

**Corporate Plan Progress Report
Third Quarter's Performance Report (April – December 2011)**

Key Action	Summary/proposed outcome	Lead Member/Officer	On Track	Progress at end of third quarter (31 December 2011)
1. Continue to seek opportunities to improve parks and open spaces across the borough.	<ul style="list-style-type: none"> ▶ To improve parks and open spaces across the borough and maintain high levels of customer satisfaction through: <ul style="list-style-type: none"> ▶ delivery of play area refurbishment programme ▶ delivery of parks/open spaces improvement programme ▶ retention of 2 Green Flags at Hurst Grange Park and Longton Brickcroft ▶ (Note: Worden Park is covered by separate corporate plan key action number 2) 	Councillor Peter Mullineaux / Mark Gaffney	Yes	<ul style="list-style-type: none"> ▶ Gregson Lane play area completed ▶ Farington Park play area works underway ▶ 2 Green Flags at Hurst Grange Park and Longton Brickcroft retained ▶ Hutton Playing Field improvement scheme tendered and contract awarded – works to commence in February ▶ Farington Park improvement scheme currently being tendered and will be reported to Cabinet in March - works to commence early in the new financial year ▶ First stage design proposals produced for Hurst Grange Stables ▶ Wither Grove Park awarded Netmums (North West region) Silver Award
2. Work to enhance Worden Park as a local asset and visitor attraction.	<ul style="list-style-type: none"> ▶ Bring together the different services that input into Worden Park to enable a joined up approach and programme of works; this will help maintain high levels of customer satisfaction and enhance how the park is managed, improved and developed further as a visitor attraction. 	Councillor Peter Mullineaux / Mark Gaffney	Yes	<ul style="list-style-type: none"> ▶ Play area refurbishment completed ▶ Programme of infrastructure improvement works currently being developed ▶ Officer group working towards developing a strategic plan for the park ▶ Successful bid to Viola landfill fund for £100k with Brothers of Charity to develop phase1 of the walled garden – initial drainage works underway ▶ 2 toilet facilities refurbished ▶ Kiosk in place and operational ▶ Green Flag retained ▶ Awarded Netmums (North West region) Gold Award ▶ Footpath improvement works underway at North Lodge area

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<p>3. Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy.</p>	<p>▶ Continue to deliver improvements and enhancements to the waste service which will increase recycling and waste management performance. The Council has signed up to the Lancashire Waste Strategy which contains the objectives, actions and targets for the Lancashire Waste Partnership of which the Council is a member.</p>	<p>Councillor Peter Mullineaux / Mark Gaffney</p>	<p>Yes</p>	<ul style="list-style-type: none"> ▶ Weekly food waste collection implemented borough wide – publicity and promotion concluded in December through article in Forward and delivery of service leaflet to all properties ▶ On target for 48% recycling and composting for 2011/12 ▶ Pilot bulky waste recycling scheme implemented in partnership with West Lancashire District Council and a social enterprise organisation ▶ The trade waste recycling service has been extended
<p>4. Further develop our approach to neighbourhood working, including zero tolerance of dog fouling, litter and fly tipping.</p>	<p>▶ Achieve a high quality environment and streetscene through effective enforcement and education, a zero tolerance approach to dog related issues and other environmental crime and maintaining a proactive and responsive approach to customer needs and feedback, thus maintaining high levels of customer satisfaction.</p>	<p>Councillor Peter Mullineaux / Mark Gaffney</p>	<p>Yes</p>	<ul style="list-style-type: none"> ▶ Budget for highway sign cleaning secured from LCC – first phase of schedule for 2011/12 completed ▶ Enforcement patrols reviewed and refreshed with 23 officers trained to issue Fixed Penalty Notices ▶ A proactive approach to enforcement continues with 106 Fixed Penalty Notices issued from April to December 2011 compared to 61 for the same period last year ▶ Work undertaken with partners to finish the emergency flood risk plans and to reduce the flood risk in several areas of the borough ▶ Air quality monitoring programme is being reviewed in light of air quality results and all permitted polluting premises in the borough have been inspected ▶ Tenders returned and evaluated for procurement of a third mini sweeper and will be reported to Cabinet in February. This is new investment to

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				<p>increase resources for maintaining a clean environment</p> <ul style="list-style-type: none"> ▶ The schools educational programme continues to target Years 3, 6 and 9 ▶ Continuation of events programme and educational visits to parks and nature reserves ▶ A proactive approach to promoting the clean environment and zero tolerance approach to dog related issues and other environmental crime through effective PR and the use of Forward
<p>5. Through the Safer Chorley and South Ribble Partnership, work to tackle crime, fear of crime and promote public confidence.</p>	<ul style="list-style-type: none"> ▶ Achieve positive crime figures through delivery of the Community Safety Action Plan and give resident's the confidence that South Ribble is a safe place. 	<p>Councillor Peter Mullineaux / Mark Gaffney</p>	<p>Yes</p>	<ul style="list-style-type: none"> ▶ External funding to support the Community Safety Partnership has reduced significantly this year and is set to reduce even further in 2012/13. This leaves the future position unclear for IDVA (Independent Domestic Violence Advocacy) and CCTV. Discussions are ongoing with partners and a bid for funding has been made to South Ribble Partnership and other possible sources being researched. ▶ The Community Safety Action Plan has been structured around available funding and is on track ▶ An additional SpID (externally funded by the Safer Chorley & South Ribble Partnership) was introduced in April 2011 ▶ Continued delivery of crime and anti social behaviour reduction campaigns such as Operations Bright Sparx and Shepherd ▶ Overall crime figure shows a 3% reduction compared to the same period last year

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				<ul style="list-style-type: none"> ▶ Alcohol use reduction has been identified as a joint project (currently being scoped) with the Clinical Commissioning Group ▶ Strategic Assessment completed which will inform the priorities for next years' community safety action plan.
6. Support development of the Cuerden Strategic Site.	<ul style="list-style-type: none"> ▶ The priority for the Council is to secure the comprehensive development of the Cuerden Strategic Location for employment led uses as quickly as possible. ▶ To support this priority the delivery of the site needs to have a robust but flexible policy in the LDF, that sets out the requirement for a masterplan to promote and control a range of uses on the site. ▶ Landowners, developers and stakeholders are to be kept engaged to ensure the site is delivered in accordance with the Council's aims. 	Councillor Cliff Hughes / John Dalton	Yes	<ul style="list-style-type: none"> ▶ An initial masterplan for the site has been produced to form the basis of negotiations between the Homes and Communities Agency (HCA) and LCC, for LCC to acquire some 50 hectares of the site. LCC have now acquired the land. ▶ The Council has been in dialogue with both LCC and other interested landowners/developers of the site to work towards the preparation of a comprehensive commercially based masterplan for the whole site. ▶ With regard to the LDF, a draft policy for the Cuerden site has been included in the LDF Preferred Options Site Allocations DPD, which was the subject of consultation from 1 Nov to 22 Dec 2011.
7. Deliver a range of town and village centre improvements and environmental schemes.	<ul style="list-style-type: none"> ▶ The first stage is to develop Neighbourhood Plans for all Forums. Plans to be considered and agreed by Cabinet 2012. 	Councillor Phil Smith / Denise Johnson	Yes	<ul style="list-style-type: none"> ▶ The Launch of the My Neighbourhood Forums was held in November. Productions of the new My Neighbourhood plans is on target ▶ On target for Cabinet February 2012 to influence priority and budget setting.

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8. Work with neighbours to develop opportunities for economic regeneration.	<ul style="list-style-type: none"> ▶ Working with Central Lancashire authorities to achieve approval of the Central Lancashire Economic Action Plan. ▶ Support business enterprise initiatives. ▶ Assist 300 local businesses. 	<p>Councillor Phil Smith / Denise Johnson</p> <p>Councillor Cliff Hughes / John Dalton</p>	Yes	<ul style="list-style-type: none"> ▶ Joint Action Plan - progress by lead partners reported to Central Lancashire Directors on 18th October. ▶ Local business information and networking event delivered in October 2011, over 100 businesses benefited. ▶ Officers assisting the private sector to strengthen the tourism economy in Central Lancashire through development of a Tourism Association. ▶ Local businesses assisted on issues including access to commercial property, start-up, sources of finance and business information. ▶ Enterprise Zone (BAE) announced by Government in October 2011 and confirmed in Autumn Statement by Chancellor. Work is underway with Ribble Valley, Fylde and LCC to prepare Local Development Orders. The proposal to roll back Green belt at Samlesbury has been consulted upon as part of the Preferred options Site Allocations consultation (See Key Action 6)
9. Work with partners to agree priorities and secure investment in housing.	<ul style="list-style-type: none"> ▶ The Council continues to press for the delivery of affordable housing to meet a large demand in the borough. Currently the only delivery is through private sector development and the use of Section106 agreements. Work continues with partner Registered Providers who are developing the Affordable Rent model. ▶ Since the withdrawal of the previous 	Councillor Cliff Hughes / John Dalton	Yes	<ul style="list-style-type: none"> ▶ Finalised bids have been approved by the Homes & Communities Agency which allocated 52 units which will be funded from Homes & Communities Agency, although this could increase throughout the comprehensive spending review period. ▶ Discussions have started with developers for Cleveland Road (Prestolite site) for 16 affordable units. ▶ Renegotiated the s106 agreement on the latest plot to kickstart development at Buckshaw village

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	<p>provider from the Home Improvement Agency contract, a new partner has been sought.</p> <ul style="list-style-type: none"> ▶ The Government has signalled a number of changes for grants for home/energy improvement, and for homelessness legislation. In addition, there will be further changes arising from the Localism Bill. 			<ul style="list-style-type: none"> ▶ Launch and publicity for Home improvement agency has been carried out. All priority cases have been visited and contact made with all applicants on the priority waiting list. ▶ National consultation on secondary legislation finalised on 18/1/12 it is anticipated that there will be detailed industry guidance to inform the work in Spring. ▶ Review of services and draft strategy commenced with draft action plan to be finalised. On plan to achieve February Cabinet meeting.
<p>10. Work with neighbours to deliver a joined up and long term approach to planning and development.</p>	<ul style="list-style-type: none"> ▶ Work continues with the Preston and Chorley to achieve the adoption of the Central Lancashire Core Strategy and the approval of a CIL Charging Schedule. ▶ In line with this Core Strategy the Council is progressing the Site Allocations LDF. ▶ Work to secure development of key sites such as; Lostock Hall Gasworks and Wesley Street Mill continues 	<p>Councillor Cliff Hughes / John Dalton</p>	<p>Yes</p>	<ul style="list-style-type: none"> ▶ The Core Strategy has been revised to accord with the LDF Inspector's requirements to amend the housing numbers in line with Regional Spatial Strategy figures. Re-consultation has been carried out. The examination in to the Core Strategy is to re open in March 2012. ▶ The CIL Charging schedule was considered by Cabinet in November 2011, with a view to a joint Central Lancashire approach to be consulted upon in January 2012 with a view to adoption in autumn 2012. ▶ Consultation on the Preferred Options Site Allocations DPD ran from 1st November until 22nd December 2011. Representations are being assessed with a view to the production of the Publication version in mid summer 2012. ▶ With regard to bringing forward key sites, a programme for the re-consideration of both the

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				National Grid and Bovis planning applications have been agreed. For Wesley Street the process of selecting a potential developer partner has begun and a project team has been established and external legal advice commissioned.
11. Work with LCC and providers to improve the local transport infrastructure.	<ul style="list-style-type: none"> ▶ LCC has produced the Local Transport Plan 3 Implementation Plan 2011/13. It includes a number of projects in South Ribble, including securing improvements to Leyland Railway Station ▶ It is a long established Council priority to provide the Cross Borough Link Road. 	Councillor Cliff Hughes / John Dalton	Yes	<ul style="list-style-type: none"> ▶ Over £435,000 has been secured to improve Leyland Railway Station. Improvements to the station are planned early 2012. These include improved customer information, better platform shelters and works to the Ticket Office. Officers will continue to raise the profile of the Station through the annual review of the LTP3 Implementation Plan which is to commence imminently. ▶ With regard to the Cross Borough Link Road a policy is included in the Preferred Options Site Allocation LDF to protect the route and secure its provision through development. This document was the subject of consultation from 1st November until 22nd December 2011. Negotiations continue with National Grid and Bovis to agree a revised S.106 and to secure funding for the road and bridge. Following a refresh of the planning application, it is anticipated that planning permission for the Lostock Hall Gasworks scheme could be granted by the end of March 2012.
12. Empower	▶ Complete and successfully implement the	Councillor Mrs	Yes	▶ Community Involvement Review completed.

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Members to fulfil their role as community leaders through a new approach to community involvement.	<ul style="list-style-type: none"> ▶ Community Involvement Review ▶ Support communities to prepare for 2012 celebrations (Olympics, Preston Guild, Diamond Jubilee). ▶ Develop the future approach to a local standards and ethics regime ▶ Develop proposals for the 2013 Boundary Commission Review. 	Smith / Denise Johnson		<ul style="list-style-type: none"> ▶ Programme of main events for 2012 to include the following highlights : Leyland Festival (two weeks covering Olympics/Sports & Diamond Jubilee), Spring Food & Drink Festival, Chinese New Year, Christmas celebrations ▶ The proposed changes to the standards regime included in the Localism Bill received Royal Assent, however further clarification from Government is needed. Project documentation is being prepared in readiness. ▶ A member awareness session on the Boundary Commission review was held in November 2011 which was well attended. Project documentation has been agreed for a timely start early in the year.
13. Work with partners to offer the best possible opportunities to South Ribble's children and young people.	<ul style="list-style-type: none"> ▶ Develop and implement the Children's Trust Action Plan ▶ Develop early intervention projects to support vulnerable families 	Councillor Phil Smith / Denise Johnson	Yes	<ul style="list-style-type: none"> ▶ Agreed Action Plan with defined outcomes, geographic & age information on projects and roles and responsibilities detailed. ▶ Position statement on all projects due early in 2012. ▶ Prevention & Early Intervention Panel now in place across Chorley & South Ribble and identifying gaps in services and provision across the area. ▶ Youth Council have allocated £10,000 of grants to children & young people organisations to assist diversionary activities. ▶ Plans in place to review effectiveness of Children's Trust in New Year ▶ "Networking / sharing of best practice for

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				practitioners" event for March 2012 in planning stage.
14. Work with GPs and other partners on local health and wellbeing needs.	<ul style="list-style-type: none"> ▶ Track NHS reforms ▶ Reduce health inequalities across the borough. ▶ Develop partnership with transitional Clinical Commissioning Group and work on key projects. 	Councillor Phil Smith / Denise Johnson	Yes	<ul style="list-style-type: none"> ▶ National reform programme still developing. Actions are focussed on establishing local working partnerships. ▶ Subject to approval by this Council, a Chorley and South Ribble Health and Wellbeing Partnership will be established. ▶ The South Ribble Voluntary, Community & Faith Sector Network has now appointed a steering group to get the Network established, constituted and operational. ▶ £22,647 secured through a Partnership bid to the Warm Homes Fund to help reduce winter deaths. The Partnership Office coordinated the bid, involving a number of relevant partners. ▶ South Ribble Partnership is on track to develop the 2012 Action Plan.
15. Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities.	<ul style="list-style-type: none"> ▶ 55% of residents satisfied with sport and leisure facilities. ▶ Delivery of an Olympic Coaching programme to 1000 primary children. ▶ Bikeability training programme delivered to 16 primary schools ▶ 10% increase in swimming and exercise across the leisure centres ▶ Achieve 75% in Quest Accreditation scores (measurement of quality and standards) across the four main leisure centres. 	Councillor Phil Smith / Denise Johnson	Yes	<ul style="list-style-type: none"> ▶ On target for 2012 survey. ▶ The primary school Olympic Coaching programme has delivered coaching to 1,110 primary children. ▶ Bikeability scheme has now 24 primary schools on board and 570 young people have been trained. ▶ Last monitoring period figures still awaited at the time of drafting this report. However target already exceeded at the end of the previous monitoring period.

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				▶ On target. Latest 2011 Quest scores - Leyland 73%, Bamber Bridge 75%, Penwortham 74%, and the Tennis Centre 80%.
16. Deliver a shared service for Revenues and Benefits with Chorley Council.	<ul style="list-style-type: none"> ▪ Working in collaboration with Chorley Council, South Ribble Borough Council have completed Phase 1 of the Shared Service for Revenues & Benefits ▪ Financial savings from Phase 1 are circa £170,000 identified in the Council's efficiency agenda ▪ Business Modelling for Phase 2 is continuing as a consequence of: <ul style="list-style-type: none"> ○ Government's White Paper regarding Welfare Reform ○ Universal Credit ○ Abolition of Housing Benefit ○ Localisation of Council Tax Benefit ○ Localisation of Business Rates ○ Development of Single Fraud Service 	Councillor Phil Hamman / Ian Parker	Yes	<ul style="list-style-type: none"> ▶ Shared Service Report is being presented to the Joint Committee in January 2012 ▶ Performance across a wealth of indicators confirms productivity levels have increased, speed of processing has increased and the service as a whole is up-to-date having removed delay from processes. This is positive news and welcome and has been achieved through re-engineering some processes, re-structuring teams and sharing of some activities as part of Phase 1 – all of which contributed to financial savings which by the end of the financial year will have exceeded original target of £170,000 delivering £220,000 on a recurring basis. ▶ Exploratory work has also started to develop a local Council Tax Benefit scheme (Council Tax Benefit ceases April 2013) The local scheme must protect pensioners and not make any financially worse off, incentivise work for those of working age, locally make provision for vulnerable people and achieve a further 10% financial efficiency.
17. Seek to continually improve, ensuring that	<ul style="list-style-type: none"> ▶ Gateway is now supported with Firmstep software, replacing the previous CRM system ▶ A wealth of additional services are now 	Councillor Hamman / Ian Parker	Yes	▶ Firmstep has been further developed to provide additional services into Gateway including homelessness and housing grants (the latter being developed in partnership with West Lancs)

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council services are fit for purpose and customer focused.	<p>available via Gateway – and this process of migration is continuing</p> <ul style="list-style-type: none"> ▶ Over 90% of all enquiries are dealt with at the first point of contact ▶ Customer Excellence Award in place and is being reviewed in January 2012 			<ul style="list-style-type: none"> ▶ Shadowing within Gateway continues across several managerial grades and Elected Members. ▶ Self Service is live and was implemented slightly ahead of schedule ▶ Firmstep is being further developed to provide an E-Citizen service allowing customers to register an account and subscribe to council information electronically ▶ Gateway has submitted its evidence for assessment (now due Feb 2012) for the Customer Excellence Award
18. Effectively manage change and organisational development to sustain a flexible workforce.	<ul style="list-style-type: none"> ▶ Undertake Leadership Development Programme for Managers and SMT, with a key element being management of change. ▶ Change Management Workshops to be undertaken for all service reviews. ▶ Our People Action Plan to be revised to address organisational development support the Corporate Plan. 	Councillor Mrs Smith / Steve Nugent	Yes	<ul style="list-style-type: none"> ▶ Leadership Development Programme completed for 24 Managers and SMT. ▶ Change Management Workshops held. ▶ Our People Action Plan has been reviewed and was considered by the Scrutiny Committee on 29 November 2011. ▶ The project management framework has been re-freshed and training has been delivered to 27 managers. ▶ We have been successfully re-accredited against the Investors in People (IIP) standard and gained the IIP good practice award for health and wellbeing. ▶ Sickness absence figures continue to decrease.
19. Establish opportunities to develop effective collaborative	<p>Housing Benefits</p> <ul style="list-style-type: none"> ▪ Fraud service prosecutions undertaken by DWP removing the cost of such from SRBC Revenues & Benefits Service 	Councillor Mrs Smith / Ian Parker	Yes	<p>See action16</p> <ul style="list-style-type: none"> ▶ Collaboration with West Lancs has led to SRBC receiving an income for providing a Housing

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working with partners.	Council Services – Generally Joint Procurement is already in place with Chorley Council <ul style="list-style-type: none"> ▪ Shared Financial Services ▪ Shared Risk & Audit Service 			Grants service on their behalf via Gateway <ul style="list-style-type: none"> ▶ Baseline activities have been undertaken with other Councils in order to identify what IT systems and services we each have. A vision aligning contracts in order to reach a point of where upgrades (hardware/software) and/or replacement is needed thus allowing joint procurement to take place reducing individual costs without compromising integrity.
20. Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services.	<ul style="list-style-type: none"> ▶ Deliver £1.8M of efficiency savings ▶ Carry out a number of service reviews as part of the efficiency programme ▶ Use the chest electronic procurement for intermediate and higher value procurement exercises ▶ Deliver the three-year asset management plan to ensure maximise investment property income, review operational assets and ensure effective maintenance regimes 	Councillor Stephen Robinson / Susan Guinness	Yes	<ul style="list-style-type: none"> ▶ We have already achieved efficiencies of £1.461M against the target of £1.819M. Looking for opportunities to make budget savings is a continuous process. A further programme of potential budget savings has been identified which includes items totalling £0.378m which have been identified and addresses the shortfall in the current year. ▶ ICT Work Programme includes <ul style="list-style-type: none"> ○ Upgrade to desktops <ul style="list-style-type: none"> ▪ W7 / Office 2010 ○ CRM replacement to Firmstep <ul style="list-style-type: none"> ▪ Self Service ▪ E-Citizen ▪ Extra Gateway services ▶ The community involvement, administration, ICT, Planning, Housing, Environmental Health and Property services reviews have been completed and contributed towards the efficiency target. ▶ 12 separate tender/quote exercises have been processed through the Chest electronic

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				<p>procurement including dog kennelling, various vehicles, insulation measures, sanctuary scheme works, consultancy, insurance broker services, the joint EU Insurance tender and we are currently processing the civic centre window replacement procurement through this route.</p> <ul style="list-style-type: none"> ▶ Asset management plan on track. ▶ Over £1M income received from the investment property portfolio, with an 85% occupancy rate.