

Quarter 4 Corporate Performance Report 2018/19

1st January – 31st March 2019

RAG Status	Definition
Red	The project (or project phase) is off-track and unlikely to be completed by the end of the financial year.
Amber	The project (or project phase) is off-track however is still likely to be completed by the end of the financial year.
Green	The project is on-track or completed.



Excellence and Financial Sustainability

Programme:	Project:
Transformation	<ul style="list-style-type: none"> Digital Strategy Review Customer Journey Mapping Implement Living Wage Reforms Neighbourhood Teams Transformation Depot Commercialisation
Council Investment Portfolio	<ul style="list-style-type: none"> Civic Centre Commercialisation Worden Arts Centre Commercialisation Surplus Sites Disposal Programme Business Case for South Ribble Home Build
New Business Models including Shared Services	<ul style="list-style-type: none"> Phase 1 Shared Services with Chorley Council



Excellence and Financial Sustainability:

Programme : Transformation		Progress Status:	On-Track
Projects	Status	Comments from Project Lead or Senior Responsible Officer	
Digital Strategy Review	Complete	The project was completed within projected time scale and by the end of Quarter 4. Capacity issues had resulted in small slippage and also in part due to the Christmas closure. However the project was completed through flexibility of officers that ensured the tasks were completed on time.	
Customer Journey Mapping	On-Track	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.	
Implement Living Wage Reform	Complete	Pay award implementation plan agreed with Unison. Payroll instructed to pay from 1 April in accordance with the new pay line.	
Neighbourhood Teams Transformation	On-Track	The Community Involvement team is due to relocate to Moss Side Depot in April. This relocation is to facilitate and support closer working with the Neighbourhood Officers and further develop the service.	
Depot Commercialisation	On-Track	Works have been completed to the workshop and depot yard area. In order for the site to become operational, authorisation is required from Ministry of Transport and an inspection is currently being awaited.	

Excellence and Financial Sustainability:

Programme : Transformation							Progress Status:	On-Track
Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :	
Number of complaints (compared to the same time last year)	47 (SRBC - Annual 2017/18)	19	20	21	17	39	<p>Number of complaints have increased whilst the number of complaints upheld have fallen.</p> <p>Over 50% of the complaints this quarter relate to Neighbourhood Services and relate to charges in connection with replacement bins, followed by issues and suspension of collections over the Christmas period.</p> <p>It should be noted that the number of overall complaints as a percentage of customer contacts is low at 0.09%</p>	
% of complaints upheld (compared to the same time last year)	TBC	Data Unavailable	Data unavailable	24%	35%	18%		
Measuring Success:	Baseline/ Benchmark	2017/18:			2018/19:		Comments from Project Lead or Senior Responsible Officer :	
Number of complaints to the Ombudsman (Annual Measure)	TBC	20			8			
% of complaints to the Ombudsman that are upheld (Annual Measure)	TBC	10%			0%			
Programme Comments from Senior Responsible Officer or Project Lead (if required):								

Excellence and Financial Sustainability :

Programme : Council Investment Portfolio		Progress Status:	On-Track
Projects	Status	Comments from Project Lead or Senior Responsible Officer	
Civic Centre Commercialisation	Complete	<p>Within the quarter work has been ongoing to further develop and re-scope. Following this there are a number of areas progressing;</p> <ul style="list-style-type: none"> • Toilets and shower project ready to go • Improvement works to the Gateway/Reception have been agreed and commence May 2019 • Department Work Pensions signage agreed and will be delivered in May • Phase 3 Development of Conference & Business Centre is in progress with an internal steering group working on proposals, to be brought to Cabinet in due course 	
Worden Hall Arts Centre Commercialisation	On-Track	<p>Following a report to Cabinet on 20th March 2019, delegated authority was given to enter negotiations with an interested party, following a call for expressions of interest in Worden Hall. The interested party is to develop their proposals for investment into the main hall and this will then be updated to cabinet in due course.</p> <p>A project team has been established and is being led by the Assistant Director for Property and Housing and includes representation from a range of different teams including property, legal, finance, parks and landscaping. A draft Heads of Terms is being developed and shall be considered by the new administration at the cabinet meeting in June 2019.</p>	
Surplus Sites Disposal Programme	On-Track	<p>A acquisition and disposal strategy shall be formulated and shared with the new administration in the summer for consideration. Once the strategy has been approved the specification for consultancy support shall be finalised and advisers shall be procured to help the Council deliver its acquisition and disposals strategy.</p>	
Business Case for South Ribble Home Build	On-Track	<p>A report was received by Cabinet on 20 March 2019 regarding the McKenzie site at Station Road, Bamber Bridge. Cabinet agreed to the following recommendations:</p> <ul style="list-style-type: none"> • To undertake a full options appraisal for the development and delivery of the site to provide affordable and/or mixed use housing. • That a further report is provided to Cabinet detailing a full business plan and investment options for the scheme. • Cabinet approved an application to One Public Estate and supported usage of Section 106 monies and other funding schemes to be explored to help fund the development. <p>A further recommendation was made regarding land at Kingsfold Drive to be subject to an options appraisal similar to the above and both appraisals and business plans to be reported back to Cabinet.</p> <p>The Assistant Director for Property and Housing in conjunction with the Project lead (Strategic Housing Officer - Enabling) are finalising the specification for a lead advisor to work with the council to develop out the sites. The strategy for developing the sites shall be discussed with the new administration and following on from those discussions a clear way forward shall be agreed.</p>	

Excellence and Financial Sustainability :

Programme : Council Investment Portfolio **Progress Status:** On-Track

Measuring Success:	Baseline/Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer
% vacancy rate of Council's current investment estate	TBC	5.9%	4%	4%	1%	0%	The Council leased 100% of its available investment assets for the first time in over 5 years. A waiting list of potential tenants is in place should a unit become available.
% spend against capital budget (compared to the same time last year) – cumulative figure	TBC	78.48%	15%	21%	24.6%	83.58%	
% spend against profiled revenue budget (compared to the same time last year)	TBC	96.83%	99.7%	97.8%	97.9%	99.51%	

Programme : New Business Models Including Shared Services **Progress Status:** Off-track

Projects	Status	Comments from Project Lead or Senior Responsible Officer
Phase 1 Shared Services with Chorley Council	Off-Track	The Shared Services with Chorley Council project has not progressed as quickly as anticipated as there have been delays in hiring the Shared Monitoring Officer and Section 151 Officer posts. However despite this, 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.

Health and Wellbeing

Programme:	Project:
Health, leisure and wellbeing campus model including community health services	<ul style="list-style-type: none"> • Worden park improvements • Design and seek planning permission for the first phase of the Borough green links • Open spaces, sports and recreation assessment and playing pitch strategy • Commence review of leisure contract • Design and seek planning permission for leisure campus plan • Develop options for artificial grass pitches
Homelessness and independent living support	<ul style="list-style-type: none"> • Development of a homelessness project to implement the new Homelessness Reduction Act 2017 • Worden Arts Centre Commercialisation • Implement a project to deliver additional independent living support to people living with a disability
Support for communities and volunteering	<ul style="list-style-type: none"> • 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
Social isolation and loneliness	<ul style="list-style-type: none"> • Deliver the key actions of the South Ribble Dementia Action Alliance
Lancashire Mental Health Strategy	<ul style="list-style-type: none"> • Completion of MH2K project • Workplace Based Health Checks Programme
Borough-wide Air Quality Plan	<ul style="list-style-type: none"> • Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality



Health and Wellbeing:

Programme : Health, Leisure and Wellbeing Campus Model including Community Health Services		Progress Status:	On-track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Worden Park Improvements	On-Track	<p>Completion of Phase 2 of the Arboretum Improvement project, completion of the demolition of the old toilet buildings ready for the restoration of the woodland in the centre of the park and construction of cycle parking at the playground site.</p> <p>The refurbishment of the conservatory is progressing with the floor having been re-laid and services installed. The finishing touches to the frame are anticipated to be completed in the next couple of months. The programme has been delayed as a result of the additional building work required the rear and base walls to prepare for the new frame. Work to the craft unit buildings is largely complete with only the installation of the stove and flue liners outstanding. Both this and the conservatory works will continue into next quarter.</p> <p>A costed works schedule has been drafted as part of the new corporate capital programme for approval by Members next quarter, however, the park's Improvement Plan, providing a strategic vision for future improvements to contribute to has been on hold since Christmas 2018 awaiting information regarding the proposals for Worden Hall to ensure both plans are complimentary.</p>
Design and seek planning permission for the first phase of the Borough green links	On –Track	<p>Works that have commenced on site for Green links include -</p> <ul style="list-style-type: none"> • Bamber Bridge to Walton-le-Dale – This will including new signage way marking, creation of swales and wetland habitat, barrier free access for all. • Shrugs wood - There has been some woodland management works carried out to enable access for maintenance to support critical drainage works in 20/21 and provides further potential for a new green link to Redwood Avenue. In addition to this there have been a number of safety critical works that have also been carried out.
Open spaces, sports and recreation assessment and playing pitch strategy	On –Track	<p>Playing field strategy has now been completed with final amendments agreed by the consortium including South Ribble, Chorley and Preston. Next stage is to formally adopt the strategy as planning policy informing the local plan. One further piece of work involving using the new Sport England playing pitch calculator connected to planned Housing development earmarked in the local plan. Will be complete in 1st Quarter 2019/20</p>
Commence review of leisure contract	On –Track	<p>Informal conversations have taken place with the current leisure contractor and we are now looking to finalise potential details of a contract extension linked to investment and a reduced on-going leisure management fee.</p>
Design and seek planning permission for leisure campus plan	On –Track	<p>The project management for the Health and Well-being Campus project has been reset following the start of the new Assistant Director for projects and development;</p> <ul style="list-style-type: none"> • A robust client relationship has been established with consultants Faith and Gould. • A costing exercise has been undertaken to establish a clear realistic cost for the campus project both in term of the proposed building and the external environment on how the new campus building will interact with the external environment notably West Paddock and Shrugs Wood. • Work is underway with our partners to finalise the brief for the campus project with advice now taken from our Leisure Contractor. • An extensive consultation has also been undertaken on the proposed Health and Well-being campus alongside our Green links consultation. A final report on the consultation carried out will be produced in May • A business plan and procurement plan is being developed for the project to establish viability against actual cost along with how the project will be procured going forward. • A revised programme has also been put in place focusing on a potential start date for the project of the 3rd quarter 2020.
Develop options for artificial grass pitches	On –Track	<p>Initial conversations held with Lancashire Football Association (LFA) with a view to tying up a proposed South Ribble football facilities plan been produced by Lancashire Football Association in the next 12 months with our own playing pitch hub plan.</p>

Health and Wellbeing:

Programme : Health, Leisure and Wellbeing Campus Model including Community Health Services

Progress Status:

On-Track

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Number of visits to our leisure and sports facilities (compared to the same time last year)	784,645 (SRBC - Annual 2017/18)	202,852	191,897	199,147	172,045	210,723	There has been an improvement in the number of visits to our leisure facilities compared to the same time last year of 7,871 visits.
Number of young people taking part in programmed school and out of school activities (Termly)	39,857 (SRBC - Annual 2017/18)	11, 443 (10,221 in school, 1222 out of school)	15,655 (14,647 in school & 1008 out of school)	13,458 (12,633 in school & 825 out of school)	9,296 (8,305 in school and 991 out of school)	8,318 (7,346 in school and 972 out of school)	<p>We have delivered slightly less than last quarter this is due to timetabling in schools being different each term. Please note that the total for this year (2018/19) is 46,727.</p> <p>However it should be noted that overall for the year we have increased the number of young people taking part compared to the previous year (2017/18) by 17.24% or 6,870 people.</p> <p>Total number of schools working with - 42</p>

Health and Wellbeing:

Programme : Homelessness and Independent Living Support				Progress Status:	On-track
Projects		Status	Comments from Project Lead or Senior Responsible Officer		
Development of a homelessness project to implement the new Homelessness Reduction Act 2017		Complete	The project was to implement a specific piece of legislation and the homelessness strategy is ongoing business as usual.		
Implement a project to deliver additional independent living support to people living with a disability		Complete	The Project has been completed with all the milestones achieved, this has enabled customers to have their adaptations sooner than in previous years whilst achieving greater customer satisfaction. Customers who have been referred for assistance through the fast track process have benefitted from adaptations to their homes quicker and therefore been able to be discharged sooner.		
Measuring Success:	Baseline/Benchmark	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :	
Number of homeless presentations (compared to the same time last year)	TBC	185	233	<p>Due to legislation changes, the introduction of the Homeless Reduction Act in April 2018, this quarters figures will be compared to last quarter. Comparing figures prior to the legislation would no provide accurate comparison.</p> <p>In quarter 4, the number of households presented to the Council with a threat of homelessness was 233. Of these 21 were assessed as not actually being under a threat of homelessness and 11 were picked up via a multi agency risk assessment conference - total actually threatened was therefore 201. There has been changes to the law regarding homelessness in April 2018. The council start working with people threatened with homelessness at an earlier stage (28 days rather than 56). It is positive that more people are approaching the council.</p>	
Number of people presenting as Homeless or threatened with homelessness who are prevented from becoming homeless.	TBC	85	84	<p>Due to legislation changes, the introduction of the Homeless Reduction Act in April 2018, this quarters figures will be compared to last quarter. Comparing figures prior to the legislation would no provide accurate comparison.</p> <p>70 of the 84 were prevented from becoming homeless and 14 had their homelessness relieved.</p>	
Number of people who are homeless and which we have a full duty under the Act	TBC	8	9	<p>Due to legislation changes, the introduction of the Homeless Reduction Act in April 2018, this quarters figures will be compared to last quarter. Comparing figures prior to the legislation would no provide accurate comparison.</p> <p>9 new cases accepted as having the main duty - 14 cases currently ongoing with main duty status</p>	

Health and Wellbeing:

Programme : Support for communities and volunteering	Progress Status:	On-track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Adopt a revised Council Tax Support Scheme for 2019-20	On-Track	<p>The Council Tax Support scheme was agreed for 2019/20 with no change and annual billing successfully concluded.</p> <p>Following the additional report to Council regarding the outcome of further modelling and recommendations regarding a review of the Hardship Policy, further work will be undertaken in 2019/20 to carry out a consultation on preferred scheme options.</p>
Develop volunteering strategy and Compact for the voluntary, community and faith sector and a volunteering framework to support people and communities to be resilient	Complete	<p>The first phase of the development of a volunteer strategy was completed in Quarter 4.</p> <p>The drafted strategy was presented to Cabinet with recommendations to take forward for further consultation and development a volunteer expense scheme. The recommendations were accepted and a programme of consultation is being developed to commence in April 2019.</p>

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Average number of days (including weekends) taken to process a new Housing Benefit claim (compared to the same time last year)	22 days (All England Average – Q4 2017/18)	19.11 days	23.65 days	24.77 days	22 days	19.05 days	The level of performance has remained high this quarter compared to the same time last year and is below the national average. This is despite the impact of Universal Credit full service on both the volume of work received and the complexity of Housing Benefit new claims retained for assessment.

Programme Comments from Senior Responsible Officer or Project Lead (if required):

Health and Wellbeing:

Programme : Social Isolation and Loneliness	Progress Status:	On-track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Deliver the key actions of the South Ribble Dementia Action Alliance	On-Track	<p>Within the quarter the following key activities have taken place</p> <ul style="list-style-type: none"> • The Living Well Guide was formally Launched at the meeting of the alliance in March 2019 • The High Street Blitz has been developed and packs of information provided to those volunteers who are assisting. As part of the pack a coin recognition chart was produced and printed and will be provided to the high street businesses on Hough Lane, initially. • The Dementia Action Alliance met for a special talk from Simon, who was an internet viral sensation 'The Songaminuteman'. We had over 50 individuals attend the alliance meeting to listen to his story about his father, living with Dementia. • The Alliance supported Age Concern Central Lancashire's Dementia Conference where Dementia Friends sessions were delivered, creating over 50 new Dementia Friends. • Arrangements have been made with Local Taxi firms to provide dementia friends sessions over the summer holiday period which will see 120 local drivers become dementia friends. <p>The Guardian Angel Scheme is yet to be completed and is being addressed by the Steering Group as there are issues outside of the alliances control.</p> <p>The key actions and phase of the project are now completed and a new action plan for 2019-20 developed.</p>

Measuring Success:	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :
South Ribble is accredited by Alzheimer's Society as a Dementia Friendly Community (Annual Measure)	Yes	yes	

Programme Comments from Senior Responsible Officer or Project Lead (if required):

Health and Wellbeing:

Programme : Lancashire Mental Health Strategy Programme	Progress Status:	On-track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Completion of MH2K project	Complete	<p>The final report of MH:2K was presented to the Central Lancashire Health and Wellbeing Board. Following this, agreement was reached with the board to help support any future funding proposal to grant funders.</p> <ul style="list-style-type: none"> Contact was made with POUT in Leyland to explore the development of an LGBTQ+ Video resource for schools. This has been well received. However the planned meeting to the group has not yet taken place as it was cancelled following the snow and has yet to be re-arranged. A meeting of the key local authority leads is set to take place in April to take forward the Action Plans for MH:2K and agree the strategy going forward. <p>The key actions for the Project for 2018-19 are completed and this phase of the project closed.</p>
Workplace Based Health Checks Programme	Off-Track	<p>This project was part of an earlier Partnership project to tackle health issues and take up of the Over 40 NHS Health Check. The wider project has successfully delivered a wide range of outcomes and outputs. However the Health Check Work Place Based Programme has not progressed as intended.</p> <p>A series of promotions have been made to local businesses and some interest was indicated. It has not been possible to facilitate a mutually agreeable training date between the different organisations that would make the delivery of Health Champion Training viable, to meet the projects intended outcomes.</p> <p>In consultation with the Partnership Manager, it has been agreed to refer this back to the Partnership for review and to assess if any other alternative means of delivery can be made or whether the project is closed.</p>

Programme : Borough-wide Air Quality Plan	Progress Status:	On-Track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality	On-Track	<p>Action plan has been produced following consultation process and work has begun on completion of the actions. Annual Status Report was completed, submitted to Defra and accepted.</p>

Place

Programme:	Project:
Cuerden Strategic Site	<ul style="list-style-type: none"> Implement Employment and Skills Plan Progress Delivery of Phase 1 and Plan for Future Phases
Central Lancashire Core Strategy and South Ribble Local Plan	<ul style="list-style-type: none"> Commence review of Central Lancashire Local Plan and the South Ribble Local Plan
City Deal and Plan for Successor Programmes	<ul style="list-style-type: none"> 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 Masterplans for Lostock Hall town centre Masterplan for Leyland town centre
Economic Strategy: support for existing as well as new businesses	<ul style="list-style-type: none"> Commence preparation of a Central Lancashire Economic Strategy
Housing Framework: delivery of a balanced housing market	<ul style="list-style-type: none"> Private sector Stock Condition Survey
Place promotion	<ul style="list-style-type: none"> Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity Develop South Ribble Programme for festivals and events South Ribble Ambassador programme
My Neighbourhood Plans	<ul style="list-style-type: none"> Capital projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements
River Ribble Master Planning	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Lead the development of the Borough Community Strategy
Renewable energy	<ul style="list-style-type: none"> Development of a renewable energy feasibility study



Place:

Programme : Cuerden Strategic Site	Progress Status:	Off-Track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Implement Employment and Skills Plan	On-Track	<p>The Apprentice Factory has been promoted as the central point of contact for employment and skills plans on all the developments in South Ribble, including the Cuerden site. This includes activity through the Supplementary Planning Document requirements of planning applications and more widely through the South Ribble Skills Summit and the Lancashire Apprenticeship Expo.</p> <p>A challenge for this project is Lancashire County Council agreeing a way forward with the implementation of the Cuerden development. Brookhouse and Eric Wright Group are both aware of the Apprentice Factory and are ready to progress. The work to engage developers on employment and skills plans is continuing and will include the Cuerden site as soon as it moves forward during 2019-20.</p>
Progress Delivery of Phase 1 and Plan for Future Phases	Off-Track	Lancashire County Council and landowners continuing to review future options for the site.

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Overall working age employment rate (compared to the same time last year)	78.3% (All England district average – Q4 2018)	84.3%	83.6%	85.4%	83.8%	81.8%	There been a decrease of 2.5% from the same time last year(84.3% 2017-18). This however is higher that the all England district local authority average of 78.3%.
Measuring Success:	Baseline/ Benchmark	2017:		2018:		Comments from Project Lead or Senior Responsible Officer :	
Number of higher level jobs in the Borough (Annual Measure)	27,300 (SRBC Annual 2016)	24,300		22,900		There has been a reduction in the number of higher level jobs between 2017 and 2018. There hasn't been any analysis published explaining the reduction in South Ribble. However looking at the time series over the past 10 years, this figure fluctuates on a seasonal and annual basis.	

Place:

Programme : Central Lancashire Core Strategy and South Ribble Local Plan	Progress Status:	On-track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Commence review of Central Lancashire Local Plan and the South Ribble Local Plan	On-Track	Call for sites on going (commenced in January 2019 - ends April 2019) and information from this will be fed into the issues and options report this summer

Programme : City Deal and Plan for Successor	Progress Status:	Off-Track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites	On-Track	End of year completion survey has been undertaken and shows step change in delivery. Over 490 units completed which is above 417 target
Deliver projects listed in the City Deal Business and Delivery Plan 2017-20	Off-Track	A mid term review has been going on for majority of the year, aiming for completion July 2019
Masterplan for Penwortham town centre	Off-Track	The responsive report has been completed and work has commenced on drafting the scheme
Masterplans for Lostock Hall town centre	Off-Track	No progress as Masterplan will be influenced by any permission for the development on Pickering's Farm Major Development Site
Masterplan for Leyland town centre	On-Track	Initial Options Assessment presentation made to Leyland Town Centre Team. Final draft of Masterplan to be prepared before public consultation in the Summer

Place:

Programme : City Deal and Plan for Successor	Progress Status:	Off-Track
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Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 2 2018/19:	Quarter 4 2018/19:	Comments from Project Lead or Senior Responsible Officer :
Number of new homes delivered – cumulative figure (Bi-annual)	385 (SRBC - Annual 2017/18)	318	239	493	The number of new homes delivered in the period October 2018 – March 2019 was 252 which is an increase of approximately 5% compared to the last period (239 in April 2018 – September 2018).
Number of new affordable homes delivered – cumulative figure (Bi-annual)	109 (SRBC - Annual 2017/18)	40	38	97	The number of new affordable homes delivered in the period October 2018 – March 2019 was 59 which is an increase of approximately 36% compared to the last period (38 in April – September 2018).

Measuring Success:	Baseline/ Benchmark	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :
Town centre vacancy rate: Leyland Town Centre (Annual Measure)	TBC	6 (October 2017)	8 (October 2018)	The figures show that there has not been a great deal of fluctuation in the uses in the area an in terms of the percentage number going up from 6% to 8% the actual numbers of properties vacant is negligible.
Town centre vacancy rate: Bamber Bridge District Centre (Annual Measure)	TBC	3% (October 2017)	4% (October 2018)	There has been a small increase of 1%, which doesn't show a great deal of variation as the actual numbers of properties vacant is negligible.
Town centre vacancy rate: Longton District Centre (Annual Measure)	TBC	3% (October 2017)	3% (October 2018)	
Town centre vacancy rate: Penwortham District Centre (Annual Measure)	TBC	9% (October 2017)	5% (October 2018)	
Town centre vacancy rate: Tardy Gate District Centre (Annual Measure)	TBC	4% (October 2017)	4% (October 2018)	

Place:

Programme : Economic Strategy: support for existing as well as new businesses	Progress Status:	On-track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Commence preparation of a Central Lancashire Economic Strategy	On-Track	<p>During quarter 4, consultants have produced separate draft economic frameworks for South Ribble, Preston and Chorley. Feedback has been provided including suggestions for aligning the format more closely with the pillars of the national Industrial Strategy and adding/updating further data.</p> <p>An initial workshop has been held with representatives of leadership team to inform the consultants of the project priorities for South Ribble so the economic data can be organised to provide the required evidence base to take the projects forward.</p> <p>Senior Responsible Officers are to provide outlines of each priority project to the consultants. The challenge is to align the development of the Central Lancashire Economic Strategy to the timescales for the new Central Lancashire Local Planning Framework and the Lancashire Local Industrial Strategy (LIS) and Strategic Economic Plans so the evidence base is up to date at the relevant time for inputting into those pieces of work. The project is on track to meet the Local Industrial Strategy and Local Plan timescales.</p>

Measuring Success:	Baseline/Benchmark	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :
Number of large enterprises in the Borough (Annual Measure)	15 (Annual 2016/17)	20	Data Unavailable	
Number of medium sized enterprises in the Borough (Annual Measure)	75 (Annual 2016/17)	70	Data Unavailable	
Number of small enterprises in the Borough (Annual Measure)	400 (Annual 2016/17)	410	Data Unavailable	
Number of micro enterprises in the Borough (Annual Measure)	3,410 (Annual 2016/17)	3,390	Data Unavailable	

Programme Comments from Senior Responsible Officer or Project Lead :

Place:

Programme : Housing Framework: Delivery of a Balanced Housing Market	Progress Status:	On-track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
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Private sector Stock Condition Survey	Complete	Project closed and completed. Final report from the Building Research Establishment was received on 15 th January 2019
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Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
% (and number) of empty properties (properties that have been empty for 6 months and over) as a proportion of the total housing stock	2.5% (2017)	1.32%	1.39% (685)	1.4% (695)	1.39% (687)	1.40% (691)	There has been a slight Increase in this quarter which is attributed to market forces.

Programme Comments from Senior Responsible Officer or Project Lead :

Place:

Programme : Place promotion		Progress Status:	On-track
Projects	Status	Comments from Project Lead or Senior Responsible Officer	
Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity	On-Track	<p>During quarter 4: the invest central Lancashire and South Ribble inward investment marketing activity has included the;</p> <ul style="list-style-type: none"> • Place Northwest Development conference with City Deal sponsorship • South Ribble Business Breakfast and the Lancashire Business Expo <p>The challenges are currently that the outcome of the City Deal review is awaited and so are the revised Lancashire County Council plans for the Cuerden Strategic Site.</p> <p>Place promotion plans need to align with the future direction of the City Deal and with promotion of the main business investment location. The project will continue development during 2019-20 raising the overall profile of South Ribble and linking to national themes and opportunities arising from the Industrial Strategy and to inward investment activity with Marketing Lancashire and other partners.</p>	
Develop South Ribble Programme for festivals and events	On-Track	<p>Draft Events Programme 2019/20 approved by Leadership Team on 25th March.</p> <p>Plans for individual events are being developed with a focus around health and safety, risk management, publicity and promotion.</p>	
South Ribble Ambassador programme	Off-Track	<p>The project has been re-scoped for April 2019-20 with proposals to develop a framework around an Ambassador programme that supports Businesses, Young People, Communities and Partnerships.</p> <p>An update on the scheme is expected for Quarter 3 2019-20</p>	

Place:

Programme : My Neighbourhood Plans		Progress Status:
		On-track
Projects	Status	Comments from Project Lead or Senior Responsible Officer
Capital projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements	Complete	<p>All Projects complete on time and under budget -</p> <ul style="list-style-type: none"> Walton-le-Dale Recreation ground community centre car park and access improvements Borough World War 1 memorial improvements to mark centenary of World War 1 ending Mc Namara VC Centenary Gardens and dedication event Various other over £10,000 schemes for My Neighbourhoods & Project/event Support

Programme : River Ribble Master Planning		Progress Status:
		On-track
Projects	Status	Comments from Project Lead or Senior Responsible Officer
Masterplan for River Ribble Green links joining river frontage to local amenities & wider network	On-Track	<p>All initial projects and overlapping central parks projects planned for this year have been completed along the river corridor.</p> <p>Although initially it was thought White Young Green (WYG) would be commissioned to undertake the master planning works element of this project this will now be delivered internally.</p> <p>Participation in Environment Agency phase 1 flood defence consultation used to raise awareness of Green links program and potential to deliver outcomes within the Environment Agency scope of works.</p>
Accessibility work including completion of Cross Borough Link Road	On-Track	<p>The bridge from the Cawsey to Carwood Road is due to be opened August 2019. There is however, a need to re-profile the gradient to ensure smooth connectivity to the Carwood Road connection.</p> <p>With regard to the second phase from Bee Lane to A582 discussions are continuing to take place with the developer (Taylor Wimpey/Homes England) and LCC Highways about Pickering's Farm. The Masterplan and planning application dates have slipped from the end of March to a revised date of early summer.</p>
Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)	Off-Track	No funding has been secured for the feasibility study and therefore no progression has been made.
Progress Delivery of Central Parks Masterplan	On-Track	<p>Works programmed for this quarter will now be delivered in Q1 20/21, this was due to contractor being committed elsewhere.</p> <p>Improvements have been made to 4 entrances for central parks in Lostock Hall, Walton-le-Dale and Middleforth.</p>

Place:

Programme : Raising Community Aspirations in Relation to Growth and Improvements in the Borough

Progress Status:

On-Track

Projects	Status	Comments from Project Lead or Senior Responsible Officer
Lead the development of the Borough Community Strategy	Complete	<p>The drafted strategy was presented to the wider Partnership members at the end of January 2019. The strategy was positively received and further direction was provided to the Task Group to develop further detail around its structure and governance. The Council has formally adopted the Strategy in February 2019 and has integrated elements within its own corporate plan. The Task Group has received an initial draft of the Terms of Reference and structure for the Partnership in March and a further meeting is to take place at the end of April as further development was required.</p> <p>The planned meeting of the wider Partnership in April has been postponed until May in response to the Task Group requiring further time to develop the Partnership's structure.</p> <p>This means that Big Do will take place now in September 2019 when a formative board has been established and early action plans developed.</p> <p>This element of the project is now completed and a new set of actions developed for 2019-20 which are focused around implementation of the Partnership and establishment of its structure.</p>

Programme : Renewable Energy

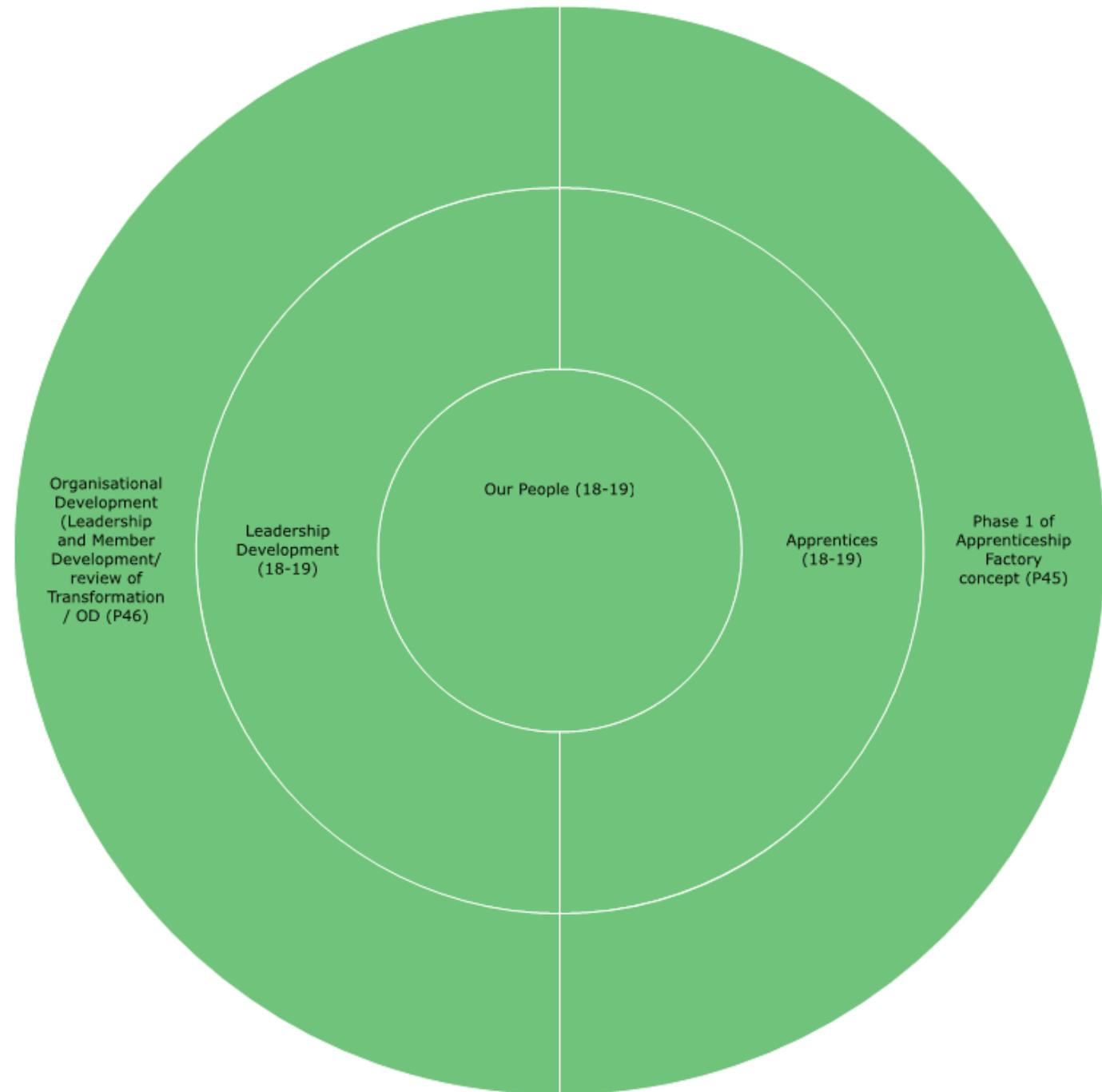
Progress Status:

On-Track

Projects	Status	Comments from Project Lead or Senior Responsible Officer
Development of a renewable energy feasibility study	Complete	Project scope has been subject to change. A Draft Renewable strategy has been completed and sent to Leadership Team.

Our People

Programme:	Project:
Apprentices	<ul style="list-style-type: none">Phase 1 of Apprenticeship Factory concept
Leadership Development	<ul style="list-style-type: none">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)



Our People :

Programme : Apprentices	Progress Status:	On-Track
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Phase 1 of Apprenticeship Factory concept	On -Track	<p>A suite of promotional materials has been produced for Apprentice Factory, to target students, people changing career and businesses. These materials have been used extensively at careers events and business events throughout quarter 4. That has included being a partners in the Lancashire Apprenticeship Expo, which attracted hundreds of visitors and achieved 10 million reach on Twitter. The Apprentice Factory provided the impartial information, advice and guidance in the 'careers café' area of the event, helping students, people planning a career change, and parents guiding their families.</p> <p>A successful South Ribble Skills Event was also held during quarter 4 in partnership with Runshaw College. The event, in March 2019, was part of National Apprenticeship Week and made employers aware of the opportunities through apprenticeships and T Levels.</p>

Measuring Success:	Baseline/ Benchmark	Quarter 1 2018/19:	Quarter 3 2018/19:	Comments from Project Lead or Senior Responsible Officer :
Number of staff undertaking apprenticeships in the Council (Bi-annual)	TBC	12	12	<p>Quarter 3 – There are 12 members of staff currently undertaking apprenticeships from 5 different providers. Apprenticeship levels rang from Level 2 (2 people), Level 3(4 people), and Level 6 (4 people).</p>
Measuring Success:	Baseline/ Benchmark	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :
The number of apprenticeship starts in South Ribble (Annual Measure)	690 (Annual 2016/17)	970	Data Unavailable	

Programme Comments from Senior Responsible Officer or Project Lead (if required) :

