

**Corporate Plan Progress Report
Year-end Performance Report (1 April 2011 – 31 March 2012)**

Key Target 2011/2012	Leader Member / Officer	Year-end Outturn / Result	Achieved Yes/No	Comments
1. 72% of residents satisfied with the cleanliness of the borough.	Councillor Peter Mullineaux / Mark Gaffney	Not available	-	Resident satisfaction is currently being reviewed as part of a wider review of performance management.
2. 85% of residents satisfied with the waste and recycling collection service	Councillor Peter Mullineaux / Mark Gaffney	Not available	-	Resident satisfaction is currently being reviewed as part of a wider review of performance management.
3. 48% of household waste sent for reuse, recycling and composting.	Councillor Peter Mullineaux / Mark Gaffney	48% + (to be confirmed)	Yes	On target for minimum of 48% recycling and composting for 2011/12 (outturn figure not yet available)
4. 83% of residents satisfied with parks, playgrounds and open spaces.	Councillor Peter Mullineaux / Mark Gaffney	Not available	-	Resident satisfaction is currently being reviewed as part of a wider review of performance management.
5. 81% of residents with confidence in South Ribble being a safe place to live.	Councillor Peter Mullineaux / Mark Gaffney	Not available	-	Resident satisfaction is currently being reviewed as part of a wider review of performance management.
6. Support the retail economy of Hough Lane: - 100% occupancy: Leyland Market - 90% occupancy: town centre retail units	Councillor Phil Smith / Denise Johnson	Leyland Market continues to have 100% occupancy. 92% occupancy	Yes	Leyland Market is fully occupied and has a waiting list for stalls. The new outdoor pitches have also proved very popular. The most recent town centre retail occupancy data comes from the Leyland Town Centre Position Report November 2011.
7. Number of town and village schemes started or planned.	Councillor Phil Smith / Denise Johnson	50 projects contained in the My Neighbourhood Plans	Yes	The Plans were produced in February 2012. Members have prioritised the projects and work has started on these priorities across all 5 My Neighbourhood Plans.
8. 300 businesses assisted by the Council.	Councillor Phil Smith /	The Council supported	Yes	The Corporate Plan target for

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	Denise Johnson	209 businesses to 31 st March 2012		supporting businesses to find suitable property and locations in South Ribble through a property service is 300 businesses assisted by the Council April 2011-March 2013. The Council supported 209 businesses to 31 st March 2012, which is good progress towards delivery of the 2 year target.
9. Number of affordable homes delivered.	Councillor Cliff Hughes / John Dalton	17	Yes	South View terrace delivered 11 affordable homes in Leyland. 6 properties that have been rescued under the mortgage rescue initiative has delivered a further 6 properties into affordable rent.
10. Maximum of 28 households in temporary accommodation.	Councillor Cliff Hughes / John Dalton	35	No	There are 35 temporary homes available in the borough. Of the households in temporary accommodation 7 have offers of permanent accommodation and will move out. During the last quarter 11 families moved out. 6 families will not secure permanent accommodation until they make arrangements to reduce historical or current rent arrears issues. A reduction in the availability of two bedroomed social rented properties in the area is increasing the time households

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				<p>remain in the temporary property. We are currently targeting homes in the private rented sector to assist with a discharge of homelessness duty to reduce the number of families in temporary accommodation.</p> <p>To put this indicator into context, nationally there has been a 2% increase in families being placed in temporary accommodation (as at December 2011) and a tripling of those in bed and breakfast.</p> <p>Across the North West since January 2011 to December 2011 there has been an increase in the use of temporary accommodation from 920 to 990.</p> <p>At the end of last year South Ribble had an increase in use of temporary accommodation, the use of this type of accommodation is high as most families are placed in New Progress /Accent stock which meet decency, pending a decision and further enquiries. We have seen an increase in the number of complex cases and as these require investigating we are obliged to place</p>

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				families pending these enquiries. The Prevention of Homelessness strategy and review has identified that there is a need to review temporary accommodation usage and provision.
11. 80% of members satisfied with development opportunities.	Councillor Margaret Smith / Steve Nugent	100%	Yes	All evaluations rate training as excellent or good.
12. 90% of residents satisfied overall with the local area as a place to live.	Councillor Margaret Smith / Denise Johnson	Not available	-	Resident satisfaction is currently being reviewed as part of a wider review of performance management.
13. 55% of residents satisfied with sports and leisure facilities.	Councillor Phil Smith / Denise Johnson	Not available	-	Resident satisfaction is currently being reviewed as part of a wider review of performance management.
14. Delivery of an Olympic coaching programme to 1000 children in primary schools.	Councillor Phil Smith / Denise Johnson	1110 children have taken part in the Olympic coaching programme.	Yes	15 schools have been engaged in the coaching and 16 schools are involved in the torch relay event.
15. Increase the number of premises achieving 3 and above star rating in the National Food Hygiene Rating Scheme by reducing the number of non-compliant premises by 10%	Councillor Phil Smith / Denise Johnson	The number of non-compliant premises has been reduced by 58%.	Yes	Environmental Health Officers have been supporting businesses who are now motivated to increase their ratings and taking formal action against non-compliant premises.
16. 72% of residents satisfied with the Council.	Councillor Margaret Smith / Denise Johnson	Not available	-	Resident satisfaction is currently being reviewed as part of a wider review of performance management.
17. External assessment:				The assessor for Customer Service

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- Customer Service Excellence	Councillor Hamman / Ian Parker	Customer Service Excellence Award achieved	Yes	Excellence has asked that Gateway be used as a beacon site for others wanting to attain this level of provision. A very positive Investors in People feedback report was received.
- Investors in People	Councillor Margaret Smith / Steve Nugent	Investors in People Assessment retained	Yes	
18. Council Tax 97.5% in year collection rate increase kept below inflation	Councillor Hamman / Ian Parker Councillor Stephen Robinson / Susan Guinness	97.5% collected	Yes	<ul style="list-style-type: none"> ▶ Further collections have been made <i>out of year</i> due to the weekend falling at <i>year end</i>. ▶ Impact of re-bandings has been passed to the collection fund
19. Total savings made, as agreed as part of the budget / financial strategy.	Councillor Stephen Robinson / Susan Guinness	Council Tax increase of 2.5% for 2012/13 Efficiency Target was £1,819,000 and projected outturn is £1,838,000 Overall budget reduction of £125,000 from original net budget to Projected outturn.	Yes	The inflation figures in Feb 2012 were: CPI 3.4%, RPI 3.7%
20. 90% of customers satisfied with Gateway.	Councillor Hamman / Ian Parker	96%	Yes	<ul style="list-style-type: none"> ▶ Customer satisfaction continues to exceed 95% ▶ Independent assessment has secured the prestigious Customer Excellence Award
21. 90% staff satisfied with the Council as an	Councillor Margaret	94%	Yes	▶ 94% of employees were satisfied

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employer.	Smith / Steve Nugent			with the Council as an employer

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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 completed ▶ 2 Green Flags at Hurst Grange Park and Longton Brickcroft retained ▶ Hutton Playing Field improvement scheme completed except for minor finishing works ▶ Farington Park improvement scheme tendered and contract awarded for phase 1 which will commence in June ▶ First stage designs proposals produced for Hurst Grange Stables ▶ Prioritised programme of infrastructure improvement works currently being developed for parks and open spaces ▶ Withy 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 	Councillor Peter Mullineaux / Mark Gaffney	Yes	<ul style="list-style-type: none"> ▶ Play area refurbishment completed ▶ Prioritised 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

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	as a visitor attraction.			<p>Brothers of Charity to develop phase1 of the walled garden – initial drainage works completed</p> <ul style="list-style-type: none"> ▶ 2 toilet facilities refurbished ▶ Food Kiosk installed and new licence issued for operating Kiosk and Ice Cream pitches (old coffee shop now leased to chocolate making company which helps enhance the offer from the park) ▶ Green Flag retained ▶ Awarded Netmums (North West region) Gold Award ▶ Footpath improvement works completed at North Lodge area ▶ Capital programme for 2012/13 includes £135k for essential works to maintain access and paths
3. Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy.	<ul style="list-style-type: none"> ▶ 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. 	Councillor Peter Mullineaux / Mark Gaffney	Yes	<ul style="list-style-type: none"> ▶ Weekly food waste collection implemented borough wide ▶ On target for minimum of 48% recycling and composting for 2011/12 (outturn figure not yet available) ▶ Pilot bulky waste recycling scheme implemented in partnership with West Lancashire District Council and a social enterprise organisation which is successfully diverting waste from landfill ▶ The trade waste recycling service has been extended
4. Further develop our approach to neighbourhood	<ul style="list-style-type: none"> ▶ Achieve a high quality environment and streetscene through effective enforcement and education, a zero tolerance approach 	Councillor Peter Mullineaux / Mark Gaffney	Yes	<ul style="list-style-type: none"> ▶ Budget for highway sign cleaning secured from LCC for 2011/12 and future years ▶ Enforcement patrols reviewed and refreshed with

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working, including zero tolerance of dog fouling, litter and fly tipping.	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.			<ul style="list-style-type: none"> ▶ 23 officers trained to issue Fixed Penalty Notices ▶ Work undertaken with partners to finish the emergency flood risk plans and to reduce the flood risk in several areas of the borough ▶ The air quality monitoring programme has been reviewed and the Air Quality Updating and Screening assessment has been submitted to the Department of Food and Rural Affairs and all permitted polluting premises in the borough have been inspected. ▶ Third mini sweeper procured – this is new investment to increase resources for maintaining a clean environment ▶ 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 enforcement continues with 208 Fixed Penalty Notices issued from April 2011 to March 2012 compared to 95 for the same period last year ▶ A proactive approach to promoting the clean environment and zero tolerance approach to dog related issues and other environmental crime through effective public relations and the use of Forward
5. Through the Safer Chorley and South Ribble	▶ Achieve positive crime figures through delivery of the Community Safety Action Plan and give resident's the confidence that	Councillor Peter Mullineaux / Mark Gaffney	Yes	▶ External funding to support the Community Safety Partnership has reduced significantly in 2011/12 and even further in 2012/13. This left the future

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Partnership, work to tackle crime, fear of crime and promote public confidence.	South Ribble is a safe place.			<p>position unclear for IDVA (Independent Domestic Violence Advocacy) and CCTV. The Safer Lancashire Board has agreed 50% funding for the IDVA service in 2012/13 and developed a business case model seeking partner contributions. A bid has been submitted to South Ribble Partnership which has agreed a contingency to help fund IDVA in 2012/13 should any partners not support the business case. South Ribble Partnership has also agreed a one off contribution of £10k to support the cost of CCTV in 2012/13. Cabinet also agreed a budget for 2012/13 to cover any gaps in community safety funding. Discussions are still ongoing with partners.</p> <ul style="list-style-type: none"> ▶ The Community Safety Action Plan which was structured around available funding has been successfully delivered and a new plan developed for 2012/13. ▶ The overall crime figure for 2011/12 has reduced by - 2.5% from the previous year. Areas of significant reduction include Serious Acquisitive Crime - 9.6% and Vehicle Crime - 14.2% ▶ An additional SpID (externally funded) was introduced in April 2011 ▶ Continued delivery of crime and anti-social behaviour reduction campaigns such as Operations Bright Sparx and Shepherd ▶ Alcohol use reduction has been identified as a joint project (currently being scoped) with the

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				Clinical Commissioning Group
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"> ▶ Policy drafted in Preferred options Site Allocations Development Plan Document for the site. This draft policy has been generally supported and will be taken forward in to the Publication Version of the document.
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 'My Neighbourhood' forums have transformed the way we involve communities with the development of five neighbourhood action plans, which are currently being implemented. The feedback has been very positive to date.
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. 	Councillor Phil Smith / Denise Johnson	Yes	<p>The Central Lancashire Economic Regeneration Strategy was approved by the Central Lancashire Directors Group on 23rd May 2011. A 3 year action plan was agreed and action is monitored.</p> <p>Actions that have been successfully progressed</p>

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		Councillor Cliff Hughes / John Dalton		<p>include:</p> <ul style="list-style-type: none"> ▶ Cuerden Strategic site - LCC has completed a land deal with the Homes and Communities Agency. ▶ Raise the profile of Central Lancashire to attract new inward investment - BAE systems Enterprise Zone announced ▶ Support tourism sector businesses - Cabinet Member on newly formed Lancashire wide group. Officers assisting the private sector to strengthen the tourism economy in Central Lancashire through development of a Tourism Association. ▶ Local business information and networking event delivered in October 2011, over 100 businesses benefited. Local businesses assisted on issues including access to commercial property, start-up, sources of finance and business information. ▶ The target over two years is 300 businesses assisted to find suitable property and locations in South Ribble The Council supported 209 businesses to 31st March 2012, which is good progress towards delivery of the 2 year target.
9. Work with partners to agree priorities and secure investment in	▶ 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	Councillor Cliff Hughes / John Dalton	Yes	▶ The Wigan Road site submission which forms part of the Buckshaw Village development will deliver 16 affordable homes in the coming year, and 5 mortgage rescue properties are being processed. 3 bungalows have started on site in

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housing.	<p>agreements. Work continues with partner Registered Providers who are developing the Affordable Rent model.</p> <ul style="list-style-type: none"> ▶ Since the withdrawal of the previous provider from the Home Improvement Agency contract, a new partner has been sought. ▶ 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. 			<p>Penwortham.</p> <ul style="list-style-type: none"> ▶ Off-site contributions have been acquired from the Brindle road development and a programme will be developed to utilise the funds to kick start developments to deliver affordable homes. ▶ Riverside Home Improvement Agency are in contract and are now carrying out handy person services and disabled facilities grant work. To date 18 homes have had adaptation work carried out. ▶ The Prevention of Homelessness strategy and review has been produced and is in the consultation period. Actions and priorities in the document reflect changes taking account of the Localism Act. ▶ Additional external funding has enabled grants for energy efficiency work to be reviewed with providers to allow them to be delivered at nil cost to the majority of customers and no financial contribution from the Council. ▶ Consultation on Green deal has closed we are awaiting the final guidance from DECC,(Dept. of energy and climate change) and reporting requirements from HECA (Home energy conservation act)

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				<ul style="list-style-type: none"> ▶ The authority's role in relation to the Green Deal will be developed from this but options are being investigated Lancashire wide and locally for partnership with a green deal provider.
<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 Central Lancashire Core Strategy Examination was held in June/July 2011. The inspectors report had consequently been delayed and is now anticipated in late May /June 2012 with adoption in July 2012. ▶ Consultation on the draft preliminary CIL Charging Schedule was completed at the end of April 2012. Consultation on the Deposit draft version is on target for July 2012 with adoption in Dec 2012. ▶ The Preferred options Site Allocations document was the subject of consultation in Oct/Nov 2011. Responses are currently being assessed with a view to a Publication version being published for consultation in July 2012. ▶ Discussions and negotiations with the National grid regarding the Lostock Hall Gasworks site are continuing and good progress has been made in re negotiating the terms of the Section 106 agreement. A refreshed planning application is anticipate in Sept 2012 with planning permission

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				being granted by the end of the year.
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"> ▶ Improvements to Leyland Station, signage and passenger information, have been completed as part of the Implementation Plan 2011/12. The Plan has been rolled forward for 2012/13 and 13/14. and the updated document is expected imminently. ▶ A policy to secure the CBLR has been drafted in the Preferred Options Site Allocations DPD and this policy will be rolled forward in to the Publication version. In principle agreement has been reached with National Grid to secure the CBLR through Section 106 developer contributions. This has taken longer than anticipated but there is optimism that the planning permission will be in place by the end of 2012.
12. Empower Members to fulfil their role as community leaders through a new approach to community involvement.	<ul style="list-style-type: none"> ▶ Complete and successfully implement the 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 	<p>Councillor P Smith / Denise Johnson</p> <p>Councillor Mrs Smith / Maureen Wood</p>	Yes	<ul style="list-style-type: none"> ▶ Community Involvement Review completed. ▶ On target – Supported communities to prepare by organising and promoting events in guides and the Forward newspaper. Events will include Leyland Festival, Lostock Hall Carnival, Schools Olympic celebration. <p>Standards:</p> <ul style="list-style-type: none"> ▶ Guidance from DCLG is still awaited. ▶ Planned approach adapted so that we can implement on 1 July 2012. ▶ Transitional arrangements were reported to May's

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	<ul style="list-style-type: none"> ▶ Develop proposals for the 2013 Boundary Commission Review. 			<p>Council.</p> <p>Boundary Review:</p> <ul style="list-style-type: none"> ▶ Project documentation completed and initial meetings held. ▶ Liaison ongoing with both member groups ▶ Awaiting base information from members.
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"> ▶ Action plan developed and is being implemented. ▶ Projects have been developed on a range of subjects and Service level agreements developed, signed and submitted to Lancashire County Council in January as per the deadline. Awaiting reporting of case studies and feedback from year 1. The information will be reported on the Children's Trust website and on Members Connect. ▶ A wider Children's Trust Partnership workshop was held on 12th March (My Neighbourhoods Cllr representatives attended) to identify priorities which will be fed into the updated action plan for the coming year.
14. Work with GPs and other partners on local	<ul style="list-style-type: none"> ▶ Track NHS reforms ▶ Reduce health inequalities across the borough. 	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. The Chorley and South

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health and wellbeing needs.	<ul style="list-style-type: none"> ▶ Develop partnership with transitional Clinical Commissioning Group and work on key projects. 			Ribble Health and Wellbeing Partnership was established in January 2012 following endorsement by the Cabinet. A joint health and wellbeing action plan agreed across all agencies, including the Clinical Commissioning Group, will be developed in 2012/13.
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. (2012/2013) 	Councillor Phil Smith / Denise Johnson	Yes	<ul style="list-style-type: none"> ▶ Completed - The primary school Olympic Coaching programme has delivered coaching to 1,110 primary children. ▶ Bikeability scheme has 18 primary schools on board and 585 young people have been trained. ▶ Overall increase in attendance of 22% at the leisure centres. The Leisure Card Membership has increased by over 23% across all facilities and there has been a 49% increase in Fitness Suite membership. ▶ 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: 	Councillor Phil Hamman / Ian Parker	Yes	<ul style="list-style-type: none"> ▶ Phase 1 of Shared Service completed ▶ Savings realised exceeded initial forecasts and achieved in excess of £200,000 ▶ Phase 2 has been designed and developed in light of the Government's White Paper regarding

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	<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 			<p>Welfare Reform. Phase 2 implementation is already underway with the development of Revenues(+)</p> <ul style="list-style-type: none"> ▶ Chorley Council expect to complete in-house transformation with a view to joining Revenues(+) in the summer. ▶ Localisation of Council Tax Support Scheme is being actively pursued with all councils throughout Lancashire.
<p>17. Seek to continually improve, ensuring that council services are fit for purpose and customer focused.</p>	<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 available via Gateway – and this process of migration is continuing ▶ 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 	<p>Councillor Hamman / Ian Parker</p>	<p>Yes</p>	<ul style="list-style-type: none"> ▶ Firmstep has fully replaced the previous Northgate CRM system, realising a financial saving in excess of £400,000 ▶ Additional services have also migrated to Gateway providing extra services directly to customers at their first point of contact ▶ Over 90% of all contacts are dealt with at the first point of contact with satisfaction levels in excess of 95% ▶ Customer Excellence Award inspection was extremely positive about Gateway and has requested it be identified as a beacon for others to emulate
<p>18. Effectively manage change and organisational development to sustain a flexible</p>	<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. 	<p>Councillor Mrs Smith / Steve Nugent</p>	<p>Yes</p>	<ul style="list-style-type: none"> ▶ Programme completed. ▶ Workshop held.

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workforce.	<ul style="list-style-type: none"> ▶ Our People Action Plan to be revised to address organisational development support the Corporate Plan. 			<ul style="list-style-type: none"> ▶ Revised and considered at Scrutiny Committee in November 2011.
19. Establish opportunities to develop effective collaborative working with partners.	<p>Housing Benefits</p> <ul style="list-style-type: none"> ▪ Fraud service prosecutions undertaken by DWP removing the cost of such from SRBC <p>Revenues & Benefits Service Council Services – Generally Joint Procurement is already in place with Chorley Council</p> <ul style="list-style-type: none"> ▪ Shared Financial Services ▪ Shared Risk & Audit Service 	Councillor Hamman / Ian Parker	Yes	<ul style="list-style-type: none"> ▶ DWP partnering has secured a process whereby DWP manage (on SRBC's behalf) fraud prosecutions, thus elevating cost and time from our own legal services. ▶ Collaboration continues with Chorley Council for Revenues & Benefits services. A proposal has been ratified by the Joint Committee to develop Revenues(+) a new shared delivery model. This is currently being implemented in South Ribble Borough Council with Chorley planning to join fully, once their in-house re-engineering exercise is complete.
20. Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency	<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 	Councillor Stephen Robinson / Susan Guinness	Yes	<ul style="list-style-type: none"> ▶ Efficiency savings of £1,838,000 delivered in 2011/12. ▶ The Chest electronic procurement system has been used for; Civic Centre Windows, Building Consultants and the new structure at Moss Side Depot. ▶ It is intended that the chest be used for all

**Corporate Plan Progress Report
Year-end Performance Report (1 April 2011 – 31 March 2012)**

Key Action	Summary/proposed outcome	Lead Member/Officer	On Track Yes/No	Outcome at year-end
agenda whilst protecting front line services.	property income, review operational assets and ensure effective maintenance regimes			<p>schemes with an estimated value of £10,000 and above.</p> <ul style="list-style-type: none"> ▶ The plan for 2011/12 has been delivered and the future years will be reviewed in July 2012. ▶ Our management practices have ensured income has been maximised, Leyland Market is fully occupied and produced a substantial profit for the 10th year running. ▶ Several property reviews have been completed including that of Moss Side Depot, which has resulted in a change of operation together with a capital investment to provide an income generating opportunity, boosting the council's income by £15,000. ▶ Planned property maintenance accounts for 60%, while reactive maintenance accounts for 40%, providing an effective regime enabling a suitable portfolio with minimal backlog maintenance with a reduced call on capital resources. ▶ Future carbon reduction schemes and investment proposals are under investigation, including Photovoltaic installations to several South Ribble buildings, with a potential substantial revenue income stream over 25 years.