

SCRUTINY COMMITTEE

THURSDAY, 30TH AUGUST, 2018, 6.00 PM

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

AGENDA

- | | |
|--|-----------------|
| 1 Apologies for Absence | |
| 2 Minutes of the Last Meeting | (Pages 3 - 6) |
| Held on 28 June 2018 – to be confirmed as a correct record. | |
| 3 Matters Arising from previous meetings | (Pages 7 - 8) |
| Report attached. | |
| 4 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. | |
| 5 Progress report on the recommendations from the LGA Peer Review from 2017 and the Peer Review re-visit | (Pages 9 - 16) |
| Report of the Chief Executive to be presented with the Leader of the Council, Councillor Mary Green attached. | |
| 6 Progress report on the senior management re-structure, including a copy of the agreed leadership and wider officer structure, list of vacant posts, the interim arrangements currently in place and organisational development strategy/workforce development plan | |
| The Chief Executive will provide an update at the meeting. | |
| 7 New Service Delivery Model of Preventative Health | (Pages 17 - 24) |

The report of the Director of Neighbourhoods and Development to be presented with the Cabinet Member (Public Health, Leisure and Wellbeing) attached.

8 Worden Hall - progress update

(Pages 25 - 26)

Information from the Director of Planning and Property attached.

9 Scrutiny Matters

9a Verbal update on Lancashire County Council's Health Scrutiny Committee

9b Member feedback on meeting(s) attended on behalf of the Committee

9c Scrutiny Forward Plan

(Pages 27 - 28)

Forward Plan attached.

9d Cabinet Forward Plan

(Pages 29 - 36)

Forward Plan attached.

Heather McManus
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Committee Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), David Howarth, Susan Jones, Jim Marsh, Keith Martin, Elizabeth Mawson, Barbara Nathan, Mike Nathan, Michael Titherington, Graham Walton, Linda Woollard and Barrie Yates

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

Forthcoming Meetings

6.00 pm Thursday, 4 October 2018 - Cross Room, Civic Centre, West Paddock, Leyland, PR25 1DH

MINUTES OF SCRUTINY COMMITTEE

MEETING DATE Thursday, 28 June 2018

MEMBERS PRESENT: Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Keith Martin, Barbara Nathan, Mike Nathan, Michael Titherington and Linda Woollard

CABINET MEMBERS: Councillor Karen Walton (Cabinet Member (Public Health, Leisure and Wellbeing) Member Champion (Older People)), Councillor Warren Bennett (Cabinet Member (Assets and Transformation)) and Councillor Phil Smith

OFFICERS: Jonathan Noad (Director of Planning and Property) and Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services)

OTHER MEMBERS: Councillor Phil Smith

PUBLIC: 0

1 Apologies for Absence

Apologies for absence were received from Councillors David Howarth, Sue Jones, Jim Marsh, Lizzie Mawson, Barrie Yates and Karen Walton.

2 Minutes of the Last Meeting

RESOLVED (Unanimously):

That the minutes of the Scrutiny Committee meeting held on 12 April 2018 signed as a correct record.

3 Matters Arising from Previous Meetings

The Committee received an update of the progress made against matters arising from previous meetings.

RESOLVED (Unanimously):

That all outstanding matters arising be removed.

4 Declarations of Interest

There were no declarations of interest.

5 Corporate Performance Report at the end of Quarter 4 (31 March 2018)

The Deputy Leader (Councillor Caroline Moon) and the Specialist Consultant (Joanne Platt) addressed the Committee and responded to its comments and enquiries relating to the Corporate Performance Report at the end of Quarter 4.

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

- ▶ The year-end performance position would be reported as part of an annual report being presented to the Full Council meeting to enable all Members to get an overview of how the Council was performing.
- ▶ With regards the decrease in business rates collect this was not felt to be a concern but further information would be provided to the Committee for the next meeting.
- ▶ It was felt that further information on the remedial action being taken to bring performance measures back on track be included in future reports.
- ▶ Concern was expressed that there was not yet a complete picture of statutory and mandatory training for staff. Whilst it was not reported because it was not complete, confirmation was given that statutory training requirements were being met.
- ▶ Clarification was provided on the number of jobs created by City Deal, which appeared low but was at a point in time and not the total created over the period of the City Deal. A strategic review of the City Deal had been commissioned and it was felt that more context would have been useful.
- ▶ Response times in the Gateway customer contact centre had increased with feedback that there were difficulties getting through. It was acknowledged that due to the implementation of the green waste scheme had increased the volume of calls and the service was undergoing re-structuring. Reassurance was provided that action had been taken and that the performance was now improving and would be reported in the next performance report.
- ▶ The definition of the number of visits to leisure and health facilities was queried as there was reference to football pitches, which would be difficult to calculate. The definition would be reviewed and disaggregated for the future.
- ▶ The number of empty properties brought back into use had worsened and due to the reductions made it was queried whether any additional work would be an effective use of resources.
- ▶ An update was provided on the current situation with the Cuerden Development site as reference had been made in the report to work starting at the site and the coverage of the IKEA withdrawal in the local media.
- ▶ As mentioned previously, following the delays with masterplans as a result of the City Deal which was outside the Council's control a review had been commissioned and would be received imminently and would be shared with Members.
- ▶ The shortfall in property income due to writing off debt was highlighted and the amount and process for writing off debt was queried. More detailed information would be provided to the Committee and future quarterly reports would include the amounts written off.

- ▶ It was confirmed that the report from the Local Government Association (LGA) peer review re-visit had been placed on CllrCONNECT and the Improvement Reference Group would be meeting to consider the feedback and develop an action plan.
- ▶ The employee vacancy rate appeared to be high when benchmarked against other organisations which raised concerns whether the Council had sufficient staff resources to deliver our corporate plan. It was reported that steps had been taken to respond to this, including recruiting to the vacant positions in the leadership structure, investing in staff and through shared services.
- ▶ Reassurance was provided that work had started as part of this year's corporate plan to review the leisure partnership contract, which is due to expire in 2021.

RESOLVED (unanimously):

That:

1. Information on the reasons for the business rate decrease is to be provided to the Committee along with what steps are being taken increase collection rates;
2. concern was expressed at no information being available for statutory and mandatory training for employees and asks that further information be provided to the Committee;
3. welcomes the Cabinet Member's reassurance that call waiting times in Gateway would improve and looks forward to further information being provided in the quarter 1 performance report;
4. clarification be provided on the definition and methodology used for collecting the indicator on the use of leisure and health facilities;
5. consideration be given to our approach to empty properties and the scale of the issue assessed against the resources deployed;
6. further information be provided on the timescales for agreeing and implementing the Penwortham, Leyland and Lostock Hall masterplans and confirmation the resources are in place;
7. information be provided to the Committee on how much property rental income was written off and the process used;
8. the Scrutiny Committee considers the Peer Review re-visit report and actions taken in response;
9. welcomes the offer of providing examples of how we learnt from complaints in a case study format; and
10. the Committee places on record its appreciate to Joanne Platt for her support as Specialist Consultant and wishes her well for the future.

6 Worden Hall - progress update

The Cabinet Member for Assets and Transformation (Councillor Warren Bennett) and Director of Planning and Property (Jonathan Noad) addressed the committee and responded to its comments and enquiries relating to Worden Hall.

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

- ▶ As a result of the success of the Artisan Market in April holding more events and being commercial was being explored further.
- ▶ The delay in the consultants commencing their review of Worden Hall was as a result of procurement taking longer than originally thought. Reassurance was provided that the consultants would look at Worden Hall in the context of the wider Worden Park.

RESOLVED (unanimously):

That:

1. the Committee welcomes the Cabinet Member's commitment to explore events for Worden Park in the future; and
2. looks forward to seeing the Cabinet report on future options for Worden Park in September 2018.

7 Scrutiny Matters

7a Verbal Update on Lancashire County Council's Health Scrutiny Committee

The Chair reported on the proceedings of the last Lancashire County Council Health Scrutiny Committee meeting.

7b Member Feedback on Meeting(s) and Training attended on behalf of Committee

It was reported that a workshop for the Committee had been arranged to discuss its future work programme. Committee Members were encouraged to attend.

The North West Strategic Scrutiny Network organised by North West Employers' Organisation would take place on 12 July 2018.

7c Cabinet Forward Plan

The Committee noted the Cabinet's forward plan.

Chair

Date

Scrutiny Committee
Update on Recommendations made at previous Scrutiny Meetings

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Progress / Comments
28/06/18 Min 5.1	Information on the reasons for the business rate decrease is to be provided to the Committee along with what steps are being taken increase collection rates	Cllr S Snape	Tracy Boustead	Yes	Yes	The business rate decrease was just 0.08% and remains in the top quartile of performance within Lancashire authorities. The team are working extremely hard to collect all money owed to the Council. Further updates will be provided in quarterly performance monitoring reports
Min 5.2	Concern was expressed at no information being available for statutory and mandatory training for employees and asks that further information be provided to the Committee	Cllr Mary Green	Heather McManus	Yes	No	This is being pursued as a priority as part of our shared service arrangements with Chorley Council and an update will be provided with the second quarter's performance report.
Min 5.3	Welcomes the Cabinet Member's reassurance that call waiting times in Gateway would improve and looks forward to further information being provided in the quarter 1 performance report	Cllr Michael Green	Tracy Boustead	Yes	No	Call waiting times have improved significantly in Gateway and the latest percentage of calls answered within 60 seconds figure will be included in the second quarter's performance report
Min 5.4	Clarification be provided on the definition and methodology used for collecting the indicator on the use of leisure and health facilities	Cllr C Moon	Jonathan Noad	Yes	Yes	A copy of the definition used has been circulated to members of the Scrutiny Committee on 1 August 2018
Min 5.5	Consideration be given to our approach to empty properties and the scale of the issue assessed against the resources deployed	Cllr C Hughes	Jonathan Noad	Yes	No	This issue is being considered as part of the adopted Housing Framework and work of the Private Sector Housing team and will be the subject of future reports.
Min 5.6	Further information be provided on the timescales for agreeing and implementing the Penwortham, Leyland and Lostock Hall masterplans and confirmation the resources are in place	Cllr C Hughes	Jonathan Noad	Yes	No	A report will be forthcoming to Cabinet on the approach to the Master Plans which are currently under discussion between Portfolio and Officers
Min 5.7	Information be provided to the Committee on how much property rental income was written off and the process used	Cllr W Bennett	Jonathan Noad	Yes	No	This information will be provided in the next budget monitoring report to the Scrutiny Committee

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Agenda Item 3

**Scrutiny Committee
Update on Recommendations made at previous Scrutiny Meetings**

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Progress / Comments
Min 5.8	The Scrutiny Committee considers the Peer Review re-visit report and actions taken in response	Cllr Mary Green	Heather McManus	Yes	To be implemented 30/08/18	This item has been placed on the Scrutiny Committee agenda for 30 August 2018
Min 5.9	Welcomes the offer of providing examples of how we learnt from complaints in a case study format	Cllr Michael Green	Tracy Boustead	Yes	No	We will provide examples of how we continually learn from complaints in future quarterly performance monitoring reports
28/06/18 Min 6.2	Looks forward to seeing the Cabinet report on future options for Worden Park in September 2018	Cllr Warren Bennett	Jonathan Noad	Yes	No	Work is ongoing and an update will be provided at the Scrutiny meeting on 30 August 2018



REPORT TO	ON
Scrutiny Committee Cabinet Council	30 August 2018 12 September 2018 26 September 2018

TITLE	REPORT OF
Corporate Peer Challenge Action plan and response to Statutory Recommendation (under s24 of the Local Audit and Accountability Act 2014).	Chief Executive

Is this report confidential?	No
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1. PURPOSE OF THE REPORT

Members are asked to consider this report which provides an update on the progress on the recommendations from the LGA Peer review from 2017 and the recent revisit in March 2018. The report also addresses the recommendations recently made by the council's external Auditors, Grant Thornton, which was concluded within the Annual Audit of the Statement of Accounts for 2017/18. The external auditors have issued a statutory recommendation for the council to set out how it has progressed with its implementation of the LGA Findings. Under the relevant regulation, the Council is required to submit a formal response within prescribed timelines.

2. RECOMMENDATIONS

For Council to:

- Accept the recommendation made by the external auditor;
- Note the actions completed with regard to implementation of the recommendations made following the LGA Corporate Peer Review
- Provide a formal response to the external auditors advising that all actions recommended within the Original Peer review visit, and Actions suggested in the revisited Peer review have been actioned and are either complete, or are currently in implementation.

3. BACKGROUND

In March 2017, the Council invited the Local Government Association to undertake a Corporate Peer Challenge. Following this review, several issues were raised as concern to the council, which included

- Staff morale was extremely low, with little confidence in the senior management team
- The Governance arrangements were considered weak, with improvements required
- The Council's financial position was poor, with a significant medium term gap in funding which was identified within the medium term financial strategy.
- Officer member relations was considered to be poor and unhealthy
- There was limited confidence in performance management of any major projects or change programmes

Following this review, the Councils set up a cross party Improvement Reference Group (IRG) and an action plan was agreed for 2017/2018.

In July 2017, the council appointed a permanent Head of Paid Service, and in August 2017, priorities were set for the new Head of Paid Service to progress and implement the IRG Action plan

By March 2018 (within an eight month period), all of the actions within the IRG work programme had been either completed, or where in implementation mode. Some examples of progress (which are not exclusive) include:

- The Council developed , agreed and implemented a Transformation/ Organisational strategy for the 2017/18 financial year
- A 5 year Corporate plan, following a full consultation process has been adopted by the Council
- The council approved, for the first time, a 5 year medium term financial strategy.
- Governance committee set up review group and have a rolling programme of updating the Council's Constitution
- The council has carried out a cultural mapping exercise , to baseline the current position on Staff Morale
- A new officer leadership structure was approved by full council in Nov 2017, with the shared services structure having an amended approved in March 2018.
- The council has implemented a new leadership development programme.
- A new officer / member protocol has been developed and agreed
- A robust Project management framework has been put in place, and is currently being used for the implementation of all Corporate Priority projects.

In early 2018, the council invited a follow up review from the LGA Peer challenge, and a number of key recommendations were made in a letter to the Council dated the 16th March 2018.

The Peer review feedback was considered by the IRG on the 19th March and a revised work plan was considered for the Group for the 2018/19 financial year.

Through April and May of 2018, the council's political leadership changed, with a new Leader, Deputy Leader and Cabinet being elected in May.

On the 16th May, the conservative Peer, working to the IRG notified the council that he needed to step down from the position due to his commitments nationally, however, the LGA sourced a new Conservative Peer in June 2018, and on the 10th July, the council commenced with its IRG meetings with new Peers in place. On the 10th July, a revised programme of works was agreed in line with the peer revisit.

On the 26 July 2018 the Governance Committee approved the annual Statement of Accounts 2017/18 and considered the External Audit (Grant Thornton) Audit Findings Report for 2017/18. This year, the external auditors have strengthened their opinion by making a statutory recommendation under Section 24 of the Local Audit and Accountability Act 2014.

Under this regulation, the Council must consider a formal response to the recommendation and inform the external auditors of their decision.

This report brings together the outcomes of both reviews and provides a formal response to the auditor's statutory recommendation.

4. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Excellence and Financial Sustainability	X
Health and Wellbeing	
Place	

Projects relating to People in the Corporate Plan:

People	
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5. LGA CORPORATE PEER CHALLENGE Revisit

As detailed above, in March 2017, the LGA were invited by the Council to undertake a Corporate Peer Challenge. Peer challenge is one of the key tools to support sector led improvement and is tailored to meet individual council needs. The peer team provide feedback as critical friends and include both member and officer peers. Unlike external audit, the LGA peer review team are not formal inspectors and the review is feedback to the council.

The outcome of this review recognised the Council was in a challenging place although it concluded overall “the scale of the challenge is manageable providing capacity is addressed but will require clear leadership, good planning and a strong sense of pace”. At that time the Council officer structure was operating in the absence of a permanent head of paid service and followed a significant corporate governance failure.

A follow up visit in March 2018 reflected progress made in implementing the recommendations almost one year on which are set out within the background to this report. The follow up visit overall found the council had made good progress in taking forward a number of recommendations however, assurance was sought that the Council should progress at pace with its implementation plan.

The following recommendations were made:

- The need for political leadership and the robust implementation of officer/member protocol
- Implementing the new senior management structure
- Developing leadership potential of the new senior team
- Aligning political and officer processes to ensure decisions are implemented with no last minute changes
- Reviewing the governance committee with a view to separating the audit and general governance function
- Implementing with Chorley the agreed approach to shared services
- Improving internal communication and clarity with staff about the vision and next steps for transformation.
- Renewing the focus and commitment to the Improvement Reference Group (and agreeing a timeframe when the IRG should be stepped down).

As detailed above, the IRG considered these findings in March 2018, and have subsequently set a plan in place to ensure delivery is implemented at pace. It should be noted that the IRG meetings are held in private, but all agendas and minutes are forwarded to the Council's External Auditors, Grant Thornton.

Appendix A details the Actions captured by the Peer review, and provides an update on the current status.

It can be noted that, to date, there are no outstanding actions to address from the LGA Peer review recommendations.

6. STATUTORY RECOMMENDATION

Recently, the Governance Committee 26 July 2018 approved the annual Statement of Accounts 2017/18 and considered the External Auditors (Grant Thornton) Audit Findings Report for 2017/18.

The external audit opinion consists of two elements. The first in relation to audit of the financial statements and the second in relation to the council's arrangements for securing value for money (VfM). At that meeting the Annual Audit had not been concluded although the final opinion with regard to the financial statements is expected to be unqualified. The VfM conclusion however will remain as an "except for" conclusion which has been in place since the financial year 2015/16.

This year however the external auditors have strengthened their opinion by making a statutory recommendation under Section 24 of the Local Audit and Accountability Act 2014. A copy of the statutory recommendation will also be forwarded by the external auditor to the Secretary of State.

The Statutory Recommendation as set out in the Audit Findings Report:

Recommendation made under section 24 of the Local Audit and Accountability Act 2014 ("the Act").

The Council needs to:

- Make demonstrable progress in relation to the eight recommendations that are made in the letter dated 16 March 2018 to the Chief Executive from the Local Government Association (LGA) in relation to the LGA Corporate Peer Challenge follow up visit to South Ribble Borough Council.
- In particular, the two recommendations in relation to the management structure should be implemented as a matter of urgency which are to place particular focus in the short term upon:
 - Implementing the new senior management structure
 - Developing the leadership potential of the new senior team to take forward the place, strategic finance and transformation agendas

Under this regulation, the Council must consider a formal response to the recommendation and inform the external auditors of their decision. External Audit have requested that a meeting of full Council considers its response to the following questions:

- (a) Whether the report requires the authority to take any action or whether the recommendation is to be accepted, and
- (b) What, if any, action to take in response to the report or recommendation.

Other minor matters have been raised by external audit as part of their Audit Findings Report. With regard to the presentation of monitoring reports, members will see in the coming weeks a refreshed approach to the presentation of budget monitoring with a focus on service financial performance with greater accountability by budget holders as recommended by the LGA.

Finally, concerns were raised with regard to developing detailed project plans for the schemes highlighted in the medium term financial strategy. The council does have a new Project management system and framework in place, which captures all major projects. This will be reported through our Performance management programme throughout the year to Members.

7. CONTEXT OF EXTERNAL AUDIT OPINION

in forming their professional opinion, external audit assess activity over the financial year up to 31 March 2018 which is concurrent with the findings of the follow up peer review. It is common practice for External Audit to also take a forward view, to fully assess the 2017/18 position. This year, it is disappointing to note that the Auditors have chosen to forward look at the council's S151 position, but not forward look as to the significant progress being made on the Management restructure. Officers are also concerned that the Auditor has raised issues of strategic capacity with regards financial matters, however, the Council financial position during 2017/18 has significantly strengthened. There appears to be no recognition that this council has moved from a deficit position to a positive position, and that for the first time, the Council has an approved 5 year medium term financial strategy.

Notwithstanding the above, if we take the audit as a position statement for 2017/18, it can be demonstrated that the March position has been significantly progressed, with actions now completed, and in progress of implementation.

8. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

Discussions have taken place with Grant Thornton as part of the finalisation of the Statement of Accounts 2017/18 and also with the LGA through the IRG.

9. FINANCIAL IMPLICATIONS

The overall financial health of the council is intrinsic within the report, there are no additional financial pressures arising from this report.

10. LEGAL IMPLICATIONS

The report is submitted to full Council in accordance with the Section 24 of the Local Audit and Accountability Act 2014.

11. COMMENTS OF THE STATUTORY FINANCE OFFICER

- 11.1 *This section is to be completed by the Chief Finance Officer (s151) (or by the Deputy Section 151 Officer if not available) as it must also comment on the impact on all aspects of the total organisational budget.*

11.2 The actions still in progress with regard to the Section 24 recommendation will be monitored by the Council's Internal Audit Service to provide the necessary assurances to External Audit in respect of their timely implementation.

12. COMMENTS OF THE MONITORING OFFICER

12.1 As is referred to above the council's External Auditors have decided – with regard to the Value for Money assessment – to make a recommendation pursuant to the provisions of Section 24 of the Local Audit and Accountability Act 2014. As we know the Value of Money assessment has been a qualified one since the financial year 2015/2016. However, by making a formal recommendation this year the External auditors have decided to strengthen the expression of their concerns. In accordance with the relevant statutory provisions it is necessary for this council to formally consider this recommendation, decide whether it accepts it and decide what, if any action it will take. This is a task for full Council to perform.

12.2 Whilst it is true to say that the audit carried out was an assessment of where the council was for the year ending 31st of March 2018 and that progress has been made since then to implement the relevant recommendations emerging from the LGA Peer Challenge nevertheless it is strongly advisable that we take on board the recommendation from External Audit and commit ourselves to completing all outstanding actions as soon as possible.

13. OTHER IMPLICATIONS:

▶ HR & Organisational Development	<i>Relevant comment to added here</i>
▶ ICT / Technology	<i>Relevant comment to added here</i>
▶ Property & Asset Management	<i>Relevant comment to added here</i>
▶ Risk	<i>Relevant comment to added here</i>
▶ Equality & Diversity	<i>Relevant comment to added here</i>
<i>Add any other implications which you consider particularly relevant</i>	

14. BACKGROUND DOCUMENTS (or There are no background papers to this report)

Audit Findings report 2017/18

15. APPENDICES

Action Plan

Heather McManus
Chief Executive

Report Author:	Telephone:	Date:
Heather McManus	01772 625301	26 September 2018

South Ribble Borough Council - Peer Review / S24 Recommendations Action Plan				
	LGA Peer Review Recommendation	Action taken	Timeline	Comment
1	Political leadership - robust implementation of officer/member protocol	Member officer protocol has been developed through cross-party working, this was approved by council on 21st March 2018 and subsequently individual member/officer commitment has been made through formal signature.	Council approved the member/officer protocol on 21 st March 2018 and as of June 2018, 98% - Member sign up 100% - Officer sign up	Ongoing monitoring through standards committee. Complaints received 17/16 - X number 18/19 - to date X number
2	Implementing the new senior management structure	Council approved the new leadership structure in November 2017 with the amended shared services structure in March 2018. Internal recruitment was made with effect from 1st April 2018. External adverts are currently live with a closing date of 10th August 2018 with interviews being held at the beginning of September 2018. The shared services structure was amended on the 21st March 2018. Job descriptions are currently being developed (see point 6).	Internal recruitment process November - February 2017. Internal appointments made 1st April 2018. External appointments anticipated September 2018.	No comments
3	Developing leadership potential of the new senior team	In 2017 South Ribble Borough Council undertook a review of the current operating structure with a view to ensuring operations in the future fully meet the Council's culture and delivery focus in the most efficient and effective way. Operations were restructured. This included the restructure of Senior Leadership and Management posts and included establishment reductions in the management team. External independent employee support was engaged by the Council managers who roles are affected by the proposed changes. The Council sought to provide as much support as possible to each employee directly aligned to their individual needs. The support provided was bespoke on an individual basis and in the context of the changes that took place. A key objective of the support was to identify from each individual's perspective what has happened and what needed to happen and what it looks like and feels like for individuals to be confident in their own skin to achieve their personal goals and ambitions. The support was aimed at individual's state of change readiness with development support tailored to individual needs to put them in the strongest position possible for what their next steps might be. The ambition of the Council is to embed a Blended Way of Working in the new Senior Leadership Team, with Key Stakeholders and across the Council as a whole. To help facilitate this, support has included one to one and group work to develop the draft Leadership Principles and Ways of Working and inform the recruitment assessment approach. The recruitment approach developed has been externally validated by Veredus' Occupational Psychologists. Mennva has worked with Veredus (SRBC appointed external recruitment partner), to co-design the final recruitment programme design and run the recruitment Assessment. Internal appointments into the new Senior Leadership Structure are development appointments. A number of roles remain unfilled		
4	Alligning political and officer processes to ensure decisions are implemented with no last minute changes	Senior officer meetings programmed to clear all council reports. Portfolio holder discussions take place to confirm reports. Shadow cabinet briefings introduced on all cleared cabinet reports. Pre-cabinet briefings take place.	Working Example Extended Leadership Team (Report Clearing Meeting) - 14th August 2018 Cabinet Workshop - 14th August 2018 Shadow Cabinet Briefing - 7th September 2018 Cabinet Meeting - 12th September 2018	The timeline was already in existence but the briefing of shadow cabinet has been introduced since the peer review revisit.
5	Reviewing the governance committee with a view to separating the audit and general governance function	A draft paper is currently with governance committee to review. The governance committee has already set up a task group to review before formal consultation by the committee.	Task group meeting 6th September 2018	Governance Committee formal consideration on 20th September 2018.
6	Implementing with Chorley the agreed approach to shared services	Council approved the revised shared services structure in March 2018. Draft job descriptions are being co-created with existing staff central to the shared services journey. An action plan is being developed to test future shared services opportunities. External capacity is being sourced to strengthen the existing shared services legal agreement.	March 2018 approval. Draft job description to the next shared services appointments panel.	Commissions to be in place by the end of August 2018.
7	Improving internal communication and clarity with staff about the vision and next steps for transformation	Cultural mapping process proposed by the staff feedback was to introduce a 'tic' approach to communications. This represents a requirement that communication is timely, clear in language and consistent in message. There have been ongoing staff briefings with regards to any real time and significant staff communication eg shared services. We have in place key messages from the leadership team posted on Connect and through face to face team meetings. The CEO continues to have an open door policy introduced on her appointment in August 2017. A transformation space on Connect has been created by members of the extended leadership team. The CEO has a blog. We have invested in ICT software communications solution (Attain). We have introduced an all staff distribution list.	'Cultural Baseline' – an understanding of where the organisation is now and how it could build on existing initiatives and be purposeful in developing its culture and engaging the workforce into the future. The Chief Executive wanted to co-create the design of the intervention. The key outcomes were: - an independent observation of where the organisation is now, - observations on areas for focus to move the organisation forward - the 'What next?' It was also agreed we would generate a quantitative 'baseline score' for where the organisation is now and the telling of the Story around where the organisation has been and where it is now. Shared services departments were briefed on 19th & 20th June 2018 and are ongoing. Key messages on Connect are bi-weekly for leadership team. Open door policy is actively used by all layers of organisation. Transformation section on Connect is updated as and when. The CEO blog is released as and when required. Investment in the ICT system Attain is to be rolled out in 18/19.	Our communication model has consciously shifted from a top down, tell and inform model, to a grass - roots, two way communication, involvement and engagement space.
8	Renewing the focus and commitment to the Improvement Reference Group (and agreeing a timeframe when the IRG should be stepped down)	Regular IRG meetings took place in 2017/18 and are planned for 2018/19. July IRG reset action the plan.	Schedule of meetings (2017 - 2018) 15th May 2017 13th June 2017 24th July 2017 24th August 2017 18th September 2017 30th October 2017 5th December 2017 8th January 2018 19th March 2018 10th July 2018 TBC August 2018 TBC September 2018	

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REPORT TO	ON
SCRUTINY CABINET	30 August 2018 12 September 2018



TITLE	PORTFOLIO	REPORT OF
New Service Delivery Model of Preventative Health	Public Health, Leisure and Wellbeing	Director of Neighbourhoods and Development

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 To inform Cabinet about the initial stages of development of a new service delivery model of preventative services. Including the proposal to establish a cross party member working group on Health and Wellbeing with the terms of reference to make recommendations to Cabinet on the Health and Wellbeing agenda.

2. PORTFOLIO RECOMMENDATIONS

- 2.1 To receive this report for information and express any feedback or suggestions that can help shape/inform the ongoing process.
- 2.2 Approve a Cross Party Working Group on Leisure, Health and Wellbeing managed by Democratic Services. The terms of reference for this group would be to make recommendations to the Cabinet on the Leisure, Health and Wellbeing agenda.

REASONS FOR THE DECISION

The reason for this decision is to position ourselves at the forefront of the discussion of re-shaping the debate on wellbeing and prevention. Moving away from a medical model of care based on the treatment of disease and towards a holistic view of the promotion of person-centred wellbeing and healthy lifestyle choices.

3. CORPORATE PRIORITIES

- 3.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	
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Health and Wellbeing	✓
Place	

Projects relating to People in the Corporate Plan:

People	
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4. BACKGROUND TO THE REPORT

- 4.1 South Ribble Borough Council is committed in its Corporate Plan to wellbeing for all: promoting healthy living and improving the quality of life for our growing population into the future, improving awareness of dementia and of how to support people with dementia their families and supporting our aging population.
- 4.2 As a district council we are focused on improving quality of life and working to reduce problems for our residents and businesses one family, street and place at a time. As the local democratically elected representatives of our community we are well placed to be the foundations for collaboration and partnerships at a local level.
- 4.3 As a Council we are stepping up to offer an innovative solution through the development of a new service model to use our skills and network of connections with our communities to enable change with a democratic mandate to respond to our residents' needs and interests.
- 4.4 The Council's role within health services is as a significant influencer, but we can also help more directly to improve the stability of health through our roles as providers of key preventative services including housing, homelessness, leisure and environmental health. There is currently a lack of awareness in the Health sector of the value that district councils can bring to promote good health and wellbeing and prevention of ill-health.

4.5 The table below demonstrates the current evidence-base for the numerous benefits that districts bring to the health agenda:

	Homelessness prevention	Leisure, parks and green spaces	Corporate Projects	Advice (housing, benefits, employment, Environmental Health)	Home adaptations
Prevention Offer	2017/18 We prevented or relieved 380 homelessness cases.	Through provision of leisure, green links and green spaces districts prevent physical inactivity and mental health before they become a burden on acute health services.	Veterans Café Dementia Action Alliance MH2K project Workplace Health Project	We provide unique intelligence on the most hard-to reach and vulnerable people in local communities, helping partners target interventions.	We supported home improvement measures to keep 332 elderly or vulnerable people in their homes.

4.6 Reform is acutely needed within the current health and social care landscape. We have played a key role in preventing demand for health and social care through services such as benefits and housing. It is time now to position ourselves at the forefront of the discussion of re-shaping the debate on wellbeing and prevention. The most ambitious form of care aims to improve health by tackling the causes of illness and the wider determinants of health. We have a natural advantage with this model as we can draw on our experience of our commitment to better lives and reducing health inequalities in our communities.

4.7 Wider determinants of health are often described as ‘the causes of the causes’, factors exist which although are generally beyond the individuals control, can be improved upon with support from organisations such as the Government, Local Authorities and the NHS. These factors concern the environment, the economy, society and health as a whole and are generally interconnected with one another as shown in the model below.



Dahlgren and Whitehead 1991

- 4.8 Early intervention and prevention is a proven method for reducing costs of delivering services across the whole of public services, while improving outcomes at the same time. This is particularly the case where it is effectively targeted.
- 4.9 There is a clear evidence-based case that the Council providing key preventative services will reduce demand on social care and acute health services. To really make a difference we need to do this via a partnership to target and best serve the interests of local people at the heart of these discussions.
- 4.10 The evidence shows that individuals and communities experience better outcomes by receiving appropriate support before they become ill, and the delivery of such services generally tends to be less expensive than services provided in crisis situations or over long periods.
- 4.11 Policy and demographic changes are increasing the demand for services. Long-term factors, such as an ageing population, increases in chronic diseases and increasing population in South Ribble will continue to place pressure on public services, and will make it more difficult to maintain and improve outcomes for residents if we continue to deliver services in the current model.

5 DETAILED CONSIDERATIONS

- 5.1 The District Council's Network (DCN) recently published a 'Transformation in Localities' toolkit. It recognised that district councils, in order to achieve real change, require a coherent, whole system, whole society approach. We will need to mobilise the resources that our places have to offer, including our people, physical assets, schools, GPs and local businesses. Using all the resources at our disposal to enable and maintain physical and mental wellness, build resilience and aid recovery.
- 5.2 This work has already begun with 'Our Health, Our Care' and the Central Lancashire Prevention and Early Intervention Framework. The framework advocates a 'place based'

approach to strengthen and maintain physical and mental wellness as well as building resilience in communities and aiding recovery. The framework has been developed against the backdrop of national, regional and local plans and can be linked back to the Sustainability and Transformation Plans, STPs (Lancashire and Cumbria).

- 5.3 Place based prevention is grounded in an understanding of people, their motivations, aspirations and the impact of the physical and social factors that shape their lives:
- ▶ It is about creating a shared vision and objectives, reflecting the local context and the needs and wants of those population groups
 - ▶ It recognises and makes the most of the assets and resources that exist within our communities
 - ▶ It offers a workable scale to initiate and achieve real cultural shift, building on existing work and driven by those organisations closest to communities; namely district councils, primary care and locally based third sector groups
 - ▶ It is not specific to a particular geography, it is about any 'place' that people identify with and what it means to them – whether it is a town, a neighbourhood or a street
 - ▶ Place based prevention is rooted in enabling wellness and is the responsibility of every person, group and organisation in all settings, situations and pathways across the life course of an individual.
- 5.4 If we get ahead of the decline and improve the longer term wellbeing of our population, we need to move beyond addressing ill-health and start concentrating on a new model of maintaining wellness by addressing the wider determinants of health. This means focusing on activities that keep people healthy and active, able to recover well after periods of illness, and capable of doing as much for themselves as possible.
- 5.5 The work to develop this new model will focus on the benefits that could be delivered by having services focussed on early intervention and preventing demand for services arising in the first place. Integration and joint-working, with good data and intelligence sharing, would make early intervention more effective and efficient.
- 5.6 There are many factors that affect an individual's wellbeing and resilience, including age, lifestyle, community, housing, socio-economic status, family and support networks. With such a wide range of factors, it is unrealistic to think that any one sector or organisation could achieve significant change. South Ribble Borough Council has good working relationships with partners but at times they are fragmented, cumbersome and clunky in terms of both delivery of services for individuals. We therefore need to work to develop and strength our relationships with partners, to deliver an improvement to the health and wellbeing of our community.
- 5.7 **What we will be doing to develop a preventative model of health:**
- ▶ Hold a workshop with our partners to map out a preventative model of service delivery. Key partners would include: Lancashire Care Foundation Trust, The DWP, The Police, leisure partners and the voluntary sector. Work with partners 'Focusing the system on the individual' by facilitating partners coming together in the same location at the Civic Centre, sharing intelligence and co-ordinating our efforts.
 - ▶ With approval of Cabinet establish a Cross Party Community Health and Wellbeing Working Group to help develop a new service delivery model of preventative services.

- ▶ Establish an on-going dialogue and redefine the relationships between residents, community groups, businesses and service delivery organisations so that they can influence decisions and can help the define and shape a new service delivery model via the Community Strategy
- ▶ Encourage people to feel and to be part of their own solution, and communities to be more involved and supported. Empowering people and places with interventions that are 'done with' rather than 'done to' and enabling people to take responsibility for their own health and wellbeing.
- ▶ Explore through IT solutions how we can share and disseminate information relevant to all involved.
- ▶ Co-produce health and wellbeing outcomes in partnership with communities. Disseminate outcomes throughout the community as well as more widely.
- ▶ As well as publishing our own outcomes, to look for and learn from other examples of good practice to see how integrated delivery models have evolved.

5.8 **How would our South Ribble look if we got the preventative model right?**

- ▶ Communities will be healthy, empowered to help themselves and resilient to life's challenges
- ▶ People will have access to education, employment opportunities and appropriate housing in a safe environment.
- ▶ People will make valuable contributions and reap the rewards in terms of motivation, confidence and quality of life.
- ▶ When people do need support, either due to age or significant life events such as bereavement, strong community networks and self-care will be the natural first response.
- ▶ Interaction with public services will be time limited and in the most appropriate setting to address the individual's needs, with sustainable support that is offered as soon as possible.
- ▶ Public services become more sustainable if organisations because working together more effectively around functions that supported prevention and early intervention.

6 FINACIAL IMPLICATIONS

6.1 None at this current time.

7 LEGAL IMPLICATIONS

7.1 Under the Health and Social Care Act 2012 (section 12) the council has a duty to take such steps as it considers appropriate to improve the health of people in its area. The Localism Act 2011 introduced the "general power of competence", i.e. that a local authority has power to do anything that individuals generally may do, including for, or

otherwise for, the benefit of the council, its area or people resident or present in its area. As with other council powers this power must be exercised reasonably.

8 HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

8.1 This work will inform the Council's own Corporate Plan and priorities in the future which may have organisational development implications.

9 ICT/TECHNOLOGY IMPLICATIONS

9.1 None at this current time, but integration of ICT systems will be an important consideration.

10 PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

10.1 Please see associated property and asset paper on the Agenda.

11 RISK MANAGEMENT

11.1 A risk log will be maintained on GRACE and summary of the key risks relating to success of the project are;

- ▶ Lack of engagement from stakeholders on attending workshops or responding to consultation methods
- ▶ Resources/Capacity will not allow for every single type of partner to be engaged and as a result key partners or ones crucial to success could be missed.
- ▶ Poor quality of feedback, outputs from consultation and engagement events

11.2 In managing the risk the project group will meet monthly too address any major issues that arise. Existing risks are mitigated with a clear budget set for the project as well as stakeholder assessment and identification to ensure we target key partners.

11.3 A range of consultation methods are also being used to gather a wide range of views and then cross referenced against knowledge of partners.

11.4 A key risk for the development of this service is the complexity that is currently in place in the way that services are managed, commissioned and delivered.

12 EQUALITY AND DIVERSITY IMPACT

12.1 None

13 RELEVANT DIRECTOR'S RECOMMENDATIONS

13.1 To receive this report for information and express any feedback or suggestions that can help shape/inform the ongoing process.

13.2 Approve a Cross Party Working Group on Leisure, Health and Wellbeing managed by Democratic Services. The terms of reference for this group would be to make recommendations to the Cabinet on the Leisure, Health and Wellbeing agenda.

14 COMMENTS OF THE STATUTORY FINANCE OFFICER

14.1 There are currently no financial implications at this stage in the process of developing the new service delivery model.

15 COMMENTS OF THE MONITORING OFFICER

15.1 There are no concerns or issues with this report from a Monitoring Officer perspective. Please see the Legal Implications section for details of the enabling legislation.

16 BACKGROUND DOCUMENTS

16.1 There are no background papers to this report

17. APPENDICES

17.1 There are no appendices to this report

Jennifer Mullin

Director of Neighbourhoods and Development

Report Author:	Telephone:	Date:
Jennifer Mullin, Director of Neighbourhoods and Development	01772 625329	23/07/18

Worden Hall – Consultants Update

- ▶ Then Consultants are currently undertaking;
 - Ecology Survey
 - Condition survey
 - Site analysis
 - Landscaping Review
 - Valuation(s)

- ▶ They have met with key stakeholders which includes traders on the park and a number of organisations which have expressed an interest in Worden Hall.

Timeline

- ▶ Options for the Hall are being identified by the End of August

- ▶ Options to be determined by the end/beginning of September

- ▶ Detailed option expected to be complete by October for submission to Cabinet and Scrutiny by the end of the year.

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Scrutiny Committee Forward Plan – as at 20 August 2018

Date	Item	Lead Officer	Lead Member
30 August 2018	Progress report on the recommendations from the LGA Peer Review from 2017 and the Peer Review re-visit	Heather McManus	Cllr Mary Green
	Progress report on the senior management re-structure, including a copy of the agreed leadership and wider officer structure, list of vacant posts, the interim arrangements currently in place and organisational development strategy/workforce development plan	Heather McManus	Cllr Mary Green
	New Service Delivery Model of Preventative Health	Jennifer Mullin	Cllr Karen Walton
	Worden Hall Update	Jonathan Noad	Cllr Warren Bennett
4 October 2018	Feedback report from Investors in People assessment	Gail Collins	Cllr Mary Green
	Final progress report on Scrutiny Review of Staff Morale	Gail Collins	Cllr Mary Green
	Worden Hall Update	Jonathan Noad	Cllr Warren Bennett
8 November 2018	South Ribble Partnership	Howard Anthony	Cllr Mary Green
	Quarter 2 Performance and Risk Monitoring Report	Heather McManus	Cllr Mary Green
	Budget Monitoring Report (including progress on efficiency targets)	Helen Seechurn	Cllr Susan Snape
	Draft Corporate Plan and Budget Proposals 2019-2020	Heather McManus / Helen Seechurn	Cllr Mary Green / Cllr Susan Snape
	Worden Hall Update	Jonathan Noad	Cllr Warren Bennett
10 January 2018	Waste Partnership	Andrew Richardson	Cllr Caroline Moon
	Safeguarding Annual Report	Jennifer Mullin	Cllr Caroline Moon
14 February 2018	Draft Corporate Plan 2019/2020	Heather McManus	Cllr Mary Green
	Draft Budget Proposals 2019/2020	Helen Seechurn	Cllr Susan Snape

**Scrutiny Committee
Forward Plan – as at 20 August 2018**

Date	Item	Lead Officer	Lead Member
	Leisure Partnership	Jonathan Noad	Cllr Karen Walton
7 March 2018	Quarter 2 Performance, Budget and Risk Monitoring Report (including progress on efficiency targets)	Heather McManus / Heather Seechurn	Cllr Mary Green / Cllr Susan Snape
	Safer Chorley & South Ribble Community Safety Partnership	Jennifer Mullin	Cllr Caroline Moon
	Final Progress report from Scrutiny Review of Business & Conference Centre	Jonathan Noad	Cllr Warren Bennett

South Ribble Council – Cabinet Forward Plan

For the Four Month Period: 1 September 2018 - 31 December 2018

This document gives 28 days' notice of 'key' and other major decisions which the Cabinet expect to take during the next four month period. It also gives notice of the decisions that are likely to be taken in private. The document is updated as required and is available to the public on the Council's website at www.southribble.gov.uk.

A 'Key' Decision is defined as 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; or
- (b) To be significant in terms of its effect on the communities living in an area comprising two or more Council wards.

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As a matter of local choice, the Forward Plan also includes the details of any significant issues to be initially considered by the Cabinet and submitted to the Full Council for approval.

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, set out in Access to Information Procedure Rules.

The Cabinet is made up of the Leader, Deputy Leader and five other Cabinet Members with the following portfolios:

Executive Leader	Councillor Mary Green
Deputy Executive Leader and Cabinet Member (Environment and Community Safety)	Councillor Caroline Moon
Cabinet Member (Assets and Transformation)	Councillor Warren Bennett
Cabinet Member (Corporate Support and Community Engagement)	Councillor Michael Green
Cabinet Member (Public Health, Leisure and Wellbeing)	Councillor Karen Walton
Cabinet Member (Finance)	Councillor Susan Snape
Cabinet Member (Planning, Housing and Economic Growth)	Councillor Cliff Hughes

Whilst the majority of the Cabinet decisions listed in this Forward Plan will be open to the public to attend, there may be some decisions to be considered that contain confidential, commercially or personal information. The Forward Plan is a formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that some of the decisions listed in the Forward Plan will be held in private because the

report will contain exempt information under Schedule 12A of the Local Government Act 1972, as set out below and that the public interest in withholding the information outweighs the public interest in disclosing it.:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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 625309 or email dscambler@southribble.gov.uk.

**Heather McManus,
Chief Executive**

Last updated: 20 August 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
Meeting on 12 September 2018							
Leader of the Council							
Lead the development of the Borough Community Strategy	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	12 Sep 2018	No	No	Report of the Director of Neighbourhoods and Development
Cabinet Member (Assets and Transformation)							
30 Rhodesway, Houghton	Cabinet	Assets and Transformation		12 Sep 2018	No	No	Report of the Director of Planning and Property
South Ribble Home Build	Cabinet	Assets and Transformation	Expenditure / Savings higher than £100,000	12 Sep 2018	Paragraph 3: Information relating to the financial business affairs of any particular person (including the authority holding that information)	No	Report of the Director of Planning and Property

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
One asset approach to refurbishment and future management of Civic Centre	Cabinet	Assets and Transformation	Expenditure / Savings higher than £100,000	12 Sep 2018	Paragraph 3: Information relating to the financial business affairs of any particular person (including the authority holding that information)	No	Report of the Director of Neighbourhoods and Development
Cabinet Member (Corporate Support and Community Engagement)							
Communicating with residents and businesses	Cabinet	Councillor Michael Green	Significant effect in 2 or more Council wards.	12 Sep 2018	No	No	Report of the Director of Neighbourhoods and Development
Cabinet Member (Public Health, Leisure and Wellbeing)							
New Service Delivery Model of Preventive Health	Cabinet	Public Health, Leisure and Wellbeing	Significant effect in 2 or more Council wards.	12 Sep 2018	No	No	Report of the Director of Neighbourhoods and Development

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
Leisure Campus Contract	Cabinet	Public Health, Leisure and Wellbeing	Expenditure / Savings higher than £100,000	12 Sep 2018	Paragraph 3: Information relating to the financial business affairs of any particular person (including the authority holding that information)	https://southribble.moderngov.co.uk/documents/s4877/Cabinet%20Report%20210618%20First%20Phase%20of%20Campus%20Project%20post%20Cabinet%20Workshop%20002.pdf	Report of the Director of Planning and Property
Cabinet Member (Strategic Planning, Housing and Economic Growth)							
Housing Act Enforcement Policy	Cabinet	Strategic Planning, Housing and Economic Growth	Significant effect in 2 or more Council wards.	12 Sep 2018	No	No	Report of the Director of Neighbourhoods and Development
Cabinet Member (Finance)							
Council Tax Support Scheme	Cabinet	Finance	Significant effect in 2 or more Council wards.	12 Sep 2018	No	No	Report of the Deputy Chief Executive (Resources and Transformation)

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
Future Meetings							
Budget Timetable and MTFS Update 2018/19 - 2022/23	Cabinet	Finance		17 Oct 2018	No	No	Report of the Deputy Chief Executive (Resources and Transformation)
Private Sector Housing Enforcement Policy	Cabinet	Strategic Planning, Housing and Economic Growth	Significant effect in 2 or more Council wards.	17 Oct 2018	No	No	Report of the Director of Planning and Property
Private Sector Housing Civil Penalties Enforcement Guidance	Cabinet	Strategic Planning, Housing and Economic Growth	Significant effect in 2 or more Council wards.	17 Oct 2018	No	No	Report of the Director of Planning and Property
Station Road, Bamber Bridge - Site Conversion for Affordable Properties	Cabinet	Assets and Transformation		17 Oct 2018	No	No	Report of the Director of Planning and Property

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
Place Promotion	Cabinet	Strategic Planning, Housing and Economic Growth	Significant effect in 2 or more Council wards.	17 Oct 2018	No	No	Report of the Director of Planning and Property
Land at Bamber Bridge	Cabinet	Assets and Transformation	Expenditure / Savings higher than £100,000	17 Oct 2018	Paragraph 3: Information relating to the financial business affairs of any particular person (including the authority holding that information)	No	Report of the Chief Executive
Performance Monitoring Report - Quarters 1 and 2	Cabinet	Deputy Leader and Environment and Community Safety	Significant effect in 2 or more Council wards.	21 Nov 2018	No	https://southribbleintranet.mode.rngov.co.uk/documents/s3311/06%20-%20Report%20to%20Council%20280218%20re%20Corporate%20Plan%202018-23%20and%20Risk%20Registers.pdf	Report of the Chief Executive

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
Campus Project - Progress Update and Approval of Procurement Route	Cabinet	Public Health, Leisure and Wellbeing	Significant effect in 2 or more Council wards.	21 Nov 2018	No	https://southribbleintranet.mode.rngov.co.uk/documents/s4877/Cabinet%20Report%20210618%20First%20Phase%20of%20Campus%20Project%20post%20Cabinet%20Workshop%20002.pdf	Report of the Director of Neighbourhoods and Development
Performance Monitoring Quarter 3	Cabinet	Deputy Leader and Environment and Community Safety	Significant effect in 2 or more Council wards.	20 Mar 2019	No	https://southribbleintranet.mode.rngov.co.uk/documents/s3311/06%20-%20Report%20to%20Council%20280218%20re%20Corporate%20Plan%202018-23%20and%20Risk%20Register.pdf	Report of the Chief Executive