

## **SCRUTINY COMMITTEE**

THURSDAY, 4TH JULY, 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, 7 March 2019 to be signed as a correct record by the Chair.

**3 Declarations of Interest**

Members are reminded 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 room for the remainder of the item.

**4 Corporate Performance Report Quarter 4 (31 March 2019)**

(Pages 9 - 48)

Report of the Chief Executive attached.

**5 Annual 2018/19 Corporate Plan Performance Report**

(Pages 49 - 70)

Report of the Chief Executive attached.

**6 South Ribble Borough Council Budget Outturn Report 2018/19**

(Pages 71 - 88)

Report of the Deputy Section 151 Officer attached.

**7 Scrutiny Matters**

**7a Lancashire County Council Health Scrutiny Committee Update**

**7b Meetings and training attended by Scrutiny Committee members**

**7c Scrutiny Committee Forward Plan**

A verbal update will be given at the meeting.

**7d Cabinet Forward Plan**

Forward Plan attached.

(Pages 89 - 96)

Gary Hall  
INTERIM CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Committee Councillors David Howarth (Chair), Michael Green (Vice-Chair), W Adams, M Campbell, Colin Coulton, Malcolm Donoghue, C Lomax, Jim Marsh, C Sharples, M Trafford and Karen Walton

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

**Forthcoming Meetings**

6.00 pm Thursday, 22 August 2019 - Cross Room, Civic Centre, West Paddock, Leyland, PR25 1DH

**MINUTES OF SCRUTINY COMMITTEE**

**MEETING DATE** Thursday, 7 March 2019

**MEMBERS PRESENT:** Councillors Matthew Tomlinson (Chair), Carol Chisholm, David Howarth, Susan Jones, Keith Martin, Michael Titherington, Graham Walton and Linda Woollard

**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:** Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services), Charlotte Lynch (Trainee Governance and Member Services Officer), Tim Povall (Deputy Chief Executive of Resources and Transformation (Section 151 Officer)) and Gregg Stott (Deputy Chief Executive of Regeneration and Growth)

**47 Apologies for Absence**

Apologies for absence were received from Councillors Colin Coulton, Jim Marsh, Elizabeth Mawson, Mike Nathan, and John Rainsbury.

**48 Minutes of the Last Meeting**

RESOLVED: (Unanimously)

That the minutes of the meeting held on Thursday, 14 February 2019 be signed as a correct record by the Chair.

**49 Declarations of Interest**

There were no declarations of interests.

**50 Matters Arising from Previous Meetings**

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

RESOLVED: (Unanimously)

That the update be noted.

## 51 Quarter 3 Section 151 Financial Monitoring

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 financial monitoring report at the end of Quarter 3.

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

- The change in the presentation and format of the report, compared to the report corresponding to Quarter 2, was felt to be confusing and unnecessary. Concern was raised as to whether members had been consulted regarding this change in format.
- The delay in producing this report was queried, as the report would have been useful information for Members during the budget-setting Council meeting held the week prior. The delay was acknowledged and assurances were given that timescales for the publication of reports were being investigated.
- The rationale for and use of the surplus £100,000 identified for environmental works was queried. It was advised that this relates to the Green Links project and would be spent within the next municipal year.
- An explanation of the use of Reserve Drawdown and Net Variance after Reserves figure terms was requested. It was reported that work was being undertaken to provide members with a more detailed breakdown of all costs including net costs in the future.
- The definition of efficiency targets was queried and it was highlighted that this related to any reduction in costs and increase in income. This was exemplified by the green waste take-up and natural staff turnover.
- The impression given of including the Borough Investment Reserve in the Capital Forecast data was questioned. A separate analysis of this was requested.
- Members queried the reasoning behind the re-phasing of the agreed capital programme and the accuracy of the capital budget forecast. It was explained that some schemes would continue into the next administrative year and that work undertaken with the appropriate resources would ensure deliverance as stated in the report.

RESOLVED: (Unanimously)

That:

1. any changes to the format and style of future reports to Scrutiny Committee be made in discussion with Members and that appropriate training is provided.
2. the Committee looks forward the third quarter's Budget Monitoring report being provided earlier and informing the budget process in future years.

3. more detailed information be included in the report to help justify the Cabinet's consideration of up to £100,000 for existing Green Links programmes.
4. the format of the report be reviewed to ensure that it is understandable to Members and the public, with particular emphasis on the Reserve Drawdown and greater explanatory notes.
5. future capital monitoring reports present how capital finances relate to the delivery programme.
6. the Borough Investment Reserve be shown separately to the wider Capital Programme to help easily analyse the position.
7. the Committee welcomes the Deputy Chief Executive (Resource and Transformation)'s reassurance that the Capital Programme for 2019/20 will be achieved as planned.
8. the Committee requests that further consideration be given to a more relevant definition and use of the word '*efficiency*' in reports.

## **52 Corporate Performance Report at the End of Quarter 3**

The Leader of the Council (Councillor Margaret Smith) 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 Corporate Performance Report at the end of Quarter 3.

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

- It was expressed that the format and presentation of the project table made it difficult to read. This was noted and would be altered for future reports.
- The use of the colour green to signify performance or delivery which is on target was queried as some projects may have been on track but were not yet complete. The Committee was informed that the colour schemes provided a commentary in terms of themes and projects but that the minutiae of detail was not feasible for each individual project.
- Members asked for greater clarity to be provided in relation to the detail against each target and the process by which they become green for future reports.
- The process by which the Council learns from complaints received, to mitigate risk of receiving the same complaint again, was queried. It was stated that the preferred method is through meetings and training for both staff at the Civic Centre and those on the frontline.
- The data on crime in the borough from Lancashire Constabulary was unavailable, despite a Committee Member having been told a week prior that information was now available. It was requested that the comments in the health and wellbeing table be updated with the relevant information.

- The methodology constraints on comparing the number of children participating in extra-curricular activities between Quarters when the seasons are different were acknowledged. The possibility of measuring this yearly was raised.
- The 'on target' status of the Leyland and Lostock Hall Masterplans was queried, as the Committee believed them to be incomplete. Disappointment was also expressed that information on these had not been reported to members of the Leyland and Central Forums.

RESOLVED: (Unanimously)

That

1. tables within the report be made easier to read from a font, size and colour perspective.
2. greater commentary be provided against milestones to show the journey.
3. community safety information showing data not available be provided to the Committee as soon as possible.
4. consideration be given that the indicator on young people taking part in activities becomes an annual measure and that other measures are reviewed to see if this would be more appropriate.
5. concern be expressed at Members not being involved to date in the Leyland and Lostock Hall masterplanning that has commenced.

### **53 Worden Hall - Progress Update**

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

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

- Disappointment was expressed at the lack of a written report. Assurances were given that a written report would be provided once all bids had been received and there was a more substantive update to deliver.
- The assessment criteria for the suitability of bids, the transparency of this, and who had the responsibility for decision-making in the process was challenged. It was confirmed that bids would be judged on best value finance and that the lead officers on the project would be considering the bids.
- Clarification was requested with regards to the timeline for decision-making, as a report to Cabinet on possible options would be presented prior to receipt of the consultant's report on such options. It was stated that the Council would enter into an exclusivity period to arrange a commercial deal with the winning

tender and would then formalise a deal, with the consultant's report acting as supplementary evidence in this period.

RESOLVED: (Unanimously)

That

1. the Committee is disappointed that a written report was not provided as recommended and accepted.
2. the Committee looks forward to written progress reports being provided at future meetings.
3. the Committee be provided with the information and criteria requested from bidders expressing an interest in the future of Worden Hall.
4. concern be expressed that the consultant's report is not yet available and that the bidding process is being progressed separately.

**54 Scrutiny Matters**

**55 Cabinet Forward Plan**

The Committee noted the Cabinet Forward Plan.

Chair

Date

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PERFORMANCE REPORT TO	ON
<b>CABINET</b>	19 June 2019
<b>SCRUTINY COMMITTEE</b>	4 July 2019



TITLE	PORTFOLIO	REPORT OF
Corporate Performance Report: Quarter 4 (31 <sup>st</sup> March 2019)	<b>Council Leader</b>	<b>Chief Executive</b>

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

## PURPOSE OF THE REPORT

1. The delivery plan of the Corporate Plan for 2018-19 established a number of programmes, projects and measures for delivery across the financial year.
2. This report provides Cabinet with the update for Quarter 4 against those programmes, projects and the key performance indicators agreed by the council. Performance reports for all quarters (Quarters 1, 2, 3, and 4) are considered by the Council's Leadership Team, Scrutiny Committee and Cabinet.

## PORTFOLIO RECOMMENDATION

3. Members to note that the performance summary outlined within this report reflects the progress made under the previous administration and their agreed Corporate Plan deliverables for 2018-19.
4. Members to note that existing performance measures are to be reviewed in line with the review of the Corporate Plan in coming months.

## EXECUTIVE SUMMARY

5. Overall performance against the Corporate Plan for 2018-19 can be rated as good and the Council continues to provide good quality services. The Council has set itself an ambitious Corporate Plan and has achieved against the majority of its projects the intended outcomes and outputs. A small proportion of projects are rated as off track, (either amber or red), however there are recognised reasons and in most cases are the result of external conditions.

6. At the end of Quarter 4, we can report that of the 46 projects on the corporate plan,
  - ▶ 12 projects are complete,
  - ▶ 26 are green and on-track,
  - ▶ 6 projects are amber and off-track
  - ▶ 2 projects are red and off-track.

## BACKGROUND TO THE REPORT

7. It will be noted that the attached reports in the appendices have been re-formatted. The purpose of the re-format is to improve the presentation of the information; showing clear alignment of key measures against programmes and projects.
8. There are currently a number of key performance indicators not aligned with the Corporate Plan. Going forward all indicators for 2019-20 will be aligned to programmes and projects and will be reported alongside within the new formatted report.
9. Within this report, key performance indicators are measured using the direction of travel compared to last comparable period. This is either the last quarter or same time last year.
10. Following a review of the indicators and performance reporting, the current way in which direction of travel is used may not always show where we are performing in line with or higher than national or local baselines. Against each measure going forward from Quarter 1, 2019-20, a baseline, either national, county or local (whichever is most appropriate and available) will be used to indicate direction of travel.

Each programme and project within the corporate plan is rated based on its performance using one of the below categories;



Project is On Target or Completed



Project is off Track but expected to be completed within year



Project off track and not likely to be completed in year

## HIGHLIGHTED AREAS

### 11. Celebrating Success: Completed Projects

- ▶ Digital Strategy Review
- ▶ Implemented Living Wage Reform
- ▶ Additional independent living support to people living with a disability
- ▶ Lead the development of the Borough Community Strategy: adopted by the Council February 2019
- ▶ Development of a homelessness project to implement the new Homelessness Reduction Act 2017
- ▶ Capital projects including
  - McNamara VC Memorial
  - Walton le Dale car park
  - New Longton Improvements
- ▶ Completion of MH2K
- ▶ Private sector Stock Condition Survey
- ▶ Developed a renewable energy feasibility study
- ▶ Developed Volunteering Strategy: now out for consultation
- ▶ Phase 1 Civic Centre Commercialisation
- ▶ Organisational Development:
  - Phase 1 Senior Leadership Development Programme,
  - Phase 1 Member Development Programme,
  - Organisational culture review and values and behaviours

### 12. Celebrating Success: Achievements to Note

- ▶ The Council has leased all of its lettable investment assets for the first time in over 5 years.
- ▶ The number of visits to our leisure and sports facilities has increased by 7,871 compared to the same time last year.
- ▶ South Ribble continues to be recognised as a Dementia Friendly Community, due to the work of the Dementia Action Alliance.
- ▶ The number of new and affordable homes delivered has increased, since the end of September 2018 the number of new homes delivered has increased by 11 and the number of affordable homes delivered has increased by 21.

### 13. Exceptions to note - RED rated

There are a number of projects with external factors and co-dependencies. These have resulted in some projects being rated as red.

- ▶ The Ribble crossing project requires Lancashire wide buy-in as a sub-regional and regional project of significance. Officers continue to explore all options for funding.
- ▶ Whilst the number of complaints has increased the number of complaints upheld has fallen. It should also be noted that the percentage of complaints against the number of customer contacts received was only 0.13%. The dip in performance can be attributed largely to Neighbourhood Services and relate to charges in connection with replacement bins, followed by issues and suspension of collections over the Christmas period. There has also been a change made to the process of capturing complaints. This change was made as an action coming out of the Customer Journey Mapping project, and ensures that more complaints are captured, therefore giving the Council more opportunities to learn and improve the experience for customers.

- ▶ Cuerden Strategic Site: External factors impact on the project to progress delivery of phase 1 and plan for future phases – Lancashire County Council and other landowners continuing to review future options for the site, to submit proposals for future decision making.
- ▶ The number of young people taking part in programmed school and out of school activities has decreased this quarter compared to quarter 3 and the same time last year. The reason for this decrease is due to timetabling in schools being different each term. It is worth noting that even though there has been a steady decrease in numbers over the year, there has been an increase in the annual figure compared to last year 2017/18 of 17.24% (6,870 people).
- ▶ The Shared Services with Chorley Council project has not progressed as quickly as anticipated as there have been delays in hiring the Shared Monitoring Officer and Section 151 Officer posts. However despite this, continued meetings and discussions have been undertaken with Chorley Borough Council regarding the existing shared services agreement for Finance and Risk & Assurance. Further meetings have been held with C.Co (part of The Chartered Institute of Public Finance and Accountancy) in relation to establishing a wider Shared Services agreement to initially cover HR & Legal services. A view has been taken to progress with this project in next year's plans further to production of a options report from C.Co due post-election to be considered by the Shared Services Committee with a recommendation back to Cabinet.

### **Other Indicators**

There are a number of indicators not linked to Corporate Projects and Programmes. These are reported separately in Appendix 3. Those highlighted as Red within this quarter are summarised below.

- ▶ Sickness absence was higher in Quarter 4 compared to Quarter 3. However overall absence of employees has decreased, compared with last year's baseline and is slightly under the national average.
- ▶ Number of Violence against the person offences continues to be unavailable. This data set is not owned by the Council, but by Lancashire Constabulary and when it is available, the information can be shared.
- ▶ Number of Licensed premises inspected was less than the previous quarter. There has been an adjustment in the way the number of licensed premises inspected is being recorded for performance reporting following recommendations from internal audit. For licensing purposes, if premises are visited and the premises/management is not compliant with a condition on their licence this would be counted as a record of non-compliance. The premises would then receive a follow up a visit a month later and if another form of non-compliance was seen it would be record on our own records that the premises has had two forms of non-compliance. This would build a case against that premises if a review of the licence was necessary. For performance reporting purposes, in this case this has now been recorded as one form of non-compliance as requested following the audit.

### **RISK MANAGEMENT HIGHLIGHTED AREAS**

14. The Corporate Risk Register at the end of Quarter 4 shows a total of 9 risks. Of these risks;

- ▶ 4 have a residual risk rated as green
- ▶ 5 with a residual risk rated as amber
- ▶ No risks with a residual risk rating as red

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

15. The Corporate Plan has been delivered within approved budgets

## COMMENTS OF THE MONITORING OFFICER

16. There are no issues to report from a Monitoring Officer perspective. The report is part of our commitment to act in an open and transparent manner

## BACKGROUND DOCUMENTS

- ▶ Corporate Plan 2018-2023
- ▶ Corporate Plan Risk Register 2018-2019

## APPENDICES

Appendix 1 - Quarter 4 Corporate Performance Dashboard 2018-19

Appendix 2 - Quarter 4 Council Corporate Risk Register 2018-19

Appendix 3 - Quarter 4 Supplementary Performance Dashboard 2018-19

Report Author:	Telephone:	Date:
Michael Johnson	01772 625339	23/04/2019

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# Appendix 1

# Quarter 4 Corporate Performance Report 2018/19

1<sup>st</sup> January – 31<sup>st</sup> March 2019

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RAG Status	Definition
<b>Red</b>	The project (or project phase) is off-track and unlikely to be completed by the end of the financial year.
<b>Amber</b>	The project (or project phase) is off-track however is still likely to be completed by the end of the financial year.
<b>Green</b>	The project is on-track or completed.



# Excellence and Financial Sustainability

Programme:	Project:
<a href="#">Transformation</a>	<ul style="list-style-type: none"> <li>Digital Strategy Review</li> <li>Customer Journey Mapping</li> <li>Implement Living Wage Reforms</li> <li>Neighbourhood Teams Transformation</li> <li>Depot Commercialisation</li> </ul>
<a href="#">Council Investment Portfolio</a>	<ul style="list-style-type: none"> <li>Civic Centre Commercialisation</li> <li>Worden Arts Centre Commercialisation</li> <li>Surplus Sites Disposal Programme</li> <li>Business Case for South Ribble Home Build</li> </ul>
<a href="#">New Business Models including Shared Services</a>	<ul style="list-style-type: none"> <li>Phase 1 Shared Services with Chorley Council</li> </ul>

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# Excellence and Financial Sustainability:

Programme : Transformation		Progress Status:	On-Track
Projects	Status	Comments from Project Lead or Senior Responsible Officer	
Digital Strategy Review	Complete	The project was completed within projected time scale and by the end of Quarter 4. Capacity issues had resulted in small slippage and also in part due to the Christmas closure. However the project was completed through flexibility of officers that ensured the tasks were completed on time.	
Customer Journey Mapping	On-Track	This project aims to improve customer experience through all customer interactions. To date 32 journey maps have been completed each resulting in improvement suggestions for relevant teams to deliver.	
Implement Living Wage Reform	Complete	Pay award implementation plan agreed with Unison. Payroll instructed to pay from 1 April in accordance with the new pay line.	
Neighbourhood Teams Transformation	On-Track	The Community Involvement team is due to relocate to Moss Side Depot in April. This relocation is to facilitate and support closer working with the Neighbourhood Officers and further develop the service.	
Depot Commercialisation	On-Track	Works have been completed to the workshop and depot yard area. In order for the site to become operational, authorisation is required from Ministry of Transport and an inspection is currently being awaited.	

# Excellence and Financial Sustainability:

Programme : Transformation							Progress Status:	On-Track
Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :	
Number of complaints (compared to the same time last year)	47 (SRBC - Annual 2017/18)	19	20	21	17	39	<p>Number of complaints have increased whilst the number of complaints upheld have fallen.</p> <p>Over 50% of the complaints this quarter relate to Neighbourhood Services and relate to charges in connection with replacement bins, followed by issues and suspension of collections over the Christmas period.</p> <p>It should be noted that the number of overall complaints as a percentage of customer contacts is low at 0.09%</p>	
% of complaints upheld (compared to the same time last year)	TBC	Data Unavailable	Data unavailable	24%	35%	18%		
Measuring Success:	Baseline/ Benchmark	2017/18:		2018/19:		Comments from Project Lead or Senior Responsible Officer :		
Number of complaints to the Ombudsman (Annual Measure)	TBC	20		8				
% of complaints to the Ombudsman that are upheld (Annual Measure)	TBC	10%		0%				
Programme Comments from Senior Responsible Officer or Project Lead (if required):								

# Excellence and Financial Sustainability :

Programme : Council Investment Portfolio		Progress Status:	On-Track
Projects	Status	Comments from Project Lead or Senior Responsible Officer	
Civic Centre Commercialisation	Complete	<p>Within the quarter work has been ongoing to further develop and re-scope. Following this there are a number of areas progressing;</p> <ul style="list-style-type: none"> <li>• Toilets and shower project ready to go</li> <li>• Improvement works to the Gateway/Reception have been agreed and commence May 2019</li> <li>• Department Work Pensions signage agreed and will be delivered in May</li> <li>• Phase 3 Development of Conference &amp; Business Centre is in progress with an internal steering group working on proposals, to be brought to Cabinet in due course</li> </ul>	
Worden Hall Arts Centre Commercialisation	On-Track	<p>Following a report to Cabinet on 20<sup>th</sup> March 2019, delegated authority was given to enter negotiations with an interested party, following a call for expressions of interest in Worden Hall. The interested party is to develop their proposals for investment into the main hall and this will then be updated to cabinet in due course.</p> <p>A project team has been established and is being led by the Assistant Director for Property and Housing and includes representation from a range of different teams including property, legal, finance, parks and landscaping. A draft Heads of Terms is being developed and shall be considered by the new administration at the cabinet meeting in June 2019.</p>	
Surplus Sites Disposal Programme	On-Track	<p>A acquisition and disposal strategy shall be formulated and shared with the new administration in the summer for consideration. Once the strategy has been approved the specification for consultancy support shall be finalised and advisers shall be procured to help the Council deliver its acquisition and disposals strategy.</p>	
Business Case for South Ribble Home Build	On-Track	<p>A report was received by Cabinet on 20 March 2019 regarding the McKenzie site at Station Road, Bamber Bridge. Cabinet agreed to the following recommendations:</p> <ul style="list-style-type: none"> <li>• To undertake a full options appraisal for the development and delivery of the site to provide affordable and/or mixed use housing.</li> <li>• That a further report is provided to Cabinet detailing a full business plan and investment options for the scheme.</li> <li>• Cabinet approved an application to One Public Estate and supported usage of Section 106 monies and other funding schemes to be explored to help fund the development.</li> </ul> <p>A further recommendation was made regarding land at Kingsfold Drive to be subject to an options appraisal similar to the above and both appraisals and business plans to be reported back to Cabinet.</p> <p>The Assistant Director for Property and Housing in conjunction with the Project lead (Strategic Housing Officer - Enabling) are finalising the specification for a lead advisor to work with the council to develop out the sites. The strategy for developing the sites shall be discussed with the new administration and following on from those discussions a clear way forward shall be agreed.</p>	

# Excellence and Financial Sustainability :

**Programme : Council Investment Portfolio** **Progress Status:** On-Track

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer
% vacancy rate of Council's current investment estate	TBC	5.9%	4%	4%	1%	0%	The Council leased 100% of its available investment assets for the first time in over 5 years.  A waiting list of potential tenants is in place should a unit become available.
% spend against capital budget (compared to the same time last year) – cumulative figure	TBC	78.48%	15%	21%	24.6%	83.58%	
% spend against profiled revenue budget (compared to the same time last year)	TBC	96.83%	99.7%	97.8%	97.9%	99.51%	

**Programme : New Business Models Including Shared Services** **Progress Status:** Off-track

Projects	Status	Comments from Project Lead or Senior Responsible Officer
Phase 1 Shared Services with Chorley Council	<b>Off-Track</b>	The Shared Services with Chorley Council project has not progressed as quickly as anticipated as there have been delays in hiring the Shared Monitoring Officer and Section 151 Officer posts. However despite this, continued meetings and discussions have been undertaken with Chorley Borough Council regarding the existing shared services agreement for Finance and Risk & Assurance. Further meetings have been held with C.Co (part of CIPFA) in relation to establishing a wider Shared Services agreement to initially cover HR & Legal services. A view has been taken to progress with this project in next year's plans further to production of a options report from C.Co due post-election to be considered by the Shared Services Committee with a recommendation back to Cabinet.

# Health and Wellbeing

Programme:	Project:
<a href="#">Health, leisure and wellbeing campus model including community health services</a>	<ul style="list-style-type: none"> <li>• Worden park improvements</li> <li>• Design and seek planning permission for the first phase of the Borough green links</li> <li>• Open spaces, sports and recreation assessment and playing pitch strategy</li> <li>• Commence review of leisure contract</li> <li>• Design and seek planning permission for leisure campus plan</li> <li>• Develop options for artificial grass pitches</li> </ul>
<a href="#">Homelessness and independent living support</a>	<ul style="list-style-type: none"> <li>• Development of a homelessness project to implement the new Homelessness Reduction Act 2017</li> <li>• Worden Arts Centre Commercialisation</li> <li>• Implement a project to deliver additional independent living support to people living with a disability</li> </ul>
<a href="#">Support for communities and volunteering</a>	<ul style="list-style-type: none"> <li>• Adopt a revised Council Tax Support Scheme for 2019-20</li> <li>• Develop volunteering strategy and Compact for the voluntary, community and faith sector and a volunteering framework to support people and communities to be resilient</li> </ul>
<a href="#">Social isolation and loneliness</a>	<ul style="list-style-type: none"> <li>• Deliver the key actions of the South Ribble Dementia Action Alliance</li> </ul>
<a href="#">Lancashire Mental Health Strategy</a>	<ul style="list-style-type: none"> <li>• Completion of MH2K project</li> <li>• Workplace Based Health Checks Programme</li> </ul>
<a href="#">Borough-wide Air Quality Plan</a>	<ul style="list-style-type: none"> <li>• Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality</li> </ul>



# Health and Wellbeing:

<b>Programme : Health, Leisure and Wellbeing Campus Model including Community Health Services</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Worden Park Improvements	On-Track	<p>Completion of Phase 2 of the Arboretum Improvement project, completion of the demolition of the old toilet buildings ready for the restoration of the woodland in the centre of the park and construction of cycle parking at the playground site.</p> <p>The refurbishment of the conservatory is progressing with the floor having been re-laid and services installed. The finishing touches to the frame are anticipated to be completed in the next couple of months. The programme has been delayed as a result of the additional building work required the rear and base walls to prepare for the new frame. Work to the craft unit buildings is largely complete with only the installation of the stove and flue liners outstanding. Both this and the conservatory works will continue into next quarter.</p> <p>A costed works schedule has been drafted as part of the new corporate capital programme for approval by Members next quarter, however, the park's Improvement Plan, providing a strategic vision for future improvements to contribute to has been on hold since Christmas 2018 awaiting information regarding the proposals for Worden Hall to ensure both plans are complimentary.</p>
Design and seek planning permission for the first phase of the Borough green links <small>Page 22</small>	On -Track	<p>Works that have commenced on site for Green links include -</p> <ul style="list-style-type: none"> <li>• Bamber Bridge to Walton-le-Dale – This will including new signage way marking, creation of swales and wetland habitat, barrier free access for all.</li> <li>• Shrugs wood - There has been some woodland management works carried out to enable access for maintenance to support critical drainage works in 20/21 and provides further potential for a new green link to Redwood Avenue. In addition to this there have been a number of safety critical works that have also been carried out.</li> </ul>
Open spaces, sports and recreation assessment and playing pitch strategy	On -Track	<p>Playing field strategy has now been completed with final amendments agreed by the consortium including South Ribble, Chorley and Preston. Next stage is to formally adopt the strategy as planning policy informing the local plan. One further piece of work involving using the new Sport England playing pitch calculator connected to planned Housing development earmarked in the local plan. Will be complete in 1st Quarter 2019/20</p>
Commence review of leisure contract	On -Track	<p>Informal conversations have taken place with the current leisure contractor and we are now looking to finalise potential details of a contract extension linked to investment and a reduced on-going leisure management fee.</p>
Design and seek planning permission for leisure campus plan	On -Track	<p>The project management for the Health and Well-being Campus project has been reset following the start of the new Assistant Director for projects and development;</p> <ul style="list-style-type: none"> <li>• A robust client relationship has been established with consultants Faith and Gould.</li> <li>• A costing exercise has been undertaken to establish a clear realistic cost for the campus project both in term of the proposed building and the external environment on how the new campus building will interact with the external environment notably West Paddock and Shrugs Wood.</li> <li>• Work is underway with our partners to finalise the brief for the campus project with advice now taken from our Leisure Contractor.</li> <li>• An extensive consultation has also been undertaken on the proposed Health and Well-being campus alongside our Green links consultation. A final report on the consultation carried out will be produced in May</li> <li>• A business plan and procurement plan is being developed for the project to establish viability against actual cost along with how the project will be procured going forward.</li> <li>• A revised programme has also been put in place focusing on a potential start date for the project of the 3rd quarter 2020.</li> </ul>
Develop options for artificial grass pitches	On -Track	<p>Initial conversations held with Lancashire Football Association (LFA) with a view to tying up a proposed South Ribble football facilities plan been produced by Lancashire Football Association in the next 12 months with our own playing pitch hub plan.</p>

# Health and Wellbeing:

## Programme : Health, Leisure and Wellbeing Campus Model including Community Health Services

Progress Status:

On-Track

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Number of visits to our leisure and sports facilities (compared to the same time last year)	784,645 (SRBC - Annual 2017/18)	202,852	191,897	199,147	172,045	210,723	There has been an improvement in the number of visits to our leisure facilities compared to the same time last year of 7,871 visits.
Number of young people taking part in programmed school and out of school activities (termly)	39,857 (SRBC - Annual 2017/18)	<b>11, 443</b> (10,221 in school, 1222 out of school)	<b>15,655</b> (14,647 in school & 1008 out of school)	<b>13,458</b> (12,633 in school & 825 out of school)	<b>9,296</b> (8,305 in school and 991 out of school)	<b>8,318</b> (7,346 in school and 972 out of school)	<p>We have delivered slightly less than last quarter this is due to timetabling in schools being different each term. Please note that the total for this year (2018/19) is 46,727.</p> <p>However it should be noted that overall for the year we have increased the number of young people taking part compared to the previous year (2017/18) by 17.24% or 6,870 people.</p> <p>Total number of schools working with - 42</p>

# Health and Wellbeing:

Programme : Homelessness and Independent Living Support				Progress Status:	On-track
Projects		Status	Comments from Project Lead or Senior Responsible Officer		
Development of a homelessness project to implement the new Homelessness Reduction Act 2017		Complete	The project was to implement a specific piece of legislation and the homelessness strategy is ongoing business as usual.		
Implement a project to deliver additional independent living support to people living with a disability		Complete	The Project has been completed with all the milestones achieved, this has enabled customers to have their adaptations sooner than in previous years whilst achieving greater customer satisfaction. Customers who have been referred for assistance through the fast track process have benefitted from adaptations to their homes quicker and therefore been able to be discharged sooner.		
Measuring Success:	Baseline/Benchmark	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :	
Number of homeless presentations (compared to the same time last year)	TBC	185	233	<p>Due to legislation changes, the introduction of the Homeless Reduction Act in April 2018, this quarters figures will be compared to last quarter. Comparing figures prior to the legislation would no provide accurate comparison.</p> <p>In quarter 4, the number of households presented to the Council with a threat of homelessness was 233. Of these 21 were assessed as not actually being under a threat of homelessness and 11 were picked up via a multi agency risk assessment conference - total actually threatened was therefore 201. There has been changes to the law regarding homelessness in April 2018. The council start working with people threatened with homelessness at an earlier stage (28 days rather than 56). It is positive that more people are approaching the council.</p>	
Number of people presenting as Homeless or threatened with homelessness who are prevented from becoming homeless.	TBC	85	84	<p>Due to legislation changes, the introduction of the Homeless Reduction Act in April 2018, this quarters figures will be compared to last quarter. Comparing figures prior to the legislation would no provide accurate comparison.</p> <p>70 of the 84 were prevented from becoming homeless and 14 had their homelessness relieved.</p>	
Number of people who are homeless and which we have a full duty under the Act	TBC	8	9	<p>Due to legislation changes, the introduction of the Homeless Reduction Act in April 2018, this quarters figures will be compared to last quarter. Comparing figures prior to the legislation would no provide accurate comparison.</p> <p>9 new cases accepted as having the main duty - 14 cases currently ongoing with main duty status</p>	

# Health and Wellbeing:

<b>Programme : Support for communities and volunteering</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Adopt a revised Council Tax Support Scheme for 2019-20	<b>On-Track</b>	The Council Tax Support scheme was agreed for 2019/20 with no change and annual billing successfully concluded.  Following the additional report to Council regarding the outcome of further modelling and recommendations regarding a review of the Hardship Policy, further work will be undertaken in 2019/20 to carry out a consultation on preferred scheme options.
Develop volunteering strategy and Compact for the voluntary, community and faith sector and a volunteering framework to support people and communities to be resilient	<b>Complete</b>	The first phase of the development of a volunteer strategy was completed in Quarter 4.  The drafted strategy was presented to Cabinet with recommendations to take forward for further consultation and development a volunteer expense scheme. The recommendations were accepted and a programme of consultation is being developed to commence in April 2019.

Measuring Success:	Baseline/Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Average number of days (including weekends) taken to process a new Housing Benefit claim (compared to the same time last year)	22 days (All England Average – Q4 2017/18)	19.11 days	23.65 days	24.77 days	22 days	19.05 days	The level of performance has remained high this quarter compared to the same time last year and is below the national average. This is despite the impact of Universal Credit full service on both the volume of work received and the complexity of Housing Benefit new claims retained for assessment.

**Programme Comments from Senior Responsible Officer or Project Lead (if required):**

# Health and Wellbeing:

<b>Programme : Social Isolation and Loneliness</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Deliver the key actions of the South Ribble Dementia Action Alliance  Page 26	<b>On-Track</b>	<p>Within the quarter the following key activities have taken place</p> <ul style="list-style-type: none"> <li>• The Living Well Guide was formally Launched at the meeting of the alliance in March 2019</li> <li>• The High Street Blitz has been developed and packs of information provided to those volunteers who are assisting. As part of the pack a coin recognition chart was produced and printed and will be provided to the high street businesses on Hough Lane, initially.</li> <li>• The Dementia Action Alliance met for a special talk from Simon, who was an internet viral sensation 'The Songaminuteman'. We had over 50 individuals attend the alliance meeting to listen to his story about his father, living with Dementia.</li> <li>• The Alliance supported Age Concern Central Lancashire's Dementia Conference where Dementia Friends sessions were delivered, creating over 50 new Dementia Friends.</li> <li>• Arrangements have been made with Local Taxi firms to provide dementia friends sessions over the summer holiday period which will see 120 local drivers become dementia friends.</li> </ul> <p>The Guardian Angel Scheme is yet to be completed and is being addressed by the Steering Group as there are issues outside of the alliances control.</p> <p>The key actions and phase of the project are now completed and a new action plan for 2019-20 developed.</p>

Measuring Success:	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :
South Ribble is accredited by Alzheimer's Society as a Dementia Friendly Community (Annual Measure)	Yes	yes	

**Programme Comments from Senior Responsible Officer or Project Lead (if required):**

# Health and Wellbeing:

<b>Programme : Lancashire Mental Health Strategy Programme</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Completion of MH2K project	<b>Complete</b>	<p>The final report of MH:2K was presented to the Central Lancashire Health and Wellbeing Board. Following this, agreement was reached with the board to help support any future funding proposal to grant funders.</p> <ul style="list-style-type: none"> <li>Contact was made with POUT in Leyland to explore the development of an LGBTQ+ Video resource for schools. This has been well received. However the planned meeting to the group has not yet taken place as it was cancelled following the snow and has yet to be re-arranged.</li> <li>A meeting of the key local authority leads is set to take place in April to take forward the Action Plans for MH:2K and agree the strategy going forward.</li> </ul> <p>The key actions for the Project for 2018-19 are completed and this phase of the project closed.</p>
Workplace Based Health Checks Programme	<b>Off-Track</b>	<p>This project was part of an earlier Partnership project to tackle health issues and take up of the Over 40 NHS Health Check. The wider project has successfully delivered a wide range of outcomes and outputs. However the Health Check Work Place Based Programme has not progressed as intended.</p> <p>A series of promotions have been made to local businesses and some interest was indicated. It has not been possible to facilitate a mutually agreeable training date between the different organisations that would make the delivery of Health Champion Training viable, to meet the projects intended outcomes.</p> <p>In consultation with the Partnership Manager, it has been agreed to refer this back to the Partnership for review and to assess if any other alternative means of delivery can be made or whether the project is closed.</p>

<b>Programme : Borough-wide Air Quality Plan</b>	<b>Progress Status:</b>	<b>On-Track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality	<b>On-Track</b>	<p>Action plan has been produced following consultation process and work has begun on completion of the actions. Annual Status Report was completed, submitted to Defra and accepted.</p>





# Place:

<b>Programme : Cuerden Strategic Site</b>	<b>Progress Status:</b>	<b>Off-Track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Implement Employment and Skills Plan	<b>On-Track</b>	<p>The Apprentice Factory has been promoted as the central point of contact for employment and skills plans on all the developments in South Ribble, including the Cuerden site. This includes activity through the Supplementary Planning Document requirements of planning applications and more widely through the South Ribble Skills Summit and the Lancashire Apprenticeship Expo.</p> <p>A challenge for this project is Lancashire County Council agreeing a way forward with the implementation of the Cuerden development. Brookhouse and Eric Wright Group are both aware of the Apprentice Factory and are ready to progress. The work to engage developers on employment and skills plans is continuing and will include the Cuerden site as soon as it moves forward during 2019-20.</p>
Progress Delivery of Phase 1 and Plan for Future Phases	<b>Off-Track</b>	Lancashire County Council and landowners continuing to review future options for the site.

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Overall working age employment rate (compared to the same time last year)	78.3% (All England district average – Q4 2018)	84.3%	83.6%	85.4%	83.8%	81.8%	There been a decrease of 2.5% from the same time last year(84.3% 2017-18). This however is higher that the all England district local authority average of 78.3%.
Measuring Success:	Baseline/ Benchmark	2017:		2018:		Comments from Project Lead or Senior Responsible Officer :	
Number of higher level jobs in the Borough (Annual Measure)	27,300 (SRBC Annual 2016)	24,300		22,900		There has been a reduction in the number of higher level jobs between 2017 and 2018. There hasn't been any analysis published explaining the reduction in South Ribble. However looking at the time series over the past 10 years, this figure fluctuates on a seasonal and annual basis.	

# Place:

<b>Programme : Central Lancashire Core Strategy and South Ribble Local Plan</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Commence review of Central Lancashire Local Plan and the South Ribble Local Plan	<b>On-Track</b>	Call for sites on going (commenced in January 2019 - ends April 2019) and information from this will be fed into the issues and options report this summer

<b>Programme : City Deal and Plan for Successor</b>	<b>Progress Status:</b>	<b>Off-Track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites	<b>On-Track</b>	End of year completion survey has been undertaken and shows step change in delivery. Over 490 units completed which is above 417 target
Deliver projects listed in the City Deal Business and Delivery Plan 2017-20	<b>Off-Track</b>	A mid term review has been going on for majority of the year, aiming for completion July 2019
Masterplan for Penwortham town centre	<b>Off-Track</b>	The responsive report has been completed and work has commenced on drafting the scheme
Masterplans for Lostock Hall town centre	<b>Off-Track</b>	No progress as Masterplan will be influenced by any permission for the development on Pickering's Farm Major Development Site
Masterplan for Leyland town centre	<b>On-Track</b>	Initial Options Assessment presentation made to Leyland Town Centre Team. Final draft of Masterplan to be prepared before public consultation in the Summer

# Place:

Programme : City Deal and Plan for Successor						Progress Status:	Off-Track
Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 2 2018/19:	Quarter 4 2018/19:	Comments from Project Lead or Senior Responsible Officer :		
Number of new homes delivered – cumulative figure (Bi-annual)	385 (SRBC - Annual 2017/18)	318	239	493	The number of new homes delivered in the period October 2018 – March 2019 was 252 which is an increase of approximately 5% compared to the last period (239 in April 2018 – September 2018).		
Number of new affordable homes delivered – cumulative figure (Bi-annual)	109 (SRBC - Annual 2017/18)	40	38	97	The number of new affordable homes delivered in the period October 2018 – March 2019 was 59 which is an increase of approximately 36% compared to the last period (38 in April – September 2018).		
Measuring Success:	Baseline/ Benchmark	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :			
Town centre vacancy rate: Leyland Town Centre (Annual Measure)	TBC	6 (October 2017)	8 (October 2018)	The figures show that there has not been a great deal of fluctuation in the uses in the area an in terms of the percentage number going up from 6% to 8% the actual numbers of properties vacant is negligible.			
Town centre vacancy rate: Bamber Bridge District Centre (Annual Measure)	TBC	3% (October 2017)	4% (October 2018)	There has been a small increase of 1%, which doesn't show a great deal of variation as the actual numbers of properties vacant is negligible.			
Town centre vacancy rate: Longton District Centre (Annual Measure)	TBC	3% (October 2017)	3% (October 2018)				
Town centre vacancy rate: Penwortham District Centre (Annual Measure)	TBC	9% (October 2017)	5% (October 2018)				
Town centre vacancy rate: Tardy Gate District Centre (Annual Measure)	TBC	4% (October 2017)	4% (October 2018)				

# Place:

<b>Programme : Economic Strategy: support for existing as well as new businesses</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Commence preparation of a Central Lancashire Economic Strategy	<b>On-Track</b>	<p>During quarter 4, consultants have produced separate draft economic frameworks for South Ribble, Preston and Chorley. Feedback has been provided including suggestions for aligning the format more closely with the pillars of the national Industrial Strategy and adding/updating further data.</p> <p>An initial workshop has been held with representatives of leadership team to inform the consultants of the project priorities for South Ribble so the economic data can be organised to provide the required evidence base to take the projects forward.</p> <p>Senior Responsible Officers are to provide outlines of each priority project to the consultants. The challenge is to align the development of the Central Lancashire Economic Strategy to the timescales for the new Central Lancashire Local Planning Framework and the Lancashire Local Industrial Strategy (LIS) and Strategic Economic Plans so the evidence base is up to date at the relevant time for inputting into those pieces of work. The project is on track to meet the Local Industrial Strategy and Local Plan timescales.</p>

Measuring Success:	Baseline/ Benchmark	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :
Number of large enterprises in the Borough (Annual Measure)	15 (Annual 2016/17)	20	Data Unavailable	
Number of medium sized enterprises in the Borough (Annual Measure)	75 (Annual 2016/17)	70	Data Unavailable	
Number of small enterprises in the Borough (Annual Measure)	400 (Annual 2016/17)	410	Data Unavailable	
Number of micro enterprises in the Borough (Annual Measure)	3,410 (Annual 2016/17)	3,390	Data Unavailable	

**Programme Comments from Senior Responsible Officer or Project Lead :**

# Place:

<b>Programme : Housing Framework: Delivery of a Balanced Housing Market</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
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Private sector Stock Condition Survey	<b>Complete</b>	Project closed and completed. Final report from the Building Research Establishment was received on 15 <sup>th</sup> January 2019
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Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
% (and number) of empty properties (properties that have been empty for 6 months and over) as a proportion of the total housing stock	2.5% (2017)	1.32%	1.39% (685)	1.4% (695)	1.39% (687)	1.40% (691)	There has been a slight Increase in this quarter which is attributed to market forces.

**Programme Comments from Senior Responsible Officer or Project Lead :**

# Place:

Programme : Place promotion		Progress Status:	On-track
Projects	Status	Comments from Project Lead or Senior Responsible Officer	
Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity	On-Track	<p>During quarter 4: the invest central Lancashire and South Ribble inward investment marketing activity has included the;</p> <ul style="list-style-type: none"> <li>• Place Northwest Development conference with City Deal sponsorship</li> <li>• South Ribble Business Breakfast and the Lancashire Business Expo</li> </ul> <p>The challenges are currently that the outcome of the City Deal review is awaited and so are the revised Lancashire County Council plans for the Cuerden Strategic Site.</p> <p>Place promotion plans need to align with the future direction of the City Deal and with promotion of the main business investment location. The project will continue development during 2019-20 raising the overall profile of South Ribble and linking to national themes and opportunities arising from the Industrial Strategy and to inward investment activity with Marketing Lancashire and other partners.</p>	
Develop South Ribble Programme for festivals and events	On-Track	<p>Draft Events Programme 2019/20 approved by Leadership Team on 25<sup>th</sup> March.</p> <p>Plans for individual events are being developed with a focus around health and safety, risk management, publicity and promotion.</p>	
South Ribble Ambassador programme	Off-Track	<p>The project has been re-scoped for April 2019-20 with proposals to develop a framework around an Ambassador programme that supports Businesses, Young People, Communities and Partnerships.</p> <p>An update on the scheme is expected for Quarter 3 2019-20</p>	

# Place:

<b>Programme : My Neighbourhood Plans</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Capital projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements	<b>Complete</b>	<p>All Projects complete on time and under budget -</p> <ul style="list-style-type: none"> <li>Walton-le-Dale Recreation ground community centre car park and access improvements</li> <li>Borough World War 1 memorial improvements to mark centenary of World War 1 ending</li> <li>Mc Namara VC Centenary Gardens and dedication event</li> <li>Various other over £10,000 schemes for My Neighbourhoods &amp; Project/event Support</li> </ul>

<b>Programme : River Ribble Master Planning</b>	<b>Progress Status:</b>	<b>On-track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Masterplan for River Ribble Green links joining river frontage to local amenities & wider network	<b>On-Track</b>	<p>All initial projects and overlapping central parks projects planned for this year have been completed along the river corridor.</p> <p>Although initially it was thought White Young Green (WYG) would be commissioned to undertake the master planning works element of this project this will now be delivered internally.</p> <p>Participation in Environment Agency phase 1 flood defence consultation used to raise awareness of Green links program and potential to deliver outcomes within the Environment Agency scope of works.</p>
Accessibility work including completion of Cross Borough Link Road	<b>On-Track</b>	<p>The bridge from the Cawsey to Carwood Road is due to be opened August 2019. There is however, a need to re-profile the gradient to ensure smooth connectivity to the Carwood Road connection.</p> <p>With regard to the second phase from Bee Lane to A582 discussions are continuing to take place with the developer (Taylor Wimpey/Homes England) and LCC Highways about Pickering's Farm. The Masterplan and planning application dates have slipped from the end of March to a revised date of early summer.</p>
Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)	<b>Off-Track</b>	No funding has been secured for the feasibility study and therefore no progression has been made.
Progress Delivery of Central Parks Masterplan	<b>On-Track</b>	<p>Works programmed for this quarter will now be delivered in Q1 20/21, this was due to contractor being committed elsewhere.</p> <p>Improvements have been made to 4 entrances for central parks in Lostock Hall, Walton-le-Dale and Middleforth.</p>

# Place:

## Programme : Raising Community Aspirations in Relation to Growth and Improvements in the Borough

Progress Status:

On-Track

Projects	Status	Comments from Project Lead or Senior Responsible Officer
Lead the development of the Borough Community Strategy	Complete	<p>The drafted strategy was presented to the wider Partnership members at the end of January 2019. The strategy was positively received and further direction was provided to the Task Group to develop further detail around its structure and governance. The Council has formally adopted the Strategy in February 2019 and has integrated elements within its own corporate plan. The Task Group has received an initial draft of the Terms of Reference and structure for the Partnership in March and a further meeting is to take place at the end of April as further development was required.</p> <p>The planned meeting of the wider Partnership in April has been postponed until May in response to the Task Group requiring further time to develop the Partnership's structure.</p> <p>This means that Big Do will take place now in September 2019 when a formative board has been established and early action plans developed.</p> <p>This element of the project is now completed and a new set of actions developed for 2019-20 which are focused around implementation of the Partnership and establishment of its structure.</p>

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## Programme : Renewable Energy

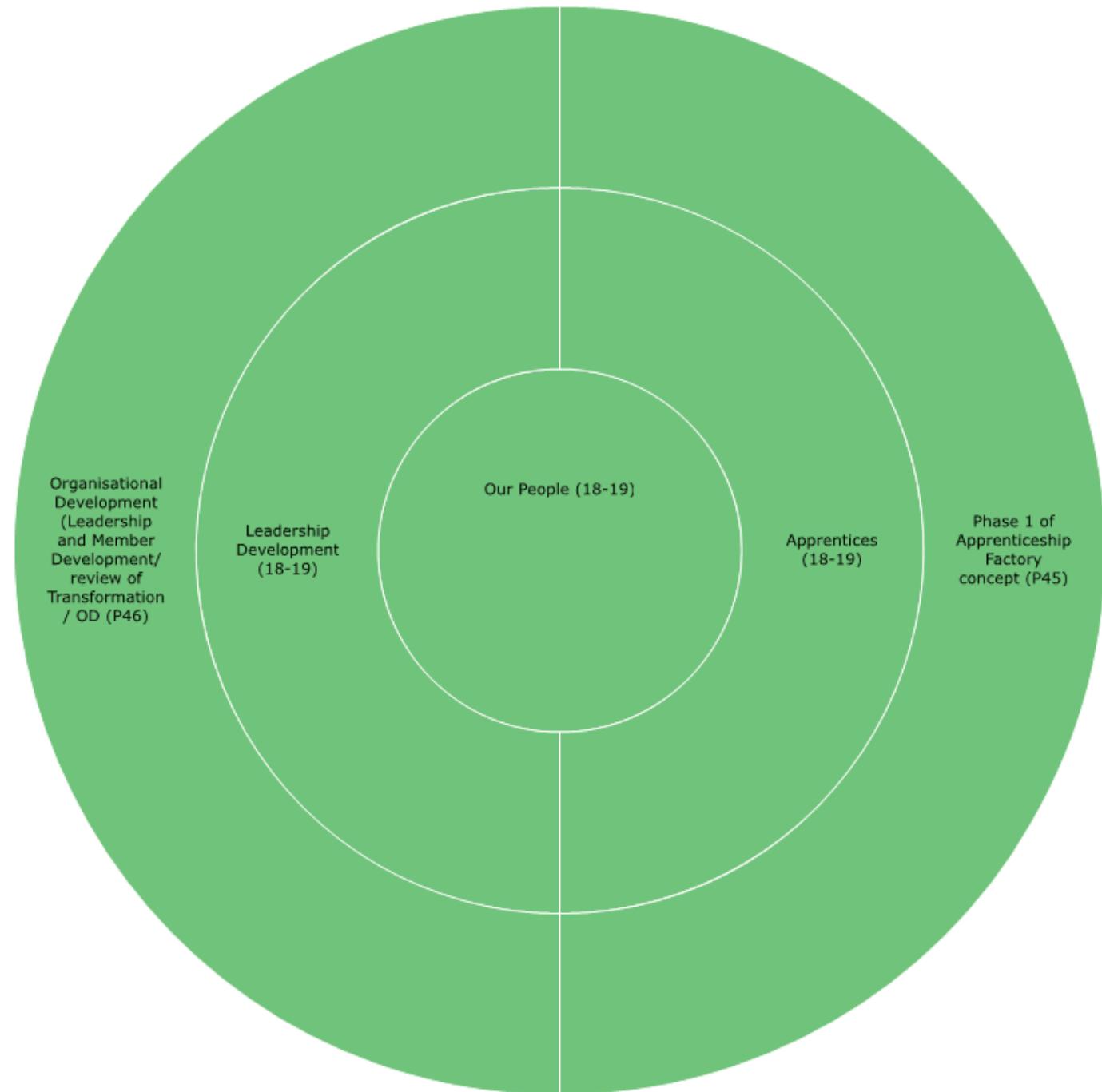
Progress Status:

On-Track

Projects	Status	Comments from Project Lead or Senior Responsible Officer
Development of a renewable energy feasibility study	Complete	Project scope has been subject to change. A Draft Renewable strategy has been completed and sent to Leadership Team.

# Our People

Programme:	Project:
<a href="#">Apprentices</a>	<ul style="list-style-type: none"> <li>Phase 1 of Apprenticeship Factory concept</li> </ul>
<a href="#">Leadership Development</a>	<ul style="list-style-type: none"> <li>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)</li> </ul>



# Our People :

<b>Programme : Apprentices</b>	<b>Progress Status:</b>	<b>On-Track</b>
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Projects	Status	Comments from Project Lead or Senior Responsible Officer
Phase 1 of Apprenticeship Factory concept	<b>On -Track</b>	<p>A suite of promotional materials has been produced for Apprentice Factory, to target students, people changing career and businesses. These materials have been used extensively at careers events and business events throughout quarter 4. That has included being a partners in the Lancashire Apprenticeship Expo, which attracted hundreds of visitors and achieved 10 million reach on Twitter. The Apprentice Factory provided the impartial information, advice and guidance in the 'careers café' area of the event, helping students, people planning a career change, and parents guiding their families.</p> <p>A successful South Ribble Skills Event was also held during quarter 4 in partnership with Runshaw College. The event, in March 2019, was part of National Apprenticeship Week and made employers aware of the opportunities through apprenticeships and T Levels.</p>

Measuring Success:	Baseline/ Benchmark	Quarter 1 2018/19:	Quarter 3 2018/19:	Comments from Project Lead or Senior Responsible Officer :
Number of staff undertaking apprenticeships in the Council (Bi-annual)	TBC	12	12	<b>Quarter 3 –</b> There are 12 members of staff currently undertaking apprenticeships from 5 different providers. Apprenticeship levels rang from Level 2 (2 people), Level 3(4 people), and Level 6 (4 people).
Measuring Success:	Baseline/ Benchmark	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :
The number of apprenticeship starts in South Ribble (Annual Measure)	690 (Annual 2016/17)	970	Data Unavailable	

**Programme Comments from Senior Responsible Officer or Project Lead (if required) :**

# Our People :

<b>Programme : Leadership Development</b>	<b>Progress Status:</b>	<b>On-Track</b>
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<b>Projects</b>	<b>Status</b>	<b>Comments from Project Lead or Senior Responsible Officer</b>
Organisational Development: incorporating Phase 1 Senior Leadership Development Programme, Phase 1 Member Development Programme, organisational culture review and values and behaviours	<b>Complete</b>	This project is now complete. Key tasks that have been completed include the appointment of a new leadership team, externally facilitated workshops have been carried out to improve performance, a collaborative leadership model has been implemented with development training for T1 -4 leaders and members commissioned.

## **Programme Comments from Senior Responsible Officer or Project Lead (if required) :**

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Corporate Priority	Risk Description	Risk Owner	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Action Plan Owners	Status
General Corporate Risk	Failure of corporate governance leading to external intervention	Deputy CEO of Resource and Transformation	12	Risk Registers reviewed regularly	4	4	Ongoing Member Development. Review of Member Induction in order to ensure potentially new Members and / or Members new to specific roles Members receive appropriate training following May elections.	Legal Services Manager	Ongoing
				Member Development, Scrutiny review undertaken. Working with North West Employers Organisation on extending cultural mapping to Members. Continuing effective and tailored Member development opportunities.					
				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					
				Review of Council Constitution is a continual process in order to respond to changes in legislation and ensure risks identified are mitigated.			Legal Services Manager	Continual	
				Member and officer Protocol in place.			Ongoing work in respect of the constitution including the Scheme of Delegation , Financial Regulations and Member Officer Protocol .	Legal Services Manager & Leadership Team	Ongoing
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
				4-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					

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	Fraud & Corruption	Deputy CEO of Resource and Transformation	8	Fighting Fraud and Corruption Locally	6	3	A review of the Council's Anti Fraud & Corruption Strategy will be undertaken and a revised policy developed. Update anti-fraud Strategy	Interim Head of Shared Assurance	Jun-19
							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	Director Of Customer and Digital	
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			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 accreditation.	6	4	Secured PSN compliance August 2018. The ICT service plan includes actions to ensure preparedness for annual review.	Director Of Customer and Digital	
				Development of annual ICT work programme			Developed work programme further to SOCITIM review and IT Health Check. This is included in the internal audit schedule for 2018/19 as another method to test our robustness in this area.		
				Implement recommendations of SOCITIM Review as appropriate					
				Digital Strategy Developed and Plan to deliver in place.			Develop individual project plans to deliver strategy over next 5 years	Director Of Customer and Digital	5 year plan

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	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					
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	Transformation Strategy approved by Cabinet	8	4	Implementation of the new organisational structure is underway with all post now appointed to, with the exception of Shared Services Posts.	Deputy Chief Executive (Resources & Transformation)	In Progress
				Policies including Pay Policy / Recruitment policy			Council are currently considering options to create a new PDR system. Work has started on this project and recommendations are due towards the end of November. liP recommendations will be driven forward by the Senior Leadership Team.	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	SRBC Leadership Team (Leadership Team)	Ongoing
				Implement the Transformation Strategy action plans with a focus on organisational development			Senior Leadership Team are refreshing the Transformation / Change Programme. T	SRBC Leadership Team (Leadership Team)	In Progress
				Transformation Strategy			Project Management System is now in place.	SRBC Leadership Team (Leadership Team)	Complete
				Project Management System			Cultural Review has taken place with Culture Mapping and there is a baseline now in place, with a view to review in summer 2019.	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					

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	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

## Appendix 3

# 2018/19 Quarter 4 Corporate Performance Report

1<sup>st</sup> January – 31<sup>st</sup> March 2019

**List of performance indicators by corporate priority that do not directly link to projects within the corporate plan**

# Excellence and Financial Sustainability:

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Number of Standards Complaints	TBC	Data unavailable	3	4	4	1	
No. of accidents reported to HSE arising from work activity	TBC	0	0	3	0	2	2 RIDDOR's Due to More than 7 days off work. One was a twisted back whilst trying to retrieve ladders from dark corridor using a torch & one was sprained wrist from digging a hole
% missed domestic waste bin collections	TBC	0.02%	0.02%	0.02%	0.02%	0.02%	Percentage of actual missed bins has remained consisted throughout the year.

Measuring Success:	Baseline/ Benchmark	2017/18:	2018/19:	Comments from Project Lead or Senior Responsible Officer :
Value of bad debt written off: Council Tax (Annual Measure)	TBC	229,300.00	197,673.68	
Value of bad debt written off: Business rates (Annual Measure)	TBC	327,300.00	251,351.41	
Value of bad debt written off: Sundry debt (Annual Measure)	TBC	47,700.00	7,872.99	

# Health and Wellbeing:

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Number of theft offences recorded (compared to the same time last year)	TBC	Data unavailable	710	689	Data unavailable	Data unavailable	Lancashire Constabulary changed their IT system for managing crimes and investigations in November 2018. Since that time all officers and staff are acquainting themselves with the live system and the new processes that go with this. As a result there is a time delay on the inputting, managing, extraction and testing of data. The police analyst will keep us informed when the data has some degree of tangible accuracy.
Number of violence against the person offences recorded (compared to the same time last year)	TBC	Data unavailable	921	1,202	Data unavailable	Data unavailable	
Number of anti-social behaviour offences recorded (compared to the same time last year)	TBC	Data unavailable	769	682	Data unavailable	Data unavailable	
% (and number) of vehicle inspections of licensed taxis (hackney carriages and private hire vehicles)	TBC	7.9% (19)	9.6% (23)	10.12% (24)	9.01% (21)	10.86 (25)	
% (and number) of vehicle suspensions as a result of vehicle inspections carried out	TBC	0.46% (1)	0.8% (2)	1.69% (4)	4.76% (1)	8% (2)	
% (and number) of successful appeals to the Magistrates' Court against General Licencing Committee decision	TBC	0	0	0	(100%) 1	0	
% (and number) of licensed premises inspected	TBC	5.64% (17)	14.9% (45)	16.40% (55)	14.56% (45)	7.25% (23)	
% (and number) of licensed premises that have not complied with requirements following an inspection	TBC	29.41% (5)	40% (18)	50.90% (28)	37.70% (17)	39.10% (9)	There has been an adjustment in the way the % (and number) of licensed premises inspected is being recorded for performance reporting following recommendations from internal audit.

# Place :

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
% planning applications decided within 8 weeks (minor / other applications) – cumulative figure	85%	93.39%	97.47%	93.28%	90%	94.74%	There were slightly fewer applications decided this quarter (114 compared to 120 last quarter) however the number decided within target was the same, therefore the target percentage achieved was higher.

# Our People :

Measuring Success:	Baseline/ Benchmark	Quarter 4 2017/18:	Quarter 1 2018/19:	Quarter 2 2018/19:	Quarter 3 2018/19:	This Period:	Comments from Project Lead or Senior Responsible Officer :
Days lost to sickness absence per FTE (compared to the same time last year)	8.2 Days (National average annual)	9.62 (17/18) Annual	1.41days (354.36 working days)	2.17 days (561.5 working days)	2.05 days (505.61 working days)	Q4(18/19) - 2.52 (657.5 days) 8.15 (Annual 18/19)	Both long term and short term sickness have increased compared to Quarter 3. However, compared to the same quarter last year the figures have decreased. Overall sickness absence for the year has reduced compared to last year and is below the national average.

Measuring Success:	Baseline/ Benchmark	2017/18		2018/19		Comments from Project Lead or Senior Responsible Officer :
Mean gender pay gap (Annual Measure)	5.49% (Annual 2016/17)	3.87%		Data Unavailable		Gender pay gap figures are reporting one year late
Median gender pay gap (Annual Measure)	0.61% (Annual 2016/17)	0.42%		Data Unavailable		Gender pay gap figures are reporting one year late

PERFORMANCE REPORT TO	ON
<b>CABINET SCRUNITY COMMITTEE FULL COUNCIL</b>	19 June 2019 4 July 2019 24 July 2019



TITLE	PORTFOLIO	REPORT OF
Annual 2018-19 Corporate Plan Performance Report	<b>Council Leader</b>	<b>Chief Executive</b>

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

## PURPOSE OF THE REPORT

1. To provide all Members with a summary of the Council's performance throughout 2018-2019 against the agreed programmes, projects and measures within the Corporate Plan.

## PORTFOLIO RECOMMENDATIONS

2. Members to note that the performance summary outlined within this report reflects the progress made under the previous administration and their agreed Corporate Plan deliverables for 2018-19.
3. Members to note this report for information and to advise that the current Corporate Plan will be reviewed in coming months.

## BACKGROUND TO THE REPORT

4. The five-year Corporate Plan was approved at Council, 28<sup>th</sup> February 2018. The Plan detailed the programmes, projects and measures for over a five-year period, in addition to a breakdown of what will be delivered in 2018-2019.
5. This covering report provides an introduction to the Annual Corporate Plan Performance Report (Appendix 1) that will provide a summary of how the Council performed against the agreed deliverables for 2018-2019.

6. Each project is rated based on its performance using the following;

**Green**

Project is On Target or Completed

**Amber**

Project is Off Track but expected to be completed within year

**Red**

Project Off Track and not likely to be completed in year

## PERFORMANCE – HIGHLIGHTED AREAS

### 7. Celebrating Success: Completed Projects

▶ Digital Strategy Review	▶ Completion of MH2K
▶ Implemented Living Wage Reform	▶ Private sector Stock Condition Survey
▶ Additional independent living support to people living with a disability	▶ Developed a renewable energy feasibility study
▶ Lead the development of the Borough Community Strategy: adopted by the Council February 2019	▶ Developed Volunteering Strategy: now out for consultation
▶ Development of a homelessness project to implement the new Homelessness Reduction Act 2017	▶ Phase 1 Civic Centre Commercialisation
▶ Capital projects including <ul style="list-style-type: none"> <li>• McNamara VC Memorial</li> <li>• Walton le Dale car park</li> <li>• New Longton Improvements</li> </ul>	▶ Organisational Development: <ul style="list-style-type: none"> <li>• Phase 1 Senior Leadership Development Programme,</li> <li>• Phase 1 Member Development Programme,</li> <li>• Organisational culture review and review of values and behaviours</li> </ul>
▶ Adopt a revised Council Tax Support Scheme for 2019-20	

### 8. Celebrating Success: Achievements to Note

- ▶ The Council has leased all of its lettable investment assets for the first time in over 5 years.
- ▶ South Ribble continues to be recognised as a Dementia Friendly Community, due to the work of the Dementia Action Alliance.
- ▶ 2018-19 has seen a 17.24% increase in the number of young people taking part in programmed activities in comparison to 2017-18. More specifically, 39,857 young people took part in programmed activities in 2017-18 (28,551 of these activities took place in school with a further 11,306 taking part in programmed activities out of school such as the 'Dance from the Heart' event), and a total of 46,727 took part in 2018-19 (consisting of 42,931 in school and 3,796 out of school).

- ▶ 491 new homes were delivered in 2018-19 with 97 of these being affordable, accounting for 19.75%. This shows an improvement from the 318 new homes delivered in 2017-18 of which 40 were affordable, accounting for 12.57%.
- ▶ Sickness absence has improved from an average of 9.62% in 2017-18 to 8.15% in 2018-19, this now being below the LGA England national average of 8.2%.
- ▶ The gender pay gap has also decreased from 2016-17 to 2017-18 as both a median and mean average figure:
  - Mean: 5.49% to 3.87%
  - Median: 0.61% to 0.42%
 (Please note: gender pay gap figures are reported one year late).
- ▶ The average number of days taken to process a new housing benefit claim (including weekends) for 2018-19 was 22 days, this being level with the England national average of 22 days. It is worth noting that Quarter 4 achieved an average of 19.05 days, Council Officers have worked hard to maintain high performance despite the impact of Universal Credit.

## 9. Off-Track Projects to Note

South Ribble Borough Council play an influencing and supporting role in each of the projects that are RED rated (off-track), and therefore do not have the authority to deliver these projects without key partners making decisions. Because of this, the progress of these projects are currently out of our control. These projects are the following:

- ▶ The Ribble Crossing: This project requires Lancashire wide buy-in as a sub-regional and regional project of significance. Funding has not yet been secured, however officers continue to explore all options.
- ▶ Cuerden Strategic Site: External factors impact on the project to progress delivery of phase 1 and plan for future phases - LCC and others as landowners continue to review future development options for the site.
- ▶ Shared Services with Chorley Council: This project has not progressed as quickly as anticipated as there have been delays in hiring the Shared Monitoring Officer and Section 151 Officer posts. However despite this, continued meetings and discussions have been undertaken with Chorley Borough Council regarding the existing shared services agreement for Finance and Risk & Assurance. Further meetings have been held with C.Co (part of CIPFA) in relation to establishing a wider Shared Services agreement to initially cover HR & Legal services. A view has been taken to progress with this project in next year's plans further to production of a options report from C.Co due post-election to be considered by the Shared Services Committee with a recommendation back to Cabinet.

## 10. Exceptions to Note

- ▶ An action that has come out of the Customer Journey Mapping project has been to review the process of which customers go through to make a complaint. At South Ribble Borough Council we acknowledge that every complaint made is a lesson that can be learned, and therefore help further improve the customer experience that we deliver.

Following this change there were 97 complaints received this year in comparison to 46 in 2017-18, however this still only represents 0.09% of all customer contacts. It is also worth noting that 2018-19 has been a year leading up to a local election which can intensify the political engagement and therefore more visible issues.

- ▶ Council leisure and sports facilities saw a 1% decrease in visits from 2017-18 to 2018-19, reducing from 784,645 to 773,812 visits. Although this is only a contextual change and does not reflect a change in performance, South Ribble Borough Council are committed to improving Leisure, Health and Wellbeing across the Borough and therefore would like to see number of visits increasing.

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

11. The delivery of the 2018/19 Corporate Plan has been delivered within the approved budget. The Council continues to address resources required to deliver its ongoing ambitious Corporate Plans.

#### **COMMENTS OF THE MONITORING OFFICER**

12. There are no legal implications arising from this report. Clearly it is imperative that the Council should act in an open and transparent manner and be accountable for its actions. With this in mind the report sets out the progress we have made against our Corporate Plan.

#### **BACKGROUND DOCUMENTS**

- ▶ Corporate Plan 2018-2023
- ▶ Corporate Council Risk Register 2018-2023
- ▶ Corporate Plan Delivery Plan 2019-2020
- ▶ Corporate Plan Risk Register 2019-2020

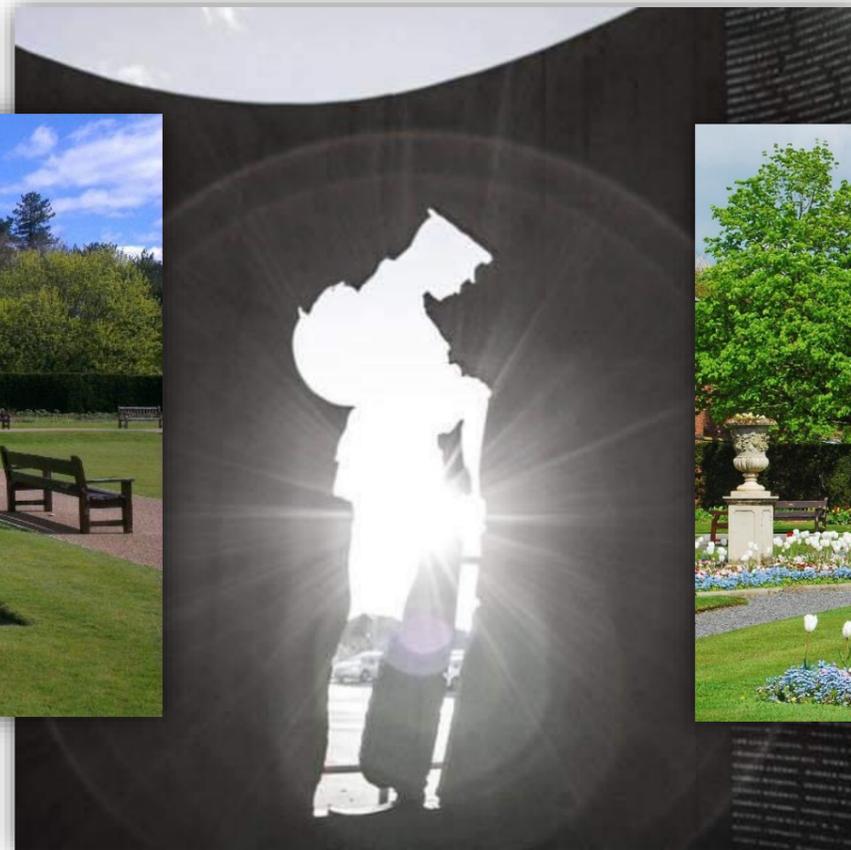
#### **APPENDICES (or There are no appendices to this report)**

- ▶ **Appendix A** – Annual 2018-19 Corporate Plan Performance Report

LT Member's Name: Heather McManus  
Chief Executive

Report Author:	Telephone:	Date:
Reece Drew	01772 62 5461	30/04/2019

# Annual Corporate Plan Performance Report 2018 - 2019



## *Our Vision*

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

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## Section 1: Foreword

This Annual Corporate Plan Performance report provides an overview of how the Council performed against the identified deliverables for 2018-19, within the five-year 2018-23 Corporate Plan.

In summary, the Council has made good progress throughout first year of this five-year journey, although it is important to understand that many of these Corporate Plan projects run across multiple years, therefore a significant amount of the work completed to date has been at a strategic planning and consultation level. Although this process can be time intensive, South Ribble Borough Council are committed to ensuring that the projects delivered meet the needs of South Ribble’s communities, and therefore follow a ‘we asked, you said, we did’ approach.

Following the structure of the Corporate Plan this document breaks down the progress made throughout 2018-19 by Corporate Priority. Each Corporate Priority will then be broken down by Programme, and updates will be provided for each project that sits within this along with the next steps for 2019-20. In addition to this, updates will be providing for relevant performance measures.

Looking forward to 2019-20, future performance reports will capture both the progress and performance of each corporate programme more effectively, this has been achieved by including tangible measures of success with each project, therefore allowing outcomes of projects to also be measured rather than solely progress against scoped milestones.



# Section 2: An Introduction to the 2018-23 Corporate Plan

## 2.1: Corporate Plan Overview

The 2018-23 Corporate Plan sets out programmes and projects that will be delivered over a five-year period, both by the Council and in collaboration with partners.

Some projects are delivered directly by South Ribble Borough Council, and others are led by other organisations where the Council play the role of supporting or influencing. Furthermore, every project identified within the Corporate Plan is unique, some can be delivered over a two-year period, however others are large scale long-term projects which require significant planning and consultation, and can therefore span across the five-year period and in some cases longer.

In order to provide clear insight and manage expectations, the five-year Corporate Plan is broken down into Annual Delivery Plans. This Annual Corporate Plan Performance Report will look at how the Council has performed against the 2018-19 Annual Delivery Plan.

## 2.2: Vision:

The Corporate Plan is delivered with the purpose to achieve the Council's vision and ambition.

Our vision for the Borough is set out below:

---

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

---

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

---

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

---

## 2.3: Corporate Priorities

The Corporate Plan is broken into three key Corporate Priorities (as shown in the model below), each which contain programmes and projects for delivery. Each of these priorities are underpinned by 'Our People', as we must develop and support our Council officers to facilitate the delivery of our Corporate Plan for all of South Ribble's communities.



## 2.4: Commitment to the South Ribble Community Strategy

From 2019-20 onwards the Council has committed to aligning the projects delivered within the Corporate Plan to the 2019-24 South Ribble Community Strategy, which was developed by the South Ribble Partnership in 2018. Doing this allows the Council to work towards shared community objectives in collaboration with community partners, in the priority areas of **Effective Partnerships**, **Growth**, **Connected**, and **Place**.

Community  
Strategy



# Section 2: An Introduction to the 2018-23 Corporate Plan

## 2.5: Relationship to Wider Policies and Strategies

Although South Ribble Borough Council’s Corporate Plan is directly informed by the South Ribble Community Strategy, both the Corporate Plan and Community Strategy are influenced by wider regional and sub-regional plans. The Council work closely with partners at a regional and sub-regional level to develop policies (*what is intended to be delivered*) and strategies (*how this is intended to be delivered*) that support these plans, and bring mutual benefits for all organisations and districts involved.

These policies and strategies then influence policies and strategies that are in place within Council, however using the ‘performance management, review, and continuous improvement approach’ these policies and strategies remain equipped to facilitate the successful delivery of the Corporate Plan, whilst also producing outcomes aligned with the Community Strategy and wider regional and sub-regional plans.

## 2.6: Delivering the Corporate Plan

Council officers (*also known as ‘Our People’ within the Corporate Plan*) are fundamental for successfully delivering the identified Corporate Priorities. The Corporate Planning and Delivery Framework sets out the below ‘Corporate Planning and Delivery Cycle’. This cycle breaks down the annual process of Corporate Planning and Delivery into five stages, namely, Consult, Plan, Performance Management (*and Delivery*), Review (*and Evaluation*), and Continuous Improvement, whilst being underpinned by Effective Communication (*frequently and consistently throughout*), and the embedded Blended Working approach.

This framework and way of working echoes South Ribble Borough Council’s ethos of being ‘One Council, One Team, Creating Excellence’, by both creating and supporting the high performing teams that have delivered the excellent progress made across the five-year Corporate Plan to date.



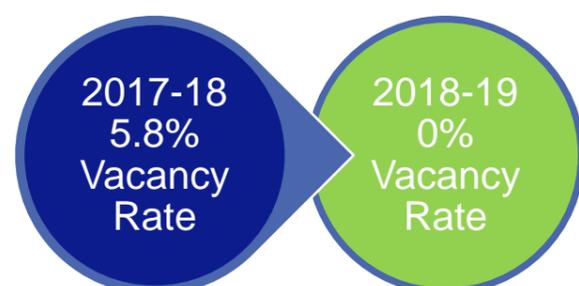
# Section 3: Excellence and Financial Sustainability

## 3.1: Council Investment Portfolio Programme

2018-19 marked the completion of the first step towards the Council's ambition of becoming a financially sustainable organisation, ahead of the pending budgetary cuts from Central Government. In order to achieve this the Council has committed to exploring revenue generating opportunities, and work has now begun to commence to make these opportunities a reality.

### Relevant Performance Measure Updates:

- ▶ The Council has ended the 2018-19 financial year with 100% of all investment property occupied (0% vacancy rate) for the first time in over five years, this shows an improvement from 2017-18 where the final vacancy rate was 5.9%.



### Project Progress Update:

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Civic Centre Commercialisation Phase 1</b>	The completion of the first phase of this project has included the successful renovation of the Civic Centre's Business and Conference Centre, which is now available for external use and generating revenue. Furthermore, improvements have been made to the reception area, including signage for the Department for Work and Pensions (DWP) partners who are now located in the Civic Centre offices.	Complete	Phase 2 of Business and Conference Centre project is set to commence through 2019-20, this is set to include further commercialisation and the renovation to the café area.
<b>Worden Hall Arts Centre Commercialisation Phase 1</b>	An investment opportunity was advertised for bids to be provided for the commercial use of Worden Hall, and applicants have now been shortlisted.	On-track	The investment opportunity shall be worked up and finalisation for consideration by Cabinet.
<b>Depot Commercialisation Phase 1</b>	The vehicle workshop at Moss Side Depot has now been outfitted with equipment to enable MOT tests to be carried out on the premises. The MOT test Centre is forecasted to be open for use from May 2019, initially starting with in-house vehicles and opening up to staff, partners, and the public via a phased approach.	On-track	Through 2019-20 Council officers will aim to seek additional opportunities to increase revenue through the Moss Side Depot's assets and services.
<b>Surplus sites disposals programme Phase 1</b>	The specification, scoring schedule and tender documentation have now been drafted for the procurement team. The tender aims to appoint advisors for a three-year period with the option to extend for an additional year.	On-track	Advisors will carry out a strategic asset review of surplus sites to identify next steps.
<b>Develop business case for South Ribble Home Build proposal</b>	A consultation exercise was carried out looking at a number of sites in the Council's ownership, this included letters to residents and public consultations. Both the 'McKenzie Arms' on Station Road, Bamber Bridge and Kingsfold Drive sites were identified as priorities for full business cases and options appraisals that must be reported back to Cabinet.	On-track	The Homebuild Strategy shall be reviewed with the new administration and a clear way forward shall be agreed.

# Section 3: Excellence and Financial Sustainability

## 3.2: Transformation Programme

The Council's Transformation Programme aims to create excellence within both service operation and delivery, therefore ensuring that Council officers work in an efficient and effective manner, whilst also providing an excellence customer experience.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Digital Strategy Review</b>	A Digital Review has been completed and a Digital to Improve Strategy for 2019-23 has now been developed.	Complete	This strategy identifies projects to be delivered throughout 2019-22, across the strategic themes of Colleagues / Members, Customers, Operations, and Services.
<b>Customer Journey Mapping (Gateway Review)</b>	This project aims to improve customer experience through all customer interactions. To date 32 journey maps have been completed each resulting in improvement suggestions for relevant teams to deliver.	On-track	Over 500 journey maps have been identified therefore this is a significant and long-term piece of work, and will continue throughout 2019-20 and beyond.
<b>Neighbourhood Teams Transformation</b>	Due to commonality between the Community Involvement and the Neighbourhood Officers teams, these teams have begun the process of merging which allows for improved resilience, greater capacity and improved customer service. These teams are set to co-locate at the Moss Side Depot in May 2019, although work is still ongoing within the offices to accommodate this.	On-track	This project will no longer be monitored as part of the Corporate Plan as the transition between the teams will be finalised early 2019-20.
<b>Implement Pay Award 2019 for Council Staff</b>	The organisation's pay line was reviewed, agreed and implemented in line with National Joint Council (NJC) Pay award 2018/19, to adhere to changing regulation.	Complete	This project is complete and no longer requires resource.

### Relevant Performance Measure Updates

- ▶ An action that has come out of the Customer Journey Mapping project has been to review the process of which customers go through to make a complaint. At South Ribble Borough Council we acknowledge that every complaint made is a lesson that can be learned, and therefore help further improve the customer experience that we deliver.
- ▶ Following this change there were 97 complaints received this year in comparison to 46 in 2017-18, however this still only represents 0.09% of all customer contacts. It is also worth noting that 2018-19 has been a year leading up to a local election which can intensify the political engagement.



### 3.3: Shared Services with Chorley Council

Continued meetings and discussions have been undertaken with Chorley Borough Council regarding the existing shared services agreement for Finance and Risk & Assurance. Further meetings have been held with C.Co (part of CIPFA) in relation to establishing a wider Shared Services agreement to initially cover HR & Legal services. A view has been taken to progress with this project in next year's plans further to production of a options report from C.Co due post-election to be considered by the Shared Services Committee with a recommendation back to Cabinet.

# Section 4: Health and Wellbeing

## 4.1: Health, Leisure and Wellbeing Campus Programme

This programme underpins the ambition of South Ribble Borough Council, with the aim to make leisure, health and wellbeing facilities accessible and enjoyable for all. This involves a phased approach to the development of Wellbeing Campuses, improving our already prestigious parks, and developing Green Links infrastructure to connect these facilities. As 2018-19 was the first phase of this five-year programme the majority of work carried out remains at a planning and strategic level.

### Relevant Performance Measure Updates

► Council leisure and sports facilities maintained a high number of visits in 2018-19 with a total of 773,812 visits. This shows a decrease from 784,645 in 2017-18, however this only represents a 1% change. Furthermore, quarter 4 2018-19 saw an increase of 7,871 visits from the same time last year.

► 2018-19 has seen a 17.24% increase in the number of young people taking part in programmed activities in comparison to 2017-18. More specifically, 39,857 young people took part in programmed activities in 2017-18 (28,551 of these activities took place in school with a further 11,306 taking part in programmed activities out of school such as the 'Dance from the Heart' event), and a total of 46,727 took part in 2018-19 (consisting of 42,931 in school and 3,796 out of school).



### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Worden Park improvements</b>	2018/19 has seen the completion of the second improvement phase to the park's arboretum and the replacement of the central and play area toilet buildings. Progress has been made on the refurbishment of the formal gardens conservatory and the repair of the craft centre buildings. Works have also begun planning out the next phases of improvement works to the park.	On-track	This will continue as 'business as usual' and contribute towards the delivery of masterplan for major parks, and therefore not be captured as an individual project going forward.
<b>Design and seek planning permission for the first phases of borough green links</b>	Significant public consultation has been carried out as part of the Green Links programme, with improvements commencing across the Borough including Shruggs Wood. An external stakeholder group has also been established to support this.	On-track	Work will continue to commence to implement the identified green link routes across the Borough, and identify further green link opportunities.
<b>Design and seek planning permission for leisure campus plan</b>	Based on the Green Links consultation that was carried out a realistic brief and costing is now being developed, whilst alongside this a business plan is being developed with partners. A clear procurement strategy is also being developed working with consultant partners focusing on the ambition of using a local framework and contractors.	On-track	A masterplan will be developed for the for Leyland Health, Leisure and Wellbeing site, in addition to scoping potential future sites in the areas of Lostock Hall, Penwortham, and Bamber Bridge.
<b>Open Space Sports &amp; Recreation Assessment &amp; Playing Pitch Strategy</b>	The strategy has now been developed, and has led to a further piece of work being carried out with the Sports England.	On-track	Commence work identified in Open Space, Sports & Recreation Assessment & Playing Pitch Strategy, this includes a piece of work using the Sports England playing pitch calculator, connected to planned Housing development earmarked in the Local Plan.
<b>Develop options for artificial grass pitches</b>	This project has been rescoped and linked to the Council's playing pitch strategy and work being undertaken by the Football Association (FA). This allowed for more efficient working and avoided duplication.	Off-track	
<b>Commence review of leisure contract</b>	Informal conversations have taken place with the contractor and now looking to finalise potential details of a contract extension linked to investment and a reduced on-going leisure management fee.	On-track	Further options will be scoped for leisure delivery, identify the preferred option and commence delivery.

# Section 4: Health and Wellbeing

## 4.2: Homelessness and Independent Living Support

This programme is one multiple Corporate Plan programmes that the Council have committed to in order to tackle inequalities that exist across the Borough. More specifically this programme looks to prevent the number of individuals that reach the stage of becoming homeless, and also ensure that those who do reach this stage are not in that situation for the long-term. Furthermore, this programme aims to ensure that those living with disabilities are able to improve their quality of life within their homes, in a way that is both quick and accessible.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Development of a Homelessness project to implement the new Homelessness Reduction Act 2017</b>	This project was successfully delivered to implement to Homelessness Reduction Act 2017. The Homelessness Strategy is now ongoing as 'business as usual'.	Complete	Implement a new service delivery model of health focused on prevention.
<b>Implement a project to deliver additional Independent living support to people living with a disability</b>	The completion of this project has enabled customers who have been referred for assistance through the fast track process to benefit from adaptations to their homes quicker, and therefore been able to be discharged sooner.  The project will continue to be delivered as 'business as usual'.	Complete	

## 4.3: Social Isolation and Loneliness

This programme also focuses on improving quality of life for those in the Borough that are experiencing challenges. The scope of this programme is provide various avenues of support for those experiencing loneliness and social isolation, however through 2018-19 focus has been on improving quality of life for those living with Dementia.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Deliver the key actions of the South Ribble Dementia Action Alliance</b>	Successful work completed throughout 2018-19 includes the launch of the South Ribble Dementia Charter to work towards having Dementia friendly highstreets and services, and the development of the Living Well Guide aiming to assist people accessing local services in addition to general advice and support. Furthermore, further work has carried out to increase awareness to recruit additional Dementia Friends.	On-track	Continue to deliver the key actions of the South Ribble Dementia Action Alliance.



# Section 4: Health and Wellbeing

## 4.4: Support for Communities and Volunteering

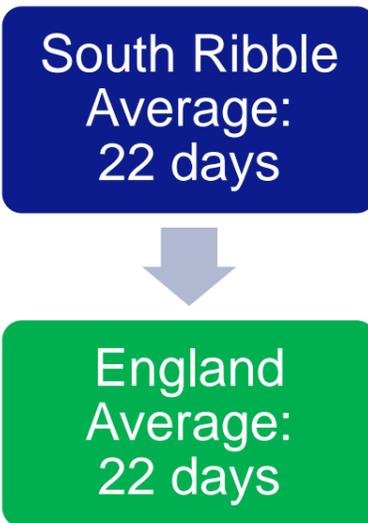
This programme focuses on how the Council, partners, and members of the community can work together to actively participate in improving the quality of life for those across South Ribble's communities living with inequalities.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Adopt a revised Council Tax Support Scheme for 2019-20</b>	The Council Tax Support scheme was agreed for 2019/20 with no change to annual billing. Following an additional report to Council regarding the outcome of further modelling and recommendations for a review of the Hardship Policy, further work will be undertaken in 2019/20.	Complete	A review will take place for the Exceptional Hardship Payment Policy as part of the Council Tax Support Scheme for 2020/2021, this will include carrying out a consultation on preferred scheme options.
<b>Develop volunteering strategy framework to support people and communities to be resilient</b>	<p>This has been developed alongside the South Ribble Community Strategy, with additional consultation specific to volunteering and participation also carried out.</p> <p>A drafted strategy has been produced and in agreement with Cabinet, the strategy will be going out for further consultation. This consultation programme will form the basis of an implementation and action plan to bring the strategy to life.</p>	Complete	Work with partners to deliver actions identified in the Volunteering Strategy, with a key outcome going forward being to develop a 'deal' with communities that will support the Council's wider health and wellbeing approach as well as transformation of services.

### Relevant Performance Measures

- ▶ The average number of days taken to process a new housing benefit claim (including weekends) for 2018-19 was 22 days, this being level with the England national average of 22 days.
- ▶ It is also worth noting that Quarter 4 achieved an average of 19.05 days, Council Officers have worked hard to maintain high performance despite the impact of Universal Credit.



# Section 4: Health and Wellbeing

## 4.5: Lancashire Mental Health Strategy

Although health does not directly fall into South Ribble Borough Council's remit, the Council is committed to taking an active role in influencing and supporting projects that contribute towards improved mental health.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Completion of MH2K project</b>	<p>This project was completed within 2018-19 with the publication and presentation of the Report. The report identified 5 priority areas with a range of solutions and recommendations. These have been presented to key agencies, including the Clinical Commissioning Group, and the Central Lancashire Health and Wellbeing Partnership.</p> <p>Over 1100 young people engaged in the project which exceeded target of 500. The Citizen Researchers also positively reported on the experience in terms of developing their personal skills as leaders and advocates.</p>	Complete	Actions identified from the MH2K project will begin to be delivered throughout 2019-20.
<b>Workplace Based Health Checks Programme</b>	<p>This project was established through South Ribble Partnership in the aim to reduce mental health in the workplace. Consultation was carried out with multiple local businesses with some registering interest to in engage in the programme. This interest did not progress as anticipated, and because of this it is likely that going forward funding will be prioritised for other projects and initiatives.</p>	Off-track	This project is not being taken forward into 2019-20, anything that comes out of this will be captured as 'business as usual'.

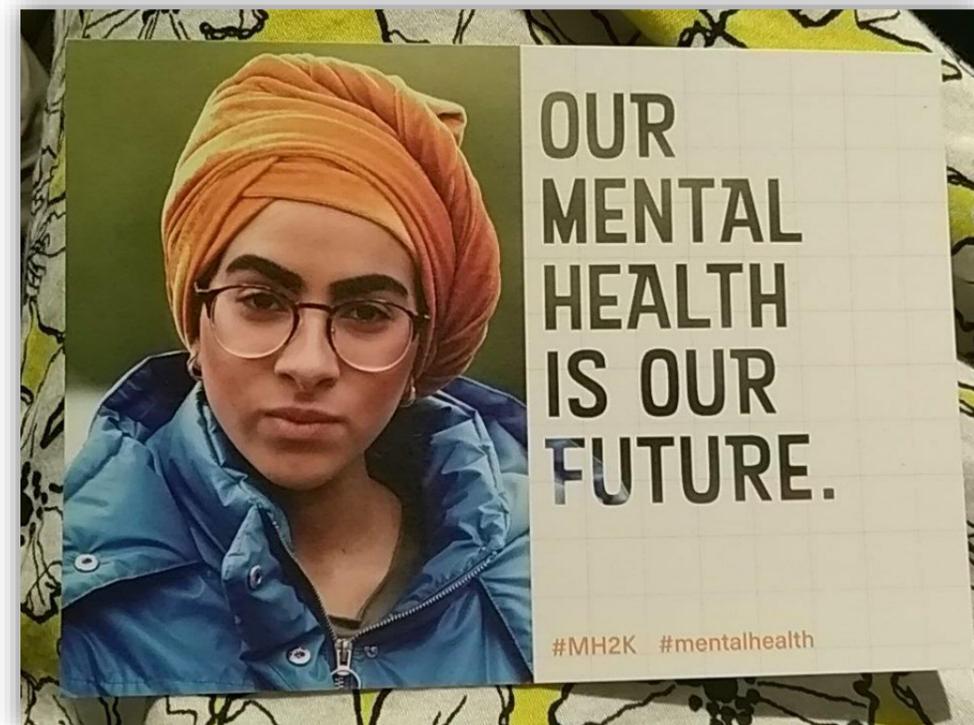
## 4.6: Deliver the Borough's Air Quality Plan

Air quality is a significant challenge being faced both locally and nationally, therefore South Ribble Borough Council are committed to identifying and working towards any opportunities that can have a positive impact on the Borough's air quality and the health of those across South Ribble' communities.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Completion of the development of the Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality</b>	<p>The Air Quality Action plan has been produced following a consultation process with key stakeholders.</p> <p>Work has commenced on the completion of these actions, and an Annual Status Report was completed and submitted to Defra which was accepted.</p>	Complete	Delivery of actions identified in the air quality action plan

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# Section 5: Place

## 5.1: Cuerden Strategic Site

This programme focuses on delivering projects to optimise the use of the Cuerden Strategic Site, both in regard to employment and the wider community.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Implement Employment and Skills Plan</b>	<p>The timescales for this project were initially impacted by the IKEA decision in 2018, however a Skills Co-ordinator has now been appointed by the Lancashire LEP Skills Hub to liaise with construction businesses across City Deal sites on the implementation of employment and skills plans.</p> <p>A set of Employment, Skills and Socio Economic Value (ESSEV) benchmarks has been established for the Cuerden site, based on best practice throughout the UK and on industry standards. A toolkit has been created for developers to use to create economic, skills and social value outputs and plans as each phase of the site is brought forward. The Apprentice Factory forms a key part of the offer within the toolkit.</p>	On-track	Implement Phase 2 of the Employment and Skills Plan
<b>Progress Delivery of Phase 1 and Plan for Future Phases</b>	The progress of this project has been significantly hindered by the Ikea decision. Lancashire County Council and landowners are now reviewing options with the view of a new application to be submitted on securing developer interest.	Off-track	This project is not listed as a lone project in the 2019-20 Corporate Plan, however will be captured as part of the wider City Deal programme.

## 5.2: Economic Strategy: Supporting Existing and New Businesses

In partnership with Chorley and Preston this programme aims to develop an economic strategy that benefits both Central Lancashire and the Districts within it. This strategy looks to identify ways of retaining current businesses (of all sizes and industries) through increased support, whilst also attracting new businesses to the area. Doing this ensures that there are employment opportunities for residents within South Ribble, whilst also providing income in the form of business rates for the Council.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Commence preparation of a Central Lancashire Economic Strategy</b>	South Ribble, Preston and Chorley have each commenced with the development of district level economic strategies, these will then be combined to create an economic strategy for Central Lancashire. A draft framework has been prepared for South Ribble and for Preston.	On-track	Prepare and implement the Central Lancashire Economic Strategy and align to this to City Deal, including a section in the strategy focusing on supporting new and small businesses.



# Section 5: Place

## 5.3: City Deal and Plan for Successors Programme

The City Deal aims to significantly increase the speed and scale of development across South Ribble and Preston over the next ten years, this includes investment in infrastructure, employment land and housing. South Ribble Borough Council play a crucial role in influencing the direction of this programme, although it is Lancashire County Council that are the leading authority.

### Project Progress Update

Project (s)	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites</b>	The end of year completion survey has been undertaken and shows step change in delivery. Furthermore, over 490 units have been delivered, this being 417 above target.	On-track	Act as an enabling authority whilst working with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development.
<b>Deliver projects listed in the City Deal Business and Delivery Plan 2017-20</b>	A mid-term review has been ongoing for the majority of the year which has led to delays. Completion is now forecasted for July 2019.	Off-track	Carry out a strategic review of projects listed in the City Deal Business and Delivery Plan 2017-20, identify priorities and commence delivery.
<b>Masterplans for Penwortham, Lostock Hall and Leyland town centres</b>	<b>Penwortham:</b> Public Consultation took place in September 2018, following this there was some delay as County Highways staff were redirected into a Public Enquiry for some time. Work has commenced on drafting the scheme, with discussions to take place between South Ribble Borough Council and Lancashire County Council regarding funding which will help inform the detail of the programme.	On-track	Further scoping will be carried out and masterplans will be developed for key centres (Leyland, Bamber Bridge, and Penwortham) in South Ribble. This will include including consultation with key stakeholders, including local residents, businesses, and partners. Following this delivery of agreed improvements will commence.
	<b>Leyland:</b> An Initial Options Assessment presentation has been made to Leyland Town Centre Team, and final draft of the Masterplan to be prepared before public consultation in the Summer.	On-track	
	<b>Lostock Hall:</b> No progress has been made on this project, this will be influenced by any permissions given on the Pickering's Farm Major Development Site.	Off-track	



# Section 5: Place

## 5.4: Central Lancashire Core Strategy and South Ribble Local Plan

This is a programme that consists of a mandatory project which is carried out in order to identify sites across the Borough that are suitable for future development opportunities. This project involves a significant amount of consultation with residents and other stakeholders to ensure that all interested parties are given a fair opportunity to provide their input prior to any decisions being made.

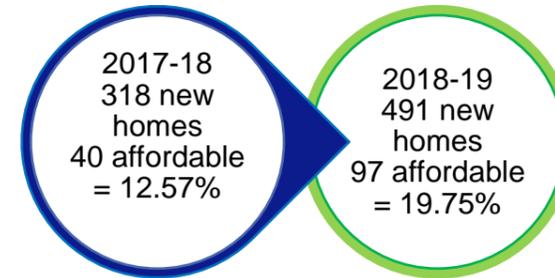
### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Commence review of Central Lancashire Core Strategy and South Ribble Local Plan</b>	The first call for sites process took place in Autumn 2018, this was followed by a second call for sites which takes place between Jan 2019 - April 2019. Evidence gathering to support the local plan is well under way and many of the documents from specific topic areas are being finalised. The new coordinator for the team is due to start on the 23rd April and the programme will then look to prepare the first draft of the issues and options document by August 2019.	On-track	Prepare and consult on issues and options for and prepare draft Central Lancashire Local Plan.

### Relevant Performance Measures

▶ 491 new homes were delivered in 2018-19 with 97 of these being affordable, accounting for 19.75%. This shows an improvement from the 318 new homes delivered in 2017-18 of which 40 were affordable, accounting for 12.57%.

▶ The number of empty properties (properties that have been empty for 6 months and over) as a proportion of the total housing stock is 1.4% at the end of 2018-19, this has increased slightly from the 1.32% at the end of 2017-18, however still remains under the 2.5% national average.



Town Centre Vacancy Rates		
Centre	2017-18	2018-19
Leyland	6%	8%
Bamber Bridge	3%	4%
Longton	3%	3%
Penwortham	9%	5%
Tardy Gate	4%	4%



## 5.5: Housing Framework: Delivery of a balanced housing market

This programme aims to carry out a review of the current private housing market within South Ribble, and identify actions that can be carried out to help make this balanced and therefore affordable for our residents.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Private sector Stock Condition Survey</b>	This project has now been completed with the final report from the Building Research Establishment was received on the 15 <sup>th</sup> January 2019.	Complete	Deliver actions identified in the Private sector Stock Condition Survey.

# Section 5: Place

## 5.6: Place Promotion

The Place Promotion programme aims to promote South Ribble both within local communities through investing in community events and festivals, but also on a regional and national level in order to attract more residents and businesses to choose South Ribble as a place to live, work, play, and do business.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity</b>	This has included the joint promotion of investment opportunities with City Deal partners, working with industry partners such as Place Northwest and direct promotion through relevant business media. New materials have been produced both with City Deal branding and with 'Business in South Ribble' and Apprentice Factory branding, all promoting the investment opportunities and support in South Ribble. South Ribble attended MIPIM UK as a partner on the Lancashire stand, which was a major opportunity to reach the wider target market and that was complemented by more focussed Place Northwest Development updates at Lancashire level.	On-track	Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions.
<b>Develop South Ribble Programme for festivals and events</b>	A draft Events Programme for 2019/20 was approved and now plans for individual events are being worked up with more detail around health and safety, risk management, publicity and promotion.	On-track	Finalise the South Ribble Programme for festivals and events, to build on South Ribble's thriving community spirit, and begin to deliver planned events.
<b>South Ribble Ambassador programme</b>	This project has not progressed as quickly as anticipated due to further scoping being required. This project will be aligned with actions identified in the South Ribble Community Strategy, and delivery will begin to commence in 2019-20.	Off-track	Work with partners to build a network of South Ribble Ambassadors, representing different key stakeholder groups across the Borough.

## 5.10: My Neighbourhood Plans

This programme focuses on the delivery of community projects that are visible in neighbourhoods across the Borough.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Community projects</b>	The following projects were successfully delivered: <ul style="list-style-type: none"> <li>▶ Walton-le-Dale Recreation ground community centre car park and access improvements</li> <li>▶ Borough WW1 memorial improvements to mark centenary of WW1 ending.</li> <li>▶ Mc Namara VC Centenary Gardens and dedication event.</li> </ul>	Complete	Deliver projects within the agreed MyNeighbourhood Plans.



# Section 5: Place

## 5.8: River Ribble Masterplan

This programme has a significant scope, all of which focusing on the areas surrounding the River Ribble. This includes improving road infrastructure, investing in nature and wildlife, and making walking and cycle paths that are accessible for all.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Masterplan for River Ribble Green links joining river frontage to local amenities &amp; wider network</b>	Themed walks have been completed in partnership with Lancashire Wildlife Trust and Ribble Rivers Trust with routes including signage, way marking and leaflets. Improvements have been carried out to widen footpaths, increase visibility and enhance habitats. Partnership working has also been established with the Environment Agency to address flood management issues between the M6 and Penwortham Holme.	On-track	To prepare the Masterplan for River Ribble Green Links, which will include consultation and the implementation of priority projects.
<b>Accessibility work including completion of Cross Borough Link Road</b>	Whilst the opening of the Cawsey to Carwood Road has slipped, after over 20 years this important connection to the east of the Borough will finally be available for local residents.	On-track	Awarding of contracts and to begin construction of the Cross Borough Link Road, including the connection from Bee Lane to the A582.
<b>Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)</b>	Lancashire County Council have not managed to secure funding in 2018-19, however there is a need to continue to explore funding opportunities and secure planning permission for development of new Ribble Crossing, as this project is of key importance to continue the secure economic growth within the Borough and to improve connections within the wider Lancashire area.	Off-track	Explore funding opportunities and secure planning permission for development of new Ribble Crossing.
<b>Progress Delivery of Central Parks Masterplan</b>	<p>Extensive improvements to footpaths have been delivered throughout the area, and work has started on a new footpath through Dog Kennel / Cockshott Woods, including preparatory work for entrances at Leyland Road, Wateringpool Lane and Todd Lane North. New entrance furniture has been designed and manufactured including Central Parks signage and lecterns.</p> <p>A Central Parks management plan for the Preston Junction Local Nature Reserve (LNR) has been implemented with volunteers and is managed by Lancashire Wildlife Trust, and the Pollinator strategy has continued in partnership with the Bee Centre. Landowner approval has been obtained by Lancashire County Council to upgrade bridle path between Winery Lane and the Ribble, and Forest Schools outdoor education programme has been established at Vernon Carus and Preston Junction LNR.</p>	On-track	Continue delivery of masterplan for major parks.



# Section 5: Place

## 5.9: Raising Community Aspirations in relation to Growth and Improvements in the Borough

This programme aims to engage the communities and partners within South Ribble to work towards collective community goals that raise aspirations in relation to growth and improvements in the Borough. This has been delivered throughout 2018-19 in the form of the South Ribble Community Strategy.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Lead the development of the Borough Community Strategy</b>	<p>This strategy has now been developed by South Ribble Partnership, and allows the Council to collaboratively work towards shared community goals with partners.</p> <p>A significant amount of consultation was carried out to develop the strategy, this included:</p> <ul style="list-style-type: none"> <li>▶ A community survey that was representative of the population.</li> <li>▶ Over 20 organisations were interviewed 1-1 to identify their needs/aspirations.</li> <li>▶ Two workshops engaged with wider partners and communities.</li> </ul> <p>Key partners continue to be active as members of the Steering Group which provides the direction and oversight for development of the Strategy.</p> <p>The draft strategy was presented to Partners in January 2019 and further work is now being completed to develop its structure and immediate work programme.</p>	Complete	In collaboration within partners the Council will scope out the projects and actions that will add value to South Ribble's communities across the identified priority areas (Growth, Connection, and Place), and begin to commence delivery.

## 5.10: Renewable Energy

This programme aims to explore the opportunities that the Council could pursue in regard to renewable energy that are both financial feasible and have a positive impact on the environment.

### Project Progress Update

Project (s):	2018-19 Performance Update	Status	Next Steps in 2019-20
<b>Development of renewable energy feasibility study</b>	A feasibility study has now been completed, which looked at how the Council could invest in renewable energy across our current assets.	Complete	It has been decided that this will not continue into 2019-20 as a project, however will be an important consideration at the forefront of all decisions made by the Council, both for investment in Council assets and across external developments.



# Section 6: Our People

## 6.1: Organisational Development

This programme aims to develop the Council workforce and Members to ensure that both groups are equipped with the skills, expertise, values and behaviours to successfully deliver the organisation’s Corporate Plan.

### Project Progress Update

Project (s):	Measuring Project Performance	Status	Next Steps in 2019-20
<b>Phase 1 Senior Leadership Development Programme</b>	A new managerial structure has been implemented and all vacancies filled for Leadership positions.	Complete	Now all Leadership Team positions are filled, all members will be involved in the development programme.
<b>Phase 1 Member Development Programme</b>	Training has been delivered to members of Cabinet and Committees. This development programme will continue to commence following the election.	Complete	A comprehensive Member Development Programme will be rolled out, including relevant actions from the Scrutiny Review of Member Induction and Development, aligning with the first level of the North West Employers’ Organisation Member Development Charter.
<b>Organisational Culture Review</b>	A robust cultural review was carried finalising in June 2018, in collaboration with North West Employers. This included carrying out interviews, focus groups, and a Feel Good Factor survey, focusing on the areas of advocacy, motivation and involvement.	Complete	This project will not continue into 2019-20 as the Feel Good Factor tool developed as part of the project can be used going forward to measure changes to organisational culture.
<b>Values and Behaviours Development</b>	Externally facilitated workshops have taken place looking at new ways of working.	Complete	This project is now ‘business as usual’.

## 6.2: Apprentices

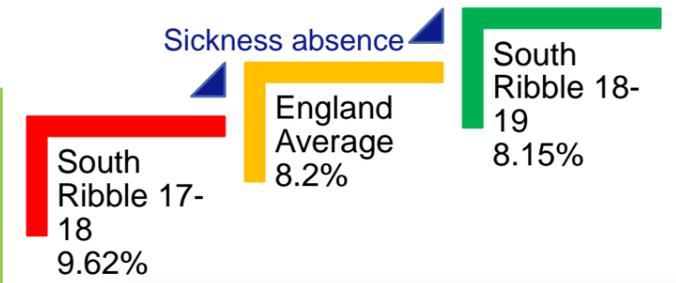
This programme focuses identifying and offering opportunities to Council officers to upskill and gain qualifications, whilst also working with local employers and educational institutions to identify current and future opportunities for apprenticeships across the Borough.

### Project Progress Update

Project (s):	Measuring Project Success	Status	Next Steps in 2019-20
<b>Apprentice Factory Phase 1</b>	An Investment and Skills Unit has been established to launch and manage the Apprentice Factory. Since then great progress has been made with the programme being recognised regionally as good practice. All external stakeholders have been engaged, including engagement events targeting prospective students, this has also helped map local skills and training available, which is now being maintained. The Apprentice Factory was set to be based at the Civic Centre, however as the Café is not yet finalised, other locations in the town centre are being explored until the Campus has been developed. An Apprentice First approach has now also been agreed as part of Council officer’s development plans allowing officers to take advantage of available apprenticeships.	On-track	The Apprentice Factory will move into Phase 2, this will include programmes focusing on upskilling leadership and project leads.

### Relevant Performance Measures

- ▶ 12 Council officers are undertaking apprenticeship courses through the apprenticeship levy (including degree level).
- ▶ Sickness absence has improved from an average of 9.62% in 2017-18 to 8.15% in 2018-19, this now being below the LGA England national average of 8.2%.
- ▶ The gender pay gap has also decreased from 2016-17 to 2017-18 as both a median and mean average figure:
  - Mean: 5.49% to 3.87%
  - Median: 0.61% to 0.42%
 (Please note: gender pay gap figures are reported one year late).





REPORT TO	ON
Cabinet Scrutiny	19 June 2019 4 July 2019



TITLE	REPORT OF
South Ribble Borough Council Budget Out-turn Report 2018/19	Deputy Section 151 Officer

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

This report has been prepared to inform members of the 2018/19 Budget Outturn position in relation to both Revenue and Capital expenditure.

## 2. RECOMMENDATIONS

That the Cabinet:

1. Note the contents of the report and appendices;
2. Note the final out turn position of £0.093m underspend against the revised revenue budget of £14.135m and the key variances;
3. Note the final out turn position on the capital budget of £0.476m underspend against an annual budget of £2.898m;
4. Note the financing of the capital programme for 2018/19 and approve the carry forward of £0.486m of capital re-phasing into 2018/19 as outlined in this report;
5. Note the end of year position on reserves as a result of the out turn position and note the contributions to and withdrawals from these reserves as detailed within this report.

## 3. EXECUTIVE SUMMARY

### Revenue Service Budget

- 3.1 At quarter 3 of 2018/19, the revenue budget was revised to reflect an anticipated underspend of £0.219m against the original budget approved in February 2018. This £0.219m was transferred to the Capital Reserve to support the funding of the Capital programme. The council's end of year accounts have been finalised and are showing a further net budget saving of £0.093. The final outturn position means that no contribution from reserves is required and this surplus will be transferred to the council's general reserve.
- 1.2 The outturn variations are set out in Table 1 and these include: a reduction in net service expenditure of £0.098m, an increase in net interest earned of £0.075m, additional funding of £0.006m, reduction in capital financing and pensions costs £0.011m; offset by a reduction in contributions from earmarked reserves of £0.097m.

- 1.3 It is important to note that the 2018/19 revenue budget out-turn position is partly impacted upon by one-off occurrences. Their temporary nature should and will be considered in context when assessing their impact on the Council's Medium Term Financial Strategy (MTFS) to ensure that the budget is sustainable in future years.
- 1.4 The original budget for 2018/19 included budget savings and additional income targets of £0.628m; this target was achieved during the year.

#### 4. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Excellence and Financial Sustainability	x
Health and Wellbeing	
Place	

Projects relating to People in the Corporate Plan:

People	
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#### 5. BACKGROUND TO THE REPORT

- 5.1 This monitoring report sets out the final position for the council in relation to its 2018/19 revenue and capital budget.

#### 6. DETAIL

##### REVENUE NET EXPENDITURE

- 6.1 In 2018/19, the council set a balanced annual budget of £14.128m which included efficiency savings of £0.628m and no budgeted contributions to or from general reserves. The revised budget for 2018/19 forecast a net surplus of £0.219m to be transferred to the capital reserve to support the 4 year Capital Strategy and Programme. At the end of the year, the council had underspent by a further £0.093m and this small surplus has been added to general reserves.
- 6.2 In achieving this position, the council had delivered on the implementation of the restructuring of its senior management structure, and generated additional fees and charges income through the introduction of new charges, such as Garden Waste and Pre-Planning Fees, and a review of existing fees and charges. The implementation of Garden Waste charges from April 2018 generated £0.789m in 2018/19. This made a significant contribution to the mitigation of the budget shortfall which resulted from the removal of waste cost-share income from Lancashire County Council of £0.909m from 2018/19 onwards.
- 6.3 The outturn position will be considered as part of the update of the Council's Medium Term Financial Strategy (MTFS) to ensure that ongoing additional income or reduced expenditure is fully reflected in the strategy.
- 6.4 In recent years austerity measures have been implemented by Central Government to reduce overall public sector spending. This has resulted in changes in the way the council is funded and has seen the withdrawal of central government grant (revenue support grant) and the

introduction of business rates locally. The council is part of the Lancashire Business Rate Pooling arrangement which allows increases in business rates to be retained locally but transfers the financial risk of maintaining and growing the tax base to local councils. These arrangements benefit South Ribble and therefore contribute positively to the Council's overall financial position. In September 2018 South Ribble participated in the Lancashire application for the Business Rates 75% pilot scheme. The Lancashire bid was successful and therefore, for 2019/20 only, South Ribble will benefit from retaining a higher proportion of any growth in business rates income. This increase in funding has been included in the 2019/20 budget forecast.

- 6.5 Another core funding stream is New Homes Bonus (NHB) which relates to growth in housing supply in the borough. The NHB scheme was changed in 2017/18 when the benefit receivable was reduced from 6 to 4 years and a growth threshold was also introduced. South Ribble has committed to pay its receipts into City Deal and therefore, because of these changes, less funding will be available for City Deal and the council's element will cease after 2019/20.
- 6.6 There is risk and uncertainty in relation to future years funding, not only because it is directly linked to growth in the borough, but also pending the outcome of Central Government's Fair Funding review and any potential reset to the business rates retention system. In light of this, and the fact that Council tax is the major source of funding for local services, it is essential that councils monitor their collection rates and raise as much income as possible. Any under recovery of income can have a significant impact on the ability of a council to fund its service delivery. South Ribble continues to perform well in this area with collection rates of 97.42% for council tax and 98.81% for business rates. Comparative information on Council Tax and Business Rates Collection is set out in more detail in Appendix B.
- 6.7 In July 2018, Council approved to transfer the 2017/18 underspend against the 2017/18 original budget of £0.770m from General Balances to the Borough Investment earmarked reserve. Total reserves for the council increased by £0.531m to £19.519m by the end of the financial year of which £4.680m is held in a general reserve. The remaining reserves are earmarked for specific programmes of work or costs that are known to the council. The plans within the council's Medium Term Financial Strategy will see reserves reduce to an estimated £11.4m by the end of the 2022/2023 financial year. Monitoring of reserves will continue to ensure they remain appropriate and reflect the level of risk that exists around unplanned/unforeseen expenditure or loss of income.

The in-year underspend was made up of a number of variances that are set out in Table 1 below:

**Table 1: Summary of Revenue Outturn Variations**

Details	Current Budget	Outturn	Reserves Movements	Final Outturn	Outturn Variances (Under) / Overspend
	£000	£000	£000	£000	£000
<b>Directorate</b>					
Chief Executive	844	867	0	867	23
Neighbourhoods and Development	6,015	5,668	132	5,800	(215)
Planning and Property	609	397	291	688	79
Customer Experience and Operations	1,881	1,694	153	1,847	(34)
Finance and Assurance	1,693	1,686	60	1,746	53
Legal, HR & democratic	1,379	1,348	27	1,375	(4)
<b>Budgets Not in Directorates</b>					
Capital financed From Revenue	0	518	(518)	0	0
Debt Repayment	886	884	0	884	(2)
Interest	(100)	(175)	0	(175)	(75)
Parish Precepts	365	365	0	365	0
Pensions Costs	563	554	0	554	(9)
<b>Funding</b>					
Council Tax	(8,054)	(8,054)	0	(8,054)	0
New Homes Bonus	(1,391)	(1,399)	0	(1,399)	(8)
Business Rates s31 grant	(1,099)	(1,291)	190	(1,101)	(2)
Retained Business Rates	(3,508)	(3,504)	0	(3,504)	4
Reserves	(83)	349	(335)	14	97
<b>TOTAL OUTTURN VARIANCE 18/19</b>	<b>0</b>	<b>(93)</b>	<b>0</b>	<b>(93)</b>	<b>(93)</b>
<b>Plus:</b>					
<b>Contribution of underspend in 2017/18 to Borough Investment Reserve (Council decision July 2018)</b>					<b>770</b>
<b>Net Deficit in Year</b>					<b>677</b>
<b>Contribution to/(from) General Reserve</b>					<b>(677)</b>
<b>Movement on General Fund as per Expenditure and Funding Analysis</b>					<b>(531)</b>
<b>Net Transfer to Earmarked Reserves</b>					<b>1,208</b>
<b>(Increase)/Decrease in General Reserves</b>					<b>677</b>

6.8 Explanations for the key variances are as follows:

**Table 2: Revenue Variations by Directorate**

<b>Directorate</b>	<b>Description</b>
<b>Chief Executive</b> <i>Overspend £23k</i>	The £23k net overspend is mainly due to higher than forecast external staff recruitment costs.
<b>Neighbourhoods and Development</b> <i>Underspend £215k</i>	<p>The underspending includes the following savings against budget: repairs and maintenance of buildings £57k, car parks repairs and maintenance £15k, more efficiencies on vehicle maintenance due to new vehicle/plant purchases in year £17k, equipment and materials £15k, energy performance certificates budget £20k, publicity and promotion £11k, external catering £11k, utilities costs (electricity, gas, oil, water) £14k saving.</p> <p>With regard to income variations in this Directorate; prior-year costs in relation to default and other housing enforcement works were recovered £25k and Civic Centre income increased by £14k.</p>
<b>Planning and Property</b> <i>Overspend £79k</i>	<p>The net budget overspend is mainly as a result of the following: Agency staff costs to cover vacant senior planner higher than forecast £11k; Leisure Partnership manager one-off costs £13k; Planning applications income less than forecast £26k: this is a timing difference on anticipated application received dates; Pre-planning income shortfall due to take-up lower than anticipated £30k; Investment Property rental income overall shortfall £10k.</p> <p>This is partly offset by Building Control fees exceeding the forecast by £37k. The team have pro-actively won new business, including for a new housing development for which the service has been paid up-front, rather than on a plot-by plot basis.</p>
<b>Customer Experience and Operations</b> <i>Underspend £34k</i>	The underspending was achieved through a reduction in Housing Benefits costs £10k, lower than anticipated staff training expenditure £10k, and £12k saving in IT costs.
<b>Finance and Assurance</b> <i>Overspend £53k</i>	This budget overspend includes a one-off increase in the provision for bad debts of £62k.
<b>Legal, HR and Democratic</b> <i>Underspend £4k</i>	The net underspend is mainly due to actual licensing income exceeding the budget forecast.
<b>Budgets not in Directorates</b> <i>Underspend £86k</i>	Short-term investment interest increase of £83k as a result of having higher cash balances (£303k) than forecast (£220k) and higher rates being achieved on the re-investment of funds during the year. Comparatives for the previous financial year are set out in Table 3 below. The actual average rate of return achieved in 2018/19 was 0.755% which compares favourably to 0.495% achieved in 2017/18.

**Table 3: Short-term investment interest**

<b>Comparison of interest earned 2017/18 and 2018/19</b>			
	<b>Average Balance</b>	<b>Average Rate</b>	<b>Interest Earned</b>
<b>2017/18</b>	£36,164,564	0.495%	£179,120
<b>2018/19</b>	£40,054,734	0.755%	£302,594

## **Income**

6.9 A key element of financial performance for the Council is the out-turn position achieved in respect of its higher value key income streams which are subject to external factors as well as being demand led. Due to the element of risk involved performance is specifically reported throughout the year and the final position is set out in Appendix A.

## **Funding variations**

6.10 Additional government grant funding of £10k was received during 2018/19. The £97k reduction in net contributions from earmarked reserves was due to the specific expenditure being funded from reserves being less than forecast.

## **Core Income Fund Collection**

6.11 The Council's performance on income collection is a critical factor in respect of its financial matters. As per **Appendix B** there has been little change in the in-year collection statistics for Council Tax, Business Rates and general Sundry Debtor accounts compared to the previous year (2017/18). Performance continues to be strong with a slight decrease in the Council Tax Collection Rate (0.08%) and an increase in the Business Rates Collection Rate (0.59%). Sundry debtors' arrears outstanding shows a reduction however this is due to several large debts being invoiced towards the end of the previous financial year for which payment was received in 2018/19. It should be noted that prime reasons for the reduction in the value of Business Rates collected from 2017/18 to 2018/19 is the impact of refunds in relation to appeals, reductions in rateable values and the introduction of new reliefs. With regard to the introduction of new business rate reliefs, these will be offset by compensatory payments from central government (s31 grant income).

6.12 Also set out at Appendix B is a summary position to show the amount of Council Tax and Business Rates arrears collected in 2018/19 relating to previous years. £0.101m was collected which is a reduction of £1.100m compared to 2017/18. The arrears collected figures take account of council tax and business rates that have been refunded following changes to liabilities. With regard to Business Rates, refunds issued were greater than income collected in relation to previous years which resulted in a net reduction of £0.960m.

## **Business Rates Retention (BRR)**

6.13 The current BRR regime has been in existence since 2013/14. The rationale for this scheme is that the local retention of Business Rates income incentivizes Local Authorities to generate additional income by growing the tax base. The scheme does indeed provide a vehicle to generate additional receipts, however, it also transfers the financial risk associated with maintaining and growing the tax base, and the collection of monies due, from Central Government to Local Government.

- 6.14 When the new regime was introduced, South Ribble entered into a pooling arrangement with the wider Lancashire councils. Within the Lancashire pooling arrangements, the Council receives 90% of the Levy funds released from the arrangements (10% are passed to LCC). Outside of a Pooling arrangement only 50% of the Levy would be retained by the Council. The Levy is based on business rate growth over and above the baseline funding level determined by the Government. In 2018/19, the additional levy retained by South Ribble due to being in the Lancashire business rate pool was over £1.0m and therefore the pooling arrangement continues to be beneficial to the council. This is reflected in the annual budget.
- 6.15 The total net income from business rates and s31 grant funding in respect of business rates in 2018/19 was £4.8m. The details are set out in Table 4 below:

**Table 4: Summary of Business Rates Retention 2018/19**

<b>BRR Budget</b>	<b>Budget</b>	<b>Outturn</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
South Ribble Share of business rates income	(13,586)	(13,586)	
Renewable Energy	(15)	(25)	
Less Tariff paid to Central Government	9,934	9,934	
Plus share of Collection Fund Deficit 2017/18	54	54	
Less Levy Paid to Lancashire Business Rates Pool	105	119	
<b>Retained Business Rates Income</b>	<b>(3,508)</b>	<b>(3,504)</b>	<b>4</b>
<b>Plus: S31 Grant re NNDR Reliefs</b>	<b>(1,099)</b>	<b>(1,291)</b>	<b>(192)</b>
<b>Total income re Business Rates in 2018/19</b>	<b>(4,607)</b>	<b>(4,795)</b>	<b>(188)</b>
<b>Transfer to Business Rates Retention Reserve</b>			<b>188</b>

- 6.16 The total business rates funding at the end of the year was £0.188m higher than the original budget due to additional s31 grant funding received. S31 grant is a compensatory payment for Central Government changes which resulted in a reduction in income for local authorities. When the budget was being revised in December 2018 there was uncertainty in relation to the basis of the calculation of s31 grant funding for 2018/19 in relation to small business rate relief. The amount of funding received is £0.188m higher than had been budgeted for. The council has a business rates equalisation reserve to manage the risk of changes in business rate income and the additional £0.188m has been transferred to that reserve in line with previous practice.

## **7 CAPITAL BUDGET OUTTURN**

- 7.1 The final capital programme budget for 2018/19 was £9.882m which was subsequently revised to £2.898m in February 2019 to take account of slippage in the programme. In revising the 2018/19 budget, the council took the decision to carry forward £6.654m into 2019/20 so that projects that were underway could be completed. The carry forward has been reflected in the 2019/20 budget.
- 7.2 The Council spent £2.422m against the revised budget of £2.898m, which equates to 83.6% and gives an overall variance of £0.476m. Of this, £0.486m has been carried forward into 2019/20 to enable projects to be completed and the remaining £0.010m is a net overspend. This is

summarised in table 5 below. With regard to the £0.486m carried forward, £0.136m relates to Disabled Facilities Grants work approved but not carried out before 31 March 2019 and £0.236m relates to vehicle and plant replacements procured in 2009/10. This is mainly due to a long delay in the delivery of 9 replacement vans. The original delivery date quoted was in November but the vehicles did not arrive until May. In addition, the mayoral car replacement was in the capital programme for 2018/19 but is now planned to be procured in the current financial year, subject to Cabinet approval (see separate report on this agenda).

There are further details on funding and capital spend in 7.3 and 7.4 below and **Appendix C**.

**Table 5: Capital budget outturn summary**

Programme	Budget £000	Revised Budget (A) £000	Expend- iture (B) £000	Variance (B) – (A) £000	Re- phased into 2019-20 £000	Over / (Under) spend £000
<b>Health, Leisure and Well Being</b>	2,595	919	829	(90)	(88)	(2)
<b>Place</b>	2,058	920	768	(151)	(156)	5
<b>Excellence &amp; Financial Sustainability</b>	5,229	1,059	825	(234)	(242)	8
<b>TOTAL</b>	<b>9,882</b>	<b>2,898</b>	<b>2,422</b>	<b>(476)</b>	<b>(486)</b>	<b>10</b>

7.3 The capital expenditure in 2018/19 was funded as follows:-

Capital Financing	£'000
Capital receipts	1,151
Earmarked reserves	518
Government Grants	615
Developers' Contributions - Section 106	73
City Deal	51
Other external contributions	14
<b>Total financing of capital expenditure</b>	<b>2,422</b>

- 7.4 The significant areas of capital spend (over £20,000) and major schemes completed in the 2018/19 capital programme are as follows:

**Table 6: Major Capital scheme spend in 2018/19**

Scheme Name	Spend £'000
Green Infrastructure:	
Central Parks Network	53
Shruggs Wood	32
Penwortham Holme Rec Centre drainage	128
Existing Built Assets:	
Farmyard Cottages roofing and cladding	43
Worden Park toilet facilities improvements	175
Open Spaces and recreational areas:	
New Leisure Campus Facility	175
Worden Park replacement conservatory	134
Master-planning and regeneration:	
City Deal - St Catherine's Park and Central Parks	46
Disabled Facilities Grants	621
Private Sector home improvement grants	63
ICT systems and technology:	
Civic Centre audio visual equipment	40
Civica EDRMS Data Retention Module	23
Moss Side Depot Networking	21
SAN hosts replacement	81
Wi-Fi upgrade	35
Vehicles and plant replacement	420
Corporate Buildings:	
Civic Centre Banqueting Suite	80
Moss Side Depot building works	54
Moss Side Depot server room works	35

## 8. USABLE RESERVES

### Revenue Reserves

- 8.1 The Council's accounting policies were approved by Governance Committee on 14<sup>th</sup> March 2019. The approved accounting policy on reserves is included in the accounting policies contained in the draft Statement of Accounts which was approved by the Chief Finance Officer (CFO) by the statutory deadline of 31<sup>st</sup> May 2019 and post external audit inspection to the Governance Committee on 25<sup>th</sup> July 2019.
- 8.2 In July 2018, Council approved to transfer the 2017/18 underspend against the 2017/18 original budget of £0.770m from General Balances to the Borough Investment earmarked reserve. Total

reserves for the council increased by £0.531m to £19.519m by the end of the financial year of which £4.680m is held in a general reserve

8.3 The following table shows the Council's overall level of revenue reserves as at 31<sup>st</sup> March 2018 and 31<sup>st</sup> March 2019.

<b>REVENUE RESERVES</b>	<b>31/03/18 £000</b>	<b>31/03/19 £000</b>	<b>Movement £000</b>
General Fund Balance	5,357	4,680	(677)
Earmarked and Other Reserves	13,631	14,839	1,208
<b>Total General Fund Reserves</b>	<b>18,988</b>	<b>19,519</b>	<b>531</b>

8.4 This shows a General Fund balance of £4.680 million at 31<sup>st</sup> March 2019. The overall level of reserves has increased by £0.531 million, comprising of a reduction in General Reserves of £0.677 million offset by an increase of £1.208million in Earmarked Reserves. These movements include the £0.770m surplus in the General Fund Balance brought forward, transferred to earmarked reserves during 2018/19. Further detail is provided in Appendix C.

### **General Fund Balance**

8.5 The general reserve is needed to deal with unplanned/unforeseen expenditure or losses in income. The General Fund Balance should be viewed in context of the funding uncertainty facing the Council and indeed all councils across the country.

### **Earmarked and Other Reserves**

8.6 Earmarked reserves have been established to meet 'known or predicted liabilities' where the impact of the expenditure would otherwise cause a significant variation to the Council's annual expenditure. The reserves at the end of the year reflect some decisions that were made as part of the budget setting process which resulted in the creation of some new reserves and the consolidation of some existing reserves. For earmarked reserves the Committee should take into consideration the specific comments set out below in considering whether the reserves are appropriate. A summary of each reserve is listed below:

- My Neighbourhoods

The balance on the My Neighbourhoods reserve as at the 31<sup>st</sup> March 2019 is £0.054m and this represents unspent core funding carried forward into 2019/20 to fund My Neighbourhoods expenditure.

- Borough Council Elections

This reserve is used to meet the costs associated with the Council's elections held once every four years.

- Housing Needs Survey

This reserve is used to meet the costs of carrying out a detailed housing needs survey. A contribution of £20k was made into the reserve in 2018/19 and £34k was released to fund the cost of a Private Sector Housing Survey undertaken during the year.

- Local Development Framework (LDF)

The purpose of this reserve is to meet the predicted fluctuating expenditure requirements in relation to the LDF. The closing balance on this reserve at 31st March 2019 was £0.255m. This is earmarked to fund the Council's share of costs in relation to the Central Lancashire Local Plan which will be adopted in 2022.

- Performance Reward Grant

As the accountable body, the Council received Performance Reward Grant on behalf of the South Ribble Partnership. The funding is for both capital and revenue projects. The balance in the reserve represents the revenue grant which has been set aside to be spent in future years. The capital element is shown in the balance sheet as a capital grant unapplied.

- Organisational Restructure costs

Funding from this reserve is taken to revenue to fund any one-off costs in relation to reorganisation and restructure costs. £0.063m was used to fund redundancy costs in 2018/19.

- Borough Investment Account

To facilitate income generation schemes and create a diverse and self-sustaining income portfolio to enable the Council to bridge the funding gap. This was increased by £770,000 in 2018/19, following the Council decision to transfer the 2017/18 surplus into the reserve.

- Business Rates Retention

The equalisation reserve was created in order to meet potential collection fund deficit liabilities commitments, the impact of tax base re-valuation and also unplanned Central Government Levy payments. This reserve should mitigate the potential risk to the Council's MTFs by providing funds to smooth out the inherent fluctuations that will occur as the three year time period characteristic of the system overlays and offsets each other in future years. The net £0.494m paid into the reserve comprises:

- 1) £504k surplus from collection fund and s31 receipts
- 2) £10k release to match fund the external cost of the business rates rateable value finder support service in 2018/19. As the fee is only payable on additional rateable properties found, the fee is paid from the Council's share of the business rates growth retained as income to the Council

- City Deal Fund

This reserve is used to fund additional costs in relation to the delivery of City Deal projects and outcomes.

- New Burdens Funding

New Burdens grant income is received from Central Government to off-set additional implementation costs of government new initiatives. New Burdens funding carried forward is now included in the 'Other' earmarked reserves.

- Capital Strategy Reserve ; Repairs and Maintenance Fund

- 1) Capital Strategy reserve to fund capital expenditure in line with the Council's Corporate Plan priorities, as set out in the approved Capital Strategy for 2018/19 to 2022/23; and
- 2) Repairs and Maintenance Fund. The revenue budget includes an annual provision for the costs of routine repairs and maintenance of the Council's property assets. This new

reserve has been created to meet the costs of any major repairs and maintenance or improvement works to the Council's properties which cannot be met from this base budget.

- Transformation Fund

The purpose of this reserve is to provide funding for projects which will generate a payback into the Council's revenue budget through sustainable income generation and/or recurring cost savings. There has been no call on this budget in 2018/19.

- Apprenticeship Reserve

This reserve relates to funding set aside in previous years to fund Apprenticeship Costs such as salaries and training.

- Other Earmarked Reserves

The balances on 'Other' earmarked reserves represent amounts carried forward from one financial year to the next, mainly where the timing of spending has been later than planned and it needs to be matched, for example, monies are specifically raised to fund the Sport Development Team and therefore unspent receipts need to be carried forward into future years in order that the function has continued funding. It also includes funds set aside to ensure the Council can meet any liabilities which may arise.

The opening balance for 'Other' reserves at 1st April 2018 was £0.606m. £0.143m has been released to revenue to match expenditure incurred and £0.401m has been added to the reserve in respect of amounts carried forward into 2018/19, including grant funding received.

8.7 Members are asked to note the level of reserves as set out at **Appendix D**.

### Capital Reserves

8.8 Reserves held to finance the Capital Programme are set out in the table below. Capital Reserves were committed within the 5 year Capital Strategy for 2018/19 to 2022/23 as approved in the 2019/20 Budget and MTFS report.

<b>Capital Reserve</b>	<b>Balance c/f 31 March 2018 £000</b>	<b>Out-turn Balance 31 March 2019 £000</b>
Capital Receipts Reserve	596	0
Earmarked Receipts	448	0
Preserved Right to Buy Receipts	889	826
<b>Total</b>	<b>1,933</b>	<b>826</b>

**9 CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

9.1 This report is for information only and therefore there has been no consultation undertaken.

**10 FINANCIAL IMPLICATIONS**

10.1 As set out in the report.

**11 LEGAL IMPLICATIONS**

11.1 Please see comments of the Monitoring Officer below.

**12 COMMENTS OF THE STATUTORY FINANCE OFFICER**

12.1 The final out turn position shows an overall underspend on revenue, which has resulted in a reduction in the use of earmarked reserves and a contribution to general reserves. The approach to managing the council’s reserves is to mitigate any risks to the council of managing unplanned expenditure and changes in funding. The position on the capital programme shows an underspending against budget which is almost entirely related to the planned completion of projects in the next financial year. The approach set out in the report enables these projects to be completed. Where appropriate, the variances in 2018/19 will be incorporated into the medium term financial strategy for 2019/20 and future years.

**13 COMMENTS OF THE MONITORING OFFICER**

13.1 Clearly it is imperative that the council should report openly and comprehensively on its budget out-turn. Residents have a right to know how we spend our money. Likewise they need to know how much revenue we generate. This is in an age where great emphasis is (quite rightly) placed on transparency.

**14 OTHER IMPLICATIONS:**

<ul style="list-style-type: none"><li>▶ <b>HR &amp; Organisational Development</b></li><li>▶ <b>ICT / Technology</b></li><li>▶ <b>Property &amp; Asset Management</b></li><li>▶ <b>Risk</b></li><li>▶ <b>Equality &amp; Diversity</b></li></ul>	<p><i>The report is for information only and therefore there are no other implications</i></p>
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**15 BACKGROUND DOCUMENTS**

- 2018/19 Budget and Medium Term Financial Strategy – Cabinet, 14th February 2018
- 2019/20 Budget and Medium Term Financial Strategy – Cabinet, 27th February 2019

**16 APPENDICES**

**APPENDICES**

**Appendix A** Summary of Key Income (Fees and Charges) Outturn

**Appendix B** Council Tax, Business Rates and Sundry Debtor Collection

**Appendix C** Capital Outturn 2018/19

**Appendix D** Summary of Revenue Reserves and Balances

**Jane Blundell**  
**Principal Management Accountant/ Deputy S151 Officer**

Report Author:	Telephone:	Date:
Jane Blundell	01772 625245	29/05/19

**Summary of Key Income (Fees and Charges) Outturn Position**

<b>Key Income (Fees and Charges) Budgets</b>	<b>Actual Previous Year (2017/18) £000</b>	<b>Budget 2018/19 £000</b>	<b>Actual Outturn 2018/19 £000</b>	<b>Variance (Over) / Under budget £000</b>
Investment Property Rentals	(1,052)	(1,084)	(1,074)	10
Market rents	(131)	(135)	(131)	4
Civic Centre rental / room hire	(48)	(62)	(83)	(21)
Worden Craft Units	(12)	(12)	(13)	(1)
Planning Fees	(643)	(480)	(454)	26
Building Control Fees	(185)	(183)	(220)	(37)
Interest on Investments	(179)	(220)	(303)	(83)
Pest Control Fees/contracts	(34)	(40)	(40)	-
Environmental Permits	(19)	(19)	(21)	(2)
Car Parking Charges/Permits	(117)	(112)	(113)	(1)
Car Parking PCN fines	(30)	(25)	(23)	2
Land Charges Fees	(99)	(100)	(95)	5
Taxi Licensing Fees	(75)	(74)	(74)	-
Licensing - Premises	(62)	(63)	(68)	(5)
Licensing – street traders	(26)	(27)	(28)	(1)
Licensing - other	(19)	(19)	(25)	(6)
Community Coaching income	(228)	(236)	(234)	2
Court summons costs recovered	(208)	(228)	(207)	21
Public realm (LCC)	(123)	(161)	(161)	-
Trade Waste Charges	(463)	(450)	(453)	(3)
Waste - Cost sharing	(909)	0	0	-
Waste – Garden Waste	0	(791)	(789)	2
Waste – new bin charges	(29)	(75)	(46)	29
Waste - special collections	(40)	(40)	(41)	(1)
<b>TOTAL</b>	<b>(4,731)</b>	<b>(4,636)</b>	<b>(4,696)</b>	<b>(60)</b>

## Council Tax, Business Rates and Sundry Debtor Collection

### In-Year Collection

The table below sets out the in-year collection statistics for Council Tax and Business Rates compared to 2017/18.

	2017/18 Collection Rate %	2017/18 Amount Collected (£000)	2018/19 Collection Rate %	2018/19 Amount Collected (£000)
Council Tax	97.50	58,725	97.42	61,780
Business Rates	98.22	37,379	98.81	36,755
Sundry Debtors		7,701		6,401

### Previous Years Collection and Arrears Information

The following table sets out the amount of arrears collected in 2018/19 that related to previous years. For comparative purposes, the information for 2017/18 is also provided. The table also sets out the level of arrears at the end of 2018/19 and 2017/18.

	2017/18 Previous Years Amount Collected (£000)	2018/19 Previous Years Amount Collected (£000)	Arrears at 31 <sup>st</sup> March 2018 (£000)	Arrears at 31 <sup>st</sup> March 2019 (including 2018/19 arrears) (£000)	Change to Arrears (£000)
Council Tax	983	1,061	3,782	4,073	291
Business Rates	146	(960)	1,222	1,214	-8
Sundry Debtors			1,343	532	-811

The arrears collected figures take account of council tax and business rates that have been refunded following changes to liabilities. The Valuation Office are continuing to reduce council tax bands and rateable values, which results in charges being reduced for previous years and refunds being issued, which then reduces the Previous Years Amount Collected figures. With regard to Business Rates collected in relation to previous years, this resulted in a net reduction as follows:

#### 1990/91 – 2017/18

	£
Collected	1,237
Refunds issued	<u>(2,197)</u>
Net	(960)

The reduction in the amount of sundry debtors' arrears outstanding at 31<sup>st</sup> March 2019 was due to several large debts being invoiced late in the financial year 2017/18. These debts were subsequently collected early in April 2018.

## Capital Outturn 2018/19

Description	Budget £000	Revised Budget (A) £000	Expend- iture (B) £000	Variance (B) – (A) £000	Re-phased into 2019-20 £000	Over / (Under) spend £000
<b>Health, Leisure and Well Being</b>						
Green Infrastructure	400	255	212	(43)	(43)	0
Existing Built Assets	655	249	249	0	0	0
Open Spaces and recreational areas	1,540	415	368	(47)	(45)	(2)
<b>Place</b>						
Master-planning and regeneration	427	89	78	(11)	(16)	5
Disabled Facilities Grants	848	757	621	(136)	(136)	0
Housing Grants	200	63	63	0	0	0
Affordable Housing	583	10	6	(4)	(4)	0
<b>Excellence and Financial Sustainability</b>						
ICT systems and technology	233	227	231	4	0	4
Vehicles and plant replacement	1,018	656	420	(236)	(236)	0
Corporate buildings	430	176	174	(2)	(6)	4
Investment Property	3,548	0	0	0	0	0
<b>TOTAL</b>	<b>9,882</b>	<b>2,898</b>	<b>2,422</b>	<b>(476)</b>	<b>(486)</b>	<b>10</b>

## Summary of Revenue Reserves as at 31 March 2019

	Balance 31 March 2017	Transfers In 2017/18	Transfers Out 2017/18	Balance 31 March 2018	Transfers In 2018/19	Transfers Out 2018/19	Balance 31 March 2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
My Neighbourhoods	(45)	(6)	0	(51)	(3)		(54)
Asset Management	(1,494)	(500)	1,994	0			0
Borough Council Elections	(82)	(30)	0	(112)	(30)	28	(114)
Building Control Reserve	(22)	0	22	0			0
Housing Needs Survey	(87)	(20)	10	(97)	(20)	34	(83)
ICT Strategy Reserve	(988)	0	988	0			0
Local Development Framework	(80)	0	0	(80)	(175)		(255)
Performance Reward Grant	(68)	0	20	(48)	(24)	26	(46)
Public Open Space Funds	(1,535)	(96)	1,631	0			0
Organisation Restructure Costs	(385)	0	295	(90)		63	(27)
Vehicle and Plant replacement	(21)	0	21	0			0
Leisure sites repair and maintenance	(160)	0	160	0			0
Borough Investment Account	(3,824)	0	0	(3,824)	(770)		(4,594)
Business Rates Retention	(3,250)	(516)	1,509	(2,257)	(504)	10	(2,751)
City Deal Reserve	0	(1,811)	140	(1,671)	(40)		(1,711)
New Burdens Funding Reserve	(222)	(59)	281	0			0
Capital Funding Reserve	0	(3,460)	0	(3,460)	(177)	564	(3,073)
Repairs and Maintenance Fund	0	(500)	0	(500)			(500)
Transformation Fund	0	(500)	0	(500)			(500)
Apprenticeship Reserve	0	(335)	0	(335)	(2)	70	(267)
Other Earmarked Reserves	(1,733)	(120)	1,247	(606)	(401)	143	(864)
<b>Total Earmarked Reserves</b>	<b>(13,996)</b>	<b>(7,953)</b>	<b>8,318</b>	<b>(13,631)</b>	<b>(2,146)</b>	<b>938</b>	<b>(14,839)</b>
General Reserve	(4,597)	(760)	0	(5,357)	(93)	770	(4,680)
<b>Total General Fund Reserves</b>	<b>(18,593)</b>	<b>(8,713)</b>	<b>8,318</b>	<b>(18,988)</b>	<b>(2,239)</b>	<b>1,708</b>	<b>(19,519)</b>

## South Ribble Council – Cabinet Forward Plan

**For the Four Month Period: 1 June 2019 - 30 September 2019**

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

A 'Key' Decision is defined as any decision in relation to a Cabinet function which is likely:

- (a) To result in the Council incurring expenditure which is, or the making of savings which are significant. The financial threshold above which expenditure/savings become significant is set at £100,000. The financial threshold is applicable to both revenue and capital budgets; or
- (b) To be significant in terms of its effect on the communities living in an area comprising two or more Council wards.

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 Paul Foster
Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Councillor Mick Titherington
Cabinet Member (Finance, Property and Assets)	Councillor Matthew Tomlinson
Cabinet Member (Environment)	Councillor Susan Jones
Cabinet Member (Planning, Regeneration and City Deal)	Councillor Bill Evans
Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Councillor Aniela Bylinski Gelder

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

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

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

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

**Gary Hall**  
**Interim Chief Executive**

**Last updated: 26 June 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: 10 July, 11 September, 16 October, 13 November 2019, 22 January, 12 February and 18 March 2020							
July							
Cabinet Member (Finance, Property and Assets)							
Enterprise Zone Business Rate Growth Agreement	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	10 Jul 2019	No	General Exception Notice	Report of the Deputy Section 151 Officer
Cabinet Member (Community Engagement, Social Justice and Wealth Building)							
Council Tax Support Scheme 2020/21- Consultation Proposals	Cabinet	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Significant effect in 2 or more Council wards.	10 Jul 2019		<a href="https://southribble.moderngov.co.uk/documents/s7515/CTS%20Remodelling%20and%20Hardship%20cabinet%20report%20Final%20Draft.pdf">https://southribble.moderngov.co.uk/documents/s7515/CTS%20Remodelling%20and%20Hardship%20cabinet%20report%20Final%20Draft.pdf</a>	Report of the Director of Customer and Digital

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Cabinet Member (Environment)							
Vehicle Procurement Programme	Cabinet	Cabinet Member (Environment)	Expenditure / Savings higher than £100,000	10 Jul 2019	Paragraph 3: Information relating to the financial business affairs of any particular person (including the authority holding that information)	None	Report of the Assistant Director of Neighbourhoods
Future Meeting							
Worden Hall Update	Cabinet	Cabinet Member (Finance, Property and Assets)		11 Sep 2019	No	<a href="https://southribbleintranet.mode.rngov.co.uk/documents/s9189/Worden%20Hall%20cabinet%20Report%2019th%20June%202019%20PMc%20comments%20V2.pdf">https://southribbleintranet.mode.rngov.co.uk/documents/s9189/Worden%20Hall%20cabinet%20Report%2019th%20June%202019%20PMc%20comments%20V2.pdf</a>	Report of the Assistant Director of Property and Housing

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Single Use Plastics	Cabinet	Cabinet Member (Environment)	Significant effect in 2 or more Council wards.	11 Sep 2019	No	None	Report of the Director of Neighbourhoods and Development
Central Lancashire Local Plan - Issues and Options	Cabinet	Cabinet Member (Planning, Regeneration and City Deal)	Significant effect in 2 or more Council wards.	11 Sep 2019	No	<a href="https://centrallocalplan.lancashire.gov.uk/">https://centrallocalplan.lancashire.gov.uk/</a>	Report of the Director of Planning and Property
City Deal - Update, Mid Term Review and Future	Cabinet	Cabinet Member (Planning, Regeneration and City Deal)	Significant effect in 2 or more Council wards.	11 Sep 2019	No	<a href="https://lancashirelep.co.uk/key-initiatives/city-deal/">https://lancashirelep.co.uk/key-initiatives/city-deal/</a>	Report of the Director of Planning and Property
Draft Refreshed Corporate Council Plan 2019-2024	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	11 Sep 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf">https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf</a>	Report of the Chief Executive

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Corporate Plan Performance Report - Quarter 1	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	11 Sep 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf">https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf</a>	Report of the Chief Executive
Budget Monitoring Report - Quarter 1	Cabinet	Cabinet Member (Finance, Property and Assets)	Significant effect in 2 or more Council wards.	11 Sep 2019		<a href="https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf">https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf</a>	Report of the Section 151 Officer
Corporate Plan Performance Report - Quarter 2	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	13 Nov 2019		<a href="https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf">https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf</a>	Report of the Chief Executive

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Budget Monitoring Report - Quarter 2	Cabinet	Cabinet Member (Finance, Property and Assets)	Significant effect in 2 or more Council wards.	13 Nov 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf">https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf</a>	Report of the Section 151 Officer
Corporate Plan Performance Report - Quarter 3	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	12 Feb 2020	No	<a href="https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf">https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf</a>	Report of the Chief Executive
Budget Monitoring Report - Quarter 3	Cabinet	Cabinet Member (Finance, Property and Assets)	Significant effect in 2 or more Council wards.	12 Feb 2020	No	<a href="https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf">https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf</a>	Report of the Section 151 Officer

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