

COUNCIL

WEDNESDAY, 27TH FEBRUARY, 2019, 6.00 PM

SHIELD ROOM, CIVIC CENTRE, WEST PADDOCK, LEYLAND, PR25
1DH

AGENDA

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|--|--------------------------|
| <p>6 Corporate Plan 2019/2024 and Risk Registers</p> <p>Report of the Chief Executive attached.</p> | <p>(Pages 84 - 133)</p> |
| <p>8 Council Tax Setting 2019/20</p> <p>Report of the Director of Customer and Digital attached.</p> | <p>(Pages 134 - 141)</p> |
| <p>10 Cabinet Minutes - 13 February 2019</p> <p>To note the draft minutes of the Cabinet meeting held on 13 February 2019 attached.</p> | <p>(Pages 142 - 149)</p> |
| <p>11 Scrutiny Committee - 14 February 2019</p> <p>To note the draft minutes of the Scrutiny Committee meeting held on 14 February 2019 attached.</p> | <p>(Pages 150 - 155)</p> |

Heather McManus
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Council Councillors John Rainsbury (Mayor), Carol Chisholm (Deputy Mayor), Jane Bell, Warren Bennett, David Bird, Renee Blow, Colin Clark, Colin Coulton, Malcolm Donoghue, Bill Evans, Derek Forrest, Paul Foster, Mary Green, Michael Green, Claire Hamilton, Harry Hancock, Jon Hesketh, Mick Higgins, David Howarth, Cliff Hughes, Ken Jones, Susan Jones, Jim Marsh, Keith Martin, Elizabeth Mawson, Caroline Moon, Jacqui Mort, Peter Mullineaux, Barbara Nathan, Mike Nathan, Mike Nelson, Rebecca Noblet, Alan Ogilvie, James Patten, Margaret Smith, Phil Smith, Susan Snape, David Suthers, Michael Titherington, Caleb Tomlinson, Matthew Tomlinson, Graham Walton, Karen Walton, Ian Watkinson, Paul Wharton, Jonathan Woodcock, Linda Woollard and Barrie Yates

The minutes of this meeting will be available on the internet at www.southribble.gov.uk

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Agenda Item 6

REPORT TO	ON
COUNCIL	27 February 2019



TITLE	PORTFOLIO	REPORT OF
Corporate Plan 2019-2020 and Corporate Risk Register 2019-20	Leader of the Council	Chief Executive

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	Yes
Is this report confidential?	No

1. PURPOSE OF THE REPORT

- 1.1 To seek approval of the Council's Corporate Plan for 2019-20 and acknowledge the Corporate Plan Risk Register and Corporate Risk Register for 2019-20.

2. PORTFOLIO RECOMMENDATIONS

- 2.1 It is recommended:

- (i) That Council approves the Corporate Plan for 2019-20 attached at **Appendix 1**.
- (ii) That Council acknowledge the Corporate Plan Risk Register and Corporate Risk Register for 2019-2020, in addition to the Equality Impact Assessment.

3. REASONS FOR THE DECISION

- 3.1 The updated 2019-2020 Corporate Plan has responded to the findings of the Community Strategy consultation carried out by South Ribble Partnership.
- 3.2 This plan brings forward specific programmes and projects that will be delivered by South Ribble Borough Council throughout 2019-2020.

4. EXECUTIVE SUMMARY

This report aims to:

- ▶ Articulate how the Council has used the findings from the Community Strategy consultation to build upon 2018-2019 progress, to shape programmes and projects for delivery throughout 2019-2020 that meet the needs and asks of the community.
- ▶ Outline the Council's vision and priorities.
- ▶ Introduce the Council's 2019-2020 Corporate Plan Risk Register, 2019-2020 Corporate Risk Register, and 2019-2020 Corporate Plan Equality Impact Assessment.
- ▶ Set out the consultation carried out for the development of the 2019-2020 Corporate Plan and the outcome of this.
- ▶ Confirm the Council's 'Performance Management, Review and Continuous Improvement approach'.
- ▶ Identify how the performance of the 2019-2020 Corporate Plan will be measured.
- ▶ Consider implications of the 2019-2020 Corporate Plan, including financial, HR, legal, ICT, property and assets, risk and equality.

5. CORPORATE PRIORITIES

5.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	✓
Health and Wellbeing	✓
Place	✓

Projects relating to People in the Corporate Plan:

People	✓
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6. BACKGROUND TO THE REPORT

- 6.1 In 2018-2019 the Council agreed on a vision for both the Council and for the Borough, in addition to three five-year corporate priorities which are set to be in place until 2023. Both the vision and corporate priorities were shaped through input from residents (via a resident survey completed in 2017), and engagements with both local businesses and partner organisations.
- 6.2 As a member of the South Ribble Partnership, the Council has worked in collaboration with partner organisations to develop a Community Strategy for 2019-2024, with the four priorities being identified as Effective Partnerships, Growth, Connected, and Place, as discussed in the previous item on the agenda.
- 6.3 To develop this strategy a significant amount of consultation was carried out across the community, to ensure that the strategy reflects the wants and needs of those who live, work, provide services, and do business within South Ribble.
- 6.4 This consultation included 20 interviews with senior members of key organisations within South Ribble, two partner workshops, each having over 60 attendees representing over 30 partner organisations, a Member workshop, and a survey shared with the public receiving

over 1,600 responses, which was externally analysed receiving a score of 95% in regard to the survey sample's representativeness of the Borough.

- 6.5 Based on the findings within the Community Strategy consultation, we have built upon the work delivered throughout 2018-2019 across each of our corporate priorities, to ensure that each of our programmes and projects contribute towards delivering what the community has asked for. More detail can be found at **Appendix 1: Corporate Plan 2019-2020**.

7. PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)

7.1 **Corporate Plan 2019-2020**

The Corporate Plan maintains the vision developed as part of the five year plan - that ***'South Ribble is and continues to be recognised nationally as the best place in the UK'***.

- 7.2 This means a place where people can afford to live, that has access to high quality schools, colleges and employment opportunities for everyone and a place where people choose to live because it is safe and has lots of high-quality clean, green space for people to enjoy in their leisure time.

- 7.3 We also want South Ribble to be a place where businesses choose to invest because they have access to a highly skilled and motivated population seeking high quality employment opportunities.

- 7.4 The key outcomes that underpin our vision are set out below:

- ▶ Healthy life expectancy rate is above the national average
- ▶ Above national average for access to affordable homes
- ▶ High employment rate
- ▶ School attainment and adult skills are above the national averages
- ▶ People feel safe in South Ribble
- ▶ Resident satisfaction is above national average

- 7.5 This Corporate Plan also maintains the vision for the sort of Council we want to be – ***'a Council that is recognised for being innovative, forward thinking and financially self-sufficient, whilst putting people at the heart of everything we do'***.

- 7.6 These visions align with the Community Strategy's vision – that ***'South Ribble will continue to be known as one of the best places in the UK to live, work and do business'***, and ***'Our communities will continue to be amongst the best places to learn, thrive and grow'***.

- 7.7 The Council's visions are underpinned by our three corporate priorities:
- ▶ Excellence and Financial Sustainability
 - ▶ Health and Wellbeing
 - ▶ Place
- 7.8 Each of the above priorities is supported by 'Our People', focusing on Officers and Members, as without these two groups playing their crucial role, our corporate priorities could not be delivered for our communities.
- 7.9 Although 'Health and Wellbeing' is an individual corporate priority, Health and Wellbeing underpins our entire Corporate Plan ambition, and therefore features throughout each of our corporate priorities.
- 7.10 Our ambition is to deliver Health Leisure and Wellbeing Campuses across the Borough, connected by parks and open spaces via Green Links, improving access to quality health, leisure and wellbeing facilities and infrastructure. As detailed in the report to Council on the Community Strategy 2019-24, Health and Wellbeing features as an underlying approach with respect to each of its priorities.
- 7.11 Programmes and projects from each of the Council's corporate priorities within the 2019-2020 Corporate Plan, have a direct contribution towards the priorities identified within the Community Strategy.
- 7.12 Within the 2019-2020 Corporate Plan (**Appendix 1**) each priority has a delivery plan broken down into programmes and projects to be achieved within the financial year. Where programmes and projects are detailed within the Corporate Plan in appendix 1, direct links to the Community Strategy have been identified.
- 7.13 The Medium Term Financial Strategy (MTFS) and the Capital Programme for 2019-2020 have been aligned to the 2019-2020 Corporate Plan to ensure that resources are in place to deliver the key projects.
- 7.14 When the plan has been approved, Operational Service Plans will be aligned to the 2019-2020 Delivery Plan. These will provide milestones for each of the key projects to be delivered in 2019-2020.
- 7.15 **Corporate Plan Risk Register 2019-20 and Corporate Risk Register 2019-2020**

A Corporate Plan risk register for 2019-2020 which identifies the risks that may hinder the success of delivering each corporate priority, can be found in **Background Document A**. In addition to this, a revised Corporate Risk Register for 2019-2020, identifying overarching corporate risks that may impact the Council's ability to perform, can be found in **Background Document B**. Both risk registers identify mitigating actions that will be taken to reduce these risks.

7.16 **Performance Management, Review and Continuous Improvement**

The Corporate plan is shaped and influenced by a number of different policies and strategies. Policies set out the framework of our intentions that we have agreed to follow. The strategy enables us to implement a policy, by setting out the roadmap with the means and resources that support us to achieve our outcomes.

- 7.17 Policies and strategies are local, sub-regional and regional. Performance, review and continuous improvement is the tool we use to check that both policy and strategy from where

they have originated still connect with each other and that the Corporate Plan our objectives and whether we need to change course or maintain our heading.

7.18 The diagram below articulates this process;



7.19 Going forward this model will be used as a visual aid to demonstrate how all work carried out within the Council ties together, showing a strategic golden thread between the policies and strategies used to delivery programmes and projects within the corporate plan, and how these programmes and projects contribute towards priorities identified within the Community Strategy and Regional and Sub-regional plans.

7.20 Future reports will reflect and identify any requests for changes to current policies or strategies, or where there is needed development of new policies or strategies. This model will be used as a visual aid within reports to show where the policy or strategy in questions feeds into the Council’s Corporate Plan.

7.21 The performance management, review and continuous improvement approach is the ‘glue’ that ensures that the right policies and strategies are in place to effectively deliver to Corporate Plan, and therefore meet the needs of the community identified in the Community Strategy.

7.22 It will be the role of those responsible for Corporate Planning and Partnerships to embed this approach, working closely with relevant officers, including Project Managers, the Communications team, Business Support Co-ordinators, and the Leadership Team to do so.

7.23 Each programme and project within the 2019-2020 Corporate Plan has Key Performance Indicators (KPIs) to measure their performance throughout the year.

7.24 All of the 2019-2020 Corporate Plan will be monitored via the InPhase performance and project management system, in addition to associated risks, and budgets for capital projects.

7.25 Project and risk updates will be provided informally to the Leadership Team on a monthly basis during Programme Board meetings.

- 7.26 Progress will be formally reported to the Leadership Team and Elected Members (via Scrutiny Committee and Cabinet) in Quarters 1, 2, 3 and 4, in the form of performance monitoring reports.
- 7.27 An Annual Report will be provided to Full Council at the end of Quarter 4 (i.e. in June 2020).

8. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 8.1 For this 2019-2020 Corporate Plan both the Community Strategy and previously approved 2018-2023 Corporate Plan were used as sources of consultation, capturing input from local residents, businesses, Members and partners.
- 8.2 The outcome of that consultation allowed the Council to ensure that the corporate priorities, programmes and projects that will be delivered throughout 2019-2020 are aligned with what the community has told us.
- 8.3 In addition to consultation carried out as part of the Community Strategy, two focus groups were held in November 2018, one with local residents and the other with local businesses.
- 8.4 These focus groups were used to gain an understanding of how local residents and businesses would like to see the Council's corporate priorities, programmes and projects shaped in 2019-2020, to ensure that what the Council delivers aligns with identified needs of the community.
- 8.5 During an away day in December, Cabinet used the outcomes of this consultation to shape the 2019-2020 delivery plan of the five year Corporate Plan.
- 8.6 The outcome of that consultation was used to finalise the Corporate Plan, now submitted for approval.
- 8.7 Further consultation on the new priorities will place with residents (via the Council's website), with partners (via the South Ribble Partnership) and with businesses (via a business breakfast meeting) in late January and early February 2019.
- 8.8 The Council's Scrutiny Committee will consider the Corporate Plan at its meeting on 14th February 2019. Amendments will be made to the plan to reflect any recommendations, with acceptance from Cabinet.

9. SCRUTINY CONSULTATION

- 9.1 A report went to Scrutiny on the 14th February 2019 and the following resolutions were made:-
1. The Committee welcomes the look and presentation of the Corporate Plan.
 2. Future Corporate Plan documents be more explicit on the consultation and evidence base used to influence the Plan.
 3. Success measures be reviewed to be more measurable and outcome-focused.
 4. The Committee looks forward to project plans for each Corporate Plan Action being accessible to Members and to the Scrutiny Committee in future Performance Monitoring reports. [Point of clarity – where appropriate on an individual basis to the Committee].
 5. The Committee asks that the measure of success for air quality be reviewed and revised to be more outcome-focused.

10. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 10.1 There are no other options to be considered as a five-year Corporate Plan, including corporate priorities and programmes were agreed at Council on the 28th February 2018. It is good practice for annual delivery plans to be regularly monitored and refreshed to ensure that the plan continues to meet the needs of the community.

11. FINANCIAL IMPLICATIONS

- 11.1 The financial implications of the Corporate Plan are set out in the Medium-term Financial Strategy and Capital Programme for 2019-2020, which is also submitted to this meeting for consideration.

12. LEGAL IMPLICATIONS

- 12.1 All programmes and projects carried out will sit within relevant legislative requirements.

13. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 13.1 Staff resources will be aligned to delivering the new priorities contained within the Corporate Plan.

14. ICT/TECHNOLOGY IMPLICATIONS

- 14.1 ICT is a key enabler and as such ICT resources and plans will be aligned to the delivery of the new Corporate Plan, including the delivery of the 2019-2022 Digital Strategy.

15. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 15.1 An asset management plan is being developed that will detail the actions and ensure alignment to the Corporate Plan and its delivery.

16. RISK MANAGEMENT

- 16.1 The Corporate Plan Risk Register can be found in **Background Document A**, and the Corporate Risk Register can be found in **Background Document B**.

17. EQUALITY AND DIVERSITY IMPACT

- 17.1 An Equality Impact Assessment on the 2019-2020 Corporate Plan has been undertaken (**Background Document C**). As the Corporate Plan has been developed specifically to address the needs of the Borough, there is no adverse impact on any particular group or groups. As projects identified in the Corporate Plan are developed further, equality impact assessments will be undertaken as appropriate at that time.

18. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended:

- (i) That Council approves the Corporate Plan for 2019-20 attached at **Appendix 1**.

19. COMMENTS OF THE STATUTORY FINANCE OFFICER

19.1 The Corporate Plan highlights the Council Priorities following extensive community and business engagement. The Council needs to align its staff and other financial resources to deliver the outcomes in a timely manner. The Medium Term Financial Strategy is the outcome of this alignment and to which the Council will monitor its performance throughout the year. Ongoing reports to Cabinet and Council will update members on additional resources available, transformation outcomes and project approvals to re-profile and enhance delivery of the plan.

20. COMMENTS OF THE MONITORING OFFICER

20.1 The Corporate Plan outlines the council’s vision and priorities. It has been developed in the context of the Community Strategy. It is one of the vital foundation stones of our policy framework – as such it will require the approval of Council.

21. BACKGROUND DOCUMENTS

Background Document A: Corporate Plan Risk Register 2019-2020

Background Document B: Corporate Risk Register 2019-2020

Background Document C: Equality Impact Assessment dated 17th January 2018

22. APPENDICES

Appendix 1: Corporate Plan 2019-2024

Leadership Team Member’s Name: **Heather McManus**

Job Title: **Chief Executive**

Report Author:	Telephone:	Date:
Reece Drew – Performance and Projects Officer	01772 625461	18/01/2019

2019-2020 Corporate Plan Risk Register

Appendix 2

Corporate Priority	Risk Description	Risk Owner	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners	Status
Excellence and Financial Sustainability	Insufficient investment made to generate forecasted revenue	Deputy CEO of Resource and Transformation	12	Appointed Deputy CEOs with experience of investment	4	4			
				Investment strategy					
				Development of Partnership Arrangements, City Deal and other opportunities					
Excellence and Financial Sustainability	Commercial assets not managed effectively to optimise revenue generation	Deputy CEO of Resource and Transformation	9		9	4	Development of Asset Management Plan, Management & Overview by LT and Members via Cabinet, Council & Scrutiny		
Excellence and Financial Sustainability	Digital improvements leading to further digital exclusion	Deputy CEO of Resource and Transformation	9		6	4	Training programme to be developed as part of Digital Strategy, Work with Lancashire Adult Learning to deliver bespoke digital exclusion training		
Excellence and Financial Sustainability	SRBC and Chorley BC unable to agree a shared service business model	Deputy CEO of Resource and Transformation	12	Regular meetings between both parties	6	4	Meetings continue to take place & commitment from both authorities to undertake review of services to identify best delivery model including shared services		
Excellence and Financial Sustainability	Lack of agreement between SRBC & CBC re Shared Services Agreement	CX / ACE	12	Shared Services Joint Committee meets regularly	6	4			
Excellence and Financial Sustainability	Lack of Member Support for SRBC & CBC Shared Services	CX / ACE / Members	12	Shared Services Agreement; Commitment from both LA's to explore further services for sharing	6	4	Further work & agreement post May Election		
Health and Wellbeing	Failure to effectively communicate vision and need for Green Links and Leisure Health and Wellbeing Campus	Deputy CEO of Regeneration and Growth	16	Communication and engagement strategy	6	4	Focus on positive communications in regard to Health & Wellbeing & Green Links for South Ribble Council following appointment of Communications Officer		
				All reports & communications will continue to focus on Green Links & Health & Wellbeing in support of all projects & Corporate Plan					

Health and Wellbeing	Worsening air quality due to growth and development	Deputy CEO of Regeneration and Growth	16	Air quality action plan	9	6	Continue to monitor and manage Air Quality Plan; Implement actions to reduce air pollution; Support community where able to improve quality of air in the borough.		
							It should be noted that many actions / plans in regard to air quality are dependant on the Council's partners, the Council can only try and influence our partners to support the Air Quality Improvement Plan.		
Place	Lack of commitment to delivering the Community Strategy from partners	Deputy CEO of Regeneration and Growth	12	Partnership Manager and other relevant officers	4	4			
				Developed Community Strategy in collaboration with partners					
				Regular Partnership Meetings					
				Appropriate Officers review and involved in partnership arrangements					
Place	LCC delay City Deal and Cuerden development (and other strategic sites)	Deputy CEO of Regeneration and Growth	16	SRBC act as an enabler and drive forward development (e.g. option to purchase Cuerden site from LCC and/or use site for distribution rather than retail)	9	4			
				Individual project / management groups established for key projects; Individual project risk registers					
Place	Reputation risk for development on green fields	Deputy CEO of Regeneration and Growth	9		9	2	Communication and engagement strategy (focus on education e.g. 68% of the Borough Green Belt)		
Place	Insufficient infrastructure development to support housing and employment development	Deputy CEO of Regeneration and Growth	16	SRBC priorities and act as an enabler throughout developments	9	6	Continue to develop and enhance policies and partnership arrangements; Include development of infrastructure in future development plans		
				Partnership Arrangements					
Place	Businesses not engaging in economic strategy	Deputy CEO of Regeneration and Growth	12	Frequent consultation from Economic Development Team	9	6			
Place	Invest in Place Promotion without clear South Ribble brand/message	Deputy CEO of Regeneration and Growth	16	Use Community Strategy consultation findings to shape South Ribble brand (Big and Small)	12	6			
Place	Residents not satisfied with community projects (e.g. Bamber Bridge improvements)	Deputy CEO of Regeneration and Growth	12	Consultation with residents	9	6			
Place	Failure to secure funding for new Ribble Crossing	Deputy CEO of Regeneration and Growth	12		12	4	Explore different funding options other than HIF		
				Offer development opportunities					

Our People	Upskilled officers leaving the Council	Deputy CEO of Resource and Transformation	12	Maintain staff benefits, e.g. pension scheme, flexi time, cycle to work scheme	6	6			
				Encourage activities that contribute a good organisational culture, e.g. social events, award nights etc.					
Our People	Change in administration following election	Deputy CEO of Resource and Transformation	12	Worked with all Members to develop a 5 year vision and corporate priorities	9	6			

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Corporate Priority	Risk Description	Risk Owner	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners	Status
General Corporate Risk	Failure of corporate governance leading to external intervention	Deputy CEO of Resource and Transformation	12	Risk Registers reviewed regularly	4	4	Ongoing Member Development. Review of Member Induction in order to ensure potentially new Members and / or Members new to specific roles Members receive appropriate training following May elections.	Legal Services Manager	Ongoing
				Member Development, Scrutiny review undertaken. Working with North West Employers Organisation on extending cultural mapping to Members. Effective and tailored development for Members will continue to be provided.					
				AGS Action Plan					
				Inclusive approach to AGS developed, implemented for 2018/19 AGS. Approach to be fully inclusive, AGS work to be a continual process throughout 2019/20.					
				Council Constitution and Codes of Conduct					
				Member and officer Protocol in place.					
General Corporate Risk	Reduction in Government Grant threatens the financial sustainability of the Council	Deputy CEO of Resource and Transformation	12	Budget Forecasting within MTFS with regard to Annual LG Finance Settlement	4	4	National Budget delivered 29/10/18 and implications to be reviewed as part of budget process. Budget timetable in place.	Section 151 Officer	In Progress
				5-year MTFS aligned to the 5-year Corporate Plan to ensure resources are allocated to deliver the corporate priorities			Currently MTFS aligns to the 5 year corporate plan.	Deputy Chief Executive (Regeneration & Growth)	Complete
				Robust monitoring and reporting of progress in delivering the Corporate Plan and MTFS			Clear targets in the Corporate Plan with robust performance monitoring.	Deputy Chief Executive (Resources & Transformation)	In Progress
				Financial Training for relevant staff and members			Approval in place for Legal & HR, Finance & Assurance and further opportunities are currently being developed with Chorley Borough Council.	Deputy Chief Executive (Resources & Transformation)	In Progress
				Maintain high Council Tax and Business Rates collection rates					
				Fighting Fraud and Corruption Locally			A review of the Council's Anti Fraud & Corruption Strategy will be undertaken and a revised policy developed. Update anti-fraud Strategy	Interim Head of Shared Assurance	Jun-19

General Corporate Risk	Fraud & Corruption	Deputy CEO of Resource and Transformation	8		6	3	A review of the Council's Corporate Fraud & Corruption risks is to be undertaken across all services in conjunction with relevant Senior Officers.	Interim Head of Shared Assurance	Jun-19
							Corporate Fraud & Corruption Risk Register to be developed and provided to Leadership Team.	Interim Head of Shared Assurance	May-19
				Periodic training / awareness sessions carried out with officers				Interim Head of Shared Assurance	2019/20
General Corporate Risk	Failure to be compliant with new General Data Protection Regulations (GDPR)	Deputy CEO of Resource and Transformation	9	GDPR Action Plan	6	4	A GDPR Project Group & action plan has been developed and is monitored by the Programme Board.	Director Of Customer and Digital	
				Monthly review of GDPR action plan by Programme Board					
							Develop Policies, process & procedures in respect of GDPR, Security Breaches & reporting to ICO	Director Of Customer and Digital	
							Develop a more inclusive approach to the review of Security breaches by developing an Internal Security group to review & take decisions on reporting to ICO		
General Corporate Risk	Impact of Brexit on Council Services	Deputy CEO of Resource and Transformation	4	Weekly policy review	1	1	We continue to take an overview of the potential impact through the Local Governance Association and through other networks	Assistant Chief Executive (Resources & Transformation) Interim Head of Shared Assurance SRBC Leadership Team (Leadership Team)	On going
				Brexit negotiations and legislation under regular review for developments that may have an impact on services					On going
							Develop Risk Register and review risks relative to the impact on South Ribble of no deal Brexit		Feb-19
							Work closely with LRF, External Audit & Lancashire Districts to develop risks and controls, action plans and understand impacts.		In place & Ongoing
General Corporate Risk	Failure of Information systems and data security	Deputy CEO of Resource and Transformation	8	Maintaining high level of ICT security, achievement of PSN compliance and accreditation.	6	4	The ICT service plan includes actions to ensure preparedness for annual review of PSN.	Director Of Customer and Digital	
				Development of annual ICT work programme			Developed work programme further to SOCITIM review and IT Health Check.		
				Implement recommendations of SOCITIM Review as appropriate			Development of Internal Audit Plan for ICT to ensure robustness in the provision of ICT Services and systems.		
				Digital Strategy Developed and Plan to deliver in place.			Work programme to be developed to deliver and roll out Digital Strategy. Develop individual project plans to deliver strategy over next 5 years		
								Director Of Customer and Digital	5 year plan
General Corporate Risk	Lack of capital funding to undertake large scale improvements to parks, open spaces and leisure facilities	Deputy CEO of Resource and Transformation	9	Capital programme reflects the priorities in the Corporate Plan	4	4	Corporate plan projects are monitored on a monthly basis by the Programme Board and Extended Leadership Team on a quarterly basis.	SRBC Leadership Team (Leadership Team)	Overdue
				Regular monitoring of Capital Programme					
				Transformation Strategy approved by Cabinet			Implementation of the new organisational structure is underway with all post now appointed to, with the exception of Shared Services Posts.	Deputy Chief Executive (Resources & Transformation)	In Progress
				Policies including Pay Policy / Recruitment policy					

General Corporate Risk	Lack of staff resources, systems and / or the skills needed to deliver services and corporate plan and improvement activities	Deputy CEO of Resource and Transformation	12	Work in regard to PayLine and Pay Award is completed, Policy and process presented to Members and approved.	8	4	Council are currently considering options to create a new PDR system. Work has started on this project. IIP recommendations will be driven forward by the Senior Leadership Team.	Deputy Chief Executive (Resources & Transformation)	In Progress
				Employee Benefits - keep under review and in line with best practice			Investment in programme and project management capacity and skills		
				Implement the Transformation Strategy action plans with a focus on organisational development			Senior Leadership Team are refreshing the Transformation / Change Programme. This will be reported in to Members.	SRBC Leadership Team (Leadership Team)	In Progress
				Transformation Strategy			Project Management System developed to include Risk Registers for Projects. All corporate Projects risk registers to be input.	SRBC Leadership Team (Leadership Team)	Complete
				Project Management System is in place, utilised and Projects reported to Programme Board.			Cultural Review has taken place with Culture Mapping and there is a baseline now in place.	SRBC Leadership Team (Leadership Team)	Ongoing
				Organisational Culture Review			Senior Leadership Team developing role out of new leadership model.	SRBC Leadership Team (Leadership Team)	Ongoing
				Investment in organisational development, staff and member development					
General Corporate Risk	Political decisions not taken by members in line with the Corporate Plan	Deputy CEO of Resource and Transformation	6	Cross party working	4	1	Future report on key issues will go to pre-scrutiny.	SRBC Leadership Team (Leadership Team)	In Progress
				Cross party Improvement Reference Group with external membership in place			Early consultation with residents / businesses and member engagement on key strategic issues	SRBC Leadership Team (Leadership Team)	Ongoing
				Publication deadlines for Committee reports in place			The continual development of the Mod.gov system has ensured that all members have immediate access to published reports within the statutory publication deadline. The number of late reports has reduced significantly and only occurs where there is a valid reason.	Assistant Director of Scrutiny and Democratic Services	Ongoing
General Corporate Risk	Reputational Damage to Council due to confidential Council reports being leaked.	Monitoring Officer	12		12	4			
	Council could potentially face serious reputational damage due to Confidential Information being leaked to the public (which has been included in reports to Council Committees / Full Council) which could result in a lack of trust from business owners and a failure to receive investment from businesses		12		12	4	To develop a more robust protocol and sanctions policy. To consider how Part 2 reports are presented to Members	Monitoring Officer	Ongoing

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Equality Impact Assessment

Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Corporate Plan 2019 - 2024	
2. Leadership Team	
Heather McManus – Chief Executive Officer	
3. Author	
Reece Drew – Performance and Projects Officer	
4. Date EIA completed	Review date
18/01/19	January 2020
5. Description and aims of policy / service (including relevance to equalities)	
To use the Community Strategy 2019 – 2024 (that was shaped through input from the local community, including residents, public sector, private sector, and not-for-profit organisations), to bring together the Council's priorities, programmes, projects and measures for 2019-2020, which drives the budget and performance management framework.	
6. Who are the stakeholders?	
<ul style="list-style-type: none"> ▶ Cabinet ▶ Scrutiny ▶ Councillors ▶ Leadership Team ▶ Employees ▶ External partners ▶ Residents ▶ Businesses ▶ External Audit 	

7. What outcomes do we want to achieve?

That the Council agrees its priorities, programmes and projects for the Council based on the needs of the Borough (identified through the Community Strategy consultation) to drive resources and concentrate on the key issues for delivery.

8. How will performance be measured?

- ▶ Informally by the Council's Leadership Team each month during the Corporate Plan Programme Board meeting.
- ▶ Formally by the Council's Leadership Team via performance monitoring reports.
- ▶ Performance monitoring reports to Scrutiny Committee and Cabinet in Quarters 1, 2, 3 and 4 and an annual report to Full Council at the end of Quarter 4.

9. Brief summary of research, consultation and background data

Desktop research:

- ▶ Existing research on the key information of the Borough, including demographics, economy, education, and community safety, using both LG Inform and Lancashire JSNA.

Community Strategy consultation

- ▶ 2 partner workshops (over 60 attendees from over 30 organisations)
- ▶ 20 interviews with senior individuals from key stakeholder organisations
- ▶ Member workshop
- ▶ Open response survey to residents and those who work in the Borough (over 1600 responses)

Consultation prior to Draft Corporate Plan

- ▶ Resident input via a resident focus group
- ▶ Local business input via a local business focus group
- ▶ Input from Cabinet during an away day

10. Results of initial screening

The following questions have been considered in order to evaluate the various equality groups:-

Age – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

Disability – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as 'a physical or mental impairment which has a substantial and long term effect on a person's ability to carry out normal day to day activities.'

Gender Reassignment – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

Marriage / Civil Partnership – Is there any concern that these proposals could cause differential

impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

Pregnancy / Maternity – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

Race – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person’s skin colour, nationality or ethnic origin.

Gender – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

Sexual Orientation – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

Religion or belief – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

11. Consideration to Dementia

South Ribble aims to be recognised as a Dementia Friendly Borough and is committed to ensuring that all public services, and those from local businesses (through the Dementia Charter) are supportive to those suffering with Dementia. The Corporate Plan will build on the work carried out last year to deliver actions from the Dementia Alliance action plan throughout 2019-20, and give consideration to Dementia throughout the planning and delivery of every project.

12. Decisions and / or recommendations (including supporting rationale)

The Corporate Plan has been developed specifically to address the needs of the Borough, based on the findings from Community Strategy consultation. There is no adverse impact on any particular group or groups. As projects identified in the Corporate Plan are developed further, equality impact assessments will be undertaken at that time.

13. Is an Equality Action Plan required?

No.

Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Corporate Plan	+	+	+	+	+	+	+	+	+	The Corporate Plan has been developed specifically to address the needs of the Borough, based on the findings from Community Strategy consultation. There is no adverse impact on any particular group or groups. As projects identified in the Corporate Plan are developed further, equality impact assessments will be undertaken at that time.

Symbol	Impact
+	<i>Positive</i>
O	<i>Neutral / Negligible</i>
-	<i>Negative</i>
P	<i>Potential issue</i>

Corporate Plan 2019-24

Focusing on 2019-20 Delivery



Our Vision

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

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Section 1: Foreword

I am delighted to introduce South Ribble Council’s Corporate Plan for 2019 – 24 and to set out our plans for delivery over the next 12 months. Following engagement with partners and our communities, we are proud that people tell us South Ribble is a friendly and welcoming place, which reflects South Ribble being highlighted as the Best Place to Live in 2017.

All public services face significant budgetary challenges as well as increasing and complex demands. Over the past 12 months, we have been working with our partners from the public sector, business and the community to develop a ‘Community Strategy’ which sets out how we can all work together. Our plan sets out how we will work with partners to use our joint resources in a way that provides the services people need. The Council is investing in communities to improve access to facilities and open spaces which reflects this Council’s commitment to the importance of health and wellbeing.

South Ribble is a great place to do business and the plan reflects our ambition to support new and existing businesses. With links to the motorway network and the north of England, South Ribble offers a unique place to locate. Our Apprentice Factory symbolises our approach to supporting businesses and people to reach their ambitions.

I wish to thank staff and members for their hard work and commitment and over the next 12 months we will continue to serve the people and communities of South Ribble to the very best of our abilities.



Cllr Margaret Smith
Leader of the Council

Section 2: An introduction to South Ribble's Cabinet Members

Our Cabinet Members play a vital role in the development of the Corporate Plan, and each take individual ownership of several corporate Programmes within their portfolios. Performance and progress updates are formally presented to the Cabinet on a quarterly basis, with further informal updates being provided throughout the year. Below you can see South Ribble's Cabinet Members:



Councillor Margaret Smith
Leader of the Council



Councillor Caroline Moon
Deputy Leader / Portfolio Holder for Neighbourhoods and Streetscene



Councillor Colin Clark
Portfolio Holder for Corporate Support and Assets



Councillor Cliff Hughes
Portfolio Holder for Strategic Planning and Housing



Councillor Susan Snape
Portfolio Holder for Finance



Councillor Karen Walton
Portfolio Holder for Public Health and Safety, Wellbeing and Environmental



Councillor Phil Smith
Portfolio Holder for Regeneration and Leisure

Section 3: Commitment to the 2019-24 South Ribble Community Strategy

During 2018, South Ribble Partnership consulted with residents, businesses and partners on priorities for the Borough across 2019-24. To do this 20 interviews were carried out with senior members of key organisations within South Ribble this was complemented by two workshops with wider stakeholders, each having over 60 attendees representing over 30 partner organisations. A borough wide survey was undertaken and shared with the public receiving over 1,600 responses, which was externally analysed and provides a representative sample of our community.

At South Ribble Borough Council, along with other partners we have committed to using the Community Strategy to help shape their Corporate Plan, therefore allowing organisations all across South Ribble to collaboratively work towards shared objectives for the benefit of the local community. The diagram to the right provides an overview of how the Community Strategy feeds into the Corporate Plan, and the table on the following page shows how we aim to contribute towards each of the Community Strategy's priorities.

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Section 3: Commitment to the 2019-24 South Ribble Community Strategy

Community Strategy Priority	What this means	Our Contribution
Effective Partnerships	<ul style="list-style-type: none"> ▶ Public, Private and 3rd Sector partners working together, using knowledge and resources to drive radical reshaping of local services. 	<ul style="list-style-type: none"> ▶ Opportunities for partnership working in renovated Council property. ▶ Opportunities for co-location in Leisure, Health and Wellbeing developments
Growth	<ul style="list-style-type: none"> ▶ People can realise their ambitions and access opportunities presented through the ongoing accelerated growth programme within Central Lancashire, including South Ribble (City Deal). ▶ Skills, education and job opportunities reflect local people's ambitions and promote social mobility. ▶ Homes, towns, villages and transport networks are well designed. 	<ul style="list-style-type: none"> ▶ Improving infrastructure, housing, employment and business opportunities.
Connected	<ul style="list-style-type: none"> ▶ A new relationship between communities and service providers. ▶ Community leaders, organisations and groups have the resources and tools they need. ▶ Communities are connected to what going on and what they can get involved in. ▶ People can actively participate their communities. 	<ul style="list-style-type: none"> ▶ Investing in digital for improved communication, engagement and customer experience. ▶ Build on South Ribble's already thriving community spirit to increase community involvement through our festivals and events programme
Place	<ul style="list-style-type: none"> ▶ A place known locally, regionally and nationally for its green spaces, welcoming and friendly communities and its vibrant cultural offer. ▶ A place that is well connected to major transport routes providing opportunities to live and do business well. 	<ul style="list-style-type: none"> ▶ Investing in South Ribble to be recognised as a great place to live, learn, thrive and grow through our Place Promotion strategy.

Section 4: Our Vision and Priorities

Vision:

Our vision for the Borough is set out below:

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

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

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

This aligns with the Community Strategy’s vision of:

‘South Ribble will continue to be known as one of the best places in the UK to live, work and do business’

In addition to:

‘Our communities will continue to be amongst the best places to learn, thrive and grow’.

Priorities:

Underpinning our vision are three priorities as shown below. We will continue to deliver these with **our people** – our staff and elected members working alongside our communities. The Council’s elected members will continue to play a crucial role in this. They will ensure that South Ribble’s voice is heard at meetings of our key strategic partnerships so that partnership plans reflect the priorities of our Council.



4.1: Excellence and Financial Sustainability

Our focus will continue to be on income generation to ensure we can continue to deliver our **excellent services** regardless of funding cuts, including through investment opportunities and returns from assets.

Our ambitious Transformation Strategy cuts across all services and activities, focusing on customer centric services, efficient, effective and innovative ways of working whilst driving a cultural shift throughout the whole Council.

Outcomes:

- ▶ High resident satisfaction
- ▶ Financial self-sufficiency through investment and commercial use of Council owned assets

What we will do over the next 5 years (2019 – 2024):

Programme	Deliver or influence	Lead
Council investment Portfolio	Deliver	Cabinet member for Corporate Support & Assets
Transformation *	Deliver	Cabinet member for Corporate Support & Assets
New business models including shared services	Deliver	Cabinet member for Corporate Support & Assets

* cross cutting across all activities

4.1.1: Key Successes in 2018-2019

Digital Strategy Review

An external review has been carried out identifying challenges that we face due to digital constraints (both within the Council and by our residents, partners and local businesses) and opportunities that can be pursued. Work will commence in 2019-20 to begin implementing recommendations for this improvement.

Moss Side MOT Test Centre

Renovation has been completed at the Moss Side depot to create an MOT test centre which is now in operation. Further commercial opportunities will be explored throughout 2019-20.

Refurbishment of the Civic Events and Conference Centre

Leyland Civic Centre has been renovated and modernised to develop a 'Business and Conference Centre'. Going into 2019-20 we will use this space to generate revenue for the Council, in addition to providing more opportunities for community groups and partnership working.





4.1.2: Delivery plan for 2019-2020

Programme	Measuring Programme Success	Resourcing the Programme
Programme: Council Investment Portfolio Strategic lead: Deputy Chief Executive (Resources and Transformation)	<ul style="list-style-type: none"> ▶ Develop the investment programs for Housing and Economic Development for Cabinet's approval 	<ul style="list-style-type: none"> ▶ Borough Investment Fund (capital) ▶ Alignment of existing property and strategic asset management capital funding ▶ Alignment of existing strategic asset management revenue budgets and staff
Project (s):	Measuring Project Success	
Phase 2 Business and Conference Centre	<ul style="list-style-type: none"> ▶ Delivery of capital spend: On time and on budget ▶ % use by external customers 	
Worden Hall Arts Centre commercialisation	<ul style="list-style-type: none"> ▶ Market assessment completed and preferred option established. Next steps identified September 2019 	
Strategic asset review of surplus sites	<ul style="list-style-type: none"> ▶ Bring forward strategic asset and asset disposal programme for approval 	
Strategic review of business case for South Ribble Home Build proposal	<ul style="list-style-type: none"> ▶ Review completed, September 2019 	
Seeking opportunities to increase revenue at Moss Side Depot	<ul style="list-style-type: none"> ▶ Final proposals to be brought forward by end of 2019 	

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Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Transformation</p> <p>Strategic lead: Deputy Chief Executive (Resources and Transformation)</p> 	<ul style="list-style-type: none"> ▶ % residents satisfied with the way the Council runs things (<i>quarterly measure</i>) ▶ % residents who think the Council provides value for money (<i>annual measure</i>) 	<ul style="list-style-type: none"> ▶ Align existing transformation revenue budgets and staff ▶ Transformation funding from general financial reserve
Project (s):	Measuring Project Success	
<p>Implement recommendations from strategic digital review</p>	<ul style="list-style-type: none"> ▶ Percentage of self-service channel access vs phone/face-to-face (<i>quarterly measure</i>) ▶ Number of Digital transactions raised/completed via self-service whilst within the Council premises or via Digital Access Points across the borough (<i>quarterly measure</i>) ▶ Percentage of the workforce engaged in regular agile/mobile working (<i>quarterly measure</i>) ▶ Number and percentage of end-to-end processes automated (<i>quarterly measure</i>) 	
<p>Improve customer experience via customer journey mapping</p>	<ul style="list-style-type: none"> ▶ Number of complaints and number upheld (<i>quarterly measures</i>) ▶ Number of compliments received (<i>quarterly measure</i>) ▶ Number of complaints to the Ombudsman and number upheld (<i>quarterly measure</i>) ▶ Number of standards complaints (<i>quarterly measure</i>) 	



Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: New business models including shared services</p>  <p>Strategic lead: Deputy Chief Executive (Resources and Transformation)</p>	<ul style="list-style-type: none"> ▶ Delivery of associated projects 	<ul style="list-style-type: none"> ▶ Align existing revenue budgets and staff
Project (s):	Measuring Project Success	
<p>Shared Services with Chorley Council</p>	<ul style="list-style-type: none"> ▶ Review to be carried out by May/June 2019 	

4.2: Health and Wellbeing

Our focus will continue to be on well-being for all, including the future health of our growing population, dementia and supporting our ageing population with limited mobility.

Developing and maintaining active lifestyles is a key building block for health and well-being. It plays a crucial role in improving health as well as preventing poor health in the future.

Through our provision of facilities, open and active spaces and services, we will continue to support and encourage sport and physical activity for residents of all ages and abilities. This is therefore an important priority for us.

As a district council, our role in improving health services is largely one of influencing and working collaboratively with others in the borough, the sub-region and the region, but we will do this to the best of our ability to ensure the priorities of our partners are aligned to our own.

This includes continuing to support the work of others to address child and fuel poverty and mental health issues where we can, for instance through our work in relation to housing and homelessness and our work with businesses to reduce unemployment and improve access to high-level jobs, all of which we know have an impact on these things.

We will also continue to strengthen our approach to how we support volunteers through our newly developed volunteer strategy and framework, recognising and capitalising on the strengths of residents and communities to be resilient and to support themselves and each other.

Furthermore, we will continue to seek to narrow the gap between the most and the least affluent communities and to reduce the health inequalities that exist in the Borough.

Outcomes:

- ▶ Increased satisfaction with access to and cleanliness of open spaces
- ▶ Increased satisfaction with sports and leisure facilities in the Borough
- ▶ Increase in the percentage of people in South Ribble who engage in more than 3 hours of physical activity per week
- ▶ Increase in healthy life expectancy
- ▶ Improved access to community health services
- ▶ Reduction in the number of people who are homeless
- ▶ Recognition as a Dementia Friendly Borough
- ▶ Close the gap between the least and the most deprived areas in the Borough – fewer people will be classed as deprived
- ▶ Reduction in the health inequalities that exist in the Borough
- ▶ By 2023, air quality in South Ribble will have improved



4.2: Health and Wellbeing

What we will do over the next 5 years (2019 – 2024):

Programme	Deliver or influence	Lead
Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention	Deliver in partnership	Cabinet member for Regeneration & Leisure
Homelessness and independent living support	Deliver in partnership	Cabinet member for Corporate Support & Assets
Support for communities and volunteering	Deliver in partnership	Leader
Social isolation and loneliness	Influence & deliver in partnership	Cabinet member for Public Health, Safety & Wellbeing
Lancashire Mental Health Strategy	Influence	Cabinet member for Public Health, Safety & Wellbeing
Borough-wide Air Quality Plan	Influence & deliver in partnership	Cabinet member for Public Health, Safety & Wellbeing

4.2.1: Key Successes in 2018-2019

Leisure Health and Wellbeing Programme Progression

We have carried out strategic analysis to look at options going forward for leisure, health and wellbeing across the Borough, including reviewing leisure contracts, open spaces, options for artificial grass pitches. Furthermore, we have received planning permission for the first stages of our green links programme and the Leyland Leisure Health and Wellbeing campus, which both aim to create a more active, accessible and connected Borough for leisure, health and wellbeing services.

Social Isolation and Loneliness

Following on from the launch of the Dementia Charter for local business last year, we have continued to work hard to ensure that South Ribble is a 'Dementia Friendly Community'. This has included a South Ribble Dementia Week taking place, Leyland Festival Senior Marshalls all becoming dementia friends, and the Dementia Buddy Scheme being set up funding an initial 90 devices for free to residents of South Ribble.



Development of an Air Quality Action Plan

Following concerns of worsening air quality levels we have developed an action plan to work towards overcoming these challenges both as a Council and as a borough.



4.2.2: Delivery plan for 2019-2020

Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention</p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ Number of visits to our leisure and sports facilities (<i>quarterly measure</i>) ▶ Number of young people taking part in programmed activities (<i>termly measure</i>) 	<ul style="list-style-type: none"> ▶ Re-alignment of existing capital reserves ▶ Align existing revenue budgets and staff i.e. Regeneration, Sports & Leisure Team, Sports Development in schools ▶ Re-align sports pitch capital and revenue budgets
Project (s):	Measuring Project Success	
Commence next phase of borough Green Links	<ul style="list-style-type: none"> ▶ Initial Consultation on Green Links completed May 2019 	<ul style="list-style-type: none"> ▶ Borrowing
Continue delivery of Central Parks Masterplan	<ul style="list-style-type: none"> ▶ Ongoing delivery of key actions within the Masterplan 	<ul style="list-style-type: none"> ▶ Partnership contributions
Develop masterplan for Leyland Health Leisure and Wellbeing site	<ul style="list-style-type: none"> ▶ Consultation on site completed May 2019 ▶ Masterplan developed Sep 2019 	
Scope options for leisure delivery, identify preferred option and commence delivery	<ul style="list-style-type: none"> ▶ Scope completed and preferred option identified 	
Commence work identified in Open Space Sports & Recreation Assessment & Playing Pitch Strategy	<ul style="list-style-type: none"> ▶ Strategy brought forward by end of 2019 	
Develop masterplan for Lostock Hall, Penwortham, and Bamber Bridge Health Leisure and Wellbeing sites	<ul style="list-style-type: none"> ▶ Masterplans brought forward by end of 2019 	
Preventative and educational digital Health and Wellbeing programme	<ul style="list-style-type: none"> ▶ Bring forward programme by end of 2019 	



Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Homelessness and independent living support</p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ Number of homeless presentations (<i>quarterly measure</i>) ▶ Number of people presenting as Homeless or threatened with homelessness who are prevented from becoming homeless (<i>quarterly measure</i>) ▶ Number of people who are homeless and which we have a full duty under the Act (<i>quarterly measure</i>) 	<ul style="list-style-type: none"> ▶ Align Disabled Facilities Grant and Private Sector Housing Grant capital funding ▶ Align existing revenue budget and staff ▶ External funding
<p>Project (s):</p>	<p>Measuring Project Success</p>	
<p>Implement a new service delivery model of health focused on prevention</p>	<ul style="list-style-type: none"> ▶ Scope new service delivery model by end of 2019 	

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Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Support for communities and volunteering </p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ Delivery of associated projects 	<ul style="list-style-type: none"> ▶ Corporate Planning and Partnerships
Project (s):	Measuring Project Success	
<p>Review the Exceptional Hardship Payment Policy as part of the Council Tax Support Scheme for 2020/2021</p>	<ul style="list-style-type: none"> ▶ Review of scheme to be completed 2019/2020 	
<p>Work with partners to deliver actions identified in the Volunteering Strategy </p>	<ul style="list-style-type: none"> ▶ Consultation on Strategy completed Sep 2019 ▶ A deal with the community established Sep 2019 	
Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Social isolation and loneliness </p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ Delivery of associated projects 	<ul style="list-style-type: none"> ▶ Corporate Planning and Partnerships
Project (s):	Measuring Project Success	
<p>Continue to deliver the key actions of the South Ribble Dementia Action Alliance </p>	<ul style="list-style-type: none"> ▶ South Ribble continues to be recognised as a dementia friendly community (approved by the Alzheimer's Society) ▶ Number of local business signed up to the dementia charter? (<i>quarterly measure</i>) 	



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Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Lancashire Mental Health Strategy </p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ Delivery of associated projects 	<ul style="list-style-type: none"> ▶ Corporate Planning and Partnerships
Project (s):	Measuring Project Success	
<p>Deliver actions identified from the MH2K project </p>	<ul style="list-style-type: none"> ▶ Number of actions completed within the action plan, working in partnership with Preston and Chorley Councils ▶ Production of school resource video, supporting LGBTQ+ communities, arising as key action from MH2K 	
Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Deliver the Borough's Air Quality Plan </p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ % of residents who are concerned about air quality in South Ribble (<i>annual measure</i>) 	<ul style="list-style-type: none"> ▶ Align existing capital funding ▶ Align existing revenue budgets and staff
Project (s):	Measuring Project Success	
<p>Delivery of actions identified in the air quality action plan</p>	<ul style="list-style-type: none"> ▶ Delivery of key actions of the plan including <ul style="list-style-type: none"> - Electric Blue Evolve Programme - New sites with electric charging points - Anti-Idling campaign 	

Our focus will be continue to be on neighbourhoods and town centres, economic growth (including jobs, housing, transport and infrastructure) and place promotion

Business stability is key and we will support a mixed economy where large and small businesses have equal opportunities to thrive.

Outcomes

- ▶ Increase in the number of large, medium, small and micro enterprises in the Borough
- ▶ Increase in employment numbers in the Borough
- ▶ Further improve skills to meet the need of the evolving job market.
- ▶ Increase in the number of higher-level jobs
- ▶ More homes of the quality and mix to meet needs

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What we will do over the next 5 years (2019 – 2024):

Programme	Deliver or influence	Lead
Cuerden strategic site	Deliver in partnership	Cabinet member for Strategic Planning & Housing
Central Lancashire Core Strategy and South Ribble Local Plan	Influence & deliver in Partnership	Cabinet Member for Strategic Planning and Housing
City Deal and Plan for Successor Programmes	Influence & deliver in Partnership	Leader
Economic Strategy: support for existing as well as new businesses	Influence & deliver in partnership	Cabinet member for Regeneration & Leisure
Housing Framework : delivery of a balanced housing market	Deliver in partnership	Cabinet member for Strategic Planning & Housing

Programme	Deliver or influence	Lead
Place promotion	Deliver	Leader
My Neighbourhood Plans	Deliver in partnership	Cabinet member for Regeneration & Leisure
River Ribble Master Planning	Influence & deliver in partnership	Cabinet member for Regeneration & Leisure
Raising community aspirations in relation to growth and improvements in the Borough	Influence & deliver in partnership	Leader
Renewable energy	Deliver	Cabinet member for Public Health, Safety & Wellbeing

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4.3.1: Key Successes in 2018-2019

Development of the Community Strategy

We have collaborated with partners, through the South Ribble Partnership a [Community Strategy for 2019-2024](#) has been developed, allowing partners across the Borough to work towards shared objectives in the interest of the local community. This also includes a [Volunteering Framework and Strategy](#) aiming to encourage and empower more individuals across the Borough to get actively involved within their community.



My Neighbourhood Projects

We have successfully delivered numerous Community projects, including the World War 1 Centenary with the McNamara VC memorial, in addition to improvements to the Walton le Dale car park

Town Centre Masterplanning

As part of the City Deal, we have carried out work to plan for improvements to the town centres of Leyland, Penwortham, and Lostock Hall. Consultation with local residents is set to continue into 2019-20 with work also scheduled to commence.

River Ribble Masterplanning

We have made improvements to the infrastructure for both walking and cycling in the area, in addition taking extra measures to ensure that both wildlife and nature continues to thrive in the area.



4.3.2: Delivery plan for 2019-2020

Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Cuerden strategic site</p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ Continue working with partners to bring forward site development 	<ul style="list-style-type: none"> ▶ City Deal funding ▶ Align existing revenue budgets and staff
Project (s):	Measuring Project Success	
<p>Implement Phase 2 of the Employment and Skills Plan</p>	<ul style="list-style-type: none"> ▶ Overall working age employment rate (<i>quarterly measure</i>) ▶ Proportion of population aged 16-64 qualified to at least Level 4 or higher in South Ribble (<i>annual measure</i>) ▶ Number of higher level jobs in the Borough (<i>annual measure</i>) 	

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Programme	Measuring Programme Success	Resourcing the Programme
Programme: Central Lancashire Local Plan Strategic lead: Deputy Chief Executive (Regeneration and Growth)	<ul style="list-style-type: none"> ▶ % residents satisfied with the area as a place to live (<i>annual measure</i>) 	<ul style="list-style-type: none"> ▶ Establish Joint Programme Team to Coordinate and Deliver Central Lancashire Work. Share costs with Central Lancashire partners
Project (s):	Measuring Project Success	
Prepare and consult on issues and options for and prepare draft Central Lancashire Local Plan	<ul style="list-style-type: none"> ▶ Completion of initial draft of issues and options Sep 2019 ▶ Completion of 2nd call for 'sites' for development/use March 2019 	<ul style="list-style-type: none"> ▶ Focus existing internal staff on South Ribble Local Plan review
Programme	Measuring Programme Success	Resourcing the Programme
Programme: City Deal and Plan for Successor Programmes Strategic lead: Deputy Chief Executive (Regeneration and Growth)	<ul style="list-style-type: none"> ▶ Delivery of Infrastructure ▶ Number of new homes delivered (<i>annual measure</i>) ▶ Number of new affordable homes delivered (<i>annual measure</i>) 	<ul style="list-style-type: none"> ▶ City Deal funding ▶ Homes and Communities Agency Capacity Fund ▶ Town Centre funding application submitted
Project (s)	Measuring Project Success	
Act as an enabling authority whilst working with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development.	<ul style="list-style-type: none"> ▶ Number of new homes delivered (<i>quarterly measure</i>) ▶ Number of new affordable homes delivered (<i>quarterly measure</i>) 	
Awarding of contracts and begin construction of Cross Borough Link Road	<ul style="list-style-type: none"> ▶ Delivery of Infrastructure 	
Carry out a strategic review of projects listed in the City Deal Business and Delivery Plan 2017-20, identify priorities and commence delivery.	<ul style="list-style-type: none"> ▶ Ongoing review 2019-2020 	
Scope and prepare masterplans for key centres in South Ribble, including consultation with local residents and businesses, and commence delivery.	<ul style="list-style-type: none"> ▶ Bring forward Masterplans Leyland, Bamber Bridge and Penwortham by end of 2019 ▶ Town Centre centre vacancy rate: Leyland, Bamber Bridge, Penwortham (<i>annual measures</i>) 	

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Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Economic Strategy: support for existing as well as new businesses</p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p> 	<ul style="list-style-type: none"> ▶ Number of micro enterprises in the Borough (<i>annual measure</i>) ▶ Number of small enterprises in the Borough (<i>annual measure</i>) ▶ Number of medium sized enterprises in the Borough (<i>annual measure</i>) ▶ Number of large enterprises in the Borough (<i>annual measure</i>) 	<ul style="list-style-type: none"> ▶ City Deal funding ▶ Align existing Economic Development revenue budget and staff
<p>Project (s):</p>	<p>Measuring Project Success</p>	
<p>Prepare and implement a Central Lancashire Economic Strategy and align to City Deal</p>	<ul style="list-style-type: none"> ▶ Strategy to be developed by end of 2019 	
<p>Prepare strategy for supporting new and small businesses</p>	<ul style="list-style-type: none"> ▶ Develop proposal by August 2019 	
Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Housing Framework: delivery of a balanced housing market</p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p> 	<ul style="list-style-type: none"> ▶ % (and number) of empty properties (properties that have been empty for 6 months and over) as a proportion of the total housing stock (<i>quarterly measure</i>) 	<ul style="list-style-type: none"> ▶ Align existing capital and revenue budgets and staff
<p>Project (s):</p>	<p>Measuring Project Success</p>	
<p>Deliver actions identified in the Private sector Stock Condition Survey</p>	<ul style="list-style-type: none"> ▶ Prepare action plan by September 2019 	



Programme	Measuring Programme Success	Resourcing the Programme
Programme: Place promotion Strategic lead: Deputy Chief Executive (Regeneration and Growth)	<ul style="list-style-type: none"> ▶ Delivery of associated projects 	<ul style="list-style-type: none"> ▶ Align existing Public Relations' revenue budgets and staff ▶ Align existing Economic Development revenue budgets and staff ▶ Align existing Regeneration revenue budgets and staff ▶ Align existing Neighbourhoods revenue budgets and staff
Project (s): Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions.	Measuring Project Success <ul style="list-style-type: none"> ▶ Plan developed by March 2020 	
Develop South Ribble Programme for festivals and events, to build on South Ribble's thriving community spirit.	<ul style="list-style-type: none"> ▶ Resident satisfaction with community festivals and events (<i>annual measure</i>) ▶ Number of community festivals and events held that the Council have been involved in organising or running? (<i>annual measure</i>) 	
Work with partners to build a network of South Ribble Ambassadors.	<ul style="list-style-type: none"> ▶ Number of South Ribble Ambassadors (<i>quarterly measure</i>) 	
Programme	Measuring Programme Success	Resourcing the Programme
Programme: My Neighbourhood Plans Strategic lead: Deputy Chief Executive (Regeneration and Growth)	<ul style="list-style-type: none"> ▶ Delivery and progress of associated projects 	<ul style="list-style-type: none"> ▶ Align existing My Neighbourhoods capital budget, revenue budgets and staff ▶ City Deal funding
Project (s): Deliver projects within the agreed MyNeighbourhood Plans	Measuring Project Success <ul style="list-style-type: none"> ▶ Number of projects completed / progressed as set out in the neighbourhood plans 	

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Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: Raising community aspirations in relation to growth and improvements in the Borough </p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ Delivery of associated projects 	<ul style="list-style-type: none"> ▶ Corporate Planning and Partnerships
Project (s):	Measuring Project Success	
<p>In collaboration within partners, deliver identified within the strategy.</p>	<ul style="list-style-type: none"> ▶ Number of partners who are members of the Strategic Partnership (<i>Quarterly measure</i>) ▶ Development of Action Plan for Community Strategy Delivery by Sep 2019 	
Programme	Measuring Programme Success	Resourcing the Programme
<p>Programme: River Ribble Master planning</p> <p>Strategic lead: Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> ▶ Delivery of associated projects 	<ul style="list-style-type: none"> ▶ Align existing Regeneration and Neighbourhoods capital funding ▶ Align existing Regeneration and Neighbourhoods revenue budgets and staff
Project (s):	Measuring Project Success	
<p>Prepare Masterplan for River Ribble Green Links including consultation and implementing priority projects</p>	<ul style="list-style-type: none"> ▶ Continue preparation of Masterplan 	<ul style="list-style-type: none"> ▶ Potential third party funding including City Deal, Lancashire Environmental Fund and Lottery ▶ Community Infrastructure Levy
<p>Explore funding opportunities and secure planning permission for development of new Ribble Crossing</p>	<ul style="list-style-type: none"> ▶ Continue to lobby and identify opportunities 	<ul style="list-style-type: none"> ▶ Housing Infrastructure Fund ▶ Planning Obligations Fund

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4.4: Our People

Our biggest resource is our people. This means our workforce and our elected members working alongside local people and communities for the benefit of the Borough. Our people are therefore also a priority as they underpin everything we do.

We want all our people to be proud to be a part of South Ribble and will therefore focus on supporting existing staff and elected members to be the best they can be, raising aspirations and being an employer and a Council of choice for both prospective staff and prospective Councillors.

Outcomes

- ▶ More apprentices of all ages in the Council and in the Borough
- ▶ Increase in levels of staff satisfaction
- ▶ Increase in the level of member satisfaction

What we will do over the next 5 years (2019 – 2024):

Programme	Deliver or influence	Lead
Apprentices	Influence & deliver in partnership	Leader
Organisational Development	Deliver	Leader

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4.4.1: Key Successes in 2018-2019

Review of Organisational Culture

In collaboration with North West Employers, we carried out a review of our organisational culture within the Council, due a number of transformational changes taking place within the organisation. Within this we also developed a staff engagement measurement tool, this was used to gage a baseline which we can now be use as a comparison going forward against future measures.

Apprentice Factory

Within this project we have taken advantage of the Apprenticeship Levy offered by Central Government that allows employees to be upskilled at a much reduced cost, including the undertaking of both undergraduate and postgraduate qualifications.

Going forward more opportunities will be pursued including both for both leadership and project management.



4.4: Our People

4.4.2: Delivery plan for 2019-2020

Programme and Project (s)	Measuring Programme Success	Resourcing the Programme
<p>Programme: Organisational Development</p> <p>Strategic lead: Deputy Chief Executive (Resources and Transformation)</p>	<ul style="list-style-type: none"> ▶ Days lost to sickness absence per FTE (<i>quarterly measure</i>) ▶ % of staff who are satisfied with the Council as a place to work (<i>annual measure</i>) ▶ % of members who are proud to be a member of the Council (<i>annual measure</i>) 	<ul style="list-style-type: none"> ▶ Align existing revenue budgets and staff ▶ £100,000 Organisational Development budget (£10,000 allocated for Member development)
Project (s):	Measuring Project Performance	
<p>Phase 1 Senior Leadership Development Programme</p> <p>Bring forward a comprehensive Member Development Program, including relevant actions from Scrutiny Review of Member Induction and Development, aligning with the first level of the North West Employers' Organisation Member Development Charter</p>	<ul style="list-style-type: none"> ▶ Ongoing programme, embedding into organistaion ▶ Development programme established ▶ % of Members satisfied with training and development (annual measure) ▶ % Members engaged in training and development (quarterly measure) 	

4.4: Our People

Programme and Project (s)	Measuring Programme Success	Resourcing the Programme
<p>Programme: Apprentices</p> <p>Strategic lead: Deputy Chief Executive (Resources and Transformation)</p>	<ul style="list-style-type: none"> ▶ Number of staff undertaking apprenticeships in the Council (<i>bi-annual measure</i>) ▶ Number of apprenticeship starts in South Ribble (<i>bi-annual measure</i>) 	<ul style="list-style-type: none"> ▶ Align existing revenue budgets and staff
Project (s):	Measuring Project Success	
<p>Apprentice Factory Phase 2 – including upskilling leadership project manager, and helping apprentices start entrepreneurial ventures on completion of their apprenticeships</p>	<ul style="list-style-type: none"> ▶ % of Levy used 	

5.1: Working in partnership

The Council continues to work collaboratively with a wide range of public sector agencies and businesses and seeks to improve outcomes for local people and communities through having a strong voice for South Ribble.

The key partnerships that support delivery of the priorities in this plan are set out below.

Community Strategy



South Ribble Partnership brings together people from across the public sector, businesses and voluntary and community organisations with an aim to deliver better services in South Ribble, based on what local people want.

The Council has a unique role to play in this partnership, as it has a democratic mandate to represent its communities within the Borough. We therefore take a leading role in the partnership's work and are able to use this mandate to influence the partnership's priorities.

We will provide strong leadership on this going forward to make sure we maximise the collective resources of the partnership and the partners for the benefit of South Ribble communities and residents and can therefore make an impact even on things that we don't have direct responsibility for such as health services and policing.



South Ribble Community Leisure Trust is responsible for the management of the Council's leisure facilities and plays a critical role in supporting the health and well-being of our residents. They do this through developing active lifestyles, enhancing facility provision, raising the profile of sport and active leisure and supporting community sport.

Central Lancashire health and wellbeing partnership is building strong and effective links between Preston, Chorley and South Ribble Councils, the NHS bodies, Lancashire County Council, the Voluntary Community and Faith Sector and other public bodies to improve local people's health and wellbeing.

Lancashire Enterprise Partnership is a creative collaboration of leaders from business, universities and local councils, who direct economic growth and drive job creation in Lancashire

Preston, South Ribble and Lancashire City Deal is an initiative developed by partners and supported by central government which will transform Central Lancashire, creating thousands of new jobs and homes, while increasing the size of the local economy by £1 billion.

Lancashire County Council is a key partner as it is responsible for many of the services that are crucial to South Ribble people and its communities such as highways, transport, schools, children and adult social care.

In addition to these key strategic partnerships, **the six parish councils and one town council in South Ribble** act on behalf of the communities they represent, giving views on behalf of the community on planning applications and other proposals that affect the area.

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5.2: Statutory services and business transformation

We have big ambitions in this plan for improving our Borough and the quality of lives of all our residents and communities. We will be moving from being a reactive enforcement authority to a proactive preventative authority.

However, our staff also work hard every day delivering a wide range of services that amount to ‘business as usual’. This includes waste collection, keeping our streets and our parks and open spaces clean and well maintained, public protection and safeguarding through our environmental health, planning, building control and licensing services and providing advice on council tax benefits and homelessness prevention.

Our Gateway staff are the first point of contact with the Council for many, dealing with enquiries over the telephone or over the counter at our offices and staff also manage the Council’s buildings and other assets, ensuring they are safe for both visitors and staff, as well as managing the Council’s financial and legal affairs and governance arrangements.

Our business transformation programme will look at all these services on an on-going basis to ensure they continue to be as efficient and effective as possible, providing access to high-quality services on time every time.

5.3: Performance, Review and Continuous Improvement

The Corporate plan is shaped and influenced by a number of different policies and strategies. Policies set out a framework of intention that we agree to follow. Strategy enables us to implement a policy, by setting out a roadmap with the means and resources that support us to achieve our outcomes.

Policies and strategies are local, sub-regional and regional. Performance, review and continuous improvement is the tool we use to check that both policy and strategy from where they have originated still connect with each other and whether the Corporate Plan and our objectives need to change course or that we maintain our heading.

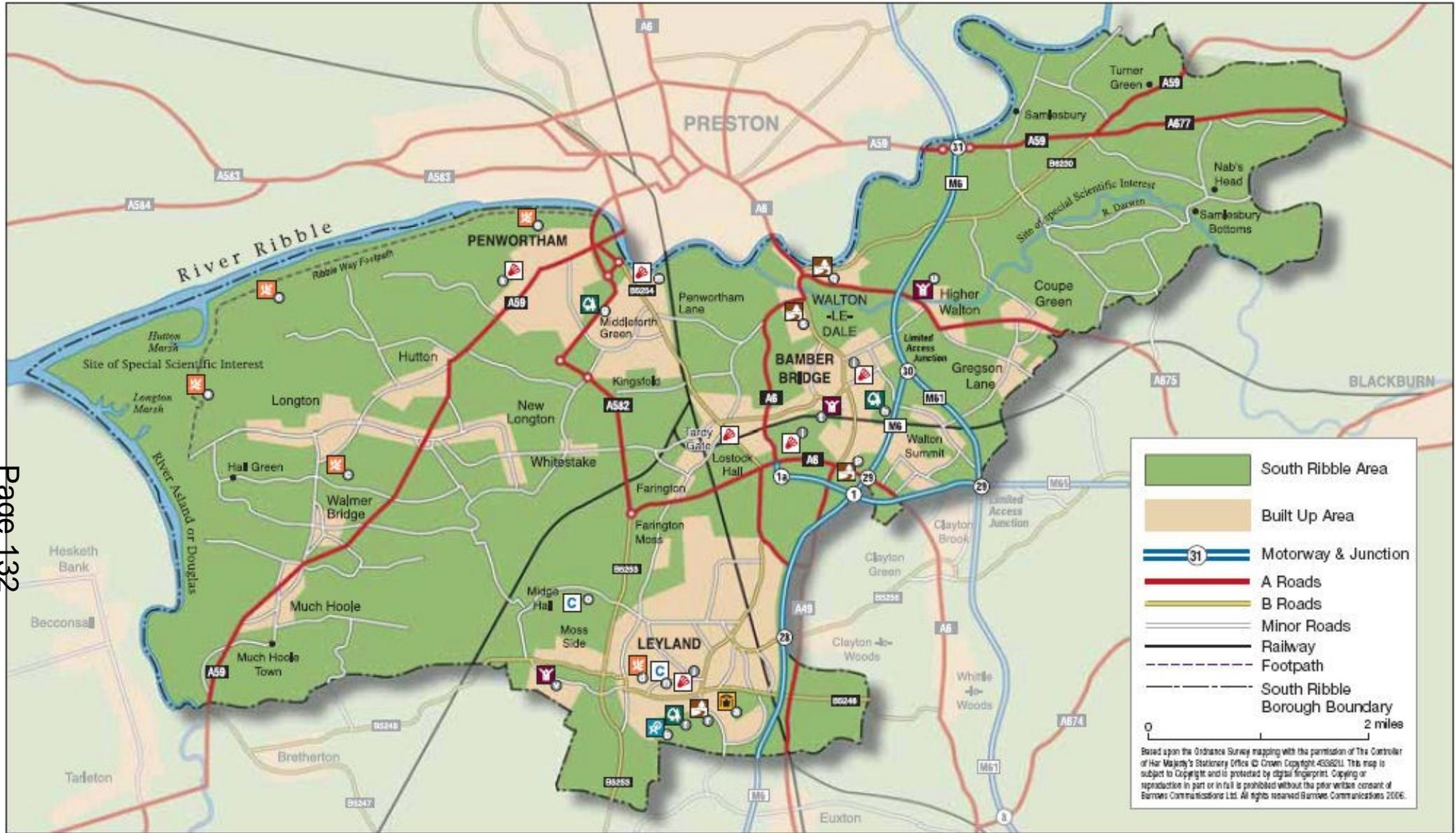
The Council’s [performance management framework](#) will be used to monitor the delivery of the Corporate Plan. Progress is recorded by project managers on a regular basis, using the Council’s performance and projects management system and Leadership Team receive monthly reports via the Programme Board meetings. Quarterly reports are made to the Council’s Cabinet and Scrutiny Committee with an annual report to Full Council in July each year.

5.4: Equality and diversity

We are committed to equality, diversity and community cohesion, and we have a legal requirement to have equality objectives, together with having due regards to equality as the plan is delivered. Our 2019 – 20 equality objectives are as follows:

- ▶ Disability Access Audit of the Business & Conference Centre (formerly the Banqueting Suite).
- ▶ Implement a project to deliver independent living support to people living with a disability.
- ▶ Develop and electronic equality impact assessment tool to replace our current manual system.
- ▶ Review all service equality impact assessments to reflect the new leadership structure.
- ▶ Updated equality and diversity training to be provided to employees and members, using discussion groups and our MILO e-learning package.
- ▶ Review of corporate consultation and sharing of intelligence.
- ▶ Deliver the key actions of the South Ribble Dementia Action Alliance as part of our Dementia Friendly Borough status.
- ▶ MH2K project and work place based health checks programme.
- ▶ Develop a strategy for engaging with young people with members of South Ribble Partnership.

We will monitor delivery of the above objectives through our quarterly performance monitoring report presented to our Leadership Team, Scrutiny Committee and Cabinet.



Museum

- Ⓐ South Ribble Museum & Exhibition Centre

Arts & Crafts

- Ⓑ Worden Arts & Crafts Centre

Nature Interest

- Ⓒ Longton Brickcroft & Visitor Centre
- Ⓓ Shrugg's Wood
- Ⓔ Ribble Way Footpath

Leisure Facilities

- Ⓘ Bamber Bridge Leisure Centre & Pool
- Ⓝ Leyland Leisure Centre & Pool
- Ⓞ Penwortham Leisure Centre & Pool
- Ⓟ Tennis Centre
- Ⓠ Penwortham Holme Recreation Centre

Council Outlets

- Ⓡ Civic Centre / South Ribble Banqueting Suite
- Ⓢ Moss Side Depot

Parks

- Ⓣ Worden Park
- Ⓤ Hurst Grange Park
- Ⓥ Withy Grove Park

Conservation Areas

- Ⓟ Church Road
- Ⓠ Church Brow
- Ⓡ Leyland Cross
- Ⓢ Walton Green

Community Centres

- Ⓣ Bamber Bridge Community Centre
- Ⓤ Higher Walton Community Centre
- Ⓥ Moss Side Community Centre

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Agenda Item 8

REPORT TO	ON
COUNCIL	27 FEBRUARY 2019



TITLE	PORTFOLIO	REPORT OF
Council Tax Setting 2019-20	Finance	Director of Customer and Digital

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	Yes
Is this report confidential?	No

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to enable the Council to calculate and set the Council Tax for 2019/20.

2. COUNCIL RECOMMENDATIONS

- 2.1 That the Council approve the formal Council Tax resolution appended to this report and in doing so, approve the Council's budget for 2019/20.

3. REASONS FOR THE DECISION

- 3.1 At its meeting on 13th February 2019, the Cabinet considered the updated financial strategy and draft budget proposals for the coming year. The Cabinet has made a number of recommendations concerning the budget for 2019/20, which included a proposal to increase the Council Tax by 1.99%. Taking into consideration the proposal to increase the Band D Council Tax by 1.99% to £218.88 (excluding parish and town council precepts), the draft resolution, incorporating the recommendations from the Cabinet, is now appended to this report for consideration and approval.

As the "Billing Authority" for the South Ribble area, the Council also collects the Council Tax on behalf of the County Council, Police and Crime Commissioner, Combined Fire Authority and Parish/Town Councils. The appropriate share of the money collected is paid over to these organisations to help pay for the services they are responsible for delivering. The Council Tax which is already agreed separately by each of these organisations, and for which they are individually accountable, is set out below and in the draft resolution.

Town & Parish Councils

The Town & Parish Council Precepts for 2019/20 are detailed together with a comparison with 2018/19 in Appendix C and total £397,104.

The changes included within The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, mean that these precepts take into account the cost of localised Council Tax Support.

There has been an overall increase in the average Band D Council Tax for Town and Parish Councils of 8.1% and this results in an average Band D Council Tax figure of £11.10 for 2019/20.

Lancashire County Council

Lancashire County Council met on 14th February 2019 and set their precept at £48,190,955, in addition a contribution of £566,190 will be made from the surplus in the Collection Fund. This results in a Band D Council Tax of £1,346.59, which is an increase of 3.99% when compared to the current year's charge. Following an offer from the Secretary of State for Communities and Local Government, Lancashire County Council has decided to increase their 2019/20 Council Tax by an additional 1% (up to a total of 3.99%) without being required to hold a referendum, to assist the authority in meeting expenditure on adult social care.

Police and Crime Commissioner for Lancashire

The Police and Crime Commissioner for Lancashire on 13th February 2019 agreed a precept of £7,209,371, in addition a contribution of £77,622 will be made from the surplus in the Collection Fund. This results in a Band D Council Tax of £201.45, an increase of 13.53% on the current year's charge.

Lancashire Combined Fire Authority

Lancashire Combined Fire Authority met on 18th February 2019 and set their precept at £2,486,509, in addition a contribution of £29,475 will be made from the surplus in the Collection Fund. This results in a Band D Council Tax of £69.48, an increase of 2.99% when compared to the current year's charge.

	2018/19	2019/20	Increase/Decrease
South Ribble Borough Council	£214.61	£218.88	1.99%
Lancashire County Council	£1,294.92	£1,346.59	3.99%
Police and Crime Commissioner for Lancashire	£177.45	£201.45	13.53%
Lancashire Combined Fire and Rescue Authority	£67.46	£69.48	2.99%
Sub Total	£1,754.44	£1,836.40	4.67%
Town & Parish Council Average	£10.27	£11.10	8.10%
Total	£1,764.71	£1,847.50	4.69%

4. CORPORATE PRIORITIES

4.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	X
Health and Wellbeing	X
Place	X

Projects relating to People in the Corporate Plan:

People	X
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5. BACKGROUND TO THE REPORT

- 5.1 This report is presented to allow determination of the Council Tax requirement and Council Tax for South Ribble Borough Council for 2019/20. The Council Tax provides the financial resources to help pay for all of the Council's services. It is fundamental in supporting the delivery of all our corporate priorities.

6. PROPOSALS

- 6.1 See Appendix A for the full list and breakdown of proposals.

7. FINANCIAL IMPLICATIONS

- 7.1 The draft resolution in appendix A to the report comprises the formal approval the Council's Council Tax requirement for 2019/20.

8. LEGAL IMPLICATIONS

- 8.1 The Local Government Finance Act 1992 requires billing authorities to fix the council tax for a financial year by 11th March in the preceding financial year.

9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 9.1 Failure to set the Council Tax would adversely affect any organisational development through the lack of financial resource.

10. ICT/TECHNOLOGY IMPLICATIONS

- 10.1 None

11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 11.1 None

12. RISK MANAGEMENT

- 12.1 Any failure to set the Council Tax could result in loss of income, significant administrative costs as well as reputational damage. There is a further risk that a failure to set a Council Tax in a timely fashion could result in intervention from the Secretary of State

13. EQUALITY AND DIVERSITY IMPACT

- 13.1 Failure to set the Council Tax would adversely affect provision of these services to some of the most vulnerable in society.

14. RELEVANT DIRECTORS RECOMMENDATIONS

- 14.1 The setting of Council Tax is a legal requirement and funds the services provided by all the precepting bodies as well as South Ribble Borough Council.

15. COMMENTS OF THE STATUTORY FINANCE OFFICER

- 15.1 The 2019/20 budget for approval includes a proposal to increase the Council Tax for South Ribble Borough Council by 1.99%. The Council Tax Requirement for 2019/20 is £8,230,250 (as set out in Appendix A). This is the forecast amount to be raised from Council Tax in 2019/20 and includes Parish Precepts.

16. COMMENTS OF THE MONITORING OFFICER

16.1 Obviously it is imperative that the council sets a Council Tax – please see the Risk Management section above. Any failure in this regard could result in major adverse consequences for the council – both in terms of reputational damage as well as loss of income.

17. BACKGROUND DOCUMENTS

- 17.1 Budget report as approved by Cabinet on 13th February 2019
- 17.2 Localisation of Council Tax Support Scheme report as approved by Council on 6th February 2019.
- 17.3 Council Tax Base 2019/20 Delegated Decision on 16th January 2019.
- 17.4 South Ribble Borough Council's Council Tax Support Scheme.
- 17.5 Precept letters/emails from:
 - Lancashire County Council;
 - The Police and Crime Commissioner for Lancashire;
 - Lancashire Combined Fire Authority; and
 - Parish/Town Councils

18. APPENDICES

- 18.1 Appendix A – Council Tax Setting Resolution
- 18.2 Appendix B – Council Tax Totals (inc. parishes)
- 18.3 Appendix C – Parish Precepts

Report Author:	Telephone:	Date:
Andy Bamber	01772 625346	19/02/2019

THE COUNCIL IS RECOMMENDED TO RESOLVE AS FOLLOWS

1. That the following be approved:-
 - (a) The revenue estimates for 2019/20.
 - (b) The capital programme for 2019/20.
2. It be noted that on the 16th January 2019 under a delegated decision the Council calculated the Council Tax Base based on information held as at the 30th November 2018 as required by legislation for 2019/20 as follows:-
 - (a) For the whole of Council area as 35,787.4 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]; and
 - (b) For dwellings in those parts of its area to which Parish precepts relates as attached in Appendix C.
3. Calculate that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts) is £218.88.
4. The following amounts be calculated for the 2019/20 in accordance with Sections 31 to 36 of the Act:
 - (a) £54,744,611 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish and Town Councils. (This expenditure includes the government tariff payable in respect of business rates of £15,149,823)
 - (b) £46,514,361 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. (This income includes business rates baseline funding of £17,458,653).
 - (c) £8,230,250 being the amount by which the aggregate at 4(a) above exceeds the aggregate at 4(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
 - (d) £229.98 being the amount at 4(c) above (Item R), all divided by Item T (2(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
 - (e) £397,104 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per the attached Appendix B).
 - (f) £218.88 being the amount at 4(d) above less the result given by dividing the amount at 4(e) above by Item T (2(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.
5. To note that the County Council, the Lancashire Police and Crime Commissioner and the Fire Authority have issued Precepts to the Council in accordance with Section 42A of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.
6. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2019/20 for each part of its area and for each of the categories of dwellings.

South Ribble Borough Council

Valuation Bands							
A	B	C	D	E	F	G	H
£145.92	£170.24	£194.56	£218.88	£267.52	£316.16	£364.80	£437.76

Lancashire County Council

Valuation Bands							
A	B	C	D	E	F	G	H
£897.73	£1,047.35	£1,196.97	£1,346.59	£1,645.83	£1,945.07	£2,244.32	£2,693.18

Police and Crime Commissioner for Lancashire

Valuation Bands							
A	B	C	D	E	F	G	H
£134.30	£156.68	£179.07	£201.45	£246.22	£290.98	£335.75	£402.90

Lancashire Combined Fire Authority

Valuation Bands							
A	B	C	D	E	F	G	H
£46.32	£54.04	£61.76	£69.48	£84.92	£100.36	£115.80	£138.96

7. In accordance with Section 59A of South Ribble Borough Council's Council Tax Support Scheme and the decision taken by Council on 6th February 2019 that the weekly deduction should be between £3.00 and £5.00 per week, that Council determine the reduction in Council Tax Support applicable to working age claimants with effect from the 1st April 2019 as being £3.50 plus RPI per week.
8. South Ribble Borough Council's basic amount of Council Tax for 2019/20 is not excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992

APPENDIX B

Council Tax Schedule	Bands							
2019/20	A	B	C	D	E	F	G	H
South Ribble Borough Council	£145.92	£170.24	£194.56	£218.88	£267.52	£316.16	£364.80	£437.76
Lancashire County Council	£897.73	£1,047.35	£1,196.97	£1,346.59	£1,645.83	£1,945.07	£2,244.32	£2,693.18
Lancashire Police Authority	£134.30	£156.68	£179.07	£201.45	£246.22	£290.98	£335.75	£402.90
Lancashire Combined Fire Authority	£46.32	£54.04	£61.76	£69.48	£84.92	£100.36	£115.80	£138.96
Total Unparished Areas	£1,224.27	£1,428.31	£1,632.36	£1,836.40	£2,244.49	£2,652.57	£3,060.67	£3,672.80
Farington	£14.51	£16.93	£19.35	£21.77	£26.61	£31.45	£36.28	£43.54
Farington and South Ribble BC	£160.43	£187.17	£213.91	£240.65	£294.13	£347.61	£401.08	£481.30
Farington Total	£1,238.78	£1,445.24	£1,651.71	£1,858.17	£2,271.10	£2,684.02	£3,096.95	£3,716.34
Hutton	£16.10	£18.78	£21.47	£24.15	£29.52	£34.88	£40.25	£48.30
Hutton and South Ribble BC	£162.02	£189.02	£216.03	£243.03	£297.04	£351.04	£405.05	£486.06
Hutton Total	£1,240.37	£1,447.09	£1,653.83	£1,860.55	£2,274.01	£2,687.45	£3,100.92	£3,721.10
Little Hoole	£15.05	£17.55	£20.06	£22.57	£27.59	£32.60	£37.62	£45.14
Little Hoole and South Ribble BC	£160.97	£187.79	£214.62	£241.45	£295.11	£348.76	£402.42	£482.90
Little Hoole Total	£1,239.32	£1,445.86	£1,652.42	£1,858.97	£2,272.08	£2,685.17	£3,098.29	£3,717.94
Longton	£18.57	£21.66	£24.76	£27.85	£34.04	£40.23	£46.42	£55.70
Longton and South Ribble BC	£164.49	£191.90	£219.32	£246.73	£301.56	£356.39	£411.22	£493.46
Longton Total	£1,242.84	£1,449.97	£1,657.12	£1,864.25	£2,278.53	£2,692.80	£3,107.09	£3,728.50
Much Hoole	£7.94	£9.26	£10.59	£11.91	£14.56	£17.20	£19.85	£23.82
Much Hoole and South Ribble BC	£153.86	£179.50	£205.15	£230.79	£282.08	£333.36	£384.65	£461.58
Much Hoole Total	£1,232.21	£1,437.57	£1,642.95	£1,848.31	£2,259.05	£2,669.77	£3,080.52	£3,696.62
Penwortham	£24.79	£28.92	£33.05	£37.18	£45.44	£53.70	£61.97	£74.36
Penwortham and South Ribble BC	£170.71	£199.16	£227.61	£256.06	£312.96	£369.86	£426.77	£512.12
Penwortham Total	£1,249.06	£1,457.23	£1,665.41	£1,873.58	£2,289.93	£2,706.27	£3,122.64	£3,747.16
Samlesbury and Cuerdale	£10.60	£12.37	£14.13	£15.90	£19.43	£22.97	£26.50	£31.80
Samlesbury and Cuerdale and South Ribble BC	£156.52	£182.61	£208.69	£234.78	£286.95	£339.13	£391.30	£469.56
Samlesbury and Cuerdale Total	£1,234.87	£1,440.68	£1,646.49	£1,852.30	£2,263.92	£2,675.54	£3,087.17	£3,704.60

Parish Precepts

Parish/ Town Council	2018/19			2019/20		
	Precept	Tax Base Band D Equivalent Properties	Band D Equivalent £	Precept	Tax Base Band D Equivalent Properties	Band D Equivalent £
	£		£	£		£
Farington	50,000	2,196.9	22.76	50,000	2,297.0	21.77
Hutton	22,000	886.9	24.81	22,000	910.9	24.15
Little Hoole	22,500	817.3	27.53	22,500	807.8	27.85
Longton	73,200	3,108.3	23.55	116,000	3,119.6	37.18
Much Hoole	19,353	707.2	27.37	8,604	722.6	11.91
Penwortham	170,000	7,510.1	22.64	170,000	7,532.3	22.57
Samlesbury & Cuerdale	8,000	501.3	15.96	8,000	503.0	15.90
Total	365,053	15,728.0		397,104	15,893.2	

MINUTES OF CABINET

MEETING DATE **Wednesday, 13 February 2019**

MEMBERS PRESENT: Councillors Margaret Smith (Chair), Colin Clark, Cliff Hughes, Phil Smith, Susan Snape and Karen Walton

OFFICERS: Heather McManus (Chief Executive), Tim Povall (Deputy Chief Executive of Resources and Transformation (Section 151 Officer)), Gregg Stott (Deputy Chief Executive of Regeneration and Growth), Paul Hussey (Director of Customer and Digital), Dave Whelan (Legal Services Manager/Interim Monitoring Officer), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services), Andrew Richardson (Assistant Director of Neighbourhoods) and Dianne Scambler (Governance and Member Services Team Leader)

OTHER MEMBERS AND OFFICERS: Councillor Jane Bell, Councillor Carol Chisholm (Deputy Mayor), Councillor Derek Forrest, Councillor Paul Foster (Leader of the Opposition and Leader of the Labour Group), Councillor Mary Green, Councillor Michael Green, Councillor Jon Hesketh, Councillor Susan Jones JP, Councillor Keith Martin, Councillor Jacqueline Mort (Member Champion (Member Development)), Councillor Peter Mullineaux, Councillor Alan Ogilvie (Member Champion (Armed Forces)), Councillor Michael Titherington (Deputy Leader of the Opposition and Deputy Leader of the Labour Group) and Councillor Matthew Tomlinson

PUBLIC: 3

63 Apologies for Absence

An apology was received from Councillor Caroline Moon.

64 Minutes of meeting Wednesday, 23 January 2019 of Cabinet

Decision made (Unanimously):

That the minutes held on 23 January 2019 be approved as a correct record.

65 Declarations of Interest

There were no declarations of any interests.

66 Cabinet Forward Plan

Decision made (Unanimously):

That with the inclusion of the Neighbourhood Plans to be included for determination by Cabinet on 20 March 2019, the Cabinet Forward Plan be noted.

67 Corporate Plan 2019-2024 and Risk Registers

The Chief Executive presented a report that provided Cabinet with a copy of the updated Council Corporate Plan for 2019/20, the Corporate Plan Risk Register and Corporate Risk Register for 2019/20.

Cabinet noted the hard work by officers in producing a very comprehensive document that followed on from the success of last year.

Decision made (Unanimously)

That:

1. Cabinet recommends full Council to approve the proposed Corporate Plan for 2019/24 on 27 February 2019.
2. Cabinet acknowledge the Corporate Plan Risk Register and Council Corporate Risk Register for 2019-2020, in addition to the Equality Impact Assessment.

Reason(s) for the decision:

1. The updated 2019-2024 Corporate Plan has responded to the findings of the community strategy consultation carried out by the South Ribble Partnership.
2. This plan brings forward specific programmes and projects that will be delivered by South Ribble Borough Council throughout 2019/20.

Alternative Options Considered and Rejected:

There are no other options to be considered as a five year Corporate Plan, including corporate priorities and programmes were agreed at Council on 28 February 2018. It is good practice for the annual delivery plan to be regularly monitored and refreshed to ensure that the plan continues to meet the need of the community.

68 Nomination of Mayor-elect and Deputy Mayor-elect 2019-20

The Cabinet received a report of the Assistant Director of Scrutiny and Democratic Services that sought nominations for the Mayor Elect and Deputy Mayor Elect for 2019/20.

The Leader of the Opposition commented that over the past 14 years, there had been 13 Conservative Mayors and stated that should the Labour Group gain administration of the Council in the May Elections they would look to overturn the decision.

It was proposed by the Leader of the Council, seconded by the Cabinet Member (Public Health and Safety, Wellbeing and Environmental) and

Decision made (Unanimously)

That:

1. Cabinet recommends full Council to elect Councillor Carol Chisholm as the Mayor Elect for 2019/20.
2. Cabinet recommends full Council to elect Councillor Peter Mullineaux as the Deputy Mayor Elect for 2019/20.

Reason(s) for the decision:

Cabinet is requested to nominate the Mayor Elect and Deputy Mayor Elect for 2019/20 for appointment at the Annual Council Meeting and to enable arrangements for the Mayoral Installation in May 2019 to be commenced.

Alternative Options Considered and Rejected:

Not applicable. The Constitution indicates that the Mayor and Deputy Mayor should be appointed at the Annual Council Meeting held each year.

69 Council Tax Support Scheme - Modelling outcome and Hardship Scheme Review

The Cabinet considered a report of the Director of Customer and Digital that informed them on the steps being undertaken by the Council on the remodelling of the Council Tax Support Scheme. The report also provided information on the work being undertaken to actively promote the Exceptional Hardship Fund.

The Deputy Chief Executive of Resources and Transformation explained that it was important for the Council to consult with their major preceptors before undertaking statutory consultation with its residents and in response to a Member question outside the Cabinet, confirmed that the authority had made a concerted effort to reduce its use of bailiffs for debt collection purposes.

The Cabinet Member (Finance) also talked about the importance of proactively promoting the local hardship scheme in the community by advertising this support at key sites across the Borough.

Decision made (Unanimously)

That:

1. Cabinet notes the recent Government budget announcements and the remodelling work carried out to inform the formal consultation required to adopt a revised Council Tax Support Scheme for 2020/21.
2. Cabinet notes the proposed work to proactively promote the hardship funds.

Reason(s) for the decision:

1. The adoption of a revised Council Tax Support Scheme has been agreed as a priority in the Corporate Plan 2018/23 and Medium Term Financial Strategy.
2. To ensure that any future, new or revised scheme is intended to address the potential administrative burden of the rollout of Universal Credit and satisfy the statutory requirement within the localisation of Council Tax Support that consultation must take place with major preceptors and residents.

Alternative Options Considered and Rejected:

None.

70 2019/20 Budget and Medium Term Financial Strategy 2019/20 to 2022/23

The Cabinet considered a report of the Deputy Chief Executive Resources and Transformation (Section 151 Officer) that set out the proposed 2019/20 Revenue Budget for the Council and Medium Term Financial Strategy for the next four years and sought approval and recommendation to Council on various elements.

This financial plan for the Council is aligned to the Corporate Plan and provides the financial detail on how the Council will deliver its ambitions and services for its residents.

A Member outside of Cabinet asked for clarification on the continuation of New Homes Bonus payments to County Council as part of the City Deal following the Fair Funding changes proposed in 2020/21. The Deputy Chief Executive, Resources and Transformation explained that any changes would need to be worked through to make sure that any new arrangement benefited the Council.

In response to a member of the public, the Deputy Chief Executive for Resources and Transformation also provided assurance that the Council would meet the £150k efficiency saving that had been identified over the next four years, explaining that this was down to natural staff turnover.

Decision made (Unanimously)

That:

1. Cabinet recommends full Council to approve the 2019/20 Budget and Medium Term Financial Plan 2019/20 to 2022/23 on 27 February 2019.
2. Cabinet approved the Reserve estimate for 2018/19.
3. Cabinet approved the Revenue Budget for 2019/20 and the Medium Term Financial Strategy (MTFS) 2019/20 through to 2022/23.
4. Cabinet approved the Corporate Asset Management Plan.
5. Cabinet approved the Capital and Investment Strategy.
6. Cabinet approved the Capital Programme 2019/20 to 2022/23.
7. Cabinet approved the Treasury Management Policy Statement.
8. Cabinet recommends full Council to set a Council Tax increase of 1.99% on 27 February 2019.

Reason(s) for the decision:

Cabinet recommends the budget for approval to full Council for 2019/20 as per Local Government Finance Act 1992 to set a Council Tax for 2019/20 by 11 March 2019. The Corporate Policy Framework is updated to reflect the revised reports above and to include the Corporate and Investment Framework and Capital Programme in our Constitution.

The report also provides the overall strategy for the Council for the next four years that will enable delivery of the Corporate Plan ambitions. It sets out a clear affordable programme of investment, organisational development and growth. All of these factors are summarised in the four year MTFS to be recommended to Council. The MTFS allows for spending to be made to deliver changes and improvements and for funding to be generated to pay for future capital spending and liabilities.

Alternative Options Considered and Rejected:

None.

71 Pay Line Implementation 2019

The Cabinet considered a report of the Deputy Chief Executive of Resources and Transformation (Section 151 Officer) that sought approval to apply the National Pay Award for 2019 and to implement the new pay line ahead of applying annual incremental rises.

The implementation to apply the new pay line ahead of applying the annual incremental rises but be of most benefit to the lower paid staff.

Decision made (Unanimously)

That:

1. Cabinet grants approval to apply the pay line agreed by the National Joint Council.
2. Cabinet grants approval to implement the new pay line ahead of applying annual incremental rises.

Reason(s) for the decision:

The pay line is a National Joint Council (NJC) collective agreement and is incorporated within the employees' contract of employment and therefore employees have a contractual right for it to be implemented and assimilated into the relevant spinal column point on the new pay line.

Alternative Options Considered and Rejected:

Applying incremental rises on the current pay scales and then implement the new pay line. This was rejected as less favourable to lower paid employees.

72 Digital Strategy 2019-2022

Cabinet considered a report of the Director of Customer and Digital that sought approval to adopt a three year Digital Strategy to establish a clear direction for how the Council will transform using Digital and technology over the coming years. The Strategy will support and enable the Council to deliver on the objectives of its Corporate Plan 2019/20 to 2022/23 and Medium Term Financial Strategy.

The Director of Customer and Digital accepted that its implementation was quite challenging given the timescales but that it was integral to the delivery of the Council's transformational programme over the next few years.

In response to a member of the public querying as to why the Council had not already implemented a Digital Strategy it was explained that ICT is always changing and it is important for the Council to keep abreast of any changes. It was also recognised that improved use of technology would help the Council to deliver its growth agenda by being able to utilise staff in different ways.

Decision made (Unanimously)

That:

1. Cabinet supports the adoption of the three year Digital Strategy.
2. Cabinet notes the consultation undertaken to date to help inform the Strategy.
3. Cabinet notes the arrangements for the effective implementation of the Strategy through the Digital to improve programme.
4. Cabinet notes the allocation of resources within the Capital Programme to fund the Digital Strategy on the basis of invest to save principles.

Reason(s) for the decision:

The Digital Strategy directly supports projects aligned with the Corporate Plan priorities, as well as existing projects identified within the Medium Term Financial Strategy and Transformation agenda.

Alternative Options Considered and Rejected:

1. If the status quo was to be maintained, it is likely that the Council would miss the benefit of added value to its services together with wider promotion Digital inclusion, participation, and creating active citizens.
2. The lack of an effective Digital Strategy presents risks to the Council's delivery of the Corporate Plan and Transformation.

73 Refurbishment of Worden Park Play Area

The Cabinet considered a report of the Assistant Director of Neighbourhoods and Development that sought approval to allocate Section 106 monies, as part of the Green Links Project approved at budget 2018/19, to partially refurbish Worden Play Area with inclusive equipment allowing use by individuals of all abilities.

Both Cabinet Members and other Members of the Council welcomed the improvements that were planned. Worden Park is an extremely popular and well used facility by people of all abilities, and who live inside and outside the borough.

Assurance was provided that there would be additional Section 106 monies for spend on other play areas and open spaces across the Borough.

Decision made (Unanimously)

That:

1. Cabinet grants approval of the £177,000 capital spend to permit partial refurbishment of the play area at Worden Park.
2. Cabinet grants approval to undertake a procurement exercise to procure and install the play equipment for the partial refurbishment of the play area at Worden Park.
3. Cabinet grants delegated authority to the Assistant Director of Neighbourhoods and Development in consultation with the Deputy Chief Executive of Resources and Transformation with the Cabinet Member for Neighbourhoods and Streetscene to award the contracts.

Reason(s) for the decision:

Health and Wellbeing is a major priority within the Council's Corporate Plan. The Council wants to promote health and wellbeing objectives by developing high quality community open spaces, connected across the borough which supports residents in adopting healthier and more active lifestyles. The investment within our parks and green links will connect a network of community open spaces developed in partnership with local neighbourhoods across the borough offering opportunities for sustainable travel, leisure activities, sustainable living and a sense of connecting people to places.

Alternative Options Considered and Rejected:

The option to maintain current equipment levels was considered, however this would mean that the equipment would continue to deteriorate and the opportunity to enhance and improve the facilities and increase its usability by individuals of all abilities would be missed.

Chair

Date

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MINUTES OF SCRUTINY COMMITTEE

MEETING DATE Thursday, 14 February 2019

MEMBERS PRESENT: Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Carol Chisholm, Susan Jones, Keith Martin, Mike Nathan, Michael Titherington and Graham Walton

CABINET MEMBERS: Councillor Colin Clark (Cabinet Member (Corporate Support and Assets)), Councillor Margaret Smith (Leader of the Council and Leader of the Conservative Group), Councillor Phil Smith (Cabinet Member (Regeneration and Leisure)), Councillor Susan Snape (Cabinet Member (Finance)) and Councillor Karen Walton (Cabinet Member (Public Health and Safety, Wellbeing and Environmental) and Member Champion for Older People)

OFFICERS: Gregg Stott (Deputy Chief Executive of Regeneration and Growth), Tim Povall (Deputy Chief Executive of Resources and Transformation (Section 151 Officer)), Dianne Scambler (Governance and Member Services Team Leader), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services), Charlotte Lynch (Trainee Governance and Member Services Officer) and Howard Anthony (South Ribble Partnership Manager)

PUBLIC: 0

39 Apologies for Absence

Apologies for absence were received from Councillors David Howarth, Jim Marsh, Elizabeth Mawson, John Rainsbury and Linda Woollard.

40 Minutes of the Last Meeting

RESOLVED: (Unanimously)

That the minutes of the Scrutiny Committee meeting held on Thursday, 10 January 2019 be signed as a correct record by the Chair.

41 Declarations of Interest

There were none.

42 Matters Arising from Previous Meetings

The Committee received an update on progress made against matters arising from previous meetings. It was suggested that those actions implemented be removed from the matters arising sheet.

RESOLVED: (Unanimously)

That the update be noted.

43 Corporate Plan and Corporate Risk Register 2019-2024

The Leader of the Council (Councillor Margaret Smith) and Deputy Chief Executive – Regeneration and Growth (Gregg Stott) addressed the Committee and responded to members' comments and enquiries relating to the Corporate Plan and Corporate Risk Register for 2019-2024.

During the discussion, the Committee's comments and enquiries included the following areas:

- The input of residents and wider membership involvement was queried and assurances sought that consultations would occur.
- How the Council seeks to meet the criteria of 'the UK's best place to live' and how the Council knows what this criteria is.
- Differences between the Corporate Plan and the Community Strategy were queried. It was assured that the documents outlined a broader vision for the borough but informed and complemented one another.
- The success measures for the Corporate Plan seemed to be process-based, rather than outcome-based, with reference made to the Dementia Alliance and the percentage of empty properties. It was acknowledged that there would be issues in quantifying success but that it was important to highlight commitment to these matters.
- The measurability and achievability of the project plans were queried. It was reported that the project management system, InPhase, holds a detailed breakdown of indicators and measures which would be reported within quarterly performance reports and quarterly feedback to the Committee. Detailed information for individual projects could be requested for scrutinising by Committee if required.
- The success measure for the Air Quality Plan revolving around the percentage of residents concerned about air quality was considered inappropriate, with the Committee believing success should be measured around the actual quality of air.
- The lack of focus on village centres within the Corporate Plan.
- An update was requested regarding progress at the Cuerden Strategic Site and the economic importance of the site was stressed. The considerable business rate of the site was acknowledged.
- Reference was made to the Cross-Borough Link Road and the timescale for its delivery. Further information was provided on the progress of consultations with Homes England, Taylor Wimpey and Highways England. It was queried

whether explicit timescales for delivery could be included consistently in the Plan.

- The role of South Ribble Ambassadors was explored with regards to the criteria for this position and how this role would be advertised and appointed.

RESOLVED: (Unanimously)

That:

1. the Committee welcomes the look and presentation of the Corporate Plan.
2. future Corporate Plan documents be more explicit on the consultation and evidence base used to influence the Plan.
3. success measures be reviewed to be more measurable and outcome-focused.
4. the Committee looks forward to project plans for each Corporate Plan Action being accessible to Members and to the Scrutiny Committee in future Performance Monitoring reports. [Point of clarity – where appropriate on an individual basis to the Committee].
5. the Committee asks that the measure of success for air quality be reviewed and revised to be more outcome-focused.

44 Budget and Medium Term Financial Strategy

The Cabinet Member for Finance (Councillor Susan Snape) and Deputy Chief Executive – Resources and Transformation/Section 151 Officer (Tim Povall) addressed the Committee and responded to members' comments and enquiries relating to the 2019/20 Budget and Medium-Term Financial Strategy.

During the discussion, the Committee's comments and enquiries included the following areas:

- What the additional income generated by increased council tax would be spent on and what tangible difference(s) residents would see, with a vision to the next five years' strategy and growth.
- The need to raise council tax was queried, due to the council maintaining stable and healthy bank balances.
- The difference between earmarked and total reserves and how these are prioritised was queried. It was confirmed that an earmarked reserve was allocated for a specific purpose.
- An explanation as to the surplus budget for Planning and Property forecasted over the next five years was sought. It was reported that the Council would increasingly benefit from the New Homes Bonus grant as they met targets in house-building.

- The significant amounts received in Section 106 and Infrastructure levies were highlighted and queried as possible investments for affordable housing. Attention was drawn to an ongoing review regarding the use of Section 106 monies and areas to build in and use such money. Indicative figures would be available later in February 2019 with a full report scheduled to be published after the elections in May 2019.
- The reasoning behind referring to staffing and resources as Efficiency Targets in Appendix B was raised and seen as being peculiar wording.
- Assurance was provided that the Council was confident in delivering the capital programme and that it has the skills and capacity required for delivery.

RESOLVED: (Unanimously)

That:

1. the link between the Budget and implementing the Corporate Plan is strengthened and made more explicit.
2. the Committee looks forward to receiving a copy of the Section 106 Review.
3. that future information and reports on how and when Section 106 money is spent be more transparent.
4. the title of the Efficiency Target in Appendix B be reviewed and made more specific.

45 Worden Hall - Progress Update

The Cabinet Member for Corporate Support and Assets (Councillor Colin Clark) and Deputy Chief Executive – Resources and Transformation (Gregg Stott) addressed the Committee and responded to members' comments and enquiries relating to the Worden Hall Commercialisation Update.

During the discussion, the Committee's comments and enquiries included the following areas:

- Disappointment was expressed with the delay in producing the options paper on the future use of Worden Hall and it was queried whether there would be a reduction in fees to the consultants due to this. It was confirmed that there would be no such reduction and that final recommendations would be received from the consultants in March 2019.
- Potential uses for Worden Hall were discussed and it was queried whether there had been any expressions of interest in renting the premises.
- A pricing policy for leasing the premises at Worden Hall was mentioned, with emphasis placed on income generation.
- Concern was expressed over a change to the Terms of Reference for the project which was not reported to the Scrutiny Committee.

RESOLVED: (Unanimously)

That:

1. the Committee expresses concern at the extended delay with the consultant's report into the future of Worden Hall.
2. the Committee looks forward to the consultant's report being presented to Cabinet on 20 March 2019.
3. a written report on progress continues to be a standing item on the Scrutiny Committee agenda.

46 Scrutiny Matters

46a Cabinet Forward Plan

The Committee noted the Cabinet Forward Plan.

46b Scrutiny Forward Plan

The Committee noted the Scrutiny Forward Plan.

46c Joint Scrutiny Review of Our Health, Our Care

The Chair informed the Committee that the Joint Scrutiny Review of Our Health, Our Care had been postponed until May 2019, when more would be known about the next stages of the programme.

46d Lancashire County Council's Health Scrutiny Committee

The Chair updated the Committee that a meeting of Lancashire County Council's Health Scrutiny Committee had been held, but expressed his disappointment that he was unable to attend.

Chair

Date

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