

Appendix A: SRBC - Corporate Strategy Projects 2022/23

Project	Status	Position Statement (Q2)	Completion Date
An Exemplary Council			
Deliver the peer challenge action plan to ensure continued improvement	COMPLETE	<p>The Council welcomed back the peer challenge team, for a six-month progress review in April 2022. They held a series of face to face meetings and workshops with employees including the senior management team to establish the progress made from the recommendations following their virtual review in 2021. The peer team acknowledged the robust action plan developed in response to their original recommendations and found that the Council has responded positively and made several fundamental improvements across the themes of governance, performance improvement and people management.</p> <p>The peer team commended the council's relationship with communities and highlighted the Community Hubs model as a positive approach that should continue to be taken forward and developed further. A report was presented to full council in July 2022, highlighting the opportunities to continue the way in which the council looks to improve, which will form part of an ongoing commitment to deliver exemplary council services in line with the Corporate Strategy priorities.</p>	This project is complete
Deliver the shared services development plan to build a more resilient organisation	GREEN	<p>Service Development Plans for phase two of shared services (ICT and Customer Services) have been implemented. The plans aim to strengthen shared service arrangements and accelerate services into a single operating model by addressing areas such as training and development, systems, structures, and process.</p> <p>As part of the plans a 'Training Academy' in Customer Services has been established to guide the training of staff and offer opportunities for mentoring and networking. Implementation of the induction and development plans are due to complete in quarter three and support staff with the transition to a shared operating model, providing them with the skills and knowledge to work effectively within a high performing shared service.</p>	This project will be completed by March 2023
Implement more efficient and effective working practices at the council through the Future WorkPlace Strategy	GREEN	<p>Delivering the Workplace Strategy, feasibility works have been undertaken and plans developed to make the best use of the space in the Civic building, focusing on improvements to the working environment to enable new ways of working. In quarter three, the proposed designs will be refined including staff engagement and costing of options.</p> <p>Workplace includes how the Council and all its members and officers have access to the right equipment and systems to be agile and responsive. Employees have started to receive new mobile devices (iPads and iPhones) as part of the standardisation of kit, and the new ICT desktop infrastructure is being trialled. Following completion of this trial, the next stage will be the wider rollout of the new desktops (workspace) to all staff, followed by rollout of standardised laptops.</p>	This project will continue into the 2022/23 programme of corporate strategy projects.
Deliver more joined up public services through working with our partners	GREEN	<p>Chorley and South Ribble partnership have hosted a series of round tables to engage proactively with a wide range of businesses and economic leaders across Chorley and South Ribble. The voices of local businesses have been used to shape the economic strategy recently approved by Council and identified key challenges around land supply, infrastructure and employment needs.</p> <p>By the end of the third quarter the Partnership is set to launch a place-based intelligence dashboard. Having worked with our partners in health over the past two quarters, progress has been made to address data governance and transfer enabling work to move forward on designing a single interactive and visual dashboard with area profiles and maps.</p>	This project will continue into the 2022/23 programme of corporate strategy projects.
A fair local economy that works for everyone			
Deliver transformational regeneration projects including the Town Deal	GREEN	<p>The Leyland Town Deal business case was developed and underwent consultation with key stakeholders before being submitted to government for decision. The business case focused on the three key proposed projects:</p> <ul style="list-style-type: none"> • Town Centre Transformation, • Market Refurbishment • Base 2 Business Hub. <p>A response was recently received awarding the Council the full £25million which will enable the programme to be taken forward. Challenges remain on land acquisition, but broadly the programme is on track following the confirmation of funding.</p>	This project will continue into the 2022/23 programme of corporate strategy projects.

Develop a community cooperative in South Ribble as part of growing a fair local economy	GREEN	<p>Ambitions to establish a food-based co-operative have moved forward with planned engagement having taken place within quarter one and the development of a pilot scheme taking place in quarter two. The need for sustainable food has been an area of focus for a co-cooperative model pilot as a result of the cost of living crisis and the increased usage of foodbanks.</p> <p>A local community group has expressed their interest to support the co-operative model and a location been identified for the pilot. Viable operating models are being considered for the pilot to ensure that it is social, economic, and sustainable. To support the pilot success and to provide wider support to co-operatives locally, a temporary post has been created and recruited to, adding additional resources to deliver the project.</p> <p>An officer training programme has been successfully delivered by the Preston Co-operative Development Centre to the councils' communities and business engagement teams to support the formation of resident co-operatives and employee owned business models. In the next quarter, the operating model options will be presented to the food-based pilot stakeholders for consideration. Work will be undertaken to establish further co-operative support mechanisms and wider co-operative business support.</p>	This project will be completed by March 2023
Support residents to recover from the pandemic with advice, support and key services	GREEN	<p>Since establishing the project to support residents as part of recovery from the pandemic, delivery has been developed to reflect the emerging impacts of the cost of living crisis and potential increase in demand for support. The project is focused around developing interventions and support in partnership with key agencies and services in the local area.</p> <p>A 'Cost of Living Conference' was hosted in August with key front-line services such as NHS, foodbanks, charities and churches. As a result a multi-agency Cost of Living Task Group has been formed with strategic leaders from local organisations and a cost of living action plan will be brought forward to establish support for individuals and households.</p> <p>Progress has also been made with the delivery of round two of the Household Support Fund with over £200k invested on supporting residents with food, energy, and essential items.</p>	This project will be completed by March 2023
Thriving communities			
Develop the Youth Council to make sure the views of young people are represented	GREEN	<p>Since the Youth Council was established in October 2021 its members have been busy identifying the key themes which they want to focus on, which include, Mental Health, Black, Asian, and Minority Ethnic (BAME), Veterans, Foodbanks and Knife Crime.</p> <p>Reflecting the Council's commitment to promoting positive mental health and resilience, youth council members have been supported throughout the year to access emotional personal resilience and mental health workshops funded by the Cooperative Council Innovation network and delivered by Lancashire Youth Challenge.</p> <p>The Council has made further investment to sustain the youth council and recruited a permanent Youth Development Officer who will work with the Youth Council members to support them in delivering outcomes.</p>	This project will be completed by March 2023
Deliver Music in the Park 2022 and Queens Jubilee Celebrations	COMPLETE	<p>To mark the Queen's Platinum Jubilee, the council hosted a weekend of entertainment over the long bank holiday in June 2022. The planned celebrations held in Worden Park, included a 'Great British' themed Leyland Festival, followed by the 80's themed 'Music in the Park' concert which was attended by 3,000 people.</p> <p>The extended bank holiday weekend was a major success with overall attendance for the events estimated to be between 15,000 and 20,000 people combined. In addition, the council supported local communities to celebrate with grants of over £9,300 to support community groups and street parties across the borough. The events provided a great opportunity to celebrate the Queen's Jubilee marking 70 years of service to the people and brought local communities together, as well as supporting the local economy following the pandemic and restrictions placed on everyone during that period.</p>	This project is complete
Review and enhance the community hubs as a primary way to work closely with residents	GREEN	<p>The Community Hub action plans for 2022/23 were approved by Cabinet in June 2022.</p> <p>A significant achievement has been the delivery of the Council's ongoing commitment to invest in communities. Within quarter one a significant number of grants were awarded through two key programmes: Cabinet approved and granted over £245k to 21 community groups/sports clubs as part of the 'Leisure Local Community Fund', focused on making recreation, leisure, and sport opportunities accessible to everyone, and Cabinet further approved grant funding as part of the 'Boost Fund Plus', with over £283k of funding being awarded to 15 successful applicants.</p> <p>To provide residents will the opportunity to get to know who represents them and have a chat with their local Elected Members in an informal, friendly setting, an autumn round of 'Community Conversations' will take place with at least one event to be held in each Community Hub area.</p>	This project will be completed by March 2023
Develop the visitor offer in South Ribble with even	GREEN	The project has progressed well, it has developed the Discover South Ribble brand, established an active social media presence on Instagram, arranged featured spots on Rock FM, and arranged for the brand to be shown on video billboards around Preston station.	

<p>more attractions and events</p>		<p>The Discover South Ribble website went live at the beginning of quarter three. The website will be a hub for all the things to see and do across the borough, highlighting the very best that South Ribble has to offer including places to eat, drink, stay and what's on (events). In addition to the website launch, events such as Longton Live and Taste of Leyland have been promoted via the Discover South Ribble social media accounts.</p> <p>The project will continue to work with stakeholders to help supply content to expand the Discover South Ribble Website and grow the engagement on social media. Over quarter three, the project will expand the website, launch a stakeholder newsletter, and will commence the development of a South Ribble 5-year Tourism Strategy.</p>	<p>This project will be completed by March 2023</p>
<p>Good homes, green spaces, healthy places</p>			
<p>Improve leisure facilities in South Ribble to improve wellbeing</p>	<p>AMBER</p>	<p>As part of the commitment to improve leisure facilities across the borough, the council approved an investment of £8.6 million to deliver improvements to Bamber Bridge, Leyland and Penwortham leisure centres and the South Ribble Tennis Centre. These improvements will be delivered in addition to the decarbonisation works already identified for those sites. The types of work to be undertaken as part of this programme include revamped pool side areas, refurbishing of wet side changing rooms, and remodelled reception areas allowing for a more welcoming entrance for members.</p> <p>To address challenges with the decarbonisation works and costs, Council approved an alternative procurement strategy and the works have been aligned to be undertaken as part of the overall leisure improvements. The decision will allow the council to take forward a tender process to appoint a main contractor for the decarbonisation works and commence the development of tender packs to appoint a project manager and quantity surveyor to deliver the identified improvement measures to the leisure facilities. Design development and a high-level programme of works for each site will be established over quarter three.</p>	<p>This project will be rolled into the service business plans for 2022/2023</p>
<p>Deliver the new Worden Hall complex as a flagship venue</p>	<p>COMPLETE</p>	<p>Worden Hall was reopened at the end of September, following an investment of £2.8 million. This marked the completion of extensive renovations to the stunning grade II listed building at the heart of the award-winning Worden Park.</p> <p>The landmark refurbishment saw the removal of the central conservatory to make way for a beautiful entrance area and courtyard, damaged windows were replaced and a re-configuration of downstairs rooms has taken place to allow for two new kitchen areas; one which will serve the Folly Cafe and Deli in its new location as part of the Hall and one to serve the new multi-use event space in the iconic Barn. The Barn is available for small weddings and other events and has a new roof, windows, and lighting. The Courtyard Hall, transformed from the old stables now links beautifully to the old Derby Wing, the Barn, Folly Café, and retail space. The construction of a new two-storey extension provides full accessibility to the first-floor facilities. The much-loved building will be available for private hire with bookings being taken from spring 2023.</p>	<p>This project is complete</p>
<p>Lead action to address climate change for South Ribble</p>	<p>GREEN</p>	<p>As part of the Council's commitment to protecting the local environment, a consultation was undertaken from April to June 2022 on the South Ribble Biodiversity Strategy which received a total of 161 responses. The Biodiversity Strategy was approved for adoption at Council in July 2022 and sets out ways to promote, conserve and enhance biodiversity across the Borough.</p> <p>Work has progressed towards the installation of 19 Electric Vehicle Charging Points with contracts and leases expected to be signed in quarter three. Locations for the EVCs include Kings Street (Leyland), the Railway Station (Leyland), King Street (Lostock) and Cannbridge Street (Walton-le-Dale).</p> <p>A number of sites have been identified for tree planting across the borough. Examples of sites include New Longton Woodland, Cockshot Wood, Townsway Orchard and Lockstock Hall Academy. Orders have been placed for the supply of the trees, with planting to commence in November 2022.</p> <p>Work on the scoping of the waste and recycling strategy will continue in quarter three in collaboration with the Neighbourhoods team. As a result of a change in approach due to elevated cost estimates, the decarbonisation work, originally in the scope of this project, is to be delivered as part of the Leisure Facilities Improvement project.</p>	<p>This project will continue into the 2022/23 programme of corporate strategy projects.</p>
<p>Deliver affordable homes</p>	<p>AMBER</p>	<p>As part of the council's ambitions to provide affordable and safe housing, the two key schemes of McKenzie Arms and Jubilee Gardens Extra Care scheme are being delivered. At the McKenzie Arms site work has progressed towards the creation of fifteen affordable housing using, with a mix of apartments and town houses. The project is slightly behind, with an expected practical completion date of February 2023. The Jubilee Gardens Extra Care scheme will provide up to 68 one/two bedroom assisted living units. The facility will provide around the clock care for residents whilst maintaining their independence. Work is progressing on RIBA stage 4 design and a funding application to Homes England is in the process of being submitted. Progress has been delayed due to budget approval being deferred pending a further review of project costs, which have been impacted by the wider economic volatility in the construction market. It is expected that works on-site will commence in January 2023.</p>	<p>This project will continue into the 2022/23 programme of corporate strategy projects.</p>