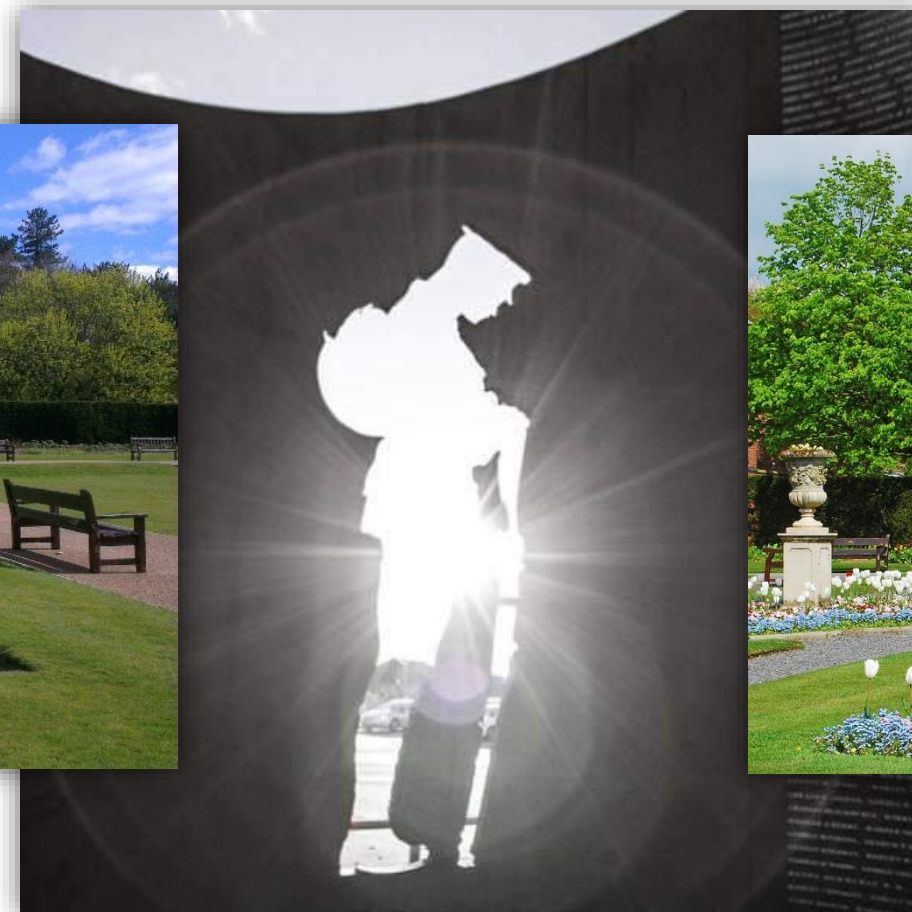


Annual Corporate Plan Performance Report 2018 - 2019



Our Vision

‘South Ribble is and continues to be recognised nationally as the best place in the UK’

Contents

| | |
|---|-------------------------|
| Section 1: Foreword | Page 2 |
| Section 2: An introduction to the 2018-23 Corporate Plan | 3 - 4 |
| 2.1: Corporate Plan Overview | 3 |
| 2.2: Vision | 3 |
| 2.3: Corporate Priorities | 3 |
| 2.4: Commitment to the Community Strategy | 3 |
| 2.5: Relationship to wider policies and strategies | 4 |
| 2.6: Delivering the Corporate Plan | 4 |
| Section 3: Excellence and Financial Sustainability | 5 - 6 |
| 3.1: Council Investment Portfolio | 5 |
| 3.2: Transformation | 6 |
| 3.3: Shared Services | 6 |
| Section 4: Health and Wellbeing | 7 - 10 |
| 4.1: Health, Leisure and Wellbeing Campus | 7 |
| 4.2: Homelessness and Independent Living | 8 |
| 4.3: Social Isolation and Loneliness | 8 |
| 4.4: Support for Communities and Volunteering | 9 |
| 4.5: Lancashire Mental Health Programme | 10 |
| 4.6: Air Quality Plan | 10 |
| Section 5: Place | 11 - 16 |
| 5.1: Cuerden Strategic Site | 11 |
| 5.2: Economic Strategy: Supporting Existing and New Businesses | 11 |
| 5.3: City Deal and Plan for Successors Programme | 12 |
| 5.4: Central Lancashire Core Plan and South Ribble Local Plan | 13 |
| 5.5: Housing Framework: Delivery a Balanced Housing Market | 13 |
| 5.6: Place Promotion | 14 |
| 5.7: My Neighbourhood Plans | 14 |
| 5.8: River Ribble Masterplan | 15 |
| 5.9: Community Strategy | 16 |
| 5.10: Renewable Energy | 16 |
| Section 6: Our People | 17 |
| 6.1: Organisational Development | 17 |
| 6.2: Apprentice Factory | 17 |

Section 1: Foreword

This Annual Corporate Plan Performance report provides an overview of how the Council performed against the identified deliverables for 2018-19, within the five-year 2018-23 Corporate Plan.

In summary, the Council has made good progress throughout first year of this five-year journey, although it is important to understand that many of these Corporate Plan projects run across multiple years, therefore a significant amount of the work completed to date has been at a strategic planning and consultation level. Although this process can be time intensive, South Ribble Borough Council are committed to ensuring that the projects delivered meet the needs of South Ribble’s communities, and therefore follow a ‘we asked, you said, we did’ approach.

Following the structure of the Corporate Plan this document breaks down the progress made throughout 2018-19 by Corporate Priority. Each Corporate Priority will then be broken down by Programme, and updates will be provided for each project that sits within this along with the next steps for 2019-20. In addition to this, updates will be providing for relevant performance measures.

Looking forward to 2019-20, future performance reports will capture both the progress and performance of each corporate programme more effectively, this has been achieved by including tangible measures of success with each project, therefore allowing outcomes of projects to also be measured rather than solely progress against scoped milestones.



Section 2: An Introduction to the 2018-23 Corporate Plan

2.1: Corporate Plan Overview

The 2018-23 Corporate Plan sets out programmes and projects that will be delivered over a five-year period, both by the Council and in collaboration with partners.

Some projects are delivered directly by South Ribble Borough Council, and others are led by other organisations where the Council play the role of supporting or influencing. Furthermore, every project identified within the Corporate Plan is unique, some can be delivered over a two-year period, however others are large scale long-term projects which require significant planning and consultation, and can therefore span across the five-year period and in some cases longer.

In order to provide clear insight and manage expectations, the five-year Corporate Plan is broken down into Annual Delivery Plans. This Annual Corporate Plan Performance Report will look at how the Council has performed against the 2018-19 Annual Delivery Plan.

2.2: Vision:

The Corporate Plan is delivered with the purpose to achieve the Council's vision and ambition.

Our vision for the Borough is set out below:

'South Ribble is and continues to be recognised nationally as the best place in the UK'.

We also have a vision for the sort of Council we want to be:

'A Council that is recognised for being innovative, forward thinking and financially self-sufficient, whilst putting people at the heart of everything we do'.

2.3: Corporate Priorities

The Corporate Plan is broken into three key Corporate Priorities (*as shown in the model below*), each which contain programmes and projects for delivery. Each of these priorities are underpinned by 'Our People', as we must develop and support our Council officers to facilitate the delivery of our Corporate Plan for all of South Ribble's communities.



2.4: Commitment to the South Ribble Community Strategy

From 2019-20 onwards the Council has committed to aligning the projects delivered within the Corporate Plan to the 2019-24 South Ribble Community Strategy, which was developed by the South Ribble Partnership in 2018. Doing this allows the Council to work towards shared community objectives in collaboration with community partners, in the priority areas of **Effective Partnerships**, **Growth**, **Connected**, and **Place**.

Community
Strategy



Section 2: An Introduction to the 2018-23 Corporate Plan

2.5: Relationship to Wider Policies and Strategies

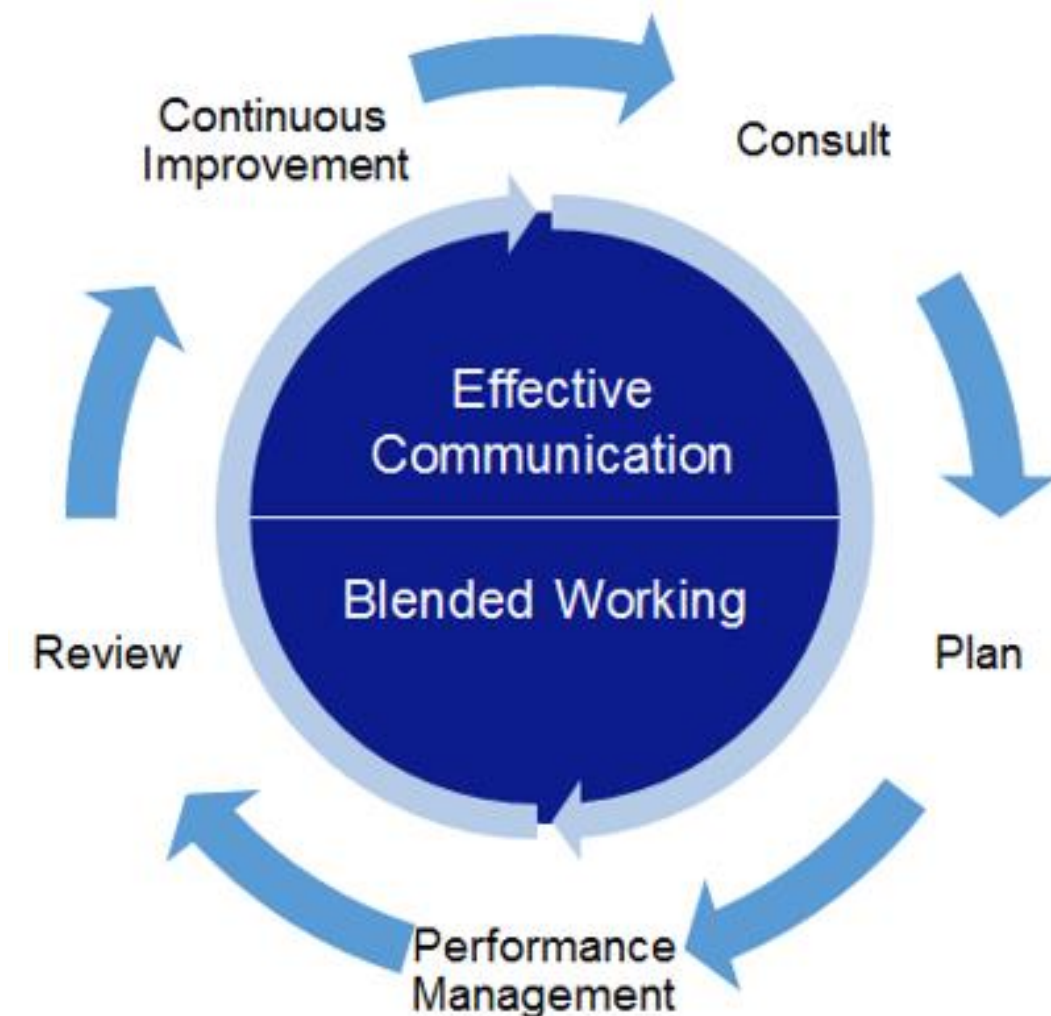
Although South Ribble Borough Council's Corporate Plan is directly informed by the South Ribble Community Strategy, both the Corporate Plan and Community Strategy are influenced by wider regional and sub-regional plans. The Council work closely with partners at a regional and sub-regional level to develop policies (*what is intended to be delivered*) and strategies (*how this is intended to be delivered*) that support these plans, and bring mutual benefits for all organisations and districts involved.

These policies and strategies then influence policies and strategies that are in place within Council, however using the 'performance management, review, and continuous improvement approach' these policies and strategies remain equipped to facilitate the successful delivery of the Corporate Plan, whilst also producing outcomes aligned with the Community Strategy and wider regional and sub-regional plans.

2.6: Delivering the Corporate Plan

Council officers (*also known as 'Our People' within the Corporate Plan*) are fundamental for successfully delivering the identified Corporate Priorities. The Corporate Planning and Delivery Framework sets out the below 'Corporate Planning and Delivery Cycle'. This cycle breaks down the annual process of Corporate Planning and Delivery into five stages, namely, Consult, Plan, Performance Management (*and Delivery*), Review (*and Evaluation*), and Continuous Improvement, whilst being underpinned by Effective Communication (*frequently and consistently throughout*), and the embedded Blended Working approach.

This framework and way of working echoes South Ribble Borough Council's ethos of being 'One Council, One Team, Creating Excellence', by both creating and supporting the high performing teams that have delivered the excellent progress made across the five-year Corporate Plan to date.



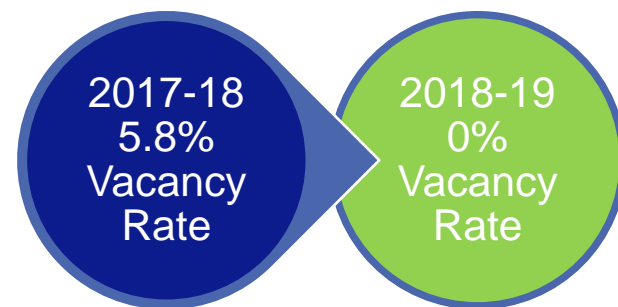
Section 3: Excellence and Financial Sustainability

3.1: Council Investment Portfolio Programme

2018-19 marked the completion of the first step towards the Council's ambition of becoming a financially sustainable organisation, ahead of the pending budgetary cuts from Central Government. In order to achieve this the Council has committed to exploring revenue generating opportunities, and work has now begun to commence to make these opportunities a reality.

Relevant Performance Measure Updates:

- The Council has ended the 2018-19 financial year with 100% of all investment property occupied (0% vacancy rate) for the first time in over five years, this shows an improvement from 2017-18 where the final vacancy rate was 5.9%.



Project Progress Update:

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---|---|----------|---|
| Civic Centre Commercialisation Phase 1 | The completion of the first phase of this project has included the successful renovation of the Civic Centre's Business and Conference Centre, which is now available for external use and generating revenue. Furthermore, improvements have been made to the reception area, including signage for the Department for Work and Pensions (DWP) partners who are now located in the Civic Centre offices. | Complete | Phase 2 of Business and Conference Centre project is set to commence through 2019-20, this is set to include further commercialisation and the renovation to the café area. |
| Worden Hall Arts Centre Commercialisation Phase 1 | An investment opportunity was advertised for bids to be provided for the commercial use of Worden Hall, and applicants have now been shortlisted. | On-track | The investment opportunity shall be worked up and finalisation for consideration by Cabinet. |
| Depot Commercialisation Phase 1 | The vehicle workshop at Moss Side Depot has now been outfitted with equipment to enable MOT tests to be carried out on the premises. The MOT test Centre is forecasted to be open for use from May 2019, initially starting with in-house vehicles and opening up to staff, partners, and the public via a phased approach. | On-track | Through 2019-20 Council officers will aim to seek additional opportunities to increase revenue through the Moss Side Depot's assets and services. |
| Surplus sites disposals programme Phase 1 | The specification, scoring schedule and tender documentation have now been drafted for the procurement team. The tender aims to appoint advisors for a three-year period with the option to extend for an additional year. | On-track | Advisors will carry out a strategic asset review of surplus sites to identify next steps. |
| Develop business case for South Ribble Home Build proposal | A consultation exercise was carried out looking at a number of sites in the Council's ownership, this included letters to residents and public consultations. Both the 'McKenzie Arms' on Station Road, Bamber Bridge and Kingsfold Drive sites were identified as priorities for full business cases and options appraisals that must be reported back to Cabinet. | On-track | The Homebuild Strategy shall be reviewed with the new administration and a clear way forward shall be agreed. |

Section 3: Excellence and Financial Sustainability

3.2: Transformation Programme

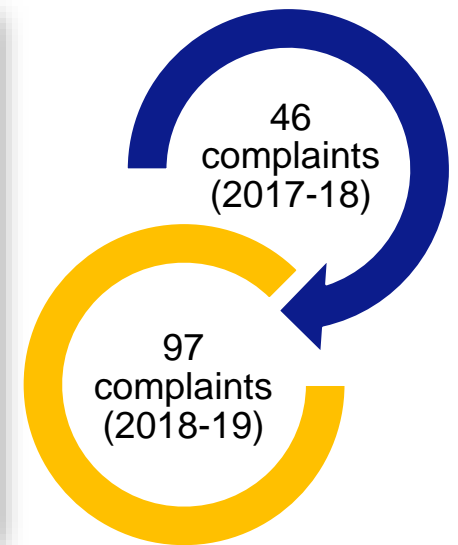
The Council's Transformation Programme aims to create excellence within both service operation and delivery, therefore ensuring that Council officers work in an efficient and effective manner, whilst also providing an excellence customer experience.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---|--|----------|---|
| Digital Strategy Review | A Digital Review has been completed and a Digital to Improve Strategy for 2019-23 has now been developed. | Complete | This strategy identifies projects to be delivered throughout 2019-22, across the strategic themes of Colleagues / Members, Customers, Operations, and Services. |
| Customer Journey Mapping (Gateway Review) | This project aims to improve customer experience through all customer interactions. To date 32 journey maps have been completed each resulting in improvement suggestions for relevant teams to deliver. | On-track | Over 500 journey maps have been identified therefore this is a significant and long-term piece of work, and will continue throughout 2019-20 and beyond. |
| Neighbourhood Teams Transformation | Due to commonality between the Community Involvement and the Neighbourhood Officers teams, these teams have begun the process of merging which allows for improved resilience, greater capacity and improved customer service. These teams are set to co-locate at the Moss Side Depot in May 2019, although work is still ongoing within the offices to accommodate this. | On-track | This project will no longer be monitored as part of the Corporate Plan as the transition between the teams will be finalised early 2019-20. |
| Implement Pay Award 2019 for Council Staff | The organisation's pay line was reviewed, agreed and implemented in line with National Joint Council (NJC) Pay award 2018/19, to adhere to changing regulation. | Complete | This project is complete and no longer requires resource. |

Relevant Performance Measure Updates

- ▶ An action that has come out of the Customer Journey Mapping project has been to review the process of which customers go through to make a complaint. At South Ribble Borough Council we acknowledge that every complaint made is a lesson that can be learned, and therefore help further improve the customer experience that we deliver.
- ▶ Following this change there were 97 complaints received this year in comparison to 46 in 2017-18, however this still only represents 0.09% of all customer contacts. It is also worth noting that 2018-19 has been a year leading up to a local election which can intensify the political engagement.



3.3: Shared Services with Chorley Council

Continued meetings and discussions have been undertaken with Chorley Borough Council regarding the existing shared services agreement for Finance and Risk & Assurance. Further meetings have been held with C.Co (part of CIPFA) in relation to establishing a wider Shared Services agreement to initially cover HR & Legal services. A view has been taken to progress with this project in next year's plans further to production of a options report from C.Co due post-election to be considered by the Shared Services Committee with a recommendation back to Cabinet.

Section 4: Health and Wellbeing

4.1: Health, Leisure and Wellbeing Campus Programme

This programme underpins the ambition of South Ribble Borough Council, with the aim to make leisure, health and wellbeing facilities accessible and enjoyable for all. This involves a phased approach to the development of Wellbeing Campuses, improving our already prestigious parks, and developing Green Links infrastructure to connect these facilities. As 2018-19 was the first phase of this five-year programme the majority of work carried out remains at a planning and strategic level.

Relevant Performance Measure Updates

- ▶ Council leisure and sports facilities maintained a high number of visits in 2018-19 with a total of 773,812 visits. This shows a decrease from 784,645 in 2017-18, however this only represents a 1% change. Furthermore, quarter 4 2018-19 saw an increase of 7,871 visits from the same time last year.
- ▶ 2018-19 has seen a 17.24% increase in the number of young people taking part in programmed activities in comparison to 2017-18. More specifically, 39,857 young people took part in programmed activities in 2017-18 (28,551 of these activities took place in school with a further 11,306 taking part in programmed activities out of school such as the 'Dance from the Heart' event), and a total of 46,727 took part in 2018-19 (consisting of 42,931 in school and 3,796 out of school).



Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|--|--|-----------|---|
| Worden Park improvements | 2018/19 has seen the completion of the second improvement phase to the park's arboretum and the replacement of the central and play area toilet buildings. Progress has been made on the refurbishment of the formal gardens conservatory and the repair of the craft centre buildings. Works have also begun planning out the next phases of improvement works to the park. | On-track | This will continue as 'business as usual' and contribute towards the delivery of masterplan for major parks, and therefore not be captured as an individual project going forward. |
| Design and seek planning permission for the first phases of borough green links | Significant public consultation has been carried out as part of the Green Links programme, with improvements commencing across the Borough including Shruggs Wood. An external stakeholder group has also been established to support this. | On-track | Work will continue to commence to implement the identified green link routes across the Borough, and identify further green link opportunities. |
| Design and seek planning permission for leisure campus plan | Based on the Green Links consultation that was carried out a realistic brief and costing is now being developed, whilst alongside this a business plan is being developed with partners. A clear procurement strategy is also being developed working with consultant partners focusing on the ambition of using a local framework and contractors. | On-track | A masterplan will be developed for the for Leyland Health, Leisure and Wellbeing site, in addition to scoping potential future sites in the areas of Lostock Hall, Penwortham, and Bamber Bridge. |
| Open Space Sports & Recreation Assessment & Playing Pitch Strategy | The strategy has now been developed, and has led to a further piece of work being carried out with the Sports England. | On-track | Commence work identified in Open Space, Sports & Recreation Assessment & Playing Pitch Strategy, this includes a piece of work using the Sports England playing pitch calculator, connected to planned Housing development earmarked in the Local Plan. |
| Develop options for artificial grass pitches | This project has been rescoped and linked to the Council's playing pitch strategy and work being undertaken by the Football Association (FA). This allowed for more efficient working and avoided duplication. | Off-track | |
| Commence review of leisure contract | Informal conversations have taken place with the contractor and now looking to finalise potential details of a contract extension linked to investment and a reduced on-going leisure management fee. | On-track | Further options will be scoped for leisure delivery, identify the preferred option and commence delivery. |

Section 4: Health and Wellbeing

4.2: Homelessness and Independent Living Support

This programme is one multiple Corporate Plan programmes that the Council have committed to in order to tackle inequalities that exist across the Borough. More specifically this programme looks to prevent the number of individuals that reach the stage of becoming homeless, and also ensure that those who do reach this stage are not in that situation for the long-term. Furthermore, this programme aims to ensure that those living with disabilities are able to improve their quality of life within their homes, in a way that is both quick and accessible.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---|---|----------|---|
| Development of a Homelessness project to implement the new Homelessness Reduction Act 2017 | This project was successfully delivered to implement to Homelessness Reduction Act 2017. The Homelessness Strategy is now ongoing as 'business as usual'. | Complete | Implement a new service delivery model of health focused on prevention. |
| Implement a project to deliver additional Independent living support to people living with a disability | The completion of this project has enabled customers who have been referred for assistance through the fast track process to benefit from adaptations to their homes quicker, and therefore been able to be discharged sooner. The project will continue to be delivered as 'business as usual'. | Complete | |



4.3: Social Isolation and Loneliness

This programme also focuses on improving quality of life for those in the Borough that are experiencing challenges. The scope of this programme is provide various avenues of support for those experiencing loneliness and social isolation, however through 2018-19 focus has been on improving quality of life for those living with Dementia.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|--|---|----------|---|
| Deliver the key actions of the South Ribble Dementia Action Alliance | Successful work completed throughout 2018-19 includes the launch of the South Ribble Dementia Charter to work towards having Dementia friendly highstreets and services, and the development of the Living Well Guide aiming to assist people accessing local services in addition to general advice and support. Furthermore, further work has carried out to increase awareness to recruit additional Dementia Friends. | On-track | Continue to deliver the key actions of the South Ribble Dementia Action Alliance. |



Section 4: Health and Wellbeing

4.4: Support for Communities and Volunteering

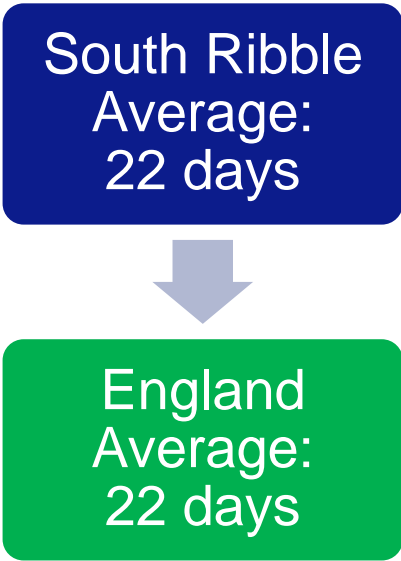
This programme focuses on how the Council, partners, and members of the community can work together to actively participate in improving the quality of life for those across South Ribble's communities living with inequalities.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---|---|----------|---|
| Adopt a revised Council Tax Support Scheme for 2019-20 | The Council Tax Support scheme was agreed for 2019/20 with no change to annual billing. Following an additional report to Council regarding the outcome of further modelling and recommendations for a review of the Hardship Policy, further work will be undertaken in 2019/20. | Complete | A review will take place for the Exceptional Hardship Payment Policy as part of the Council Tax Support Scheme for 2020/2021, this will include carrying out a consultation on preferred scheme options. |
| Develop volunteering strategy framework to support people and communities to be resilient | <p>This has been developed alongside the South Ribble Community Strategy, with additional consultation specific to volunteering and participation also carried out.</p> <p>A drafted strategy has been produced and in agreement with Cabinet, the strategy will be going out for further consultation. This consultation programme will form the basis of an implementation and action plan to bring the strategy to life.</p> | Complete | Work with partners to deliver actions identified in the Volunteering Strategy, with a key outcome going forward being to develop a 'deal' with communities that will support the Council's wider health and wellbeing approach as well as transformation of services. |

Relevant Performance Measures

- ▶ The average number of days taken to process a new housing benefit claim (including weekends) for 2018-19 was 22 days, this being level with the England national average of 22 days.
- ▶ It is also worth noting that Quarter 4 achieved an average of 19.05 days, Council Officers have worked hard to maintain high performance despite the impact of Universal Credit.



Section 4: Health and Wellbeing

4.5: Lancashire Mental Health Strategy

Although health does not directly fall into South Ribble Borough Council’s remit, the Council is committed to taking an active role in influencing and supporting projects that contribute towards improved mental health.

Project Progress Update

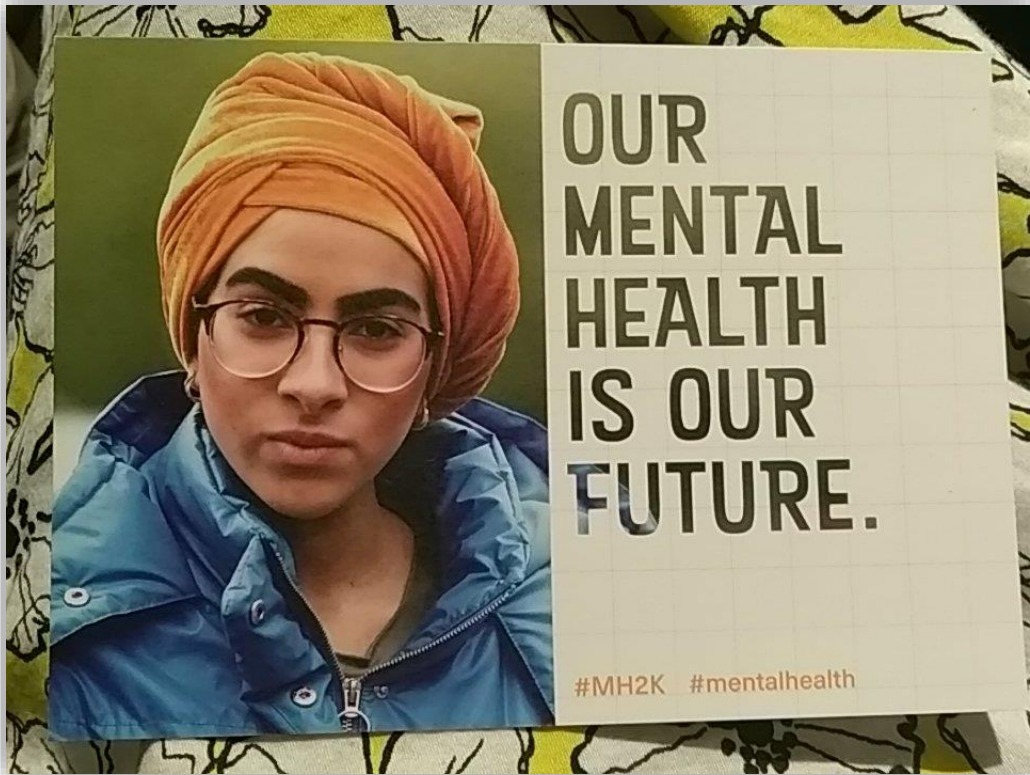
| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|--|--|-----------|--|
| Completion of MH2K project | <p>This project was completed within 2018-19 with the publication and presentation of the Report. The report identified 5 priority areas with a range of solutions and recommendations. These have been presented to key agencies, including the Clinical Commissioning Group, and the Central Lancashire Health and Wellbeing Partnership.</p> <p>Over 1100 young people engaged in the project which exceeded target of 500. The Citizen Researchers also positively reported on the experience in terms of developing their personal skills as leaders and advocates.</p> | Complete | Actions identified from the MH2K project will begin to be delivered throughout 2019-20. |
| Workplace Based Health Checks Programme | <p>This project was established through South Ribble Partnership in the aim to reduce mental health in the workplace. Consultation was carried out with multiple local businesses with some registering interest to in engage in the programme. This interest did not progress as anticipated, and because of this it is likely that going forward funding will be prioritised for other projects and initiatives.</p> | Off-track | This project is not being taken forward into 2019-20, anything that comes out of this will be captured as 'business as usual'. |

4.6: Deliver the Borough’s Air Quality Plan

Air quality is a significant challenge being faced both locally and nationally, therefore South Ribble Borough Council are committed to identifying and working towards any opportunities than can have a positive impact on the Borough’s air quality and the health of those across South Ribble’ communities.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|--|---|----------|---|
| Completion of the development of the Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality | <p>The Air Quality Action plan has been produced following a consultation process with key stakeholders.</p> <p>Work has commenced on the completion of these actions, and an Annual Status Report was completed and submitted to Defra which was accepted.</p> | Complete | Delivery of actions identified in the air quality action plan |



Section 5: Place

5.1: Cuerden Strategic Site

This programme focuses on delivering projects to optimise the use of the Cuerden Strategic Site, both in regard to employment and the wider community.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---|--|-----------|---|
| Implement Employment and Skills Plan | <p>The timescales for this project were initially impacted by the IKEA decision in 2018, however a Skills Co-ordinator has now been appointed by the Lancashire LEP Skills Hub to liaise with construction businesses across City Deal sites on the implementation of employment and skills plans.</p> <p>A set of Employment, Skills and Socio Economic Value (ESSEV) benchmarks has been established for the Cuerden site, based on best practice throughout the UK and on industry standards. A toolkit has been created for developers to use to create economic, skills and social value outputs and plans as each phase of the site is brought forward. The Apprentice Factory forms a key part of the offer within the toolkit.</p> | On-track | Implement Phase 2 of the Employment and Skills Plan |
| Progress Delivery of Phase 1 and Plan for Future Phases | <p>The progress of this project has been significantly hindered by the Ikea decision. Lancashire County Council and landowners are now reviewing options with the view of a new application to be submitted on securing developer interest.</p> | Off-track | <p>This project is not listed as a lone project in the 2019-20 Corporate Plan, however will be captured as part of the wider City Deal programme.</p> |

5.2: Economic Strategy: Supporting Existing and New Businesses

In partnership with Chorley and Preston this programme aims to develop an economic strategy that benefits both Central Lancashire and the Districts within it. This strategy looks to identify ways of retaining current businesses (of all sizes and industries) through increased support, whilst also attracting new businesses to the area. Doing this ensures that there are employment opportunities for residents within South Ribble, whilst also providing income in the form of business rates for the Council.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|--|---|----------|--|
| Commence preparation of a Central Lancashire Economic Strategy | <p>South Ribble, Preston and Chorley have each commenced with the development of district level economic strategies, these will then be combined to create an economic strategy for Central Lancashire. A draft framework has been prepared for South Ribble and for Preston.</p> | On-track | <p>Prepare and implement the Central Lancashire Economic Strategy and align to this to City Deal, including a section in the strategy focusing on supporting new and small businesses.</p> |



Section 5: Place

5.3: City Deal and Plan for Successors Programme

The City Deal aims to significantly increase the speed and scale of development across South Ribble and Preston over the next ten years, this includes investment in infrastructure, employment land and housing. South Ribble Borough Council play a crucial role in influencing the direction of this programme, although it is Lancashire County Council that are the leading authority.

Project Progress Update

| Project (s) | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|--|--|-----------|--|
| Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites | The end of year completion survey has been undertaken and shows step change in delivery. Furthermore, over 490 units have been delivered, this being 417 above target. | On-track | Act as an enabling authority whilst working with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development. |
| Deliver projects listed in the City Deal Business and Delivery Plan 2017-20 | A mid-term review has been ongoing for the majority of the year which has led to delays. Completion is now forecasted for July 2019. | Off-track | Carry out a strategic review of projects listed in the City Deal Business and Delivery Plan 2017-20, identify priorities and commence delivery. |
| Masterplans for Penwortham, Lostock Hall and Leyland town centres | Penwortham: Public Consultation took place in September 2018, following this there was some delay as County Highways staff were redirected into a Public Enquiry for some time. Work has commenced on drafting the scheme, with discussions to take place between South Ribble Borough Council and Lancashire County Council regarding funding which will help inform the detail of the programme. | On-track | Further scoping will be carried out and masterplans will be developed for key centres (Leyland, Bamber Bridge, and Penwortham) in South Ribble. This will include including consultation with key stakeholders, including local residents, businesses, and partners. Following this delivery of agreed improvements will commence. |
| | Leyland: An Initial Options Assessment presentation has been made to Leyland Town Centre Team, and final draft of the Masterplan to be prepared before public consultation in the Summer. | On-track | |
| | Lostock Hall: No progress has been made on this project, this will be influenced by any permissions given on the Pickering's Farm Major Development Site. | Off-track | |



Section 5: Place

5.4: Central Lancashire Core Strategy and South Ribble Local Plan

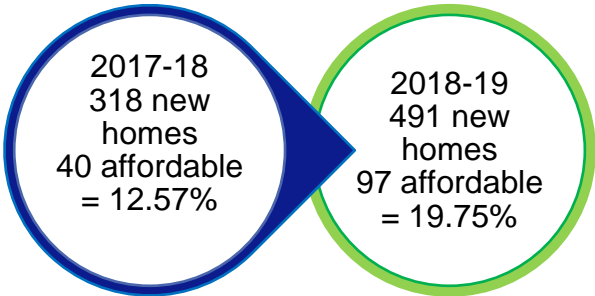
This is a programme that consists of a mandatory project which is carried out in order to identify sites across the Borough that are suitable for future development opportunities. This project involves a significant amount of consultation with residents and other stakeholders to ensure that all interested parties are given a fair opportunity to provide their input prior to any decisions being made.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---|---|----------|--|
| Commence review of Central Lancashire Core Strategy and South Ribble Local Plan | The first call for sites process took place in Autumn 2018, this was followed by a second call for sites which takes place between Jan 2019 - April 2019. Evidence gathering to support the local plan is well under way and many of the documents from specific topic areas are being finalised. The new coordinator for the team is due to start on the 23rd April and the programme will then look to prepare the first draft of the issues and options document by August 2019. | On-track | Prepare and consult on issues and options for and prepare draft Central Lancashire Local Plan. |

Relevant Performance Measures

- 491 new homes were delivered in 2018-19 with 97 of these being affordable, accounting for 19.75%. This shows an improvement from the 318 new homes delivered in 2017-18 of which 40 were affordable, accounting for 12.57%.
- The number of empty properties (properties that have been empty for 6 months and over) as a proportion of the total housing stock is 1.4% at the end of 2018-19, this has increased slightly from the 1.32% at the end of 2017-18, however still remains under the 2.5% national average.



| Town Centre Vacancy Rates | | |
|---------------------------|---------|---------|
| Centre | 2017-18 | 2018-19 |
| Leyland | 6% | 8% |
| Bamber Bridge | 3% | 4% |
| Longton | 3% | 3% |
| Penwortham | 9% | 5% |
| Tardy Gate | 4% | 4% |

5.5: Housing Framework: Delivery of a balanced housing market

This programme aims to carry out a review of the current private housing market within South Ribble, and identify actions that can be carried out to help make this balanced and therefore affordable for our residents.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---------------------------------------|---|----------|--|
| Private sector Stock Condition Survey | This project has now been completed with the final report from the Building Research Establishment was received on the 15 th January 2019. | Complete | Deliver actions identified in the Private sector Stock Condition Survey. |



Section 5: Place

5.6: Place Promotion

The Place Promotion programme aims to promote South Ribble both within local communities through investing in community events and festivals, but also on a regional and national level in order to attract more residents and businesses to choose South Ribble as a place to live, work, play, and do business.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---|--|-----------|--|
| Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity | This has included the joint promotion of investment opportunities with City Deal partners, working with industry partners such as Place Northwest and direct promotion through relevant business media. New materials have been produced both with City Deal branding and with 'Business in South Ribble' and Apprentice Factory branding, all promoting the investment opportunities and support in South Ribble. South Ribble attended MIPIM UK as a partner on the Lancashire stand, which was a major opportunity to reach the wider target market and that was complemented by more focussed Place Northwest Development updates at Lancashire level. | On-track | Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions. |
| Develop South Ribble Programme for festivals and events | A draft Events Programme for 2019/20 was approved and now plans for individual events are being worked up with more detail around health and safety, risk management, publicity and promotion. | On-track | Finalise the South Ribble Programme for festivals and events, to build on South Ribble's thriving community spirit, and begin to deliver planned events. |
| South Ribble Ambassador programme | This project has not progressed as quickly as anticipated due to further scoping being required. This project will be aligned with actions identified in the South Ribble Community Strategy, and delivery will begin to commence in 2019-20. | Off-track | Work with partners to build a network of South Ribble Ambassadors, representing different key stakeholder groups across the Borough. |

5.10: My Neighbourhood Plans

This programme focuses on the delivery of community projects that are visible in neighbourhoods across the Borough.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---------------------------|--|----------|---|
| Community projects | The following projects were successfully delivered: <ul style="list-style-type: none">▶ Walton-le-Dale Recreation ground community centre car park and access improvements▶ Borough WW1 memorial improvements to mark centenary of WW1 ending.▶ Mc Namara VC Centenary Gardens and dedication event. | Complete | Deliver projects within the agreed MyNeighbourhood Plans. |



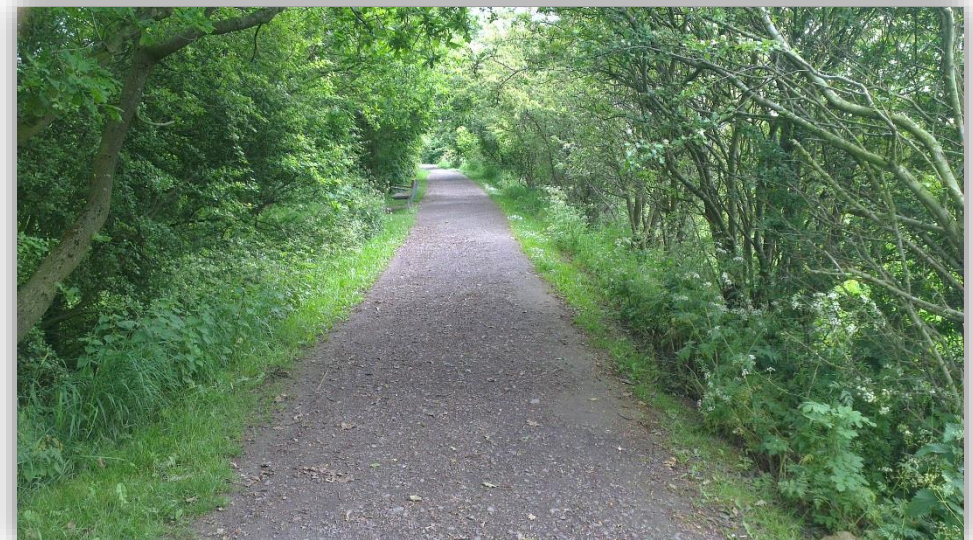
Section 5: Place

5.8: River Ribble Masterplan

This programme has a significant scope, all of which focusing on the areas surrounding the River Ribble. This includes improving road infrastructure, investing in nature and wildlife, and making walking and cycle paths that are accessible for all.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|--|---|-----------|--|
| Masterplan for River Ribble Green links joining river frontage to local amenities & wider network | Themed walks have been completed in partnership with Lancashire Wildlife Trust and Ribble Rivers Trust with routes including signage, way marking and leaflets. Improvements have been carried out to widen footpaths, increase visibility and enhance habitats. Partnership working has also been established with the Environment Agency to address flood management issues between the M6 and Penwortham Holme. | On-track | To prepare the Masterplan for River Ribble Green Links, which will include consultation and the implementation of priority projects. |
| Accessibility work including completion of Cross Borough Link Road | Whilst the opening of the Cawsey to Carwood Road has slipped, after over 20 years this important connection to the east of the Borough will finally be available for local residents. | On-track | Awarding of contracts and to begin construction of the Cross Borough Link Road, including the connection from Bee Lane to the A582. |
| Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded) | Lancashire County Council have not managed to secure funding in 2018-19, however there is a need to continue to explore funding opportunities and secure planning permission for development of new Ribble Crossing, as this project is of key importance to continue the secure economic growth within the Borough and to improve connections within the wider Lancashire area. | Off-track | Explore funding opportunities and secure planning permission for development of new Ribble Crossing. |
| Progress Delivery of Central Parks Masterplan | <p>Extensive improvements to footpaths have been delivered throughout the area, and work has started on a new footpath through Dog Kennel / Cockshott Woods, including preparatory work for entrances at Leyland Road, Wateringpool Lane and Todd Lane North. New entrance furniture has been designed and manufactured including Central Parks signage and lecterns.</p> <p>A Central Parks management plan for the Preston Junction Local Nature Reserve (LNR) has been implemented with volunteers and is managed by Lancashire Wildlife Trust, and the Pollinator strategy has continued in partnership with the Bee Centre. Landowner approval has been obtained by Lancashire County Council to upgrade bridle path between Winery Lane and the Ribble, and Forest Schools outdoor education programme has been established at Vernon Carus and Preston Junction LNR.</p> | On-track | Continue delivery of masterplan for major parks. |



Section 5: Place

5.9: Raising Community Aspirations in relation to Growth and Improvements in the Borough

This programme aims to engage the communities and partners within South Ribble to work towards collective community goals that raise aspirations in relation to growth and improvements in the Borough. This has been delivered throughout 2018-19 in the form of the South Ribble Community Strategy.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|---|--|----------|--|
| Lead the development of the Borough Community Strategy | <p>This strategy has now been developed by South Ribble Partnership, and allows the Council to collaboratively work towards shared community goals with partners.</p> <p>A significant amount of consultation was carried out to develop the strategy, this included:</p> <ul style="list-style-type: none"> ▶ A community survey that was representative of the population. ▶ Over 20 organisations were interviewed 1-1 to identify their needs/aspirations. ▶ Two workshops engaged with wider partners and communities. <p>Key partners continue to be active as members of the Steering Group which provides the direction and oversight for development of the Strategy.</p> <p>The draft strategy was presented to Partners in January 2019 and further work is now being completed to develop its structure and immediate work programme.</p> | Complete | In collaboration within partners the Council will scope out the projects and actions that will add value to South Ribble's communities across the identified priority areas (Growth, Connection, and Place), and begin to commence delivery. |

5.10: Renewable Energy

This programme aims to explore the opportunities that the Council could pursue in regard to renewable energy that are both financial feasible and have a positive impact on the environment.

Project Progress Update

| Project (s): | 2018-19 Performance Update | Status | Next Steps in 2019-20 |
|--|---|----------|--|
| Development of renewable energy feasibility study | A feasibility study has now been completed, which looked at how the Council could invest in renewable energy across our current assets. | Complete | It has been decided that this will not continue into 2019-20 as a project, however will be an important consideration at the forefront of all decisions made by the Council, both for investment in Council assets and across external developments. |



Section 6: Our People

6.1: Organisational Development

This programme aims to develop the Council workforce and Members to ensure that both groups are equipped with the skills, expertise, values and behaviours to successfully deliver the organisation’s Corporate Plan.

Project Progress Update

| Project (s): | Measuring Project Performance | Status | Next Steps in 2019-20 |
|---|--|----------|---|
| Phase 1 Senior Leadership Development Programme | A new managerial structure has been implemented and all vacancies filled for Leadership positions. | Complete | Now all Leadership Team positions are filled, all members will be involved in the development programme. |
| Phase 1 Member Development Programme | Training has been delivered to members of Cabinet and Committees. This development programme will continue to commence following the election. | Complete | A comprehensive Member Development Programme will be rolled out, including relevant actions from the Scrutiny Review of Member Induction and Development, aligning with the first level of the North West Employers’ Organisation Member Development Charter. |
| Organisational Culture Review | A robust cultural review was carried finalising in June 2018, in collaboration with North West Employers. This included carrying out interviews, focus groups, and a Feel Good Factor survey, focusing on the areas of advocacy, motivation and involvement. | Complete | This project will not continue into 2019-20 as the Feel Good Factor tool developed as part of the project can be used going forward to measure changes to organisational culture. |
| Values and Behaviours Development | Externally facilitated workshops have taken place looking at new ways of working. | Complete | This project is now ‘business as usual’. |

6.2: Apprentices

This programme focuses identifying and offering opportunities to Council officers to upskill and gain qualifications, whilst also working with local employers and educational institutions to identify current and future opportunities for apprenticeships across the Borough.

Project Progress Update

| Project (s): | Measuring Project Success | Status | Next Steps in 2019-20 |
|----------------------------|--|----------|--|
| Apprentice Factory Phase 1 | An Investment and Skills Unit has been established to launch and manage the Apprentice Factory. Since then great progress has been made with the programme being recognised regionally as good practice. All external stakeholders have been engaged, including engagement events targeting prospective students, this has also helped map local skills and training available, which is now being maintained. The Apprentice Factory was set to be based at the Civic Centre, however as the Café is not yet finalised, other locations in the town centre are being explored until the Campus has been developed. An Apprentice First approach has now also been agreed as part of Council officer’s development plans allowing officers to take advantage of available apprenticeships. | On-track | The Apprentice Factory will move into Phase 2, this will include programmes focusing on upskilling leadership and project leads. |

Relevant Performance Measures

- ▶ 12 Council officers are undertaking apprenticeship courses through the apprenticeship levy (including degree level).
- ▶ Sickness absence has improved from an average of 9.62% in 2017-18 to 8.15% in 2018-19, this now being below the LGA England national average of 8.2%.
- ▶ The gender pay gap has also decreased from 2016-17 to 2017-18 as both a median and mean average figure:
 - Mean: 5.49% to 3.87%
 - Median: 0.61% to 0.42%*(Please note: gender pay gap figures are reported one year late).*

