

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Scrutiny Budget and Performance Panel	13 th September 2021
	Cabinet	15 th September 2021

Is this report confidential?	No
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Is this decision key?	No
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Quarter 1 Performance Monitoring Report

Purpose of the Report

1. To provide Cabinet with a position statement for the Corporate Strategy for quarter one (April – June) 2021/22.

Recommendations to Scrutiny Budget and Performance Panel

2. The Scrutiny Budget and Performance Panel are asked to consider the report and make comments and recommendations to the Cabinet

Recommendations to Cabinet

3. Cabinet is asked to consider and comment on the report.

Reasons for recommendations

4. 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

5. None

Executive summary

6. This report presents the performance of the Corporate Strategy at the end of quarter one (April – June 2021). This report provides an update on the current position for the 14 projects, 24 Corporate Strategy performance measures and 13 key organisational performance measures.
7. Of the 14 projects in the strategy: 79% (11) are rated green and on-track; 21% (three) are rated amber.
8. Of the 24 performance indicators used to monitor the Corporate Strategy, seven can be reported at the end of the quarter. 42% (three) are rated green, 29% (two) are rated red and 29% (two) are yet to be baselined.

9. Of the 13 key organisational performance measures; 12 can be reported at the end of the quarter. 58% (seven) are performing better than target; 25% (three) are performing worse than target but within a 5% tolerance of the target; and 17% (two) are worse than target and outside the 5% tolerance.

Corporate priorities

10. The report relates to the following corporate priorities:

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

Background to the report

11. At Council on 30th September 2020, the Corporate Strategy was updated and refreshed to ensure that the Council can continue to meet the needs of the borough.

12. 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.

13. Activity and resources are targeted towards 14 priority projects which are delivered over a period of 12-18 months and measured using 24 performance indicators. This report provides the status of the projects and measures at the end of quarter one, 2021-22.

14. A colour rating system is used to indicate status whereby:

Projects

RED	Off track
AMBER	Forecast delays or concerns, an early warning of issues
GREEN	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



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

15. The Annual Governance Statement (AGS) action plan continues to improve the transparency and openness of the Council. Progress has been made on developing the Consultation Framework which is due to be formally signed off in September and will ensure a consistent approach to consultation with residents. The principles of the Key Partnerships and Contracts Framework were agreed at Governance Committee in March 2021 and were considered for approval by Cabinet in July 2021 and subsequently approved. The framework provides a robust approach to managing strategic contracts and partnerships. Work is also underway with updating the Officer Scheme of Delegation to reflect the recently adopted shared management structure.
16. The development of Shared Services has moved forward this quarter with the progression of a shared ICT service and shared Customer Services. The ICT management structure included the appointment of a service lead and three team leaders across both South Ribble and Chorley Councils. Proposals for the Customer Services management structure have been developed and presented to the Shared Services Joint Committee. Formal consultations have commenced for the Customer Service review, which includes briefings for all Customer Service staff. Staff and teams continue to be supported with organisational development activity as part of ensuring a positive culture.
17. The delivery of the first year of the Digital Strategy Action plan commenced in quarter one to further develop the use of digital, technology and data to improve services and deliver better outcomes for customers. The systems used in the contact centres for both Councils have been reviewed and technologies aligned. 'Anywhere 365' software has been deployed to provide greater resilience and improved flexibility. The Customer Service agents now have increased access to call data which helps to improve advice and decision making to achieve a better customer experience. Telephony has been reviewed and Microsoft Teams, as the chosen solution, has been rolled out across both authorities. Trial meeting room technology has also been established for the Leader of the Council and is currently undergoing testing.
18. Partners from both South Ribble Partnership and the Chorley Public Service Reform Board formally agreed to establish a single strategic partnership that represents both Chorley and South Ribble districts. The partnership will strive to achieve better outcomes for residents from both districts, through the sharing of experience, resources, and knowledge. Following the workshop that took place in March 2021 a key objective has been the development of a strategy based around the following three themes; developing a locality model for service delivery, shared data and intelligence, and economic reform. Looking forward to the next quarter, a completed strategy and action plan will be presented for consideration by the newly formed partnership with the first meeting to take place in September 2021.
19. Of the four projects within this priority, three are rated green and one is rated amber.

Projects	2021-22 Quarter 1 (Apr – Jun)
Deliver the Annual Governance Statement Action Plan	GREEN
Transform the way the council operates	GREEN
Work with partners to design and deliver better public service:	GREEN
Deliver year one of the joint digital strategy	Amber

Deliver year one of the joint digital strategy: The strategy focuses on harnessing the potential of new technologies, whilst maximising the use of existing technologies to provide a customer focused approach to service delivery.		AMBER
Issue:	The ICT service across both authorities have had several vacancies resulting in skills and knowledge gaps which will be fundamental in the delivery of the Joint Digital Strategy project. There are a number of workstreams within the strategy that need to be further scoped and resourced to ensure successful delivery.	
Actions Plan -What will be done:	The ICT service is currently going through a service review as part of shared services. The ICT service review will help bring this project back on track by ensuring that there is the necessary capacity, resources and skills in place to deliver all elements of the Digital Strategy.	

Key Performance Indicators

20. Of the five performance measures reported under this outcome, two are due to be reported this quarter, one is rated green and one is rated red. A full list of the performance indicators is included in Appendix 1.

The green rated measure is as below:

- ▶ The percentage of households living in fuel poverty will be better than the North West average

The red rated measure is as below:

- ▶ At least 40% of service requests will be received via self-service channels

Key Performance Indicator	Target	Comparable Period	Quarter 1 2020/21	Symbol	Trend
At least 40% of service requests will be received via self-service channels	40%	30.59% (Q4 2020/21)	32.5%	▲	Better than Q4 2020/21

Commentary:

There has been an increase in requests received via self-serve channels when compared to last quarter, however it remains below the 40% target. The delivery of the Digital Strategy and the review of Customer Services will put initiatives and resources in place to encourage greater utilisation of self-service channels.

This will support people to complete transactions through the refreshed website and promote an easier way to transact with the Council online, enabling the Customer Contact Centre to better support more complex cases, including supporting vulnerable customers.



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

21. The Mental Health support programme for young people has progressed this quarter, with the communities' team alongside elected members taking part in 11 Community Conversations events. The events took place in each neighbourhood area across the Borough and engaged with 278 members of the public. The conversations have provided feedback from young people on the mental health and wellbeing needs of the local community and have highlighted areas where the council can support and promote positive mental health. An accredited Mental Health First Aid training package has been secured through Lancashire Mind which will be rolled out to staff over the coming months to ensure the necessary skills and knowledge to effectively deal with young people's mental health.
22. Work has been ongoing to further develop relationships with Lancashire County Council's family liaison service, schools, community groups and youth groups in South Ribble to promote better partnerships to improve the overall mental health offer to young people across the district. A consultation with young people (aged 4 -16) funded through a Co-operative Councils Innovation Network (CCIN) grant is to commence in quarter two which will further explore what young people feel is important for their local community in relation to mental health support.
23. The development of the Youth Council has progressed well this quarter with the initial promotion via social media and press releases to generate awareness of the project. Contact has been made with 'Shout Out' young people's advocacy group to provide proposals to develop political literacy skills and build confidence to prepare young people to take part in the Youth Council. Further engagement with more difficult to reach young people will take place in quarter two. The council's holiday activity and food programmes will also be used to recruit young people and raise the profile of the Youth Council.
24. The Community Hub action plans are progressing with regular planning meetings and hub chair briefings being held to monitor progress of the agreed action plans for each area. Some example action plan projects delivered include the delivery of 'Living Room Live' (an online version of Penwortham Live Community Music Festival), provision of plants and trees to the new Peace Garden at the rear of the Civic Centre, and consultation on Phase 2 of the works to be carried out at Much Hoole Village Hall. Newsletters, new Facebook pages have been published, and community conversation events have been held to enable consultation and member engagement with communities.
25. All foodbanks have obtained registration with Environmental Health, ensuring a co-ordinated approach and that network members are registered food providers with the appropriate safeguarding and governance arrangements. The foodbank network partners have continued to support residents with food, cleaning products, toiletries, pet food and baby related goods.

26. Of the three projects within this priority, all three are rated green.

Projects	2021-22 Quarter 1 (Apr – Jun)
Establish South Ribble Together Hubs	GREEN
Deliver a mental health support programme for young people	GREEN
Establish a Youth Council	GREEN

Key Performance Indicators

27. Of the eight performance measures reported under this outcome, two are due to be reported this quarter. Both measures are to be baselined.

- ▶ Number of residents benefiting from opportunities created by the communities' team:
- ▶ Number of meals provided to school age children through holiday hunger offer

A full list of the performance indicators is included in Appendix 1.



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

28. The Community Wealth Building programme has made good progress including the opening of the Unify Credit Union branch in South Ribble on the 21st June 2021. The Credit Union will provide access to ethical and sustainable finance for all residents, supporting the ethos of an inclusive local economy. An officer is now in post to support the delivery of the Community Wealth Building action plan, which has been reviewed and translated into a local implementation plan. There has been joint agreement by both Councils to implement the Social Value Portal as a tool to measure council procurement outcomes and quantify benefits for the community such as job creation and local spend.
29. The Council continues to support local businesses through the administration of Covid support grants and wider advice or assistance. Delivery of the business support programme aims to reduce the potential for business failures, support viable business and support economic recovery following the impact of the pandemic. During quarter one, there have been 1,622 grants, with a total value of £18,620,000. Work is now in progress to further develop the offer and options that will provide extended support once the government grants come to an end. Timescales have been amended in line with the changes to government guidance and extension of some grant schemes.
30. The Leyland Town Deal has progressed with the signing of Heads of Teams and the development of the business case alongside the design works. The procurement of the professional design team has commenced and is due to be completed in quarter two. The design team will provide information to support the development of the business case for all three projects areas which are Leyland town centre improvements, Leyland Market improvements and a business hub development to offer commercial workspace, events and skills training. Stakeholder engagement will commence, and governance arrangements will be finalised to support the Leyland Town Board and the council with the delivery of the project.
31. Of the three projects within this priority, two are rated green and one is rated amber.

Projects	2021-22 Quarter 1 (Apr – Jun)
Implement the community wealth building action plan	GREEN
Establish a business support programme	Amber
Deliver year 1 of the Town Deal	GREEN

Establish a business support programme:		AMBER
A bespoke programme of business support to meet the longer term needs of businesses from across the borough as they recover from the Covid-19 crisis.		
Issue:	<p>This project has been rated amber as business support project timelines are aligned and dictated by the government ARG (Additional Restriction Grant) funding. The business support project will commence once the government Covid-19 business support programmes draw to a close.</p> <p>In quarter one, new government guidance was released, the Covid restrictions extended to 19th July and extensions to Restart and ARG grant payment deadlines until 30th July have impacted on the timelines of the project.</p>	
Actions Plan - What will be done:	A draft scheme and project initiation document including 'Phase 2' design, implementation and monitoring of the extended support programme are to be presented to Cabinet for approval in quarter two. 'Phase 2' sets out the extended business support programme which seeks to deliver a business grants programme using the corporate business support budget and the 'ARG (Additional Restrictions Grant) Tranche 3', as part of a single grant scheme. This will be subject to any further changes to the Governments business support guidance and programmes.	

Key Performance Indicators

32. Of the four performance measures reported under this priority, one measure is due to be reported this quarter and is rated green:

- ▶ % 16 -17year olds not in education or training (NEET)



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

33. As part of the ongoing commitment to the environment and to help tackle climate change, the Council hosted a virtual event for 'World Environment Day'. The Facebook event reached 1,688 people and videos of the event content were shared on the Council's Facebook main page reaching a joint total of 11,500 people. The event shared useful information on the changes we can all make to help tackle climate change as well as activity that is happening across the borough through the council and other groups in the community. A new cycle storage facility has been completed at Moss Side depot to encourage staff to use more environmentally friendly means of travel. Looking forward to next quarter, the installation of solar panels at the Civic Centre will be complete. A new building management system will be installed within the Civic Centre to monitor all energy consumption around the building. To encourage residents to consider their own energy consumption, information for the affordable energy saving schemes will be promoted on the Council website.
34. The completion of Tom Hanson House has provided nine new affordable flats. The management of the housing has been given to the Community Gateway Association via a lease agreement and all nine flats are fully occupied. The remaining extra care scheme McKenzie arms sites has moved forward with contractors and professional teams appointed to support design and scheme development. Master plan options and a cost plan have been developed around the preferred scheme for Extra Care and Cabinet are considering approval of the scheme. A report on the scheme and costing for the McKenzie Arms Development will be considered by Council in quarter two.
35. Improvement to council owned leisure facilities continues with plans developed around the decarbonisation of each leisure site. The decarbonisation plans will enable the council to submit grant applications to central government for funding which will in turn support the Council in meeting its commitments to the local environment and becoming carbon neutral as well as providing good quality leisure facilities. Improvements to those facilities will be focused in quarter two through opening of tenders for refurbishment of the Tennis Centre car park and Leisure Centre painting and cladding.
36. Of the four projects within this priority, three are rated green and one is rated as amber.

Projects	2021-22 Quarter 1 (Jan – Mar)
Bring Worden Hall back into use	GREEN
Deliver a project to support the green agenda	GREEN
Deliver a leisure improvement project	GREEN
Commence building of affordable homes within the borough	AMBER

Commence building of affordable homes within the borough:		AMBER
This project will bring forward and deliver a number of schemes to address the gap in the current housing market to provide quality affordable homes.		
Issue:	As a large capital project, there is a risk to the budget and financial stability of schemes linked to supply chains and labour. There are dual impacts caused by Brexit and Covid-19 placing pressure on supply chains and labour which in turn has the potential to significantly increase costs.	
Actions Plan - What will be done:	These economic pressures are largely outside of the council's control and will need to be factored into the project design and costing. The stage one tender process is being undertaken for the McKenzie Arms site, where project costs will be fully assessed and may require the project to be redesigned or scaled accordingly.	

Key Performance Indicators

37. Of the seven performance measures reported under this outcome, two performance measures are due to be reported at the end of this quarter. One is rated green and one is rated red. A full list of the performance indicators is included in Appendix 1.

The green rated measures are as below:

- ▶ 27,500 Trees will be planted in the borough this year (Cumulative)

The red rated measure is as below:

- ▶ The number of people who are prevented from becoming homeless is increased

Key Performance Indicator	Target	Comparable Period	Quarter 1 2021/22	Symbol	Trend
The number of people who are prevented from becoming homeless is increased	Target to improve trend	95 (Q1: 2020/21)	86	▲	Worse than Q1 2020/21
Commentary:	<p>There has been a decreased number of homeless preventions this quarter compared to the same time last year. The service has seen an increase in complex cases, where those presenting have multiple needs.</p> <p>Those with complex needs require more intensive support in order to achieve positive outcomes in terms of prevention. Funding has been secured for a 12 month 'Prevention of Rough Sleeping Co-Ordinator' to work with those individuals with the most complex needs. This role will work alongside the Housing Options Team and other agencies to prevent homelessness occurring, or where this is not possible to identify solutions and support to assist individuals into sustainable housing.</p>				

Key Organisational performance measures

38. At the end of quarter one, there are 12 key organisational performance measures due to be reported. A full list of the performance indicators is included in Appendix 2.

39. Of the 12 key organisational performance measures, eight are rated as green:

- ▶ % planning applications decided within 8 weeks (minor / other applications)
- ▶ % of telephone calls answered within 90 seconds
- ▶ % of calls abandoned before being answered in a quarter
- ▶ Average days to process a new Housing Benefit claim
- ▶ No. of accidents reported to Health Safety Executive for work related activity (RIDDOR)
- ▶ Number of near miss incidents reported to Health and Safety
- ▶ The average number of working days from Disabled Facilities grant referral received from LCC to application approved

40. Three organisational performance measures are performing below target but within threshold:

- ▶ Percentage of Council Tax collected (Cumulative YTD)
- ▶ Percentage of Business Rates (Cumulative YTD)
- ▶ Number of households in temporary accommodation at the end of the quarter

41. Of the 12 key organisational performance measures, two are rated as red:

- ▶ Number of accidents reported to Health and Safety from work related activity
- ▶ % planning applications decided within 13 weeks (major applications)

Key Performance Indicator	Target	Comparable Period	Quarter 1 2021/22	Symbol	Trend
Number of accidents reported to Health and Safety from work related activity	Target to improve trend	8 (Q4: 2020/21)	15	▲	Worse than Q4 2020/21
Commentary	The increase in the number of accidents reported is likely a result of the easing of lockdown restrictions from the previous quarter to quarter one. This accompanied by the extremely good weather encouraging the public to take advantage of the eased restriction which will have a significant impact in the opportunity for accidents to arise. Whilst the trend has increased from the previous period the figures are statistically low considering the numbers of people (staff and members of the public) covered.				

Key Performance Indicator	Target	Comparable Period	Quarter 1 2021/22	Symbol	Trend
% planning applications decided within 13 weeks (major applications)	80%	100 (Q4:2020/21)	75%	▲	Worse than Q4 2020/21
Commentary	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 one or two applications being off target can impact significantly on the percentage. These could be affected by delays to signing a				

	<p>Section 106 legal agreement associated with an application or a deferral of a decision by the Planning Committee.</p> <p>There has been a significant increase in the overall number of planning applications over the last 12 months. The Council has recruited a consultant for an initial four-month period to focus and support on the processing of major applications.</p>
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Climate change and air quality

42. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations are in place.

Equality and diversity

43. 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 and each individual project will have its own equality impact assessment which are being revised and reassessed during quarter three.

Risk

44. Risk registers are being completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.
45. 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

46. The delivery of the Council's Corporate Objectives are supported by the budgets set within in the Medium Term Financial Strategy.

Comments of the Monitoring Officer

47. There are no issues of concern from a Monitoring Officer point of view. The report provides an overview of the council's performance in terms of delivering the Corporate Strategy and delivery against its corporate priorities. The report is for noting and consideration.

Background documents

- ▶ Corporate Plan, approved 30th September 2020

Appendices

- ▶ Appendix 1 - Performance of the Corporate Strategy Measures
- ▶ Appendix 2 - Key Organisational Performance Measures

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Appendix 1 – Performance of the Corporate Strategy Measures

 Worse than target, outside threshold	 Worse than target but within threshold (5%)	 Performance is better than target
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Indicator Name	Polarity	Target	Quarter 1 2020/21	Symbol	Trend
An Exemplary Council					
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	32.5%		Better than Q4 2020/21
The percentage of households living in fuel poverty will be better than the North West average	Smaller is better	14.5%	10.8%		Worse than Q1 2020/21
Thriving Communities					
Number of meals provided to school age children through holiday hunger offer	Smaller is better	To be baselined 2021/22	10823 In Quarter	-	-
Number of residents benefiting from opportunities created by the communities' team	Bigger is better	To be baselined 2021/22	14314	-	-
A fair local economy that works for everyone					
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	3.4%		Better than Q1 2021/20
Good homes green spaces healthy places					
27,500 Trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500 (Annual)	20		Same as Q1 2020/21
The number of people who are prevented from becoming homeless is increased	Bigger is better	95 (Q1: 2020/21)	86		Worse than Q1 2020/21

¹ This measure is to be baselined this year (2021/22) to establish a target and data set for future comparison. The number of residents benefiting from opportunities created by the Communities team, has seen a significant increase from 878 in quarter four to 4314 this quarter. This is due to the inclusion of 3843 people who participated in the 'Living Room Live' virtual event.

² There was no tree planting programmed for quarter one, the tree planting season will commence from quarter three.

Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Quarter 1 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	45	●	Worse than Q4 2020/21
Number of Accidents reported to Health and Safety from work related activity	Smaller is better	Target to improve trend	15	▲	Worse than Q4 2020/21
No. of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	Target to improve trend	1	★	Same as Q4 2020/21
Number of near miss incidents reported to Health and Safety	Bigger is better	Target to improve trend	7	★	Better than Q4 2020/21
The average number of working days from Disabled Facilities grant referral received from LCC to application approved	Smaller is better	Target to improve trend	149	★	Better than Q4 2020/21
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	75%	▲	Worse than Q4 2020/21
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	85.7%	★	Better than Q4 2020/21
% of telephone calls answered within 90 seconds	Bigger is better	40%	71.4%	★	Better than Q4 2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	9.3%	★	Better than Q4 2020/21
Average days to process a new Housing Benefit claim	Smaller is better	19 days	15.46 days	★	Worse than Q4 2020/21
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	29%	28.83	●	Worse than Q1 2021/20
Percentage of Business Rates (Cumulative YTD)	Bigger is better	31%	30.96	●	Worse than Q1 2021/20