support to the whole team with any training and development needs.</li> <li>• The new telephony and call system has gone live and provides greater resilience at peak period within the service, allowing calls to be taken at any location, routing of calls to relevant officer and greater ability to analyse the nature of the calls so that system and service improvements can be made.</li> </ul> <p>It is expected that the performance of these two indicators will continue to improve as service improvements continue to be implemented. These improvements should be implemented and well established by quarter four.</p>					



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Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	100% (Q2:2022/23)	75%	▲	Worse than Q3 2021/22
<b>Reason Below Target:</b>	The percentage of major planning applications decided within 13 weeks has performed lower than target this period. There are a small number of applications in this category, therefore if one or two applications is off target this can impact significantly on the percentage.					
<b>Action Plan:</b>	We will continue to monitor future applications and where possible implement measures to ensure timely decisions are made on major applications.					

Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
Number of near misses reported and acted upon	Bigger is better	Target to improve trend	3 (Q2:2022/23)	1	▲	Same as Q3 2021/22
<b>Reason Below Target:</b>	<p>The number of near misses reported and acted upon is used to monitor awareness and allows the council to be proactive with the implement of good Health and Safety practice. This indicator is off track and is below the previous quarter figure, however, it remains similar compared to the same last year.</p> <p>This could be attributed to a lack of understanding regarding what a near miss is and what needs to be reported. The majority of near misses are reported by staff that work on frontline services. However, the lower number of near misses reported may also be impacted by the number of staff working remotely at home and away from the office environment.</p>					
<b>Action Plan:</b>	<p>In response to performance being under target this quarter, work has been undertaken with Team Leaders and Supervisors from the Neighbourhoods and Waste Management services to reinforce understanding and promote the importance of reporting near misses to ensure that the working environment remains safe.</p> <p>Additionally, there are currently 'Tool Box Talks' underway focusing on near misses. These talks are being delivered in areas that have been identified as being higher risk.</p> <p>This indicator is used to monitor awareness, reflecting positive health and safety practises. As awareness around near misses increases, there should be an improvement in the number of near misses reported and acted upon.</p>					



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## Climate change and air quality

57. 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

58. 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

59. Risk registers are being completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.
60. 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

61. There are no direct financial implications of this report. However, performance of the organisation as a whole clearly can have impacts upon the Councils finances, the changes in which are described in the quarterly budget monitoring reports.

## Comments of the Monitoring Officer

62. The report is for information and noting. There are no direct legal implications as such. The report provides information on the council's performance in a number of key areas.

## Background documents

- Corporate Strategy, approved 24 November 2021




## Appendices









- Appendix 1 - Performance of the Corporate Strategy Measures
- Appendix 2 - Key Organisational Performance Measures
- Appendix 3 - Quarter Three Community Hub Action Plans Delivery Summary
- Appendix 4 - Status of the 2022/23 Corporate Strategy Projects

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## Appendix 1 – Performance of the Corporate Strategy Measures

 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 3 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%	29.8% (Q2:2022/23)	<b>32.30%</b>		<b>Better than Q3 2021/22</b>
<b>Thriving Communities</b>						
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	150	69 (Q2:2022/23)	<b>81</b>		<b>Worse than Q3 2021/22</b>
The number of claimants as a proportion of resident population of area aged 16-64 is better than North West average	Smaller is better	4.2%	2.3% (Q2:2022/23)	<b>2.4%</b>		<b>Better than Q3 2021/22</b>
Number of residents participating in activities delivered by the Council	Bigger is better	300*	4,600 (Q2:2022/23)	<b>6,259</b>		<b>New for 2022/23</b>
<b>A fair local economy that works for everyone</b>						
Overall employment rate greater than north west average	Bigger is better	73%	84.4% (Q2:2022/23)	<b>85.4%</b>		<b>Better than Q3 2021/22</b>
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	1.7% (Q2:2022/23)	<b>2.6%</b>		<b>Same as Q3 2021/22</b>
<b>Good homes green spaces healthy places</b>						
The number of wellbeing sessions delivered by the Active Health Team	Bigger is better	Target to be set 2022/23	1,168 (Q2:2022/23)	<b>1,854</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	Bigger is Better	Monitor Trend	95 (Q2:2022/23)	<b>136</b>	N/A	<b>Worse than Q3 2021/22</b>
27,500 trees will be planted in the borough this year	Bigger is better	675	0 (Q2:2022/23)	<b>670</b>		<b>Worse than Q3 2021/22</b>
The number of individuals who complete a health check (screening) by a member of the Active Health Team	Bigger is better	83	79 (Q2:2022/23)	<b>87</b>		<b>New for 2022/23</b>

\* This target has been revised for 2023/24 to better reflect the scope of activities covered and baselined against outturn for the past 12 months.

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## Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	51	52 (Q2:2022/23)	<b>40</b>	★	<b>Better than Q3 2021/22</b>
Number of accidents reported to Health and Safety from work related activity	Smaller is better	8	7 (Q2:2022/23)	<b>6</b>	★	<b>Better than Q3 2021/22</b>
Number of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	4	0 (Q2:2022/23)	<b>2</b>	★	<b>Worse than Q3 2021/22</b>
Number of near misses reported and acted upon	Bigger is better	Target to improve trend	3 (Q2:2022/23)	<b>1</b>	▲	<b>Same as Q3 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	76 days (Q2:2022/23)	<b>70 days</b>	★	<b>Better than Q3 2021/22</b>
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	100% (Q2:2022/23)	<b>75%</b>	▲	<b>Worse than Q3 2021/22</b>
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	84.6% (Q2:2022/23)	<b>96.1%</b>	★	<b>Better than Q3 2021/22</b>
% of telephone calls answered within 90 seconds	Bigger is better	40%	21.67% (Q2:2022/23)	<b>35.85%</b>	▲	<b>Worse than Q3 2021/22</b>
% of calls abandoned before being answered in a quarter	Smaller is better	15%	29.34% (Q2:2022/23)	<b>20.67%</b>	▲	<b>Worse than Q3 2021/22</b>
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	84.4%	57.10% (Q2:2022/23)	<b>85.09%</b>	★	<b>Better than Q3 2021/22</b>
Percentage of Business Rates (Cumulative YTD)	Bigger is better	76.79%	57.05% (Q2:2022/23)	<b>81.2%</b>	★	<b>Better than Q3 2021/22</b>

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## Appendix 3 – Quarter Three Community Hub Action Plans Delivery Summary

Projects that have been successfully delivered include, but are not limited to:

- **South Ribble in Bloom** - a competition was successful delivered through each of the Community Hubs with categories such as Best Front Garden, Best Hanging Basket, Best Business Premises, Best Community Space, Schools Challenge, Best Church or Place of Worship and Young Bloomers. The Community Hub competition winners went on to South Ribble in Bloom and winners were announced at the celebration event.
- **Farington Lodges** – long awaited improvement works is now underway at Farington Lodge to re-surface the footpaths, install a dipping platform and replace benches. An investment of £30,000 has been provided by Lancashire Environmental Fund, match funding from Leyland and Farington Community Hub, and the Boost Fund to carry out the improvements.
- **Christmas Initiatives** – a number of Christmas initiatives were delivered over quarter three, these included 'What's On' guided for all the festive events taking place in the Community Hub areas; Lamp post banners on Liverpool Road in Penwortham, the 'Christmas Light Switch On' in Longton and New Longton; and Community Christmas Trees at the Civic Centre.
- **School planters**- schools in Bamber Bridge, Lostock Hall and Walton-le-Dale have been provided with large planters, soil, compost, seeds, and gardening tools to support them with their outdoor garden areas.
- **School Uniform shop** – a 'Pop Up Uniform Shop' offering free school uniforms to those that need extra support was established in Leyland town centre. The shop received positive feedback from families and managed to support 607 families in total. In addition to the school uniforms, food items were also provided through the Holiday Activities and Food (HAF) programme.
- **Pop-up Bike shop** – three 'Pop Up Bike Shops' were established at the Civic Centre (Leyland), Bamber Bridge Leisure Centre, and Penwortham Community Centre (Kingsfold). The pop-up shops provided residents aged 5 and above with access to affordable good quality pre-owned bikes, and managed to distribute a total of 60 bikes across the three areas.

## Appendix 4 - Status of the 2022/23 Corporate Strategy projects

Project	Status	Position Statement (Q3)
<b>An exemplary council</b>		
Deliver the peer challenge action plan to ensure continued improvement	<b>COMPLETE</b>	<p>This project completed in quarter two 2022/23.</p> <p>The Council welcomed back the peer challenge team, for a six-month progress review in April 2022. They held a series of face to face meetings and workshops with employees including the senior management team to establish the progress made from the recommendations following their virtual review in 2021. The peer team acknowledged the robust action plan developed in response to their original recommendations and found that the Council has responded positively and made several fundamental improvements across the themes of governance, performance improvement and people management.</p> <p>The peer team commended the council's relationship with communities and highlighted the Community Hubs model as a positive approach that should continue to be taken forward and developed further. A report was presented to full council in May 2022, highlighting the opportunities to continue the way in which the council looks to improve, which will form part of an ongoing commitment to deliver exemplary council services in line with the Corporate Strategy priorities.</p>
Deliver the shared services development plan to build a more resilient organisation	<b>GREEN</b>	<p>This project will be completed by March 2023.</p> <p>Service Development Plans for phase two of shared services (ICT and Customer Services) have been implemented. The plans aim to strengthen shared service arrangements and accelerate services into a single operating model by addressing areas such as training and development, systems, structures, and process.</p> <p>As part of the plans a 'Training Academy' in Customer Services has been established to guide the training of staff and offer opportunities for mentoring and networking. Implementation of the induction and development plans are due to complete in February 2023 and support staff with the transition to a shared operating model, providing them with the skills and knowledge to work effectively within a high performing shared service.</p>
Implement more efficient and effective working practices at the council through the Future Workplace Strategy	<b>GREEN</b>	<p>This project will be rolled into the service business plans for 2022/2023.</p> <p>Delivering the Workplace Strategy, feasibility works have been undertaken and plans developed to make the best use of the space in the Civic building, focusing on improvements to the working environment to enable new ways of working. In quarter three, the proposed designs will be refined including staff engagement and costing of options.</p> <p>Workplace includes how the Council and all its members and officers have access to the right equipment and systems to be agile and responsive. Employees have started to receive new mobile devices (iPads and iPhones) as part of the standardisation of kit, and the new ICT desktop infrastructure and laptops are being trailed. Following completion of this trial, the next stage will be the wider rollout of the new desktops (workspace), followed by rollout of standardised laptop to all staff.</p>

Project	Status	Position Statement (Q3)
		<p>The accommodation element of the project has seen feasibility works undertaken and plans developed to make the best use of the space in the Civic building, focusing on improvements to the working environment to enable new ways of working. The proposed plan is to commence improvements to the Civic Centre, starting with the refurbishment of Whitespace.</p>
<p>Deliver more joined up public services through working with our partners</p>	<p><b>GREEN</b></p>	<p>This project will be completed by March 2023.</p> <p>Chorley and South Ribble partnership have hosted a series of round tables to engage proactively with a wide range of businesses and economic leaders across Chorley and South Ribble. The voices of local businesses have been used to shape the economic strategy recently approved by Council and identified key challenges around land supply, infrastructure, and employment needs.</p> <p>By the end of March 2023, the Partnership is set to launch a place-based intelligence dashboard. Having worked with our partners in health over the past two quarters, progress has been made to address data governance and transfer enabling work to move forward on designing a single interactive and visual dashboard with area profiles and maps.</p> <p>Plans to host a 'cost of living' summit in quarter four have been reviewed (and subject to partnership approval) to include a focus on integrated locality models and how services are working across the district to address system pressures and responses to the changing environment..</p>
<p><b>A fair local economy that works for everyone</b></p>		
<p>Deliver transformational regeneration projects including the Town Deal</p>	<p><b>GREEN</b></p>	<p>This project will continue into the 2022/23 programme of corporate strategy projects.</p> <p>The Leyland Town Deal business case was developed and underwent consultation with key stakeholders before being submitted to government for decision. The business case focused on the three key proposed projects:</p> <ul style="list-style-type: none"> <li>• Town Centre Transformation,</li> <li>• Market Refurbishment,</li> <li>• Base 2 Business Hub</li> </ul> <p>A response has been received awarding the Council the full £25million which will enable the programme to be taken forward. The project has already seen £13m contributed directly by the Council and with the Government's full allocation of funding, a total of £38m will be invested in the area.</p> <p>The Penwortham Masterplan was approved at Cabinet in November 2022. The Approved plan include works to Liverpool Road, Kingsfold and Middleforth commercial areas. Going forward, a delivery plan including budget approval towards the implementation of the Masterplan will be developed and considered by Cabinet.</p>
<p>Develop a community co-operative in South Ribble</p>	<p><b>GREEN</b></p>	<p>This project will be completed by March 2023.</p>

Project	Status	Position Statement (Q3)
as part of growing a fair local economy		<p>Ambitions to establish a food-based co-operative have moved forward with further discussions taking place with stakeholders. The model to be progressed will be a joint approach of a co-operative food buying and a batch cooking group. The need for sustainable food has been an area of focus for a co-operative model pilot as a result of the cost of living crisis and the increased usage of foodbanks.</p> <p>A local community group has expressed their interest to support the co-operative model and a location (The Base) has been identified for the pilot. Viable operational models are being considered for the pilot to ensure that it is social, economic, and sustainable. To support the pilot success and to provide wider support to co-operatives locally, a temporary post has been created and recruited to, adding additional resources to deliver the project.</p> <p>An officer training programme has been successfully delivered by the Preston Co-operative Development Centre to the councils' communities and business engagement teams to support the formation of resident co-operatives and employee owned business models.</p>
Support residents to recover from the pandemic with advice, support, and key services	<b>GREEN</b>	<p>This project will be completed by March 2023.</p> <p>Since establishing the project to support residents as part of recovery from the pandemic, delivery has been developed to reflect the emerging impacts of the cost of living crisis and potential increase in demand for support. The project is focused around developing interventions and support in partnership with key agencies and services in the local area.</p> <p>A 'Cost of Living Conference' was hosted in August with key front-line services such as NHS, foodbanks, charities, and churches. As a result, a multi-agency Cost of Living Task Group has been formed with strategic leaders from local organisations and a cost of living action plan has been brought forward and approved at Cabinet to establish support for individuals and households.</p> <p>Progress has also been made with the delivery of round two of the Household Support Fund with over £200k invested on supporting residents with food, energy, and essential items. 2,116 families, 1,557 pensioners and 444 individuals were supported in various ways. The allocation for round three of the Household Support Fund to support residents with food and hygiene products, utility provision (vouchers for gas, electricity and water), home energy efficiency adaptations (e.g. loft insulation, replacement boilers, etc) has now been confirmed as £340,000 and will be delivered over quarter four.</p>
<b>Thriving communities</b>		
Develop the Youth Council to make sure the views of young people are represented	<b>COMPLETE</b>	<p>This project completed in quarter three 2022/23.</p> <p>Since the Youth Council was established in October 2021 its members have identifies the key themes which they want to focus on, which include, Mental Health, Black, Asian, and Minority Ethnic (BAME), Veterans, Foodbanks and Knife Crime. Reflecting the Council's commitment to promoting positive mental health and resilience, Youth Council members have been supported throughout the year to access emotional personal resilience and mental health workshops funded by the Co-operative Council Innovation Network and delivered by Lancashire Youth Challenge.</p>

Project	Status	Position Statement (Q3)
		<p>The Council has made further investment to sustain the Youth Council and recruited a permanent Youth Development Officer who will work with the Youth Council members to support them in delivering outcomes. The Officer has been building relationships with local schools to promote the Youth Council.</p> <p>The Youth Council delivered their first project in quarter three, focusing on the cost of living crisis, this was a Festive Freecycle project, where residents were able to donate warm clothing and toys that were then provided to those in need over the festive period. The Youth Council will continue to deliver projects and offer a chance for young residents to use their voice and influence decisions within their local communities.</p>
<p>Deliver Music in the Park 2022 and Queens Jubilee Celebrations</p>	<b>COMPLETE</b>	<p>This project completed in quarter two 2022/23.</p> <p>To mark the Queen's Platinum Jubilee, the council hosted a weekend of entertainment over the long bank holiday in June 2022. The planned celebrations held in Worden Park, included a 'Great British' themed Leyland Festival, followed by the 80's themed 'Music in the Park' concert which was attended by 3,000 people.</p> <p>The extended bank holiday weekend was a major success with overall attendance for the events estimated to be between 15,000 and 20,000 people combined. In addition, the council supported local communities to celebrate with grants of over £9,300 to support community groups and street parties across the borough. The events provided a great opportunity to celebrate the Queen's Jubilee marking 70 years of service to the people and brought local communities together, as well as supporting the local economy following the pandemic and restrictions placed on everyone during that period.</p>
<p>Review and enhance the community hubs as a primary way to work closely with residents</p>	<b>GREEN</b>	<p>This project will be completed by March 2023.</p> <p>A significant achievement has been the delivery of the Council's ongoing commitment to invest in communities. Within quarter one a significant number of grants were awarded through two key programmes: Cabinet approved and granted over £245k to 21 community groups/sports clubs as part of the 'Leisure Local Community Fund', focused on making recreation, leisure, and sport opportunities accessible to everyone, and Cabinet further approved grant funding as part of the 'Boost Fund Plus', with over £283k of funding being awarded to 15 successful applicants.</p> <p>A social isolation network has been established with those who lead social isolation provision across South Ribble attending. This allows individuals to network, share best practice, learn about services and referral pathways, and other ways that the council can support them</p> <p>The project will continue to deliver against the Community Hub action plans, Cost of Living action plan and roll out the next phase of mental health first aid courses.</p>
<p>Develop the visitor offer in South Ribble with even</p>	<b>GREEN</b>	<p>This project will be completed by March 2023.</p>



Project	Status	Position Statement (Q3)
more attractions and events		<p>The project has developed the Discover South Ribble brand, established an active social media presence on Instagram, arranged featured spots on Rock FM, and arranged for the brand to be shown on video billboards around Preston station.</p> <p>The Discover South Ribble website went live at the beginning of quarter three. The website will be a hub for all the things to see and do across the borough, highlighting the very best that South Ribble has to offer including places to eat, drink, stay and what's on (events). In addition to the website launch, events such as Longton Live and Taste of Leyland have been promoted via the Discover South Ribble social media accounts.</p> <p>The project will continue to work with stakeholders to help supply content to expand the Discover South Ribble Website, stakeholder newsletter and grow the engagement on social media. The draft South Ribble 5-year Tourism Strategy will also be taken forward for approval.</p>

**Good homes, green spaces, healthy places**

<p>Improve leisure facilities in South Ribble to improve wellbeing</p> <p>Page 41</p>	<b>GREEN</b>	<p>This project will be rolled into the service business plans for 2022/2023.</p> <p>As part of the commitment to improve leisure facilities across the borough, the council approved an investment of £8.6 million to deliver improvements to Bamber Bridge, Leyland and Penwortham leisure centres and the South Ribble Tennis Centre. These improvements will be delivered in addition to the decarbonisation works already identified for those sites.</p> <p>The project will be delivered in two phases, Phase 1 will deliver the Decarbonisation Programme, and Phase 2 will deliver the Leisure Improvement Programme.</p> <p>For the decarbonisation phase of the programme, the mechanical and electrical services(M&amp;E) Consultant has been novated and brought in house to be managed by the Council. The delivery strategy has now been agreed following completion of the technical design and specification of works. Initial site set up has begun and works on-site will commence in January 2023.</p> <p>For the leisure improvement phase of the programme, progress has been made with the completion of the design development and detailed programme of works. The types of work to be undertaken as part of this programme include revamped pool side areas, refurbishing of wet side changing rooms, and remodelled reception areas allowing for a more welcoming entrance for members. Over the next quarter, a main contractor will be appointed to deliver the leisure improvement programme.</p>
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Deliver the new Worden Hall complex as a flagship venue	<b>COMPLETE</b>	<p>This project completed in quarter two 2022/23.</p> <p>Worden Hall was reopened at the end of September, following an investment of £2.8 million. This marked the completion of extensive renovations to the stunning grade II listed building at the heart of the award-winning Worden Park.</p> <p>The landmark refurbishment saw the removal of the central conservatory to make way for a beautiful entrance area and courtyard, damaged windows were replaced and a re-configuration of downstairs rooms has taken place to allow for two new</p>
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Project	Status	Position Statement (Q3)
		kitchen areas; one which will serve the Folly Cafe and Deli in its new location as part of the Hall and one to serve the new multi-use event space in the iconic Barn. The Barn is available for small weddings and other events and has a new roof, windows, and lighting. The Courtyard Hall, transformed from the old stables now links beautifully to the old Derby Wing, the Barn, Folly Café, and retail space. The construction of a new two-storey extension provides full accessibility to the first-floor facilities. The much-loved building will be available for private hire with bookings being taken from spring 2023.
Lead action to address climate change for South Ribble	<b>GREEN</b>	<p>This project will continue into the 2022/23 programme of corporate strategy projects</p> <p>As part of the Council's commitment to protecting the local environment, a consultation was undertaken from April to June 2022 on the South Ribble Biodiversity Strategy which received a total of 161 responses. The Biodiversity Strategy was approved for adoption at Council in July 2022 and sets out ways to promote, conserve and enhance biodiversity across the Borough.</p> <p>Work has progressed towards the installation of 19 Electric Vehicle Charging Points (EVC) with contracts and leases expected to be signed and installation to commence in quarter four. Locations for the EVCs include Kings Street (Leyland), the Railway Station (Leyland), King Street (Lostock) and Cannbridge Street (Walton-le-Dale).</p> <p>A number of sites have been identified for tree planting across the borough. Examples of sites include New Longton Woodland, Cockshot Wood, Townsway Orchard and Lockstock Hall Academy. Orders have been placed for the supply of the trees, with planting to be complete by March 2023.</p>
Deliver affordable homes	<b>Amber</b>	<p>This project will continue into the 2022/23 programme of corporate strategy projects</p> <p>As part of the council's ambitions to provide affordable and safe housing, the two key schemes of McKenzie Arms and Jubilee Gardens Extra Care scheme are being delivered. At the McKenzie Arms site work has progressed towards the creation of fifteen affordable housing using, with a mix of apartments and town houses. The project is slightly behind, with an expected practical completion date of March 2023.</p> <p>The Jubilee Gardens Extra Care scheme will provide up to 68 one/two bedroom assisted living units. The facility will provide around the clock care for residents whilst maintaining their independence. Work is progressing on RIBA stage 4 design and the council has been successful with a submission for a funding application to Homes England for £6 million. The project has been delayed due to increased project costs exceeding the budget approved by the Council. This is likely to have an impact on the project's delivery schedule. A review of opportunities to advance the Jubilee Gardens programme is being carried out by the council, including the option seeking an alternative contractor via the framework if an agreement cannot be reached with the current contractor on terms and project costs. To mitigate further risk of delays to the programme, the project team have developed an enabling works package to potentially start on site within the next quarter.</p>