

## SCRUTINY COMMITTEE

THURSDAY, 8TH NOVEMBER, 2018, 6.00 PM

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

### AGENDA

- |           |                                                                                       |                 |
|-----------|---------------------------------------------------------------------------------------|-----------------|
| <b>1</b>  | <b>Apologies for Absence</b>                                                          |                 |
| <b>2</b>  | <b>Minutes</b>                                                                        |                 |
| <b>2a</b> | <b>Minutes of Scrutiny Committee meeting - 30 August 2018</b>                         | (Pages 3 - 8)   |
| <b>2b</b> | <b>Minutes of Scrutiny Committee meeting - 27 September 2018</b>                      | (Pages 9 - 12)  |
| <b>3</b>  | <b>Declarations of Interest</b>                                                       |                 |
| <b>4</b>  | <b>Matters Arising from previous meetings</b>                                         | (Pages 13 - 16) |
|           | Report attached.                                                                      |                 |
| <b>5</b>  | <b>Corporate Performance Report as at the end of Quarter 2 (30 September 2018)</b>    | (Pages 17 - 52) |
|           | Report of the Chief Executive attached.                                               |                 |
| <b>6</b>  | <b>Budget Monitoring report as at 30 September 2018 (Quarter 2)</b>                   | (Pages 53 - 66) |
|           | Report of the Interim Deputy Chief Executive (Resources and Transformation) attached. |                 |
| <b>7</b>  | <b>Worden Hall Commercialisation Update</b>                                           | (Pages 67 - 68) |
|           | Report of the Director of Planning and Property attached.                             |                 |
| <b>8</b>  | <b>Scrutiny Matters</b>                                                               |                 |
| <b>8a</b> | <b>Verbal update on Lancashire County Council's Health Scrutiny Committee</b>         |                 |
| <b>8b</b> | <b>Member feedback on meeting(s) attended on behalf of the Committee</b>              |                 |
| <b>8c</b> | <b>Cabinet Forward Plan</b>                                                           | (Pages 69 - 76) |

**8d Membership of Member Induction/Development Review  
Task Group**

Heather McManus  
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Committee.

The minutes of this meeting will be available on the internet at  
[www.southribble.gov.uk](http://www.southribble.gov.uk)

**Forthcoming Meetings**

6.00 pm Thursday, 10 January 2019 - Cross Room, Civic Centre, West Paddock,  
Leyland, PR25 1DH

**MINUTES OF SCRUTINY COMMITTEE**

**MEETING DATE** Thursday, 30 August 2018

**MEMBERS PRESENT:** Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), David Howarth, Susan Jones, Jim Marsh, Keith Martin, Barbara Nathan, Mike Nathan, Michael Titherington, Graham Walton and Linda Woollard

**CABINET MEMBERS:** Councillor Mary Green (Leader of the Council and Leader of the Conservative Group), Councillor Karen Walton (Cabinet Member (Public Health, Leisure and Wellbeing) Member Champion (Older People)) and Councillor Caroline Moon (Deputy Leader and Cabinet Member (Environment and Community Safety) Deputy Leader of the Conservative Group)

**OFFICERS:** Jennifer Mullin (Director of Neighbourhoods and Development), Jonathan Noad (Director of Planning and Property), Tim Underwood (Digital Communications Officer), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) and Dianne Scambler (Governance and Member Services Team Leader)

**OTHER MEMBERS:** Louise Giles (Head of Service Transformation) (Lancashire Care Foundation Trust), Councillor Paul Foster (Leader of the Opposition and Leader of the Labour Group), Councillor Michael Green (Member Champion (Community Engagement and Communications)), Councillor Alan Ogilvie (Member Champion (Armed Forces)), Councillor Phil Smith and Councillor Paul Wharton (Member Champion (Streetscene and Neighbourhoods))

**PUBLIC:** 0

**8 Apologies for Absence**

Apologies were received from Councillors Elizabeth Mawson and Barrie Yates.

**9 Minutes of the Last Meeting**

RESOLVED (Unanimously):

That the minutes of the Scrutiny Committee meeting held on 28 June 2018 be signed as a correct record.

**10 Matters Arising from previous meetings**

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

RESOLVED (Unanimously):

To note the updated information.

## **11 Declarations of Interest**

There were no declarations of any interests.

## **12 New Service Delivery Model of Preventative Health**

The Cabinet Member (Public Health, Leisure and Wellbeing), Councillor Karen Walton, the Director of Neighbourhoods and Development (Jennifer Mullin) and the Head of service Transformation (LCFT) (Louise Giles) addressed the Committee and responded to comments and enquiries relating to the new service delivery model of preventative health.

It was noted that attendance at a recent partner workshop appeared to have been quite limited, with key organisations such as the Clinical Commissioning Group, Hospitals Trust and Healthwatch not being mentioned. Assurance was given that these partners were engaging in the process and the Committee were informed of the engagement process and what commitment had been given by organisations to the new preventative model. It was also explained how the preventative health approach linked with the 'Our Health, Our Care' acute services review of central Lancashire.

Although other authorities such as Chorley were undertaking similar preventative health approaches, this model is unique to this Authority and builds on many of the lessons learnt by others.

Members of the Committee commented that the Council had been looking into this issue for some years now and highlighted a previous report of Scrutiny, 'Mind the Gap' which had made several recommendations around preventative health care, asking how the current proposals were different.

It was explained that it is now time for the Council to position itself 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 illnesses and the wider determinants of health.

There was general agreement that a Cross Party Community Health and Wellbeing Working Group would help shape the new service delivery model of preventative services. The new Community Strategy would also be published shortly that would provide detail on where our resources need to be allocated.

The Chair on behalf of the Committee asked to be kept informed of progress made.

RESOLVED: (Unanimously)

1. That the Committee welcomes the Council taking the Health and Wellbeing of residents seriously through the model in the report.
2. That more clarity on the cross party working group be provided within the report, to include its terms of reference, its role and the timescales involved.

3. That the Preventative Strand of Our Health, Our Care programme paper be provided to all Members.
4. That additional work be carried out to engage better with the Clinical Commissioning Group and other health partners as part of the new service model.
5. That future reports include more plain English and acronyms, if used, be explained.
6. That the Council ensures that the new service does not duplicate the work of the Lancashire Health and Wellbeing Service.

### **13 Progress report on the recommendations from the LGA Peer Review from 2017 and the Peer Review re-visit**

The Committee received a report of the Chief Executive that provided an update on progress made on the recommendations from the LGA Peer Review from 2017 and recent revisit in March 2018. The report also addressed the recommendations recently made by the Council's External Auditors, Grant Thornton PLC, which was contained within the Annual Audit of the Statement of Accounts for 2017/18.

The External Auditors had issued a statutory recommendation for the Council that set out progress made against the LGA findings and under the relevant regulation, the Council was required to submit a formal response within prescribed timelines.

The Leader of the Council, Councillor Mary Green attended the meeting along with the Chief Executive, Heather McManus to present the report. They considered that the findings made by the External Auditor was largely out of date and reported that nearly all the recommendations made by the Peer Review had been completed or were well in hand. The recruitment process for the senior management positions was currently underway and the Council were confident that they would be appointing to the two Deputy Chief Executive posts the day after this meeting.

The Leader explained, that after a slow start to proceedings, actions to progress the Shared Services arrangements with Chorley was also now moving at pace and advancing well. At a meeting of the Improvement Reference Group (IRG) in July, Members had agreed an action plan, with most tasks already showing as completed with Peer representatives of the Local Government Association being satisfied with the measures put in place.

Clear leadership could now be evidenced by the Council and it was disappointing that the Auditor had not taken a more positive forward view of the current situation.

The Chair of Scrutiny, Councillor Matthew Tomlinson expressed his concern that Members had not been informed of the Peer Review revisit and asked if communications of this nature could be improved upon in future.

The Committee also expressed their concern at the slow pace of tackling the recommendations in the Peer Review at the very start of the process particularly in relation to the management restructure and felt that the Council would not be in this position had things been progressed quicker. It was their understanding that the IRG had only met more recently to progress things and the Chair questioned that the actions, being implemented were merely in implementation stage and not necessarily complete. There was also an understanding that the review on the roles and responsibilities of the Governance Committee had not yet started.

In response to Members concerns about the possible repercussions for the Council were in relation to the issuing of the Section 24 letter and their disappointment at receiving an unqualified opinion for the third year running, it was explained that South Ribble Council were the only Council to have received such a notice for issues that did not relate to financial matters. The Auditors were content to receive the Council reply at its next scheduled meeting and had amended its original Audit Findings letter to better reflect the Councils current status in implementing its management structure.

There would be no interim audit taking place, with the next audit being the scheduled Annual audit on the Statement of Accounts for the 2018/19 financial year. There was an admittance that the Shared Services process was not progressing as quickly mainly down to the added encumbrance of working across two authorities.

In response to concerns from the Committee, the Chief Executive commented that staff were now starting to feel valued, (evidenced by the recent cultural mapping exercise and IIP assessment) and that the new ways of blended working would enhance service delivery and address the growth agenda that the Council would face in the future.

RESOLVED: (Unanimously)

1. That the Scrutiny Committee explores how it scrutinises the work and outcomes of the Improvement Reference Group.
2. That the Scrutiny Committee looks forward to the Shared Services appointments being in place in eight months' time.
3. That a progress report detailing an accurate position on the recommendations from the Peer Review and External Audit Finding Report be provided to the next meeting of the Committee.
4. That the External Audit Finding Report be attached to the report to be presented to Cabinet and Council.
5. That the Scrutiny Committee expresses concern at the slow pace of tackling the recommendations in the Peer Review and Audit Findings.
6. That a report on the outcomes of the Cultural Mapping work, Investors in People and Customer Service Excellence Assessments be brought to a future Committee meeting.

**14 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 Scrutiny Committee requested a written report to be presented to its next meeting.

**15 Worden Hall - progress update**

The Director of Planning and Policy (Jonathan Noad) provided the Committee with an update on progress relating to Worden Hall. Due to holiday commitments of the appointed contractor, the process had been delayed by three weeks. However, following an initial meeting the consultants are currently undertaking a number of

surveys and had met with all the relevant stakeholders who have expressed an interest in using Worden Hall.

A range of options would be determined by the end of September, with a preferred detailed option to be completed by the end of October for submission to Cabinet and Scrutiny by the end of the year.

RESOLVED:

That a more detailed progress report be brought back to the next meeting of Scrutiny Committee.

## **16 Scrutiny Matters**

### **16a Verbal update on Lancashire County Council's Health Scrutiny Committee**

The Committee were informed that LCC Committee had not met since the last meeting.

### **16b Member feedback on meeting(s) attended on behalf of the Committee**

There was nothing to report.

### **16c Scrutiny Forward Plan**

The Scrutiny Committee considered by the Forward Plan for 2018/19.

Following a Scrutiny Workshop delivered by North West Employers, a number of potential topics had been highlighted for further scrutiny and the following task groups were agreed to be undertaken at the meeting:

- Emergency Planning
- Commercialisation Strategy
- Member Induction
- Chorley/Preston/South Ribble – Our Health Our Care
- Information sharing with Lancashire County Council
- Facilities for Young People and the South Ribble Partnership

RESOLVED (Unanimously):

1. That the Forward Plan for Scrutiny Committee be noted.
2. That the suggested task group topics for 2018/19 be approved.

### **16d Cabinet Forward Plan**

The Committee noted the Cabinet Forward Plan for the four month period 1 September to 31 December 2018.

Chair

Date





**MINUTES OF SCRUTINY COMMITTEE**

**MEETING DATE**                      **Thursday, 27 September 2018**

**MEMBERS PRESENT:**      Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Susan Jones, Elizabeth Mawson, Keith Martin, Barbara Nathan, Michael Titherington, Linda Woollard, David Howarth, Graham Walton and Mike Nathan

**CABINET MEMBERS:**      Councillors Mary Green, Caroline Moon, Warren Bennett, Karen Walton, Susan Snape, Cliff Hughes

**OFFICERS:**                      Darren Cranshaw, Louise Hawkins, Gary Hall, Jennifer Mullin, Jonathan Noad, Tracy Boustead, Dave Whelan, Mark Hodges, Phil Hartigan

**OTHER MEMBERS:**          Councillors Alan Ogilvie, Jane Bell, Phil Smith, Colin Clark, Michael Green, Bill Evans, Paul Foster, Mike Nelson, Derek Forrest

**PUBLIC:**                              1

**17 Welcome and Apologies for Absence**

The Chair, Councillor Matthew Tomlinson welcomed everyone in attendance to the meeting.

Apologies for absence were received from Councillors Jim Marsh, Mike Nathan and Barrie Yates.

**18 Declarations of Interest**

There was no declarations of any interests.

**19 Cabinet Agenda Item 5 - Communicating with Residents and Businesses**

The Leader of the Labour Group (Councillor Paul Foster) was invited by the Chair to explain the reasons for making the call-in request on behalf of those who had signed the request.

Councillor Paul Foster requested that the Committee refer the decision back to Cabinet as a priority.

The Leader of the Council, Councillor Mary Green and Director of Neighbourhoods and Development, Jennifer Mullin were in attendance to answer questions of the Committee.

Although Cabinet approval for the production of the FORWARD was not sought previously it was considered appropriate to do so on this occasion. There had been

a lengthy gap in its production and the Council wanted to remain open and transparent about the process.

The FORWARD publication would cost £5190 to produce through a company called Newsquest. The company had been used previously and they could also deliver the publication at a cost of 0.14 pence a copy (£500 in rural areas). However, if Royal Mail were used, delivery would reduce to 13p per copy.

The Leader explained that the full costings of producing the FORWARD publication had not been included in the report as they had not been finalised at that time.

It was further explained that the FORWARD cross party editorial group was convened after the Cabinet decision was made. This raised concerns amongst members, as this was different to the previous arrangements.

In response to queries raised in relation to publication dates around Purdah and the Publicity Code, the Monitoring Officer advised that a more ideal time for publication of the proposed third edition would be the end of February or beginning of March 2019.

In response to Members concerns about the publication of three FORWARD editions in the relatively short period of time from now until the May elections, the Leader clarified that there had never been a decision taken to stop its production, and had been put on hold whilst under review. Recent consultation with residents on the Community Strategy had prompted the Council to rethink its strategy following feedback received by various groups that had asked for hard copies of FORWARD (this had included many younger residents). The Committee considered that a more formal public consultation process may have been more appropriate to better evidence the reintroduction of the publication.

RESOLVED: (Unanimously)

1. That Scrutiny Committee would support the call-in request for the reconsideration of the decision and asked for a more detailed report to be considered at a meeting of Cabinet.
2. That the role of the FORWARD Editorial Group be formalised in terms of role, membership and process.
3. That future Cabinet reports include more detailed financial information and evidence to make decisions more robust and transparent and demonstrate cost effectiveness.
4. That Scrutiny Committee expresses concern at issuing FORWARD in March due to the Election (Purdah) and the issuing of three publications in six months.

## **20 Cabinet Agenda Item 9 - Council Tax Support Scheme**

The Leader of the Labour Group (Councillor Paul Foster) was invited by the Chair to explain the reasons for making the call-in request on behalf of those who signed the request.

Councillor Paul Foster requested that the Committee refer the decision back to Council.

The Cabinet Member (Finance) Councillor Susan Snape, Specialist Consultant – Leadership and Organisational Development, Tracy Boustead and Section 151 Officer, Gary Hall attended the meeting to explain the decision and process followed.

In response to a question from the Chair, the Section 151 Officer explained that a decision made at Full Council could not be overturned by Cabinet.

Concerns were raised over the length of time that the process was taking, the decision had been made back in February 2018 and the consultation was only just starting. Councillor Snape explained that this delay had been due to a change in Cabinet responsibilities, however, meetings had subsequently taken place in June and July 2018 and that consultation would be starting soon.

RESOLVED: (Unanimously)

That Scrutiny Committee would support the call-in request for the decision to be reconsidered by full Council. The Committee also:

1. Asked for any future reports be more detailed and provide all the relevant information to ensure that Members are clear on the decisions they are making at meetings.
2. Expressed concern that the consultation had been delayed.

## **21 Exclusion of Press and Public**

RESOLVED: (Unanimously)

That the press and public be excluded from the meeting during the consideration of the following item of business as it involved the discussion of information defined as exempt from publication under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, 'Information relating to the financial or business affairs of any particular person (including the authority holding that information) ' and in which the public interest in maintaining the exemption outweighed the public interest in disclosing it.

## **22 Cabinet Agenda Item 14 - Campus Programme (Contract Award)**

The Leader of the Labour Group (Councillor Paul Foster) was invited by the Chairman to explain the reasons for making the call-in request on behalf of those who signed the request.

Councillor Paul Foster requested that the decision be referred back to Cabinet.

The Cabinet member (Public Health, Leisure and Wellbeing), Councillor Karen Walton and Cabinet Member (Assets and Transformation) Councillor Warren Bennett attended the meeting along with the Director of Neighbourhoods and Development, Jennifer Mullin to explain the Cabinet decision.

Councillor Bennett circulated a background information document titled 'Leyland Health and Wellbeing Campus – Notes for Scrutiny Committee'

The Scrutiny Committee was adjourned to allow the Scrutiny Committee to leave the room to consider and discuss this new information.

After the adjournment, the Chair commented that Members were concerned over the detail contained with the report and clarity of information presented, particularly in light of the additional information brought to the meeting by the Cabinet Member for Assets and Transformation.

RESOLVED: (Unanimously)

1. That Scrutiny Committee would support the call-in request for reconsideration of the decision and asked for a more detailed report to be taken to the next meeting of Cabinet.
2. That the quality of decision making reports be improved in terms of detail, advice provided and content.

Chair

Date

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

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Completed?	Progress / Comments
28/06/18 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	Leader	Heather McManus	Yes	No		A review is currently being carried out by the SRBC Senior Leadership Team of employees training needs.
28/06/18 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	Corporate Support and Community Engagement	Paul Hussey	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
28/06/18 Min 5.5	Consideration be given to our approach to empty properties and the scale of the issue assessed against the resources deployed	Strategic Planning, Housing and Economic Growth	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.
28/06/18 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	Strategic Planning, Housing and Economic Growth	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
28/06/18 Min 5.7	Information be provided to the Committee on how much property rental income was written off and the process used	Assets and Transformation	Jonathan Noad	Yes	Yes		This information will be provided in the next budget monitoring report to the Scrutiny Committee
28/06/18 Min 6.2	Looks forward to seeing the Cabinet report on future options for Worden Park in September 2018	Assets and Transformation	Jonathan Noad	Yes	No		Work is ongoing and an update will be provided at the Scrutiny meeting on August 2018
30/08/18 Min 12.2	Preventative Health - More clarity on the cross party working group be provided within the report, to include	Public Health, Leisure and Wellbeing	Jennifer Mullin	Yes	No		Work is ongoing with Democratic Services to set up this group and to look at time scales.

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

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Completed?	Progress / Comments
	its terms of reference, its role and the timescales involved.						
30/08/18 Min 12.3	The Preventative Strand of Our Health, Our Care programme paper be provided to all Members	Public Health, Leisure and Wellbeing	Jennifer Mullin	Yes	Yes	✓	Document posted on Member's Connect.
30/08/18 Min 12.4	Additional work be carried out to engage better with the Clinical Commissioning Group and other health partners as part of the new service model.	Public Health, Leisure and Wellbeing	Jennifer Mullin	Yes	Partially		A paper has been presented to the Central Lancashire Health and Wellbeing Partnership meeting for discussion detailing the model. A paper is being drafted for the Strategic Estates Group which includes CCG and Health Partners on our proposed model.
30/08/18 Min 12.5	Future reports include more plain English and acronyms, if used, be explained	Public Health, Leisure and Wellbeing	Jennifer Mullin	Yes	Yes	✓	Agreed. The message has also been sent to our partners via Central Lancashire Health and Wellbeing Partnership.
30/08/18 Min 12.6	The Council ensures that the new service does not duplicate the work of the Lancashire Health and Wellbeing Service	Public Health, Leisure and Wellbeing	Jennifer Mullin	Yes	Yes	✓	Agreed.
30/08/18 Min 13.1	The Scrutiny Committee explores how it scrutinises the work and outcomes of the Improvement Reference Group	Scrutiny Chair	Darren Cranshaw	Yes	No		This is to be discussed further as part of the Scrutiny Committee's work programme.
30/08/18 Min 13.3	A progress report detailing an accurate position on the recommendations from the Peer Review and External Audit Finding Report be provided to the next meeting of the Committee	Leader	Heather McManus	Yes	Yes	✓	This has been addressed in a report to presented to Cabinet and Council.

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

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Completed?	Progress / Comments
30/08/18 Min 13.4	The External Audit Finding Report be attached to the report to be presented to Cabinet and Council.	Leader	Heather McManus	Yes	Yes	✓	This was included as part of the report presented to Cabinet and Council.
30/08/18 Min 13.6	Report on the outcomes of the Cultural Mapping work, Investors in People and Customer Service Excellence Assessments be brought to a future Committee meeting	Leader	Heather McManus	Yes	No		This is scheduled to be considered at an additional Scrutiny Committee being arranged for early December 2018.
30/08/18 Min 14	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 to be provided to next meeting	Leader	Heather McManus	Yes	No		This is scheduled to be considered at an additional Scrutiny Committee being arranged for early December 2018.
27/09/18 Min 19.1	Scrutiny Committee would support the communicating with residents and businesses call-in request for the reconsideration of the decision and asked for a more detailed report to be considered at a meeting of Cabinet	Leader	Heather McManus	Yes	Yes	✓	Considered at Cabinet on 17/10/18.
27/09/18 Min 19.2	The role of the FORWARD Editorial Group be formalised in terms of role, membership and process.	Leader	Heather McManus	Yes	Yes	✓	Cabinet approved.
27/09/18 Min 19.3	Future Cabinet reports include more detailed financial information and evidence to make decisions more robust and transparent and demonstrate cost effectiveness	Leader	Heather McManus	No	No	N/A	Current report provides all necessary information and are signed off by the Monitoring Officer & the Section 151 Officer.

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

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Completed?	Progress / Comments
27/09/18 Min 19.4	Scrutiny Committee expresses concern at issuing FORWARD in March due to the Election (Purdah) and the issuing of three publications in six months	Leader	Heather McManus	Yes	Yes	✓	Cabinet agreed on 17/10/18 to just produce an October issue of the FORWARD newspaper.
27/09/18 Min 20	Scrutiny Committee would support the council tax support call-in request for the decision to be reconsidered by full Council	Finance	Paul Hussey				
27/09/18 Min 20.1	Asked for any future reports be more detailed and provide all the relevant information to ensure that Members are clear on the decisions they are making at meetings.	Leader	Heather McManus	No	No	N/A	Current report provides all necessary information and are signed off by the Monitoring Officer & the Section 151 Officer.
27/09/18 Min 22.2	Scrutiny Committee would support the call-in request for the Leisure Campus contract award reconsideration of the decision and asked for a more detailed report to be taken to the next meeting of Cabinet.	Public Health, Leisure and Wellbeing	Jennifer Mullin	Yes	Yes	✓	Considered at Cabinet on 17/10/18.
27/09/18 Min 22.3	The quality of decision making reports be improved in terms of detail, advice provided and content.	Leader	Heather McManus	No	No	N/A	All reports produced provide relevant data and are signed off by the Section 151 Officer and the Monitoring Officer.

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REPORT TO	ON
<b>EXTENDED LEADERSHIP TEAM</b> <b>SCRUTINY COMMITTEE</b> <b>CABINET</b>	23 <sup>rd</sup> October 2018 08 <sup>th</sup> November 2018 21 <sup>st</sup> November 2018

TITLE	PORTFOLIO	REPORT OF
Corporate Performance Report at the end of Quarter 2 (30 <sup>th</sup> September 2018)	<b>Council Leader</b>	<b>Chief Executive</b>

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

## 1. PURPOSE OF THE REPORT

This report provides an overview of performance against the Council's Corporate Plan for 2018-19 at the end of the second quarter i.e. the end of September 2018.

## 2. PORTFOLIO RECOMMENDATIONS

It is recommended that:

- i. Members note performance at the end of Quarter 1 and 2 shown at **Appendix 1**.
- ii. Members note the corporate risks and the controls that have been in place to mitigate risks in 2018-19 as identified in the Corporate Risk Register shown at **Appendix 2**.

### 3. CORPORATE PRIORITIES

The report relates to all of the corporate priorities as shown below.

Excellence and Financial Sustainability	✓	Health and Wellbeing	✓
Place	✓	Our People	✓

### 4. BACKGROUND TO THE REPORT

The Corporate Plan for 2018-19 contains a number of projects for delivery across the financial year. This report provides an update for both Quarter 1 and Quarter 2 for members' consideration. Performance indicator data will be shown separately for each Quarter, however projects will be updated based on their latest status (Quarter 2). The report will present this information broken down into Corporate Priorities.

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 2

A performance dashboard for Quarter 1 and Quarter 2 of 2018-19 is attached at **Appendix 1**. This includes a suite of key performance indicators with the structure being highlighted in the following section. The Corporate Risk Register for 2018-19 is also attached at **Appendix 2** for members to review.

#### 5.1 OVERVIEW OF PERFORMANCE

##### 5.1.1 Performance Indicators

In **Appendix 1** performance for each indicator is categorised into one of three categories, shown in the below table.

 Green	 Amber	 Red
Improved performance or high performance which has been maintained.	Performance which has stayed the same, or changes in performance which are very small.	Worsened performance.

The attached Performance Dashboard (**Appendix 1**) shows a total of 61 performance indicators, which are each categorised into one of the Council's four Corporate Priorities. The table below shows a breakdown of the frequency to which each of these indicators are reported.

Corporate Priority	Quarterly	Bi-Annually	Annually	Total
Excellence and Financial Sustainability	11	0	9	20
Health and Wellbeing	14	0	6	20
Place	5	1	10	16
Our People	1	2	2	5
<b>Total</b>	<b>31</b>	<b>3</b>	<b>27</b>	<b>61</b>

This report will focus on the performance indicators which are reported on a Quarterly basis.

#### 5.1.1.1. Quarter 1

In Quarter 1, of these 31 indicators, 17 were green, 6 were amber, 6 were red, and 2 did not have comparable data.

#### 5.1.1.2. Quarter 2

In Quarter 2, of these 31 indicators, 16 were green, 8 were amber, 5 were red, and 2 did not have comparable data.

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 Projects

There are 47 projects that fall within the Council's four Corporate Priorities.

#### 5.1.2.1. Quarter 1

In Quarter 1, 1 of these had been completed, 30 were on-track, 5 were slightly off-track, 5 were off-track, and 6 had not yet started. The full list of these Corporate Plan Projects along with brief updates can be found in the attached Performance Report (**Appendix 1**).

Corporate Priority	Completed	On-track	Slightly off-track	Off-track	Not started	Total
Excellence and Financial Sustainability	0	7	3	0	1	11
Health and Wellbeing	0	12	1	0	1	14
Place	0	10	1	5	4	20
Our People	1	1	0	0	0	2
<b>Total</b>	<b>1</b>	<b>30</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>47</b>

#### 5.1.2.2. Quarter 2

In Quarter 2, 1 of these had been completed, 29 were on-track, 11 were slightly off-track, 3 were off-track, and 3 had not yet started.

Corporate Priority	Completed	On-track	Slightly off-track	Off-track	Not started	Total
Excellence and Financial Sustainability	0	10	1	0	0	11
Health and Wellbeing	0	10	4	0	0	14
Place	0	10	5	2	3	20
Our People	1	1	0	0	0	2
<b>Total</b>	<b>1</b>	<b>30</b>	<b>11</b>	<b>2</b>	<b>3</b>	<b>47</b>

The full list of these Corporate Plan Projects along with brief updates can be found in the attached Performance Report (**Appendix 1**). Any commentary in relation to the projects that were not on track is provided as 'exceptions' under the relevant Corporate Priority, in the following sections of the report.

## 5.2 EXCELLENCE AND FINANCIAL SUSTAINABILITY

### 5.2.1. Q1 Performance Measures

The table below shows the number of key performance measures that were Green, Amber or Red at the end of Quarter 1.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
11	6	2	1	2

#### 5.2.1.1. Key achievements to note

- The Council's waste team continued to maintain its excellent standard 0.02% missed domestic waste bin collections. This averages at approximately 20 bins being missed, per 100,000 bins that are collected each week.

#### 5.2.1.2. Exceptions to note

- Since the same time last year the number of complaints which came through the Gateway service increased from 11 to 20. This is due to the introduction of the Customer Feedback Policy at the end of last year. This policy has resulted in a new approach to recording complaints, therefore complaints that may not have been documented are now being captured through the system.

### 5.2.2. Q2 Performance Measures

The table below shows the number of key performance measures that were Green, Amber or Red at the end of Quarter 2.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
11	5	2	2	2

#### 5.2.2.1. Key achievements to note

- As mentioned above in the Quarter 1 key achievements, the waste team has continued to maintain its excellent standard 0.02% missed domestic waste bin collections.

### 5.2.2.2. Exceptions to note

- The number of complaints in Quarter 2 increased slightly (by 1) since the previous quarter. There is no obvious trend as the complaints encompass a wide range of departments and subject matters.
- The number of accidents reported to HSE arising from work activity has increased from 0 in Quarter 1 to 3 in Quarter 2. This is due to Hand Arm Vibration Syndrome (HAVS) which was diagnosed following medical examinations. The council introduced a Health surveillance programme in 2017 in accordance with the control of vibration at work regulations, as a result of the health surveillance, 4 employees were identified as requiring further medical tests. These medical tests were undertaken in July 2018 and 3 employees were non-medically diagnosed with stage 2 HAVS. The diagnosis will not affect their duties, however they must have regular medical checks every 6 months to ensure there is no progression to stage 3 (Stage 3 is a more serious stage). All employees working with power tools have their time exposure constantly monitored and their exposure values are calculated to ensure that they fall below the action values. As a result of the medical reports the council has arranged for an independent Vibration analyse to be undertaken of power tools to ensure the measurements given by the manufacturer are accurate. Any HAVS medical reports are notifiable under the RIDDOR regulations. We are confident that the employees are not being put at any further risks and their medical reports have not placed any restrictions on their work activities.
- The percentage spend against profiled revenue budget has decreased since Quarter 2 last year by 0.6% and since the previous Quarter it has decreased by 1.9%. The main reason for this decrease is due to a higher level of income from garden waste collection, which was £322,000 more than forecasted.

### 5.2.4 Corporate Plan Projects

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

No. of projects	No. completed	No. on track	No. slightly off-track	No. off-track	No. not started
11	0	10	1	0	0

### 5.2.5 Key achievements to note

- There were no key achievements to note for this Corporate Priority during Quarter 2.

### 5.2.6 Exceptions to note

- The project to 'Implement the living Wage Reform for Council Staff' has been delayed due to staff absence however will now be delivered by the Shared Service HR manager. A report is to go to the Extended Leadership team to assist the progression of the project.

## 5.3 HEALTH AND WELLBEING

### 5.3.1 Q1 Performance Measures

The table below shows the number of key performance measures that were Green, Amber or Red at the end of Quarter 1.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
14	7	2	5	0

#### 5.3.1.1. Key achievements to note

- The number of young people taking part in programmed school activities and 'out of school' activities increased from 11,443 (10,221 in school and 1,222 out of school) last term to 15,655 (14,647 in school and 1,008 out of school) this term. This increase took place due to a once again successful 'Dance from the Heart' project which engaged over 7,000 pupils.
- Multiple performance indicators which touch on the Licencing department showed an improvement in performance in Quarter 1, this includes the amount of vehicle inspections of licenced taxis, the amount of suspensions as a result of these inspections, and the amount of licensed premises inspected. This increase was a result of a new way of working within the Licencing team, led by the appointment of a new Head of Licencing who is eager to implement an enforcement culture within the team, following a period of focusing on improving the policies in place. As more inspections are taking place, this has also led to a higher number of licensed premises being identified that have not complied with requirements following an inspection.

In addition to this, enforcement was also limited in the previous quarter due to concerns regarding the safety of Officers being raised by the Licencing Committee. One Officer was towards the latter stages of their pregnancy, therefore unable to take on enforcement duties, and it was not deemed safe for one Officer to take on night-time enforcement alone.

#### 5.3.1.2. Exceptions to note

- Since the same time last year the number of visits to our leisure and sports facilities decreased from 204,811 to 191,897. This has been negatively impacted by the closure of the Penwortham Holme Recreation Centre which contributed approximately 4,000 users per month.
- Compared to the same time last year the number of homeless presentations increased from 197 to 227, and the number of those who were prevented from becoming homeless decreased from 98 (49.7%) to 80 (35.2%). However it is worth noting that there was a decrease in the number of people who are homeless, which we have a full duty under the Act, from 9 to 7 compared to the same time last year. As the Council is working with people at an earlier stage now due to the Homelessness Reduction Act, this could explain the increased figures. There is a new duty to refer, which comes into force in October and it is expected that numbers will increase further following this change.

- The increase in violence against the person offences shows an increase, however this is due to changes occurring over the past couple of years in relation to police policy, practises and training. For example, training communications staff and officers to record crimes at a point of reporting prior to investigation, auditing incidents to ensure all crime is recorded.

### **5.3.2. Q2 Performance Measures**

The table below shows the number of key performance measures that were Green, Amber or Red at the end of Quarter 2.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
14	8	3	3	0

#### **5.3.2.1. Key achievements to note**

- This quarter has seen 88 people presenting as Homeless or threatened with homelessness. Of these, 76 were prevented from becoming homeless and 12 were already homeless however their homelessness was relieved.

#### **5.3.2.2. Exceptions to note**

- The number of violence against the person offences recorded has seen an increase of 723 offences compared to the same quarter last year. As mentioned in the previous quarter there has been large changes in relation to police policy, practises and training. This is mainly due to a report conducted by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. An increase in the number of crimes can be seen immediately across Lancashire, after the findings of this inspection were made available to the force as they improved their compliance.
- The % (and number) of licensed premises that have not complied with requirements following an inspection has increased compared to the previous period from 40% (18) to 50.90% (28). This increase of 10.9% (10) is due to enforcement exercises, which have taken place with the Home office/ immigration and also with the Gambling commission. A joint enforcement exercise between the fire, immigration and SRBC Licensing officers found 1 illegal worker in a licensed premises and multiple issues with residential premises within takeaways and a restaurants. This has resulted in 2 reviews of the premises licences being brought forward by the licensing authority. The fire authority as a result issued an enforcement notice, a prohibition notice for a takeaway and a civil penalty issued by the Home Office. A test purchase operation between SRBC licensing and the Gambling Commission found a 100% failure rate for under age use of gaming machines within alcohol licenced premises. Documented warnings have been issued. Almost all funds have been recovered from the cost of the operation
- There has been a rise in the average number of days taken to process a new Housing Benefit claim compared to the same time last year. This is because of changes to staffing within the department and the initial impact of becoming a full service Universal Credit area.

### 5.3.3. Corporate Plan Projects

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

No. of projects	No. completed	No. on track	No. slightly off-track	No. off-track	No. not started
14	0	10	4	0	0

### 5.3.5. Key achievements to note

- MH2K is a national programme being delivered in 4 areas; Birmingham, Central Lancashire, North Tyneside, and Nottingham & Nottinghamshire. The programme is delivered by Involve, a leading charity working in the field of participation, and social enterprise Leaders Unlocked and was jointly funded by the Wellcome Trust People Award, South Ribble Borough Council, Chorley Council, Preston City Council, and Chorley & South Ribble and Greater Preston Clinical Commissioning Groups.

Key successes of the MH2K project was that;

- 21 motivated young adults with diverse backgrounds and life experiences became MH2K Citizen Researchers.
  - The group identified 5 key priorities to address through the project:
    - Social Media and Use of Language
    - Education and Prevention
    - Professionals and Services
    - LGBTQ+ Young People
    - Young Men
  - The team designed and delivered their Roadshow events to schools, colleges and community groups across Central Lancashire. There were 36 events at 15 different organisations.
  - The Roadshow reached 1145 young people – more than double the original target.
- A lot of work has also taken place in the form of the ‘Dementia Friendly Community’. Earlier this year the South Ribble Dementia Week took place, Leyland Festival Senior Marshalls all became dementia friends, and the Dementia Charter was launched. The Dementia Buddy Scheme is also being set up funding an initial 90 devices for free to residents of South Ribble.
  - Improvements at Worden Park are currently underway, which include the conservatory, arboretum, the craft centre and the toilets.

### 5.3.6 Exceptions to note

- There are no exceptions to note for projects within this Corporate Priority this quarter.

## 5.4 PLACE

### 5.4.1 Q1 Performance Measures

The table below shows the number of key performance measures that were Green, Amber or Red at the end of Quarter 1.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
5	3	2	0	0

#### 5.4.1.1. Key achievements to note

- From the previous period there was an increase in the number of new homes delivered, from 131 to 187, an increase of 56 new homes. The number of new affordable homes delivered increased from 13 to 27, an increase of 14 affordable homes. These are cumulative figures and number of new homes delivered in the period increased by approximately 43% compared to the previous period, whilst the number of new affordable homes delivered also increased by approximately 107%. There are many factors that can affect the rates of housebuilding up or down. Factors that have contributed to the recent increase in the figures include:
  - More certainty following the government's review of CIL as it is now apparent that it will continue in its current form.
  - Several of the City Deal sites are coming forward as highway infrastructures put into place resulting in less highway objections, these larger sites include an element of affordable housing hence the increase in the figures for this type of dwelling, along with an affordable housing only site having been completed in the later period.
  - There has recently been a renewed thrust from Central Government to increase housebuilding
  - Median full-time gross weekly earnings increased by 2% in the North West since 2016/2017: Annual Survey of Hours and Earnings (ASHE) - Office for National Statistics).

#### 5.4.1.2. Exceptions to note

- The number of empty properties as a proportion of the total housing stock increased from 1.32% last quarter to 1.39% this quarter, more specifically from 650 properties to 685. This data is provided by the Council Tax department and is subject to fluctuations which is beyond the control of the Council. Although it is worth noting that this is still much below the national average of 2.54%.

### **5.4.2. Q2 Performance Measures**

The table below shows the number of key performance measures that were Green, Amber or Red at the end of Quarter 2.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
5	3	2	0	0

#### **5.4.2.1. Key achievements to note**

- There has been a further increase in new homes delivered from the previous period from 187 to 241, an increase of 54 new homes. The number of new affordable homes delivered has increased since the previous period from 27 to 38, this is an increase of 11 affordable homes. These are cumulative figures and there has been an increase of approximately 29% of new homes and 41% of new affordable homes compared to the previous period. The reason for these increases are highlighted in section 5.4.1.1 of the report.

#### **5.4.2.2. Exceptions to note**

- The number of empty properties as a proportion of the total housing stock has increased from 1.39% last quarter to 1.40% this quarter. There is a slight difference of 0.1% and as mentioned in quarter 1, the data is provided by the Council Tax department and is subject to fluctuations which are beyond the control of the Council.

### **5.4.3. Corporate Plan Projects**

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

No. of projects	No. completed	No. on track	No. slightly off-track	No. off-track	No. not started
20	0	10	5	2	3

#### **5.4.5 Key achievements to note**

- Earlier this year, the Council committed in its corporate plan to a strong working relationship with the South Ribble Partnership and identified a number of areas that it would like to work with partners. A key part of this work, which was identified in the corporate plan was to develop the Borough's Community Strategy in collaboration with partners from all across the Borough. Consultation has taken place including two workshops with partner organisations, 1-to-1 interviews with key stakeholders, and a resident survey (reaching over 1,600 individuals). Consultation is due to be finalised with a Member workshop on the 25<sup>th</sup> October 2018.

#### 5.4.6 Exceptions to note

- The Cuerden Strategic Site programme has been set back due to the withdrawal of Ikea from the scheme. The envisaged timescales for delivery of phase 1 and therefore the employment and skills element are now uncertain. Officers are working very closely with LCC and Brookhouse to enable the site to move forward as quickly as possible for its intended commercial use. In terms of financial impacts, due to this Cuerden is due to contribute Community Infrastructure Levy receipts into City Deal and generate significant business rates. It is too early to predict the final outcome but delays in receiving these funds will inevitably occur.
- The 'Progress development of a project for new Ribble Crossing' project has become off-track as LCC have failed to secure the required funding. This project is unlikely to progress further unless these circumstances change. It is worth noting that SRBC only play a supporting role in this project with LCC leading, therefore such challenges are outside of SRBC's control.

## 5.5 OUR PEOPLE

### 5.5.1. Q1 Performance Measures

The table below shows the number of key performance measures that were improving, static or worsening at the end of Quarter 1.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
1	1	0	0	0

#### 5.5.1.1. Key achievements to note

- There were no key achievements to note for this Corporate Priority this quarter.

#### 5.4.1.2. Exceptions to note

- There were no exceptions to note for this Corporate Priority this quarter.

### 5.5.2. Q2 Performance Measures

The table below shows the number of key performance measures that were improving, static or worsening at the end of Quarter 2.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
1	0	1	0	0

#### 5.5.1.1. Key achievements to note

- There were no key achievements to note for this Corporate Priority this quarter.

#### 5.4.1.2. Exceptions to note

- Following a decrease in sickness absence last quarter, Quarter 2 has seen this figure increase although this figure remains lower than the same period last year. This increase is due to a rise in long-term sickness per full-time employee (20 days or above), due to combination of factors including work related stress, non-work related stress, and illness.

### 5.5.4 Corporate Plan Projects

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

No. of projects	No. completed	No. on track	No. slightly off-track	No. off-track	No. not started
2	1	1	0	0	0

### 5.5.5 Key achievements to note

- The Organisational Development programme is progressing well. A cultural baseline review of the organisation has been successfully carried out in partnership with North West Employers. This process engaged 17 employees in semi-structured interviews, 80 in focus groups, 163 in a communications exercise, and 202 in a staff engagement survey. This survey identified that the Council had a 'Feel Good Factor' of 3.48/5. This score can be broken down into three categories (advocacy, motivation, and involvement) for more accurate insight. The overall score for advocacy was 3.314 out of 5, Motivation was 3.75 out of 5 and finally the score for involvement was 3.39 out of 5. Going forward this will be used as a tool for reflection by leadership at the time of a significant Council milestone, therefore allowing a snapshot of the organisation's culture to be identified. These scores will be reported as supporting measure performance indicators to ELT.

Furthermore, a significant amount of work has taken place regarding the development of new values and behaviours for the organisation, these take shape in the SRBC's new Leadership Model.

- Phase 1 of the Apprenticeship Factory is also making good progress. Partners have been engaged, materials are being developed and leadership academy proposals have been created. Businesses engagement has begun and a joint event with Seema Kennedy MP is planned on 16th November. The Apprentice Factory has offered affordable development opportunities for employees, including upskilling existing employees to meet the skills gap of hard to fill vacancies. The Apprentice factory is financing, via levy funds, 4 degree apprenticeships with proposals to develop up to a further 15 employees on an MSc post-graduate Strategic Leadership Development programme. An Apprentice and Skills event delivered by the Apprentice Factory was attended by over 200 South Ribble residents who received information about apprenticeship and job opportunities in the Borough. An Enterprise Adviser workshop delivered by Apprentice Factory was attended by 130 local schoolchildren.

### 5.5.6 Exceptions to note

- There were no exceptions to note for this Corporate Priority this quarter.

## **6. 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 annual performance measures set out in this **Appendix 1**. A further survey will be carried out in 2019 to inform future performance reports.

## **7. OTHER OPTIONS CONSIDERED**

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

## **8. FINANCIAL IMPLICATIONS**

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

## **9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS**

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

## **10. ICT/TECHNOLOGY IMPLICATIONS**

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

## **11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

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

## **12. RISK MANAGEMENT**

The Corporate Risk Register at the end of Quarter 2 shows 5 risks with a residual risk rated as green and 4 with a residual risk rated as amber. There are currently no risks with a residual risk rating as red at the end of this quarter.

## **13. EQUALITY AND DIVERSITY IMPACT**

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

## **14. COMMENTS OF THE STATUTORY FINANCE OFFICER**

The report has no direct financial implications. The performance indicator in relation to spend is reported in more detail in the budget monitoring report, shown elsewhere on the Scrutiny Agenda.

## **15. COMMENTS OF THE MONITORING OFFICER**

There are no issues that the Monitoring Officer needs to raise.

## **16. RELEVANT DIRECTORS RECOMMENDATIONS**

It is recommended that:

- iii. Members note performance throughout Quarter 1 and Quarter 2 shown at **Appendix 1**
- iv. Members note the corporate risks and the controls that have been in place to mitigate risks in 2018-19 as identified in the Corporate Risk Register shown at **Appendix 2**.

## 17. BACKGROUND DOCUMENTS

❖ Corporate Plan 2018-19

**Appendix 1:** Quarter 1 and 2 Performance Report

**Appendix 2:** Corporate Risk Register

<b>Report Author:</b>	<b>Telephone:</b>	<b>Date:</b>
<b>Michael Johnson</b> <b>Reece Drew</b>	01772 (62) 5339 01772 (62) 5461	16/10/2018

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# CORPORATE PERFORMANCE REPORT

2018-19: Quarter 1 and 2

(1<sup>ST</sup> April – 30<sup>th</sup> September 2018)

# Corporate Plan measures

Corporate Plan measures of performance						
Excellence & Financial Sustainability – Quarterly Measures	National average	Quarter 2	Quarter 1	Comparable period	Status	Comments
Number of Standards Complaints	N/A	4	4 (Q1:2018-19)	4 (Q1:2017-18)	😐	
Number of complaints (compared to the same time last year)	60 (Per Annum)	21	20	9 (Q2 : 2017-18)	😞	Complaints this quarter are consistent with previous quarters. There is no obvious trend as they seem to cover a wide range of departments and topics.
% of complaints upheld (compared to the same time last year)	N/A	24%	Data unavailable	Data unavailable	N/A	
Number of complaints to the Ombudsman	N/A	2	2 (Q1 : 2018)	16 (2016-17)	😊	
% of complaints to the Ombudsman that are upheld	11%	0	0	25% (4) (2016-17)	😊	
% vacancy rate of Council's current investment estate	N/A	4%	4%	5.9% (Q4 : 2017-18)	😊	Maintained performance since last quarter.
% spend against capital budget (compared to the same time last year)	N/A	21%	15%	34% (Q2:2017-18)	😊	% Capital spend is lower this year because the capital programme includes some ambitious large value schemes which are in the planning phase and therefore have not yet incurred much expenditure.
% spend against profiled revenue budget (compared to the same time last year)	N/A	97.8%	99.7%	98.4% (Q2:2017-18)	😐	The main reason for % revenue net spend being lower this year is a higher level of income from garden waste collection - £322k more than budgeted.
% statutory and mandatory training delivered	N/A	Data unavailable	Data unavailable	Data unavailable	N/A	A system is not yet in place to effectively record this data. This will be addressed during the Health and Safety transformation workshop.
No. of accidents reported to HSE arising from work activity	N/A	3	0	0 (Q4 : 2017-18)	😞	Hand Arm Vibration Syndrome indicated by medical examination. Any HAVS medical reports are notifiable under the RIDDOR regulations. We are confident that the employees are not being put at any further risks and their medical reports have not placed any restrictions on their work activities.
% missed domestic waste bin collections	N/A	0.02%	0.02%	0.02% (Q2 : 2017-18)	😊	Maintained high performance

Corporate Plan measures of performance						
Health & Wellbeing – Quarterly Measures	National average	Quarter 2	Quarter 1	Comparable Period	Status	Comments
Number of theft offences recorded (compared to the same time last year)	2,865 (Q3: 2017)	689	710	715 (Q2: 2017-18)	😊	Police analyst has informed us that this is a 3% difference which is a material change therefore without explanation.
Number of violence against the person offences recorded (compared to the same time last year)	1,175 (2011-12)	1,202	921	479 (Q2:2017-18)	😞	Changes over the past couple of years of police policy, practises and training have contributed to the increase
Number of anti social behaviour offences recorded (compared to the same time last year)	448 (Q3: 2017)	682	769	1015 (Q2:2017-18)	😊	Reports of incidents are now being 'crimed' at the point of reporting, previously reports to the Police were only 'crimed' following investigation. Therefore reported incidents are likely to be given a different crime allocation which previously would have been logged as Anti Social Behaviour
Number of visits to our leisure and sports facilities (compared to the same time last year)	N/A	199,147	191,897	205,675 (Q2 : 2017-18)	😐	The increase since last quarter can be contributed to the reopening of Penwortham Holme Recreation Centre however there is still a reduction in visitors compared to the same time last year.
Number of young people taking part in programmed school and out of school activities (Termly)	N/A	13,458 (12,633 in school & 825 out of school) April 2018-July2018	15,655 (14,647 in school & 1008 out of school )	12,896 (4140 school, 8,756 out of school) April2017 –July 2017)	😐	Reduced compared to last quarter however has increased compared to the same time last year
Number of homeless presentations (compared to the same time last year)	N/A	210	227	86 (Q2 2017-18)	😊	
Number of people presenting as Homeless or threatened with homelessness who are prevented from becoming homeless. (compared to the same time last year)	N/A	88	80	98 Q1: 2017-18)	😊	Of the 88 - 76 households were prevented from becoming homeless, 12 were already homeless but their homelessness was relieved
Number of people who are homeless and which we have a full duty under the Act (compared to the same time last year)	N/A	8	7	9 (Q1:2017-18)	😐	8 new cases were accepted as being owed the main homelessness duty this quarter

# Corporate Plan measures of performance

Health & Wellbeing – Quarterly Measures	National average	Quarter 2	Quarter 1	Comparable Period	Status	Comments
Average number of days taken to process a new Housing Benefit claim (compared to the same time last year)	N/A	24.77 days	23.65 days	18.68 days (Q2: 17-18)		Changes to staffing and the initial impact of becoming a full service Universal Credit area has had an impact on performance in quarter 2
% (and number) of vehicle inspections of licensed taxis (hackney carriages and private hire vehicles)	N/A	10.12% (24)	9.6% (23)	7.9%(19) (Q4: 2017-18)		
% (and number) of vehicle suspensions as a result of vehicle inspections carried out	N/A	1.69% (4)	0.8% (2)	0.46%(1) (Q4: 2017-18)		
% (and number) of successful appeals to the Magistrates' Court against General Licencing Committee decision	N/A	0	0	0 (Q4: 2017-18)		
% (and number) of licensed premises inspected	N/A	16.40% (55)	14.9% (45)	5.64% (17) (Q4: 2017-18)		
% (and number) of licensed premises that have not complied with requirements following an inspection	N/A	50.90% (28)	40% (18)	29.41% (5) (Q4: 2017-18)		The increase in numbers is due to enforcement exercises which have taken place with the Home office/ immigration and also with the Gambling commission.

## Corporate Plan measures of performance

Place – Quarterly Measures	National average	Quarter 2	Quarter 1	Comparable Period	Status	Comments
Overall working age employment rate (compared to the same time last year)	78%	85.4	83.6% (Q1: 2018-19)	82.1% (Q2: 2017-18)		
Number of new homes delivered	N/A	241	187	131 (Q4:2017-18)		
Number of new affordable homes delivered	N/A	38	27	13 (Q4:2017-18)		
% (and number) of empty properties as a proportion of the total housing stock	2.54% (2015)	1.4% (695)	1.39% (685)	1.32% (650) (Q4:2017-18)		The Empty Property data is provided by the Council Tax department and is subject to fluctuations which is beyond the control of the Council. This is rating amber rather than red as it remains below the national average.
% planning applications decided within 8 weeks (minor / other applications)	85%	93.28%	97.47%	93.39%		This quarter is still over the target figure for this measure. However the number of applications decided has declined in the past quarter, a total of 134 applications have been decided compared to 158 in the first quarter. This difference can make a small difference in percentages. Overall this quarter is only -0.11% lower than the end of year cumulative figures for 2017/18.

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## Corporate Plan measures of performance

Our People – Quarterly Measures	National average	Quarter 2	Quarter 1	Comparable Period	Status	Comments
Days lost to sickness absence per FTE (compared to the same time last year)	8.2 Days (annual)	2.17 days (561.5 working days)	1.41 days (354.36 actual days)	2.22 days (Q2 : 2017-18)		There has been an increase in Long-term sickness of 207.14 working days since last quarter however this has reduced slightly since the same time last year.

# Overview of risks

## Risks

Total number of risks on the Corporate Risk Register this quarter	9
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

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**Green:** On track

**Amber:** Slightly off track but little action needed

**Red:** Off track: action needed

# Corporate Plan Project RAG Overview



Projects with no RAG status have either not been updated or not started.

The below projects should be marked Green:

- Adopt a revised council tax support scheme for 2019-20
- ICT Strategic Review
- New business models including shared services: Phase 1 of shared services with Chorley Council

The below projects should be marked Amber:

- Implement Living Wage reforms for council staff
- Volunteering Strategy and Framework

This is a fault with the system and being addressed by InPhase.

All other projects without a RAG status haven't yet started.

# Corporate Plan Projects

Excellence and financial sustainability	Status	Comments
Civic Centre and Worden Arts Centre commercialisation	On-track	Civic Centre - improvement works completed Worden - Consultant Appointed and work programme established
Civic Centre refurbishment	On-Track	This has now been merged into the above project.
Surplus sites disposal programme Phase 1	On-track	Progressing well, no tasks yet due.
Business Case for South Ribble home build proposal	On-track	Cabinet approval secured 12th September to procure specialist external advisors to support development of FBC.
HR Going Digital	On-track	Now merged into the SOCITIM review of ICT project
SOCITIM review of ICT (Development of and ICT Strategy)	On-track	A consultant has now been commissioned to carry out the review and stakeholder engagement has now begun.
Gateway review	On-track	Master list of process completed. Data and Customer Journey mapping process started
Neighbourhood Teams transformation	On-track	Following initial meeting a paper is to be produced to go to Extended Leadership Team
Depot commercialisation Phase 1	On-track	Received approval in principle notification from Ministry of Transport, awaiting start date of contractor to commence physical alterations to the workshop
Implement Living Wage reforms for Council staff ( Pay Award 2018)	Slightly Off-track	The Project Manager is currently absent, therefore this will be picked up by Shared Service HR Manager. This project has been picked up by an advisor at Chorley council HR and a report will be going to ELT.
Phase 1 of shared services with Chorley Council	On-track	Currently underway - the closing date for applicants was the end of September. Candidates due to be appointed early December

Corporate Plan Projects		
Health & Wellbeing	Status	Comments
Worden park improvements	On-track	Improvement work is underway on multiple improvements, including the conservatory, arboretum, craft centre, and toilets.
Design and seek planning permission for the first phase of the Borough green links	On-track	Critical element of LCC licences have now been acquired the work can progress.
Open spaces, sports and recreation assessment and playing pitch strategy	On-track	Supply and demand analysis has taken place and a strategy has started to be developed.
Commence review of leisure contract	On-track	Project has commenced, no tasks due yet
Design and seek planning permission for leisure campus plan	Slightly Off-track	Scrutiny have called this in and it has been deferred to the next Cabinet.
Develop options for artificial grass pitches	On-track	Consultant appointed to undertake site options appraisals
Development of a homelessness project to implement the new Homelessness Reduction Act 2017	Slightly Off-track	This project is slightly delayed due to the Project Manager waiting on a Member Learning Hour. Other than this the project is progressing well
Implement a project to deliver additional independent living support to people living with a disability	On-track	Better care funding for disability grants has been secured. Progressing well, no tasks due in Quarter 2.
Adopt a revised Council Tax Support Scheme for 2019-20	On-track	Report went to Cabinet on the 12 <sup>th</sup> September and now to go to council in February .
Develop volunteering strategy and Compact for the voluntary, community and faith sector and a volunteering framework to support people and communities to be resilient	Slightly Off-track	The Volunteer Strategy Preparation work has started and models are currently being explored looking at examples of organisations which have volunteering strategies to learn what works well and consider the best approach to take. A Community Powwow is being arranged which will invite several local and national organisations to present these models.
Deliver the key actions of the South Ribble Dementia Action Alliance	On-track	Dementia action week has taken place, where a range of activities were delivered and the charter was launched. Leyland festival has also taken place which was a dementia friendly event, Due to the project manager being absent this has delayed the publishing of the living well guide.
Completion of MH2K project	On-track	The final report has been published and the showcase event has taken place. The project will be evaluated and closed.
Workplace Based Health Checks Programme	Slightly Off-track	We are currently working with local businesses to introduce a Health Checks programme in workplaces very similar to our own Health and Wellbeing days. Health assessments are undertaken in workplaces by trained Health professionals where several tests are undertaken such as blood pressure, cholesterol check, diabetes assessment.
Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality	On-track	Draft action plan has been out for final consultation, report to go to Cabinet in October.

Corporate Plan Projects		
Place	Status	Comments
Implement Employment and Skills Plan	Slightly Off-track	An Employment Skills and Socio Economic Value (ESSEV) Guidance document has been commissioned to provide a structured approach to creating and assessing employment and skills plans for Cuerden and to establish skills and social value benchmarks. The draft guidance has been produced and will be completed as soon as the revised plans for Cuerden are known. The ESSEV guidance and overarching framework will guide preparation of employment and skills plans for the development parcels within the site
Progress Delivery of Phase 1 and Plan for Future Phases of Cuerden Strategy Site	Off-track	Ikea pulled out and unlikely to be involved in the future. New anchor tenants required in order to progress project.
Commence review of Central Lancashire Local Plan and the South Ribble Local Plan	On-track	3 members of the re-formed Central Lancashire Team to lead on the plan are in place. We have been unsuccessful in appointing to the Coordinator role to manage the team but contingency plans are currently being considered. An outside consultant has been employed in the short term to look at the programme and staff resources needed.
Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites	Not started	
Deliver projects listed in the City Deal Business and Delivery Plan 2017-20	Not started	
Masterplan for Penwortham town centre	On-track	A full public consultation has taken place in respect of this project, jointly run between ourselves and the County. We are about to begin assessing responses. A scheme will then be drawn up and along with this a responses report detailing how the issues raised in the consultation have been taken into account. A further period of publicity will then take place, this is likely to be early next year. The details of this scheme will then be formally submitted to the County Council, as this is a requirement of the planning permission for the Penwortham By-pass. Subject to funding the project will then progress as quickly as possible thereafter.
Masterplan for Leyland town centre	Slightly Off-track	We are currently in negotiations with a planning consultancy who have extensive experience in this area. They will be coming back to us with a project and fee proposal in the very near future.
Masterplan for Lostock Hall centre	Slightly Off-track	We are currently in negotiations with a planning consultancy who have extensive experience in this area. They will be coming back to us with a project and fee proposal in the very near future.
Commence preparation of a Central Lancashire Economic Strategy	Slightly Off-track	Issue Strategy ITQ and Commission Consultants requires agreement by Chorley and Preston Councils and the timetable needs to fit with that of the Central Lancashire Local Plan.
Private sector Stock Condition Survey	On-track	Building Research Establishment are currently in the process of understanding their Stock Modelling process and a draft report is estimated mid-November
Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity	On-track	This project has starting and is progressing well, however no tasks are due for completion until quarter 3.

Corporate Plan Projects		
Place	Status	Comments
Develop South Ribble Programme for festivals and events	On-track	Programme for 2018/19 underway, including a range of centenary events relating to World War One
South Ribble Ambassador programme	Slightly Off-track	Meeting scheduled with SRO to re-visit project scope and timescale
Capital projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements	On-track	The work to improve Walton-Le-Dale Rec has now been completed.
Masterplan for River Ribble Green links joining river frontage to local amenities & wider network	On-track	South Ribble Borough Council has established a working relationship with the Environment Agency, Ribble Rivers Trust, Lancashire Wildlife Trust and Lancashire County Council. An existing successful Lancashire Environment Fund bid with Lancashire Wildlife Trust will deliver a series of leisure routes, interpretation and access improvements within the Ribble corridor area
Accessibility work including completion of Cross Borough Link Road	On-track	Construction work is advanced with regard to the completion of the Carrwood Road to the Cawsey. A report to the meeting of the Planning Committee on 7th November.
Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)	Off-track	Due to unsuccessful funding bids by LCC. Currently awaiting reply from LCC with regard to alternative sources of funding.
Progress Delivery of Central Parks Masterplan	On-track	The following work has been completed: woodland improvements to implement first Forest Schools education activities, Rivers and Bridges themed walk in partnership with Ribble Rivers Trust, Old Railway Line footpath improvements in partnership with Community Payback Services, Preston Junction Local Nature Reserve Management Plan, and new tree hive installation for native honeybees, in partnership with The Bee Centre.
Lead the development of the Borough Community Strategy	On-track	Consultation has been completed which includes 2 partner workshops, 1-2-1 interviews with key stakeholders and a survey which reached over 1,600 people. This will be finalised with a member workshop at the end of October
Development of a renewable energy feasibility study	Not started	This project is still being scoped.
Our People	Status	Comments
Phase 1 of Apprenticeship Factory concept	On-track	Partners have been engaged, materials are being developed and leadership academy proposals have been created. Businesses engagement has begun and a joint event with Seema Kennedy MP is planned on 16th November.
Organisational Development: incorporating Phase 1 Senior Leadership Development Programme, Phase 1 Member Development Programme, organisational culture review and values and behaviours (as part of the refresh of the Transformation Strategy)	Complete	Values and behaviours agreed and new leadership model approved, Leadership development training for T1-4 Leaders and Members commissioned, Cultural Mapping completed and transferred into BAU space – completed (New OD & Transformation Strategy to be developed)

2018-19 Corporate Risk Register (Quarter 2)

Appendix 2

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners
Failure of corporate governance leading to external intervention	12	Risk Registers reviewed regularly	4	1	Develop a more inclusive approach to the development of the Annual Governance Statement. A new approach will be finalised and in place early the next calendar year.	Legal Services Manager
		Cross party Improvement Reference Group with external membership in place				Assistant Director of Scrutiny and Democratic Services
		AGS Action Plan			Review of Council Constitution. A large part of the Constitution has now been updated. There ongoing work with Schemes of Delegation and Financial Regulations	Legal Services Manager
		Transformation Strategy				
		Council Constitution and Codes of Conduct				
		Member and officer Protocol				
		Budget Forecasting within MTFS with regard to Annual LG Finance Settlement			National Budget delivered 29/10/18 and implications to be reviewed as part of budget process. Budget timetable in place.	Section 151 Officer
		5-year MTFS aligned to the 5-year Corporate Plan to ensure resources are allocated to deliver the corporate priorities			Currently MTFS aligns to the 5 year corporate plan.	Deputy Chief Executive Regeneration & Growth

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners
Reduction in Government Grant threatens the financial sustainability of the Council	12		4	1	Clear targets in the Corporate Plan with robust performance monitoring.	Deputy Chief Executive Resources & Transformation
		Robust monitoring and reporting of progress in delivering the Corporate Plan and MTFS			Approval in place for Legal & HR, Finance & Assurance and further opportunities are currently being developed with Chorley Borough Council.	Deputy Chief Executive Resources & Transformation
		Financial Training for relevant staff and members				
		Maintain high Council Tax and Business Rates collection rates				

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners
Fraud & Corruption	8	Fighting Fraud and Corruption Locally	6	3	A review of the Council's Anti Fraud & Corruption Strategy will be undertaken and a revised policy developed. Update anti-fraud Strategy	Audit & Risk Manager
		Probity Policies - Anti Fraud & Corruption / Fraud Response Plan / Whistleblowing etc.			A review of the Council's Corporate Fraud & Corruption risks is to be undertaken across all services in conjunction with relevant Senior Officers.	Audit & Risk Manager
		Periodic training / awareness sessions carried out with officers			Comprehensive policy review and revised scheme of delegation to reflect the Council's new organisational structure. The Whistleblowing Policy has been revised this year - this involved the Governance committee. A scheme of delegation has been drawn up and it is with Governance for discussion.	Legal Services Manager
Failure to be compliant with new General Data Protection Regulations (GDPR)	9	GDPR Action Plan	6	2	A GDPR action plan has been developed and is monitored by the Programme Board.	Director Of Customer and Digital
		Monthly review of GDPR action plan by Programme Board				
Impact of Brexit on Council Services	4	Weekly policy review	1	1	We continue to take an overview of the potential impact through the Local Governance Association and through other networks	SRBC Leadership Team (Leadership Team)
		Brexit negotiations and legislation under regular review for developments that may have an impact on services				

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners
Failure of Information systems and data security	8	Maintaining high level of ICT security, achievement of PSN accreditation.	6	2	Secured PSN compliance August 2018. The ICT service plan includes actions to ensure preparedness for annual review.	Director Of Customer and Digital
		Development of annual ICT work programme			Developed work programme further to SOCITIM review and IT Health Check. This is included in the internal audit schedule for 2018/19 as another method to test our robustness in this area.	
		Implement recommendations of SOCITIM Review as appropriate				
Lack of capital funding to undertake large scale improvements to parks, open spaces and leisure facilities	9	Capital programme reflects the priorities in the Corporate Plan	4	1	Corporate plan projects are monitored on a monthly basis by the Programme Board and Extended Leadership Team on a quarterly basis.	SRBC Leadership Team (Leadership Team)
		Regular monitoring of Capital Programme				

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners
Lack of staff resources, systems and / or the skills needed to deliver services and corporate plan and improvement activities	12	Transformation Strategy approved by Cabinet	8	4	Implementation of the new organisational structure is underway with all post now appointed to, with the exception of Shared Services Posts. Shared Services Board to be reconvened after Extraordinary Council Meeting on 1st November due to possible change of political leadership.	Deputy Chief Executive Resources & Transformation
		Policies including Pay Policy / Recruitment policy			Council are currently considering options to create a new PDR system. Work has started on this project and recommendations are due towards the end of November. liP recommendations will be driven forward by the Senior Leadership Team. The Pay Award 2019 work is underway.	Deputy Chief Executive Resources & Transformation
		Employee Benefits - keep under review and in line with best practice			Investment in programme and project management capacity and skills	SRBC Leadership Team (Leadership Team)
		Implement the Transformation Strategy action plans with a focus on organisational development			Senior Leadership Team are refreshing the Transformation / Change Programme. This will be reported in to Members by January 2019 in line with the budget process.	SRBC Leadership Team (Leadership Team)
		Transformation Strategy				
		Project Management System			Project Management System is now in place.	SRBC Leadership Team (Leadership Team)
		Organisational Culture Review			Cultural Review has taken place with Culture Mapping and there is a baseline now in place, with a view to review in March 2019.	SRBC Leadership Team (Leadership Team)
		Investment in organisational development, staff and member development			Senior Leadership Team developing role out of new leadership model.	SRBC Leadership Team (Leadership Team)

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners
Political decisions not taken by members in line with the Corporate Plan	6	Cross party working	4	1	Future report on key issues will go to pre-scrutiny.	SRBC Leadership Team (Leadership Team)
		Cross party Improvement Reference Group with external membership in place			Early consultation with residents / businesses and member engagement on key strategic issues	SRBC Leadership Team (Leadership Team)
		Publication deadlines for Committee reports in place			The continual development of the Mod.gov system has ensured that all members have immediate access to published reports within the statutory publication deadline. The number of late reports has reduced significantly and only occurs where there is a valid reason.	Assistant Director of Scrutiny and Democratic Services

REPORT TO	ON
Scrutiny Committee Cabinet	8 November 2018 21 November 2018



TITLE	REPORT OF
Budget Monitoring report as at 30 September 2018 (Quarter 2)	Interim Deputy Chief Executive (Resources and Transformation)

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

This report provides an update at the second quarter of 2018/19 on the Council's overall financial position and a forecast of the projected outturn to 31<sup>st</sup> March 2019, compared to the budget approved back in February 2018.

## 2. RECOMMENDATIONS

That the Committee note, review and comment on the report.

## 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	✓

## 4. BACKGROUND TO THE REPORT

The approved revenue 2018/19 budget set by the Council in February 2018 was £14.050m, with no budgeted transfer to or from general balances. This report compares the 2018/19 Original Budget to the forecast Projected Out-turn.

## 5. DETAILS

### 5.1 Revenue Summary

Table 1 below summarises the approved budget and the key revenue budget variations which have been identified at Quarter 2 which are expected will impact on the outturn position at 31 March 2019. The budget figure incorporates the 2018/19 budget proposals and parish precepts and payments to City Deal (which were netted off in the budget report) are shown as gross.

The Projected Outturn forecast at quarter 2 in respect of the full year 2018/19 is a net underspending of £320,000. This includes an overall saving in staffing-related costs of £150,000. This forecast is based on a set of assumptions including when vacant posts will be filled and therefore any delays in recruitment may result in a higher saving at the end of the financial year.

**Table 1: REVENUE BUDGET SUMMARY – QUARTER 2 2018/19**

Directorate	18/19 Full Year Budget	Projected Variances Over/(Under) spend	2018/19 Projected Outturn
	£000	£000	£000
Chief Executive	1,026	(88)	938
Neighbourhoods & Development	5,533	(175)	5,358
Planning and Property	2,366	(103)	2,263
Finance and Assurance	1,468	(10)	1,458
Legal, HR & Democratic Services	1,196	48	1,244
Customer Experience & Operations	2,004	(49)	1,955
Pension Deficit Contributions	580	0	580
Efficiency Targets:			
Staff Turnover in-year	(100)	105	5
Transformation	(270)	(82)	(352)
Management Restructure	(200)	200	0
<b>Net Cost of Services</b>	<b>13,603</b>	<b>(154)</b>	<b>13,449</b>
Investment Property	(865)	21	(844)
Interest payable / (receivable)	59	(115)	(56)
Parish Precepts	365	0	365
Provision for repayment of debt	969	0	969
Contribution to / (from) reserves	(81)	(72)	(153)
<b>Funding Requirement</b>	<b>14,050</b>	<b>(320)</b>	<b>13,730</b>
Funding:			
New Homes Bonus – City Deal	(984)	0	(984)
New Homes Bonus – SRBC	(407)	0	(407)
Retained Business Rates	(4,606)	0	(4,606)
Council Tax (incl. Parishes)	(8,053)	0	(8,053)
<b>Total Funding</b>	<b>(14,050)</b>	<b>0</b>	<b>(14,050)</b>
<b>Net (Surplus) Deficit</b>	<b>0</b>	<b>(320)</b>	<b>(320)</b>

There are a number of factors that have impacted on the Council's financial performance when compared against the original budget set last year in February 2018. These are set out in Table 2 below.

**Table 2: Projected Revenue Outturn Variations at Quarter 2 2018/19**

Directorate	Projected Variances At 2 <sup>nd</sup> Qtr. Over/(Under) spend	Detail	Staffing Related	Non-staffing
	£000		£000	£000
Chief Executive	(88)	Staffing related costs – Delays in recruiting to the two Deputy CEO posts, and turnover in PR.	(88)	
Neighbourhoods & Development	(175)	Staffing related costs – Delays in recruiting to the AD post (42k) and several other vacancies.	(188)	
		Garden Waste income - higher take up than forecast in first year of scheme **		(322)
		Trade Waste income - reduction in take up on renewal		34
		Trade Waste – lower disposal charges payable due to reduced take up		(20)
		Vehicle repair and Maintenance forecast saving - sweeper maintenance work brought in-house **		(30)
		Commercialisation of depot – forecast saving in works to depot (offset by reduced contribution from Transformation Reserve)		(18)
		Grounds Maintenance income increase – new contract		(4)
		Car Parking – forecast shortfall in permits & PCN fines income		14
		Reduction in Pest Control income due to removal of Rats & Mice charges		7
				** Additional income and transformational savings achieved
Planning and Property	(103)	Staffing related costs – Delay in recruiting to the AD post (5k), three vacant apprentice posts (36k) and minor underspends due to reduced hours and turnover.	(53)	
		Place Promotion Budget £100k of which £5k spent and £45k proposed (subject to Cabinet approval)		(50)
Finance and Assurance	(10)	External Audit fees reduction		(10)
Legal, HR & Democratic Services	48	Staffing related costs – Delay in recruiting to the Director and AD posts is offset by costs for Monitoring Officer, but there are costs for a redundancy (15k) and extra HR support (14k)	28	
		Forecast increase in external legal fees largely due to planning appeal and public enquiry costs		20

Directorate	Projected Variances At 2 <sup>nd</sup> Qtr. Over/(Under) spend	Detail	Staffing Related	Non-staffing
Customer Experience & Operations	(49)	Staffing related costs – Delay in recruiting to the Director post (31k) and vacancies in IT (31k)	(64)	
		IT supplies and services – budget pressures identified (including GDPR)		30
		Revenues and Benefits supplies and services forecast saving		(15)
Budgets not in directorates	223	Transformation savings targets – savings / increased income in year		(82)
		In-year Turnover savings not allocated	156	
		Management Restructure savings not allocated	59	
		Management Restructure severance costs funded from reserves	90	
Investment Property	21	Forecast shortfall in rental income – empty properties Station Road, Bamber Bridge (£23k) offset by minor variations (£-2k)		21
Interest payable / receivable	(115)	Interest on short-term investments		(115)
Contribution to / (from) reserves	(72)	Reduction in contribution from Transformation Reserve		18
		Contribution from restructure reserve	(90)	
Funding	0			0
<b>TOTAL</b>	<b>(320)</b>		<b>(150)</b>	<b>(170)</b>

## 5.2 Revenue income

With regard to managing risk in the budget management process, the main income streams are reported in detail as these budget heads are subject to variations caused by circumstances outside the direct control of the Council. At this stage in the year some of the Council's main income streams, such as Garden waste charges, are performing extremely well and have in some cases exceeded the levels anticipated. These variations are reflected in the projected out-turn forecasts.

These income targets are highlighted as they are affected by changes that can be out of the Council's control, for example the national economic climate and impact on bank rates and customer behaviours. Due to their scale any material variations against budget have the ability to impact significantly on our overall revenue budget position.

Table 3 below provides a summary of the Council's main income streams:

**Table 3: Key Income Budgets**

<b>Income Budgets</b>	<b>Annual Budget 2018/19 £000</b>	<b>Income to 30 Sept 2018 £000</b>	<b>Projected Outturn 2018/19 £000</b>	<b>Variance (Over) / Under budget £000</b>
Investment Property Rentals	(1,106)	(975)	(1,085)	21
Garden Waste income	(455)	(777)	(777)	(322)
Planning Fees	(480)	(231)	(480)	-
Trade Waste Charges	(484)	(450)	(450)	34
Building Control Fees	(170)	(102)	(170)	-
Land Charges	(105)	(55)	(105)	-
Interest on Investments	(105)	(123)	(220)	(115)
Taxi Licensing Fees	(73)	(44)	(73)	-
Car Parking Charges/Permits	(108)	(54)	(103)	5
Car Parking PCN fines	(30)	(11)	(21)	9

**5.2.1 Investment property rentals**

The forecast shortfall in rental income is due to empty property at Station Road, Bamber Bridge (£23k) offset by various minor variations (£-2k). The property at Station Road has been subject to a flood that had caused extensive damage to the property. In October, Cabinet approved capital expenditure to refurbish the property at Station Road and convert flats with office accommodation at ground floor. Approval was also granted to enter into a legal agreement with Methodist Action NW for them to manage the property with an initial lease term of seven years, with an option to extend the lease. There will be an initial shortfall in income from this property until the conversion work has been undertaken but subsequently there will be more income certainty for the Council going forward, with the risk of voids transferred to the housing charity as part of the lease.

There have been no write-offs of property rentals in the period April to September 2018, other than very minor balances.

**5.2.2 Interest on Investments**

The forecast for Short-term investment income has been revised to £220,000 to reflect both increased average cash balances and improved rates of interest earned. In 2017/18 the total interest earned to March was £179,000.

Returns on investments and comparatives for the previous reporting period are set out below:-

	<b>Average Balance Periods 1 - 6</b>	<b>Average Rate Periods 1 - 6</b>	<b>No of days</b>	<b>Interest Earned</b>
2017/18	£32,842,806	0.497%	183/365	£81,840
2018/19	£37,291,001	0.657%	183/365	£122,893

**5.3 Transformation savings target (£0.270m)**

Income and transformational savings of £0.352m has been secured in the first half of the financial year, largely due to additional income from Garden Waste charges.

In addition, a number of initiatives are underway which will contribute to the delivery of some budget savings and/or additional income and these include:

- My Neighbourhoods transformation project – potential merging of teams and development of a Place-based model
- Commercialisation of the depot – investment in depot facilities/workshop, discussions with waste contractor re ongoing vehicle maintenance
- Review of Gateway and ICT services which will be further progressed with the roll-out of the digital strategy
- Review of admin function

Although no decisions have been made at this stage that will secure recurrent savings, further detailed updates will be provided in the budget papers. With regard to 2019/20 and future years, these targets will need to be reviewed as part of the overall budget forecasts to ensure a balanced budget position can be achieved and maintained.

#### **5.4 Use of Reserves**

The management restructure has resulted in one-off costs in relation to redundancy which will be funded from the organisational restructure reserve in 2018/19 (£90k). Works to facilitate the commercialisation of the depot, which are funded from the Transformation reserve, are forecast to cost £60k, a saving of £18k against the original forecast.

#### **5.5 Capital**

Details of the Council's capital spending by scheme is contained in Appendix A. The projected spend is compared to the full year budget accompanied by an explanatory note where applicable.

The total full year capital budget is £8.760m. The budget includes £0.401m slippage from 2017/18 and additional approved budgets £0.208m (City Deal funded schemes £0.125m and Affordable Housing s106 funded scheme £0.083m).

£1.880m (21.5%) was spent and committed as at 30<sup>th</sup> September 2018. It is expected that the total spend at year end will be £7.752m, forecast re-phasing of expenditure into 2019/20 £0.972m with an in-year saving of £0.036m identified. Similarly to revenue budget monitoring, the statement set out in Appendix A contains current assumptions only and budget holder advice in respect of spending to the end of the year. These forecasts will be updated through the year and any variations identified and reported.

#### **5.6 Revenue Funding**

2017/18 was the last year the Council received Revenue Support Grant (RSG) funding. New Homes Bonus funding from housing growth up to a cash limit is payable to the City Deal Fund for the period of the City Deal and therefore not retained by the Council. The introduction of a growth threshold in the calculation of New Homes Bonus unfortunately resulted in no new NHB for 2018/19.

Consequently, from 2018/19 onwards, the Council's core funding is restricted to a basis of 100% locally sourced taxation in the form of Council Tax and Business Rates Retention (BRR). BRR presents a financial risk to the authority as it is subject to year on year, and also in year, variations and volatility outside the direct influence of the Council, for example as a result of appeals, revaluations and technical changes to the BRR scheme late in the year. However it is also an opportunity to benefit directly from growth in the business sector, for which the City Deal programme is a key enabler. The current forecast is that the retained income for 2018/19 will be in line with the budget.

## 5.7 Summary

In summary, the financial position at the end of the 2<sup>nd</sup> quarter of 2018/19 shows the Council is forecast to underspend against the original budget. The main reason for this is increases in income, predominantly due to the take up of the Garden Waste collection service and interest earned on short-term investments both exceeding the budget forecast. This is partly offset by some cost pressures identified, including increased costs for IT software required to meet GDPR requirements and increases in external legal fees. Also, targets for cost savings and income generation were included in the 2018/19 budget. At this stage in the year recurring budget savings/income has been secured and a number of transformational initiatives are being progressed. A prudent approach has therefore been taken with regard to the budget forecast at this stage in the year and any transformation savings achieved during the year will be reflected in future budget monitoring reports.

The current forecasts are based on a number of assumptions made in the budget with regard to expected spending patterns and levels of income received to the end of the year. The current position will be closely monitored during the year with particular regard to budgets that are subject to fluctuation and therefore present a higher risk to the Council's financial sustainability over the medium to long term.

With regard to the wider context and the Council's financial position in the longer term it should be noted that although the budgetary savings and additional income achieved contribute towards achieving a balanced out-turn position, these need to be a recurring benefit to ensure that any budget gap can be reduced in future years. This will be addressed as part of the budget-setting process.

The Capital Programme currently reported forecasts only minor variations at the end of the year. As the year progresses the phasing will be updated, and the impact on funding requirements will also be assessed.

## 6. WIDER IMPLICATIONS AND BACKGROUND DOCUMENTATION

In the preparation of this report, consideration has been given to the impact of its proposals in all the areas listed below, and the table shows any implications in respect of each of these. The risk assessment which has been carried out forms part of the background papers to the report.

### 6.1 Comments of the Statutory Finance Officer

The financial implications are contained within the report.

### 6.2 Comments of the Monitoring Officer

The purpose of the report is to provide detailed information to Governance committee on the council's overall financial position. There are no direct legal implications arising as such.

<b>Other implications:</b> ▶ <b>Risk</b>	Risk is identified in the report. The main risk area is the inclusion of assumptions. Assumptions have been made with regard to estimating future costs and external influences that will affect projections in future months. Therefore any conclusions drawn from the contents of the report should be treated with some caution.
▶ <b>Equality &amp; Diversity</b>	This report is not considered to have any adverse impact on equality.
▶ <b>HR &amp; Organisational Development</b>	There are no HR & Organisational Development implications.
▶ <b>Property &amp; Asset Management</b>	There are no Property & Asset Management implications.

▶ <b>ICT / Technology</b>	There are no ICT implications.
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**7. BACKGROUND DOCUMENTS**

- Budget Report and Medium Term Financial Strategy – February 2018
- Appendix A - Capital Programme Monitoring 2018/19 (Qtr. 2)

**Gary Hall**  
**Interim Deputy Chief Executive (Resources and Transformation)/s151 officer**

Report Author:	Telephone:	Date:
Jane Blundell	01772 625245	29/10/18

## Capital Programme Monitoring 2018-19 Quarter 2

## Appendix A

Scheme	Budget	Total Committed Spend	Forecast Out-turn 2018-19	Re-phasing (to) / from 2019-20	Over / (Under)-spend	Comments
Project Management	50,000	50,000	50,000	-	-	This is a revenue budget but it relates to the delivery of capital projects.
<b><u>Health, Leisure &amp; Wellbeing</u></b>						
<b>Green Infrastructure</b>						
Green Link - Bamber Bridge LC to Tennis Centre	16,000	-	16,000	-	-	The project is programmed to start Q3
Green Link - Central Parks Network	126,000	4,306	126,000	-	-	The project is programmed to begin Q3 and be finished in Q4
Green Link - Penwortham to Bamber Bridge	97,000	-	97,000	-	-	The project is programmed to start Q3
Green Link - Ribble Links	36,000	-	36,000	-	-	The project is programmed to start Q3
Penwortham Holme Rec Centre drainage	125,000	127,950	129,000	-	4,000	Works commenced Q2. An overspend of £4k is forecasted due to poor weather conditions and a requirement to remove drainage channels.
	<b>400,000</b>	<b>132,256</b>	<b>404,000</b>	<b>-</b>	<b>4,000</b>	
<b>Existing Built Assets</b>						
Farmyard Cottages roofing and cladding	45,000	43,171	43,171	-	(1,829)	The work is complete and we are awaiting the final invoice
Penwortham Holme Pavilion	120,000	-	60,000	(60,000)	-	This project is on hold pending the outcome of the Parks and Playgrounds Strategy (PPS).
Withy Grove Toilets	20,000	-	20,000	-	-	The project is programmed for Q4.
Worden Hall - repairs and making good	50,000	-	50,000	-	-	These 3 schemes are postponed pending a consultancy study of the future use of Worden Hall, which is due to be finalised in November. As a result, the forecast has been reduced for 2018-19.
Worden Hall - works to enable increased activity	100,000	-	-	(100,000)	-	

Scheme	Budget	Total Committed Spend	Forecast Out-turn 2018-19	Re-phasing (to) / from 2019-20	Over / (Under)-spend	Comments
Worden Craft Units - Infrastructure upgrade	25,000	-	25,000	-	-	
Contingency	65,000	-	-	(65,000)	-	This is the residual value of the 'Existing Built Assets' budget of £400k. This can be drawn down when needed for existing or new schemes.
	<b>425,000</b>	<b>43,171</b>	<b>198,171</b>	<b>(225,000)</b>	<b>(1,829)</b>	
New Leisure Facility	100,000	3,334	100,000	-	-	Cabinet will consider, in October, the approval of professional fees for this scheme. Should this be approved, spend could then take place in Q4 and the scheme would be re-profiled with a revised forecast for 18-19.
Sport Pitch Hub	1,000,000	11,325	1,000,000	-	-	Procurement is underway to appoint a consultant to undertake the initial feasibility study (cost £12k). A large part of the budget, and forecast, relates to potential land acquisition costs.
<u>Place</u>						
Master-planning & Regeneration of key areas	100,000	-	50,000	(50,000)	-	The specification for masterplans for Leyland and Lostock Hall are being prepared. A procurement framework will be used to appoint a provider to create the plans. The bulk of the budget can then be used to deliver work towards the plans, although it might not be possible to achieve this before the end of the financial year.
Site Conversion at Station Road, Bamber Bridge	582,965	-	582,965	-	-	Cabinet approved this scheme in October. Tenders will be prepared in Q3 with works expect to be carried out in Q4.
Disabled Facilities Grants	782,104	325,380	782,104	-	-	As of 8th October the total value of jobs in progress is £504k, awaiting completion is £279k and work completed and invoiced is £105k. This brings the maximum total spend forecast for the year to £888k. This is over the budget amount but allows cover for cancellations due to unforeseen circumstances, meaning the expected out-turn should be closer to the budget.

Scheme	Budget	Total Committed Spend	Forecast Out-turn 2018-19	Re-phasing (to) / from 2019-20	Over / (Under)-spend	Comments
Private Sector home improvement grants	200,000	40,752	100,000	(100,000)	-	As of 8th October the total spend has been £45k, with work in progress of £6.5k, giving a total forecast spend of £51.5k. It is highly unlikely that the full budget will be spent because the take up for the grants has not been at the level expected when the budget was set. Any underspend needs to be carried forward so that findings from the recently commissioned stock condition survey can be addressed in the next financial year.
South Ribble Partnership	27,914	-	-	-	(27,914)	This line relates to the residual PRG funding for the South Ribble Partnership. Previously the majority of the funding was used as a contribution towards the salary of the Partnership Manager. Since that role is has been brought into the permanent establishment, the funding is not needed for this purpose any longer and can be transferred to revenue. This funding will be used in the development of the Community and Volunteering strategy.

## Excellence & Financial Stability

### IT Programme

Civic Centre audio visual equipment	40,000	39,958	39,958	-	(42)	Work is complete and awaiting final invoice.
Civic Centre additional AV equipment	10,349	10,349	10,349	-	-	The equipment includes amplifier units and a new microphone system, which were not part of the specification for the above project.
SAN hosts replacement	80,892	80,892	80,892	-	-	The scheme is complete.
Wi-Fi upgrade	36,612	39,188	39,188	-	2,576	Work is complete and awaiting final invoice.
Civica EDRMS Data Retention Module	25,155	23,000	23,000	-	(2,155)	Project complete. There was a small saving due to a discount on the purchase.
Civica Icon Upgrade	10,000	10,000	10,000	-	-	An order has been raised and the upgrade will be carried out in Q3.
IT Unallocated Funding	21,236	-	-	(21,236)	-	This is the residual budget for IT schemes which has not yet been allocated.
	<b>224,244</b>	<b>203,387</b>	<b>203,387</b>	<b>(21,236)</b>	<b>379</b>	

Scheme	Budget	Total Committed Spend	Forecast Out-turn 2018-19	Re-phasing (to) / from 2019-20	Over / (Under)-spend	Comments
Vehicles and Plant replacement programme	1,018,444	539,717	692,717	(325,727)	-	Delivery has commenced on vehicles ordered in spring. A procurement exercise will commence in November for remaining vehicles. Some vehicles will take longer to procure, meaning the costs will slip to Q1 of next financial year.
Corporate Buildings - Banqueting Suite	80,000	62,242	85,000	-	5,000	The first phase of works are complete. The cost is expected to be £5k higher than budgeted due to asbestos removal.
Corporate Buildings - Civic Centre	200,000	-	100,000	(100,000)	-	This scheme is dependent on negotiations with a potential occupier of the vacant floor spaces within the civic centre. It is expected that key points can be agreed by December so that work can start in Q4, but it is unlikely that the full budget will be spent before year-end.
Corporate Buildings - Depot	70,000	-	70,000	-	-	Work is planned for Q4 to enable more efficient use of the current facilities. This includes expanding the vehicle wash and refurbishment of the facilities to take account of the transformation work involving the Neighbourhood Services and Community Engagement teams.
Corporate Buildings - Other	50,000	-	50,000	-	-	Installation of electric vehicle charging points at corporate buildings is being considered.
Investment Property	2,500,000	-	2,500,000	-	-	The total budget for this scheme, which is funded by the Borough Investment Reserve, is £4.6m. This capital programme has a profile of £2.5m in 18-19. The Council's advisors, LSH, are actively investigating potential purchases but expenditure is dependent on identifying potential sites before the end of the financial year.
<b><u>Additional Funded Schemes</u></b>						
Lighting for gateway features	25,000	702	25,000	-	-	The project is programmed for Q3.
City Deal - St Catherine's Park and Central Park	99,716	45,607	99,716	-	-	This project is City Deal funded. The spend so far relates to a new natural play area in St Catherine's Park.

Scheme	Budget	Total Committed Spend	Forecast Out-turn 2018-19	Re-phasing (to) / from 2019-20	Over / (Under)-spend	Comments
<b><u>Schemes carried forward from 2017-18</u></b>						
Open Spaces 2016/17 to 2019/20	67,504	76,991	76,991	-	9,487	There are two main projects. Firstly, works are underway at King George V, Queensway Penwortham, consisting of resurfacing of footpaths and rebuilding of brick pillars. Completion is expected in Q3. Secondly, an extension to the ball court at Dob Lane Playing Field has now been completed. There will be an overspend against the budget of £10k, although £6k of this will be recovered from a contribution from the Parish Council.
Gregson Green - Drainage Scheme	18,747	5,746	18,747	-	-	Works complete and final payments to be made in Q2.
Hurst Grange Park	25,000	17,148	25,000	-	-	Works have been carried out to the culvert to the rear of the Lodge, further investigation work is required to the culvert adjacent the playground.
St Mary's, Penwortham - Churchyard wall repairs	105,000	-	105,000	-	-	Delays have been incurred in attempting to obtain burial records from the diocese, this has meant that the opportunity to carry out the work this year has been missed. Plans will be put in place to ensure the work is carried out in spring as soon as ground conditions allow.
Withy Grove Park	34,773	3,616	34,773	-	-	Phase 1 of works were completed in 17-18. Phase 2 works, which mainly involve installation of pathway features, will be installed in Q4.
Worden Park - Replacement conservatory / greenhouse	142,505	142,500	142,505	-	-	The conservatory has been built off site and is due to be installed in March 2019.
Worden Park - Toilet facilities improvements	200,000	165,479	180,000	-	(20,000)	Foundations have been installed. The toilets will be delivered in October and commissioned by December. Resurfacing works will also be carried out before December. The scheme is expected to underspend by £20k.
Bamber Bridge railway station	5,000	-	5,000	-	-	The project is programmed for Q3

Scheme	Budget	Total Committed Spend	Forecast Out-turn 2018-19	Re-phasing (to) / from 2019-20	Over / (Under)-spend	Comments
Bamber Bridge - Regeneration	40,574	5,785	40,574	-		This scheme has continued from 17-18 and is funded by City Deal. Progress is dependent on works being completed by LCC, which is expected in Q4.
Lostock Hall arts academy trail	7,000	814	2,000	-	(5,000)	The work for this scheme has been scaled back due to vandalism and it is expected to be much lower than the budget.
McNamara Memorial	7,500	3,734	7,000	-	(500)	Works are expected to be complete in Q3 and be slightly below budget.
Priory Park	12,000	-	12,000	-	-	The project is programmed to start in Q4.
Lostock Hall Football Facility	150,000	-	-	(150,000)	-	Officers are working with the football club to evaluate options that will be within budget (s106 funded). It may take several months to reach agreement over what works are appropriate and eligible for section 106 spending.
Walton-le-dale Community Centre car park refurbishment	8,980	-	8,980	-	-	The scheme was completed in 17-18 but a residual budget for potential drainage works was carried forward to 18-19. By Q4 we will be in a position to know whether these works are required or not.
<b>Grand Total</b>	<b>8,759,970</b>	<b>1,879,686</b>	<b>7,751,629</b>	<b>(971,963)</b>	<b>(36,378)</b>	

REPORT TO	ON
Scrutiny Committee	8 November 2018



TITLE	REPORT OF
Worden Hall Commercialisation Update	Director of Planning and Property

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

1.1 To update Scrutiny Committee on the progress with regard to the Worden Hall Commercialisation project

## 2. RECOMMENDATIONS

2.1 That Scrutiny Committee note the progress made against the Worden Hall Commercialisation Project

## 3. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Excellence and Financial Sustainability	✓
Health and Wellbeing	
Place	✓

Projects relating to People in the Corporate Plan:

People	
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## 4. BACKGROUND TO THE REPORT

4.1 Scrutiny Committee will recall that the commercialisation opportunity at Worden Hall was identified in the Cushman and Wakefield study of 2016 and subsequently included as a project in the South Ribble Corporate Plan for 2018 to 2023. Scrutiny Committee had previously highlighted the importance of this project and asked that updates be brought to the Scrutiny Committee.

4.2 In May 2018 a contract was awarded to a collaboration between Purcell and Amion consulting (and others) to undertake a study into the sustainable future use of Worden Hall.

## 5. PROGRESS AS AT 31<sup>ST</sup> OCTOBER 2018

### **Commercialisation Consultancy Study**

- 5.1 In October 2018 the consultants completed Stage 2 of the commission following the data gathering and understanding stage. Stage 2's main focus was the identification of options for the future use of the Hall. Alongside this separate studies have been completed which provide: a Conservation Statement (given its value as a Listed Building in the setting of a Listed Park); a condition survey including items of repair; and a Phase 1 Habitat Survey.
- 5.2 Officers are currently reviewing the drafts of the technical studies and the initial options will be presented to the next available Cabinet Workshop to identify which option(s) will be worked up in more detail. Further detail will come via Cabinet but in very broad terms the studies have identified the following:
- Three general options to look at in more detail ranging from a fully commercial events venue to a more community interest company model
  - The buildings are in generally in a good condition and seen as robust any works needed urgently are more to weather proof the building
  - Some aspects of the buildings have little conservation value, such as the conservatory bar area, and that better configurations can be achieved with some remodelling
  - The Phase 1 Habitat survey has found a limited presence of bats, such as in the Clock Tower, and any forthcoming plans will need to acknowledge that.
- 5.3 Due to Council Officer staff sickness and the availability of the consultant team over the summer the commission is approximately one month behind schedule. It is anticipated that the Commission will still be complete before the political year end.
- 5.4 The next steps are to take the options to the Officer Steering Group and to Cabinet Workshop to identify which one(s) to work up in more detail. The preferred option(s) will be fully assessed including looking at the configuration of the spaces available and a full cost and income model to work out a rate of return.

### **Worden Autumn Market**

- 5.5 Following the success of a Spring Artisan Market in April 2018 a further similar event was held on 29<sup>th</sup> October 2018.
- 5.6 Again the event was very successful with similar visitor numbers and a couple more stalls than last time. The stalls were spread out further and the food stalls were placed in a single area following lessons learnt from April.

### **13. BACKGROUND DOCUMENTS (or There are no background papers to this report)**

None

### **14. APPENDICES (or There are no appendices to this report)**

None

Jonathan Noad  
Director of Planning and Property

Report Author:	Telephone:	Date:
Jonathan Noad	01772 625206	31 <sup>st</sup> October 2018

## South Ribble Council – Cabinet Forward Plan

**For the Four Month Period: 1 October 2018 - 31 January 2019**

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](http://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 four other Cabinet Members with the following portfolios:

Leader of the Council (Assets and Transformation)	Councillor Paul Foster
Deputy Leader and Cabinet Member (Public Health, Leisure and Wellbeing)	Councillor Mick Titherington
Cabinet Member (Environment and Community Safety)	Councillor Susan Jones
Cabinet Member (Corporate Support and Community Engagement)	Councillor Jane Bell
Cabinet Member (Finance)	Councillor Matthew Tomlinson
Cabinet Member (Strategic Planning, Housing and Economic Growth)	Councillor Bill Evans

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](http://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](mailto:dscambler@southribble.gov.uk).

**Heather McManus,  
Chief Executive**

**Last updated: 18 October 2018**

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Future meetings of the Cabinet where there is an intention to hold part of the meeting in private: 21 November 2018, 23 January, 13 February and 20 March 2019							
November							
Leader of the Council and Cabinet Member (Assets and Transformation)							
Corporate Investment Framework	Cabinet	Leader of the Council and Cabinet Member (Assets and Transformation)	Significant effect in 2 or more Council wards.	21 Nov 2018	No	No	Report of the Director of Planning and Property
Microsoft Licensing	Cabinet	Leader of the Council and Cabinet Member (Assets and Transformation)	Significant effect in 2 or more Council wards.	21 Nov 2018	No	None	Report of the Temporary Director of Customer and Digital

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Performance Monitoring Report - Quarters 1 and 2	Cabinet	Leader of the Council and Cabinet Member (Assets and Transformation)	Significant effect in 2 or more Council wards.	21 Nov 2018	No	<a href="https://southribbleintranet.mode.rngov.co.uk/documents/s3311/06%20-%20Report%20to%20Council%20280218%20re%20Corporate%20Plan%202018-23%20and%20Risk%20Register.pdf">https://southribbleintranet.mode.rngov.co.uk/documents/s3311/06%20-%20Report%20to%20Council%20280218%20re%20Corporate%20Plan%202018-23%20and%20Risk%20Register.pdf</a>	Report of the Chief Executive
My Neighbourhood Project - Leyland	Cabinet	Leader of the Council and Cabinet Member (Assets and Transformation)	Significant effect in 2 or more Council wards.	21 Nov 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 (Finance)							

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Council Tax Support Scheme	Cabinet	Finance	Significant effect in 2 or more Council wards.	21 Nov 2018	No	<a href="https://southribble.moderngov.co.uk/documents/s5701/Council%20Tax%20Support%20Scheme%20Report.pdf">https://southribble.moderngov.co.uk/documents/s5701/Council%20Tax%20Support%20Scheme%20Report.pdf</a>	Report of the Section 151 Officer
Quarter 2 Budget Monitoring Report	Cabinet	Finance	Significant effect in 2 or more Council wards.	21 Nov 2018	No	No	Report of the Deputy Chief Executive (Resources and Shared Services Transformation)
Cabinet Member (Public Health, Leisure and Wellbeing)							

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
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	<a href="https://southribbleintranet.mode.rngov.co.uk/documents/s4877/Cabinet%20Report%20210618%20First%20Phase%20of%20Campus%20Project%20post%20Cabinet%20Workshop%20002.pdf">https://southribbleintranet.mode.rngov.co.uk/documents/s4877/Cabinet%20Report%20210618%20First%20Phase%20of%20Campus%20Project%20post%20Cabinet%20Workshop%20002.pdf</a>	Report of the Director of Neighbourhoods and Development
Air Quality Action PPlan	Cabinet	Public Health, Leisure and Wellbeing	Significant effect in 2 or more Council wards.	21 Nov 2018	No	None	Report of the Director of Neighbourhoods and Development
Future Meetings							

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Land at Bamber Bridge	Cabinet	Leader of the Council and Cabinet Member (Assets and Transformation)	Expenditure / Savings higher than £100,000	23 Jan 2019	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
Renewable Energy Policy	Cabinet	Public Health, Leisure and Wellbeing	Significant effect in 2 or more Council wards.	13 Feb 2019	No	None	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
Performance Monitoring Quarter 3	Cabinet	Environment and Community Safety	Significant effect in 2 or more Council wards.	20 Mar 2019	No	<a href="https://southribbleintranet.mode.rngov.co.uk/documents/s3311/06%20-%20Report%20to%20Council%20280218%20re%20Corporate%20Plan%202018-23%20and%20Risk%20Register.pdf">https://southribbleintranet.mode.rngov.co.uk/documents/s3311/06%20-%20Report%20to%20Council%20280218%20re%20Corporate%20Plan%202018-23%20and%20Risk%20Register.pdf</a>	Report of the Chief Executive