

Report of	Meeting	Date
Director of Change and Delivery (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Scrutiny Budget and Performance Panel	Monday, 13 March 2023
	Cabinet	Wednesday, 15 March 2023
Is this report confidential?	No	
Is this decision key?	No	

## Quarter Three Performance Monitoring Report 2022-2023

### Purpose of the Report

- To provide Cabinet with a position statement for the Corporate Strategy for quarter three (Oct – Dec) 2022/23.

### Recommendations to the Scrutiny and Budget Performance Panel

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

### Recommendations to Cabinet

- Cabinet is asked to note the report.

### Reasons for recommendations

- 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

- N/A

### Corporate priorities

- The report relates to the following corporate priorities:

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

### Executive summary

- This quarter will be the last time the 2022/23 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 2023/24 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 4.

8. This report presents the performance of the Corporate Strategy at the end of quarter three (1 October – 31 December 2022), providing an update on the current position for the 15 projects, 27 Corporate Strategy performance measures and 11 key organisational performance measures.
9. Of the 15 projects in the strategy: 93% (14) are rated green or complete; and 7% (one) is rated amber.
10. Of the 18 performance indicators used to monitor the Corporate Strategy, 10 can be reported at the end of the quarter. Of those with targets, 62.5% (five) are performing better than target; 12.5% (one) is performing worse than target and within the permitted 5% tolerance; 25% (two) are performing worse than target and outside the permitted 5% tolerance. One has no target and is monitored against its 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 (2021/22)).
11. Of the 11 key organisational performance measures, all can be reported at the end of the quarter. 64% (seven) are performing better than target; 36% (four) are performing worse than target and outside the permitted 5% tolerance.




### Background to the report

12. At Council on 24 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.
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 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 three, 2022-23.
15. A colour rating system is used to indicate status whereby:

### Projects

<b>RED</b>	Off track
<b>AMBER</b>	Forecast delays or concerns, an early warning of issues
<b>GREEN</b>	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



# 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

16. The Community Hubs have successfully delivered a number of projects within the action plans for 2022/23. A summary of the projects delivered over quarter three is included at Appendix 3. A social isolation network has been established, with attendees representing Lancashire County Council (LCC), NHS, Lancashire Fire and Rescue (LFRS), Talking Tables, Sporting Memories, St Catherine's Hospice, Alzheimer's Society, Resocialisation Cafes, Food Banks/ Community Shops and others that lead social isolation provisions across South Ribble. The network provides the opportunity to network, share best practice, learn about services and referral pathways, and other ways that the council can support with social isolation. As part of the ongoing commitment to invest in communities, funding allocations for the 'Boost Fund Plus' and 'Leisure Local Community Fund' have been made in line with council processes. Over the next quarter, the project will continue to deliver against the Community Hub and Cost of Living action plans and roll out the next phase of mental health first aid courses.
17. The project to develop the Youth Council has made excellent progress. Following the establishment of the South Ribble Youth Council (Member of the British Youth Council), members meet bi-weekly supported by the recently appointed Youth Engagement Officer to deliver projects against the Youth Council's identified key themes (Poverty/Cost of Living, Mental Health, Equality, Knife Crime and Veterans). A report was submitted to Cabinet in November, outlining the progress the council has made to date, governance arrangements, and future plans for the Youth. Over quarter three, the Youth Council has delivered its first project, the Festive Freecycle project, where residents were able to donate warm clothing and toys that were then provided to those in need over the festive period. The Youth Council has been successful in offering a chance for young residents to use their voice and influence decisions within their local communities. This project has achieved its initial objectives and is now considered complete, with further activity to be taken forward as business as usual.
18. Following the launch of the Discover South Ribble brand and website ([www.discoversouthribble.co.uk](http://www.discoversouthribble.co.uk)), new pages and content for the website are continually being developed and uploaded showcasing the very best that South Ribble has to offer. The pages and content under development include information about local events, profiles of the areas within the borough, a business directory, news articles and all the great things to see and do in South Ribble. Winter events such as the 'Christmas Lights Switch On' have been successfully covered and promoted through the newsletter and the Discover South Ribble social media channels. There were approximately over 5000 people in attendance, with many more traders attending than previous years. 260 children visited Santa's Grotto and raising £700 for St. Catherine's Hospice. A draft of the South Ribble 5 Year Tourism Strategy has now been developed and will be taken forward for approval at Cabinet over the next quarter.

## Performance of key projects



19. There are four key projects included in the 2022/23 Corporate Strategy under this priority at the end of quarter three and overall performance is good.
20. Two projects are rated as completed, meaning that all key milestones have now been delivered:
  - Deliver Music in the Park 2022 and Queen’s Jubilee Celebrations,
  - Develop the Youth Council to make sure the views of young people are represented,
21. Two projects are rated as green, meaning they are progressing according to timescales and plan:
  - Review and enhance the community hubs as a primary way to work closely with residents,
  - Develop the visitor offer in South Ribble.

## Key Performance Indicators



22. At the end of quarter three, three of the eight corporate performance indicators under this priority are due to be reported.
23. Two indicators are performing on or better than target:
  - Number of residents participating in activities delivered by the Council,
  - The number of claimants as a proportion of resident population of area aged 16-64 is better than North West average.
24. One indicator is rated off track and outside of the 5% threshold:
  - Number of new savers with Unify Credit Union in South Ribble

Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	150	69 (Q2:2022/23)	81	▲	<b>Worse than Q3 2021/22</b>
<b>Reason Below Target:</b>	<p>The number of savers is still below target, but this reflects the challenges being faced by many as family budgets become squeezed as a consequence of the cost of living. Quarter three is also a period in which seasonal factors such as Christmas and holidays, can shift priorities away from saving.</p> <p>However, despite the lower than expected number of savers, across the remaining indicators and targets for the Credit Union, there is improvement in the value of loans and interest with the trajectory moving in the right direction. Targets on the value of savings and the value of savings for Family Loan Members have far outperformed their targets.</p>					
<b>Action Plan:</b>	<p>Support has been provided to the Credit Union to identify and engage with employers in South Ribble to help increase the number of members. Within the quarter, the Credit Union was connected with Leyland Trucks, who have joined to offer to their employees through payroll deduction, access to Unify's services. Unify launched their offer with Leyland Trucks on 1st February, with a chance for employees to meet them, hosting an information point at Leyland Trucks offices. Two further businesses have been identified and discussions are underway to offer the opportunity for further partnerships around payroll deductions to support and encourage saving.</p> <p>The Credit Union has set up a South Ribble specific Facebook page to increase the ways in which it can engage digitally and promote its services through local networks. However further opportunities to engage around communities and raise the profile of the credit union are being developed with the Communities and Investment and Skills teams, identifying spaces and places that the Credit Union can meet with local groups and people directly.</p>					



# 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**

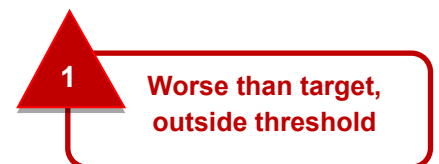
25. As part of the Council's commitment to delivering excellent services, phase two shared services (ICT and Customer Services) are making positive progress in delivering actions to develop high performing services including team development, aligning policies, and embedding new ways of working. The Customer Access Charter has been implemented and staff have been supported through training and development, achieving positive improvements in call handling and processing.
26. Phase three of shared services to bring together the Property and Assets Service was moved forward with pre-consultation workshops in October 2021, followed by formal consultations with staff in January to inform the proposals and ensure comprehensive staff engagement. Final proposals were considered by Cabinet in January 2023 and have been approved, with implementation to commence in February 2023.
27. As part of the Workplace Strategy, ICT infrastructure improvements (Workspace Desktop) and the roll out of standardised equipment (laptops, iPad, phones, etc) has been started. Information champions have been testing the new laptops and virtual workspace providing a phased roll out to services. The rollout of all the new equipment across teams is scheduled to complete by end of quarter four. The roll out will ensure that members and officers have access to the most appropriate equipment and systems, enabling teams to be agile and responsive to the needs of residents.
28. The Chorley and South Ribble Partnership has almost completed its series of round tables with local businesses and employers. The focus within the quarter was on "People and Skills". Partners that attended included NHS, Citizens Advice, Leyland Trucks, Brothers of Charity as well as local recruitment agencies and volunteer-based organisations. The round table highlighted innovative ways partners are looking to develop people and skills and address challenges in recruitment. The discussions have informed the development of the Economic Strategy which will shape future skills activity, aligned to sector needs, whilst working closely with local education and skills providers. The final economic round table discussions are due to take place in quarter four which include rural businesses, leisure, and hospitality.
29. The Partnership has also continued to drive forward its development of a local intelligence dashboard to improve the way partners share information and data to inform service design and delivery. Data has now been able to be shared and the system is being designed to develop a dynamic dashboard to identify areas of intensity to profile need and demand. An early demonstration of the interactive and visual dashboard including area profiles and maps will be provided at the next partnership meeting in quarter four. Feedback from the meeting will help further develop the place-based intelligence tool.

## Performance of key projects




30. There are four key projects included in the 2022/23 Corporate Strategy under this priority and at the end of quarter three, overall performance is good.
31. One project is rated as completed, meaning that all key milestones have now been delivered:
- Deliver the peer challenge action plan to ensure continued improvement.
32. Three projects are rated as green, meaning they are progressing according to timescales and plan:
- Deliver the shared services development plan to build a more resilient organisation,
  - Implement more efficient and effective working practices at the council through the WorkPlace Strategy,
  - Deliver more joined up public services through working with our partners.

## Key Performance Indicators



33. At the end of quarter three, one of the five corporate performance indicators under this priority is due to be reported. This indicator is 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	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	29.8% (Q2:2022/23)	<b>32.30%</b>		<b>Better than Q3 2021/22</b>
<b>Reason Below Target:</b>	<p>The performance of this indicator fluctuates during the year as a result of seasonal demands such Garden Waste Subscription Renewals.</p> <p>Performance this period has seen a positive improvement. There has been a 2.5% increase when compared to the previous quarter and an improvement of 9.55% when compared to the same time last year (22.75%), providing a positive trajectory towards the target of 40%.</p>					
<b>Action Plan:</b>	<p>To further encourage channel shift to online self-service channels a review of all South Ribble online forms is currently being undertaken. An example of service forms under review include benefits changes in circumstances, building control, street naming and licensing. The purpose of the review is to identify ways in which processes for customers can be simplified; remove any unused forms; address any barriers that may prevent customers from completing a process online; and make it easier for customers to transact with the council digitally.</p> <p>To encourage use of digital self-serve, a campaign was undertaken over quarter three to encourage more residents to pay for their Garden Waste Subscriptions via direct debit using the online self-serve channel. Following the campaign, the online self-serve form has been utilised more than 4,500 times since November 2022. As a result, it is expected that the volume of calls should start to decrease from February as customers use more of the online services.</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

34. The council continues to progress Leyland Town Deal with a decision being received in October 2022 from central government (BEIS) granting the full amount of £25 million which will enable the programme to be taken forward. The project has already seen £13m committed directly by the Council and with the Government's full allocation of funding, a total of £38m will be invested in the area. Work on the scheme is progressing with the technical designs (RIBA Stage 4) focusing on the market refurbishment. Over the next quarter, other activities to be delivered include appointing a design team to deliver the scheme, review of the stakeholder engagement plan, and engaging with all the businesses that will be impacted by the scheme. Progress has been made with the approval by Cabinet of the Penwortham Masterplan in November 2022. The approved plan includes works to Liverpool Road, Kingsfold and Middleforth commercial areas. Going forward, a delivery plan including budget approval towards the implementation of the Masterplan will be brought forward to Cabinet.
35. Ambitions to establish a sustainable food-based co-operative as part of the Community Wealth Building programme have moved forward with further discussions taking place with stakeholders. The pilot model will be a joint approach of a co-operative food buying and batch cooking group whereby members pay a weekly fee to buy food/household products in bulk and meet on a weekly basis to batch cook meals. This will save money without sacrificing on the quality of food, ensuring that members have access to healthy and nutritious meals. The pilot aims to reduce food insecurity during the cost of living crisis, save on energy bills, teach new skills and provide social benefits to members. A suitable location is currently being considered for the pilot, which will be well positioned for the scheme to meet the needs of residents.
36. As part of the Council's commitment to supporting residents to recover from the pandemic with advice, support, and key services, the Cost of Living Action Plan sets out a number of actions to support local communities and households. It is important residents have access to information and support. To improve access to information and advice, the South Ribble Together webpages have been updated and include links to online benefit entitlement checks, locations and opening times for foodbanks/community shops. Delivery of the Household Support Fund provides an essential lifeline to many families and residents. The second round of Household Support has been accessed by 2,116 families, 1,557 pensioners and 444 individuals. The allocation for round three of the Household Support Fund (£340,000) has been agreed with Cabinet and will be used to support residents with food and hygiene products, utility provision (vouchers for gas, electricity and water), home energy efficiency adaptations (e.g. loft insulation, replacement boilers, etc).

South Ribble Council has invested in enhancing the HAF (Holiday and Food) programme funded by the Department of Education. 'HAF Plus' provided extended provision during the October half term which included a range of free activities across

the borough, ensuring all children received a meal whilst attending the scheme, and additional food to take home.

37. **Performance of key projects**



38. There are three key projects included in the 2022/23 Corporate Strategy under this priority.

39. All three projects are rated green, meaning they are progressing according to timescales and plan:

- Support communities to access community cooperatives in South Ribble as part of growing a fair local economy,
- Support residents to recover from the pandemic with advice, support, and key services,
- Deliver transformational regeneration projects including the Town Deal.

**Key Performance Indicators**



40. At the end of quarter three, two of the five corporate performance indicators under this priority are due to be reported.

41. Two measures are performing on or better than target:

- Overall employment rate greater than North West average,
- % 16 -17year olds not in education or training (NEET).



# GOOD HOMES GREEN SPACES HEALTHY PLACES

## A BOROUGH WITH:

A choice of decent,  
affordable housing

Commitment to protecting  
the local environment

A choice of quality  
recreational activities

## Achievements this quarter

42. As part of the Council's commitment to improve leisure facilities across the borough, progress has been made over quarter three on both the Decarbonisation and the Leisure Improvement programmes. On the decarbonisation phase of the programme, the mechanical and electrical elements of the decarbonisation works will be managed by the council to ensure value for money. The delivery strategy has now been agreed following completion of the technical design and specification of works. Initial site set up has taken place at the three leisure centres (Leyland, Penwortham, Bamber Bridge). Enabling works has commenced across all sites including LED lighting upgrades, ceiling grid and tiles and heating pipe connections in plant rooms.
43. New high-quality affordable homes are coming forward with the McKenzie Arms scheme nearing completion. The construction works to the three town houses and nine apartments is scheduled to complete by March 2023. Most major works have been completed to the properties such as the glazing panels and the interior and exterior work to the houses. Remaining construction works include landscaping and internal fittings and fixtures to the apartments such as kitchen installation, internal decoration, mechanical and electrical works. The Jubilee Gardens Extra Care scheme has moved forward and successfully secured £6 million of funding from Homes England. The latest technical design (RIBA Stage 4) has completed together with a stakeholder consultation review and the planning application has been submitted to comply with pre-commencement planning conditions.
44. As part of the ongoing commitment to the environment and to help tackle climate change, work has progressed with a number of activities including the costing and ordering of trees to support the tree giveaway in February 2023 has been completed and the target of 27,000 trees to be achieved in quarter four. Additionally, progress has been made with the leases towards the installation of 19 Electric Vehicle Charging Points (EVC), which are expected to be installed in quarter four. Locations for the EVCs include Kings Street (Leyland), the Railway Station (Leyland), King Street (Lostock) and Cann Bridge Street (Walton-le-Dale).

## Performance of key projects



45. There are four key projects included in the 2022/23 Corporate Strategy under this priority.
46. One project is rated as completed, meaning that all key milestones have now been delivered:
  - Deliver the new Worden Hall complex as a flagship venue.
47. Two projects are rated as green, meaning it is progressing according to timescales and plan:
  - Lead action to address climate change for South Ribble,
  - Improve leisure facilities in South Ribble to improve wellbeing.
48. One project is rated amber:
  - Deliver affordable homes.

<b>Deliver affordable homes</b>		<b>AMBER</b>
<b>Issue:</b>	<p>The affordable homes project has been rated Amber due to delays with the completion and handover for the McKenzie Arms scheme which is now expected to take place by April 2023. The delays can be attributed to an issue that arose in relation to the final connection of the utilities to the site, which has now been resolved.</p> <p>The Jubilee Gardens scheme 'start-on-site' has also been delayed. Following a competitive tendering exercise, the lowest tender price was considerably in excess of the available budget within the approved Capital Programme.</p>	
<b>Action Plan - What will be done:</b>	<p>Negotiations are taking place with the Progress Housing Group to carry out the housing management function on behalf of the Council in relation to the McKenzie Arms Scheme. Properties will be let via the Select Move Portal.</p> <p>Work is continuing aimed at reducing the cost of the scheme in order to meet the available budget. This may involve a change to the procurement approach to the scheme. Discussions are also on-going with Homes England to secure their approved investment in the scheme, given that formal commencement has moved into the next financial year.</p>	

### Key Performance Indicators



49. At the end of quarter three, four of the eight corporate performance indicators under this priority are due to be reported.
50. One indicator is performing on or better than target:

- The number of individuals who complete a health check (screening) by a member of the Active Health Team.

51. One indicator is performing outside of target but within the 5% tolerance:

- 27,500 trees will be planted in the borough this year.

52. One measure is being baselined:

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

53. The following measure is monitored against trend with an update provided below:

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

Key Performance Indicator	Polarity	Previous Quarter	Quarter 3 2022/23	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved (Cumulative)	Bigger is better	95 (Q2:2022/23)	136	<b>Worse than Q3 2021/22</b>
<b>Trend:</b>	<p>Over quarter three there were 41 homelessness preventions. The main contributing factors to the presentations received this period are:</p> <ul style="list-style-type: none"> <li>• Family and friends not willing to accommodate individuals;</li> <li>• The ending of assured shorthold tenancy in the private sector;</li> <li>• Relationships breaking down / domestic violence.</li> </ul> <p>As in previous quarters the number of referrals from statutory bodies remains high and these individuals tend to have complex needs by virtue of the fact that other statutory bodies are involved, and homelessness tends to be more difficult to resolve.</p> <p>There remains a shortfall in access to suitable housing, with many private sector tenancies coming to an end. Landlords are continuing to sell their properties due to a combination of factors. There has also been a significant increase in the number of individuals on the social housing register.</p> <p>These challenges reflect the situation nationally and the situation reported by the Councils attending the recent Lancashire Homeless Forum.</p>			

Key Performance Indicator	Polarity	Previous Quarter	Quarter 3 2022/23	Trend
The number of people who are prevented from becoming homeless or have had their homelessness relieved (Cumulative)	Bigger is better	95 (Q2:2022/23)	136	<b>Worse than Q3 2021/22</b>
<b>Action Taken:</b>	<p>The council has been working with Progress Housing Group to address the crisis with the number of families in temporary accommodation and Bed and Breakfast accommodation. As an interim solution family in this accommodation have been direct matched to properties in order to move them out of hotels. The allocations policy has been reviewed and was considered by Cabinet in January 2023. Following Cabinet, a consultation will be undertaken on the draft allocations policy.</p> <p>The council continues to work with Lancashire County Council to deliver five bed spaces for single people /couples with complex needs and this is due to become available at the beginning of March 2023.</p> <p>Additionally, work is ongoing with an external consultant conducting a full-service review. Some of the findings have now been reported with a further report due end of March 2023 on the partnerships we have in place and the services funded via homelessness grant. Over the next quarter, these findings will be reviewed by the homelessness team and a report will go into the senior management team to agree an action plan to deliver any recommendations.</p>			

### Key organisational performance measures

54. At the end of quarter three, there are 11 key organisational performance measures due to be reported. A full list of the performance indicators is included in appendix 2.



55. Of the 11 key organisational performance measures, seven 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,
  - Number of accidents reported to Health Safety Executive for work related activity (RIDDOR),
  - 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),
  - Percentage of Business Rates (Cumulative YTD),
  - Percentage of Council Tax collected (Cumulative YTD).

56. Four performance measure are rated off track and are performing worse than target, and outside the 5% threshold:

- Number of near misses reported and acted upon,
- % of telephone calls answered within 90 seconds,
- % of calls abandoned before being answered in a quarter,
- % planning applications decided within 13 weeks (major applications),

Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
% of telephone calls answered within 90 seconds	Bigger is better	40%	21.67% (Q2:2022/23)	<b>35.85%</b>	▲	<b>Worse than Q3 2021/22</b>
% of calls abandoned before being answered in a quarter	Smaller is better	15%	29.34% (Q2:2022/23)	<b>20.67%</b>	▲	<b>Worse than Q3 2021/22</b>
<b>Reason Below Target:</b>	<p>The performance for the two indicators above is continuing to show a trend of positive improvement when compared to the previous period.</p> <p>The percentage of calls answered within 90 seconds has improved by 14.18% and there has also been a decrease of 8.67% in abandoned calls. However, the service has been impacted by a number of capacity issues such as long-term absences, and despite having taken on additional staff and filled vacancies there is a natural delay in the time taken from recruitment to new officers being fully trained which has remained a contributing factor for the below target performance.</p>					
<b>Action Plan:</b>	<p>In response, a number of actions and initiatives have been put in place and are progressing to help the council meet its targets:</p> <ul style="list-style-type: none"> <li>• Further recruitment of 12 apprentices to provide additional resources as part of the apprentice programme into the Customer Service team.</li> <li>• The apprentice programme is progressing well with apprentices that are in already post addressing case backlogs. Prioritisation has been given to apprentices completing training to support customers with the forthcoming garden waste, annual billings and local elections enquires.</li> <li>• A Training and Development Officer has been appointed and is currently being on boarded. The role will provide ongoing and sustained support to the whole team with any training and development needs.</li> <li>• The new telephony and call system has gone live and provides greater resilience at peak period within the service, allowing calls to be taken at any location, routing of calls to relevant officer and greater ability to analyse the nature of the calls so that system and service improvements can be made.</li> </ul> <p>It is expected that the performance of these two indicators will continue to improve as service improvements continue to be implemented. These improvements should be implemented and well established by quarter four.</p>					

Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	100% (Q2:2022/23)	75%	▲	Worse than Q3 2021/22
<b>Reason Below Target:</b>	The percentage of major planning applications decided within 13 weeks has performed lower than target this period. There are a small number of applications in this category, therefore if one or two applications is off target this can impact significantly on the percentage.					
<b>Action Plan:</b>	We will continue to monitor future applications and where possible implement measures to ensure timely decisions are made on major applications.					

Key Performance Indicator	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
Number of near misses reported and acted upon	Bigger is better	Target to improve trend	3 (Q2:2022/23)	1	▲	Same as Q3 2021/22
<b>Reason Below Target:</b>	<p>The number of near misses reported and acted upon is used to monitor awareness and allows the council to be proactive with the implement of good Health and Safety practice. This indicator is off track and is below the previous quarter figure, however, it remains similar compared to the same last year.</p> <p>This could be attributed to a lack of understanding regarding what a near miss is and what needs to be reported. The majority of near misses are reported by staff that work on frontline services. However, the lower number of near misses reported may also be impacted by the number of staff working remotely at home and away from the office environment.</p>					
<b>Action Plan:</b>	<p>In response to performance being under target this quarter, work has been undertaken with Team Leaders and Supervisors from the Neighbourhoods and Waste Management services to reinforce understanding and promote the importance of reporting near misses to ensure that the working environment remains safe.</p> <p>Additionally, there are currently 'Tool Box Talks' underway focusing on near misses. These talks are being delivered in areas that have been identified as being higher risk.</p> <p>This indicator is used to monitor awareness, reflecting positive health and safety practises. As awareness around near misses increases, there should be an improvement in the number of near misses reported and acted upon.</p>					



## Climate change and air quality

57. 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

58. 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.

## Risk

59. Risk registers are being completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.
60. 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

61. There are no direct financial implications of this report. However, performance of the organisation as a whole clearly can have impacts upon the Councils finances, the changes in which are described in the quarterly budget monitoring reports.

## Comments of the Monitoring Officer

62. The report is for information and noting. There are no direct legal implications as such. The report provides information on the council's performance in a number of key areas.

## Background documents




- Corporate Strategy, approved 24 November 2021









## Appendices

- Appendix 1 - Performance of the Corporate Strategy Measures
- Appendix 2 - Key Organisational Performance Measures
- Appendix 3 - Quarter Three Community Hub Action Plans Delivery Summary
- Appendix 4 - Status of the 2022/23 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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Indicator Name	Polarity	Target	Previous Quarter (Reported)	Quarter 3 2022/23	Symbol	Trend
<b>An Exemplary Council</b>						
At least 40% of service requests will be received via self-service channels	Bigger is better	40%	29.8% (Q2:2022/23)	<b>32.30%</b>		<b>Better than Q3 2021/22</b>
<b>Thriving Communities</b>						
Number of new savers with Unify Credit Union in South Ribble	Bigger is better	150	69 (Q2:2022/23)	<b>81</b>		<b>Worse than Q3 2021/22</b>
The number of claimants as a proportion of resident population of area aged 16-64 is better than North West average	Smaller is better	4.2%	2.3% (Q2:2022/23)	<b>2.4%</b>		<b>Better than Q3 2021/22</b>
Number of residents participating in activities delivered by the Council	Bigger is better	300*	4,600 (Q2:2022/23)	<b>6,259</b>		<b>New for 2022/23</b>
<b>A fair local economy that works for everyone</b>						
Overall employment rate greater than north west average	Bigger is better	73%	84.4% (Q2:2022/23)	<b>85.4%</b>		<b>Better than Q3 2021/22</b>
% 16 -17year olds not in education or training (NEET)	Smaller is better	3.5%	1.7% (Q2:2022/23)	<b>2.6%</b>		<b>Same as Q3 2021/22</b>
<b>Good homes green spaces healthy places</b>						
The number of wellbeing sessions delivered by the Active Health Team	Bigger is better	Target to be set 2022/23	1,168 (Q2:2022/23)	<b>1,854</b>	N/A	<b>New for 2022/23</b>
The number of people who are prevented from becoming homeless or have had their homelessness relieved	Bigger is Better	Monitor Trend	95 (Q2:2022/23)	<b>136</b>	N/A	<b>Worse than Q3 2021/22</b>
27,500 trees will be planted in the borough this year	Bigger is better	675	0 (Q2:2022/23)	<b>670</b>		<b>Worse than Q3 2021/22</b>
The number of individuals who complete a health check (screening) by a member of the Active Health Team	Bigger is better	83	79 (Q2:2022/23)	<b>87</b>		<b>New for 2022/23</b>

\* This target has been revised for 2023/24 to better reflect the scope of activities covered and baselined against outturn for the past 12 months.

## Appendix 2 – Key Organisational Performance Measures

Indicator Name	Polarity	Target	Previous Quarter	Quarter 3 2022/23	Symbol	Trend
Number of households in temporary accommodation at the end of the quarter	Smaller is better	51	52 (Q2:2022/23)	<b>40</b>	★	<b>Better than Q3 2021/22</b>
Number of accidents reported to Health and Safety from work related activity	Smaller is better	8	7 (Q2:2022/23)	<b>6</b>	★	<b>Better than Q3 2021/22</b>
Number of accidents reported to Health Safety Executive for work related activity (RIDDOR)	Smaller is better	4	0 (Q2:2022/23)	<b>2</b>	★	<b>Worse than Q3 2021/22</b>
Number of near misses reported and acted upon	Bigger is better	Target to improve trend	3 (Q2:2022/23)	<b>1</b>	▲	<b>Same as Q3 2021/22</b>
The average number of working days from Disabled Facilities grant referral received from LCC to application approved	Smaller is better	167 days	76 days (Q2:2022/23)	<b>70 days</b>	★	<b>Better than Q3 2021/22</b>
% planning applications decided within 13 weeks (major applications)	Bigger is better	80%	100% (Q2:2022/23)	<b>75%</b>	▲	<b>Worse than Q3 2021/22</b>
% planning applications decided within 8 weeks (minor / other applications)	Bigger is better	85%	84.6% (Q2:2022/23)	<b>96.1%</b>	★	<b>Better than Q3 2021/22</b>
% of telephone calls answered within 90 seconds	Bigger is better	40%	21.67% (Q2:2022/23)	<b>35.85%</b>	▲	<b>Worse than Q3 2021/22</b>
% of calls abandoned before being answered in a quarter	Smaller is better	15%	29.34% (Q2:2022/23)	<b>20.67%</b>	▲	<b>Worse than Q3 2021/22</b>
Percentage of Council Tax collected (Cumulative YTD)	Bigger is better	84.4%	57.10% (Q2:2022/23)	<b>85.09%</b>	★	<b>Better than Q3 2021/22</b>
Percentage of Business Rates (Cumulative YTD)	Bigger is better	76.79%	57.05% (Q2:2022/23)	<b>81.2%</b>	★	<b>Better than Q3 2021/22</b>

### Appendix 3 – Quarter Three Community Hub Action Plans Delivery Summary

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

- **South Ribble in Bloom** - a competition was successful delivered through each of the Community Hubs with categories such as Best Front Garden, Best Hanging Basket, Best Business Premises, Best Community Space, Schools Challenge, Best Church or Place of Worship and Young Bloomers. The Community Hub competition winners went on to South Ribble in Bloom and winners were announced at the celebration event.
- **Farington Lodges** – long awaited improvement works is now underway at Farington Lodge to re-surface the footpaths, install a dipping platform and replace benches. An investment of £30,000 has been provided by Lancashire Environmental Fund, match funding from Leyland and Farington Community Hub, and the Boost Fund to carry out the improvements.
- **Christmas Initiatives** – a number of Christmas initiatives were delivered over quarter three, these included 'What's On' guided for all the festive events taking place in the Community Hub areas; Lamp post banners on Liverpool Road in Penwortham, the 'Christmas Light Switch On' in Longton and New Longton; and Community Christmas Trees at the Civic Centre.
- **School planters**- schools in Bamber Bridge, Lostock Hall and Walton-le-Dale have been provided with large planters, soil, compost, seeds, and gardening tools to support them with their outdoor garden areas.
- **School Uniform shop** – a 'Pop Up Uniform Shop' offering free school uniforms to those that need extra support was established in Leyland town centre. The shop received positive feedback from families and managed to support 607 families in total. In addition to the school uniforms, food items were also provided through the Holiday Activities and Food (HAF) programme.
- **Pop-up Bike shop** – three 'Pop Up Bike Shops' were established at the Civic Centre (Leyland), Bamber Bridge Leisure Centre, and Penwortham Community Centre (Kingsfold). The pop-up shops provided residents aged 5 and above with access to affordable good quality pre-owned bikes, and managed to distribute a total of 60 bikes across the three areas.

## Appendix 4 - Status of the 2022/23 Corporate Strategy projects

Project	Status	Position Statement (Q3)
<b>An exemplary council</b>		
Deliver the peer challenge action plan to ensure continued improvement	<b>COMPLETE</b>	<p>This project completed in quarter two 2022/23.</p> <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>
Deliver the shared services development plan to build a more resilient organisation	<b>GREEN</b>	<p>This project will be completed by March 2023.</p> <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 February 2023 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>
Implement more efficient and effective working practices at the council through the Future WorkPlace Strategy	<b>GREEN</b>	<p>This project will be rolled into the service business plans for 2022/2023.</p> <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 and laptops are being trailed. Following completion of this trial, the next stage will be the wider rollout of the new desktops (workspace), followed by rollout of standardised laptop to all staff.</p>

Project	Status	Position Statement (Q3)
		The accommodation element of the project has seen feasibility works 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. The proposed plan is to commence improvements to the Civic Centre, starting with the refurbishment of Whitespace.
Deliver more joined up public services through working with our partners	<b>GREEN</b>	<p>This project will be completed by March 2023.</p> <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 March 2023, 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> <p>Plans to host a 'cost of living' summit in quarter four have been reviewed (and subject to partnership approval) to include a focus on integrated locality models and how services are working across the district to address system pressures and respond to the changing environment..</p>
<b>A fair local economy that works for everyone</b>		
Deliver transformational regeneration projects including the Town Deal	<b>GREEN</b>	<p>This project will continue into the 2022/23 programme of corporate strategy projects.</p> <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"> <li>• Town Centre Transformation,</li> <li>• Market Refurbishment,</li> <li>• Base 2 Business Hub</li> </ul> <p>A response has been received awarding the Council the full £25million which will enable the programme to be taken forward. The project has already seen £13m contributed directly by the Council and with the Government's full allocation of funding, a total of £38m will be invested in the area.</p> <p>The Penwortham Masterplan was approved at Cabinet in November 2022. The Approved plan include works to Liverpool Road, Kingsfold and Middleforth commercial areas. Going forward, a delivery plan including budget approval towards the implementation of the Masterplan will be developed and considered by Cabinet.</p>
Develop a community co-operative in South Ribble	<b>GREEN</b>	This project will be completed by March 2023.

Project	Status	Position Statement (Q3)
as part of growing a fair local economy		<p>Ambitions to establish a food-based co-operative have moved forward with further discussions taking place with stakeholders. The model to be progressed will be a joint approach of a co-operative food buying and a batch cooking group. The need for sustainable food has been an area of focus for a co-operative 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 (The Base) has been identified for the pilot. Viable operational 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.</p>
Support residents to recover from the pandemic with advice, support, and key services	<b>GREEN</b>	<p>This project will be completed by March 2023.</p> <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 has been brought forward and approved at Cabinet 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. 2,116 families, 1,557 pensioners and 444 individuals were supported in various ways. The allocation for round three of the Household Support Fund to support residents with food and hygiene products, utility provision (vouchers for gas, electricity and water), home energy efficiency adaptations (e.g. loft insulation, replacement boilers, etc) has now been confirmed as £340,000 and will be delivered over quarter four.</p>
<b>Thriving communities</b>		
Develop the Youth Council to make sure the views of young people are represented	<b>COMPLETE</b>	<p>This project completed in quarter three 2022/23.</p> <p>Since the Youth Council was established in October 2021 its members have identifies the key themes which they want to focus on, which include, Mental Health, Black, Asian, and Minority Ethnic (BAME), Veterans, Foodbanks and Knife Crime. 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 Co-operative Council Innovation Network and delivered by Lancashire Youth Challenge.</p>

Project	Status	Position Statement (Q3)
		<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. The Officer has been building relationships with local schools to promote the Youth Council.</p> <p>The Youth Council delivered their first project in quarter three, focusing on the cost of living crisis, this was a Festive Freecycle project, where residents were able to donate warm clothing and toys that were then provided to those in need over the festive period. The Youth Council will continue to deliver projects and offer a chance for young residents to use their voice and influence decisions within their local communities.</p>
<p>Deliver Music in the Park 2022 and Queens Jubilee Celebrations</p>	<p><b>COMPLETE</b></p>	<p>This project completed in quarter two 2022/23.</p> <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>
<p>Review and enhance the community hubs as a primary way to work closely with residents</p>	<p><b>GREEN</b></p>	<p>This project will be completed by March 2023.</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>A social isolation network has been established with those who lead social isolation provision across South Ribble attending. This allows individuals to network, share best practice, learn about services and referral pathways, and other ways that the council can support them</p> <p>The project will continue to deliver against the Community Hub action plans, Cost of Living action plan and roll out the next phase of mental health first aid courses.</p>
<p>Develop the visitor offer in South Ribble with even</p>	<p><b>GREEN</b></p>	<p>This project will be completed by March 2023.</p>



Project	Status	Position Statement (Q3)
more attractions and events		<p>The project 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> <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, stakeholder newsletter and grow the engagement on social media. The draft South Ribble 5-year Tourism Strategy will also be taken forward for approval.</p>
<b>Good homes, green spaces, healthy places</b>		
Improve leisure facilities in South Ribble to improve wellbeing	<b>GREEN</b>	<p>This project will be rolled into the service business plans for 2022/2023.</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.</p> <p>The project will be delivered in two phases, Phase 1 will deliver the Decarbonisation Programme, and Phase 2 will deliver the Leisure Improvement Programme.</p> <p>For the decarbonisation phase of the programme, the mechanical and electrical services(M&amp;E) Consultant has been novated and brought in house to be managed by the Council. The delivery strategy has now been agreed following completion of the technical design and specification of works. Initial site set up has begun and works on-site will commence in January 2023.</p> <p>For the leisure improvement phase of the programme, progress has been made with the completion of the design development and detailed programme of works. 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. Over the next quarter, a main contractor will be appointed to deliver the leisure improvement programme.</p>
Deliver the new Worden Hall complex as a flagship venue	<b>COMPLETE</b>	<p>This project completed in quarter two 2022/23.</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</p>

Project	Status	Position Statement (Q3)
		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.
Lead action to address climate change for South Ribble	<b>GREEN</b>	<p>This project will continue into the 2022/23 programme of corporate strategy projects</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 (EVC) with contracts and leases expected to be signed and installation to commence in quarter four. 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 be complete by March 2023.</p>
Deliver affordable homes	<b>Amber</b>	<p>This project will continue into the 2022/23 programme of corporate strategy projects</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 March 2023.</p> <p>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 the council has been successful with a submission for a funding application to Homes England for £6 million. The project has been delayed due to increased project costs exceeding the budget approved by the Council. This is likely to have an impact on the project's delivery schedule. A review of opportunities to advance the Jubilee Gardens programme is being carried out by the council, including the option seeking an alternative contractor via the framework if an agreement cannot be reached with the current contractor on terms and project costs. To mitigate further risk of delays to the programme, the project team have developed an enabling works package to potentially start on site within the next quarter.</p>