

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Leader of the Council and Cabinet Member (Strategy and Reform))	Scrutiny Budget and Performance Panel Cabinet	Monday, 21 March 2022 Wednesday 23 March 2022
Is this report confidential?	No	
Is this decision key?	No	

Corporate Strategy Quarterly Monitoring Report - Quarter 3 2021/22

Purpose of the Report

1. To provide Cabinet with a position statement for the Corporate Strategy for quarter three (Oct – Dec) 2021/22.

Recommendations to the Scrutiny 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 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 three (1 October – 31 December 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% (2) are complete, 79% (11) are rated green and on-track; 7% (1) 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 performing better than target, one is performing worse than target but within a 5% tolerance of the target, two are worse than target and outside the 5% tolerance of the target, and two are being baselined.
10. Of the 13 key organisational performance measures; 12 can be reported at the end of the quarter. nine are performing better than target; two are performing worse than target but within a 5% tolerance of the target; and one is worse than target and outside the 5% tolerance of the target.
11. This quarter will be the last time the 2021/22 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 2022/23 Corporate Strategy, are due to complete 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 3.

Background to the report

12. 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.
13. The four priorities identified in the strategy are:
 - An exemplary council,
 - Thriving communities,
 - A fair local economy that works for everyone,
 - Good homes, green spaces, healthy places.
14. Activity and resources are targeted towards 14 priority projects which are delivered over a period of 12-18 months and measured using 24 performance indicators. This report provides the status of the projects and measures at the end of quarter three, 2021-22.
15. 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

16. Consultation was completed and proposals finalised to establish a single operating model for Customer Services. Following consideration by the Shared Services Joint Committee and subsequent approval, the proposals will now be implemented to ensure a fit for purpose structure that can maintain the delivery of excellent customer services in line with increasing customer expectations. The implementation of Shared ICT arrangements has moved forward with all internal appointments now completed and further recruitment underway to fill additional posts to boost capacity. Over the next quarter, work will also be carried out to deliver development support for shared services including induction for new services and the opportunity for shared services staff to network and meet their colleagues, embedding the shared teams across the organisations.
17. A number of actions have been progressed as part of the Joint Digital Strategy which will be further accelerated following recruitment to key roles within the new structure. Processes continue to be reviewed to ensure a digital first approach; procurement of hardware to improve connectivity to the Council leisure centres has commenced; a digitisation review is underway to identify data that can be transferred to a digital format starting with Planning and Facilities; and ICT are testing out document management solutions ahead of sharing with other teams.
18. Of the four projects within this priority, two are complete, one is rated green and one is rated amber.

Projects	2021-22 Quarter 3 (Oct- Dec)
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:	<p>There are several complex projects in the Digital Strategy that are dependent on specific skills and capacity to enable them to be delivered.</p> <p>Actions that could be delivered within the current resources and skill base have progressed well and are being prioritised, with 69% of actions either in progress or complete. Significant progress being made in areas such as in the digitisation of data and automation of services, such as in Planning.</p>	
Actions Plan - What will be done:	<p>As part of the ICT shared services restructure, recruitment to the nine vacant posts is currently underway and estimated to be filled by April 2022. This should resolve the skills and capacity issues that have affected the delivery of the project and ensure it can move forward.</p> <p>Actions are already in place to progress the strategy and procurement for software and hardware was approved in December by Cabinet and will be jointly conducted with Chorley as part of the new shared ICT Service.</p> <p>As the project and strategy move forward, to address the delays incurred within 2021/22, the project plan is to be reviewed and reprofiled with robust internal monitoring applied. The reprofiling exercise will ensure that objectives are prioritised based on business need and ensure that the project completes within its overall timescale by March 2024</p>	

Key Performance Indicators

19. Of the five performance measures reported under this outcome, one is due to be reported this quarter. This indicator is currently rated off track and outside of the 5% threshold.

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

Key Performance Indicator	Target	Comparable Period	Quarter 3 2021/22	Symbol	Trend
At least 40% of service requests will be received via self-service channels	40%	25.78% (Q2 2021/22)	22.75%	▲	Worse than Q3 2020/21
Action Plan:	<p>There has been a slight decline in the number of requests received through self-serve channels which may be attributed to more people returning to Council offices and the re-opening to the public following closures linked to the government's social restrictions.</p> <p>A number of actions and initiatives will be put in place to further encourage channel shift to online self-services and to help the council meet its targets. These actions include:</p>				

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| | <ul style="list-style-type: none">• A review of the digital self-serve channels will be undertaken to map the highest volume processes and remove barriers that may prevent or discourage customers from completing a process online. This should simplify the process and make it easier to transact with the council digitally.• A communication programme will be rolled out to residents and businesses to encourage digital take up and establish self-service as the contact channel of choice.• The delivery of digital skills programmes will support residents with the skills and confidence to use digital council services. |
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A full list of the performance indicators is included in Appendix 1



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

20. As part of the Council's commitment to addressing mental health support for young people, a number of activities have been developed over the quarter to take forward practical support and establish sustainable networks. Lancashire Youth Challenge have been commissioned to deliver a 24-week programme commencing in March 2022 that focuses on raising young peoples' aspirations, confidence building, and emotional resilience development. The course will accommodate up to 20 young people and will be accessed via referral from key youth stakeholders (e.g. Schools, Sports Clubs, etc). Following the success of the delivery of an accredited Mental Health First Aid (MHFA) course by Lancashire Mind to all council services that have regular contact with young people, a further training course is planned to be delivered in quarter four for wider community stakeholders including youth groups, schools, sports clubs and the police. The community stakeholders that undertake the MHFA course will be encouraged to come together as part of a local mental health forum, which will meet quarterly to share knowledge and experiences to support current and emerging mental health issues.
21. The development of the Youth Council has progressed well including engaging with young people on the design of the council and establishing the initial membership. In October, 20 local young people registered to take part with regular meetings scheduled every two or three weeks. The members have already identified a number of themes that they wished to focus on, which included knife crime, period poverty and armed forces veterans. As part of this early stage in establishing a Youth Council, the registered members have completed 'Politics and Public Speaking' training facilitated by Shout Out UK which aims to support those members in developing their political literacy skills as well as increasing their confidence to take part in the Youth Council and debates. Based on the positive engagement and input from the members of the formative Youth Council, elected members will over the coming quarter agree the formal framework and structure of the Council and consider how the Youth Council engages in local decision making and the community.
22. A review of the Community Hubs was presented to Cabinet in December 2021. The review provided a summary of key achievements over the past 12 months as well as a review of the Community Hub model and a survey to all members. The feedback from members was extremely positive:
 - 87% of members feel engaged in their Community Hub
 - 90% of members feel like they can influence decisions made within their Community Hub
 - 90% of members feel like that the decisions made within their community hub have a positive impact on their community
 - 93% agree have autonomy to identify and act on local priorities
 - 93% feel supported by the Community Development team

23. Delivery of the hub action plans have moved forward with progress against a number of key projects within the action plan including management of Moss Side community centre, disabled access improvements to the Eagle and Child Bowling Club, and an event to recognise the achievements of Friends Groups in Leyland and Farington.

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

Projects	2021-22 Quarter 3 (Oct– Dec)
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 being 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 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 Social Value Portal now operational enabling the Council to measure the council's procurement outcomes and the benefits to the community. As part of the ongoing process to embed and develop the Council's approach to wealth building, a number of internal activities have been completed to engage and train officers in key principles and processes including training materials and an e-learning module. Early research has been undertaken to develop the Social Value Toolkit, which is expected to be shared with stakeholders in quarter four. Next quarter a 'Meet the Buyer' business engagement event for the Leyland Town Deal will provide an opportunity to promote Community Wealth Building and Social Value principles as part of the development.
27. The Covid recovery support package for businesses provided within quarter three included an additional investment of £150,000 from the council to supplement the Additional Restriction Grant (ARG3) of £706k. The main purpose of the grants has been to mitigate hardship or loss of income as a result of the pandemic, but grants have also been provided to support bringing empty properties back in to use, training/retraining and start-up businesses. By the end of quarter three, the Council paid out grants to 223 applicants totalling £695k and to date (end of February 2022) a total of £861K has now been paid to local businesses. The support package provided through the Council also includes addressing the impact of mental health, and 43 referrals have been made through to Lancashire Mind for access to wellbeing coaching.
28. The Leyland Town Deal continues to progress with the development of the business case focusing on the three key proposed projects: Town Centre Transformation, Market Refurbishment and Base 2 Business Hub. The business case is due to be submitted to the funding body by March 2022. Design development has also progressed with the RIBA Stage 2 design complete in December 2021. Consultations on the Stage 2 design were held with stakeholders in November and December at the Commercial Vehicle Museum and the Civic Centre. The consultation ended on the 3rd December 2021 receiving 192 completed questionnaires. The stakeholders that took part in the consultations included market traders, internal Council staff, businesses and residents. Other stakeholders that have contributed to the development of the design include the Police and Lancashire County Council.

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

Projects	2021-22 Quarter 3 (Oct– Dec)
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 performing better than target and one is performing worse than target but within a 5% threshold.

The measure rated as on track is:

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

The measure rated as worse than target but within a 5% threshold is:

- ▶ 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. Improvements to the green infrastructure of the borough has moved forward with completion of the installation of four new electric vehicle charging points at Leyland, Bamber Bridge, Lostock Hall, and Penwortham. Growth in this area enables residents to make choices on adopting new technologies and vehicles that will contribute to carbon reduction. The Council's website has been updated to provide information to residents on how they are able to potentially improve the energy efficiency of their property. The updates provide information on the energy efficiency ratings as well as details of schemes open to the public that they may be able to access
32. Access to affordable homes remains a priority and the Council's two major schemes continue to progress. A contractor has been appointed to deliver the McKenzie Arms scheme, which is now in progress having secured investment from Homes England, totalling £675,000 (equating to £45,000 per unit). The scheme will deliver 15 new quality affordable homes in Bamber Bridge. The Extra Care scheme moved forward with a full business case developed and consultation event held in October 2021 at the Civic Centre and a further event planned in April 2022. Stage two of the design work has been finalised and the procurement for the main contractor has commenced.
33. The development to bring Worden Hall back into use as a flexible community and event space has progressed with the replacement of the Marsden room roof. The internal refurbishment works have been completed in the café, the lift extension has been constructed and the oak frame has been erected in the courtyard. In quarter four, further refurbishment works will be undertaken to construct the new plant room building, new lift shaft, toilet block and repairs to the roof. Plans for future events will take place in anticipation for the completion of works to Worden Hall by June 2022
34. Of the four projects within this priority, all four are rated green.

Projects	2021-22 Quarter 3 (Oct- Dec)
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

35. Of the seven performance measures reported under this outcome, three are due to be reported at the end of this quarter. Two are rated on track and one is rated off track.

The measures rated as on track are:

- ▶ 27,500 Trees will be planted in the borough this year (Cumulative),
- ▶ Total number of young people's physical activity courses delivered.

The measure rated as off track is:

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

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 3 2021/22	Symbol	Trend
The number of people who are prevented from becoming homeless is increased	Bigger is better	Target to improve trend	75 (Q2:2021/22)	75	▲	Worse than Q3:2020/21
Action Plan:	<p>There has been an increase in the number of duties to refer presentations from statutory bodies such as hospital, probation, police and prison services as a result of greater awareness among referring agencies through multiagency working. The data suggests that the number of referrals from statutory bodies has doubled from 2020 to 2021. These individuals usually have complex or multiple needs that create barriers to accessing and sustaining tenancies. In addition, the amount of affordable properties available is limited and the social housing register has increased by 25% since the pandemic which has impacted on the South Ribble waiting times.</p> <p>The prevention of rough sleepers' co-ordinator has been working in partnership with other partner agencies to support individuals with complex needs to establish pathways into accommodation. The council works closely with the private rental sector to seek any affordable housing that may be available. A social housing steering group also meets on a monthly basis to review the housing policy. The Council has also fed into the team responsible for updating the Central Lancashire Housing Needs Assessment which will contribute to the emerging Lancashire Local Plan.</p>					

Key organisational performance measures

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

37. Of the 12 key organisational performance measures, nine are on track and performing above target:

- ▶ % planning applications decided within 13 weeks (major applications),
- ▶ % planning applications decided within 8 weeks (minor / other applications),
- ▶ The average number of working days from Disabled Facilities grant referral received from LCC to application approved,
- ▶ % of telephone calls answered within 90 seconds,
- ▶ Average days to process a new Housing Benefit claim,
- ▶ Number of Accidents reported to Health and Safety from work related activity,
- ▶ No. of accidents reported to Health Safety Executive for work related activity (RIDDOR),
- ▶ Number of near miss incidents reported to Health and Safety,
- ▶ % of calls abandoned before being answered in a quarter.

38. Two performance measures are rated off track but within threshold:

- ▶ Percentage of Council Tax collected (Cumulative YTD),
- ▶ Percentage of Business Rates (Cumulative YTD).

39. One performance measure is rated off track and are performing worse than target, outside threshold:

- ▶ Number of households in temporary accommodation at the end of the quarter,

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 3 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	44 (Q2:2021/22)	51	▲	Better than Q3:2020/21
Action Plan:	<p>There has been an increase in the number of households in temporary accommodation, which consists of people that the Council has a statutory duty to accommodate and also those that would not usually be accommodated, but are being accommodated currently due to the cold/serve weather provision and the rise in the Omicron Covid variant. In addition, there is a lack of suitable accommodation as the social housing register has long waiting times and the private rental sector properties are in short supply with limited options for those with complex needs. Therefore, more hotel accommodation is being used as an alternative.</p> <p>Those in temporary accommodation all have personal housing plans, which are discussed at monthly meeting to further support people to move on. Regular visits to those in temporary accommodation have been introduced to address any barriers that may exist to moving into a placement and housing. Floating support is also provided through Excel Housing Solutions to support individuals with issues not linked to accommodation such as budgeting and life skills.</p>					

PERFORMANCE OF THE RESIDENTS' SURVEY MEASURES

40. A residents' satisfaction survey was undertaken between November 2021 and January 2022 to understand the views of residents about the local area and the impact and support needed for recovery from the Coronavirus pandemic.
41. The survey was distributed to residents in November 2021 using an online questionnaire via Citizen Space advertised through the council's social media network and a targeted random sample posted to residents inviting them to complete the survey online with a unique code. The survey achieved a total of 1,191 responses, which is considered statistically valid with weightings applied to ensure findings are representative of the borough population.
42. The questionnaire asked residents to provide their views of the local area, the council and the services that the council provides. A number of the questions directly relate to key measures within the corporate strategy.

43. Five of the eight corporate indicators performed above target:

- The percentage of people satisfied with South Ribble as a place to live will increase,
- The percentage of people who feel they belong to their local area will increase,
- The percentage of people who think the Council acts on the concerns of local residents will increase,
- The percentage of people who feel safe when outside in their local during the day will increase,
- Satisfaction with the parks and green open spaces will increase.

44. Three of the eight corporate indicators performed worse than target but within 5% threshold:

- The percentage of people satisfied with the leisure and sports facilities in their local area will increase,
- The percentage of people who feel involved in the local area and decision making will increase,
The percentage of people who feel safe when outside in their local area after dark will increase.

45. The table below shows a breakdown of the results for these indicators and a comparison has been made with the results of the last resident survey which was conducted in 2020.

	Worse than target, outside threshold (5%)		Worse than target but within threshold (5%)		Performance is better than target
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Priority	Key Performance Measures	Target	2021	% +/-	Status	Trend
An Exemplary Council	The percentage of people satisfied with South Ribble as a place to live will increase	82%	85%	3%		Better than 2020
	The percentage of people satisfied with the leisure and sports facilities in their local area will increase	53%	50%	3%		Worse than 2020
Thriving Communities	The percentage of people who feel they belong to their local area will increase	69%	70%	1%		Better than 2020
	The percentage of people who think the Council acts on the concerns of local residents will increase	54%	54%	0%		Same as 2020
	The percentage of people who feel involved in the local area and decision making will increase	18%	16%	2%		Worse than 2020
Good homes, green	The percentage of people who feel safe when outside in their local area after dark will increase	61%	58%	3%		Worse than 2020

Priority	Key Performance Measures	Target	2021	% -/+	Status	Trend
	The percentage of people who feel safe when outside in their local during the day will increase	88%	90%	2%	★	Better than 2020
	Satisfaction with the parks and green open spaces will increase	77%	79%	2%	★	Better than 2020

46. Despite the challenges of the last two years, the findings from the survey shows overall residents' satisfaction has increased compared to the previous survey conducted in 2020.

47. In addition to the corporate indicators, satisfaction with the way South Ribble Council runs things has increased significantly in 2021 (75%) compared to 2020 (67%).

48. When benchmarked against other councils and nearest neighbours, the comparisons continue to indicate that South Ribble is performing well when it comes to resident satisfaction. Three core areas have been identified by the LGA as being of strategic and practical importance in terms of helping councils understand the extent to which their residents are satisfied with their performance. The comparison shows that South Ribble Council is performing better than the average in all three core areas.

49. The questions outlined below.

Residents' Survey 2021 (Excluding 'Don't know' responses)			LGA 'Polling'*
LG Inform	Question	South Ribble 2021	October 2021
Core A	Overall, how satisfied or dissatisfied are your local area as a place to live?	85%	78%
Core B	Overall, how satisfied or dissatisfied are you with the way South Ribble Council runs things?	75%	56%
Core C	To what extent do you agree or disagree that South Ribble Council provides value for money?	47%	43%

* The Local Government Association (LGA) poll conducted in October 2021 took a representative random sample of 1,000 British adults (aged 18 or over)

50. Further analysis has taken place to consider the results on the footprint of the Council's Community Hub areas as well as the written comments/responses submitted as part of the survey. These will be provided to members and published in due course.

Climate change and air quality

51. 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

52. 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

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

54. 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

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

Comments of the Monitoring Officer

56. 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
- ▶ Appendix 3 - Status of the 2020/21 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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Note trend shown is same time last year.

Indicator Name	Polarity	Target	Comparison	Quarter 3 2021/22	Symbol	Trend
An Exemplary Council						
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	25.78% (Q2:2021/22)	22.75%		Worse than Q3:2020/21
Thriving Communities						
Number of meals provided to school age children through holiday hunger offer	Smaller is better	Target to be set 2022/23	9,050 (Q2:2021/22)	11,020	-	-
Number of residents benefiting from opportunities created by the communities' team	Bigger is better	Target to be set 2022/23	3,884 (Q2:2021/22)	1,200	-	-
A fair local economy that works for everyone						
Overall employment rate greater than north west average	Bigger is better	80%	80.8% (Q2:2021/22)	79.1%		Worse than Q3:2020/21
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	0.70 (Q2:2021/22)	2.60		Better than Q3:2020/21
Good homes green spaces healthy places						
Total number of young people's physical activity courses delivered	Bigger is better	Target to improve trend	212 (Q2:2021/22)	455		Better than Q3:2020/21
27,500 Trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500 (Annual)	0 (Q2:2021/22)	¹ 4,435		Better than Q3:2020/21
The number of people who are prevented from becoming homeless is increased	Bigger is better	Target to improve trend	75 (Q2:2021/22)	75		Worse than Q3:2020/21

¹ There was no tree planting programmed for quarters one and two, the tree planting season commences from quarter three.

Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Comparison	Quarter 3 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	44 (Q2:2021/22)	51	▲	Worse than Q3:2020/21
Number of Accidents reported to Health and Safety from work related activity	Smaller is better	Target to improve trend	16 (Q2:2021/22)	10	★	Better than Q3:2020/21
No. of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	Target to improve trend	1 (Q2:2021/22)	0	★	Same as Q3:2020/21
Number of near miss incidents reported to Health and Safety	Bigger is better	Target to improve trend	0 (Q2:2021/22)	1	★	Worse than Q3:2020/21
The average number of working days from Disabled Facilities grant referral received from LCC to application approved	Smaller is better	Target to improve trend	127 (Q2:2021/22)	106	★	Better than Q3:2020/21
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	100% (Q2:2021/22)	100%	★	Better than Q3:2020/21
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	84.1 (Q2:2021/22)	93.3%	★	Better than Q3:2020/21
% of telephone calls answered within 90 seconds	Bigger is better	40%	62.4% (Q2:2021/22)	62.9%	★	Worse than Q3:2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	9.9% (Q2:2021/22)	12.9%	★	Worse than Q3:2020/21
Average days to process a new housing benefit claim	Smaller is better	16 Days	21.24 days	14.51	★	Better than Q3:2020/21
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	84.64%	56.5% (Q2:2021/22)	84.4	●	Same as Q3:2020/21
Percentage of Business Rates (Cumulative YTD)	Bigger is better	80.79%	51.97% (Q2:2021/22)	76.79%	●	Worse than Q3:2020/21

Appendix 3: Status of the 2020/21 Corporate Strategy projects

Project	Status Summary
<p>Work with partners to design and deliver more sustainable public services</p>	<p>This project was completed in quarter two 2021/22.</p> <p>This project has ensured that we have a fit-for-purpose model of partnership working based on greater collaboration between the Chorley Public Service Reform Board and the South Ribble Partnership. This will allow us to achieve greater scale, influence, and efficiencies in our partnership work.</p>
<p>Transform the Way the Council operates / Extension of Shared Services: Phase 2</p>	<p>The delivery of Shared Services Phase 2 is scheduled to be completed by March 2022.</p> <p>Over 2021/22, this project has progressed the extension of shared services with South Ribble Borough Council to include the ICT Service and Customer Services. This has ensured greater resilience for both authorities financially and in terms of the sharing of knowledge, resources, and skills. This will ensure that our customers received better value for money for their services.</p>
<p>Deliver year one of the joint digital strategy</p>	<p>This project will reprofiled and rolled forward into the service level business plan to be delivered over 2022/23.</p> <p>Improvements delivered as part of this project's delivery have ensured that the Council can operate efficiently and in turn provide effective and value for money services for our customers. Digital technology adopted as part of this project includes the cloud software SharePoint, which is enabling staff to share data seamlessly across shared services and with third parties, facilitating new ways of working and collaboration. Automation has also been achieved across key services, such as Planning and Building Control, to improve efficiency.</p>
<p>Deliver the Annual Governance Statement action plan</p>	<p>This project was completed in quarter two 2021/22.</p> <p>Through 2021/22 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.</p>
<p>Establish a youth council</p>	<p>This project will continue to be delivered as part of the 2022/23 Corporate strategy to increase democratic participation across young people.</p> <p>The project has defined the Youth Council and established a proposed structure in October 2021 as a result of consultations with young people to inform and shape its design. The project has engaged with 20 young people from schools and social media. The Youth Council will focus on three key topics every quarter and will look to engage young people in local decision making and involve them in the community.</p>
<p>Establish South Ribble Together Hubs</p>	<p>This project will be complete by March 2022 and will move into a new phase as part of the new Corporate Strategy. The project to 'review and enhance the community hubs as a primary way to work closely with residents' will deliver the Community Hub action plans and 'Boost' fund to enable more to be achieved within local communities.</p>

Project	Status Summary
	<p>Over 2021/22 the Community Hubs have delivered several key achievements across the 5 neighbourhood areas such as the first tranche of Boost fund where over £20,000 was awarded to deliver community projects. A foodbank network has been established across South Ribble, building on a commitment to ensure that families can access food and supplies. Other successes include South Ribble in Bloom event; 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 the installation of a community defibrillator at Walton le Dale Junior football club.</p>
<p>Deliver a mental health support programme for young people</p>	<p>This project will continue to be delivered as part of the Communities business plan in 2022/23.</p> <p>The first year of the project focused on scoping and defining a clear set of actions to promote support for mental health targeting young people. A directory of metal health services for young people was developed and published onto the Council website. Mental health first aider sessions were also delivered to 43 officers, with the aim to support young people's mental health , developing essential knowledge and understanding that will be rolled out to wider partners so that young people can be better supported when attending places such as work or recreational activities.</p>
<p>Establish a business support programme</p>	<p>This project will be completed by March 2022.</p> <p>A grant scheme has been developed to respond to the needs of local businesses, to enhance the overall support available to local businesses through the national programme of business support. The Council processed 7,053 financial grants to businesses, totalling over 34.9 million as part of the support programme.</p>
<p>Deliver year 1 of the Town Deal</p>	<p>This project will continue into the 2022/23 programme of corporate strategy projects</p> <p>South Ribble is set to receive funding of up to £25 million for improvements to Leyland town centre as part of the Town Deal Fund. Consultants have been working with the Council to develop the detailed business cases for all three key delivery areas, which are the development of 'Base 2 Business Hub', town centre transformation and improvements to the market.</p>
<p>Implement the community wealth building action plan</p>	<p>This phase of the project will be completed by March 2022.</p> <p>The Community Wealth Building programme has delivered several key achievements of its action plan. These achievements include the opening of a Credit Union branch (Unify) in Leyland with a three-year plan to develop its sustainability. The Council has also formally achieved the living wage accreditation which recognises employers that chose to pay staff above the government national minimum wage. To help monitor the impact of social value, the Social Value Portal (SVP) has now been implemented to measure the Councils procurement outcomes and the benefits to the community. The programme will continue to be delivered through the service business plan, developing the next stage of the Community Wealth Building agenda.</p>

Project	Status Summary
Deliver a project to support the green agenda	<p>This project will continue in to the 2022/23 programme of corporate strategy projects.</p> <p>Within 2021/22 this project has delivered a number of work streams within its programme, which include the installation of four electric vehicle charging points, raising awareness to tackle climate change via an online event (World Environment Day) hosted by the Council. There has also been improvements to a series of outdoor paths and cycle networks within the borough, the installation of solar panels at the Civic Centre and a cycle storage facility at Moss Side depot.</p>
Bring Worden Hall back into use - phase 1	<p>This project will continue in to the 2022/23 programme of corporate strategy projects.</p> <p>The development to bring Worden Hall back into use as a flexible community and event space has progressed over the year with a contractor being appointed to deliver the scheme. The refurbishment work to the building started on-site in August 2021 and a public engagement drop-in event was held at the hall. Completed refurbishment works to the building include demolition of the outbuilding and old conservatory under the supervision of an archaeologist. The old basement has been filled to allow for the foundations for the new lift shaft and toilet block. Further work that has been completed include the replacement of the Marsden room roof and internal works to the café and other spaces.</p>
Commence building of affordable homes within the borough	<p>This project will continue in to the 2022/23 programme of corporate strategy projects.</p> <p>Over 2021/22 affordable housing units have been delivered following the opening of Tom Hanson House and further progress has been made with the McKenzie Arms development and the Extra Care scheme.</p>
Deliver a leisure improvement project	<p>This project will continue in to the 2022/23 programme of corporate strategy projects.</p> <p>Over 2021/22 works to the leisure centres have included health and safety works, upgrades to the Tennis Centre car park, other general improvements such as painting and cladding. There has been decarbonisation plans developed as part of the project to support the Council in significantly reducing its carbon footprint.</p>