

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Leader of the Council)	Scrutiny Budget and Performance Panel	Monday, 15 November 2021
Is this report confidential?	No	
Is this decision key?	No	

Corporate Strategy Quarterly Performance Monitoring Report, Quarter Two 2021/22

Purpose of the Report

1. To provide Cabinet with a position statement for the Corporate Strategy for quarter two (July – Sept) 2021/22.

Recommendations to Cabinet

2. The Scrutiny Budget and Performance Panel are asked to consider the report and make comments and recommendations to the Cabinet
3. Cabinet is asked to note 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. N/A

Corporate priorities

6. 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

Executive summary

7. This report presents the performance of the Corporate Strategy at the end of quarter two (1 July – 30 September 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.
8. Of the 14 projects in the strategy: 14% (two) are complete, 79% (11) are rated green and on-track; 7% (one) is rated amber.
9. Of the 24 performance indicators used to monitor the Corporate Strategy, eight can be reported at the end of the quarter. Three are rated green, three are rated red and two are yet to be baselined.
10. Of the 13 key organisational performance measures; nine can be reported at the end of the quarter. Six are performing better than target; one is performing worse than target but within a 5% tolerance of the target; and two are worse than target and outside the 5% tolerance.




Background to the report

11. At Council on 30 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 two, 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 project has been completed with all key milestone being delivered. The project has delivered an updated constitution; refreshed governance, performance management and human resources policies; a consistent approach to community engagement and consultation through the Consultation Framework and Community Engagement Strategy; and a robust approach to managing strategic contracts and partnerships through the Partnership Framework. Overall, the actions in place will ensure that the council is a transparent, accountable organisation with an improved governance culture and environment.
16. Shared Services has progressed this quarter with the development of a shared Customer Service between South Ribble and Chorley Councils. The consultation for the customer services management structure has been completed and the initial review has been approved. The shared management structure has been implemented since September. Work has commenced on the development of the second stage of the customer service review, which will seek to implement a shared team structure. The shared ICT service review proposals were presented to the Shared Services Joint Committee in August 2021. However, there has been slight delays as the consultation period was extended to allow the team more opportunity to provide feedback. The final proposals for the ICT review will be signed off in October 2021 and the implementation of the review is to be completed by December 2021.
17. Despite resourcing challenges, the delivery of the joint digital strategy has progressed in quarter two. The progress made includes the implementation of a document management system for the Planning service, providing efficiencies and improved digital security to the service. A review to automate processes for both Planning and Building Control and the alignment and adoption of best practice has commenced as part of Shared Services to drive improvements and efficiency in the way the service operates. Throughout the quarter, weekly drop-in sessions have been delivered to support the move towards deploying SharePoint (cloud-based storage system). The sessions have been aimed at providing users with the skills and knowledge as it is rolled out across the authorities. The impact of the changes will be to enhance the way officers work and collaborate across both councils will be able to share data seamlessly as well as with third parties.
18. The programme of activity to work with partners to design and deliver better public services has now completed. On 15 September, the newly established Chorley and South Ribble Partnership met for the first time, with new governance arrangements, a defined strategy and action plan. The strategy had been developed over a period of nine months, and represents a consensus across partners on where there should be a collective focus. The Partnership will be developing with partners a locality model which shapes the way services work with each other as well as continuing to build on the benefits of sharing data to improve performance and the application of resources. The first major piece of work being undertaken is a summit in November 2021 on the economy which will see a number of key leaders and experts brought to together to

identify the recommendations that the Partnership should take forward to support the economy as it recovers from the impact of the pandemic.

19. Of the four projects within this priority, two are complete, one is rated green and one is rated amber.

Projects	2021-22 Quarter 2 (July– Sept)
Deliver the Annual Governance Statement Action Plan	COMPLETE
Transform the way the council operates	GREEN
Work with partners to design and deliver better public service:	COMPLETE
Deliver year one of the joint digital strategy	AMBER

Deliver year one of the joint digital strategy:		AMBER
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.		
Issue:	This project has been rated amber due to resourcing issues. There are existing vacancies within the ICT service across both authorities resulting in gaps in the essential skills and knowledge required to support the delivery of the Joint Digital Strategy. The recruitment to these vacant posts was expected to take place in quarter two, however this has been delayed due to the extension of the formal consultation period of the shared service ICT review.	
Actions Plan - What will be done:	To ensure that there is the necessary capacity, resources and skills in place to deliver the Digital Strategy. Recruitment to the vacant posts will be conducted in December as part of the shared ICT restructure to address the capacity issues. A full costing exercise will be undertaken to identify any additional capacity costs. The year one action plan for the Joint Digital Strategy is to be reprofiled as a result of the above and is expected to be complete in February 2022. This will ensure successful delivery of the Joint Digital Strategy as planned in March 2024.	

Key Performance Indicators

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

The red rated measure is:

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

Key Performance Indicator	Target	Comparable Period	Quarter 2 2021/22	Symbol	Trend
At least 40% of service requests will be received via self-service channels	40%	32.5% (Q1 2021/22)	25.3%	▲	Worse than Q2 2020/21
Commentary:	<p>Previous performance had shown an increase in the use of online self-service. The upward trend is likely to have been due to Covid and the impact of social restrictions. This has now begun to decrease, but current performance still presents as an improvement when compared to the same period pre-covid (21%, 2019/20).</p> <p>Maintaining and growing a shift to digital self-serve requires a number of actions in order for the council to meet its target. The following actions are to be taken to improve and encourage channel shift to online self-serve. The below represent long term actions to sustain change and include:</p> <ul style="list-style-type: none"> • the delivery of digital skills programmes to enable residents to use digital services to access council functions; • a review of the online services to ensure that they are simple, provide an end to end resolution, and represent all council self-serve channels; • a communications campaign will be launched to promote the benefits of online services to 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. Developing mental health support for young people has moved forward within the quarter, with the initial actions to provide internal staff with an accredited Mental Health First Aider training. The course has been delivered through Lancashire Mind, and has been completed by 48 members of staff. Those employees were identified as individuals that are more likely to come into contact with young people who may be vulnerable. The course provides officers with the skills and knowledge to recognise mental health needs, support young people with empathy and understand how to direct individuals to the appropriate professional support. This is one initiative in a programme of support that will continue to be developed over the coming months. During the next quarter, the council will continue in its efforts to raise the awareness for the benefits of mental health first aid by providing awareness sessions to identified partner organisations that work directly with vulnerable young people.
22. The Youth Council programme has progressed this quarter with the commission of Shoutout UK, a young people's advocacy service that builds political literacy skills with young people to provide support and confidence to take part in the Youth Council. The commission includes a national look to politics and the political system, local politics (e.g. voting/local issues), developing public speaking, debating exercises and future engagement and development programme. Shoutout UK will deliver sessions to up to 30 young people, who will design and create the structure of the Youth Council which will be delivered as part of the planned programme in January 2022. The recruitment of the 30 young people commenced in September via active engagement with two schools and through the use of social media.
23. The Community Hubs has made progress in quarter two with hub action plans being delivered and monitored through regular Community Hub planning meetings and hub chair briefings. Examples of the progress made within the action plans include; the installation of a community defibrillator at Walton le Dale Junior football club; Brownedge Christians Together foodbank received new and sustainable premise at St Aiden's Church supported by the Hubs Boost Fund, successful delivery of South Ribble in Bloom with 37 entries and 42 people attending the celebration event; resocialisation/social isolation interventions such as chatty cafes have been delivered within all Community Hub areas to build confidence due to increased social anxiety caused by the pandemic. Each hub area has had meetings to provide insight and autonomy on the way each hub area will operate going forward. Workshops will take place with Cabinet, Community Hub Chairs and Vice Chairs to discuss and agree the terms of reference for each hub area in quarter three. A report is to be presented to Cabinet in November 2021, which will review the achievements and progress of the Community Hubs over the last twelve months.

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

Projects	2021-22 Quarter 2 (July– Sept)
Establish South Ribble Together Hubs	GREEN
Deliver a mental health support programme for young people	GREEN
Establish a Youth Council	GREEN

Key Performance Indicators

25. 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

26. The Community Wealth Building programme has made good progress in the quarter with the council formally achieving the Living Wage Accreditation. The accreditation recognises employers that chose to pay staff above the government's minimum wage. There has been agreement to implement the Social Value Portal (SVP) and staff training sessions have been delivered. A draft social value portal policy has been established and shared with stakeholders for input. The social value portal will measure the council's procurement outcomes and the benefits to the community.
27. The council continues to support local businesses, reduce the potential for business failures, and support economic recovery through the administration of Covid government support grants and wider advice or assistance. Proposals for the grant scheme have been presented to the Covid Business Support Member working group and have been approved. The Council has received further funding from Central Government, a total of £706k because of meeting key targets over the past months as part of the grants programme provided throughout the Covid pandemic. This Additional Restrictions Grant (ARG3) tranche of government funding will be amalgamated with a further £150k as part of the corporate strategy project to support businesses. The support that will be provided includes mental health support, recruitment, bringing empty properties back in to use, sector skills (e.g. hospitality and care), start-up grants and summer grants for market traders. Approval for grant criteria and authority to spend has taken place through an Executive Member Decision.
28. The Leyland Town Deal has progressed with the commencement of the business case development for all three project areas in Leyland, which are town centre transformation, the market improvements and the development of 'Base 2 Business' hub. Professional consultants have been appointed to form the design team which will support the development of the business cases. Stakeholder engagement and consultations events are to take place next quarter to develop the project brief. The submission of the business cases to the funding body is programmed for submission in March 2022.
29. Of the three projects within this priority, all three are rated green.

Projects	2021-22 Quarter 2 (July– Sept)
Implement the community wealth building action plan	GREEN
Establish a business support programme	GREEN
Deliver year 1 of the Town Deal	GREEN

Key Performance Indicators

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

- ▶ Overall employment rate greater than north west average.



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

31. As part of the ongoing commitment to the environment and to help tackle climate change, the council has delivered 1.2km of new cycle and pedestrian routes alongside the river Lostock between Dunkirk lane and Longmeanygate. There has also been 8km of improvements delivered to footpaths across the green links network. The green link network aims to encourage cycling and walking across the borough. Solar panels have been installed at the Civic Centre which will produce clean renewable energy, reducing the Council's energy costs and lowering carbon emissions. In quarter three, work will be undertaken to promote home energy saving schemes through the Council's website to encourage residents to consider their own energy consumption. The installation of four electric vehicle charging points is to be completed in Leyland, Bamber Bridge, Lostock Hall and Penwortham.
32. Progress has been made in quarter two for the development of the McKenzie Arms, with a contractor appointed and progression of the design to deliver the scheme and development of a funding bid to Homes England as part of the Affordable Homes Programme. The McKenzie Arms development will provide 15 new quality affordable homes in Bamber Bridge. The Extra Care scheme will provide apartments and extra care and support for older residents and at the same time allowing them to live independent lives as part of the local community. The Extra Care scheme has moved forward with a team of consultants being appointed to deliver a feasibility study and initial options appraisals. Cabinet has approved the use of the land on West Paddock next to the Civic Centre for the proposed Extra Care facility. Looking ahead to next quarter, work on site is to commence for the McKenzie Arms Development and the funding bid to Homes England will be submitted. A public consultation is to commence for the Extra Care scheme and work will begin to progress stage two of the design.
33. Improvements to the Council owned leisure facilities has progressed with the submission of a report to Full Council in July 2021. The report sought the approval of the leisure centre decarbonisation plans, allowing their submission as part of current and future grant applications for funding to assist in significantly reducing the Council's carbon footprint and providing good quality leisure facilities. The decarbonation grant applications totalling £3.4 million for projects such as solar panels, replacement of boilers where possible, window insulation and the installation of an energy management systems at all four of the council owned leisure centres been complete and will be submitted to the funding body in quarter three. The tendering process has been complete, and a contract has been awarded for the Tennis Centre car park extension. The painting and cladding work for the leisure centres is to commence on site in quarter three.

34. The development to bring Worden Hall back into use as a flexible community and event space has progressed with a contractor being appointed to deliver the project. The refurbishment works began on site in August and a public drop-in engagement event has been held at Worden Hall with 30 people attending. The event gave the public the opportunity to review and ask questions about the refurbishment plans. Completed refurbishment works to the buildings include, the outbuilding and the old conservatory have been demolished under the supervision of an archaeologist; the infill of the old basement has also been completed to allow for the foundations for the new lift shaft and toilet block to be installed. In quarter three, further refurbishment works will be undertaken to the hall's windows, roof, drainage, lift shaft, toilets and new plant room buildings.

35. Of the four projects within this priority, three are rated green and one is rated as amber.

Projects	2021-22 Quarter 2 (July– Sept)
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	GREEN

Key Performance Indicators

36. Of the seven performance measures reported under this outcome, four performance measures are due to be reported at the end of this quarter. Two are rated green and two are 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),
- ▶ Total number of young people's physical activity courses delivered.

The red rated measure is as below:

- ▶ Number of affordable homes delivered,
- ▶ The number of people who are prevented from becoming homeless is increased.

Key Performance Indicator	Target	Comparable Period	Quarter 2 2021/22	Symbol	Trend
Number of affordable homes delivered	40 (Annual – 80)	12 (Q2: 2020/21)	27	▲	Better than Q2 2020/21
Commentary:	<p>This indicator has been affected by economic pressures that are largely outside of the Council's control. The impact of the uncertainty from Brexit and Covid-19 has placed pressure on the supply chain and labour force. Large housing sites have not come forward as quickly as anticipated, and some of the Government affordable housing initiatives have not been successful.</p> <p>As the economy recovers from the pandemic and Brexit is negotiated it is expected that the impact on affordable homes from the lack of workforce availability and supply chain issues will ease. Additionally, the Council will aim to continue to pursue its own affordable home developments, utilising payments generated from other sites.</p>				

Key Performance Indicator	Target	Comparable Period	Quarter 2 2021/22	Symbol	Trend
The number of people who are prevented from becoming homeless is increased	90 (Q2:2020/ 21)	83 (Q1:2021/22)	75	▲	Worse than Q2 2020/21
Commentary:	<p>There has been a decrease in the number of people prevented from becoming homelessness this quarter when compared to the same time last year. This is due to an increase in complex cases, where those presenting have complex or multiple needs. Examples of complex needs include substance misuse, mental and physical health issues, tenancy failures and those leaving custody. These have resulted in creating barriers to accessing and sustaining tenancies. In addition, the waiting times for social housing in South Ribble has been impacted and increased by 11% in the past 3 months.</p> <p>To support the service, additional capacity has been provided with the prevention of rough sleepers' co-ordinator who is now in post. The prevention of rough sleepers' co-ordinator in collaboration partner agencies is working directly with clients who have multiple complex needs to establish pathways into accommodation and provide financial support. This additional resource should have a positive impact on the number of successful interventions.</p>				

Key organisational performance measures

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

38. Of the nine key organisational performance measures, six are rated as green:

- ▶ Number of households in temporary accommodation at the end of the quarter,
- ▶ % planning applications decided within 13 weeks (major applications),
- ▶ The average number of working days from Disabled Facilities grant referral received from LCC to application approved,
- ▶ Percentage of Council Tax collected (Cumulative YTD),
- ▶ % of telephone calls answered within 90 seconds,
- ▶ % of calls abandoned before being answered in a quarter.

39. One performance measure is rated blue and is performing below target but within threshold:

- ▶ % planning applications decided within 8 weeks (minor / other applications).

40. Two performance measures are rated red and are performing worse than target, outside threshold:

- ▶ Percentage of Business Rates (Cumulative YTD),
- ▶ Average days to process a new Housing Benefit claim.

Key Performance Indicator	Target	Comparable Period	Quarter 2 2021/22	Symbol	Trend
Percentage of Business Rates (Cumulative YTD)	55.16%	30.96% (Q1:2021/22)	51.97%	▲	Worse than Q2 2020/21
Commentary:	<p>This indicator has performed worse than target and has been impacted by an increase in the net debt collectable debit due to the reduction of Expanded Retail Discount from 100% to 66% relief which came into effect from 1 July 2021.</p> <p>Improved performance is anticipated month on month as the net collectable debit is repaid by monthly instalments until March 2022. The recommencement of statutory recovery action alongside the recovery of the local economy will also support an improvement in performance.</p>				

Key Performance Indicator	Target	Comparable Period	Quarter 2 2021/22	Symbol	Trend
Average days to process a new Housing Benefit claim	16 days	15.46 Days (Q1:2021/22)	21.24 days	▲	Not reported Q2 2020/21
Commentary:	<p>This indicator has performed worse than target this quarter and has been impacted by a number reasons, including an increased caseload.</p> <p>The Customer Service and Revenues and Benefits review will ensure the service is effectively resourced and will make the best use of technology to improve performance. Until the review</p>				

	is finalised and efficiencies can be achieved in early 2022 performance will continue to be closely monitored. Processes will be reviewed to ensure they are streamlined and where possible automated. Additional hours will also be made available to bring performance back on track.
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Climate change and air quality

41. N/A

Equality and diversity

42. 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

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

44. 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

45. The delivery of Corporate Priority Projects are supported by budgets included within the Medium-Term Financial Strategy.

Comments of the Monitoring Officer

46. There are no concerns to raise from a Monitoring Officer perspective. The report is for noting. It is part of our commitment to act in an open and transparent manner.

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	Comparison	Quarter 2 2021/22	Symbol	Trend
An Exemplary Council						
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	32.5 (Q1:2021/22)	25.3%		Worse than Q2 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 (Q1:2021/22)	9050	-	-
Number of residents benefiting from opportunities created by the communities' team	Bigger is better	To be baselined 2021/22	4257 (Q1:2021/22)	3884	-	-
A fair local economy that works for everyone						
Overall employment rate greater than north west average	Bigger is better	73.1%	79.5 (Q1:2021/22)	80.8%		Worse than Q2 2020/21
Good homes green spaces healthy places						
Total number of young people's physical activity courses delivered (Academic Year)	Bigger is better	Target to improve trend	198 (Q1:2021/22)	212		Not reported Q2 2020/21
27,500 Trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500 (Annual)	0 (Q1:2021/22)	10		Worse than Q2 2020/21
The number of people who are prevented from becoming homeless is increased	Bigger is better	90 (Q2:2020/21)	83 (Q1:2021/22)	75		Worse than Q2 2020/21
Number of affordable homes delivered	Bigger is better	40 (Annual -80)	12 (Q2: 2020/21)	27		Better than Q2 2020/21

¹ There was no tree planting programmed for quarter two, the tree planting season will commence from quarter three.

Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Comparison (Q1:2021/22)	Quarter 2 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	45	44	★	Not reported Q2 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	127	★	Not reported Q2 2020/21
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	75%	100%	★	Not reported Q2 2020/21
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	85.7%	84.1%	●	Not reported Q2 2020/21
% of telephone calls answered within 90 seconds	Bigger is better	40%	71.4%	62.4%	★	Not reported Q2 2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	9.3%	9.9%	★	Not reported Q2 2020/21
Average days to process a new Housing Benefit claim	Smaller is better	16 days	15.46 days	21.24 days	▲	Not reported Q2 2020/21
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	56.48%	28.83%	56.5%	★	Better than Q2 2020/21
Percentage of Business Rates (Cumulative YTD)	Bigger is better	55.16%	30.96%	51.97%	▲	Worse than Q2 2020/21