

REPORT TO	ON
SCRUTINY PERFORMANCE PANEL CABINET	9 September 2019 11 September 2019



TITLE	PORTFOLIO	REPORT OF
Corporate Plan Performance Report: Quarter 1 (1 <sup>st</sup> April 2019 - 30 <sup>th</sup> June 2019)	Council Leader	Interim Chief Executive

Is this report a <b>KEY DECISION</b> (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the <b>Statutory Cabinet Forward Plan</b> ?	No
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	No
Is this report confidential?	No

## PURPOSE OF THE REPORT

1. Performance reports for all quarters (Quarters 1, 2, 3, and 4) are considered by the Council's Leadership Team, Scrutiny Committee's Panel for Performance and Budget Monitoring and Cabinet, with a final annual report being considered by Full Council at the end of the financial year.
2. This report provides Cabinet with an update for Quarter 1 performance against those programmes, projects and key performance indicators agreed by Council within the Corporate Plan (as approved February 2019).
3. This initial Quarter 1 report also provides an update with regard to the review of the Corporate Plan, its measures and key performance indicators.

## PORTFOLIO RECOMMENDATIONS

4. Members to note that the performance summary outlined within Quarter 1 reflects the deliverables and priorities identified by the previous administration and Corporate Plan, approved February 2019.
5. Members to note that existing performance measures are currently being reviewed in conjunction with the review of the Corporate Plan. This is expected to be completed for Council on 25<sup>th</sup> September 2019.
6. Members to note that from Quarter 2, Corporate Plan Performance Reports will be structured based upon the new administration's identified outcomes and priorities.
7. Members to note that the performance report will be developed further over the course of the year.

## EXECUTIVE SUMMARY

8. Following the all-out election in May 2019 and the formation of a new administration, within Quarter 1, there has been a focus to review the existing Corporate Plan, its measures and key performance indicators. The revised Corporate Plan will be presented to Council on 25<sup>th</sup> September however, to ensure a level of continuity the monitoring report will reference where existing priorities have been reshaped and how existing projects will be taken forward.
9. The performance monitoring report has been completely restructured and formatted. It is an ongoing journey and will be developed and improved throughout the year.
10. The Council's Performance Management System 'InPhase' is to be developed further to benefit from its functionality on reporting and data quality. The system will be developed to include a project management office where all scoping, delivery and evaluation is contained within the system, enabling reports and summaries of information to provide performance and progress updates efficiently.
11. As part of the development of InPhase, there are options being considered to utilise digital publishing of key measures and performance to the internet via their Citizen Portal platform. It is hoped that this will open up access to our performance data and be accessible at any point to Members and residents. We will be working with Scrutiny Committee and the new panel it has established to look at performance and explore this option in greater detail and obtain feedback on how we can develop our digital approach further.
12. It should be noted that there are ongoing matters to be resolved with regards definitions and calculation of key performance measures. These are being fully reviewed as part of the Corporate Plan revision, together with a full review of the Council's Data Quality Policy and Performance Management Framework.
13. Whilst every effort is made to ensure that the information reported is accurate, within this report a caveat is applied until all reviews on data quality and performance management have been completed. These reviews will ensure each measure is clearly defined, has a robust calculation methodology and clearly defined tolerances and comparators/baselines in order to provide a high level of assurance.
14. In the previous year the Quarter 1 report was submitted jointed with Quarter 2 (effectively providing a bi-annual report through the year). The rationale for this was due to limited information and that within the first Quarter projects are still being scoped and initiated. Due to the change in administration and developments with the Corporate Plan, this report sets out current progress made to date.
15. At the end of Quarter 1 we can report that of the 34 projects on the Corporate Plan there were:



**Succeeding**

**0**



**On-Track**

**28**



**Off Track**

**6**

Of the Key Performance Indicators and measures at the end of Quarter 1 there were;



**Succeeding**

**14**



**On-Track**

**22**



**Off Track**

**8**

## CORPORATE PRIORITIES

16. The report relates to the following corporate priorities:

Excellence and Financial Sustainability	✓
Health and Wellbeing	✓
Place	✓

Projects relating to People in the Corporate Plan:

People	✓
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## BACKGROUND TO THE REPORT

### CORPORATE PLAN REVIEW

17. As a result of the initial stages of the review there are a number of additional projects being considered which require scoping as well as a number of existing projects that will not be taken forward and therefore these will not be included within the Quarter 1 Report.
18. As work continues to refresh the Corporate Plan, the initial Quarter 1 report sets out to ensure there is a level of continuity throughout the year. Therefore, the report will highlight where there are changes or actions that reflect a change in scope (Appendix 1), this includes a brief explanation of changes in the introduction, and summary at the beginning of each Corporate Priority section.
19. The following projects have not been taken forward in the revised Corporate Plan. Further detail is provided below on how those projects have been discharged or if they have been included within other existing projects or services as ongoing core work of the Council.

**HEALTH & WELLBEING:** Develop masterplans for Lostock Hall, Bamber Bridge and Penwortham Leisure Sites

The revised Corporate Plan seeks to set out clear delivery objectives for the year. The development of masterplans for each Leisure Site will be absorbed in to one activity that develops in a structured way the development of Leisure Sites.

Members are asked to note however, that facility improvement plans will be undertaken this year with regards Bamber Bridge and Penwortham

**PLACE:** Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions.

With limited available space for location, this project will not be taken forward in 2019-20.

As there is significant budget attached to this project, the allocation of that funding will be reviewed as part of the mid-year estimate process.

**PLACE:** Awarding of contracts and begin Cross Borough link road

This project is taken forward in the plan, but it is now located within the activities of the Local Plan. An update on this project is provided within Appendix 1.

**PLACE:** Explore funding opportunities and secure planning permission for the development of the new Ribble Crossing

This project is a long term aspiration and will be taken forward in the revised Corporate Plan however, it is now located within the activities of the Local Plan. An update on this project is provided within Appendix 1.

**PLACE:** Ambassadors Network

This project overlaps with the administration's approach to engagement and collaboration with neighbourhoods and communities. As a result this will not be taken forward and consideration of 'ambassadors' will form part of the Cross Party working group that is tasked with developing engagement with communities and the approach with My Neighbourhoods

**OUR PEOPLE:** Phase 1 Leadership Development Programme

Leadership Development has been removed from the Corporate Plan as a discrete project. Development requirements for all staff are continuously assessed and discussed between employee and line managers. Later this year we will reintroduce a refreshed corporate personal development process which will support and formalise the development process for all staff. Leadership development will continued to be considered on an individual basis and all staff will be able to engage with appropriate training or development opportunities when needed. All staff, including Leadership team are required to undertaken statutory and mandatory training on a regular basis.

20. There are a number of additions to the Corporate Plan which are currently being developed further. These include:

▶ **Addressing concerns on Safety**

Working with our Partners, the Council will be looking at how it can invest in ways that can alleviate the concerns of residents with regards crime and disorder.

▶ **Reducing the Financial burden on residents**

The Corporate Plan seeks to consider the fees and charges for elements such as Green Waste and replacement bin charges together with exploring opportunities to develop a Credit Union.

▶ **Engagement with Communities**

The revised Corporate Plan is seeking to create a new relationship with residents and businesses where they have an active role in their community through debate, democracy and decision making. These include options for a Youth Council and a review of My Neighbourhoods.

▶ **Protection for parks and open spaces**

This is focused around protection of existing local green spaces and how Fields in Trust can help safeguard cherished local spaces for use by the community.

▶ **Environment**

This is focused on developing a single use plastics policy for the Council. Addressing biodiversity and protecting and developing space for local wildlife and natural spaces. That the Council will be Carbon Neutral by 2030 and focusing on the Air Quality Action Plan.

21. These areas of scoping are not included within this current performance report, but are highlighted to demonstrate and report that there is significant work underway.

22. The highlights and exceptions are detailed within this covering report and their corresponding page number within Appendix 1 is included to enable readers to refer to the appropriate page.

**23. RAG** – (Red, Amber, Green). As part of the initial stages of the review of indicators and performance reporting, it was identified that the way in which direction of travel was used did not always demonstrate performance. Commonly used with in performance monitoring is the traffic light system, often referred to as RAG. A more relatable system has been applied within Quarter 1 that says plainly where the project is currently at.



Off-track



On-track



Succeeding

- ▶ A project is **off track** when it is either behind in its delivery timescales or has not met its targets;
- ▶ It is **on track** where all current timescales are met and or within its agreed targets;
- ▶ If we are doing really well then it is **succeeding** as it has been achieved ahead of time or is beyond its target/measure.

**24. Narrative.** The report takes a more narrative centre approach with simple graphics to demonstrate where specific Corporate Plan projects are on track or off track. This change comes as a result of feedback from the new administration to have a report which is more reader friendly, moving towards a format using text and infographics rather than corporate styled tables.

**25. Measures and KPIs.** The current report includes a mixture of measures that relate to the performance of services as well as projects defined within the Corporate Plan. However, not all these measures will follow through in to Quarter 2 following the completed review of measures and performance indicators.

## PROPOSALS

### 26. QUARTER 1 PERFORMANCE: HIGHLIGHTED AREAS

#### 27. Positives to Note

##### **Indicators: Moss Side Income Generation (pg. 4)**

More income than anticipated has been generated through opportunities at the Moss Side Depot. More specifically in Quarter 1, £40,000 has been generated contributing to 40% of the £100,000 target for efficiencies from Neighbourhoods and Development per year. The income is broken down by £10,000 generated per month through mechanical work carried out in the workshop, in addition to income from FCC with £7,291 coming from rental space and £3,750 in fuel sales. There are direct costs for 2 additional mechanics which are funded from part of this additional income.

##### **Indicators: Occupancy Rates of the Council's Investment Estate (pg. 4)**

The Council has continued its excellent occupancy rate for its investment estate, with only 1% currently being vacant. It is worth noting that this sees a slight decrease from last Quarter where the occupancy rate was 100% however, this is a figure that hadn't been achieved for five years previous. This Quarter's figure remains above the 95% occupancy target and an achievement for the Council.

##### **Indicators: Green Links (pg. 8)**

Targets were set for 7km of additional Green Links paths to be developed, and 17km of signage and legibility improvements to take place across the Green Links network. This Quarter the Council has succeeded in delivering 1.5km of additional Green Links paths, and signage and legibility improvements across 7km of the Green Links network.

### 28. EXCEPTIONS TO NOTE: OFF-TRACK PROJECTS AND PERFORMANCE MEASURES

#### **Develop Campus Masterplan for Leyland Health, Leisure and Wellbeing Campus (pg. 8)**

Financial resourcing and risks will impact on scale and deliverability of the project. These factors will be considered as part of the review and update due to be considered by Council in September 2019.

Currently this project is paused until Council have received a full breakdown of the costs, timescales, funding options, and what can be achieved. A decision will then be taken on how to progress development.

**Commence work identified in Open Space Sports & Recreation Assessment & Playing Pitch Strategy (pg. 9)**

Due to the Leisure Contracts and Project Manager position being vacant for recent months this project has not had sufficient resource to progress. However the post has now been appointed to and the officer is in post enabling this project to move forward and get back on track.

The Strategy is yet to be finalised and once completed, the action will be to take forward the recommendations identified in the Open Space Sports & Recreation Assessment & Playing Pitch Strategy. A meeting is due to take place in September with the Consultants to establish the current position and timetable going forward

**Work with partners to implement a Volunteer and Participation Strategy (pg. 12)**

Whilst significant work has been undertaken to develop an approach to volunteering in South Ribble, this has been led through South Ribble Partnership and development of the Community Strategy. Following changes in the administration, a pause on progress was made to ensure that the approach meets the Council's revised objectives. There are a number of co-dependencies that need to be considered to take forward proposals:

- ▶ South Ribble Partnership's development of Time Credits (an incentivised model of engagement/volunteering);
- ▶ The Council's review of My Neighbourhoods and its engagement with communities.

To take the project forward at this stage it has been re-scoped to develop the Council's approach to supporting its own volunteers and the role for the Council in adopting Time Credits as a partner within South Ribble Partnership.

Further to this the role of engagement and volunteering will form part of the review into engagement for which a Cross Party Working Group has been established.

**Awarding of contracts and begin Cross Borough link road (pg. 15)**

Due to changes in administration discussions are taking place with Cabinet to understand the aspirations for Pickering's Farm site. If the developer reduces the number of dwellings and therefore the only access is taken from the A582, concern is raised about whether the Cross Borough Road Link road through the site will be required.

This has required a delay in progressing the Masterplan. However, progress has been made with liaising with all stakeholders to understand requirements with regard to any future planning application.

**Prepare Masterplan for River Ribble Green Links including consultation and implementing priority projects (pg. 18)**

Progress has not been made on this project this Quarter as the Council are reliant on the Environment Agency to move this project forward.

The Environment Agency flood defence scheme that is to be implemented is waiting on planning permission from Lancashire County Council and in addition there is a short-fall in funding the scheme from the Environment Agency.

Success is reliant on external partners and decisions, but it is anticipated that the Masterplan elements within the Council's control can be completed within 2019-20.

**Explore funding opportunities and secure planning permission for the development of the new Ribble Crossing (Pg. 18)**

Whilst this remains a key focus going forward, short term aims have been identified to ensure that the project remains a focus at both a national, regional and local level. However, to date no promising sources of funding have been identified.

### **Number of Complaints Made (pg. 3)**

The number of complaints received this Quarter has decreased from last quarter, however, it still remains above the same period reported last year.

Neighbourhood Services account for just over 50% of the complaints (16) with the majority relating to the Garden Waste Subscription Scheme (e.g. more specifically no permit/late subscription/bin not emptied accounting for 5 complaints, and a further 5 complaints coming from residents who do not think they should have to subscribe for garden waste to be collected).

The administration will be reviewing the Green Waste Subscription going forward as part of the commitment to reduce the financial burden on residents.

Although the number of complaints is higher than this time last year, only 13% were upheld, this being the lowest percentage upheld since this indicator began to be collected (Quarter 2 2018/19). All complaints made are fed back to the respective team in order for lessons to be learnt. Furthermore, the Customer Journey Mapping project is ongoing to improve customer experience when residents and other stakeholders contact the Council. Over time this should help reduce the number of complaints received.

### **Pre-applications received (pg. 14)**

Charges were introduced in October 2018. The reduction in numbers of pre planning advice may correlate the introduction of charges.

### **Major applications decided in 13 weeks (pg. 14)**

Within Quarter 1, 77.78% of applications were decided within the 13 week period. However, the national target for Major Applications is 65%, which means that South Ribble is still outperforming nationally agreed targets and performs well in this area.

Number of  
Complaints Made  
**38**



**OFF TRACK**

Target: Under 20  
Last quarter: 39  
Same time last year: 20

Number of Pre-  
Applications  
Received  
**53**



**OFF TRACK**

This time last year: 76

Percentage of Major  
applications decided in  
13 weeks or within  
Extension of time agreed  
**77.78%**



**OFF TRACK**

Last quarter: 85.71%  
This time last year: 75%

### **Calls abandoned before being answered and calls answered in 90 Seconds**

(pg. 3)

The report notes that the Council is off target for the percentage of calls abandoned before they have been answered and also the number of calls that have been answered within 90 seconds. Senior management have taken a number of actions over recent weeks and months including:

- ▶ increasing the staffing baseline establishment;
- ▶ introducing temporary seasonal staffing resource pending appointment to vacant roles;
- ▶ reviewed operating processes and procedures;
- ▶ delivered training and support for staff.

This has resulted in a significant reduction in call waiting times and abandoned calls. As at July 2019 the figure for calls answered within 90 seconds has increased to 44% and the figure for abandoned calls has reduced down to 9%. Moving forward the Telephony and Switchboard Upgrade approved by Cabinet in June 2019 should have a positive impact on these measures.

### **Homelessness – Fall in numbers of those prevented from becoming homeless (pg. 10)**

It is noted in the report that there has been a slight fall in the number of households where homelessness was prevented. A high percentage of these cases have barriers to accessing social housing and the private rented sector is proving to be out of reach for many people given the requirement in many cases to provide a rental guarantor.

The slight rise in relief cases and acceptances of full duty indicates that in those cases a prevention measure has not been able to be put in place for the reasons stated above or that clients are 'homeless' on contact and therefore cannot be classified as preventions.

### **Number of families in bed & breakfast (B&B) and numbers in temporary accommodation (pg. 10)**

Both of these indicators show as off track. The Council has access to temporary accommodation (self-contained flats and also a shared HMO in Preston) that is used to accommodate people pending a decision on homelessness and pending re housing.

We do not utilise B&B for families or 16/17 year olds – only in an emergency and not for longer than 6 weeks which is why these indicators appear as two separate figures.

We rarely use B&B and only for very short periods. The main reason that we had more in temporary accommodation and B&B was that a number of people were matched to new properties that were not yet available. They were matched as early as January but the properties were not ready to let until recently – as a result they remained in temporary accommodation until they could take up residency. They have now moved and as a result part of the temporary accommodation has been freed up.

% of calls answered within 90 seconds

**20%**



**OFF TRACK**

Last quarter: 27%

This time last year: 21%

% of calls abandoned before being answered

**38%**



**OFF TRACK**

Last quarter: 36%

This time last year: 30%

Percentage of households that had homelessness prevented

**78.31%**

(65 of 83)



**OFF TRACK**

Previous Quarter:

83.3% (70 of 84)

Number of families in B&B

**3**



**OFF TRACK**

Previous Quarter: 0

Numbers in temporary accommodation

**32**



**OFF TRACK**

Previous Quarter: 24

## **CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

29. Not Applicable.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

30. Not Applicable.

## **FINANCIAL IMPLICATIONS**

31. There are no financial implications arising.

## **LEGAL IMPLICATIONS**

32. There are no legal implications arising.

## **AIR QUALITY IMPLICATIONS**

33. As Appendix 1 details, there are limited resources at present to deliver the action plan. Additional resources would be required and will be reviewed.

## **HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS**

34. Not Applicable.

## **ICT/TECHNOLOGY IMPLICATIONS**

35. Not Applicable.

## **PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

36. Not Applicable.

## **RISK MANAGEMENT**

37. Previous reports have attached as a further appendix the Corporate Plan Risk register as well as the Corporate Risk Register. Going forward the Quarterly reports will only highlight those risks within projects that are flagged as significant where they may impact on the delivery and achievement of the Corporate Plan. This will ensure that significant risks will be escalated appropriately within the organisation.

38. The existing risk registers for Corporate Plan projects need to be reviewed and updated following the changes to the Corporate Plan and recalibration of existing work streams in addition to new areas of work that have been identified and added to the Corporate Plan.

39. The key risks that have been identified within the attached appendix can be summarised as:

- ▶ Resourcing (finance and staffing);
- ▶ External partners where decisions are dependent;
- ▶ Impact of changes to administrations and recalibration of projects and priorities.

## EQUALITY AND DIVERSITY IMPACT

40. The Corporate plan has set out its equality and diversity impact, which is reported to members in line with its corporate planning process.

## RELEVANT DIRECTORS RECOMMENDATIONS

41. It is recommended that: Members note:
42. The performance summary outlined within Quarter 1 reflects the deliverables and priorities identified by the previous administration and Corporate Plan, approved February 2019.
43. That existing performance measures are currently being reviewed in conjunction with the review of the Corporate Plan. This is expected to be completed for Council on 25<sup>th</sup> September 2019.
44. That from Quarter 2, Corporate Plan Performance Reports will be structured based upon the new administration's identified outcomes and priorities.
45. That the performance report will continue to be developed further over the course of the year.

## COMMENTS OF THE STATUTORY FINANCE OFFICER

46. This report provides Cabinet with an update for Quarter 1 of performance against the programmes and projects which were agreed by Council within the Corporate Plan and approved in February 2019. The funding for these projects was reflected in the 2019/20 budget and MTFFS (Medium Term Financial Strategy) which was also approved by Council in February 2019.
47. The first budget monitoring report for 2019/20 is a separate item on this agenda. The budget monitoring report sets out the key outturn variances to budget which are anticipated and reflects some of the financial implications of the improvements and reductions in performance highlighted in this Quarter 1 report.
48. Some Corporate Plan projects require scoping and/or are in the early stages of being developed and therefore the full financial implications are still to be determined. These will be reported at a later stage. The budget and MTFFS forecasts will be updated to reflect any changes in the Corporate Plan and will be submitted to Cabinet and Council in February for approval.

## COMMENTS OF THE MONITORING OFFICER

49. There are no legal implications arising. This report is part of the Council's commitment to act in an open and transparent manner. It is important that members and residents should be able to assess how the council is performing in delivering on some of its key targets.

## BACKGROUND DOCUMENTS

- [Corporate Plan 2019-2020 \(As approved February 2019\)](#)

## APPENDICES (or There are no appendices to this report)

Appendix 1 - Quarter 1 Corporate Plan Performance Report 2019-20

Gary Hall  
Interim Chief Executive

Report Author:	Telephone:	Date:
Howard Anthony	01772 625461	24/07/2019