

CABINET

THURSDAY, 1ST MARCH, 2018, 5.00 PM

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

AGENDA

1 Apologies for Absence

2 Minutes of the Last Meeting

(Pages 3 - 6)

Minutes of the last meeting held on 14 February 2018 attached to be signed as a correct record.

3 Declarations of Interest

Members are requested to indicate at this stage in the proceedings any items on the agenda in which they intend to declare an interest. Members are reminded that if the interest is a Disclosable Pecuniary Interest (as defined in the Members' Code of Conduct) they must leave the room for the whole of that item. If the interest is not a Disclosable Pecuniary Interest, but is such that a member of the public could reasonably regard it as being so significant that it is likely that it would prejudice their judgment of the public interest (as explained in the Code of Conduct) then they may make representations, but then must leave the meeting for the remainder of the item.

4 Pay Policy 2018-19

(Pages 7 - 18)

Report of the Chief Executive attached.

5 Performance Report - Quarter 3

(Pages 19 - 58)

Report of the Interim Improvement Manager attached.

6 Nomination of Mayor Elect and Deputy Mayor Elect 2018/19

(Pages 59 - 62)

Report of the Interim Monitoring Officer attached

7 Cabinet Forward Plan

(Pages 63 - 66)

To approve the latest version of the Cabinet's Forward Plan as at 20 February 2018.

Heather McManus
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Cabinet Councillors Peter Mullineaux (Chair), Colin Clark (Vice-Chair), Cliff Hughes, Jacqui Mort, Phil Smith, Susan Snape and Graham Walton

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

Forthcoming Meetings

5.00 pm Wednesday, 11 April 2018 - Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

MINUTES OF CABINET

MEETING DATE Wednesday, 14 February 2018

MEMBERS PRESENT: Councillors Peter Mullineaux (Chair), Colin Clark (Vice-Chair), Jacqui Mort, Phil Smith, Susan Snape and Graham Walton

OFFICERS: Heather McManus (Chief Executive), Dave Whelan (Legal Services Manager/Monitoring Officer) and Andy Houlker (Senior Democratic Services Officer)

OTHER MEMBERS AND OFFICERS: Councillor William Evans, Councillor Derek Forrest, Councillor Mary Green, Councillor Michael Green, Councillor Jon Hesketh, Councillor Susan Jones JP, Councillor Keith Martin, Councillor Michael Titherington (Mayor), Councillor Matthew Tomlinson, Councillor Karen Walton, Councillor Paul Wharton, Jane Blundell (Deputy Section 151 Officer), Joanne Platt (Interim Corporate Improvement Manager), Tracy Boustead (Interim HR and OD Officer), Darren Cranshaw (Scrutiny & Performance Manager), Rebecca Heap (Senior Community Works Officer), Noel O'Neill (Interim Consultant) and Andrew Richardson (Parks & Neighbourhoods Manager)

PUBLIC: 2

76 Apologies for Absence

An apology for absence was submitted on behalf of Councillor Hughes.

77 Minutes of the Last Meeting

RESOLVED (Unanimously):

That the minutes of the meeting held on 25 January 2018 be approved and signed as a correct record.

78 Declarations of Interest

There were no declarations of interest.

79 Corporate Planning (Corporate Plan, Risk Management, 2018/19 Budget and Medium Term Financial Strategy (MTFS))

79a Corporate Plan 2018-2023 and Corporate Risk Register 2018-19

The Interim Corporate Improvement Manager addressed the Cabinet and presented for approval the Council's new Corporate Plan for 2018-2023 and the Corporate Risk Register for 2018-2019.

This followed extensive consultation on future priorities with residents, businesses, partners and members of the council. The outcome had been used to inform the development of a new vision for the Borough and the Council and new corporate priorities for the period 2018-2023. These were set out in a new Corporate Plan for 2018-2023 (Appendix 1 to the report).

A new Corporate Risk Register for 2018-19 had also been developed. This identified the risks to achieving the corporate objectives and the actions to mitigate those risks (Appendix 2 to the report).

The Scrutiny Committee had considered and made recommendations on the Corporate Plan at its meeting on 8 February 2018.

Decision Made (Unanimously) that:

1. Cabinet welcomes any comments on the draft Corporate Plan arising from the meeting of the Scrutiny Committee held on the 8 February 2018 and will consider how these can be reflected in the document presented to Council;
2. subject to (1) above Cabinet recommends the Corporate Plan for 2018-2023 attached at **Appendix 1** to Council for approval; and
3. Cabinet recommends the Corporate Risk Register for 2018-19 attached at **Appendix 2** to Council for approval.

Reasons for the Decision:

The paramount importance of the Corporate Plan (and associated Risk Register) was clear as it set out a Vision and the Corporate Priorities for the Council. Also the Council's Medium Term Financial Strategy (MTFS) was aligned to the Corporate Plan to enable delivery of the Council's ambitions and services for residents.

Alternative Options Considered and Rejected:

Option 1: Roll forward the existing corporate priorities for a further year. As these have not been refreshed for a number of years, this option is not recommended.

Option 2: Do nothing but this will leave the Council without a current Corporate Plan for 2018 and beyond and is therefore not recommended.

79 Capital Strategy

b

The Deputy Section 151 Officer presented the Council's five year Capital Strategy 2018/19 to 2022/23 and how it was funded. The implications of the strategy were reflected in the Council's 2018/9 Budget and the Medium Term Financial Strategy (MTFS). The strategy was an ambitious and deliverable key part of the Council's Corporate Planning process setting out the major capital expenditure to deliver its ambitions and services for residents.

It was acknowledged that Penwortham Holme had suffered from flooding and other issues and it was confirmed that remedial works were programmed in 2017/8.

Decision Made (Unanimously) that:

1. Cabinet approves the Capital Strategy detailed in Appendix 1 and recommend its approval to Council;
2. Cabinet approves the funding arrangements for the Capital Strategy and recommend its approval to Council;
3. Cabinet notes the implications of using debt to fund the Strategy and the implications of future revenue budgets; and
4. Cabinet agrees to the implications of the Capital Strategy being incorporated into the Corporate Risk Register.

Reasons for the Decision:

The report was part of the overall financial strategy for the Council for the next 5 years that would enable delivery of the Corporate Plan ambitions. It sets out a clear affordable programme and the revenue implications were part of the Medium Term Financial Strategy to be recommended to Council.

Alternative Options Considered and Rejected:

There was no alternative, to support the Corporate Plan the Council needed to have a Capital Strategy in place.

79c 2018/19 Budget and Medium Term Financial Strategy (MTFS)

Further to Minute Nos.79(a) and 79(b) above, the Deputy Section 151 Officer presented the proposed 2018/19 Revenue Budget for the Council and the Medium Term Financial Strategy (MTFS) for the next 5 years. This was the financial plan for the Council for the next 5 years. It was aligned to and supported the Corporate Plan and accounted for the implications of the Capital Strategy in delivering the Council's ambitions and services for residents.

It was explained that in part the new approach followed major changes in local authority finance. One implication of this had been that this Council no longer received a revenue grant from Central Government.

A considerable amount of work had been carried out on Business Rate Retention and it was considered that the figures included in the budget were accurate.

In respect of the Council's Management Re-structure, it was confirmed that the figure in the report was correct for Year 1 with further savings in Year 2.

It was confirmed that the Council did not have performance related pay.

Decision Made (Unanimously) that:

1. Cabinet approves the revenue budget for 2018/19 as set out in Appendix A;
2. Cabinet approves the 5 year Medium Term Financial Strategy (MTFS) 2018/19 through to 2022/23, summarised at Appendix B; and
3. Cabinet recommends to Council a Council Tax increase of 2.99%.

Reasons for the Decision:

The Council has a statutory obligation to set a balanced budget and this was reflected in the report.

Alternative Options Considered and Rejected:

There was not alternative as Cabinet was under a legal duty to prepare and agree budget proposals which then must be referred to full Council for its consideration. The budget had been set with reference to all relevant legal requirements set out in the Local Government Finance Act 1992 and all other related legislation, statutory instruments and regulations.

80 Treasury Strategy 2018/19 to 2022/23

The Deputy Section 151 Officer presented the Prudential and Treasury Indicators and Treasury Management and Investment Strategies for 2018/19 to 2022/23, and the Minimum Revenue Policy Statement for 2018/19. The Treasury Strategy was aligned to the Capital Strategy and its delivery within the Council's ambitious Corporate Plan. Whilst there were anticipated changes to the requirements by the Chartered Institute of Public Finance and Accountancy (CIPFA), the Council was currently fully compliant.

Decision Made (Unanimously):

That Council be recommended to approve

- the Prudential Indicators for 2018/19 to 2022/23 in paragraphs 9.2, 9.3, 9.5, and 9.6.
- the annual Minimum Revenue Policy (MRP) statement in paragraph 9.4.
- the Treasury Strategy, and Treasury Indicators for 2018/19 to 2022/23 in paragraphs 10.6, 10.7 and 11.4.
- the Annual Investment Strategy including Investment Counterparties in section 11.

Reasons for the Decision:

The Treasury Strategy and associated documents are designed to ensure compliance with all relevant regulations and statutory codes of practice.

Alternative Options Considered and Rejected:

No alternative as the Treasury Strategy ensures the Council complies with the requirements for good governance procedures for self-regulation as set out in the CIPFA Prudential code and Treasury Management Code of Practice. These have been in place since April 2004, following the Local Government Act 2003 which introduced a new system of capital expenditure and borrowing.

Chair

Date

REPORT TO	ON
CABINET	1 st of March 2018



September 2017

TITLE	PORTFOLIO	REPORT OF
Pay Policy 2018/19	Peter Mullineaux	Gail Collins

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
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?	No
Is this report confidential?	No

1. PURPOSE OF THE REPORT

- 1.1 The Localism Act 2011 requires all local authorities to set out its position on a range of issues relating to the remuneration of its employees. The Policy must be approved by the Council in open forum, by the end of March each year and then be published on its website.

2. PORTFOLIO RECOMMENDATIONS

Cabinet agree that the attached Pay Policy 2018/2019 is recommended for approval by the Council at its meeting on 21st March 2018.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Clean, green and safe		Strong and healthy communities	x
Strong South Ribble in the heart of prosperous Lancashire	x	Efficient, effective and exceptional council	x

4. BACKGROUND TO THE REPORT

- 4.1 The purpose of the Pay Policy is to ensure there is transparency as to how pay and remuneration is set by the Council, for all of its employees and particularly for its most senior level posts.

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

The Pay Policy sets out the current approach to the remuneration of all posts within the Council. In particular it specifies certain mandatory requirements that must be detailed within the Policy. This refers to:-

- The pay structure of the Council and how it is set.

- Senior Management Remuneration, providing details of the pay grade for posts defined as Chief Officer and the accompanying allowances.
- The recruitment arrangements for a Chief Officer.
- The relationship between the salaries of Chief Officers and other employees.
- Details of the lowest paid posts within the Council.
- Termination of employment payments.

In addition, the Council already publishes separately pay and remuneration details of its senior managers on its Website.

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 6.1 There has been no requirement for consultation in creating the pay policy as it reports only the current position. However the method in which remuneration is determine will have been through the necessary consultation processes.

7. OTHER OPTIONS CONSIDERED

- 7.1 There is a legal requirement to publish a Pay Policy – this is something we must do

8. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 8.1 Pay and remuneration need to be fair and transparent in order to recruit and retain staff. Pay should be proportionate to staff's level of responsibility within the organisation. Unfair pay can lead to low staff satisfaction and morale.

9. ICT/TECHNOLOGY IMPLICATIONS

- 9.1 N/A

10. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 10.1 N/A

11. RISK MANAGEMENT

- 11.1 The Localism Act places a legal requirement for this information to be published annually.

12. EQUALITY AND DIVERSITY IMPACT

- 12.1 An equality impact assessment will be done prior to the policy being published.

13. RELEVANT DIRECTORS RECOMMENDATIONS

- 13.1 Cabinet agree that the attached Pay Policy 2018/2019 is recommended for approval by the Council at its meeting on 21st March 2018.

14. COMMENTS OF THE STATUTORY FINANCE OFFICER

- 14.1 The senior management posts and grades in the pay policy reflect the approved senior management restructure. The estimated financial implications of the senior management restructure are reflected in the proposed 2018/19 Revenue Budget and the Medium Term Financial Strategy for the next 5 years.

15. COMMENTS OF THE MONITORING OFFICER

- 15.1 The Pay Policy has been prepared to ensure the Council complies with the requirements of the Localism Act 2011

16. BACKGROUND DOCUMENTS (or there are no background papers to this report)

- 16.1 None

ELT Member: Gail Collins
Job Title Interim HR Manager

Report Author:	Telephone:	Date:
Gail Collins	01772 625268	13/02/18

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PAY POLICY STATEMENT- 2018/19

1. Introduction

The Localism Act 2011 – [Chapter 8 - Pay Accountability] requires all local authorities in England and Wales to produce a pay policy statement from 2012/13 and for each financial year thereafter, and must do so with regard to any guidance from the Secretary of State for Communities and Local Government.

The Policy must be agreed by the Full Council and be publically available.

2. Policy Objective

The purpose of the Pay Policy is to provide transparency with regard to the Council's approach to the setting of pay for all its employees and therefore identifies:

- The methods by which salaries of all employees are determined
- The details of the remuneration of its most senior employees, i.e. Chief Officers
- The relationship between the salary of its Chief Officers and other employees within the Council.
- Details relating to the lowest paid employees.

3. Scope

The pay policy covers the remuneration of all employees of the Council including temporary employees.

4. Pay Structure

In determining the pay and remuneration of its employees the Council will comply with all relevant employment legislation. This includes the Equality Act 2010 and the Part-time Regulations 2008.

The Council uses the nationally negotiated pay spine as the basis for its local pay structure, with the exception being those most senior level posts referred to within the Policy. The Council also adheres to the national pay bargaining arrangements in respect of increases to the nation pay spine.

The pay spine is used to determine the salaries of all council employees, apart from the Chief Officers and senior officers, which are addressed separately within this policy. The grading structure of the majority of the posts was established as part of the Single Status job evaluation process and subsequent pay grade structure was adopted following Council approval in April 2007. This also addressed the Council's approach to the job evaluation of

posts and the harmonisation of key terms and conditions of employment. Since 2007 all new posts and posts that have changed significantly are evaluated in accordance with the same Job Evaluation Scheme. The Council operates the GLPC [Greater London Provincial Council] Scheme

5. Chief Officer Remuneration

The Localism Act refers to the position of Chief Officer and states that this refers to: the Head of Paid Service; Statutory Chief Officers; non-statutory Chief Officer posts and their direct reports (known as Deputy Chief Officers). It should be noted that this definition is very broad, and takes account of Metropolitan and County Councils as well as District Councils with far fewer management levels.

Therefore, for the purpose of this policy for South Ribble Borough Council, Chief Officers are:

- The Chief Executive (Head of Paid Services)
- Deputy Chief Executive (2 posts)
- Director of Finance and Assurance Services (Chief Finance Officer s151)
- Director of Legal and Democratic Services (Monitoring Officer)
- Assistant Director of Finance and Assurance Services (Deputy Chief Finance Officer s151)
- Assistant Director of Legal Services (Deputy Monitoring Officer)

Chief Executive

Details of remuneration are contained in the annual Statement of Accounts.

The Chief Executive also receives an essential car user lump sum and the reimbursement of professional subscription fees where membership of a particular professional organisation/s is required to carry out the full role of the post.

The Chief Executive will also take on the role of Returning Officer for any Local, National and European elections, payment for which will be in accordance with the statutory calculation.

Any other allowances relating to the post are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

Deputy Chief Executive

There are two posts of Deputy Chief Executive reporting directly to the Chief Executive

- Deputy Chief Executive Regeneration and Growth
- Deputy Chief Executive Resources and Transformation (Shared Post) (This post is subject to change under proposals to be agreed at full council in March 2018)

Details of remuneration are contained in the annual Statement of Accounts.

Any other allowances relating to the posts are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

Director and Assistant Director Chief Officer Remuneration

There are two posts of Director and two Assistant Directors, which are considered to be Chief Officer’s posts: of which three are a shared post due to undertaking statutory roles.

- Director of Finance and Assurance (Shared Post)
- Director of Legal and Democratic Services (Shared Post)
- Assistant Director Finance and Assurance (Shared Post)
- Assistant Director Legal Services (Shared Post)

Details of remuneration are contained in the annual Statement of Accounts.

Any other allowances relating to the posts are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

6. Recruitment of Chief Executive and Chief Officers

Under Section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit” where there is a requirement to recruit to the post of Chief Executive or Chief Officer.

The appointment to the Councils Chief Executive, Deputy Chief Executive and statutory officer posts will be dealt with by the Appointment and Employment Panel and in accordance with the Council’s constitution.

7. Relationship between Chief Executive/Chief Officer Pay and other Employees

The relationship between the maximum average salaries of the Chief Executive and Chief Officers and the median salary and the lowest paid salary are:

Post	Benchmark Salary	Ratio
Chief Executive salary	median salary	1:4.9
Deputy Chief Executives salary	median salary	1:3.9
Director salary (shared)	median salary	1:3.2
Directors salary	median salary	1:3.0
Assistant Director salary (shared)	median salary	1:2.5
Assistant Directors salary	median salary	1:2.3
Chief Executive salary	lowest salary	1:6.3
Deputy Chief Executives salary	lowest salary	1:5.0
Director salary (shared)	lowest salary	1:4.2

Director salary	lowest salary	1:3.9
Assistant Director salary (shared)	lowest salary	1:3.3
Assistant Director salary	lowest salary	1:3.0

The median salary is £21,962 (The median figure excludes casual employees who are only employed on an ad hoc or occasional basis)

8. Lowest Paid Employees

At a meeting of the council on 5 March 2014, South Ribble Borough Council adopted a supplement to the lowest paid staff, (excluding apprentices) to address the issue of low pay. The supplement mirrors the rates of the Foundation Living Wage. The rate is set by the Centre for Research in Social Policy and is based upon what it considers to be the basic cost of living to provide a minimum income standard. This is applied each April and refers back to the Foundation Living wage that is agreed nationally each November. The current annual pay is £16,881.

9. Apprentices

There are a number of apprentices currently employed by South Ribble Council for a fixed period, usually two years. With effect from 1st April 2018 they receive the current National Minimum Wage relating to their age as detailed below:-

Under 18	£4.20 per hour
18 -20	£5.90 per hour
21 - 25	£7.38 per hour

10. Other conditions Relating to Chief Officers and other Employees

Performance-related Pay

The Localism Act requires Councils to provide details of any performance related pay for its Chief Officers. However, South Ribble Borough Council does not have any such arrangements.

Bonuses

There are no schemes in relation to the payment of bonuses for any employees, including Chief Officers.

Payments on the termination of employment

The Council's Redundancy Policy applies equally to all employees regardless of their grade.

Pension Arrangements

All employees, including Chief Officers, are entitled to join the Local Government Pension Scheme if they so wish. No alternative options are available should employees not wish to join the scheme.

Starting Salary

For all appointments, including internal appointments and any employee re-graded, negotiations will commence on the lowest point of a grade, however where there is strong justification of the need for a higher starting point the will be considered. This justification must be supported by both the appropriate Director and the Human Resources Manager.

Specialist Support

In exceptional circumstances, it may be necessary for the Council to make temporary appointments, to address capacity and/or skills gaps. These appointments should be for a short a period as is practicable and comply with appropriate procurement rules.

Market Supplements

The Council also has a process by which it can consider paying market supplements where there have been difficulties in recruiting to the posts or the market demand/supply reflects the need. By taking account of external pay levels in the labour market in order to attract and retain employees with particular skills, knowledge and experience. On such occasions the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate. All market supplements have to be agreed with the Head of Human Resources and the relevant Director and are reviewed regularly.

Professional Subscriptions

A number of employees are member of professional organisations in connection with their employment at the Council. Where there is a direct link to the employee's role, the council will reimburse the employee.

Honorariums

The council has guidelines on the use of honoraria for substantial additional duties and responsibilities. Any additional payments are subject to regular reviews and must be agreed in advance of payment with the relevant Director and HR Manager.

11. Publication of the Policy

The Policy will be published on the Council's Website, prior to April 2018.

12. Review of Pay Policy

The Policy will be subject to annual review and must be approved by the Council prior to 31 March each year. If there is a need to amend the Policy between reviews, then any such amendments will be considered by the Cabinet, prior to approval by the Council.

Background document

Redundancy policy

DRAFT

SOUTH RIBBLE BOROUGH COUNCIL –SALARY GRADES 1-9 WEF 1 APRIL 2018 (PAY AWARD PENDING)

**Grade 1
(scp 6-7)**

6	£15,014
7	£15,115

**Grade 2
(scp 9-16)**

9	£15,375
10	£15,613
11	£15,807
12	£16,123
13	£16,491
14	£16,781
15	£17,072
16	£17,419

**Grade 3
(scp 16-20)**

16	£17,419
17	£17,772
18	£18,070
19	£18,746
20	£19,430

**Grade 7
(scp 32-36)**

32	£28,485
33	£29,323
34	£30,153
35	£30,785
36	£31,601

**Grade 8
(scp 36-41)**

36	£31,601
37	£32,486
38	£33,437
39	£34,538
40	£35,444
41	£36,379

**Grade 4
(scp 20-24)**

20	£19,430
21	£20,138
22	£20,661
23	£21,268
24	£21,962

**Grade 5
(scp 24-28)**

24	£21,962
25	£22,658
26	£23,398
27	£24,174
28	£24,964

**Grade 6
(scp 28-32)**

28	£24,964
29	£25,951
30	£26,822
31	£27,668
32	£28,485

**Grade 9
(scp 41-45)**

41	£36,379
42	£37,306
43	£38,237
44	£39,177
45	£40,057

NOTES

scp – spinal column point

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REPORT TO	ON
SCRUTINY COMMITTEE CABINET	08/02/2018 01/03/2018



TITLE	PORTFOLIO	REPORT OF
Corporate Performance Report at the end of Quarter 3 (31 th December 2017)	Leader	Interim Corporate Improvement Manager

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

1. PURPOSE OF THE REPORT

This report provides an overview of performance against the Council's Corporate Plan for 2017-18 at the end of the third quarter i.e. end of December 2017.

2. PORTFOLIO RECOMMENDATIONS

It is recommended that:

- i. Members note performance at the end of Quarter 3 shown at **Appendices 1 and 2**
- ii. Members note the corporate risks and the controls in place to mitigate risks as identified in the Corporate Risk Register shown at **Appendix 3**.
- iii. Members note the arrangements in place to report performance to Cabinet, Scrutiny and Full Council.

3. CORPORATE PRIORITIES

The report relates to all of the corporate priorities as follows:

Clean, green and safe	✓	Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

4. BACKGROUND TO THE REPORT

The Corporate Plan for 2017-18 contains a number of outcomes and activities for delivery in 2017-18. This report provides an update at the end of Quarter 3 for members' consideration.

Performance reports for each quarter are considered by the Council's Leadership Team and for Quarters 2, 3 and 4 by the Cabinet and the Council's Scrutiny Committee. An annual report on performance at the end of Quarter 4 will also be submitted to Full Council.

5. PERFORMANCE AT THE END OF QUARTER 3

The performance report for the third quarter of 2017-18 is attached at **Appendix 1**. This includes a suite of key performance indicators and is structured as follows:

Our money: income and expenditure

Our people: sickness absence, vacancies and health and safety

Our customers: resident satisfaction, complaints and responding to telephone calls

Our priorities: measures from the Corporate Plan for each of the four corporate priorities

Corporate Plan activities: an overview of progress against the activities identified in the Corporate Plan

An overview of performance of the current Shared Services is also provided at Section 6 and **Appendix 2**.

The Corporate Risk Register for 2017-18 is attached at **Appendix 3** for members to review.

5.1 OVERVIEW OF PERFORMANCE

5.1.1 Performance Indicators

The attached Q3 Performance Report (**Appendix 1**) shows a total of 34 performance indicators. Of these indicators, eight show an improvement in performance, three remain the same, 12 have worsened, and 11 do not have comparable data at this time.

A commentary in relation to those measures that are worsening is provided as 'exceptions' under each of the corporate priorities in the following sections of the report.

5.1.2 Corporate Plan Activities

There are 27 activities that fall within the Council's four Corporate Priorities, and of these 24 are currently on-track to be completed on-time, and three are off-track. The full list of these Corporate Plan Activities can be found in the attached Performance Report (**Appendix 1**).

A commentary in relation to the activities that are not on track is provided as 'exceptions' under the relevant corporate priority in the following sections of the report.

5.2 Corporate indicators

5.2.1 Our Money

Of the three measures in this category, one is improving and two have worsened slightly.

The worsening measures are the percentage of council tax and business rates collected, which in each case was slightly lower at the end of Q3 than at the same time last year due to the calendar day of which the Quarter ended.

5.2.2 Our People

Of the five measures in this category, three have improved, one has worsened and there is no data for one measure.

Staff sickness absence has improved further, although performance is still slightly below the national average. The vacancy rate has also improved since quarter 2, and is now almost in line with the national average.

There has been one HSE reportable accident in Q3. This was a back injury and as the employee was away from work for more than seven days the accident had to be reported to HSE. The employee is now back at work assigned to light duties and is being monitored.

Data on statutory and mandatory training is currently not collected but arrangements are being put in place to establish a baseline for this for future reporting.

5.2.3 Our Customers

Of the four measures in this category, one is improving, two have worsened and one has no comparable data.

The measure with no comparable data is resident satisfaction with the way the Council runs things, as we changed the way we did they survey this year. However it should be noted that resident satisfaction at the time of the February 2017 survey was significantly better than the national average.

Performance in relation to answering telephone calls in Gateway has improved this quarter with 61% being answered within 60 seconds compared to 58% in Q2.

The number of complaints has increased from 4 to 9 this quarter. This is likely to be a consequence of the new approach to recording complaints corporately which is ensuring we are capturing data across all services. It should also be noted that the total number of complaints at the end of Q3 is still only 24 and performance is therefore projected to be significantly better at the end of the year than the national average (60 complaints per year)

The measure relating to Ombudsman complaints is an annual one that was reported in the Q2 performance report. The increase correlates to an increase nationally in the number of complaints to the Ombudsman.

5.3 Strong and healthy communities

5.3.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 3.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	1	2	0	2

5.3.2 Key achievements to note

The improving measure is an annual one that was reported in Q2. This shows an annual increase of £18,000 in the amount of external funding projected to be secured to support sport and physical activity.

5.3.3 Exceptions to note

- ❖ The number of visits to our leisure and sports facilities has decreased from last quarter. This is in part due to a lack of access to Penwortham Holme Recreation Centre since late August, initially due to the traveller incursion, and subsequently as a result of flooding following a period of very wet weather which has prevented children from participating in football activities across the Borough. This issue is affecting playing pitches across the country. This issue will be considered in the work we are doing to review our playing pitch strategy.
- ❖ The number of children taking part in programmed school activities and ‘out of school’ activities has fallen since last term but is in line with that expected at this time of year. The apparent fall in performance is due to particularly high numbers of ‘out of school activities’ in Q2 following the highly successful ‘Dance from the Heart’ event that was held during the summer. There has been an increase in the number of young people taking part in programmed ‘school activities’ in Q3 which is likely because of the new contract established with Schools for the 2017-18 academic year.
- ❖ The measure with no comparable data is resident satisfaction with sports and leisure facilities as we changed the way we did they survey this year. This is the only measure in the February 2017 survey where satisfaction was below the national average.

5.3.4 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 3.

No. of activities	No. on target	No. off target
6	6	0

5.3.5 Key achievements to note

- ❖ Proposals for improving access to leisure have been developed and supported by members.
- ❖ The Leisure Trust work on physical activity and recreation in the Borough has been commissioned and will feed into the Health, leisure and wellbeing campus project.

5.4 Clean, green and safe

5.4.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 3.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	0	3	2

5.4.2 Key achievements to note

- ❖ Throughout Q1, Q2, and Q3 the waste team have maintained an exceptional standard of only 0.02% missed domestic waste bin collections. Roughly 100,000 bins are collected each week, and on average of this only 20 bins are missed.
- ❖ The measures with no comparable data are resident satisfaction with street cleaning and parks and open spaces, as we changed the way we did they survey this year. However it should be noted that resident satisfaction with street cleaning at the time of the February 2017 survey was better than the national average.

5.4.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
5	5	0

5.4.4 Key achievements to note

- ❖ Retention of Green Flag Award for 21 years consecutively, one of only 6 parks in the country to achieve this
- ❖ Completion of boardwalk decking around Fish Pond area at Worden Park
- ❖ Restoration of historic Vine House within the walled garden at Worden Park
- ❖ Restoration of the Herbaceous Border on Formal Gardens at Worden Park

5.5 Strong South Ribble in the heart of a prosperous Lancashire

5.5.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 3.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
7	2	2	0	3

5.5.2 Exceptions to note

- ❖ The amount of external funding secured by South Ribble Businesses through the Lancashire Growth Hub has decreased but this is an annual measure already reported in Q2. It is difficult to predict trends associated with this across such a short period of time, as this is dependent on when businesses submit their applications to the grant panel.
- ❖ As reported in Q2, the number of empty properties as a proportion of total housing stock is reported as an annual measure and saw a slight decline from 2015-16 to 2016-17. Despite this, performance is better than the national average.
- ❖ One measure with no comparable data is resident satisfaction with South Ribble as a place to live, as we changed the way we did they survey this year. However it should be noted that resident satisfaction at the time of the February 2017 survey was significantly better than the national average.

5.5.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 3

No. of activities	No. on target	No. off target
6	4	2

5.5.4 Key achievements to note

- ❖ Planning consent for the Cuerden Strategic Site was issued in December 2017 following consideration by DCLG as to whether the scheme would be called in by the Secretary of State.

5.5.5 Exceptions to note

- ❖ The work on the master plans is underway but has been delayed due the brief being amended at a City Deal level and the appointed consultants taking longer than envisaged to complete the work.
- ❖ Year 2 of the Housing Framework has largely been delivered except for Extra Care. This is due to funding being withdrawn on Extra Care projects. Housing and Planning colleagues are discussing opportunities for the market to deliver to such a development instead.

5.6 Efficient, effective and exceptional Council

5.6.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 3.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	3	0	2

5.6.2 Exceptions to note

- ❖ There has been a reduction in income generated from existing property assets and investments since Q2. However there is still a total occupancy level at 96% across the Borough. This is likely to be a key priority in the Council's new Corporate Plan for 2018-23.
- ❖ Although the Council aims to introduce more self-serve options for residents to improve both convenience and efficiencies, this quarter saw the number of self-serve options reduce from 63 to 58. The number of Forms available for Self Service showing a reduction is because some of the Council tax and Benefits Self Service Forms are now available via the Capita E-Billing site and therefore have been removed from the list of Firmstep Forms. Furthermore, when updating the Firmstep Forms to the new format we have amalgamated some forms into one.
- ❖ One of the measures with no comparable data is resident satisfaction with the services the Council provides, as we changed the way we did they survey this year. However it should be noted that resident satisfaction with all services at the time of the February 2017 survey (with the exception of sports and leisure already referred to above) is significantly better than the national average.

5.6.4 Corporate Plan activities

The table below shows the number corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
10	9	1

5.6.5 Exceptions

- ❖ The initial aim was to adopt a performance and projects system from a neighbouring council, however it was apparent that this did not meet our needs. A system has now been procured from InPhase and this is currently in the process of being implemented.

6. SHARED SERVICES

A report on the performance of the current shared services was considered by the Joint Shared Services in January.

This shows that 16 of the 24 key projects for this year have been completed or are on track and plans are in place to address the remaining 8.

5 of the 32 performance measures are at “red” or “amber” status as shown in **Appendix 3**.

The Partnership is also operating well within its approved budget and is currently expected to achieve an under-spend against its budget by the end of the financial year of £0.022m. This consists of £0.012m underspend against the annual budget and £0.010m underspend against the one-off additional budget provision carried over from 2016/17 to fund further developments to the 2 Financial Management Information System.

7. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

Consultation on resident satisfaction took place in February 2017 and the outcome of that consultation has provided the data for a number of the performance measures set out in this report. Further surveys will be carried out in 2018 to inform future performance reports.

8. OTHER OPTIONS CONSIDERED

As this is a routine performance report, other options are not relevant.

9. FINANCIAL IMPLICATIONS

There are no financial implications arising from the recommendations in this report.

10. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

There are no human resources or organisational development implications arising from the recommendations in this report.

11. ICT/TECHNOLOGY IMPLICATIONS

There are no ICT or technology implications arising from the recommendations in this report.

12. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

There are no property and asset management implications arising from the recommendations in this report.

13. RISK MANAGEMENT

The Corporate Risk Register at the end of Quarter 3 shows just one red risk, namely the reduction in Government Grant threatening the financial sustainability of the Council. However this risk is being managed through robust monitoring of the 2017-20 MTFS projects. No risks have an increased risk score this quarter.

14. EQUALITY AND DIVERSITY IMPACT

There is no impact on equality and diversity arising from the recommendations in this report.

15. COMMENTS OF THE STATUTORY FINANCE OFFICER

There are no direct financial implications arising from the recommendations in this report.

16. COMMENTS OF THE MONITORING OFFICER

There are no direct legal implications arising from the recommendations in this report.

17. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended that:

- iv. Members note performance at the end of Quarter 3 shown at **Appendices 1 and 2**
- v. Members note the corporate risks and the controls in place to mitigate risks as identified in the Corporate Risk Register shown at **Appendix 3**.
- vi. Members note the arrangements in place to report performance to Cabinet, Scrutiny and Full Council.

18. BACKGROUND DOCUMENTS

Corporate Plan 2017-18

Appendix 1: Quarter 3 Performance Report

Appendix 2: Shared Service Performance Report

Appendix 3: Corporate Risk Register

Leadership Team Member's Name: Joanne Platt
Job Title: Interim Corporate Improvement Manager

Report Author:	Telephone:	Date:
Reece Drew Michael Johnson	01772 (62) 5461 01772 (62) 5339	17/01/2018

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CORPORATE PERFORMANCE REPORT

2017-18: Quarter 3

(1ST October – 31ST December 2017)

Measure of performance	National average	Quarter 3	Previous quarter or period	Status
Our Money				
% spend against profiled budget	N/A	96.4%	98.4%	↑
% of Council Tax collected compared to the same time last year	N/A	85.75%	85.79%	↓
% of Business Rates collected compared to the same time last year	N/A	82.68%	83.89%	↓
Our People				
No. of days lost to staff sickness absence (per full-time equivalent member of staff) as an annual cumulative figure	8.2 days (annual ST & LT)	8.45	8.87	↑
Vacancy rate	7.1%	7.14%	7.4%	↑
% statutory and mandatory training delivered as planned	N/A	Not available	Not available	N/A
% PDRs completed within timescale (annual measure)	N/A	74% (17-18)	55% (16-17)	↑
No. of accidents reported to the HSE arising from a work activity	N/A	1	0	↓

Measure of performance	National average	Quarter 3	Previous quarter or period	Status
Our Customers				
% of residents satisfied with the way the Council runs things (annual measure)	65% (16-17)	79% (16-17)	Not available	Baseline – no accurate comparison available
Number of complaints received compared to the same time last year	60 (16-17)	9	4	
Number of complaints to ombudsman and the % that were upheld this year compared to last year (annual measure)	11 (10/11)	16 (25% upheld) (16-17)	11 (none upheld) (15-16)	
% of calls to Gateway that were answered within 60 seconds this quarter compared to the same time last year	N/A	61% (19,259 calls)	58% (22,229 calls)	

Corporate Plan measures

Corporate Plan measures of performance

Strong and healthy communities	National average	Quarter 3	Previous quarter or period	Status
Amount of external funding secured to support sport and physical activity (annual measure)	N/A	£190,000 (projected Sept 17 – July 18)	£172,000 (Sept 16 – Aug 17)	
Number of visits to our leisure and sports facilities	N/A	171,308	205,675	
% of residents satisfied with our sports and leisure facilities (annual measure)	64% (16-17)	62% (16-17)	Not available	Baseline – no accurate comparison available
Number of young people taking part in programmed school activities and 'out of school' activities (reported termly)	N/A	11,026 (10,050 school, 976 out of school)	12,896 (4,140 school, 8,756 out of school) (April – July 17)	
The number of people prevented from becoming homeless	315 (16 – 17)	93	86	Contextual data

Clean, green and safe

% of residents satisfied with street cleaning in the Borough (annual measure)	70% (16-17)	69% (16-17)	Not available	Baseline – no accurate comparison available
% of residents satisfied with our parks and open spaces (annual measure)	Data unavailable	83% (16-17)	Not available	Baseline – no accurate comparison available
Number and % of the Borough's main parks are of 'Green Flag' standard (annual measure)	N/A	3 (75%) (16-17)	3 (75%) (15-16)	
Number and % of all Parks with Friends Groups	N/A	12 (50%)	12 (50%)	
% of missed domestic waste bin collections	N/A	0.02%	0.02%	

Corporate Plan measures of performance

Strong South Ribble in the heart of a prosperous Lancashire	National average	Quarter 3	Previous quarter or period	Status
Amount of external funding secured by South Ribble Businesses through the Lancashire Growth Hub	N/A	£36,600	£79,140	
Amount of additional commercial floor space added to the business rate register (annual – published in Nov)	N/A	1,481,000 m2 (March 16)	1,480,000 m2 (March 15)	
Number of new jobs created and reported through City Deal and partners	N/A	7 (lancs growth hub)	121 (16-17)	Baseline – no accurate comparison available
Additional funded skills development (including apprenticeships) reported through City Deal / LEP Skills Hub and other partners	N/A	Data Unavailable	23 (16-17)	Baseline – no accurate comparison available
Number of empty properties brought back into use through A Place to Live (annual)	N/A	11 Units (Forecasted 17/18)	5 Units (2 Properties 16/17)	
% of residents who are satisfied with South Ribble as a place to live (annual measure)	80% (16-17)	88% (16-17)	Not available	Baseline – no accurate comparison available
Number of empty properties as a proportion of the total housing stock (annual measure)	2.54 (2015)	1.34% (16-17)	1.07% (15-16)	
Efficient, effective and exceptional council				
% increase in income generated from existing property assets and investments	N/A	-0.002%	0.91%	
Number of online self-serve options available to customers	N/A	58	63	
Number of residents participating in My Neighbourhood plans and projects	N/A	29,870 (16-17)	Not Available	Baseline – no accurate comparison available
% of residents satisfied with the services the Council provides (annual measure)	65%	62% - 89% (16-17)	Not available	Baseline – no accurate comparison available
% of staff satisfied with the Council as a place to work (Target: 97%) (annual measure)	N/A	31.8% (16-17)	93% (15-16)	

Overview of risks

Risks

Total number of risks on the Corporate Risk Register this quarter	20
Number of risks with an increased residual risk score this quarter	0
Number of risks with a reduced residual risk score this quarter	0
Total number of corporate 'red' risks i.e. those with a residual risk score of 12 or above) this quarter	0

Red Risks to bring to the attention of SMT

Risk	Risk Owner	Controls in Place

Corporate Plan activities

Green: On track:

Amber: Off track due to circumstances beyond our control

Red: Off track: action needed

Corporate Plan activities

Strong and healthy communities

Status

Complete all actions in our annual safeguarding action plan within the agreed timescales.

G

Undertake a strategic review of leisure facilities

G

Determine the process and timescales to undertake a new Open Space, Play, Sports and Recreation Study

G

Develop and deliver programmes of activity which support growth in participation in physical activity and sport, wellbeing and active travel

G

Review equality objectives

G

Support local communities to develop "My Neighbourhoods" plans

G

Clean, green and safe

Encourage communities to include community clean-ups in their My Neighbourhood Plans

G

Develop an overarching strategy for parks, open spaces and sports pitches, aligned to the strategic review of leisure

G

Complete Central parks Masterplan and deliver the next phase of St. Catherine's Park

G

Continue to deliver against the vision plan for Worden Park

G

Use of Technology for neighbourhood and environmental services to speed up our response to customer service requests

G

Corporate Plan activities

Strong South Ribble in the heart of a prosperous Lancashire

	Status
Complete the masterplans for Penwortham, Lockstock Hall and Leyland town centres linked to a forward programme of works for City Deal	A
Deliver City Deal initiatives including completion of Bamber Bridge regeneration and installation of Leyland Landmarks	G
Deliver the Walmer Bridge Village Centre improvements	G
Support the development and delivery of the Cuerden Strategic Site	G
Deliver year 2 of the South Ribble Housing Framework action plan	A
Work with partners and developers to increase the rate of delivery of new homes by unlocking sites and introducing new methods of delivery	G

Efficient, effective and exceptional council.

Develop and approve an investment strategy to maximise use of council assets and generate income	G
Work with partners to consider and develop new business models	G
Develop a framework to deliver projects in relation to the assets and property portfolio	G
Agree a way forward for the next phase of shared services with neighbouring boroughs	G
Deliver all agreed efficiencies from the 2016-17 budget by 30 th June 2017 and from the 2017-18 budget	G
Implement a new organisational development strategy and action plan and meet all the targets that are due for completion	G
Consult with residents, businesses and other stakeholders to develop and influence priorities for the next 3 years	G
Meet all targets in our improvement plan that are due for completion	G
Put in place ICT based systems for the more effective monitoring and management of organisational performance and risk	A
Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	G

Corporate Plan activities

Programme	Lead	Actions to bring project back on track
Put in place ICT based systems for the more effective monitoring and management of organisational performance and risk	Joanne Platt	InPhase system has now been procured and installation will begin at the end of Jan 18.
Complete the masterplans for Penwortham, Lostock Hall and Leyland town centres linked to a forward programme of works for City Deal	Jonathan Noad	The work on the master plans is underway but has been delayed due the brief being amended at a City Deal level and the appointed consultants taking longer than envisaged to complete the work.
Deliver year 2 of the South Ribble Housing Framework action plan	Jonathan Noad	Year 2 of the Housing Framework has largely been delivered bar Extra Care. This is due to funding being withdrawn on Extra Care projects. Housing and Planning colleagues are discussing opportunities for the market to deliver to such a development instead.

SHARED SERVICES PERFORMANCE TARGETS 2017-18

SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/SS	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to Date 2017/18	Status	Comments
Internal Audit								
% Planned Time Utilised	DH	CBC	92%	90%	60%	68%	GREEN	Target exceeded
		SRBC	93%	90%	60%	52%	RED	Some audit work re-profiled for the final quarter
		SS	90%	90%	40%	42%	GREEN	Target exceeded
% Audit Plan Completed	DH	CBC	89%	100%	40%	40%	GREEN	Target achieved
		SRBC	92%	100%	40%	30%	RED	Some audit work re-profiled for the final quarter
		SS	100%	100%	0	0	GREEN	Not applicable – work to be finalised in final quarter
% of Management Actions Agreed	DH	CBC	100%	98%	98%	100%	GREEN	Target exceeded
		SRBC	100%	98%	98%	100%	GREEN	Target exceeded

Key Measures	Lead Officer	CBC/ SRBC/SS	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to Date 2017/18	Status	Comments
		SS	100%	98%	0	0	GREEN	Not applicable – work to be finalised in final quarter
% customer satisfaction rating – assignment level	DH	CBC	97%	90%	90%	100%	GREEN	Target exceeded
		SRBC	96%	90%	90%	97%	GREEN	Target exceeded
		SS	100%	90%	0	0	GREEN	Not applicable
% Professionally Qualified Staff as a % of Total Internal Audit Staff (FTE's)	GB	N/A	100%	82.5%	N/A	N/A	N/A	Not measured – annual indicator
Risk Management Services								
Average customer satisfaction score per insurance claim (max 5.0)	KM	N/A	4.7	4.7	4.7	4.7	GREEN	Target achieved

SHARED FINANCIAL SERVICES

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
Finance As A Whole							
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	33.33%	19%	19%	33.3%	GREEN	Target exceeded
% of 97 Members Trained – Public Finance (incl. procurement) (50 @ SRBC; 47 @ CBC)	SG	n/a	87.6% (85 members)	n/a	n/a	n/a	Since the training KPIs were included in June 2017 a Training Needs Analysis has been completed. The completion of the shortened Closure of Accounts project has released resource and a training schedule has been drafted. It will be aligned with Democratic and HR programmes and projects and submitted to each authority. Senior Management Teams for consultation early in the calendar New Year.
% of Directors Trained – Public Finance (incl. procurement)	SG	n/a	100%	n/a	n/a	n/a	
% of Governance Committee Members Trained:- Statement of Accounts, and Treasury Management	SG	n/a	100%	n/a	n/a	n/a	
% Budget Holders Trained – Financial Regulations and CPRs incl. Procure to Pay Process	SG	n/a	100%	n/a	n/a	n/a	
Accountancy Services							
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	(1.25%)	<(+/-) 5%	0	n/a	n/a	Not Measured – year end Annual Indicator

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
15 working days from period-end closure to the distribution of financial reports (VFM Primary 2)	JT/JB	100%	100%	100%	100%	GREEN	Target achieved
Compliance with the Prudential Code for Capital Finance in Local Authorities	SG	100%	100%	100%	100%	GREEN	Target achieved
Year- end statutory accounts to contain no material errors and have an unqualified audit opinion	SG	0	0	0	0	GREEN	Target achieved
Statutory Grant Claims and Returns to be submitted on time	JT/JB/MJ	96.55%	100%	100%	89.19%	RED	37 returns have been submitted, of which:- 21 were submitted early = 57% 12 were submitted on time = 32% 4 were submitted late = 11% On average returns were made 2 days early.
Achievement of industry investment benchmarks	MLJ	0.54%	Outperform London Inter-Bank (LIBID) rate by 15%	0.13%	0.45%	GREEN	Target Exceeded
Systems Development & Exchequer Services							
Supplier Payment within 30 days (local indicator) (linked to vfm Secondary 10)	LH	98.26%	99%	99%	98.89%	AMBER	Minor slippage from target due to long term sickness within the team
Supplier Payment within 10 days (local indicator)	LH	83.19%	83%	83%	82.86%	AMBER	See above: Minor slippage from target due to long term sickness within the team
% of supplier payments by electronic means (VFM Secondary 7)	LH	99.68%	97%	97%	99.51%	GREEN	Target Exceeded
% of remittances to suppliers by electronic means	LH	97.92%	95%	95%	97.69%	GREEN	Target Exceeded
% of Financial Systems availability	LH	99.98%	99.5%	99.5%	99.95%	GREEN	Target Exceeded

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
Procurement Services							
Professionally qualified staff as % of total procurement employees (vfm Secondary 1)	JH	100%	50%	50%	100%	GREEN	Target Exceeded
LIB/P12 Satisfaction with the corporate procurement function	JH	100%	90%	N/A	N/A	N/A	Measured later in the financial year

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Likelihood	4: Almost certain the event will occur
	3: There is a strong possibility the event will occur
	2: Unlikely the event will occur
	1: Rarely
Impact	4: Major impact
	3: Serious impact
	2: Minor impact
	1: Insignificant impact

The Risk Matrix				
Impact	4	8	12	16
	3	6	9	12
	2	4	6	8
	1	2	3	4
	Likelihood			

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Ageing population leading to health and social care pressures	12	Health and Well-Being Partnership's key work stream is Our Health Our Care Programme (OHOC)	6	4	Masterplan developed. OPE bid successful. OHOC is a continuing programme and SRBC is fully engaged	In Progress
		Staff members have had dementia champion training and they are delivering dementia awareness training to local businesses and community groups			Strategy and Action Plan produced. Regular meetings with Dementia Action Alliance (DAA) to progress. Living Well Guide to be launched Sept 17.	In Progress
		Staff hold a café encouraging people suffering from dementia, memory loss and social isolation to attend. Also hold a dementia hub working alongside businesses and organisations providing information to families effected by dementia			Meet all the targets in our Scrutiny Review of Licensing Action Plan	In Progress
Failure of corporate governance leading to external intervention	12	Risk Registers being developed on GRACE risk management system	4	2	ICT Performance based system being developed	In Progress
		Transformation Strategy approved by Cabinet			Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	In Progress
		Cross party Improvement Reference Group with external membership in place			Implement Transformation Strategy medium term action plan	In Progress
		AGS Action plan			Implement Transformation Strategy long-term action plan	Proposed
		Implement Transformation Strategy Short term action plan			Meet all the targets in the new Improvement Plan	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Reduction in Government Grant threatens the financial sustainability of the Council	16	Forecasting the impact of known events allows for financial planning to take place. This includes alternative options and also the incorporation of the use of reserves and judgements on the recommended level reserve balances	8	3	Implement Strategic Asset Review actions	In Progress
		Varied options with regard to alternative income sources and income generation are considered within the MTFS to address the issue:- BRR growth, income generation schemes, Council Tax Increases, increasing the Council Tax base.			Internal, cross-party asset group to shape and present new Investment Strategy for implementation and realisation of additional income. Initial draft strategy/framework presented to Cabinet June 2017. Revised strategy to be presented to Governance Committee 29 November 2017 and Cabinet 6 December 2017.	In Progress
		Reporting to Budget Holders and SMT, Performance Reporting to cabinet, Budget Monitoring Reports to Governance Committee (and Cabinet in future), Programme Board, External Audit inspection, Scrutiny process.				
		SFS staff have access to training to keep up to date with latest financial developments.				
					This will be monitored via a Programme Board and progress reported to members accordingly.	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Fraud & Corruption	12	Current arrangements against the 'Fighting Fraud and Corruption Locally' checklist completed and action plan produced	8	4	Update Anti Fraud and Corruption Strategy Compile Corporate Fraud Risk Register in GRACE	In Progress
		Policies in place and available to all officers via Connect				
		Periodic training / awareness sessions carried out with officers				
Health inequalities in the Borough	6	These have action plans in place and are being delivered support local communities to develop 'My Neighbourhoods' plans.	4	4		
		Homelessness Strategy approved by Cabinet June 2017				
Homelessness Reduction Bill leading to new duties that we are not resourced to undertake.	16	Homelessness Strategy approved by Cabinet June 2017	9	6		
		Training delivered to all those dealing with homelessness				
		New burdens funding is to be made available - this is not known at an LA level as yet				
		Briefings drafted for SMT and Chief Executive				
Impact of Brexit on Council Funding- Councils will no longer receive EU regeneration funds, funding packages effected include European Structure & Investment Fund (ESIF) and European Regional Development Fund (ERDF)	3	Look for alternative external funding	3	3		

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Impact of Brexit on Council Services - Local Government currently complies with EU laws and legislation in areas such as environmental health, economic development, waste collection and employment. Areas likely to impact SRBC (or our providers) include Working Time Directive & Agency Worker Regulations (2010), Procurement & Competition Law, Rights of people with disabilities, Equalities, Health & Safety Regulations, State Aid rules and Environmental Policy.	6	Monitoring of guidance issued by Government and professional bodies	6	4	Continuation of monitoring	In Progress
Impact of Brexit on the local economy - Cost of Trade between UK and EU likely to increase, European firms could be deterred from investing in the UK, restrictions on migration may impact recruitment and skills base available	6	Current strategy covers us until 2018 but Economic Development team are creating a new one	6	3	Engage with City Deal Partners to produce Master plans	In Progress
		Scheme completed			Engage with City Deal Partners to complete	In Progress
					Cuerden Masterplan to be before Planning Committee Autumn 2017	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Inactive communities leading to poor health	9	To provide all residents with access to well managed and accessible open space for formal and informal physical activity sport and recreation	6	4	Review now being commissioned and due for completion in 2018	In Progress
		Working in Partnership with South Ribble Leisure Trust to provide well managed and accessible sports facilities which meet the needs of all residents now and in the future in a sustainable manner				
		Delivering a comprehensive programme of activity to 47 primary schools. With trained sports coaches/cycling instructors. Engaging in over 600 sports sessions in school PE time and over 160 outside of school engaging in more that 5000 young people weekly				
Inadequate housing stock to meet the needs of people moving into the area	9	Following SR Housing Framework Action Plan	6	4	Action plan produced	In Progress
		New properties being built in City Deal schemes			Action plan produced and reporting via City Deal	In Progress
		Bi-Annual progress updates investigating potential for housing developments are part of campus strategy				
Failure of Information systems and data security	8	Maintaining high level of ICT security, achievement of PSN accreditation.	6	2		In Progress
		Development of annual ICT work programme			ICT Performance based system being developed	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Lack of affordable housing to meet the needs of low income and vulnerable people	9	Homelessness Strategy approved by Cabinet June 2017	6	4	Action plan produced	In Progress
		South Ribble Housing Framework in place and year 1 actions delivered			Action plan produced and reporting via City Deal	In Progress
Lack of capital funding to undertake large scale improvements to parks, open spaces and leisure facilities	6	To continue to deliver against the vision plan for Worden Park.	4	4	Report to Cabinet June 2017 and progress through City Deal Governance arrangements.	In Progress
		Work with partners or external funding providers to find funding/project options			Review now being commissioned and due for completion 2018.	In Progress
					Internal, cross-party asset group to shape and present new Investment Strategy for implementation and realisation of additional income generation in 2017/18. Initial draft strategy/framework presented to Cabinet June 2017. Revised strategy to be presented to Governance Committee 29 November 2017 and Cabinet 6 December 2017.	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Low economic growth	9	Our current economic strategy runs out in 2018.	4	4	Engage with City Deal Partners to produce Masterplans	In Progress
		Economic growth is factored into all master planning and regeneration schemes. Improvements to areas to attract customers, creating space for new business, increasing parking availability are just a few things we have looked at in recent projects to help increase economic growth			Engage with City Deal Partners to produce Masterplans	In Progress
		We have been successful in the creation of a Town Team in Leyland - a group made up of business owners in the area. We work with them on projects and events to attract customers into Leyland. We are working on rolling this initiative out in other areas of South Ribble			Cuerden Masterplan to be before Planning Committee Autumn 2017	In Progress
		A number of events are held throughout the year working alongside local businesses to help raise money, promote the area and attract more residents/customers. These include the Live events, Festivals and Christmas events			A new Economic Development strategy is being created by the Economic Development Team	In Progress
		Scheme completed				
		Public Service reform			9	Asset Management Plan, Investment Framework and Strategic Review of Property and Assets.
DWP move into Civic Centre On-going discussions with other potential co-location partners	Masterplan developed. Delivery subject to OPE process. Now at Stage 5 of the OPE process.		In Progress			
Regular meetings to shape/develop the agenda						

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Failure to recruit and / or retain staff with the skills needed to deliver services and improvement activities recruitment and retention	12	Transformation Strategy approved by Cabinet	8	6		
		Policies including Pay Policy / Recruitment policy			Meet all the targets in the new Improvement Plan	In Progress
		Flexi time / free car parking / professional subscriptions etc				
		Implement the Transformation Strategy Short term Action Plan			Meet all the targets in the Scrutiny Review of Licensing Action Plan	Proposed
					Implement Transformation Strategy Medium Term action plan	In Progress
					Implement the Transformation Strategy Long Term action plan	Proposed
Reduced funding leads to the need to reduce staffing levels for environmental management of the Borough	6	Action plans in place and are being delivered to encourage more residents to participate in My Neighbourhood plans and projects.	6	4	Work with partners to consider and develop new business models	In Progress
		Asset Management Plan, Investment Framework and Strategic Review of Property and Assets			Draft Strategy / Framework presented to Cabinet June 2017	In Progress
					Agree a way forward for the next phase of shared services with neighbouring boroughs	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Low resident and customer satisfaction	6	To widen the use of technology for neighbourhood and environmental services to speed up our response to customer service requests.	4	2	Meet all the targets in the Improvement Plan	In Progress
		Frequent (at least annual) resident surveys.				
		Regular events held within the borough that are both enjoyable and reinforce community spirit/pride, such as Leyland Festival and the Truck Trail.				
		Through emails, social media platforms, and Gateway, residents can be asked to provide their opinions and feedback on Council priorities and operations, therefore helping establish their needs. This can be done through surveys, polls, and discussions.			Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	In Progress
		Holding regular team service review meetings where staff can put forward ideas to make service improvements.			More online self-serve options available to customers	Proposed
		Taking a transparent approach to communication with residents regarding changes throughout the borough, avoiding them finding out via the media.				
					Meet all the targets in the Scrutiny Review of Licensing Action Plan	Proposed

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
The impact of welfare reform on vulnerable people and families	9	Homelessness Strategy approved by Cabinet June 2017	6	4	Complete all the actions in our annual Safeguarding Action Plan	In Progress
		Gateway have staff trained in helping people improve their budgeting skills when they have been effected by Welfare Reform and Universal Credit			Deliver all the actions in our Homelessness Strategy	In Progress
		gateway and benefits staff have been trained on the Welfare reform and offer help and guidance to residents				
		Information regarding Welfare Reform and the help available has been shared with partners and outside organisations				

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REPORT TO	ON
CABINET	1 March 2018



TITLE	PORTFOLIO	REPORT OF
Nomination of Mayor Elect and Deputy Mayor Elect 2018/19	Cllr Peter Mullineaux	Interim Monitoring Officer

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

1. PURPOSE OF THE REPORT

- 1.1 To seek nominations for the Mayor Elect and Deputy Mayor Elect 2018/19.

2. PORTFOLIO RECOMMENDATIONS

- 2.1 That the current Deputy Mayor, Councillor John Rainsbury be nominated as the Mayor Elect for 2018/19; and
- 2.2 That the Cabinet nominate a Councillor to be the Deputy Mayor Elect for 2018/19.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities

Clean, green and safe		Strong and healthy communities	
Strong South Ribble in the heart of prosperous Lancashire		Efficient, effective and exceptional council	x

4. MAYOR ELECT AND DEPUTY MAYOR ELECT 2018/19

- 4.1 The Mayor and Deputy Mayor for the Council Year 2018/19 will need to be formally appointed at the Annual Council Meeting (Mayoral Installation) to be held on 15 May 2018.
- 4.2 It has been the practice for a number of years for the Cabinet to nominate the Mayor Elect and Deputy Mayor Elect for the forthcoming Council Year, in advance of the Annual Council Meeting to enable arrangements to be made for the Mayoral

Installation and invitations sent out to family members and friends, well in advance of the event.

- 4.3 It has also been normal practice for the Deputy Mayor to be appointed as the Mayor for the succeeding Council Year. Councillor John Rainsbury was appointed as the Deputy Mayor for 2017/18 and it would therefore follow that he should be nominated as the Mayor Elect for 2018/19.
- 4.4 The Cabinet will need to nominate a Councillor to be the Deputy Mayor Elect for 2018/19 who will be seeking re-election as a Councillor at the Council Elections to be held 2 May 2019 and subject to being re-elected, will be willing to serve as the Mayor for 2019/20.
- 4.5 It should be noted that if the Councillor appointed as the Deputy Mayor for 2018/19 is not re-elected as a Councillor in May 2019, the Council would need to appoint another Councillor to be the Mayor for 2019/20.

5. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 5.1 Not applicable.

6. OTHER OPTIONS CONSIDERED AND REJECTED

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

7. FINANCIAL IMPLICATIONS

- 7.1 Mayoral costs are already included in the Council's revenue budget and therefore the appointment of the Mayor Elect and Deputy Mayor Elect for 2018/19 will have no financial impact.

8. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 8.1 There are no human resources and organisational development implications arising from this report.

9. ICT/TECHNOLOGY IMPLICATIONS

- 9.1 There are no ICT/Technology implications arising from this report.

10. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 10.1 There are no property and asset management implications arising from this report.

11. RISK MANAGEMENT

- 11.1 There are no risk management implications arising from this report.

12. EQUALITY AND DIVERSITY IMPACT

- 12.1 There are no equality implications arising from this report.

13. RELEVANT DIRECTORS RECOMMENDATIONS

13.1 That the current Deputy Mayor, Councillor John Rainsbury be nominated as the Mayor Elect for 2018/19; and

13.2 That the Cabinet nominate a Councillor to be the Deputy Mayor Elect for 2018/19.

14. COMMENTS OF THE STATUTORY FINANCE OFFICER

14.1 Mayoral costs are already included in the Council’s revenue budget and therefore the appointment of the Mayor Elect and Deputy Mayor Elect for 2018/19 will have no financial impact.

15. COMMENTS OF THE MONITORING OFFICER

15.1 The Constitution states that the Mayor and Deputy Mayor should be appointed at the Annual Council Meeting and this report requests the Cabinet to nominate the Mayor Elect and Deputy Mayor Elect for 2018/19 to enable arrangements for the Mayoral Installation on 15 May 2018 to be commenced.

16. BACKGROUND DOCUMENTS

16.1 There are no background papers to this report

David Whelan
Interim Monitoring Officer

Report Author:	Telephone:	Date:
Steve Pearce	01772 625307	14/02/18

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South Ribble Council – Cabinet Forward Plan

1. This document gives 28 days notice of ‘key’ and other major decisions which the Executive Cabinet and Executive Members expect to take. The document is updated as required and is available to the public on the Council’s website at www.southribble.gov.uk.
2. A ‘Key’ Decision is defined as:
 - (i) Any decision in relation to a Cabinet function which is likely:
 - (a) To result in the Council incurring expenditure which is, or the making of savings which are significant. The financial threshold above which expenditure/savings become significant is set at £100,000. The financial threshold is applicable to both revenue and capital budgets.
 - (b) To be significant in terms of its effect on the communities living in an area comprising two or more Council wards.
 - (ii) A decision taker should make a key decision in accordance with the requirements of the Procedure Rules set out in Part 4 of the constitution.
3. Under the Access to Information Procedure Rules set out in the Council’s Constitution, a ‘Key’ Decision may not be taken, unless 28 days notice have been given in this document.
The law and the Council’s Constitution provide for urgent key decisions to be made, even though they have not been included in this document in accordance with General Exception and Special Urgency provisions.
3. The Executive Cabinet is made up of the Leader and Deputy Leader and five other Cabinet Members with the following portfolios:

Executive Leader	Councillor Peter Mullineaux
Deputy Executive Leader and Cabinet Member (Corporate Support and Assets)	Councillor Colin Clark
Cabinet Member (Finance)	Councillor Susan Snape
Cabinet Member (Neighbourhoods and Streetscene)	Councillor Graham Walton
Cabinet Member (Public Health, Safety and Wellbeing)	Councillor Jacqui Mort
Cabinet Member (Regeneration and Leisure)	Councillor Phil Smith
Cabinet Member (Strategic Planning and Housing)	Councillor Cliff Hughes
4. Copies of the Council’s Constitution and agenda and minutes for all meetings of the Council may be accessed on the Council’s website: www.southribble.gov.uk. If there are any queries, including objections to items being considered in private, please contact the Council on 01772 421491 or email democraticservices@southribble.gov.uk.

Heather McManus, Chief Executive

Last updated: 21 February 2018

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
February 2018							
Meeting on 14 February 2018							
Corporate Plan, Risk Management, 2018/19 Budget and Medium Term Financial Strategy	Cabinet	Leader	Expenditure / Savings higher than £100,000	14 Feb 2018	No		Report of the Head of Shared Financial Services, Interim Corporate Improvement Manager
Treasury Management Strategy	Cabinet	Finance	Expenditure / Savings higher than £100,000	14 Feb 2018	No		Report of the Head of Shared Financial Services
Meeting on 1 March 2018							
Mayor and Deputy Mayor 2018/19	Cabinet	Leader		1 Mar 2018	No		Report of the Interim Monitoring Officer

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Performance Report - Quarter 3	Cabinet	Leader		1 Mar 2018	No		Report of the Interim Corporate Improvement Manager
Pay Policy 2018-19	Cabinet	Leader	Expenditure / Savings higher than £100,000	1 Mar 2018	No		Report of the Interim HR Manager
Meeting on 11 April 2018							
Land at Bamber Bridge	Cabinet	Corporate Support and Assets	Expenditure / Savings higher than £100,000	1 Mar 2018	Financial/Business Information		Report of the Chief Executive
Housing Framework Delivery	Cabinet	Strategic Planning and Housing	Significant effect in 2 or more Council wards.	11 Apr 2018	No		Report of the Planning Manager
Neighbourhood Forums	Cabinet	Regeneration and Leisure	Significant effect in 2 or more Council wards.	11 Apr 2018	No		Report of the Public Health Manager
Use of Civic Centre Accommodation by Third Party Organisation (Part II)	Cabinet	Corporate Support and Assets	Expenditure / Savings higher than £100,000	11 Apr 2018	Financial/Business Information		Report of the Planning Manager

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
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