

SCRUTINY COMMITTEE

THURSDAY, 7TH MARCH, 2019, 6.00 PM

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

AGENDA

1 Apologies for Absence

2 Minutes of the Last Meeting

(Pages 3 - 8)

Held on Thursday, 14 February 2019, to be signed as a correct record by the Chair.

3 Declarations of Interest

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

4 Matters Arising from Previous Meetings

(Pages 9 - 14)

Report attached.

5 Quarter 3 Section 151 Financial Monitoring

(Pages 15 - 28)

Report of the Deputy Chief Executive (Resources and Transformation)/Section 151 Officer attached.

6 Corporate Performance Report at the End of Quarter 3

(Pages 29 - 56)

Report of the Chief Executive attached.

7 Worden Hall - Progress Update

The Assistant Director of Property and Housing will provide a verbal update at the meeting.

8 Scrutiny Matters

8a Cabinet Forward Plan

(Pages 57 - 62)

Forward Plan attached.

Heather McManus
CHIEF EXECUTIVE

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

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

Forthcoming Meetings
6.00 pm Thursday, 27 June 2019 - Cross Room, Civic Centre, West Paddock, Leyland, PR25 1DH

MINUTES OF SCRUTINY COMMITTEE

MEETING DATE Thursday, 14 February 2019

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

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

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

PUBLIC: 0

39 Apologies for Absence

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

40 Minutes of the Last Meeting

RESOLVED: (Unanimously)

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

41 Declarations of Interest

There were none.

42 Matters Arising from Previous Meetings

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

RESOLVED: (Unanimously)

That the update be noted.

43 Corporate Plan and Corporate Risk Register 2019-2024

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

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

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

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

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

RESOLVED: (Unanimously)

That:

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

44 Budget and Medium Term Financial Strategy

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

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

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

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

RESOLVED: (Unanimously)

That:

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

45 Worden Hall - Progress Update

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

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

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

RESOLVED: (Unanimously)

That:

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

46 Scrutiny Matters

46a Cabinet Forward Plan

The Committee noted the Cabinet Forward Plan.

46 Scrutiny Forward Plan

b

The Committee noted the Scrutiny Forward Plan.

46c Joint Scrutiny Review of Our Health, Our Care

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

46 Lancashire County Council's Health Scrutiny Committee

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

Chair

Date

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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 5.6	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		<p>The proposed timeframe as of December 2018 is as follows.</p> <ul style="list-style-type: none"> September 2018 – Public drop in events held to encourage positive contributions from the public, which will help to inform the planning and design process. January 2019 – Corridor concept plan developed and submitted to the Planning Authority. This plan will show the wider 'corridor' measures along the A59 Liverpool Road to promote the use of the bypass. This is required as part of the Penwortham Bypass planning conditions. Spring 2019 – Concept plan developed for Improvements to Penwortham Town centre and public consultation undertaken. 2020 – Penwortham Bypass to open and works to commence along the A59 Liverpool Road corridor including Penwortham Centre
08/11/18 Min 27.3	The Committee thanks the Leader for the offer of future reports providing a flavour of complaints and compliments received and a	Corporate Support and Assets	Heather McManus	Yes	No		This will be included in the third quarter's performance monitoring report.

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

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Completed?	Progress / Comments
	summary of what has been learned in response						
08/11/18 Min 27.4	More detailed information on the impact of Universal Credit on performance be provided to the Committee	Corporate Support and Assets	Paul Hussey	Yes	Yes		A report went to Cabinet on 21 st November 2018 which noted the recent Government budget announcements and supported the requirement to carry out further modelling impact assessments and report to Budget Council in February 2019. Cabinet also supported the proposal to review the hardship schemes and proactively promote such schemes as outlined in the report.
08/11/18 Min 27.8	The draft Digital Strategy be presented to the Scrutiny Committee in order to assess the customer service provided.	Corporate Support and Assets	Paul Hussey	Yes	Yes		The Digital/ICT Strategy is a Corporate Plan Project. A comprehensive consultation has taken place which has informed the development of a Draft Vision, Current State and Gap Analysis. The consultation and engagement has included All Party Elected Member Focus Groups and online surveys. The Digital/ICT Strategy and technology Roadmap is on schedule for completion in January 2019 and will be travelled through to Cabinet for sign off in February 2019. This will inform the next phase activity which includes a review of Gateway/Customer and ICT services.

Scrutiny Committee
Update on Recommendations made at previous Scrutiny Meetings

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Completed?	Progress / Comments
08/11/18 Min 28.4 & 28.5	Expresses concern at the proportion of capital spends at the end of the second quarter and welcomes the assurance of a more robust system for delivering the capital programme in the future.	Finance	Tim Povall	Yes			Future capital programme reports will give a more robust outturn position on capital, rephrase spends in line with approval dates and contractor cash profiles.
08/11/18 Min 29.1 & 29.2	Expresses its disappointment at the consultant's report on future options for Worden Hall being delayed and looks forward to the consultant's report being presented to Cabinet in January 2019 and to Scrutiny in February 2019	Corporate Support and Assets	Jonathan Noad				The consultant's study timescales and scope has been varied to take account of feedback from Cabinet Workshop and consultations undertaken as part of the first phase. A draft report is now expected in the middle February and final report in March. Any reports into Cabinet will depend on the commencement date of purdah in the run up to the elections in May.
08/11/18 Min 29.3	Asks that a charging policy for events be developed to expand the commercialisation of Worden Park	Corporate Support and Assets	Jonathan Noad	Yes			This will be part of the amended consultants commission and be part of the Corporate Plan review feeding into 2019/20
10/01/19 Min 36.3	Asks that further information on cultural mapping be provided to the Committee after May 2019.	Leader	Heather McManus	Yes			Information is already available on the culture mapping process and a Member workshop with North West Employers can be established after May 2019 as required.
10/01/19 Min 37b.2	Review to be undertaken on Member Development/Member Induction	Leader	Darren Cranshaw	Yes	Yes		A Task Group is being established, with the Chair awaiting two representatives of the Conservative group.
14/02/19 Min 43.2	Asks that future Corporate Plan documents be more explicit on the	Leader	Howard Anthony	Yes	Yes		Consultations are captured in reports, but it is possible to highlight

Scrutiny Committee
Update on Recommendations made at previous Scrutiny Meetings

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted	Implemented	Completed?	Progress / Comments
	consultation and evidence base used to influence the Plan.						consultations carried out in future reports.
14/02/19 Min 43.3	Asks that success measures of the Corporate Plan be reviewed to be more measurable and outcome-focused.	Leader	Howard Anthony	No			Current measures are appropriate and deliverable.
14/02/19 Min 43.4	Looks forward to project plans for each Corporate Plan Action being accessible to Members and to the Scrutiny Committee in future performance monitoring reports. [Where applicable on an individual basis to the Scrutiny Committee]	Leader	Howard Anthony	Yes	Yes		Reports are available on request specific to area of work being considered by scrutiny.
14/02/19 Min 43.5	Asks that the measure of success for air quality be reviewed and revised to be more outcome-focused.	Leader	Howard Anthony	No			As discussed at the meeting , air quality success will be influenced by actions not in the direct control of the council , however, assurances where given by the leader that she would continue to press partners that infrastructure must be implemented to alleviate current air quality issues .
14/02/19 Min 44.1	Requests that the link between the Budget and implementing the Corporate Plan is strengthened and made more explicit.	Finance	Tim Povall	No	No		The Budget reflects the Corporate Plan. Regular financial monitoring to Cabinet and Scrutiny will highlight issues arising against plans.
14/02/19 Min 44.2	Looks forward to receiving a copy of the Section 106 review.	Finance	Tim Povall	Yes			A detailed report is due to be presented to Cabinet in June 2019 identifying the amounts of S106 and the proposed project alignment to projects to be delivered.

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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
14/02/19 Min 44.3	Asks that future information and reports on how and when Section 106 money is spent be more transparent.	Finance	Tim Povall	Yes			See above. This will be managed through the regular capital financial monitoring.
14/02/19 Min 44.4	Expresses its concern in the choice of wording of Efficiency Targets in Appendix B and asks that such wording be reviewed and made more specific.	Finance	Tim Povall	No	No		Detailed explanations were provided in the meeting. Future financial monitoring and project Cabinet reports will highlight the returns from investments through efficiency and transformation.
14/02/19 Min 45.1	Expresses concern at the extended delay with the consultant's report into Worden Hall	Corporate Support and Assets	Peter McHugh	Yes	N/A	N/A	Noted. An update on the consultant report shall be provided following the report to Cabinet on 20 th March. The Lead Officer for this project is now Peter McHugh (Assistant Director for Property and Housing)
14/02/19 Min 45.3	Asks that a written report on the progress at Worden Hall continues to be a standing item on the Scrutiny agenda.	Corporate Support and Assets	Peter McHugh	Yes			A report is being prepared for Cabinet which shall be considered on 20 March 2019. A report shall be provided to Scrutiny Committee following consideration by cabinet. The Lead Officer for this project is now Peter McHugh (Assistant Director for Property and Housing).

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REPORT TO	ON
SCRUTINY COMMITTEE CABINET	7 March 2019 20 March 2019



TITLE	PORTFOLIO	REPORT OF
Quarter 3 Section 151 Financial Monitoring Report	Finance	Deputy Chief Executive – Resources and Transformation – S151 Officer

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

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to advise members of the revenue and capital financial position of the council for the third quarter period ending 31st December 2018 as required under its statutory duty.

2. PORTFOLIO RECOMMENDATIONS

- 2.1 Cabinet notes the projected Revenue financial monitoring position for 2018/19 as at 31st December 2018 including the management actions taken to deliver the savings and achieve the projected surplus.
- 2.2 Cabinet note the proposed drawdown of reserves of £170,000 to cover associated expenditure for which the reserves were created.
- 2.3 Cabinet note the projected Capital financial monitoring position for 2018/19 as at 31 December 2019 including the revised spend outturn, revised funding mechanisms and carry over into 2019/20.
- 2.4 Cabinet approve up to £100,000 of the surplus to be used to carry out additional environmental works across the borough to enhance existing green links programmes.

3. REASONS FOR THE DECISION

- 3.1 Council to note the projected financial position of the council reported by the Deputy Chief Executive (Finance and Transformation) Section 151 Officer. It also notes the actions taken to ensure that the overall targets set in the budget decisions have been implemented to the full.

4. EXECUTIVE SUMMARY

- 4.1 The Council are currently projecting a small surplus of £219,000 on the revenue accounts which amounts to 1.6% of the Gross budget
- 4.2 The officers have undertaken management actions to deliver the significant transformation savings set in the prior year budgets.
- 4.3 Council note the variations to the budget forecasts and explanations of the key issues. These variations being considered as part of the 2019/20 budget setting process.
- 4.4 Council note the forecast expenditure on the Capital Programme and the changes to the forecasts and revisions to carry forward schemes into 2019/20

5. CORPORATE PRIORITIES

- 5.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	X
Health and Wellbeing	X
Place	X

Projects relating to People in the Corporate Plan:

People	
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6. BACKGROUND TO THE REPORT

- 6.1 Council approved the 2018/19 Budget and Capital Programme on the 28th February 2018. The budget included significant transformational changes and associated savings targets.
- 6.2 This report follows the quarter 2 position that was reported to Scrutiny Committee and Cabinet on the 8th and 21st November respectively

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

Revenue Forecast

Table 1 below highlights the current revenue budget forecast to the approved budget before and after reserve drawdown. Reserves have been drawn down for specific approved initiatives. Net overall directorate overspending after reserve drawdown is £52,000 which is £0.4% above base budget.

Revised Budget 2018/19					
	ORIGINAL	REVISED	Variance	Reserve	Net Variance
	2018-19	2018-19		Drawdown	After Reserves
	£000's	£000's	£000's		
Chief Executive	789	879	90	22	68
Neighbourhoods & Development	5,539	5,323	(216)	115	(331)
Planning & Property	1,529	1,246	(283)	(17)	(266)
Finance & Assurance	1,389	1,693	304	7	297
Legal, HR & Democratic Services	1,338	1,351	13	15	(2)
Customer Experience and Operations	1,914	1,884	(30)	28	(58)
	12,498	12,376	(122)	170	(292)
Previous Senior leadership budget saved through efficiency below Efficiency Targets	284		(284)		(284)
	(628)		628		628
	12,154	12,376	222	170	52
Budgets Not In Directorates:					
Debt Repayment	969	886	(83)		(83)
Interest	60	(100)	(160)		(160)
Parish Precepts	365	365	0		0
Pensions Costs	580	563	(17)		(17)
Net Cost of Services	14,128	14,090	(38)	170	(208)
Retained Business Rates	(4,597)	(4,607)	(10)		(10)
Council Tax	(8,053)	(8,054)	(1)		(1)
New Homes Bonus (incl City Deal)	(1,391)	(1,391)	(0)		(0)
Reserves transfers - Earmarked	(87)	(257)	(170)	(170)	0
Total Funding	(14,128)	(14,309)	(181)	(170)	(11)
Net (Surplus) / Deficit	0	(219)	(219)	0	(219)
Transfer to Capital reserve	0	219	219		219
	0	0	0	0	0

The major variances are identified as below, other variances are a cumulative impact of smaller amounts

Neighbourhoods & Development

Over achievement of Green Waste Income which is modelled into the base forecasts for 2019/20. The original budget was based on 15,000 properties taking up the scheme. For 2018/19 over 24,000 properties are signed up for Green Waste collection amounting to 49% of the Borough

Planning & Property

Non delivery of the property investment income target which has been offset with salary savings and a £60,000 contribution to Transformation through Fees and Charges

Finance and Assurance

Technical adjustment to reflect increase in Bad Debt Provision for preceptors £207,000
Increase in temporary staffing to cover vacancies £51,000
Shared Services increase in cost of £16,000

Customer Experience and operations

Savings achieved through staff savings of £74,000
Savings on benefits administration offsetting other cost pressures.

Previous Senior Leadership

This lines included in the base 2018/19 budget related to the costs associated with the previous senior management structure. This amount has been saved through transformation of the senior leadership structures.

Efficiency Targets

Achieved through robust management action to allocate targets to directorates to deliver the savings required to ensure the planned budget efficiencies are delivered.
Additional income from green waste £270,000
Senior Leadership savings £198,000
Staff turnover savings £100,000
Fees and Charges £60,000

Overall net revenue and funding position

This net £52,000 is offset through reduced corporate debt and interest costs. The interest was planned as a net cost to the council but with marginally increased interest rates and no spend on the corporate property investment fund the net position has improved by £160,000

Overall the Council financial position is showing a surplus of £208,000 before Business Rate, Council Tax adjustments. These take the total net underspend to £219,000 underspent for the financial year as at the 31st December 2018

Capital Forecast

The table below identifies the summary position of the 2018/19 capital programme.

Forecast Capital Programme 2018/19 £,000's	Original Budget & Slippage	Allocations & additional approvals	Current Budget	Forecast Outturn	Forecast Over / (Under) spend	Re-phasing (to) / from 2019-20	Over / (Under) - spend
Health, Leisure and Wellbeing	2,576	(30)	2,546	919	(1,627)	(1,599)	(28)
Place	1,784	274	2,058	920	(1,138)	(890)	(248)
Excellence and Financial Stability	4,142	1,086	5,228	1,059	(4,169)	(4,165)	(4)
Expenditure Total	8,502	1,330	9,832	2,898	(6,934)	(6,654)	(280)
Capital Financing							
Grants	810	66	876	757	(119)		
City Deal	141	100	241	49	(192)		
External Contributions	21		21	4	(17)		
Section 106	684	108	792	40	(752)		
Revenue Budgets	11		11		(11)		
Capital Receipts	450		450	1,152	702		
Borough Investment Reserve	2,500	1,048	3,548		(3,548)		
Capital Reserve	1,417	8	1,425	896	(529)		
Borrowing	2,468		2,468		(2,468)		
Financing Total	8,502	1,330	9,832	2,898	(6,934)		

Appendix 1 to this report highlights variances to individual schemes values. The appendix also highlights the changes to the 2018/19 funding package. In particular to note is that no borrowing has been utilised which improves the long term interest calculations noted above in the revenue accounts.

For the new financial year a new detailed programme is being developed that will be subject to cabinet approval following the approval of the 2019/20 budget and Medium Term Financial Strategy. Resources are included in the 2019/20 revenue budget to ensure the revised programme is fully resourced to design and deliver the projects to be finalise. The new programme will maximise the opportunity to deliver transformation to services whilst at the same time deliver spend to save or spend to earn opportunities.

This programme will seek to maximise the use of resources received in the form of grant and Section 106 in the first instance. Then utilise reserves that have been made for capital expenditure. Capital receipts will be focused on key priorities that do not deliver sufficient return to cover any debt costs.

As per the Capital and Investment Strategy borrowing will be used as a last resort and only on schemes where a robust financial return can be identified that exceeds the associated borrowing costs through new income or costs efficiencies.

8 CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

8.1 None

9 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9.1 Not to take appropriate management action to ensure the budget remains within forecasts resulting in over spends which is contrary to our statutory duty.

10 FINANCIAL IMPLICATIONS

10.1 The financial implications are embedded in the content of the report

11 LEGAL IMPLICATIONS

11.1 The Statutory Section 151 Officer has a duty to inform and advise the Council on its financial position.

12 HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

12.1 None

13 ICT/TECHNOLOGY IMPLICATIONS

13.1 None

14 PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

14.1 Capital expenditure is reflected in the accounting statements and valuations updated accordingly

15 RISK MANAGEMENT

15.1 The Council continue to monitor its risks and any associated financial implications arising from them.

16 EQUALITY AND DIVERSITY IMPACT

16.1 None

17 RELEVANT DIRECTORS RECOMMENDATIONS

17.1 Directors are advised of their appropriate financial positions and take due regard to any actions to protect the financial position of the authority.

18 COMMENTS OF THE STATUTORY FINANCE OFFICER

18.1 The financial position of the Council is being maintained within the overall budget approval. The Council continue to seek ongoing transformation savings and reduce the ongoing financial implications of the Capital Programme.

19 COMMENTS OF THE MONITORING OFFICER

19.1 As in accordance with our normal procedures and good practice we report regularly on our financial position. The Section 151 officer is under a general duty to keep the Council so advised.

20 BACKGROUND DOCUMENTS

20.1 Budget and Medium Term Financial Strategy documents 28th February 2018

21. APPENDICES

21.1 Appendix A Capital Monitoring 2018/19 Quarter 3

Report Author:	Telephone:	Date:
Tim Povall – Deputy Chief Executive (Resources and Transformation) S151 Officer	01772 625259	14 th February 2019

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Capital Monitoring 2018/19 Quarter 3 as at 31st December 2018									
Scheme Name	Original Budget + Slippage	Allocations	Additional Approvals	Current Budget	Forecast Outturn	Forecast Over / (Under) Spend	Re-phasing (to) / from 2019-20	Over / (Under)-spend	Comments
HEALTH, LEISURE & WELLBEING									
<u>Green Links</u>									
Green Links	400,000	-	-	400,000	255,000	(145,000)	(145,000)	-	Works on Site. Remaining works to be re-profiled into new detailed programme for 2019/20 onwards subject to future cabinet report
<u>Exisiting Built Assets</u>									
Exisiting Built Assets Unallocated	400,000	(365,133)		34,867	-	(34,867)	(34,867)	-	Project to be identified in new detailed programme for 2019/20 onwards.
Farmyard Cottages roofing and cladding	-	45,000		45,000	43,171	(1,829)		(1,829)	Work is complete, residual budget to be reallocated in new detailed programme for 2019/20
Hurst Grange Park	25,000			25,000	17,148	(7,852)	(7,852)	-	Remaining budget carried over in 2019/20. Heritage Lottery first phase approval received.
Penwortham Holme Pavillion	-	120,000		120,000	-	(120,000)	(120,000)	-	Project to be included in new detailed programme for 2019/20 onwards.
Withy Grove Park	34,773			34,773	-	(34,773)	(34,773)	-	Project to be included in new detailed programme for 2019/20 onwards.

Withy Grove Toilets	-	20,000		20,000	-	(20,000)	(20,000)	-	Project to be included in new detailed programme for 2019/20 onwards.
Worden Craft Units - Infrastructure upgrade	25,000			25,000	14,157	(10,843)	(10,843)	-	Remaining spend postponed based on Worden Hall consultancy study. Detailed report to follow
Worden Hall - repairs and making good	-	50,000		50,000	-	(50,000)	(50,000)	-	
Worden Hall - works to enable increased activity	-	100,000		100,000	-	(100,000)	(100,000)	-	
Worden Park - Replacement conservatory / greenhouse	142,505			142,505	142,505	-		-	Conservatory built off site anticipated completion by March 2019
Worden Park - Toilet facilities improvements	200,000			200,000	175,000	(25,000)	(10,000)	(15,000)	£10,000 carried over into 2019/20 to complete works, Remaining budget to be prioritised in new detailed programme.
<u>Sport and Leisure</u>									
Gregson Green - Drainage Scheme	18,747			18,747	9,587	(9,160)		(9,160)	Works completed. Remaining budget to be re-profiled into 2019/20
Leisure Facility	100,000			100,000	180,000	80,000	80,000	-	Spend to date on initial base design and commencement of detailed business case out to consultation through Green Links. Monies brought forward from 2019/20 allocations to cover anticipated spend
Lostock Hall Football Facility	150,000			150,000	2,500	(147,500)	(147,500)	-	Works funded by agreed S106 carried over into 2019/20. Options to be contained within the overall budget allocation.

Open Spaces 2016/17 to 2019/20	67,504			67,504	76,991	9,487		9,487	£6,000 contribution from the Parish Council to cover majority of overspend. Works included footpaths at King George V, Queensway and extension to the ball Court at Dob Lane Playing Field.
Priory Park	12,000			12,000	-	(12,000)		(12,000)	Project to be included in new detailed programme for 2019/20 onwards.
Sport Pitch Hub	1,000,000			1,000,000	3,398	(996,602)	(996,602)	-	Project re-profiled to reflect actual spend. Detailed report on wider project to be brought forward in 2019/20
<u>PLACE</u>									
Bamber Bridge - Regeneration	40,574			40,574	3,500	(37,074)		(37,074)	City Deal funded project. Project review in line with City Deal proposals
Bamber Bridge railway station	5,000			5,000	-	(5,000)		(5,000)	Project to be identified in new detailed programme for 2019/20 onwards.
City Deal - St Catherine's Park and Central Park	-		99,716	99,716	45,607	(54,109)		(54,109)	City Deal funded project. Natural play area project re-profiled over current and new financial year.
Disabled Facilities Grants	782,104		66,079	848,183	757,000	(91,183)		(91,183)	Additional allocation of funds awarded of £66,079 to be spent in financial year. Projects are over programmed to allow for cancellations or delays in delivery. Projected underspend and matching grant will be used in 2019/20 year.
Lighting for gateway features	-		25,000	25,000	10,000	(15,000)		(15,000)	Anticipated spend, works re-profiled over current and new financial year
Lostock Hall arts academy trail	7,000			7,000	-	(7,000)		(7,000)	Project to be identified in new detailed programme for 2019/20 onwards.

Masterplanning & Regen of key areas	100,000			100,000	25,000	(75,000)	(75,000)	-	Re-profiled to reflect master planning preparation costs to date. Bulk of monies to deliver works towards the plan.
McNamara Memorial	7,500			7,500	5,000	(2,500)		(2,500)	Anticipated spend, works re-profiled over current and new financial year
Private Sector home improvement grants	200,000			200,000	63,324	(136,676)	(136,676)	-	Project to be identified in new detailed programme for 2019/20 onwards.
Site Conversion at Station Road, Bamber Bridge	500,000		82,965	582,965	10,000	(572,965)	(572,965)	-	Cabinet Approval October 2018. Detailed cost profile to be prepared following procurement process.
South Ribble Partnership	27,914			27,914	-	(27,914)		(27,914)	Funding transferred to revenue to continue the Community Strategy review and development.
St Mary's, Penwortham - Churchyard wall repairs	105,000			105,000	-	(105,000)	(105,000)	-	Delays in programme due to accessing burial records. Project carried over into 2019/20 when detailed plans to be prepared.
Walton-le-dale Community Centre car park refurbishment	8,980			8,980	-	(8,980)		(8,980)	Resources carried over into 2019/20. Additional drainage works to be considered if required in the detailed programme going forward
<u>EXCELLENCE & FINANCIAL STABILITY</u>									
Information Technology Programme	224,244		8,258	232,502	227,012	(5,490)		(5,490)	IT programme majority complete. Residual resources to be allocated to Civic Centre Sound system, further details to follow

Investment Property	2,500,000		1,048,000	3,548,000	-	(3,548,000)	(3,548,000)	-	Funds not utilised in 2019/20. Council continue to seek appropriate schemes. Capital and Investment strategy realigning priorities.
Vehicles and Plant replacement programme	1,018,444			1,018,444	655,888	(362,556)	(362,556)	-	Vehicles acquired under budget. Provision made for additional costs of Midi Sweeper as per cabinet report. Funds carried over into 2019/20 programme which is being reviewed, Cabinet report to follow.
Corporate Buildings / Asset Management Planning									
Corporate Buildings - Banqueting Suite	80,000			80,000	80,000	-		-	Existing project complete. Additional funds to be allocated to sound and voting system. This system will enhance letting of Civic Centre to groups that wish to utilise the systems for other committees.
Corporate Buildings - Civic Centre	200,000			200,000	-	(200,000)	(200,000)	-	Project to be identified in new detailed programme for 2019/20 onwards against new tenant proposals
Corporate Buildings - Depot	70,000			70,000	50,000	(20,000)	(20,000)	-	Works programme re-profiled between current and new financial year. Provision made for parking for Chorley refuse vehicles, new service ramps to be installed for MOT bays and additional servicing. Energy efficient lighting commissioned on spend to save principles.
Moss Side Depot server room works	-	30,133		30,133	30,133	-		-	Works complete to assist with business continuity and data recovery policies.

Corporate Buildings - Other	50,000			50,000	15,600	(34,400)	(34,400)	-	Projects to be identified in new detailed programme for 2019/20 onwards proposals to be considered on Transformation, Spend to Save / Earn principles.
Expenditure Total	8,502,289	-	1,330,018	9,832,307	2,897,521	(6,934,786)	(6,652,034)	(282,752)	
Capital Financing									
Grants	810,018		66,079	876,097	757,000	(119,097)			Grant allocations carried forward into new year
City Deal	140,574		99,716	240,290	49,107	(191,183)			Funding carried forward into new year
External Contributions	21,295			21,295	3,714	(17,581)			Funding carried forward into new year
Section 106	683,980		107,965	791,945	39,648	(752,297)			Funding to be utilised in new detailed programme for 2019/20 onwards.
Revenue Budgets	11,000			11,000	-	(11,000)			Funding not required in current year. New programme to review long term funding requirements
Capital Receipts	450,000			450,000	1,151,597	701,597			Increased funding utilised.
Borough Investment Reserve	2,500,000		1,048,000	3,548,000		(3,548,000)			Funding to be utilised on wider priorities in the new financial year to create financial and economic returns to the Council
Capital Reserve	1,416,978		8,258	1,425,236	896,455	(528,781)			Funding carried forward into new year
Borrowing	2,468,444			2,468,444		(2,468,444)			No borrowing utilised in the 2018/19 programme. Revenue account benefits in reduced interest payments. Future borrowing to be allocated to genuine spend to save / earn projects that deliver long term transformation.
Financing Total	8,502,289	-	1,330,018	9,832,307	2,897,521	(6,934,786)			

REPORT TO	ON
SCRUTINY COMMITTEE CABINET	7 March 2019 20 March 2019



TITLE	PORTFOLIO	REPORT OF
Corporate Performance Report at the end of Quarter 3 (31 st December 2018)	Council Leader	Chief Executive

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

1. PURPOSE OF THE REPORT

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

2. PORTFOLIO RECOMMENDATIONS

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 Quarter 3 on both the Projects, and the key Performance indicators agreed by this council.

Performance reports for each quarter are considered by the Council's Leadership Team and for Quarters 1, 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.

Performance for each project is categorised into one of three categories, shown in the below table.

Improved performance/ delivery which is on target or improved.	Performance/ delivery which has stayed the same, or changed in performance with a minor variance.	Performance / delivery which has dropped or cannot be delivered within previously agreed timescales.

5. PERFORMANCE AT THE END OF QUARTER 3

5.1 PROJECTS

5.1.1 Below sets out a dashboard of the performance of projects for third quarter of 2018-19. Detailed analysis is provided in Appendix 1. As a headline summary, in Quarter 3, 42 project are green, 2 are amber and 2 are red. This is a highly ambitious programme of works for this council to deliver which requires all officers to work to the principles of a high performing team.

Please see overleaf:

Priority	Programme	Project (RAG)
Excellence & Financial Sustainability	Council Investment Portfolio	Civic Centre and Worden Arts Centre commercialisation
		Civic Centre refurbishment
		Surplus sites disposal programme Phase 1
		Business Case for South Ribble home build proposal
	Transformation	SOCITIM review of ICT (Development of and ICT Strategy)
		Gateway review
		HR Going Digital Phase 1 (merged into the SOCITIM review of ICT project)
		Neighbourhood Teams transformation
		Depot commercialisation Phase 1
	Implement Pay Award 2018/19 for Council Staff	
New business models including shared services	Phase 1 of shared services with Chorley Council	
Health & Wellbeing	Health, leisure and wellbeing campus model including community health services	Worden park improvements
		Design and seek planning permission for the first phase of the Borough green links
		Open spaces, sports and recreation assessment and playing pitch strategy
		Commence review of leisure contract
		Design and seek planning permission for leisure campus plan
	Develop options for artificial grass pitches	
	Homelessness and independent living support	Development of a homelessness project to implement the new Homelessness Reduction Act 2017
		Implement a project to deliver additional independent living support to people living with a disability
	Support for communities and volunteering	Adopt a revised Council Tax Support Scheme for 2019-20
		Develop volunteering strategy and Compact for the voluntary, community and faith sector and a volunteering framework to support people and communities to be resilient
Social isolation and loneliness	Deliver the key actions of the South Ribble Dementia Action Alliance	
Lancashire Mental Health Strategy	Completion of MH2K project	
	Workplace Based Health Checks Programme	
Borough-wide Air Quality Plan	Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality	
Place	Cuerden Strategic Site	Implement Employment and Skills Plan
		Progress Delivery of Phase 1 and Plan for Future Phases
	Central Lancashire Core Strategy and South Ribble Local Plan	Commence review of Central Lancashire Local Plan and the South Ribble Local Plan
	City Deal and Plan for Successor Programmes	Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites
		Deliver projects listed in the City Deal Business and Delivery Plan 2017-20
		Masterplan for Penwortham Town Centre
		Masterplan for Leyland town and Lostock Hall centres
	Economic Strategy: support for existing as well as new businesses	Commence preparation of a Central Lancashire Economic Strategy
	Housing Framework: delivery of a balanced housing market	Private sector Stock Condition Survey
	Place promotion	Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity
		Develop South Ribble Programme for festivals and events
		South Ribble Ambassador programme
	My Neighbourhood Plans	Capital projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements
River Ribble Master Planning	Masterplan for River Ribble Green links joining river frontage to local amenities & wider network	
	Accessibility work including completion of Cross Borough Link Road	
	Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)	
	Progress Delivery of Central Parks Masterplan	
Raising community aspirations in relation to growth and improvements in the Borough	Lead the development of the Borough Community Strategy	
Renewable energy	Development of a renewable energy feasibility study	
Our People	Apprentices	Phase 1 of Apprenticeship Factory concept
	Leadership Development	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)

5.1.2 Key achievements to note

- Within Worden Park development work is underway on multiple improvements, including the conservatory, arboretum, craft centre, and toilets.
- The ICT Strategic Review (Digital Strategy Review) project is now completed and the outcomes will be used to inform the direction of travel for ICT at the council.
- The Mental Health 2000 awareness project has been completed.
- Development of our South Ribble Air Quality Plan has been completed.
- The Green Links programme is well underway, with significant consultation events being planned for the next quarter.
- Successful completion of the WW1 Centenary McNamara memorial and the Walton-le-dale car park, with great community engagement events around Centenary Remembrance Day.
- A Volunteering Strategy has recently been presented to council, and the council will now consult with our partners and volunteers to develop this further.
- The programme to update the Civic Centre (Banqueting Suite) rooms and the AV equipment has been completed and monitoring is taking place. The works include:
 - The modernisation the Shield, Wheel and Cross rooms
 - Renovation of toilets in the conference and business area
 - New glazing
 - Creation of two syndicate meeting rooms
 - New audio visual equipment.

A business plan has been developed which covers a range of issues concerned with future direction of travel for the Civic centre.

- The project to 'Develop South Ribble Programme for festivals and Events' has been completed successfully for 2018/19. Planning for next year's events (2019/20) is currently underway.
- A Borough wide Community Strategy has been developed and noted by full Council in January 2019.

5.1.3 Exceptions to note

- The Depot Commercialisation Phase 1 project is amber due to a delay with alterations. The mezzanine floor and waiting room have been constructed. The remaining alterations is due to commence in the next few weeks. However it should be noted that there has been considerable success in working up a new commercial model with our partners FCC Environment, which has had a positive impact on service delivery and our commercial approach.
- The Cuerden Strategic Site programme has been set back. Lancashire County Council are taking the lead on this project and we are still awaiting formal notification of a delivery programme and timescales.
- The development of the Central Lancashire Economic strategy is being developed as a supporting document for the new core strategy.

- The development of a formal South Ribble Ambassador programme has been delayed, although discussions have started to take place with Business and our partners. This item will need to be refreshed once the elections have taken place.
- The project of the new Ribble crossing will require Lancashire wide buy-in as a sub-regional and regional significant project. Officers are continuing to explore all funding options.

5.2 PERFORMANCE INDICATORS

5.2.1 With regards to performance indicators, the council currently measures 61 indicators, over an annual period, which are each categorised into one of the Council's four Corporate Priorities.

A detailed review of the Indicators for Quarter 3 are set out in Appendix 1, with a summary below showing that within the third quarter of the total of 29 indicators that can be reported 15 are green, 5 are amber, and 2 are red. We have 7 indicators which have recently been introduced, and therefore, at this stage, either have no data points approved as they are still being developed, or there is no comparable data to test performance. This must however be collated and reported, so members are aware the information, and that it will be available for comparison in future years.

No. of measures	Green	Amber	Red	No. with no comparable data or contextual data only
29	15	5	2	7

5.2.2 Key achievements to note

- The % of missed domestic waste bin collections has continued to maintain its exceptional standard of 0.02%.
- There has been a decrease in the number of accidents reported to HSE arising from work activity from 3 in quarter 2 to 0 in quarter 3.
- The number of visits to our leisure and sports facilities has increased in quarter 3 (172,045), compared to the same time last year (171,308). This has been an increase of 737 visitors which is a result of a rise in gym usage and stable year on year usage on both swimming lessons and gymnastics lessons.
- The number of staff undertaking apprenticeships in the council has maintained it's high performance of 12 apprenticeship positions. The levels of apprenticeships range from level 3 to level 6 from various providers. A breakdown of apprenticeships and providers are shown below:

Apprenticeship	Count	Level	Provider
Construction Technical and Professional	1	3	WIGAN AND LEIGH COLLEGE
Construction Management	1	4	PRESTON COLLEGE
Chartered manager degree apprenticeship	1	6	UNIVERSITY OF CENTRAL LANCASHIRE

Construction Management	1	4	WIGAN AND LEIGH COLLEGE
Horticulture and Landscape Operative	2	2	MYERSCOUGH COLLEGE
Learning and Development	1	3	INTEC BUSINESS COLLEGES LIMITED
Heavy vehicle service and maintenance technician (Standard)	1	3	PRESTON COLLEGE
Chartered Surveyor	3	6	UNIVERSITY OF SALFORD (1) UNIVERSITY OF CENTRAL LANCASHIRE (2)
HR Support Officer	1	3	TRAFFORD COLLEGE

- Homeless presentations is down this quarter, from quarter two which is a key success (down from 88 to 85). The future yearly comparison figures may take some time to adjust due to changes to the law in April 2018 with work being undertaken with our prevention partner “Key” and the homelessness team.

5.2.3 Exceptions to note

- The number of complaints has increased by 6 this quarter. There is no obvious trend as the complaints encompass a wide range of departments and subject matters. A breakdown of complaints by department can be seen below:

Department	Number of Complaints
Benefits	5
Planning	4
Gateway	3
Neighbourhoods	3
Community Works	2
Total	17

- We are now ensuring that we record the compliments that are received, this figure is 11 for quarter 3 (down from 15 compliments received in quarter 2), and a breakdown of compliments by department can be seen below:

Department	Number of Compliments
Gateway	4
Neighbourhood Services	4
Environmental Health	2
Community Involvement	1
Total	11

- The capital budget variances will be picked up in the financial report.
- The number of young people taking part in programmed school and out of school activities has decreased since last term. This is due to timetabling of activities and the time of year. The figures last period were higher because the Council ran a Dance from the Heart Project and our Active camps throughout the summer period.
- The Licensing Team have commenced a process of carrying out more in depth premises inspections. This has involved more multi-agency operations involving the Home Office

(Immigration), the Fire Service, the Gambling Commission and the Police. Such operations have resulted in three formal reviews of premises licences. We are adopting a more holistic approach to enforcement. We are also becoming more outcome focused. We have also been extending enforcement activities to test purchases of an evening (e.g. under age sales). This has resulted in a slight decrease in the numbers of premises being inspected and the numbers of vehicle inspections of licensed taxis (from 24 – 21).

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

N/A

7. OTHER OPTIONS CONSIDERED

N/A

8. FINANCIAL IMPLICATIONS

The financial implications arising from this report are reported in the third quarter budget monitoring paper.

9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

The delivery of the corporate plan, and its performance is totally dependent on the officers of this council and their commitment in delivering quality services. It is pleasing to note that this staff commitment is presenting itself in a positive performance report, which on balance, provides assurance that services are being delivered efficiently and effectively.

10. ICT/TECHNOLOGY IMPLICATIONS

ICT or technology also plays a significant role in effective service delivery. Moving forward, the council will capture any further efficiency of service delivery within its Digital strategy.

11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

The Council is currently reviewing the office accommodation for all officers, along a review of all technology, plant and machinery. Effective, high performing teams excel when they work in a quality environment and have quality tools. The corporate plan identifies specific projects that will deliver this environment, and these are reported with this report.

12. RISK MANAGEMENT

The Corporate Risk Register at the end of Quarter 3 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

The Corporate plan has set out its equality and impact, which is reported to members in line with its corporate planning process.

14. COMMENTS OF THE STATUTORY FINANCE OFFICER

The report highlights the significant progress being made in project development which is supported through the Councils Medium Term Financial Strategy. Project officers continue to embed transformation into their work programmes such that these significant investments contribute to Corporate Priorities in particular Excellence and Financial Sustainability.

15. COMMENTS OF THE MONITORING OFFICER

It is the established practice of the council to report openly and transparently on our level of performance with regard to our Corporate Plan. Clearly it is important to provide members and the general public confidence that we are indeed delivering on our priorities. In this regard there are no issues that the Monitoring Officer needs to raise.

16. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended that:

- i. Members note performance throughout Quarter 3 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**.

17. BACKGROUND DOCUMENTS

❖ Corporate Plan 2018-19

Appendix 1: Quarter 3 Performance Report

Appendix 2: Corporate Risk Register

Report Author:	Telephone:	Date:
Michael Johnson / Heather McManus	01772 (62) 5339	26/02/2019

CORPORATE PERFORMANCE REPORT

2018-19: Quarter 3

(1st October – 31st December 2018)

Corporate Plan measures

Corporate Plan measures of performance

Excellence & Financial Sustainability – Quarterly Measures	National average	Quarter 3	Comparable period	Comments
Number of Standards Complaints	N/A	2 (Q3:2018-19)	4 (Q2:2018-19)	
Number of complaints (compared to the same time last year)	60 (Per Annum)	17 (Q3:2018-19)	9 (Q3 : 2017-18)	Complaints this quarter are consistent with previous quarters. There is a wide ranging departmental split and no obvious trends. Complaint Breakdown by Department: (Benefits x 5, Planning x 4, Gateway x 3, Neighbourhoods x 3, Community Works x 2)
% of complaints upheld (compared to the same time last year)	N/A	35% (Q3 2018-19)	Data unavailable	Of the 17 complaints there were 35% upheld in this quarter, which means that the Council agrees with the basis for the complaint. Subsequent measures and necessary adjustments have been made. There were no Ombudsman complaints within this quarter. Data only recorded for the first time this year therefore there is no comparable data for 2017-18).
% vacancy rate of Council's current investment estate	N/A	1% (Q3:2018– 19)	4% (Q2 : 2018-19)	This is due to continued letting and occupation of the current portfolio and also Station Road being removed off the figures until building work has been completed.
% spend against capital budget (compared to the same time last year) – cumulative figure	N/A	24.6% (Q3:2018-19)	47.0% (Q3:2017-18)	Unlike revenue, the capital programme varies year on year depending on which schemes have been planned to be delivered . The main reason for the variation at Quarter 3 is the 2018/19 Capital Programme includes a budget of £3,548,000 for the purchase of an investment property and this has not been spent.
% spend against profiled revenue budget (compared to the same time last year)	N/A	97.9% (Q3:2018-19)	96.9% (Q3:2017-18)	The variation against the previous year is mainly due to an adjustment to the provision for bad debts plus other variations in the phasing of costs and income between years compared to the profiled budget.
% statutory and mandatory training delivered	N/A	100% Statutory Compliance	Data unavailable	The Council currently has 100% compliance where Health & Safety is required to be tested for an officers core role.
No. of accidents reported to HSE arising from work activity	N/A	0 (Q3 :2018 -19)	3 (Q2 : 2018-19)	No accidents were reported.
% missed domestic waste bin collections	N/A	0.02% (Q3 : 2018-19)	0.02% (Q2 : 2018-19)	Maintained high performance

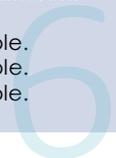
Corporate Plan measures of performance				
Health & Wellbeing – Quarterly Measures	National average	Quarter 3	Comparable Period	Comments
Number of theft offences recorded (compared to the same time last year)	2,865 (Q3: 2017)	Data Unavailable	655 (Q3: 2017-18)	Lancashire Constabulary changed their IT system for managing crimes and investigations in November 2018. As a result there is a time delay on the inputting, managing, extraction and testing of data. The data should be available on MADE (police system) by February 2019.
Number of violence against the person offences recorded (compared to the same time last year)	1,175 (2011-12)	Data Unavailable	500 (Q3:2017-18)	Lancashire Constabulary changed their IT system for managing crimes and investigations in November 2018. As a result there is a time delay on the inputting, managing, extraction and testing of data. The data should be available on MADE (police system) by February 2019.
Number of anti social behaviour offences recorded (compared to the same time last year)	448 (Q3: 2017)	Data Unavailable	780 (Q3:2017-18)	Lancashire Constabulary changed their IT system for managing crimes and investigations in November 2018. As a result there is a time delay on the inputting, managing, extraction and testing of data. The data should be available on MADE (police system) by February 2019.
Number of visits to our leisure and sports facilities (compared to the same time last year)	N/A	172,045 (Q3 : 2018-19)	171,308 (Q3 : 2017-18)	There has been a increase of 737 visitors compared to the same time last year, this is a result of increase in gym usage and stable year on year usage on both swimming lessons and gymnastics lessons.
Number of young people taking part in programmed school and out of school activities (Termly)	N/A	9,296 (8,305 in school and 991 out of school) Sept 2018 – Dec 2018	13,458 (12,633 in school & 825 out of school) April 2018- July2018)	This is due to timetabling of activities and the time of year. The figures last quarter were higher because we ran our Dance from the Heart Project and our Active camps of the summer period
Number of homeless presentations (compared to the same time last year)	N/A	185 (Q3 2018-19)	154 (Q3 2017-18)	In quarter 3, 185 households presented for housing advice which is a drop from the last quarter (Q2:18-19)- historically quarter 3 tends to see lower numbers presenting. The rise in figures compared to the same time last year may be a result of the changes to the law in April 2018. The council start working with people threatened with homelessness at an earlier stage (56 days rather than 28). It is positive that more people are approaching the council.
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	85 (Q3: 2018-19)	88 (Q2: 2018-19)	Of the 85 cases of homelessness, 68 were prevented and the 17 were already homeless and their homelessness was relieved. Performance in preventing homelessness continues to be good. A small reduction in preventions occurred in the last quarter and work is being undertaken with our prevention partner "Key" and the homelessness team to ensure that statistical returns are completed in a timely manner.
Number of people who are homeless and which we have a full	N/A	8 (Q3:2018-19)	15 (Q3:2017-18)	8 new cases accepted - 17 households in total owed the main duty in Q3:2018-19. The council accepted 15 new cases in the same quarter last year, however the total

Corporate Plan measures of performance				
Health & Wellbeing – Quarterly Measures	National average	Quarter 3	Comparable Period	Comments
Average number of days (including weekends) taken to process a new Housing Benefit claim (compared to the same time last year)	22 Calendar Days (Q3: 2017-18)	22 Days (Q3: 2018-19)	19.10 Days (Q3: 2017-18)	Performance Q3 2018/19 has been affected by Universal Credit full service and a 400% increase in Universal Credit data received. Due to Universal Credit Full Service only the more complex new Housing Benefit claims are retained for assessment. However this is in line with the national average for the same time last year (Q3: 2017-18).
% (and number) of vehicle inspections of licensed taxis (hackney carriages and private hire vehicles)	N/A	9.01% (21) (Q3: 2018-19)	10.12%(24) (Q2: 2018-19)	Recently the Licensing department has been involved in more extensive enforcement action regarding licensed premises. This was identified as necessary in an action plan – it was considered that there was a clear need to make sure that the licensed premises trade was completely up to standard. This combined with a greater licensing administrative burden in the lead up to Christmas (i.e. more Temporary Events Notices to process) has resulted in a slight decrease in the numbers of vehicles being inspected. It should also be taken into account that more recently we have carried out a plying for hire operation which may result in a formal prosecution. We are looking to be smarter in how we enforce.
% (and number) of vehicle suspensions as a result of vehicle inspections carried out	N/A	4.76%(1) Q3: 2018-19)	16.66%(4) (Q2: 2018-19)	vehicles can be suspended for not being road worthy (bald tyres etc. while inspection at random within the borough). They can also be suspended if the vehicle has been in an accident and the damage is sufficient that an officer cant deem the vehicle road worthy without inspection. this can affect the statistics quarter by quarter
% (and number) of successful appeals to the Magistrates' Court against General Licencing Committee decision	N/A	(100%) 1 (Q3: 2018-19)	0 (Q2: 2018-19)	1 appeal taken to court. This decision is due to out of court compromise between SRBC and the applicant, following legal advice from barrister who advised to compromise the appeal.
% (and number) of licensed premises inspected	N/A	14.56% (45) (Q3: 2018-19)	16.40% (55) (Q2: 2018-19)	During this quarter we have carried out a number of multi-agency operations involving various bodies including the Home Office (Immigration),the Fire Service, the Gambling Commission and the Police. We have also carried out a number of evening exercises focused on test purchases (under age sales). We are seeking to carry out more in depth premises inspections. We are seeking to be more holistic and proactive in

Corporate Plan measures of performance				
Place – Quarterly Measures	National average	Quarter 3	Comparable Period	Comments
Overall working age employment rate (compared to the same time last year)	78%	Data Unavailable	84.3% (Q3: 2017-18)	Comparable data unavailable
Number of new homes delivered – cumulative figure (Bi-annual)	N/A	Data Unavailable	241 (Q2:2018-19)	Measure not reported this quarter
Number of new affordable homes delivered – cumulative figure (Bi-annual)	N/A	Data Unavailable	38 (Q2:2018-19)	Measure not reported this quarter
% (and number) of empty properties (properties that have been empty for 6 months and over) as a proportion of the total housing stock	2.54% (2015)	1.39% (687) (Q3:2018-19)	1.4% (695) (Q2:2018-19)	The Empty Property data is provided by the Council Tax department and is subject to fluctuations which is beyond the control of the Council. There has been a small decrease in empty properties compared to the last period.
% planning applications decided within 8 weeks (minor / other applications) – cumulative figure	85%	90% (Q3:2018-19)	93.28% (Q2:2018-19)	There has been a slight drop in performance for Minor and Other applications. There was a drop of performance for Minor applications in December and due to the small numbers involved, this has a knock on effect on the overall total. (Minor applications decided in December were 17 in total)

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Corporate Plan measures of performance				
Our People – Quarterly Measures	National average	Quarter 3	Comparable Period	Comments
Days lost to sickness absence per FTE (compared to the same time last year)	8.2 Days (annual)	2.05 days (505.61 working days) (Q3:2018-19)	2.3 days (working days Unavailable) (Q3 : 2017-18)	Both short and long term sickness absence are less than the same period last year.
Number of staff undertaking apprenticeships in the Council (Bi-annual)	N/A	12 (Q3 : 2018 -19)	12 (Q1: 2018 -19)	There are 12 members of staff currently undertaking apprenticeships from 5 different providers. Apprenticeship Level 2 – 2 people. Apprenticeship Level 3 – 4 people. Apprenticeship Level 6 – 4 people.



Overview of risks

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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



Corporate Plan activities

Green: On track

Amber: At risk but little action needed

Red: Off track: action needed

Grey: Not updated or not started

Corporate Plan Projects

Excellence and financial sustainability	Status	Comments
Civic Centre and Worden Arts Centre commercialisation		<p>The programme to update the rooms and the AV equipment has been completed and monitoring is taking place. The works include: The modernisation the Shield, Wheel and Cross rooms, Renovation of toilets in the conference and business area, New glazing, Creation of two syndicate meeting rooms, New audio visual equipment.</p> <p>Further work is needed to complete the upgrade including the installation of furniture in the newly formed room and break-out area. A business plan has been developed which is a wide ranging document which covers a range of issues concerned with future direction of travel for the Civic centre.</p>
Civic Centre refurbishment		This has now been merged into the above project.
Surplus sites disposal programme Phase 1		Sanderson Weatherall PLC have been commissioned to undertake an asset review and valuation of the Councils property portfolio. Following completion of this work in February they shall then overlay this information with further data to assess the future investment requirements, demand and viability of the asset and provide a red, amber or green rating for each of the assets within the councils property portfolio. This work is expected to be completed at the end of March 2019 and shall inform the councils disposal programme. A report containing the recommended assets for disposal following this appraisal shall be provided to cabinet in June 2019.
Business Case for South Ribble home build proposal		The Council is currently developing an options paper around home Build requirements within the Borough, this will be presented to Members in due course.
HR Going Digital		Now merged into the Digital Strategy.
SOCITIM review of ICT (Development of and ICT Strategy)	Complete	Roadmap and Strategy completed and presented to ELT on 14.01.2019. Project is now completed and the outcomes will be used to inform the direction of travel for ICT which will, involve further projects.
Gateway review (Customer Journey Mapping)		Customer journey and data mapping workshops ongoing
Neighbourhood Teams transformation		Transformation is ongoing with the staff.
Depot commercialisation Phase 1		This is ongoing, the team are currently developing a model to service and maintain waste vehicles for SRBC and Chorley Councils.
Implement Pay Award 2018/19 for Council staff		This sits within the Council Budget Processes and a Pay Line Paper has recently been to Council for Approval.
Phase 1 of shared services with Chorley Council		The newly appointed Deputy Chief Executive (Resources and Transformation) is undertaking a review in consultation with the Chief Executive of Chorley of the current Financial and Assurance Shared Service.

Corporate Plan Projects		
Health & Wellbeing	Status	Comments
Worden park improvements		Improvement work is underway on multiple improvements, including the conservatory, arboretum, craft centre, and toilets. There have been delays with the Conservatory Frame Construction due to poor weather before Xmas and the floor construction delayed to allow frame construction to progress.
Design and seek planning permission for the first phase of the Borough green links		Consultation is ongoing with regards to the Green Links Programme.
Open spaces, sports and recreation assessment and playing pitch strategy		Work is being carried out on behalf of the three Central Lancashire Authorities by a consultancy Knight, Kavanagh and Page Ltd. A further report is planned to come back into Council for consideration.
Commence review of leisure contract		The Council will be required to review it's existing leisure contract by 2020 and work is ongoing to support this.
Design and seek planning permission for leisure campus plan		Design team appointed & progressing initial project options to support master planning and consultations on wider campus and green links program.
Develop options for artificial grass pitches		Contractor Knight, Kavanagh and Page Ltd have been appointed to carry out site feasibility, feasibility study is due to be completed by Quarter 4.
Development of a homelessness project to implement the new Homelessness Reduction Act 2017	Complete	Project has been completed and Homelessness Reduction Act 2017 has been successfully implemented.
Implement a project to deliver additional independent living support to people living with a disability		Better care funding for disability grants has been secured. Progressing well, no tasks due in Quarter 3.
Adopt a revised Council Tax Support Scheme for 2019-20		Report has gone to Cabinet detailing the proposed consultation exercise and the preferred scheme option, as well as alternatives. Further Council Tax support scheme will be brought forward for consideration.

Corporate Plan Projects

Health & Wellbeing	Status	Comments
Develop volunteering strategy and Compact for the voluntary, community and faith sector and a volunteering framework to support people and communities to be resilient		The draft volunteer strategy will form part of the wider work of the Community strategy implementation with Partners. The priority of connected communities, has as one of its key parts to develop a relationship with the community. The draft strategy for volunteering being considered by the Council involves working towards a deal with the community, which will be a longer term 'conversation' with the voluntary and community sector over the next few months as the Community Strategy begins to be implemented
Deliver the key actions of the South Ribble Dementia Action Alliance		Submission to Alzheimer's society was made detailing work of the alliance over the past year and confirmation received that the Borough retains its status as a Dementia Friendly Community. The Living Well Guide is due for sign off by the Dementia Action alliance at their next meeting (March 2019).
Completion of MH2K project	Complete	Project was completed on a slight delay due to external partners waiting on sign off from one of the Partner Funders. A list of actions has been drafted for partners to look at and decide on any further delivery. This marks the end of the stage of the project and that further work related to MH2K will be submitted for proposals as part of the new year of corporate planning if the Council wishes to take actions/elements forward.
Workplace Based Health Checks Programme		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		The Clean Air action Plan has now been approved by Cabinet. It should be noted that many of the solutions remain with partners undertaking key roles and responsibilities.

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Corporate Plan Projects

Place	Status	Comments
Implement Employment and Skills Plan		The Apprentice Factory is being promoted through local business networks and Employment and Skills Plans as the lead point for employment and skills support in South Ribble.
Progress Delivery of Phase 1 and Plan for Future Phases of Cuerden Strategy Site		Lancashire County Council are developing a new delivery plan to bring forward the Cuerden site, the Council continue to meet with the land owners to gain progression.
Commence review of Central Lancashire Local Plan and the South Ribble Local Plan		Interviews for the central Lancashire Local Plan team took place on Tuesday the 8 th January 2019. A job offer has been accepted and new member of staff will in place after their notice period in their current post. Expected to commence Mid/End of March. Other actions will still take place before the new member of staff joins us, therefore there is no detrimental on the programme
Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites		Work ongoing (including A582).
Deliver projects listed in the City Deal Business and Delivery Plan 2017-20		Current performance reporting to City Deal Programme Board shows that the Programme is on target (subject to review).
<div data-bbox="34 654 81 815" data-label="Page-Header" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 49</div> Masterplan for Penwortham town centre		The delivery of the Penwortham centre masterplan is a requirement of the Penwortham Bypass planning consent. LCC are leading on the production of the masterplan. In Q3 Public drop in events were held to encourage positive contributions from the public, which will help to inform the planning and design process. In early 2019 a Corridor concept plan will be developed and submitted to the Planning Authority. This plan will show the wider 'corridor' measures along the A59 Liverpool Road to promote the use of the bypass. This is required as part of the Penwortham Bypass planning conditions. In early summer 2019 the Concept plan developed for Improvements to Penwortham Town centre and public consultation undertaken. In 2020 – Penwortham Bypass to open and works to commence along the A59 Liverpool Road corridor including Penwortham Centre
Masterplan for Leyland town and Lostock Hall centres		WYG have been commissioned and are undertaking key stakeholder workshops during Q4 with a view to wider public consultation in the Summer of 2019. Implementation of actions will then follow in second half of 2019/20 running in to 2020/21.
Commence preparation of a Central Lancashire Economic Strategy		An inception meeting took place with consultants and colleagues from Preston and Chorley Councils on 29 th November. The over-arching central Lancashire economic strategy framework preparation will follow and will run concurrently with the Central Lancashire Local Plan preparation. Consultants have now been appointed to prepare the Central Lancashire Economic Strategy Framework to run alongside other plans.
Private sector Stock Condition Survey		A draft report has been received from Building Research Establishment (BRE) in November. Briefing note circulated and is being reviewed by staff and will be brought forward to Members in due course.
Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity		The City Deal review outcomes are still awaited with regard to place promotion. However, due to the organisational changes with Lancashire Enterprise Partnership, the City Deal website content must be moved so a new solution is being put in place with Marketing Lancashire as part of the new, developing Invest in Lancashire website. A new brochure and map material has been created to use at the Place North West event in January 2019.

Corporate Plan Projects

Place	Status	Comments
Develop South Ribble Programme for festivals and events	Completed	2018/19 events programme complete. Planning for 2019/20 underway. Project team meeting 30 Jan. Leadership Team to consider remuneration and recruitment of event staff.
South Ribble Ambassador programme		Project requires further development and will ne discussed through our Community Strategy work with businesses.
Capital projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements		All these projects are complete barring New Longton . New Longton has been allocated a provisional budget in the 2019/20 capital programme. Consultation was undertaken December 2018 and we are drafting issue and options for further prioritisation.
Masterplan for River Ribble Green links joining river frontage to local amenities & wider network		Masterplan which joins up with central parks and green links program. We have spoken with Consultants to test the market but there has been no formal appointment. Issues and options June 2019.
Accessibility work including completion of Cross Borough Link Road		Part 1 of CBLR from Bee Lane to Carrwood Road (construction of bridge over cycle way) to be completed by March 2019. Part 2 of CBLR from Bee Lane to Flensburg Way is subject to planning application relating to the Lanes which is due to be submitted April 2019.
Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)		Without funds to undertake a Feasibility Study the project has stalled. Partnership working with LCC to ensure that bids are made to secure the funding is ongoing. To move forward this project has to be prioritised by key partners, including the LEP, to drive this forward as a regional/sub-regional priority.
Progress Delivery of Central Parks Masterplan		Ongoing delivery of central parks masterplan. Increasing overlap with Green Links program with both delivering linked outcomes.
Lead the development of the Borough Community Strategy		Work is ongoing and this has recently been reported into Council for approval.
Development of a renewable energy feasibility study		The renewable energy study is being developed and a report will be presented to Cabinet in due course.

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Our People	Status	Comments
Phase 1 of Apprenticeship Factory concept		Key partners in the apprentice factory have been engaged, an investment and skills unit has been established. The Council's apprentice programme is ongoing.
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	This work is now complete with regards to staff, the Member Development Programme is currently being developed.

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2019-20 Council Corporate Risk Register

Appendix 3

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

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

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

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South Ribble Council – Cabinet Forward Plan

For the Four Month Period: 1 February 2019 - 31 May 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.

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.

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

Under the Access to Information Procedure Rules set out in the Council's Constitution, a 'Key' Decision may not be taken, unless 28 days' notice have been given in this document.

The law and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in this document in accordance with General Exception and Special Urgency provisions, set out in Access to Information Procedure Rules.

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

Leader of the Council	Councillor Margaret Smith
Deputy Leader and Cabinet Member (Neighbourhoods and Streetscene)	Councillor Caroline Moon
Cabinet Member (Corporate Support and Assets)	Councillor Colin Clark
Cabinet Member (Strategic Planning and Housing)	Councillor Cliff Hughes
Cabinet Member (Finance)	Councillor Susan Snape
Cabinet Member (Public Health and Safety, Wellbeing and Environmental)	Councillor Karen Walton
Cabinet Member (Regeneration and Leisure)	Councillor Phil Smith

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

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

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

Copies of the Council's Constitution and agenda and minutes for all meetings of the Council may be accessed on the Council's website: www.southribble.gov.uk. If there are any queries, including objections to items being considered in private, please contact the Council on 01772 625309 or email dscambler@southribble.gov.uk.

**Heather McManus,
Chief Executive**

Last updated: 27 February 2019

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Future meetings of the Cabinet where there is an intention to hold part of the meeting in private: 20 March 2019							
March							
Leader of the Council							
Performance Monitoring Quarter 3	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	20 Mar 2019	No	https://southribbleintranet.mode.rngov.co.uk/documents/s3311/06-%20-%20Report%20to%20Council%20280218%20re%20Corporate%20Plan%202018-23%20and%20Risk%20Register.pdf	Report of the Chief Executive
Cabinet Member (Finance)							

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
Procurement Policy	Cabinet	Cabinet Member (Finance)		20 Mar 2019	No	https://southribble.moderngov.co.uk/documents/s7380/Procurement%20Strategy%20Report.pdf	Report of the Deputy Chief Executive (Resources and Shared Services Transformation)
Quarter 3 Section 151 Financial monitoring report	Cabinet	Cabinet Member (Finance)		20 Mar 2019			Report of the Deputy Chief Executive (Resources and Shared Services Transformation)
Deputy Leader and Cabinet Member (Neighbourhoods and Streetscene)							
Neighbourhood Plans	Cabinet	Deputy Leader and Cabinet Member (Neighbourhoods and Streetscene)	Significant effect in 2 or more Council wards.	20 Mar 2019	No	None	Report of the Director of Neighbourhoods and Development
Cabinet Member (Corporate Support and Assets)							

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
Worden Hall - Consultants Options Appraisal Report	Cabinet	Cabinet Member (Corporate Support and Assets)		20 Mar 2019	No	https://southribbleintranet.mode.rngov.co.uk/documents/s2072/Worden%20Hall%20Update%20-%20Scrutiny%20Committee.pdf	Report of the Director of Planning and Property
Land at Bamber Bridge	Cabinet	Cabinet Member (Corporate Support and Assets)	Expenditure / Savings higher than £100,000	20 Mar 2019	Paragraph 3: Information relating to the financial business affairs of any particular person (including the authority holding that information)	None	Report of the Chief Executive

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Land at Leyland	Cabinet	Cabinet Member (Corporate Support and Assets)	Expenditure / Savings higher than £100,000	20 Mar 2019	Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information)	None	Report of the Assistant Director of Housing and Environmental Services