

Scrutiny Committee

28 October 2014

Six-monthly Performance Monitoring Report

1 April 2014 – 30 September 2014



Lead Member: Councillor Margaret Smith, Leader of the Council

Lead Officer: Ian Parker, Director of Governance & Business Transformation

Introduction

The Council's corporate plan was agreed in September 2011 following extensive engagement with councillors after the May 2011 elections.

To ensure the Council's performance is managed effectively regular reports are provided to the Scrutiny Committee and Cabinet as part of our robust performance management framework.

This report outlines the Council's performance from 1 April 2014 to 30 September 2014 against:

- ▶ Corporate plan key actions
- ▶ Budget and financial performance
- ▶ Risk management

The purpose of this report is to allow Members to assess how the Council is performing to ensure it is delivering on the key things that matter to South Ribble and ensure we continue to improve.

Our Achievements

Headlines:

- ▶ Investments made in frontline services
 - ▶ Neighbourhoods
 - Mechanical road sweepers x 3
 - Street furniture
 - ▶ Parks and open spaces
 - Worden Park
 - Hurst Grange Park
 - Longton Brickcroft
 - Cockshott Wood
 - Middleforth Green
 - Western Drive Park
 - Wildflower meadows (various)
 - ▶ Gateway
 - Local support (Universal Credit/welfare reform)
 - Personal budgeting support
 - ▶ Regeneration
 - Longton improvements
 - Community projects across borough
 - ▶ Central Park masterplan
 - ▶ Leisure Centres
- ▶ Efficiency targets achieved
 - £303,000 so far out of a £410,00 target – 2014/2015
 - £515,000 achieved - 2013/2014
 - £643,000 achieved – 2012/2013
 - £1.8M achieved – 2011/2012

Top Twelve

1. The Preston, South Ribble and Lancashire City Deal has been signed
 - ▶ Potential of £1bn of investment over the next ten years
 - Major contribution to economic prosperity of Lancashire
 - Highways infrastructure work commenced
 - Chain House Lane
 - Golden Way
2. Worden Park
 - ▶ 20 years vision plan
 - ▶ Overflow car park (construction ongoing)
 - ▶ Other capital improvements
3. Investment continues to be made in our parks and open spaces
 - ▶ £100,000 investment in parks/open spaces
 - each year for next 4 years
 - additional £200,000 allocated 2014/2015
 - park improvement priorities
 - capital projects delivered at Worden Park, Cockshott Wood, Western Drive Park, Middleforth Green and Longton Brickcroft.
 - Worden Park Vision Plan Developed
 - 15 popular wildflower areas created
 - ▶ Prestigious Green Flags retained again for Worden Park, Longton Brickcroft, Hurst Grange Park
 - ▶ Creation of new Central Park
 - 'green spine' to the Borough
 - Masterplan planning - commenced
4. Proactive approach to environmental enforcement continues
 - ▶ 57 fixed penalty notices issued
 - ▶ 3 successful prosecutions
5. Investment in streetscene
 - ▶ £250,000 - new large mechanical road sweeper and 2 mini sweepers
 - Fully operational
 - ▶ £40,000 – new litter/dog bins nameplates
 - on track
6. 'My Neighbourhood' approach
 - ▶ transformed the way we involve communities
 - ▶ residents', parish councils and community groups directly influence local priorities and projects
 - ▶ 50 projects developed
 - off road cycle track – Much Hoole
 - improvements: rugby pitches and bridleway at Moss Side playing fields
 - Penwortham improvement plan developed

- Longton improvement scheme – part-way to completion
 - Walton-le-Dale Community Centre opened
 - Lostock Hall Market – monthly
 - ▶ Facebook pages – each My Neighbourhood area
 - 4,000 Facebook friends
7. Gateway retained the prestigious Customer Service Excellence accreditation for a further year.
8. A number of Welfare Reform changes have impacted on the Council's Benefit service and where appropriate these have been implemented, including:
- Under Occupancy
 - The Benefits Cap
 - Disability Living Allowance replacement to Personal Independence Payments (PIP)
 - Social Fund
 - Discretionary Housing Payments
9. Economic Development team supported 300+ businesses
- ▶ 200 people benefited from the 'Big Do' to make new connections
 - ▶ A new inward investment campaign launched to bring more businesses to South Ribble
 - ▶ The summer edition of the Investment Newsletter was published to raise the profile of local businesses and the available support
 - ▶ Businesses in Leyland benefited from 15,000 visitors to Leyland Festival
 - ▶ Visit Leyland website attracted over 23,000 unique visitors between April and September
10. Affordable housing units
- ▶ 46 affordable housing units completed
 - ▶ 200 units in the pipeline
11. Relationships continue to be built with Lancashire County Council and the Clinical Commissioning Groups through the Chorley & South Ribble Health and Wellbeing Partnership
- ▶ A health strategy has been developed and is in place
12. The leisure partnership and Sports Development continue to increase users and performance
- ▶ Olympic Legacy - 4,000 primary school children involved
 - ▶ Swimming Lesson participation increased - 15%
 - ▶ Gym Membership increased - 1%.
 - ▶ Bikeability (level 2) – 35 primary schools involved
 - ▶ All leisure centres - QUEST accreditation (retained)

Financial Picture

Revenue Budget Performance

With regard to the Council's revenue budget, the approved budget for 2014/15 is £13.236m less £0.132m transfer from general reserves resulting in a net budget requirement of £13.104m.

When the profiled 2014/15 budget to the end of August is compared against net expenditure there is a small overspend of £0.037m. At this stage in the year it cannot be assumed that this will be the final position. The largest variation by far is the forecast impact of the Business Rates Retention scheme and this will change before the end of the calendar year when the figures will be finalised and notified to Central Government.

In addition some budget heads are demand led and therefore have the capacity to increase or decrease in a non-linear fashion over the remaining months to the end of the financial year.

The main reasons for this variation are summarised below:

Details	Variance to August Under/(Over) spend £000's
Expenditure	
Employee Costs saving	129
<i>Less: taken as efficiency saving (see table below)</i>	(126) 3
Premises	61
Transport	8
Income	
Planning application fees increase	49
Housing Benefit (net) over-recovery	49
Investment property income	14
Expenses recovered	30
Trade Waste Income	5
Civic Centre rental income shortfall	(25)
Building Control fees	(15)
Other minor net movements	22
Budget Efficiency Programme	41
Potential Impact of Business Rates Retention (BRR) Levy Accrual	(279)
Net Budget Overspend Variation as at 31st August 2014	(37)

Where the main budget variations occur, other than BRR, are in premises cost, planning fee income received, Housing and Council Tax Benefit, expenses recovered and property rental income. This has been brought about by the following:

- ▶ Property repair and maintenance costs have been less than that forecasted so far this financial year.
- ▶ Utility costs have been less than originally estimated when the budget was set in February.
- ▶ 7 major planning applications have been received to date which exceeds the expected level of income to be achieved by the end of August.
- ▶ The net cost of Housing Benefits has reduced due to the successful recovery of overpayments from both existing and previous claimants.
- ▶ Expenses recovered income has increased mainly due to the recovery of court summons costs in relation to the non-payment of Council Tax.

The Business Rates Retention scheme is a technically complicated system with the financial impact of the current years' performance stretching over the current year and the next two financial years. As at the end of August the Business Rates Income forecasts indicate that the Council will end the year in a better position than originally expected when the estimate was reported to Central Government in January 2014. This level of performance qualifies the Council to pay a 50% levy on the additional income achieved in 2014/15. At present this levy payment is expected to be £0.279m.

The revenue budget approved for 2014/15 includes an efficiency saving target of £410,000 of which £330,000 has been allocated to specific services and £80,000 is a target saving to be achieved from various budget heads as a result of a review of all base budget forecasts. As at 31st August 2014, the forecast savings achieved (expressed as a full year figure) are £418,000, an over-achievement of £8,000.

In respect of the Council's Capital Programme budget, the expenditure at the end of August totalled £0.654 million being 22.1% of the total budget for the year of £2.954 million. As at the date at which this report was written in October this has risen to £0.840m total committed expenditure which equates to 28.5%. The main area of spend to date have been on the following:

- ▶ Open spaces
- ▶ Vehicle and Plant Replacement
- ▶ Disabled Facilities Grants
- ▶ Longton Village Improvements

BUDGET EFFICIENCY TARGETS 2014/15

Budget Efficiency Targets	Full Year Target £000	2014/15 Part Year Effect		Future Years' Full Year Effect		
		Full Year Forecast £000	Over/(Under) Achieved £000	Full Year Target £000	Full Year Forecast £000	Over/(Under) Achieved £000
COMPLETED PROJECTS:						
Senior Management Review	(160)	(165)	5	(160)	(166)	6
Neighbourhoods Management and technical officer support review	(100)	(70)	(30)	(100)	(169)	69
Legal and Democratic	(50)	(30)	(20)	(50)	(30)	(20)
Housing and Planning (50)						
<i>Plus</i> Contingency to address skills capacity following senior management review 100						
Building Control vacancy freeze pending completion of service review (2014/15 only) (50)						
Sub-total	0	(38)	38	50	74	(24)
SUB TOTAL - COMPLETED PROJECTS	(310)	(303)	(7)	(260)	(291)	31
PROJECTS TO BE COMPLETED 2014/15:						
Administrative Support	(50)	0	(50)	(50)	0	(50)
ICT	(30)	0	(30)	(30)	0	(30)
Base Budget Review	(80)	(35)	(45)	(80)	(35)	(45)
SUB TOTAL - UNCOMPLETED PROJECTS	(160)	(35)	(125)	(160)	(35)	(125)
OFFSETTING ADDITIONAL COSTS:						
Temporary resource to deliver programme (2014/15 & 2015/16)	50	0	50	50	50	0
Supplement to lower graded posts – subject to consideration	10	13	(3)	10	13	(3)
Net Savings	(410)	(325)	(85)	(360)	(263)	(97)
Plus transitional employee budget savings	0	(126)	126	0	0	0
Total	(410)	(451)	41	(360)	(263)	(97)

Managing Risks

The Corporate Risk Register is the most important component of the Council's Risk Management Framework and a key element of the overall Performance Framework. It is the vehicle by which the Council aims to identify and address any potential risks to the achievement of its strategic objectives and goals. It complements the Corporate Plan and assists in managing its on-going delivery.

Appendix 2 summarises the actions taken by management to implement the Key Actions contained in the Corporate Plan and other corporate level actions that mitigate the key risks and opportunities in the Corporate Risk Register for 2014/15.

All of the actions have a green rating indicating that sufficient progress has been made to implement them to date. The number of green ratings has been influenced by the fact that the majority of the planned key actions within the Corporate Plan continue to develop and mature; they remain on track to deliver the expected outcomes.

There are no red or amber rated actions.

Employee Sickness Absence

When the Scrutiny Committee considered the year-end performance monitoring report for 2013/2014, a progress report on the sickness absence statistics was requested at the six-month point:

- ▶ The average number of working days lost per employee for the first six months is 2.44 days (split into short term – 60% and long term 40%).
- ▶ This compares favourably to the average days lost in the same period last year of 3.45 days per employee.

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Corporate Plan Actions

Key Action 1: Continue to seek opportunities to improve parks and open spaces across the borough	
<p><i>Proposed Outcome:</i></p> <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 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) <p>Lead Member: Councillor Peter Mullineaux Lead Officer: Mark Gaffney</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ 2 Green Flags (retained) <ul style="list-style-type: none"> ▪ Hurst Grange Park ▪ Longton Brickcroft. ▶ Events programme (continuing) <ul style="list-style-type: none"> ▪ educational visits <ul style="list-style-type: none"> ▪ parks and nature reserves ▶ Cabinet has allocated £100k capital funding each year for 4 years. An additional £200k in 2014/15 allocated to fund a prioritised programme of infrastructure improvement works for parks and open spaces ▶ Schemes recently completed or in progress include: <ul style="list-style-type: none"> - Cockshott Wood rebuilding of steps, bridges and paths - Western Drive Park rebuilding footpath - Middleforth Green resurfacing footpath - Longton Brickcroft replacement of fencing and resurfacing of footpaths - Hurst Grange Park resurfacing of stone paths (in progress) ▶ 15 wildflower areas created across the borough
Key Action 2: Work to enhance Worden Park as a local asset and visitor attraction	
<p><i>Proposed Outcome:</i></p> <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. 	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Green Flag retained ▶ Worden Vision Plan developed setting out the 20 year vision for how the park can be improved. Recent improvements including those in current year include: <ul style="list-style-type: none"> ○ Upgraded all the paths around the formal gardens including the

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<p>Lead Member: Councillor Peter Mullineaux Lead Officer: Mark Gaffney</p>	<p>turning circle and associated drainage and landscaping works</p> <ul style="list-style-type: none"> ○ Work is well underway on the overflow car park ○ Completed improvements to the walled garden in partnership with the Brothers of Charity ○ Historically restored the entrance to the park itself ○ Installed new equipment to the playgrounds ○ Installed a pedestrian bridge at Parkgate Drive ○ Installed a flood defence scheme at Parkgate Drive/Cricketers Brook ○ Installed a footpath from Parkgate Drive to the playground ○ Installed a footpath from the playground to North Lodge ○ Resurfaced the hall courtyards including re-landscaping and replanting ○ Repairs to the boundary wall (ongoing rolling programme) ○ Drainage works to Brickfield Wood currently at the design stage ○ Resurfacing of driveway from hall complex to walled garden ○ Re-landscaping of the Arboretum Pond ○ Re-furbishment of gates at Langdale Road and the formal gardens
<p>Key Action 3: Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy</p>	
<p><i>Proposed Outcome:</i></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>Lead Member: Councillor Mullineaux Lead Officer: Mark Gaffney</p>	<p><i>Outcome at 30 September 2014:</i></p> <p>▶ Lancashire Waste Strategy - on track</p> <ul style="list-style-type: none"> ▪ Missed bin collection rate – 99.96% ▪ Big Heap event (giving away compost) ▪ Emerging issues - waste cost sharing with the County Council

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Key Action 4: Deliver the waste procurement project plan as part of re-tendering the service and ensure an effective transition for the new waste partner	
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ Deliver the waste procurement project within timescales and achieve a smooth transition for the commencement of the new waste contract. <p>Lead Member: Councillor Mullineaux Lead Officer: Mark Gaffney</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Procurement for waste collection service - on track. <ul style="list-style-type: none"> ▪ Tenders being evaluated ▪ New contract on schedule to start June 2015
Key Action 5: Further develop our approach to neighbourhood working, including zero tolerance of dog fouling, litter and fly tipping	
<p><i>Proposed outcome:</i></p> <ul style="list-style-type: none"> ▶ 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>Lead Member: Councillor Mullineaux Lead Officer: Mark Gaffney</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Investment in streetscene <ul style="list-style-type: none"> ○ £250,000 - mechanical street sweepers x 3 ○ £40,000 - litter/dog bins and street nameplates ▶ Education programme and enforcement <ul style="list-style-type: none"> ○ Visits to schools – years 3 and 6 ○ Litter and dog fouling reported (via Gateway and Neighbourhoods officers) - down ○ Fixed penalty notices issued <ul style="list-style-type: none"> ▪ 43 dogs off leads ▪ 7 littering ▪ 7 dog fouling

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Key Action 6: Through the Safer Chorley & South Ribble Community Safety Partnership and new Police & Crime Commissioner, work to tackle crime, fear of crime and promote public confidence	
<p><i>Proposed Outcome:</i></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>Lead Member: Councillor Peter Mullineaux Lead Officer: Mark Gaffney</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ New Government anti-social behaviour community triggers – agreed ▶ Funding committed to <ul style="list-style-type: none"> ○ Police Community Support Officers (PCSOs) ○ Domestic abuse services ○ Independence Domestic Violence Advocates (IDVA) ○ CCTV ▶ Community Safety campaigns implemented <ul style="list-style-type: none"> ○ Operation summer nights (burglary, theft, anti social behaviour) ○ Operation Bright Sparx – currently being implemented for Halloween and Bonfire Night ▶ Overall crime figure increase – 4.6% <ul style="list-style-type: none"> ○ Reduction in burglary (dwellings) – 10% ○ Reduction in domestic abuse – 4%
Key Action 7: Support development of the Cuerden Strategic Site	
<p><i>Proposed Outcome:</i></p> <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. 	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Partial Version Site Allocation Development Document (policy C4) - revised <ul style="list-style-type: none"> ▪ Reflects National Planning Policy Framework retail impact test ▪ Partway through consultation ▪ Due to be adopted – early 2015

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<p>▶ Landowners, developers and stakeholders are to be kept engaged to ensure the site is delivered in accordance with the Council's aims.</p> <p>Lead Member: Councillor Cliff Hughes Lead Officer: Denise Johnson</p>	<p>▶ County Council consultants developing site Masterplan</p> <ul style="list-style-type: none"> ▪ Draft to be consulted upon prior to Christmas ▪ Planning Committee to consider masterplan – early 2015 	
Key Action 8: Develop a range of town and village centre improvements and environmental schemes		
<p><i>Proposed Outcome:</i></p> <p>▶ Deliver improvement plans for district and local centres</p> <p>Lead Member: Councillor Phil Smith Lead Officer: Denise Johnson</p>	<p><i>Outcome at 30 September 2014:</i></p> <p>▶ Longton Improvement Scheme – contractors on site</p> <ul style="list-style-type: none"> ▪ New paving ▪ New planters ▪ New seating area (Franklands) <p>▶ Penwortham Improvement Scheme (Liverpool Road)</p> <ul style="list-style-type: none"> ▪ Consultation completed ▪ Costings, drawing and tendering taking place ▪ Work due to begin - next six months <p>▶ Bamber Bridge improvements</p> <ul style="list-style-type: none"> ▪ Early discussions with the County Council ▪ Proposals being drawn up for consultation (second half of year) 	
Key Action 9: Work with neighbours to develop opportunities for economic regeneration		
<p><i>Proposed Outcome:</i></p> <p>▶ Work with the Local Enterprise Partnership to help ensure South Ribble's prosperity</p> <p>▶ Support businesses to find suitable property and locations in South Ribble through a property service</p> <p>▶ Encourage development of a local business community through</p>	<p><i>Outcome at 30 September 2014:</i></p> <p>▶ Commercial property, sources of business funding, start-up assistance and other business advice provided</p> <ul style="list-style-type: none"> ○ 59 businesses directly supported ○ Further 30 assisted online 	

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<p>joint working initiatives with local businesses</p> <ul style="list-style-type: none"> ▶ Assist 300 local businesses. <p>Lead Member: Councillor Phil Smith Lead Officer: Denise Johnson</p>	<ul style="list-style-type: none"> ▶ Working with South Ribble Partnership <ul style="list-style-type: none"> ○ 200 delegates attended the 'Big Do' improving networking and developing new relationships ▶ Successful Leyland Festival <ul style="list-style-type: none"> ○ Supported 47 businesses raise profile and reach new customers, including new leisure, craft and food sector businesses ▶ Town Team formed in Leyland <ul style="list-style-type: none"> ○ New planters provided on Hough Lane ○ Visit Leyland website expanded – 23 unique visits in 6-month period ○ About Town newsletter improving communications with local businesses ▶ New www.businessinsouthribble.com inward investment website launched <ul style="list-style-type: none"> ○ Profile of South Ribble raised to attract business investment 	
Key Action 10: Work with partners to agree priorities and secure investment in housing		
<p><i>Proposed Outcome:</i></p> <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 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 	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Affordable housing target exceeded <ul style="list-style-type: none"> ▪ 46 affordable units completed ▪ 200 affordable units in the pipeline ▪ Building started – Bamber Bridge, Walmer Bridge, Leyland ▶ New Disabled Facilities Grant process agreed and implemented ▶ £34,000 winter warmth funding secured from the County Council (public health) – boiler servicing and replacement 	

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<p>legislation. In addition, there will be further changes arising from the Localism Bill.</p> <p>Lead member: Councillor Cliff Hughes Lead Officer: Denise Johnson</p>		
Key Action 11: Work with our communities to deliver a joined up and long term approach to planning and development		
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ Work continues with Preston and Chorley Councils to achieve the adoption of the Central Lancashire Core Strategy and the approval of a Community Infrastructure Levy (CIL) Charging Schedule. ▶ In line with this Core Strategy the Council is progressing the Site Allocations Local Development Framework (LDF). ▶ Work to secure development of key sites such as; Lostock Hall Gasworks and Wesley Street Mill continues <p>Lead Member: Councillor Cliff Hughes Lead Officer: Denise Johnson</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ See City Deal item earlier on Scrutiny Committee agenda and Key Action 12) ▶ The Community Infrastructure Levy (CIL) Charging Schedule – operational ▶ Site Allocation Development Plan Document amended <ul style="list-style-type: none"> ▪ Reflects Inspectors recommendation for gypsy and traveller needs ▪ Consultation taking place on amendments ▪ Inspectors final report due – early 2015 ▶ Lostock Hall Gasworks – planning permission granted ▶ Wesley Street Mill – discussions continuing about submitting a reserved matters planning application ▶ Creation of new Central Park <ul style="list-style-type: none"> ▪ ‘green spine’ - Penwortham, Lostock Hall and Walton-le-Dale ▪ Masterplan being produced ▪ Community consultation taking place 	

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Key Action 12: Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough	
<p><i>Proposed Outcome:</i></p> <p>To implement the City Deal signed by the Leader and Partners in September 2013.</p> <p>Lead Member: Councillor Margaret Smith Lead Officer: Denise Johnson</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Infrastructure Delivery Plan being implemented with partners ▶ Highway improvements commenced <ul style="list-style-type: none"> ▪ Chain House Lane ▪ Golden Way
Key Action 13: Work with LCC and providers to improve the local transport infrastructure	
<p><i>Proposed Outcome:</i></p> <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 <p>Lead Member: Councillor Cliff Hughes Lead Officer: Denise Johnson</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ £3.4 million secured for access improvements to Leyland Station <ul style="list-style-type: none"> ▪ New ticket office built ▪ Improved security ▪ Improved signage and information ▶ Cross Borough Link Road – legal agreements securing the land for the road signed <ul style="list-style-type: none"> ▪ Road to commence as part of early development of Lostock Hall Gasworks site
Key Action 14: Empower Members to fulfil their role as community leaders	
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ Deliver the Member Development Plan ▶ Support a member led review of local arrangements for planning <p>Lead Member: Councillor Margaret Smith</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Member Development Plan <ul style="list-style-type: none"> ▪ 2013/2014 – actions fully implemented ▪ 2014/2015 – draft agreed ▪ Member Development Survey being carried out ▪ Results to inform induction for new Members

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Lead Officer: Denise Johnson / Steve Nugent / Darren Cranshaw	<ul style="list-style-type: none"> ▶ Scrutiny Review of Planning completed <ul style="list-style-type: none"> ▪ 12 recommendations accepted ▪ 2 recommendations partially accepted ▪ 4 recommendations not accepted ▪ Progress report to be provided in six-months time 	
Key Action 15: Implement the My Neighbourhood Action Plans		
<p><i>Proposed Outcome:</i></p> <p>Deliver the actions within the My Neighbourhood action plans.</p> <p>Lead Member: Councillor Phil Smith Lead Officer: Denise Johnson</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ 3,000 people involved in Penwortham Live! And Longton Live! <ul style="list-style-type: none"> ▪ Increased volunteers and community venues ▶ 15,000 visitors to Leyland Festival – Worden Park ▶ Ribble Gateway project – completed <ul style="list-style-type: none"> ▪ New landing platform ▪ New outdoor classroom ▪ Wildlife sculptures ▪ Information boards ▶ Walton-le Dale Community Centre opened <ul style="list-style-type: none"> ▪ Financial and practical support provided to the community group ▪ Centre used by groups – cricketers, bowlers, Brindle band etc. 	
Key Action 16: Work with partners to offer the best possible opportunities to South Ribble’s children and young people		
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ Develop and implement the Children’s Trust Action Plan ▶ Develop early intervention projects to support vulnerable families 	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Children’s Trusts replaced with Children’s Partnership board <ul style="list-style-type: none"> ▪ New board covers South Ribble, Chorley and West Lancs ▶ Children and Young People’s Action Plan – completed <ul style="list-style-type: none"> ▪ New action plan being prepared by the new partnership board 	

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<p>Lead Member: Councillor Phil Smith Lead Officer: Mark Gaffney</p>	<ul style="list-style-type: none"> ▶ £63,000 funding secured for early support – domestic abuse, emotional health and wellbeing ▶ Funding provided by Trust/Partnership board for diversionary activities <ul style="list-style-type: none"> ▪ 40 free places – Soccer Camp with Blackburn Rovers (Northbrook School) ▶ Families supported through South Ribble Working Together with Families programme <ul style="list-style-type: none"> ▪ 132 families supported ▪ Target exceeded (76 families) ▪ Lead professional petty cash scheme developed to access emergency funds to support families 	
Key Action 17: Work with GPs and other partners, including Lancashire County Council Public Health on local health and wellbeing needs		
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ With GPs, develop a joint health strategy / action plan for South Ribble ▶ Work to reduce health inequalities across the borough ▶ Raise food hygiene standards throughout the borough using the National Food Hygiene Rating scheme. <p>Lead Member: Councillor Phil Smith Lead Officer: Mark Gaffney</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Relationships continue to be built with Lancashire County Council and the Clinical Commissioning Group through Chorley and South Ribble Health & Wellbeing Partnership <ul style="list-style-type: none"> ▪ Health strategy / action plan developed ▶ Food Standards compliance – improved <ul style="list-style-type: none"> ▪ 50%+ non compliant businesses now compliant ▪ Overall 96% food businesses compliant with food safety standards 	

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Key Action 18: Work with South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities	
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ Deliver the Bikeability cycling proficiency training programme in 16 primary schools ▶ Increase participation in <i>swimming</i> and exercise by 10% at all leisure centres ▶ Ensure accessibility to leisure activities for older and disabled people ▶ Ensure all four leisure centres retain QUEST accreditation <p>Lead Member: Councillor Phil Smith Lead Officer: Denise Johnson</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Sports Development funded/commissioned by 42 primary schools <ul style="list-style-type: none"> ▪ 4,000 young people engaged – Legacy of the Olympics <ul style="list-style-type: none"> ▪ 456 football ▪ 1388 dance ▪ 1120 tennis ▪ 1333 gymnastics ▪ 600 tots on tyres ▪ 1720 rugby ▪ 780 beyond sport ▪ 504 netball ▪ Bikeability training (level 1 & 2) provided – 35 primary schools ▶ Leisure Centres increase users and improve performance <ul style="list-style-type: none"> ▪ Swimming Lesson participation increased - 15%+ ▪ Gym membership increased - 1% ▪ 400+ children participate in gymnastics ▪ 700+ children playing football (Penwortham Home) ▪ New disability tennis club created ▪ QUEST quality accreditation – retained (all leisure sites) ▪ New GP Referral Scheme – agreed <ul style="list-style-type: none"> ▪ partnership with the Clinical Commissioning Group (CCG), South Ribble Leisure and South Ribble Borough Council
Key Action 19: Seek to continually improve, ensuring that council services are fit for purpose and customer focused	
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ Maintain Council Tax levels below inflation ▶ Implement an ongoing range of service reviews 	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Council tax frozen for 2014/2015

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<ul style="list-style-type: none"> ▶ Prepare our case for the 2013 Boundary Commission Review ▶ Implement the new Individual Electoral Registration requirements. <p>Lead Member: Councillor Mrs Smith Lead Officer: Ian Parker</p>	<ul style="list-style-type: none"> ▶ Business Transformation reviews <ul style="list-style-type: none"> ▪ caretaking ▪ licensing ▪ benefits ▪ staffing re-structures ▪ achieved efficiencies - £303,000 to date (full-year forecast £450,000) ▶ Boundary Commission Review completed - positive feedback received ▶ Preparations for Individual Electoral Registration were made and currently being implemented. The learning is being captured and fed back to the Cabinet Office
<p>Key Action 20: Effectively manage change and organisational development to sustain a flexible workforce</p>	
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ Continue to enhance all forms of internal communication and engagement ▶ Further progress the leadership and management development ▶ Develop and promote flexible and healthy working options for employees ▶ Implement a learning and development plan <p>Lead Member: Councillor Margaret Smith Lead Officer: Steve Nugent</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Internal communications and engagement improved <ul style="list-style-type: none"> ▪ Senior Management Team blogs ▪ Re-launched team briefing process ▪ Cross-cutting events – Health & Wellbeing Day etc. ▶ Management development opportunities provided <ul style="list-style-type: none"> ▪ Coaching programme developed ▪ 5 employees - trained coaches ▪ All managers to receive coaching training ▪ Networking learning visits to BAe Systems and HM Prison Wymott ▪ New Leaders' Forum and Core Managers' team created – sharing learning, cross-council issues etc. ▶ Employee flexible policies implemented <ul style="list-style-type: none"> ▪ Health & Wellbeing Day – 120 employees involved

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Key Action 21: Establish opportunities to develop effective collaborative working with partners	
<p><i>Proposed Outcome:</i></p> <ul style="list-style-type: none"> ▶ Explore collaborative working with neighbouring authorities ▶ Take a lead role in the South Ribble Partnership <p>Lead Member: Councillor Margaret Smith / Councillor Phil Hamman Lead Officer: Denise Johnson / Ian Parker</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ South Ribble Partnership - commissioned new projects, <ul style="list-style-type: none"> ▪ 'Better Together in the Home' - joined up approach supporting residents to maintain their health and wellbeing ▪ Community Bid Fund grants to grassroots groups ▶ Collaborative working with other Councils to deliver City deal. ▶ Collaborative working with DWP for: <ul style="list-style-type: none"> ○ Universal Credit Cost modelling ○ Universal Credit Local Support Service <ul style="list-style-type: none"> ▪ On-line Access Support ▪ Budgeting Support ▪ Support of vulnerable people during transition to UC ○ Single Fraud Service ○ Local Support
Key Action 22: Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services	
<p><i>Proposed outcome:</i></p> <ul style="list-style-type: none"> ▶ Deliver £0.410M of efficiency savings ▶ Continue to maintain investment property income generation levels ▶ Deliver an effective Asset Management Plan <p>Lead Member: Councillor Stephen Robinson Lead Officer: Susan Guinness / Mark Gaffney</p>	<p><i>Outcome at 30 September 2014:</i></p> <ul style="list-style-type: none"> ▶ Positive external audit report from Grant Thornton <ul style="list-style-type: none"> ▪ corporate governance, our approach in delivering VFM and year on year financial efficiencies ▶ Efficiency projects completed <ul style="list-style-type: none"> ▪ Achieved - £303,000 (to date – full year) ▪ Anticipated outturn - £451,000 (exceeding target by £41,000) ▶ Investment property portfolio <ul style="list-style-type: none"> ▪ exceeded income levels by £14,000

Corporate Risk Register 2014/15 Mid-Year Monitoring Statement

Appendix 2

Risks & Opportunities (1)	Risk Rating (2)	Key Corporate Plan 2014/15 and other Corporate Level Actions (3)	Lead Officer	Key Action Rating (4)	Status (5)
CR/2014/15/01 Manage the Efficiency Agenda to Address Reductions in Funding	12	Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services (22)	HOSFS	Green	On track – see Appendix 1
		Seek to continually improve, ensuring that council services are fit for purpose and customer focused (19)	DOCGBT	Green	On track – see Appendix 1
		Effectively manage change and organisational development to sustain a flexible workforce (20)	HOHRPR	Green	On track – see Appendix 1
		See also Corporate Plan actions (3) (9) (18) (21)	MISC	Green	On track – see Appendix 1
CR/2014/15/02 Respond to Other Public Sector Policy Changes	12	Empower Members to fulfil their role as community leaders (14)	HOHRPR	Green	On track – see Appendix 1
		See also Corporate Plan actions (7) (9) (10) (17) (21) (22) (15)	MISC	Green	On track – see Appendix 1
CR/2014/15/03 New Waste Collection Service Contract	12	Deliver the waste procurement project plan as part of retendering the service and ensure an effective transition for the new waste partner (4)	D(MG)	Green	On track – see Appendix 1
CR/2014/15/04 Continue to Ensure the	9	Work with partners to agree priorities and secure investment in housing (10)	D(DJ)	Green	On track – see note 1 below

Risks & Opportunities (1)	Risk Rating (2)	Key Corporate Plan 2014/15 and other Corporate Level Actions (3)	Lead Officer	Key Action Rating (4)	Status (5)
Delivery of Affordable Housing		See also Corporate Plan actions (9) (11)	MISC	Green	On track – see Appendix 1
CR/2014/15/05 Deliver Regeneration of Leyland and the South Ribble Area	9	Continue to seek opportunities to improve parks and open spaces across the borough (1)	D(MG)	Green	On track – see Appendix 1
		Work to enhance Worden Park as a local asset and visitor attraction (2)	D(MG)	Green	On track – see Appendix 1
		Support development of the Cuerden Strategic Site (7)	D(DJ)	Green	On track – see Appendix 1
		Develop a range of town and village centre schemes and environmental schemes (8)	D(DJ)	Green	On track – see Appendix 1
CR/2014/15/06 Manage the Economic Recovery	9	Work with neighbours to develop opportunities for economic regeneration (9)	D(DJ)	Green	On track – see Appendix 1
CR/2014/15/07 Collaborate with the LCC Public Health Service to deliver Health & Well-Being Opportunities	9	Work with GP's and other partners, including Lancashire County Council Public Health, on local health and wellbeing needs (17)	D(MG)	Green	On track – see Appendix 1
CR/2014/15/08 Deliver Meaningful	8	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste	D(MG)	Green	On track – see Appendix 1

Risks & Opportunities (1)	Risk Rating (2)	Key Corporate Plan 2014/15 and other Corporate Level Actions (3)	Lead Officer	Key Action Rating (4)	Status (5)
Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies	4	Strategy (3)		Green	
		Through the Safer Chorley and South Ribble Partnership and new Police & Crime Commissioner, work to tackle crime, fear of crime and promote public confidence (6)	D(MG)	Green	On track – see Appendix 1
		Work with partners to offer the best possible opportunities to South Ribble’s children and young people (16)	D(DJ)	Green	On track – see Appendix 1
		Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities (18)	D(DJ)	Green	On track – see Appendix 1
		Establish opportunities to develop effective collaborative working with partners (21)	CE	Green	On track – see Appendix 1
CR/2014/15/09 Deliver the benefits from City Deal	4	Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough (12)	D(DJ)	Green	On track – see Appendix 1
		Work with our communities to deliver a joined up and long term approach to planning and development (11)	D(DJ)		

Keys

The Columns in the Monitoring statement contain the following information:
(1) Risks and Opportunities – the list of the corporate risks identified and agreed for 2014/15
(2) Risk Rating – a “traffic light” assessment of the significance that each risk presents to the achievement of the Council’s priorities and objectives as set out in the Corporate Plan.
(3) Key Corporate Plan & Other Actions – the key corporate level actions relevant to each corporate risk.
(4) Key Action Rating – a traffic light risk rating indicating the progress to implement each key action utilising the performance monitoring and reporting data for the Corporate Plan as at the end September 2014.
(5) Status – a summary indication of the measures taken to implement the key action.

LEAD OFFICER

CE	Chief Executive
DOCGBT	Director of Corporate Governance & Business Transformation
D(DJ)	Director (Denise Johnson)
D(MG)	Director (Mark Gaffney)
HOSFS	Head of Shared Financial Services
HOSAS	Head of Shared Assurance Services
HOHRPR	Head of Human Resources & Public Relations

CRR RISK RATINGS (2)

Likelihood	Rarely	Unlikely	Likely	Highly Likely
Impact	1	2	3	4
Major 4	Low	Medium	High	High
Serious 3	Low	Medium	Medium	High
Minor 2	Low	Low	Medium	Medium
Insignificant 1	Low	Low	Low	Low

THE RISK MATRIX			
4	8	12	16
3	6	9	12
2	4	6	8
1	2	3	4

Likelihood of Occurrence	Score
Definition Almost certain (there is little doubt that the event will occur)	4
Likely (there is a strong possibility that the event will occur or there is history of regular occurrence within the Authority)	3
Unlikely (there is a possibility that the event will occur or there is history of occasional occurrence within the local authority)	2
Rarely (there is a slight possibility that the event will occur)	1

KEY ACTION RATINGS (4)

	Progress being made performance on track
	Some progress made – performance limited
	Little or no progress made – performance needs to be improved