

<b>REPORT TO</b>	<b>ON</b>
<b>SCRUTINY COMMITTEE CABINET</b>	7 March 2019 20 March 2019



<b>TITLE</b>	<b>PORTFOLIO</b>	<b>REPORT OF</b>
Corporate Performance Report at the end of Quarter 3 (31 <sup>st</sup> December 2018)	Council Leader	Chief Executive

Is this report a <b>KEY DECISION</b> (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	<b>No</b>
Is this report on the <b>Statutory Cabinet Forward Plan?</b>	<b>No</b>
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	<b>No</b>
Is this report confidential?	<b>No</b>

## 1. PURPOSE OF THE REPORT

This report provides an overview of performance against the Council's Corporate Plan for 2018-19 at the end of the third quarter i.e. the end of December 2018.

## 2. PORTFOLIO RECOMMENDATIONS

## 3. CORPORATE PRIORITIES

The report relates to all of the corporate priorities as shown below.

Excellence and Financial Sustainability	✓	Health and Wellbeing	✓
Place	✓	Our People	✓

## 4. BACKGROUND TO THE REPORT

The Corporate Plan for 2018-19 contains a number of projects for delivery across the financial year. This report provides an update for Quarter 3 on both the Projects, and the key Performance indicators agreed by this council.

Performance reports for each quarter are considered by the Council's Leadership Team and for Quarters 1, 2, 3 and 4 by the Cabinet and the Council's Scrutiny Committee. An annual report on performance at the end of Quarter 4 will also be submitted to Full Council.

Performance for each project is categorised into one of three categories, shown in the below table.

Improved performance/ delivery which is on target or improved.	Performance/ delivery which has stayed the same, or changed in performance with a minor variance.	Performance / delivery which has dropped or cannot be delivered within previously agreed timescales.

## 5. PERFORMANCE AT THE END OF QUARTER 3

### 5.1 PROJECTS

**5.1.1** Below sets out a dashboard of the performance of projects for third quarter of 2018-19. Detailed analysis is provided in Appendix 1. As a headline summary, in Quarter 3, 42 project are green, 2 are amber and 2 are red. This is a highly ambitious programme of works for this council to deliver which requires all officers to work to the principles of a high performing team.

Please see overleaf:

Priority	Programme	Project (RAG)
Excellence & Financial Sustainability	Council Investment Portfolio	Civic Centre and Worden Arts Centre commercialisation
		Civic Centre refurbishment
		Surplus sites disposal programme Phase 1
		Business Case for South Ribble home build proposal
	Transformation	SOCITIM review of ICT (Development of and ICT Strategy)
		Gateway review
		HR Going Digital Phase 1 (merged into the SOCITIM review of ICT project)
Health & Wellbeing	Health, leisure and wellbeing campus model including community health services	Neighbourhood Teams transformation
		Depot commercialisation Phase 1
		Implement Pay Award 2018/19 for Council Staff
		Phase 1 of shared services with Chorley Council
		Worden park improvements
	Homelessness and independent living support	Design and seek planning permission for the first phase of the Borough green links
		Open spaces, sports and recreation assessment and playing pitch strategy
	Support for communities and volunteering	Commence review of leisure contract
		Design and seek planning permission for leisure campus plan
		Develop options for artificial grass pitches
	Social isolation and loneliness	Development of a homelessness project to implement the new Homelessness Reduction Act 2017
		Implement a project to deliver additional independent living support to people living with a disability
	Lancashire Mental Health Strategy	Adopt a revised Council Tax Support Scheme for 2019-20
		Develop volunteering strategy and Compact for the voluntary, community and faith sector and a volunteering framework to support people and communities to be resilient
		Deliver the key actions of the South Ribble Dementia Action Alliance
Place	Borough-wide Air Quality Plan	Completion of MH2K project
		Workplace Based Health Checks Programme
	Cuerden Strategic Site	Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality
		Implement Employment and Skills Plan
	Central Lancashire Core Strategy and South Ribble Local Plan	Progress Delivery of Phase 1 and Plan for Future Phases
		Commence review of Central Lancashire Local Plan and the South Ribble Local Plan
	City Deal and Plan for Successor Programmes	Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites
		Deliver projects listed in the City Deal Business and Delivery Plan 2017-20
		Masterplan for Penwortham Town Centre
		Masterplan for Leyland town and Lostock Hall centres
	Economic Strategy: support for existing as well as new businesses	Commence preparation of a Central Lancashire Economic Strategy
		Housing Framework: delivery of a balanced housing market
	Place promotion	Private sector Stock Condition Survey
		Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity
		Develop South Ribble Programme for festivals and events
	My Neighbourhood Plans	South Ribble Ambassador programme
		Capital projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements
	River Ribble Master Planning	Masterplan for River Ribble Green links joining river frontage to local amenities & wider network
		Accessibility work including completion of Cross Borough Link Road
		Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)
		Progress Delivery of Central Parks Masterplan
	Raising community aspirations in relation to growth and improvements in the Borough	Lead the development of the Borough Community Strategy
		Development of a renewable energy feasibility study
Our People	Apprentices	Phase 1 of Apprenticeship Factory concept
	Leadership Development	Organisational Development: incorporating Phase 1 Senior Leadership Development Programme, Phase 1 Member Development Programme, organisational culture review and values and behaviours (as part of the refresh of the Transformation Strategy)

### **5.1.2 Key achievements to note**

- Within Worden Park development work is underway on multiple improvements, including the conservatory, arboretum, craft centre, and toilets.
- The ICT Strategic Review (Digital Strategy Review) project is now completed and the outcomes will be used to inform the direction of travel for ICT at the council.
- The Mental Health 2000 awareness project has been completed.
- Development of our South Ribble Air Quality Plan has been completed.
- The Green Links programme is well underway, with significant consultation events being planned for the next quarter.
- Successful completion of the WW1 Centenary McNamara memorial and the Walton-le-dale car park, with great community engagement events around Centenary Remembrance Day.
- A Volunteering Strategy has recently been presented to council, and the council will now consult with our partners and volunteers to develop this further.
- The programme to update the Civic Centre (Banqueting Suite) rooms and the AV equipment has been completed and monitoring is taking place. The works include:
  - The modernisation the Shield, Wheel and Cross rooms
  - Renovation of toilets in the conference and business area
  - New glazing
  - Creation of two syndicate meeting rooms
  - New audio visual equipment.

A business plan has been developed which covers a range of issues concerned with future direction of travel for the Civic centre.

- The project to ‘Develop South Ribble Programme for festivals and Events’ has been completed successfully for 2018/19. Planning for next year’s events (2019/20) is currently underway.
- A Borough wide Community Strategy has been developed and noted by full Council in January 2019.

### **5.1.3 Exceptions to note**

- The Depot Commercialisation Phase 1 project is amber due to a delay with alterations. The mezzanine floor and waiting room have been constructed. The remaining alterations is due to commence in the next few weeks. However it should be noted that there has been considerable success in working up a new commercial model with our partners FCC Environment, which has had a positive impact on service delivery and our commercial approach.
- The Cuerden Strategic Site programme has been set back. Lancashire County Council are taking the lead on this project and we are still awaiting formal notification of a delivery programme and timescales.
- The development of the Central Lancashire Economic strategy is being developed as a supporting document for the new core strategy.

- The development of a formal South Ribble Ambassador programme has been delayed, although discussions have started to take place with Business and our partners. This item will need to be refreshed once the elections have taken place.
- The project of the new Ribble crossing will require Lancashire wide buy-in as a sub-regional and regional significant project. Officers are continuing to explore all funding options.

## 5.2 PERFORMANCE INDICATORS

**5.2.1** With regards to performance indicators, the council currently measures 61 indicators, over an annual period, which are each categorised into one of the Council's four Corporate Priorities.

A detailed review of the Indicators for Quarter 3 are set out in Appendix 1, with a summary below showing that within the third quarter of the total of 29 indicators that can be reported 15 are green, 5 are amber, and 2 are red. We have 7 indicators which have recently been introduced, and therefore, at this stage, either have no data points approved as they are still being developed, or there is no comparable data to test performance. This must however be collated and reported, so members are aware the information, and that it will be available for comparison in future years.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
29	15	5	2	7

### 5.2.2 Key achievements to note

- The % of missed domestic waste bin collections has continued to maintain its exceptional standard of 0.02%.
- There has been a decrease in the number of accidents reported to HSE arising from work activity from 3 in quarter 2 to 0 in quarter 3.
- The number of visits to our leisure and sports facilities has increased in quarter 3 (172,045), compared to the same time last year (171,308). This has been an increase of 737 visitors which is a result of a rise in gym usage and stable year on year usage on both swimming lessons and gymnastics lessons.
- The number of staff undertaking apprenticeships in the council has maintained it's high performance of 12 apprenticeship positions. The levels of apprenticeships range from level 3 to level 6 from various providers. A breakdown of apprenticeships and providers are shown below:

Apprenticeship	Count	Level	Provider
Construction Technical and Professional	1	3	WIGAN AND LEIGH COLLEGE
Construction Management	1	4	PRESTON COLLEGE
Chartered manager degree apprenticeship	1	6	UNIVERSITY OF CENTRAL LANCASHIRE

Construction Management	1	4	WIGAN AND LEIGH COLLEGE
Horticulture and Landscape Operative	2	2	MYERSCOUGH COLLEGE
Learning and Development	1	3	INTEC BUSINESS COLLEGES LIMITED
Heavy vehicle service and maintenance technician (Standard)	1	3	PRESTON COLLEGE
Chartered Surveyor	3	6	UNIVERSITY OF SALFORD (1) UNIVERSITY OF CENTRAL LANCASHIRE (2)
HR Support Officer	1	3	TRAFFORD COLLEGE

- Homeless presentations is down this quarter, from quarter two which is a key success (down from 88 to 85). The future yearly comparison figures may take some time to adjust due to changes to the law in April 2018 with work being undertaken with our prevention partner “Key” and the homelessness team.

### 5.2.3 Exceptions to note

- The number of complaints has increased by 6 this quarter. There is no obvious trend as the complaints encompass a wide range of departments and subject matters. A breakdown of complaints by department can be seen below:

Department	Number of Complaints
Benefits	5
Planning	4
Gateway	3
Neighbourhoods	3
Community Works	2
<b>Total</b>	<b>17</b>

- We are now ensuring that we record the compliments that are received, this figure is 11 for quarter 3 (down from 15 compliments received in quarter 2), and a breakdown of compliments by department can be seen below:

Department	Number of Compliments
Gateway	4
Neighbourhood Services	4
Environmental Health	2
Community Involvement	1
<b>Total</b>	<b>11</b>

- The capital budget variances will be picked up in the financial report.
- The number of young people taking part in programmed school and out of school activities has decreased since last term. This is due to timetabling of activities and the time of year. The figures last period were higher because the Council ran a Dance from the Heart Project and our Active camps throughout the summer period.
- The Licensing Team have commenced a process of carrying out more in depth premises inspections. This has involved more multi-agency operations involving the Home Office

(Immigration), the Fire Service, the Gambling Commission and the Police. Such operations have resulted in three formal reviews of premises licences. We are adopting a more holistic approach to enforcement. We are also becoming more outcome focused. We have also been extending enforcement activities to test purchases of an evening (e.g. under age sales). This has resulted in a slight decrease in the numbers of premises being inspected and the numbers of vehicle inspections of licensed taxis (from 24 – 21).

## **6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

N/A

## **7. OTHER OPTIONS CONSIDERED**

N/A

## **8. FINANCIAL IMPLICATIONS**

The financial implications arising from this report are reported in the third quarter budget monitoring paper.

## **9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS**

The delivery of the corporate plan, and its performance is totally dependent on the officers of this council and their commitment in delivering quality services. It is pleasing to note that this staff commitment is presenting itself in a positive performance report, which on balance, provides assurance that services are being delivered efficiently and effectively.

## **10. ICT/TECHNOLOGY IMPLICATIONS**

ICT or technology also plays a significant role in effective service delivery. Moving forward, the council will capture any further efficiency of service delivery within its Digital strategy.

## **11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

The Council is currently reviewing the office accommodation for all officers, along a review of all technology, plant and machinery. Effective, high performing teams excel when they work in a quality environment and have quality tools. The corporate plan identifies specific projects that will deliver this environment, and these are reported with this report.

## **12. RISK MANAGEMENT**

The Corporate Risk Register at the end of Quarter 3 shows 5 risks with a residual risk rated as green and 4 with a residual risk rated as amber. There are currently no risks with a residual risk rating as red at the end of this quarter.

## **13. EQUALITY AND DIVERSITY IMPACT**

The Corporate plan has set out its equality and impact, which is reported to members in line with its corporate planning process.

## **14. COMMENTS OF THE STATUTORY FINANCE OFFICER**

The report highlights the significant progress being made in project development which is supported through the Council's Medium Term Financial Strategy. Project officers continue to embed transformation into their work programmes such that these significant investments contribute to Corporate Priorities in particular Excellence and Financial Sustainability.

## **15. COMMENTS OF THE MONITORING OFFICER**

It is the established practice of the council to report openly and transparently on our level of performance with regard to our Corporate Plan. Clearly it is important to provide members and the general public confidence that we are indeed delivering on our priorities. In this regard there are no issues that the Monitoring Officer needs to raise.

## **16. RELEVANT DIRECTORS RECOMMENDATIONS**

It is recommended that:

- i. Members note performance throughout Quarter 3 shown at **Appendix 1**.
- ii. Members note the corporate risks and the controls that have been in place to mitigate risks in 2018-19 as identified in the Corporate Risk Register shown at **Appendix 2**.

## **17. BACKGROUND DOCUMENTS**

❖ Corporate Plan 2018-19

**Appendix 1:** Quarter 3 Performance Report

**Appendix 2:** Corporate Risk Register

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