

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Scrutiny Budget and Performance Panel	Monday, 20 June 2022
	Cabinet	Monday 20 June 2022

Quarter Four Performance Monitoring Report 2021-2022

Is this report confidential?	No
Is this decision key?	No

Purpose of the Report

1. To provide Cabinet with a position statement for the Corporate Strategy for quarter four (January – March) 2021/22

Recommendations to the Scrutiny and Budget 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 four (1 January – 31 March 2022). This report provides an update on the current position for the 15 projects, 27 Corporate Strategy performance measures and 12 key organisational performance measures.
8. Of the 15 projects in the strategy: 93% (14) are rated green and on-track; and 7% (1) is rated amber.
9. Of the 19 performance indicators used to monitor the Corporate Strategy, thirteen can be reported at the end of the quarter. Of those with targets, 60% (Six) are performing better than target; 10% (one) are performing worse than target but within a 5% tolerance of the target; 30% (three) are worse than target and outside the 5% tolerance of the target. Two have no target and are monitored against their trend, and one is being baselined. (Resident survey indicators are excluded from the total number of indicators as these are reported biennially and have been reported in quarter three).
10. Of the 12 key organisational performance measures, all 12 can be reported at the end of the quarter. Eight are performing better than target; two are performing worse than target but within a 5% tolerance of the target; and two are worse than target and outside the 5% tolerance of the target.




Background to the report

11. At Council on 24th November 2021, the Corporate Strategy was updated and refreshed to ensure that the strategy remained fit for purpose and responsive to the needs of the borough.
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 15 priority projects which are delivered over a period of 12-18 months and measured using 27 performance indicators. This report provides the status of the projects and measures at the end of quarter four, 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. As part of the council commitment to improvement, progress has been made in quarter four to deliver actions in response to the recommendations made by the Local Government Association peer review. Key actions include the introduction of governance training for all staff and delivery of the 'Passport to People Management' programme to upskill all managers on key policies and practices. The Council prepared to welcome the peer team to the Civic Centre to meet with staff and the Senior Management Team in person following the virtual review in 2021. The visit sought to corroborate the findings of the review and capture positive progress made towards the recommendations.
16. All shared services are now preparing development plans to outline how they will continue to develop and improve services under a single operating model. This includes the development of policies and procurement of systems and technology to ensure that exceptional services can be provided in line with increasing customer demand. Initial proposals for the future development of shared was presented to the Shared Services joint Committee in February 2022, this included the review of the principles and options for future sharing arrangements.
17. Working with partners through the Chorley and South Ribble partnership has focused this quarter on the development of a data and intelligence solution that will enhance the way information can be shared across partners to inform decision making and enable partners to better focus resources on shared priorities. Building on the outcomes of the Economic Summit hosted in November 2021, a series of round table discussions have been commissioned to engage with businesses on key topics such as employment and skills and be targeted at key sectors such as hospitality and leisure, manufacturing and third sector employers.
18. Delivery of the WorkPlace Strategy has focussed on understanding the needs of different teams and services to inform plans for improving the office working environment. High level seating plans have been drawn up and initial designs prepared for how the office spaces may look. This will provide a basis for consultation with staff to gather feedback, ensuring high quality workspaces that enable productivity and excellent customer service.

19. Of the four projects within this priority, all four are rated green and on track.

Projects	2021-22 Quarter 4 (Jan– Mar)
Deliver the peer challenge action plan to ensure continued improvement	Green
Deliver the shared services development plan to build a more resilient organisation	Green
Implement more efficient and effective working practices at the council through the WorkPlace Strategy	Green
Deliver more joined up public services through working with our partners	Green

Key Performance Indicators

20. Of the five performance measures reported under this outcome, one is due to be reported this quarter. This indicator is currently rated on track and performing above target:

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



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. To mark the Queen's Platinum Jubilee the Council will be hosting a weekend of entertainment over the extended Bank Holiday in June 2022, providing an opportunity to bring our communities together. The weekend events are to be held at Worden Park, and will include a Great British themed Leyland Festival on the 2nd June 2022, followed by the 80's themed Music in The Park event on the 3rd June 2022. Planning for the events has begun including processing of road closure requests and street party submissions in quarter four. In the next quarter, the marketing campaign will be completed; funding applications will be assessed and allocations distributed to support community events such as street parties; and both events at Worden Park (Music in the park and Leyland Festival) will take place.
22. Following the establishing of the Youth Council in October 2021, work has focussed on developing governance arrangements and proposals for a Youth Mayor to be presented in June 2022. The formative council have already indicated a number of themes which they want to focus on, which include, Mental Health, Black, Asian, and Minority Ethnic (BAME), Veterans, Foodbanks and Knife Crime. The members of the Youth Council have also been supported to access emotional personal resilience and mental health workshops funded by the Cooperative Council Innovation network and delivered by Lancashire Youth Challenge ahead of them being rolled out to schools, including Lostock Hall, Worden, and Penwortham Girls. This supports long term outcomes relating to resident involvement and positive mental health.
23. A review of the Community Hubs model was carried out and a report was presented to Cabinet in December 2021. Each Community Hub has developed their own terms of reference, setting out how they will operate going forward. A review of the Community Hub action plans 2022/23 will be undertaken and reported for Cabinet approval in June 2022. A summary of key deliverables from the quarter from the Community Hub Action Plans are included at Appendix 4.
24. The programme to develop South Ribble's visitor offer is focused around establishing a tourism strategy that in the long term will support an increase in the number of visitors to the borough, supporting local communities and the areas local economy. Initial conversations have been held with local tourism businesses who will form a working group in June 2022 to support the development of the tourism strategy. A marketing agency has also been commissioned to undertake development of the 'Discover South Ribble' branding.
25. Of the four projects within this priority, all four are rated green and on track.

Projects	2021-22 Quarter 4 (Jan– Mar)
Develop the Youth Council to make sure the views of young people are represented	Green
Deliver Music in the Park 2022 and Queens Jubilee Celebrations	Green
Review and enhance the community hubs as a primary way to work closely with residents	Green
Develop the visitor offer in South Ribble	Green

Key Performance Indicators

26. Of the eight performance measures reported under this outcome, three are due to be reported this quarter. One is rated on track and performing above target, and two are rated off track and outside of the 5% threshold.

The measure rated on track and performing above target is:

- The number of claimants as a proportion of resident population of area aged 16-64 is better than North West average

The measure rated off track and outside of the 5% threshold is:

- % of the population with NVQ level 3 and above will increase
- Number of new savers with Unify Credit Union in South Ribble

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
% of the population with NVQ level 3 and above will increase	Bigger is better	56.2%	58.1% (NW average)	53.1%	▲	Worse than Q4 2020/21
Reasons Below Target:	<p>The indicator can be influenced by a range of factors which include educational attainment, an ageing workforce, and fewer people of working age within the Borough. However, the percentage of population with NVQ Level 3 and above has steadily decreased and is performing against the trend both nationally and regionally.</p> <p>The increases regionally and nationally over the past two years have been fairly marginal, reflecting the challenges of Covid and the impact overall on educational attainment and access to apprenticeships.</p>					
Action Plan:	<p>The Council is working with key partners to further understand and identify actions to increase access to skills and training post Covid. This will be considered as part of future our economic strategy and links to the need for a targeted approach to skills and employability.</p> <p>In addition, the Council has taken proactive measures to invest in skills including:</p> <ul style="list-style-type: none"> • £200k into graduate, training, and apprentice posts in areas of high market demand and will include opportunities to work with Chorley and South Ribble Partnership and its partners. • £200k in to refreshed and refocussed business support, to provide a focused package of support and grants for businesses. 					

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	200 (Annual)	47 (Quarter 3 2021/22)	15	▲	New for 2021/22
Reason Below Target:	<p>The credit union branch operated by Unify opened in June 2021. The data only accounts for three full quarters as it did not open until the end of quarter one 2021. In the first two quarters of the branch being opened there were an average of 44 new savers, which is positive in light of the branch being newly established.</p> <p>In quarter four, due to water ingress from the above premises the branch had to close for a period. Whilst it remained operational online, the branch premises were closed, and this has impacted the overall quarter performance.</p>					

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	200 (Annual)	47 (Quarter 3 2021/22)	15	▲	New for 2021/22
Action Plan:	<p>Regular monitoring meetings take place every two months to monitor progress against the business plan.</p> <p>As the branch establishes itself it is expected that the number of new savers will increase.</p> <p>Over the quarter positive action has been taken to promote the credit union to residents. Information was included to all households within the mailing for Council Tax. Further work has been undertaken with the Communities team to link the Credit Union with community-based organisations, an example of which includes the Base in Broadfield, linking with Progress Housing and Key.</p> <p>Part of the model involves linking in local businesses and a 'Business Partner Information Pack' has been updated to encourage businesses to provides access to credit union saving facilities through deductions at payroll.</p>					



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

27. The Leyland Town Deal programme has moved forward positively meeting the key deadline to submit the business case to government by March 2022 for the two key proposed projects; The Town Centre Transformation (includes the Market Regeneration) and the Business Advice, Skills and Enterprise Hub (BASE2). The outcome of the business case from central government is expected in July 2022. Alongside the business case development, engagement with key stakeholders has continued with a series of workshops planned in quarter and subsequently delivered in May 2022 which sought engagement and responses from market traders, Lancashire County Council Highways, local business, and residents.
28. In Penwortham, the development of the masterplan for improvements to the town centre have progressed. Following initial consultation, a number of changes have been incorporated with further consultation on the updated plans to be undertaken next quarter. In preparation, informal discussion with landowners who may be affected by the proposals have been undertaken and further consultations have taken place in Kingsfold and Middleforth.
29. The impact of the pandemic and current economic factors continues to place pressure on communities, with vulnerable people more likely to be adversely impacted. From quarter one, the pandemic recovery project will establish a pandemic recovery task group constituted of council officers and partner agencies which will be focussed on improving pathways and access to support including agreeing the local approach to Household Support Fund Round Two. Over quarter four the council has delivered the first round of the Household support fund, (initial allocation of £210k and secondary allocation of £60k) where over 3000 residents were able to benefit from support against the rise in the cost of living. Support included adaptations to make homes more energy efficient, fresh food vouchers, school uniform, access to white goods and support with utility bills.
30. The project to support communities to access community cooperatives in South Ribble has progressed with initial engagement with food banks and members of the communities team to explore pathways to accessing affordable food and address the issues of food poverty within the Borough. In the next quarter, stakeholder meetings and engagement with local community partners (i.e. Community groups, Foodbanks and Housing providers, etc.) will commence to work with residents to identify possible needs that could be met through a cooperative approach including the development of skills to support the formation of a resident cooperative on a trial basis.

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

Projects	2021-22 Quarter 4 (Jan– Mar)
Deliver transformational regeneration projects including the Town Deal	Green
Support communities to access community cooperatives in South Ribble as part of growing a fair local economy	Green
Support residents to recover from the pandemic with advice, support, and key services	Green

Key Performance Indicators

Of the five performance measures reported under this outcome, four are due to be reported this quarter. Two measures are on track and performing above target, one measure is worse than target but within a 5% threshold and one measure is off track and outside of the 5% threshold.

The two measures rated on track are:


- Overall employment rate greater than north west average
- % 16 -17year olds not in education or training (NEET)


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

- Median workplace earnings in the borough will be better than the national average

The measure rated off track is:

- Median earnings by residence (residents of South Ribble) will be better than the national average

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
Median earnings by residence will be better than the national average	Bigger is better	£613.10	£540.00 (Q4 2020/21)	£550.40		Better than Q4 2020/21
Reason Below Target:	<p>Median earnings by residence when compared with South Ribble CIPFA (Chartered Institute of Public Finance and Accountancy) nearest neighbours shows that the authority is performing below all its nearest neighbours. Conversely when earnings are considered by workplace (i.e. that is for people who are employed in South Ribble) the authority performs better than all but one. This indicates that those who live but commute to other areas are paid less than those who work in South Ribble.</p> <p>There is no specific data available to quantify the reasons for South Ribble being lower than the regional and national average other than that the source of the issue may be employers outside of the borough and the councils direct sphere of influence.</p>					

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
Median earnings by residence will be better than the national average	Bigger is better	£613.10	£540.00 (Q4 2020/21)	£550.40		Better than Q4 2020/21
Action Plan:	<p>When compared both regionally and nationally the performance is poor, the trajectory from 2020 is showing a positive move. The emerging Economic Strategy for South Ribble, and close working with its partners will look to develop appropriate actions to tackle the disparity.</p> <p>Interventions may be possible through the UK Shared Prosperity Fund to bid for funds to drive higher level qualifications impacting on access to higher paid jobs in the future.</p>					



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

32. Phase one of improvement works to the existing leisure centres totalling £1.875m was agreed at Council in April 2022. The refurbishment to the centres will be undertaken in conjunction with the decarbonisation works, which will significantly reduce the carbon footprint of the estate and reduce energy costs. The planned work to Leyland, Bamber Bridge, Penwortham Leisure Centres and South Ribble Tennis Centre includes roofing works, the installation of a new building management system, distribution board upgrades and fire compartmentalisation works.
33. As part of the ongoing commitment to the environment and to help tackle climate change, work has commenced to provisionally identify locations for tree planting. Scoping activity is underway to enable the decarbonisation work to the Civic Centre, the depot, the tennis centre and the three leisure centres. Contracts are being established, including site plans and lease agreements for the 19 electric vehicle charging points across the borough. A public consultation is underway on the draft biodiversity strategy, which sets out where the South Ribble is regarding conservation and highlights ways to promote, conserve and enhance biodiversity across the Borough. The consultation is due to end in June 2022, and the strategy is to be presented to Full Council in July 2022.
34. The project to bring Worden Hall has progressed over the quarter and will be partially open to the public by the time of the Jubilee weekend. Works over the period have included the construction of the Courtyard Hall and roof, completion of the brick work to the clock tower, and commencement of works on the external cladding to the front of the hall. The new café is set to open by the end of May and trading in time for the Leyland Festival on the 2nd June and the Jubilee weekend. The project is set to be fully completed with all elements handed over by 21st July 2022.
35. The schemes for McKenzie Arms and Jubilee Gardens Extra Care Facility have progressed in line with plans over the past quarter, both schemes are focused on providing access to high quality affordable homes. The construction phase of the McKenzie Arms development started in January 2022. Work carried out on site includes address registrations process, remedial work to the boundary walls, substructure masonry to apartments, drainage, block floors and diversion of the overhead BT cable. In support of the project the Council has successfully received funding from Homes England totalling £675k.
36. Jubilee Gardens Extra Care development has progressed to Stage 3 design and development of the planning application. The main contractor has been appointed through 2 stage appointment process and is to be formalised in quarter one. Ground condition investigatory work will be carried out on the West Paddock site in Leyland, to better understand the ground conditions of the area to assist in the ongoing design of the facility. Going forward, a funding application will be submitted to Homes England, the

planning application will be submitted for approval and the Stage 4 technical design of the development will commence.

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

Projects	2021-22 Quarter 4 (Jan– Mar)
Improve leisure facilities in South Ribble to improve wellbeing	Green
Deliver the new Worden Hall complex as a flagship venue	Amber
Lead action to address climate change for South Ribble	Green
Deliver affordable homes	Green

<p>Deliver the new Worden Hall complex as a flagship venue:</p> <p>The project is to develop the central buildings of Worden park; (excluding the craft units and conservatory), into a community event space and small wedding venue including an enhanced café offer.</p>		<p>AMBER</p>
Issue:	<p>Delays have impacted the intended completion date of June 2022, which is now scheduled for handover on 21st July 2022.</p> <p>The reasons for the delays have been out of the Council's control due to factors on delay in supply chains and arrival of materials on site. This has also further been impacted with elements of some work taking longer than planned, due to the nature of heritage and conservation-based works which can often result in further remediations and works having to be carried out.</p>	
Action Plan - What will be done:	<p>Whilst the site will not be fully completed, every effort has been made to ensure that part of the hall will be accessible and open to the public.</p> <p>Contractors have undertaken additional hours to accelerate the works to close the gap in the delays and whilst the hall will not be fully open by the festival weekend, by the time of the Jubilee weekend:</p> <ul style="list-style-type: none"> • The café facilities will be open and trading (due to be handed over by the end May). • All landscaping and exterior works will be completed <p>The project is on schedule for completion and hand over with the retail units, office space and courtyard due to be completed 21st July</p>	

Key Performance Indicators

38. Of the nine performance measures reported under this outcome, five are due to be reported this quarter. Two performance indicators are on track performing above target, two indicators are monitored against their trend, and one is being baselined.

The measure being baselined is:

- The number of wellbeing sessions delivered by the Active Health Team

The two measures rated on track are:

- 27,500 Trees will be planted in the borough this year (Cumulative)
- Number of affordable homes delivered

39. The following two measures are monitored against their trend with an update provided below:

- Number of meals provided to school age children through holiday hunger offer

Key Performance Indicator	Polarity	Comparable Period	Quarter 4 2021/22	Trend
Number of meals provided to school age children through holiday hunger offer	None	11,020 (Q3: 2021/22)	1020	-
Trend:	<p>There has been a decrease in the take up of school meals provided through the holiday hunger offer for a number of different reasons, which include the length of the holiday period within the quarter and distribution vouchers.</p> <p>Take up is lower during holiday periods that are shorter such as the one-week half-term in quarter four. This suggests that it is easier for families to manage financially in comparison to the longer holiday periods such as the summer and winter breaks.</p> <p>Further to this, families have been provided with £15 voucher for the half-term holiday period. Figures reported in previous quarters have been consistently lower when these vouchers have been distributed for children.</p>			

- The number of people who are prevented from becoming homeless or have had their homelessness relieved.

Key Performance Indicator	Polarity	Comparable Period	Quarter 4 2021/22	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved	Bigger is better	411 (Q4 2020/21)	290	Worse than Q4 2020/21
Trend:	<p>There were 51 homelessness presentations in quarter four. The main reasons for homelessness in 2021/22 are:</p> <ul style="list-style-type: none"> • Family and friends no longer willing to accommodate individuals • The ending of assured shorthold tenancy in the private sector (including reduction in income and landlords selling) • Relationships breaking down • Domestic violence <p>It is challenging to relieve homelessness due to the number of social housing decreasing steadily over the year from 103 in quarter one down to 32 in quarter four. Additionally, the</p>			

Key Performance Indicator	Polarity	Comparable Period	Quarter 4 2021/22	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved	Bigger is better	411 (Q4 2020/21)	290	Worse than Q4 2020/21
	opportunities to relieve homelessness via private sector housing is limited due to housing being in short supply and largely unaffordable. Landlords may be selling their properties as the government Covid eviction restrictions have now been lifted. Covid has impacted on family and friends allowing people to remain in their homes, due to potential health vulnerabilities. It is expected that the cost of living crisis, evictions and increased referrals will likely increase the number of people presenting as homelessness. There is potential for increased presentations from the various schemes to support those fleeing the Ukraine war, when the scheme ends or if placements breakdown. Currently there are 292 interested sponsors in South Ribble with the potential to accommodate approximately 600 guests through the Homes for Ukraine scheme.			
Action Taken:	Work has been undertaken with Lancashire County Council to deliver units of accommodation for single people with complex needs and to address the lack of provision that is available generally. In addition, a service review is to be carried out which will identify opportunities for improvement and to implement best practise. Discussions are being held with Housing Benefit team to set up referrals where discretionary housing payments are not awarded, and the use of housing funding is being explored as a potential route to alleviate homelessness			

Key organisational performance measures

40. At the end of quarter four, there are 12 key organisational performance measures due to be reported. A full list of the performance indicators is included in Appendix 2.
41. Of the 12 key organisational performance measure, eight are on track and performing better than target:
- Number of households in temporary accommodation at the end of the quarter
 - Number of accidents reported to Health and Safety from work related activity
 - No. of accidents reported to Health Safety Executive for work related activity
 - 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
 - % planning applications decided within 8 weeks (minor / other applications)
 - % planning applications decided within 13 weeks (major applications)
 - Percentage of Business Rates (Cumulative YTD)
42. Two performance measure are worse than target but within the 5% threshold:
- Percentage of Council Tax collected (Cumulative YTD)
 - Average days to process a new housing benefit claim

43. Two performance measure are rated off track and are performing worse than target, and outside the 5% threshold.

- % of telephone calls answered within 90 seconds
- % of calls abandoned before being answered in a quarter

Key Performance Indicator	Polarity	Target	Comparable Period	Quarter 4 2021/22	Symbol	Trend
% of telephone calls answered within 90 seconds	Bigger is better	40%	62.9% (Q3 2021/22)	28.9%	▲	Worse than Q4 2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	12.9% (Q3 2021/22)	36.8%	▲	Worse than Q4 2020/21
Reason Below Target	The performance of each indicator above has seen an unprecedented volume of calls in relation to the council tax annual billing, garden waste renewals and the national rebate on council tax. The level of calls combined with reduced capacity within the service has increased the number of calls being abandoned.					
Action Plan:	<p>In response to the increase in demand, the shared service operating model has accelerated and staff from other areas such as Revenues and Benefits have been answering customer Service call since March 2022. Additional working hours continue to be offered to staff across both Councils.</p> <p>Recruitment has been prioritised to fill vacant Customer Service Officer posts with interviews scheduled to take place in May 2022. There has been the addition of four new fixed term posts. Recruitment from the apprentice programme is also underway to add additional resource to the service.</p> <p>Further detailed information has been provided at Appendix 3</p>					

Climate change and air quality

44. 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

45. 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

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

47. 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

48. There are no direct financial implications arising from this report, however the performance information within it is integral to achieving the MTFS.

Comments of the Monitoring Officer

49. There are no issues of concern to raise from a Monitoring officer perspective – there are no direct legal implications arising from this report. The report is for noting – the report is part of our commitment to be an open and transparent organisation.

Background documents




- Corporate Strategy, approved 21st November 2021











Appendices

- Appendix 1 - Performance of the Corporate Strategy Measures
- Appendix 2 - Key Organisational Performance Measures
- Appendix 3 – Supplementary Item – Further information on Customer Service Calls

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Appendix 1 – Performance of the Corporate Strategy Measures

 Worse than target, outside threshold (5%)	 Worse than target but within threshold (5%)	 Performance is better than target
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Indicator Name	Polarity	Target	Comparison	Quarter 4 2021/22	Symbol	Trend
An Exemplary Council						
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	22.75% (Q3 2021/22)	46.1%		Better than Q4 2020/21
Thriving Communities						
The number of claimants as a proportion of resident population of area aged 16-64 is better than North West average	Smaller is better	4.8%	2.6% (Q3 2021/22)	2.5%		Better than Q4 2020/21
% of the population with NVQ level 3 and above will increase	Bigger is better	56.2%	58.1% (NW average)	53.1%		Worse than Q4 2020/21
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	200 (Annual)	47 (Q3: 2021/22)	15		New for 2021/22
A fair local economy that works for everyone						
Overall employment rate greater than north west average	Bigger is better	72.9%	79.1% (Q3: 2021/22)	75.9%		Worse than Q4 2020/21
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	2.6% (Q3: 2021/22)	3.1%		Better than Q4 2020/21
Median workplace earnings in the borough will be better than the national average	Bigger is better	£612.80	£571.70 (Q4: 2020/21)	£591.70		Better than Q4 2020/21
Median earnings by residence (residents of South Ribble) will be better than the national average	Bigger is better	£613.10	£540.00 (Q4: 2020/21)	£550.40		Better than Q4 2020/21
Good homes green spaces healthy places						
Number of meals provided to school age children through holiday hunger offer	None	No Target (Monitor Trend)	11020 (Q3: 2021/22)	1020	N/A	Worse than Q4 2020/21
The number of wellbeing sessions delivered by the Active Health Team	Bigger is better	Target to be set 2022/23	1969 (Q3: 2021/22)	2794	N/A	New for 2021/22
27,500 Trees will be planted in the borough this year (Cumulative)	Bigger is better	27,500 (Annual)	4,435 (Q3: 2021/22)	34504		Better than Q4 2020/21
The number of people who are prevented from becoming homeless or have had their homelessness relieved	Bigger is better	No Target (Monitor Trend)	239 (Q3: 2021/22)	290	N/A	Worse than Q4 2020/21
Number of affordable homes delivered	Bigger is better	80	59 (Q2: 2021/22)	86		Better than Q4 2020/21

Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Comparison (Previous Quarter)	Quarter 4 2021/22	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	Target to improve trend	51 (Q3: 2021/22)	36	★	Better than Q4 2020/21
Number of accidents reported to Health and Safety from work related activity	Smaller is better	Target to improve trend	10 (Q3: 2021/22)	7	★	Worse than Q4 2020/21
No. of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	4	0 (Q3: 2021/22)	0	★	Better than Q4 2020/21
Number of near miss incidents reported to Health and Safety	Bigger is better	Target to improve trend	1 (Q3: 2021/22))	3	★	Same as Q4 2020/21
The average number of working days from Disabled Facilities grant referral received from LCC to application approved	Smaller is better	167 Days	106 days (Q3: 2021/22)	138 days	★	Better than Q4 2020/21
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	100% (Q3: 2021/22)	85.7%	★	Worse than Q4 2020/21
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	186.3% (Q3: 2021/22)	85.8%	★	Same as Q4 2020/21
% of telephone calls answered within 90 seconds	Bigger is better	40%	62.9% (Q3 2021/22)	28.9%	▲	Worse than Q4 2020/21
% of calls abandoned before being answered in a quarter	Smaller is better	15%	12.9% (Q3: 2021/22)	36.8%	▲	Worse than Q4 2020/21
Average days to process a new housing benefit claim	Smaller is better	16 Days	14.51 (Q3: 2021/22)	16.25 days	●	Worse than Q4 2020/21
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	96.84%	84.4% (Q3: 2021/22)	96.46%	●	Worse than Q4 2020/21
Percentage of Business Rates (Cumulative YTD)	Bigger is better	95.02%	76.79% (Q3: 2021/22)	96.14%	★	Better than Q4 2020/21

¹ This indicator has been corrected for quarter three to include other applications.

Appendix 3 - Supplementary Item – Further information on Customer Service Calls

The service level agreement (SLA) for answering calls within the contact centre (Gateway) is 90 seconds with a target of 40%, and the target for 'Abandoned' calls is 15%.

2021/2022	Q3: Oct 2021 – Dec 2021	Q4: Jan 2022 – March 2022	01.04.22 to 30.04.22
Total Calls	18919	39233	9638
Calls Answered within 90 secs (Target 40%)	51.8%	20%	26.2%
Abandoned rate % (Target 15%)	16.3%	38%	20.4%
Average Wait Time	3 mins 16 secs	10 mins 3 secs	6 mins 15 secs
Maximum Wait Time	2 hrs 5 mins 2 secs	1 hr 55 mins 52 secs	43 mins 53 secs
Face to Face Contacts	347	634	240

Over quarter four there has been a significant demand on customer services. Compared with the same period the previous year the Council received a further 5,760 calls. The demand is partly seasonal due to garden waste enquiries, which increased 13% on last year and council tax enquiries following annual billing and the announcement of the council tax rebate of £150 from Central Government.

The latest data does indicate improvement, as demand for garden waste and annual billing calls subside, however a high volume of calls is still anticipated in May due to queries from customers regarding the £150 tax rebate. It is anticipated that the volume of calls in quarter two (2022/23) should overall reduce and on completing further recruitment and implementation of service improvements, the Council should see a steady improvement in performance.

The customer services review created new roles for 80 existing employees, with all maintaining or achieving a better position in terms of pay, or a promotion. An extensive recruitment process has been undertaken in line with our policies, ensuring opportunities for internal staff before progressing to external recruitment. The final stages of recruitment scheduled to complete the 23rd week of May. The remaining seven posts plus eight apprentices have been advertised externally, concurrent to the internal process (four already appointed), and from 90 applicants 27 were interviewed the final week of May. From that process ten appointments have been offered.

This will also be supported by the implementation of the single operating model with other improvements to include:

- A review of the existing Customer Care Policy, which will set out how customers can get in contact and access council services, the expectation on standards of customer care across the council, including response times and how they will be monitored.

- The acceleration of the shared model, which identifies that Customer Services and Revenues and Benefits are one shared team and that staff will have specialisms in either Customer Services, Revenues, or Benefits. This means that all staff will be able to answer simple calls from customers, with more complex or specialised enquiries routed directly to a subject specialist (either Revenues, Benefits, or other back-office function). This will ensure that all customer will have access to specialist knowledge and have their enquiry/service request resolved at the first point of contact.
- The introduction of the new telephony system, which will offer additional functionality and increase capacity within the call centre. Part of the additional functionality includes skills-based routing of calls to provide a quick resolution to the customer at the first point of contact and email integration.
- A training and development programme will be established to enhance specialisms for staff and to build confidence to support customers, including the use of self-serve.
- Digitisation programme to encourage a channel shift towards digital methods of interaction and to enable the delivery of the shared model.
- Automation of customer services process for council tax and housing benefits processing.
- Review of online forms and the technology that supports them to ensure simplicity, and increased resolution times.

Appendix 4 – Community Hub Action Plans Delivery Summary

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

- Distribution of Winter Readiness packs to all homes in the Eastern Parishes
- Disability footpath and handrail installed at the Eagle and Child Bowling Green, Leyland
- Launch of the Love Where You Live campaigns in Leyland and Farington and Bamber Bridge, Lostock Hall and Walton-le-Dale Community Hub areas
- Installation of Happy to Chat benches in Bamber Bridge, Lostock Hall and Walton-le-Dale Community Hub