

CABINET

WEDNESDAY, 11TH APRIL, 2018, 5.00 PM

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

AGENDA

- | | |
|--|-----------------|
| 1 Apologies for Absence | |
| 2 Minutes of the Last Meeting | (Pages 3 - 8) |
| Minutes of the last meeting held on 1 March 2018 attached to be signed as a correct record. | |
| 3 Declarations of Interest | |
| Members are requested to indicate at this stage in the proceedings any items on the agenda in which they intend to declare an interest. Members are reminded that if the interest is a Disclosable Pecuniary Interest (as defined in the Members' Code of Conduct) they must leave the room for the whole of that item. If the interest is not a Disclosable Pecuniary Interest, but is such that a member of the public could reasonably regard it as being so significant that it is likely that it would prejudice their judgment of the public interest (as explained in the Code of Conduct) then they may make representations, but then must leave the meeting for the remainder of the item. | |
| 4 Apprenticeship Factory Proposals | (Pages 9 - 34) |
| Report of the Director of Planning and Property attached. | |
| 5 Housing Framework Delivery | (Pages 35 - 50) |
| Report of the Director of Planning and Property attached. | |
| 6 My Neighbourhood - Approach 2018/19 | (Pages 51 - 64) |
| Report of the Director of Planning and Property attached. | |
| 7 The Leyland Truck Trail - 2017 Review/Evaluation and consideration of a Leyland Truck Trail 2 | (Pages 65 - 74) |
| Report of the Director of Planning and Property attached. | |

- | | |
|---|-------------------------|
| <p>8 Cabinet Response to the Scrutiny Review of the Business & Conference Centre (formerly the Banqueting Suite)</p> <p>Report of the Director of Planning and Property attached.</p> | <p>(Pages 75 - 92)</p> |
| <p>9 Cabinet Forward Plan</p> <p>To approve the latest version of the Cabinet's Forward Plan as at 3 April 2018.</p> | <p>(Pages 93 - 98)</p> |
| <p>10 Exclusion of Press and Public</p> <p>To consider the exclusion of the press and public for the following item of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.</p> <p>By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).</p> | |
| <p>11 Business & Conference Centre (Formerly the Banqueting Suite)</p> <p>Report of the Director of Planning and Property attached.</p> | <p>(Pages 99 - 156)</p> |

Heather McManus
CHIEF EXECUTIVE

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

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

Forthcoming Meetings
5.00 pm Wednesday, 6 June 2018 - Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

MINUTES OF CABINET

MEETING DATE Thursday, 1 March 2018

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

OFFICERS: Heather McManus (Chief Executive), Dave Whelan (Legal Services Manager/Interim Monitoring Officer) and Dave Lee (Democratic Services Officer)

OTHER MEMBERS AND OFFICERS: Councillor Susan Jones JP, Councillor Keith Martin, Councillor Michael Titherington (Mayor), Councillor Paul Wharton, Gail Collins (Interim HR Manager), Darren Cranshaw (Scrutiny & Performance Manager), Mark Hodges (Partnership Development Manager), Jonathan Noad (Chief Planning Officer), Noel O'Neill (Interim Consultant) and Andrew Richardson (Parks & Neighbourhoods Manager)

PUBLIC: 0

81 Apologies for Absence

None.

82 Minutes of the Last Meeting

RESOLVED (Unanimously):

That the minutes of the meeting held on 14 February 2018 be approved and signed as a correct record.

83 Declarations of Interest

There were no declarations of interest.

84 Pay Policy 2018-19

The Cabinet considered the report of the Interim Human Resources Manager which provided the Pay Policy to ensure there was transparency as to how pay and remuneration was set by the Council, for all of its employees and particularly for its most senior level posts.

Decision Made (Unanimously):

That the Pay Policy 2018/19 attached to the report submitted be recommended for approval by the Council at its meeting on 21 March 2018.

Reasons for the Decision:

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

Alternative Options Considered and Rejected:

There was a legal requirement to publish a Pay Policy – this was something the Council must do.

85 Performance Report - Quarter 3

The Cabinet considered the report of the Interim Corporate Improvement Manager which provided an overview of performance against the Council's Corporate Plan for 2017-18 at the end of the third quarter i.e. end of December 2017.

During the debate the Cabinet considered/responded to the following comments made by the Scrutiny Committee on the report at its meeting held on 8 February 2018:

- (Scrutiny Recommendation): In respect of complaints received it would be helpful if these were categorised and indicate how lessons have been learned.
- (Cabinet Response): The Cabinet felt that it was a management issue on how complaints against service delivery were handled and should be for the Chief Executive to provide a response.
- (Scrutiny Recommendation): The Committee strongly requests that it is kept informed with clear timelines on the delivery of the Master Plans for Leyland, Lostock Hall and Penwortham.
- (Cabinet Response): The Cabinet noted the request however felt it was a Cabinet function to monitor progress against its Corporate Plan Projects, information would be shared with Scrutiny at the relevant time.
- (Scrutiny Recommendation): Future reports on shared service performance provide more explanation on the performance figures, including differences between those for Chorley and South Ribble Councils.
- (Cabinet Response): The Cabinet felt that the performance figures, or comparison to Chorley, was a matter for the Shared Services Committee. In bringing forward performance of the South Ribble service, Cabinet requested that only the performance of South Ribble should be considered in future performance reports to Cabinet.

Decision Made (Unanimously):

That:

1. the performance at the end of Quarter 3 shown at Appendices 1 and 2 to the report be noted.
2. the corporate risks and the controls in place to mitigate risks as identified in the Corporate Risk Register shown at Appendix 3 to the report be noted.
3. the arrangements in place to report performance to Cabinet, Scrutiny and Full Council be noted.
4. the response to the Scrutiny Committee's recommendations be communicated to the Committee.

Reasons for Decision:

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

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

Cabinet was required in the Council's constitution to provide a response to the Scrutiny Committee's recommendations.

Alternative Options Considered and Rejected:

As this was a routine performance report, other options were not relevant.

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

The Cabinet considered the report of the Interim Monitoring Officer to seek nominations for the Mayor Elect and Deputy Mayor Elect 2018/19.

Decision Made (Unanimously):

That:

1. the current Deputy Mayor, Councillor John Rainsbury be nominated as the Mayor Elect for 2018/19; and
2. Councillor Carol Chisholm be nominated as the Deputy Mayor Elect for 2018/19.

Reasons for Decision:

The Mayor and Deputy Mayor for the Council Year 2018/19 would need to be formally appointed at the Annual Council Meeting (Mayoral Installation) to be held on 15 May 2018.

It had been the practice for a number of years for the Cabinet to nominate the Mayor Elect and Deputy Mayor Elect for the forthcoming Council Year, in advance of the Annual Council Meeting to enable arrangements to be made for the Mayoral Installation and invitations sent out to family members and friends, well in advance of the event.

Alternative Options Considered and Rejected:

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

87 Cabinet Forward Plan

The Cabinet considered its Forward Plan.

The Cabinet noted that the item in respect of Corporate Plan, Risk Management, 2018/19 Budget and Medium Term Financial Strategy should include the Relevant Portfolio Holder for Finance.

Decision Made (Unanimously):

That subject to the reported amendment, the Cabinet's Forward Plan be approved.

Reasons for the Decision:

To enable the Cabinet to consider and amend as appropriate its statutory forward plan.

Alternative Options Considered and Rejected:

There was no alternative as Section 22 of the Local Government Act 2000 required the Cabinet to set out its programme of work and key decisions in the coming months, as far as it was known, in a forward plan.

88 Ministry of Housing, Communities and Local Government (MHCLG) - Land Release Funds

This item on the Supplementary Agenda was for decision by the Cabinet in accordance with Rule 19 of the Access to Information Procedure Rules (Special Urgency) of the Constitution.

This item was being dealt with as a matter of urgency on the basis that it was impracticable to defer the decision because of the need to accept the offer of Government funding within the timescales prescribed.

The Cabinet considered the report of the Planning Manager that the Council had been offered Land Release Funding (LRF) to progress its home building concept.

During the debate, the Cabinet welcomed the Council's successful bid for LRF of £362,000 from MHCLG. The objective of the Home Build concept was to see if home building or renovating underutilised assets and renting could generate a long term revenue stream for the Council, as well as meeting local social, community and housing targets. This supported the Council's Corporate Plan targets of 'financial

self-sufficiency through investment and commercial use of Council owned assets' and a key outcome for 'More homes of the quality and mix to meet needs'. This was in line with the recently revised Housing Framework and also part of our wider vision, campus strategy and City Deal ambitions.

Decision Made (Unanimously):

That:

1. delegated authority be granted to the Planning Manager, in consultation with the Deputy Leader/Portfolio Holder for Assets and the Portfolio Holder for Strategic Planning and Housing, to make a final decision on the offer, once full details of the terms and conditions become known, and financial and legal advice has been obtained.
2. any proposal to develop or dispose of Council owned land and property assets will be the subject of a detailed report to Cabinet, following full consultation within the community.

Reasons for Decision:

As a result of a bid to Ministry of Housing, Communities and Local Government (MHCLG), South Ribble Borough Council had been offered £362,000 of Land Relief Funds (LRF) to progress its home build project.

Alternative Options Considered and Rejected:

There are a number of options for this funding:

- Do nothing - Do not accept the funding and lose the benefit of £362,000. There is a financial and reputational risk to this option.
- Use SRBC own money – this would increase costs within SRBC by £362,000.

Other options were considered for home delivery in the business case. The detail of the business case and the actual detail of the MHCLG offer was key. At this point in time neither were precisely known.

Chair

Date

This page is intentionally left blank

REPORT TO	ON
CABINET	11 th April 2018



September 2017

TITLE	PORTFOLIO	REPORT OF
South Ribble Apprentice Factory	Regeneration and Leisure	Director of Planning and Property

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

1. PURPOSE OF THE REPORT

1.1 This report provides members with information and recommendations to drive forward the development of South Ribble Apprentice Factory.

1.2 The Apprentice Factory is a key project within the Corporate Plan 2018 – 2023. This report sets out the proposals and phasing for Apprentice Factory, which outlines our ambition to support economic growth and skills development within the council and across the borough.

1.3 The report should be read in conjunction with the attached development programme.

2. PORTFOLIO RECOMMENDATIONS

2.1 Cabinet are asked to approve the South Ribble Apprentice Factory Development Plan.

2.2 That the Apprentice Factory delivery timescale is aligned with the ‘South Ribble Conference and Business Centre’ development and future plans for Worden Arts Centre.

2.3 Authority is delegated to the Chief Executive in consultation with the Portfolio Holder for Regeneration and Leisure to implement phase 2 of the development programme.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities

Excellence and Financial Sustainability	
Health and Wellbeing	
Place	

Projects relating to People in the Corporate Plan:

People	✓
--------	---

4. BACKGROUND TO THE REPORT

4.1 The introduction and implementation of the Apprentice Levy in May 2017 marked a turning point in the history of Modern Apprenticeships in the UK. By introducing the Levy the government hopes to inspire employers to either expand existing or introduce new apprenticeship programmes. A target of 3 million apprenticeships has been set during the current parliament.

4.2 In November 2017, the government published its Industrial Strategy White Paper, setting out an ambitious plan for jobs and industry. One of the key issues it identifies is the need for better routes into work and training, boosting the economy with skills fit for the future.

4.3 A company survey was carried out in South Ribble during 2017 to inform council priorities. Of 300 companies surveyed, '*promoting apprenticeships*' to increase the skill levels of local workers was the clear top priority for the Council investment.

4.4 A project team was formed to bring together skills and knowledge from Human Resources, Economic Development, Legal and Finance. The team reviewed the opportunities for growing apprenticeships in the borough, maximising the use of the council's Levy payments to up-skill staff, developing delivery mechanisms and securing resources.

4.5 Links have also been made to the project group tasked with looking at the Banqueting Suite and Worden Arts Centre, in order to assess the opportunities for the customer facing element of Apprentice Factory.

4.6 A report was submitted to Cabinet Workshop in December 2017, which explained the opportunities this offered for the council and outlined the proposals for South Ribble Apprentice Factory. It was agreed that the proposals were commercially sensitive but that soft testing of the external opportunities could progress.

4.7 The initial phase of Apprentice Factory has been developed, looking at delivery of skills and development within the council. Mapping of the wider skills funding delivery and emerging future opportunities has also been carried out and a phased approach has been developed for the project delivery plans.

4.8 The Apprentice Factory is included within the approved Corporate Plan 2018-2023.

4.9 As part of National Apprenticeship Week 2018, a successful skills and training event was delivered at the Civic Centre, attracting over 200 visitors including members, staff, businesses and local residents. The event was supported by 30 different organisations offering advice on careers, jobs, training and apprenticeships. Feedback was overwhelmingly positive.

5. PROPOSALS

5.1 Growing Places, published in 2017 by the LGA states:

“Councils, working with local businesses and partners, know their areas and residents. They understand the current and future skills needs of their local economies, and the support required for sustainable employment. All local areas want to build strong, resilient economies where residents contribute to, and benefit from, growth. Fundamental to achieving this is a

steady supply of skills and jobs, encouragement of local business and effective support to help people get on in life.”

5.2 In its most recent assessment of skills shortages facing the economy, the UK Commission for Employment & Skills (UKCES) found 19% of employers now have at least one unfilled skills shortage related vacancy, which is up from 15% the last time the survey was done in 2013. Overall it found 22% of all job vacancies are a results of a skills shortage.

5.3 For many, this finding has chimed with what employers say they have been suffering from for years-the poor work-readiness of graduates with little or no business experience. In a particular scathing government report, a staggering 52% of graduate employers said that ‘none’ or ‘few’ of the candidates they saw were work-ready.

5.4 While it can be all too easy to get carried away with the pessimism there is actually a much brighter outlook appearing on the horizon. There’s a change occurring in the skills development landscape that has the potential to yield real results: the investment in reforming apprenticeships including the Apprenticeship Levy. However, these are not the apprenticeships we know of old.

5.5 The Government has committed to creating three million new apprenticeships in this Parliament, with two primary measures to achieve this ambition, (a) a levy (all qualifying employers) and (b) a target for employing apprentices (public sector employers only). The Enterprise Act 2016 gave Ministers the power to set public sector organisations with 250 staff or more an apprenticeship recruitment target.

5.6 The LGA, which represents 370 councils in England and Wales, says significant changes to the Apprenticeship Levy are needed to achieve its potential. The complexity of the system, coupled with the fact that a number of key apprenticeship standards are not yet available, are key issues that need to be addressed to help increase the number of starts.

5.7 The Government has recently indicated that it will work with employers on how the Levy can be spent more effectively to achieve productivity across the country. The LGA believes a locally coordinated approach to these reforms would make a massive difference. For the reforms to succeed, council leaders are calling for:

- Local areas to be allowed to pool Levy contributions and have greater flexibility on how they are used, including for instance on pre-apprenticeship training.
- All Levy underspend to go back to local areas where it is raised, rather than being handed back to the Treasury.
- Devolve all non-Levy apprenticeship funding to local areas so they can support businesses and raise awareness and promote the levy locally to employers.

5.8 The development of the Apprentice Factory is aligned to the LGA’s ‘Work Local’ vision for employment and skills and it will position South Ribble to attract the proposed devolved funding. Currently, the skills funding position is fragmented, this makes employment and skills interventions difficult to deliver at a local level and creates a complex system. Our ambition is to bid for funding and to draw partner resources together to create co-ordinated local delivery and avoid duplication.

5.9 Cllr Sir Richard Leese, Chair of the LGA’s City Regions Board, said:

“Devolving apprenticeship funding to the local areas in which they are used will allow councils, schools, colleges and employers to work together to help people get the skills they need to progress in work, and supply businesses with the right skills at the right time to help local economies grow.”

5.10 Apprentice programmes are now focused on driving higher-level skills through work-based learning that is linked to a range of professional occupations-something which has been taken to a new level with the creation of degree apprentices. Degree apprenticeships are the culmination of a ten year plan by government to raise the skills base of workers by placing much more support behind vocational learning. The 2006 Leitch Report- a paper setting out targets for the skills levels needed to keep UK plc strong by 2020-declared that the current 29% of adults with level 4 qualifications was too low, and that it would need to be at least 40%-and preferably higher.

5.11 The change in apprenticeship funding has resulted in a competitive marketplace where businesses may have multiple approaches from training organisations, colleges or universities all competing to sell their apprenticeships.

5.12 Businesses are subject to a lack of impartial advice and support in finding the best solutions for their skills and workforce development needs, especially SMEs, which may lack time and in-house specialist HR knowledge. Expensive recruitment support and limited knowledge of the local labour market can be additional negative factors.

5.13 The Preston, South Ribble and Lancashire City Deal sets a target of creating 20,000 new jobs over the ten year project period. This will require us to attract new investors and to grow existing businesses. A co-ordinated approach to delivering skills support will be vital to deliver not only the number of jobs but the relevant skills needed by employers.

5.14 The Apprentice Factory brokerage service will provide impartial, specialist support to employers, residents and young people planning their future careers by providing a comprehensive and complete range of skills interventions in a one-stop-shop. It will minimise duplication and address gaps in support. Internally, the Apprentice Factory will be a key component of the Organisational Development Strategy and implementation. It will provide a conduit for blended learning, supporting blended working.

5.15 A phased approach for implementation has been adopted to create a development plan for the South Ribble Apprentice Factory. The timescales for the phasing are designed to run concurrently with the Banqueting Suite corporate project. The development plan sets out the vision, the priorities, the timescales, delivery mechanisms and desired outcomes. Please see Appendix A 'South Ribble Apprentice Factory Development Plan' attached.

5.16 Delivery Resources have been identified for phase 2 of the project from existing staffing and other budgets. However, a key element of Apprentice Factory is the ambition to access any underspend from Apprenticeship Levy for use locally and to be positioned to bid without delay for devolved funding and new skills funding post-Brexit for future phases. The financial element of the project in phase 3 will be commercially sensitive due to the competitive nature of funding applications.

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

6.1 Consultation has been carried out both externally and internally with the relevant services.

6.2 Discussions with businesses on an individual basis have identified that there are barriers to creating apprenticeships, which include lack of time to manage the process, multiple approaches by competing training organisations presenting a confused picture, lack of awareness of the costs, funding streams and availability of suitable apprenticeship training. A company survey was carried out in South Ribble during 2017 to inform council priorities. Of 300 companies surveyed, '*promoting apprenticeships*' to increase the skill levels of local workers was the clear top priority for the Council investment, being ranked first amongst 41 percent of the companies.

6.3 The Finance team has advised on the funding implications within the current council budgets and Legal Services have looked at the opportunities to protect any commercial interests within the project proposals.

6.4 The Human Resources Team has fully assessed the internal skills and development needs within the council and those have been built into phase 1 of the Apprentice Factory development plans.

6.5 Relevant policies and practice from the Local Development Framework have been built into the development plans for Apprentice Factory. This includes the Central Lancashire Employment and Skills Supplementary Planning Document and the Employment and Skills Statement and plans for the Cuerden Strategic Site.

6.6 Extensive discussions have taken place with the project group looking at the Banqueting Suite and Worden Arts Centre to assess what options that will create for a customer facing facility to engage residents and businesses in the Apprentice Factory. The timetable for Apprentice Factory development is being co-ordinated with the Banqueting Suite timescales.

6.7 Initial discussions have also taken place in confidence with the Lancashire Enterprise Partnership Skills Hub. The outcome of the discussions identified that the South Ribble Apprentice Factory model will fit within the wider skills delivery across Lancashire. It will address gaps in provision within South Ribble and will deliver both the county wide skills and apprenticeship targets and the specific skills needs within South Ribble.

7. OTHER OPTIONS CONSIDERED

7.1 The option to do nothing was considered. However, when the existing provision was mapped, it became obvious that there are gaps in provision, which need to be addressed and opportunities to deliver skills targets within South Ribble in a new and innovative way. The 'do nothing' option would also fail to up-skill and develop staff within the council to meet the future challenges and needs of the organisation.

8. FINANCIAL IMPLICATIONS

8.1 The financial aspects of Apprentice Factory and the Apprenticeship Levy have previously been discussed by Cabinet workshop in December 2017. The Apprenticeship Levy was implemented in April 2017. As a public sector employer with a pay bill of over £3 million, we are subject to the Levy, and are contributing 0.5 percent of our payroll to the Levy account with estimated costs of £21,400 each year. As a contributing employer we receive an allowance of £15,000 to offset the levy. By adopting an apprentice first approach to employee training we attract 90% government co-investment in delivery.

8.2 The phase 2 proposals within the Apprentice Factory development plan can be financed using existing resources contained within the approved budget. This includes budget for staffing resources, Place Promotion budget and earmarked reserves.

9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

9.1 The project will all be resourced using existing budgets and staff.

9.2 The project lead is to be seconded from a substantive HR post, which will need to be back-filled.

9.3 The Principal Economic Development Officer will also be seconded to the project whilst still undertaking duties in her substantive role.

9.4 The development proposals will involve the creation of a new part-time post to support the project. Funding has already been identified within existing budgets.

9.5 Additional support will be sought in 2019-20 by creating a digital marketing apprentice to support commercialisation of the Apprentice Factory external phase.

10. ICT/TECHNOLOGY IMPLICATIONS

10.1 The customer facing element of the Apprentice Factory will have ICT implications in future phases arising from the need to develop website content and information resources to be fed through the new smart TV facilities within the 'Conference and Business Centre'. This material can either be developed in-house or through an external marketing agency as appropriate. Discussions will take place with ICT colleagues when this element of the work is programmed in to identify the best approach.

11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

11.1 None arising directly from this report.

12. RISK MANAGEMENT

12.1 The risks for this project have been assessed and the key risks identified below. These will be managed through the GRACE risk management system and control measures put in place as appropriate.

- Failure to up-skill existing staff to meet future needs of the council. This will be managed by effective delivery of the internal Apprentice Factory model, efficient management of the Apprenticeship Levy funding and maximising government co-investment.
- Timescales. The timescales are closely interconnected to other corporate projects. Risks will be managed by working closely with other project leads to align project management and delivery.
- Project resource availability. This has been addressed through use of existing identified resources for the first phases of the project and by developing a mechanism which will position the council strongly to attract future devolved and external funding.

13. EQUALITY AND DIVERSITY IMPACT

13.1 An initial screening equality impact assessment has been undertaken. This project is designed to be fully inclusive and is delivered within the council's Equality Framework guidance.

14. RELEVANT DIRECTORS RECOMMENDATIONS

14.1 Cabinet are asked to approve the South Ribble Apprentice Factory Development Plan.

14.2 That the Apprentice Factory delivery timescale is aligned with the 'South Ribble Conference and Business Centre' development and future plans for Worden Arts Centre.

14.3 Authority is delegated to the Chief Executive in consultation with the Portfolio Holder for Regeneration and Leisure to implement phase 2 of the development programme.

15. COMMENTS OF THE STATUTORY FINANCE OFFICER

There are no budget implications as the first phases of the project can be funded from existing revenue budgets and the Apprenticeship earmarked reserve. Going forward opportunities to attract future devolved and external funding for the Council will be explored.

16. COMMENTS OF THE MONITORING OFFICER –

16.1 Clearly what is proposed here is highly innovative. There are various legal powers we can rely on carry out this project.

16.2 Most notably section 1 of the Localism Act 2011 states: “A local authority has power to do anything that individuals generally may do.”

16.3 Section 111 of the Local Government Act 1972 states: “...a local authority shall have the power to do anything ...which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.”

17. BACKGROUND DOCUMENTS

Appendix A: South Ribble Apprentice Factory Development Plan

Jonathan Noad
Director of Planning and Property

Report Authors:	Telephone:	Date:
Bernadette Markham and Jennifer Clough	01772 625262 / 625567	28 th March 2018

This page is intentionally left blank



Apprentice Factory Development Programme

The Apprentice Factory ©

Introduction

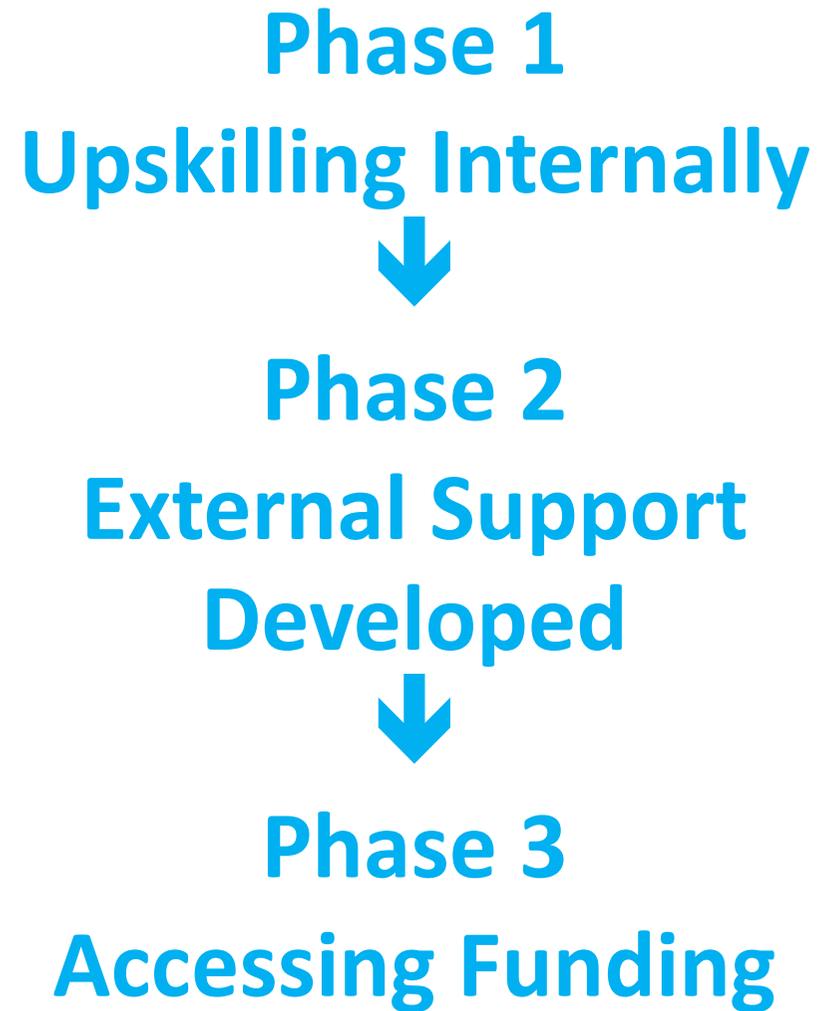
South Ribble Corporate Plan 2018-2023 includes the creation of the South Ribble Apprentice Factory. This development plan sets out the proposals, timescales and phasing for the project and provides detailed information for phases 1 and 2.

This is an innovative project aimed at upskilling council employees and the workforce of the borough, creating a business skills support resource, supporting economic growth and accessing funding for South Ribble.

The Apprentice Factory will, via the Apprentice Levy funds and government co-investment, offer high quality apprenticeships so that we can attract and develop the next generation of skilled people, which will be essential in ensuring that South Ribble Borough Council meets the challenges of today, and the possibilities of the future.

The introduction of Apprentice Factory will also allow us to work with employers and partners to create quality apprenticeships that are relevant to local growth sectors ensuring that the skills supply is appropriate to local skills demands.

Nationally the funding for training and apprenticeships is both complex and fragmented. The Apprentice Factory Development Plan sets out key points where employment and skills interventions could be more effectively managed locally by this council taking a lead to sustain momentum around apprenticeships and driving up quality and relevance. Our ambition is to attract long-term funding to adequately resource the provision of training for the council and the borough.



Phase 1

Alongside fundamental changes to the funding of apprenticeships it is ever more important that we design and deploy high-quality apprenticeships to bring maximum benefits for our organisation.

The Apprentice Factory will be a key component of the Organisational Development Strategy and implementation. It will provide a conduit for blended learning, supporting blended working.

Integral to the success of the Apprentice Factory will be the creation of Academies, the first of which will be the Leadership Academy. Extraordinary leadership is the cornerstone of any successful organisation, with massive changes and a radical restructure of our Senior Leadership Team this is the ideal time to make effective use of the Apprentice Levy funds to offer the right training to our future potential leaders to develop the skills needed to drive the council forward.

In phase 1, the Academies will have an internal focus and will endeavour to up-skill our existing employees and deliver new apprenticeships to perfect our workforce, ensuring they become skilled, qualified and fully engaged employees who deliver the council's objectives. Initially the Apprentice Academy will concentrate on the following areas:

Leadership & Management

Digital

Degree Apprenticeships

Project Management

Our vision is to create and showcase the best Public Sector Apprentice Academy in Lancashire, which will benefit our employees, residents and businesses and will demonstrate that the council is forward thinking and innovative.



Leadership and Development Academy

The ability to lead is not usually innate-it's something that requires support and development



The perceived deficit in leadership and management skills could be the side effect of a number of things, including over-promotion, inexperience or lack of training

How We Will Deliver

By creating a Leadership Academy offering the following qualifications:

Level 7— Executive MBA

Level 6— Chartered Manager Degree

Level 5— Diploma in Management & Leadership

Level 4— Diploma in Management & Leadership

Level 3— Certificate in First Line Management

All Leadership Academy members will become members of the Chartered Management Institute

The qualification programme will be delivered in conjunction with UCLan, and the Chartered Management Institute. There will be a bespoke element to all qualifications to ensure that the course of study is aligned to organisational needs.

It is proposed that that members of the Leadership Academy act as mentors to current and future apprentices.

Apprentice Academies

Apprentice Academies are integral to Phase 1 of The Apprentice Factory. The Academies will focus on how we can improve the apprenticeship offer and experience for existing apprentices and design and deploy quality apprenticeships for future apprentices.

The creation of an academy standard will support our endeavors to become a high quality apprentice employer by:

- An ongoing commitment to apprentices' training and development
- Providing consistent and dedicated support for apprentices
- Offering clear progression routes in place for apprentices
- Upskilling existing staff

How We Will Deliver

- Adopt an apprentice first approach to all training requests, this should be an integral part of the PDR process
- Extend and embed the apprentice mentoring scheme
- Offer all staff an Apprentice Academy Training needs analysis interview so that we identify any training gaps and offer appropriate training
- Integrate the Apprentice Academy into the recruitment process
- Create a coaching network to support apprentices and existing staff who wish to join the apprenticeship development programme
- Perfecting our offer and the journey our apprentices take
- Offer opportunities for our apprentices to be involved in delivery of Apprentice Factory activities

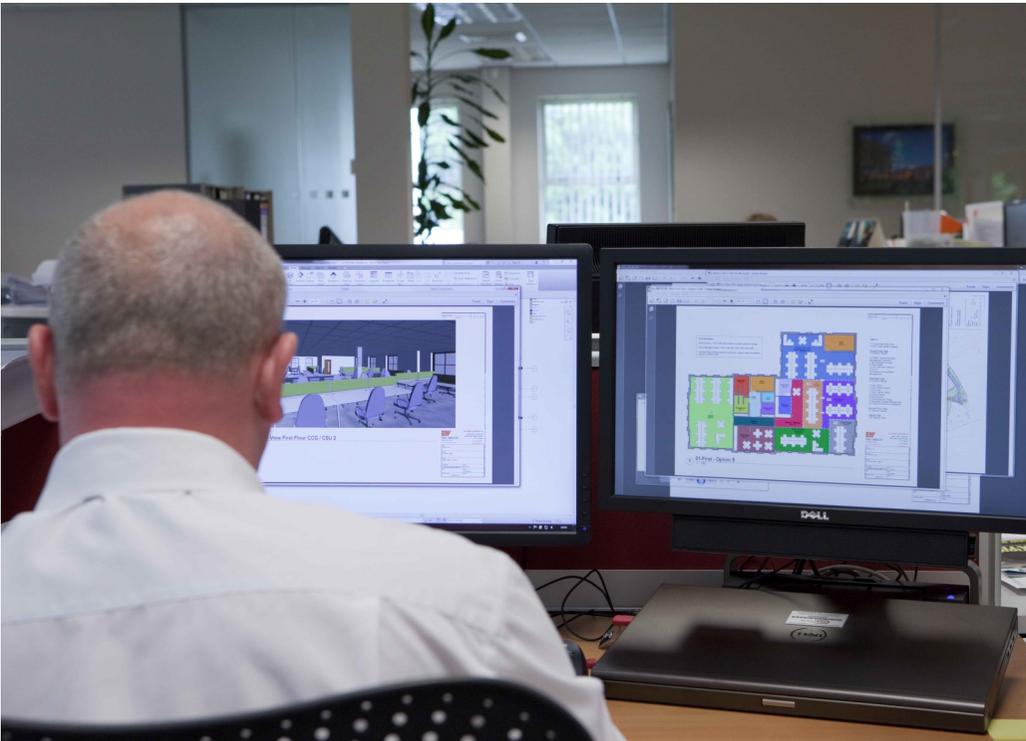


Digital Academy

Digital literacy is growing in importance and its requirements are constantly changing, meaning many employees do not have the digital skills required. By implementing digital training programmes and using Apprenticeship Levy funds to do this we can help address this skills gap.

The requirements of digital literacy are constantly changing in line with the ways in which technology is being used and how to get the most out of it. This means that improving the digital literacy of our employees is key when it comes to ensuring that we remain efficient by incorporating new technologies into daily processes.

Upskilling our employees needs to be an ongoing goal in order to respond to the challenge that radical transformation brings. Investing in a programme of digital literacy for all employees is essential.



A qualification in Digital Marketing can be achieved in just 12 months on day release to UCLan.

A Digital Marketer will be equipped with skills to:

- Write and dispatch email marketing campaigns
- Provide accurate reports and analysis to demonstrate effective return on investment e.g. All commercial projects e.g. Mechanics workshop
- Research new online media opportunities that may benefit the Council including mobile, social media, development of blogs and forums
- Design website banners and assist with web visuals
- Communicate with residents and partner networks
- Conduct keyword research and web statistics reporting
- Contribute to social media engagement
- Develop and integrate content marketing strategies
- Keep up to date with current digital trends

How We Will Deliver

- Offer all employees the opportunity to improve their digital literacy skills, this will be funded by the Apprenticeship Levy Funds
- Offer Digital Marketing Apprenticeship opportunities to existing staff
- Create a Digital Academy and equip employees with the digital skills that will enable them to support project teams and to provide marketing support for our commercial activities.
- Offer an IT Cyber Security apprenticeship opportunity to develop a blend of technical skills across digital security in critical areas

Degree Apprenticeships

In the UK skills are assessed against levels which are set according to qualification frameworks. The levels are equivalent to:

- Level 1-2 = GCSE
- Level 3-4 = A level
- Level 5 = HND, Foundation degree
- Level 6 = Bachelor's degree
- Level 7 = Master's degree
- Level 8 = Doctorate

Employees of all ages will now have the opportunity to be educated to degree level without incurring the debt of tuition. Not only that, degree apprenticeships would enable our employees to obtain high-level skills that are relevant to our organisational needs.

- The emergence of Levy-funded degree apprenticeships has dramatically changed the calibre of staff development options available
- Apprenticeship training can now lead to recognised higher education qualifications such as BA Hons and MBA's
- The challenge of finding talent with the right skills means that as an employer we need to look at recruitment, development and retention of employees differently. The introduction of degree apprenticeships and the levy provides the perfect catalyst
- The apprenticeship levy and the introduction of degree apprenticeships has opened new doors for staff development opportunities, without many of the previous budget constraints

How We Will Deliver

Three employees are currently undertaking Degree Apprenticeships at UCLan . Our proposal is to offer additional degree apprenticeships in the following areas:

- Legal
- Planning
- Leadership & Development
- Digital



Project Management

Project management skills are essential for the successful delivery of council priorities and to drive innovative ideas forward.

Effective project management is an important skill for blended working, which is the South Ribble Way.

An apprenticeship standard in project management level 4 has been approved for delivery.

The new Associate Project Manager qualification can be undertaken as part of a distance learning package.

The standard has been approved as a level 4 qualification.

It will incorporate all aspects of project management delivery including PRINCE 2.

By using apprenticeships to increase the number of staff trained to the best industry standard we can improve project delivery across the council.

How We Will Deliver

This will be rolled out as an apprenticeship training opportunity to existing staff involved in project delivery.

The initial cohort undertaking project management training will form a Project Management Academy, working alongside staff who already hold relevant qualifications and have experience.

The academy will share best practice and set high standards for project delivery across the council, making sure of the effective use of resources. The academy will also act as a knowledge resource for other colleagues undertaking project delivery, maximising the spread of skills across the council, which supports blended working.



Phase 2

Phase 2 of the Apprentice Factory will introduce the external facing development proposals, which will run concurrently with the on-going development of phase 1.

In February 2018 the Northern Powerhouse Partnership (NPP) released a report focussed on education and skills in the North of England. The key elements of the report refer to proposals to establish the North as “The world’s leading centre for degree and higher level apprenticeships”. The report emphasises that the utilisation of the Apprenticeship Levy funding is key for employers to make a contribution to developing their workforce. The report further outlines plans for the full devolution of skills funding to take place from 2019-20.

In preparation for devolved funding, the Apprentice Factory will develop a mechanism, using HR expertise and Economic Development skills, to assist the council, businesses and residents to access the right training to support skills development to fuel growth sectors in South Ribble.

By adopting a different approach by using knowledge transfer skills of HR and by providing a physical hub as an access point, skills from within the council can be utilised to deliver wider benefit within the Council and the borough.

Objectives of Phase 2

- Enabling individuals and employers to access the right skills support from a crowded market place in a central location
- Encouraging and supporting more employers to offer apprenticeships
- Delivering Preston, South Ribble and Lancashire City Deal targets
- Maximising benefits of Jobcentre Plus co-location
- Complementing the work of the LEP Skills Hub
- Meeting growth sector needs outside the Central Lancashire Construction Hub
- Advising businesses on the new system of technical education-T-levels
- Working with local schools to link the relevance of the curriculum to industry needs
- Addressing projected local skills gaps by ensuring that apprenticeship and training provision is relevant to the needs of employers and learners
- Providing options to re-skill for people made redundant and older workers changing career



Key Deliverables

Phase 2 will start the development journey of the external facing Apprentice Factory. This will include developing strong links with the education sector, businesses, residents and partners.

The key element will be the development of the information hub providing impartial advice and guidance. This will involve collation of the underpinning data and the establishment of the physical hub, which will sit within the council's new Conference and Business Centre. By aligning delivery of the two projects, we will maximise the potential for businesses to engage and use the new facilities.

We plan to hold a Skills Summit at the Civic Centre with a government minister. This will launch the Apprentice Factory, act as a showcase for the new conference facilities and position South Ribble Borough Council at the very centre of the apprenticeship delivery agenda.

Our vision is for this project to be developed at pace in line with national timescales and apprenticeship reforms.

How We Will Deliver

- Enterprise Adviser Network
- Lancashire Apprentice Ambassador Network
- Apprentice Factory hub to provide impartial advice & guidance
- City Deal skills delivery
- Responsive local partnerships specific to apprenticeships
- Developing branded materials for the hub and engagement
- Rolling out Apprentice First internally as part of the PDR process
- Establishing a mechanism to draw in external funding
- Engaging businesses to deliver impartial advice and assess skills needs
- Building apprenticeships into pre-employment training
- Maximising Jobcentre Plus co-location with joint delivery
- Pop-up learning events for members, staff, businesses & residents
- Pop-up coffee shop for events and soft market testing
- Explore options for academies at Worden Arts Centre
- Developing a model for reciprocal off-the job training locally
- Embedding Apprentice Factory into council recruitment
- Maximising opportunities for use of Levy funding and co-investment
- Establishing close links with the National Apprenticeship Service
- Linking Apprentice Factory to the Employment Taskforce
- Co-ordinating with Skills Support for the Workforce Programme
- Link Apprentice Factory delivery with BOOST Lancashire
- Delivering annual National Apprenticeship Week activities
- Sharing skills and learning with private and public sector partners
- Internships supporting higher level skills



Enterprise Advisers

The Enterprise Adviser Network aims to:

- Ensure every young person in England gets at least 4 employer and workplace encounters.
- Make sure careers education starts in year 7.
- Incorporate evidence of what works to guide careers planning in schools and colleges.
- Embed an ethos that celebrates careers and enterprise opportunities and places them at the heart of school and college curriculums.



66% businesses believe work experience is critical for recruitment

The opportunity for the council, through Lancashire Enterprise Adviser Network, is to influence and improve the careers and enterprise skills of young people in South Ribble. This is essential if we are to deliver the City Deal jobs and skills targets.

By supporting the network, the council has the opportunity to attract young people to fill the apprenticeships we create, meeting our skills needs to drive the council forward.

It offers the opportunity to raise the profile of the council, demonstrating that we are an innovative, forward thinking organisation.

The work of the Enterprise Advisers also contributes to reducing youth unemployment and minimising the number of young people at risk of becoming not in employment or education (NEET) by inspiring and guiding young people about the right career opportunities for them.

Our own staff will be developed through their role as Enterprise Advisers, through interaction with schools and through offering work inspiration activities and careers programmes. It represents an excellent learning opportunity for those involved.

How We Will Deliver

Two members of staff have already joined the Enterprise Adviser Network and are supporting Penwortham Girls High School. This involves the equivalent of one day's time per month in arranging support activities but it can be divided between a number of staff.

We plan to commit to supporting further schools each year.

Apprentice Ambassadors

Lancashire Apprentice Ambassador Network is part of a county wide drive to increase training and employment opportunities for young people and to improve skills

The apprenticeship ambassadors are all either current apprentices or former apprentices who want to highlight the benefits of taking part in the Apprenticeship programme to employers and other young people.

Employer Ambassadors represent businesses, which are committed to employing apprentices, and want to promote the benefits to other employers.



Lancashire Apprentice
Ambassador Network

The Lancashire Apprentice Ambassador Network (LAAN) is a joint initiative set up by the Lancashire Skills and Employment Hub, which is part of the Lancashire Enterprise Partnership (LEP), and the Lancashire Work Based Learning Executive Forum (LWBLEF), a consortium of Lancashire apprenticeship providers.

Becoming an Apprentice Ambassador offers a good development opportunity for our staff and contributes to the delivery of City Deal employment and skills targets.

Lancashire WBL Executive Forum provides training for all Apprentice Ambassadors to make sure that they are giving the same consistent message. The training offers a good learning opportunity, helping apprentices to integrate their own personal experiences in presentations they give, outlining what an Apprenticeship is and the benefits experienced by them and their employer.

LWBLEF coordinates opportunities for Ambassador presentations and involvement in events and provides the materials and resources they need.

Apprentice Ambassadors speak about their experiences at schools, youth clubs and careers fairs and meet employers face to face to encourage them to take on Apprentices. Employer Ambassadors attend business events and meetings to discuss the benefits and provide advice on employing apprentices.

How We Will Deliver

Staff from HR and Economic Development have joined LAAN as Employer Ambassadors and are engaged in network activities, which supported events in National Apprenticeship Week 2018.

We plan to recruit two of our current or former apprentices to become Apprentice Ambassadors, contributing to their development, raising the profile of the council and supporting skills development in the borough

Information Hub

Create the 'Apprentice Factory' hub

- An informal internet café environment within the Civic Centre where employees, residents and businesses can meet and access advice & guidance on apprenticeships.
- An impartial resource for businesses

How We Will Deliver

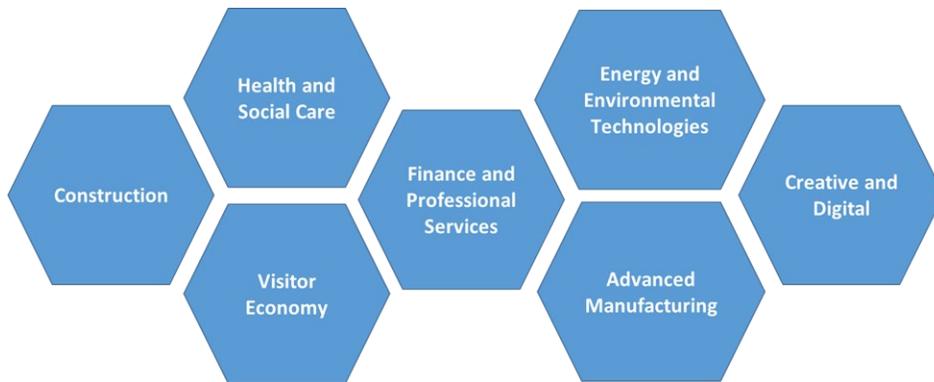
- Align with Conference Centre and Worden project
- Skills Summit with Ministerial opening
- Offering the right ICT facilities, Wi-Fi, food and drink
- Pop-up learning events for members, staff, businesses & residents
- Pop-up coffee shop for events and soft market testing
- Explore options for academies at Worden Arts Centre
- Work with external business with commitment to employing apprentices and training staff to higher level skills to fill identified skills needs of businesses in hospitality sector
- Pop-up training venue for businesses / evening classes
- Business engagement offering impartial advice and guidance
- Supporting business recruitment events
- Maximising the access to apprenticeships, training and job seeking in a single hub benefiting from Jobcentre Plus co-location and other services
- Taking an active role in helping schools advise on career pathways



Strategic Objectives

Lancashire's Key Sectors

Lancashire's Strategic Economic Plan identifies priority sectors that sit at the core of the economy, based on current scale and/or opportunities for growth. They are identified in the diagram below.



Page 30

The Central Lancashire Construction Hub covers skills development in that sector, the Apprentice Factory will focus on skills growth in the other priority sectors.



CITY DEAL
Preston, South Ribble & Lancashire

The **Preston, South Ribble and Lancashire City Deal** was developed by local partners to drive forward growth by empowering the area to make the most of its economic assets and opportunities. City Deal status is valid for ten years from 2013/14 to 2023/24.

The City Deal is forecast to generate:

- More than 20,000 net new private sector jobs;
 - Nearly £1 billion growth in Gross Value Added (GVA);
 - 17,420 new homes; and
 - £2.3 billion commercial investment leveraged.
 - Increases in 16-24 year old residents who have started an apprenticeship
 - 2.5% uplift year on year in higher education leavers into all graduate jobs
 - 2% uplift year on year in graduate placements and internships
 - A reduction in the overall numbers of active job seekers in City Deal area
- City Deal is implementing its Skills and Employment Action Plan to ensure we have the skills to match the jobs and growth.

We will embed the Apprentice Factory offer into the marketing for City Deal and Lancashire Central to help attract investment into the area and ensure that it delivers apprenticeships to meet City Deal targets.

The Central Lancashire Employment and Skills Supplementary Planning Document sets out the requirement for employment sites above a threshold size to create Employment and Skills Plans. We will work with the developers through Apprentice Factory to assist with delivery of apprenticeships.

In addition, the Lancashire Central site at Cuerden is required to have an Employment and Skills Co-Ordinator in place. We will embed the Apprentice Factory offer into the Cuerden Employment and Skills Plan and work with the Co-ordinator and investors to ensure that apprenticeships are an integral component of employment on the strategic site.

Phase 3

A review of phases 1 and 2 will inform further development of the Apprentice Factory during phase 3. This will take into account the national and regional picture.

Phase 3 will aim to access external funding to create additional Apprentice Factory resources to drive skills in South Ribble. An income generation business plan will be formulated to drive this forward and compete for funding.

Funding streams will include devolved funding from government, Levy underspend, new skills funding post-Brexit and pooled partner resources.

A permanent hub will be established, which will be self-financing.

A further ambition for the Apprentice Factory is to expand, aligned to the development of the new health and leisure campus from 2021.

The availability of funding will guide development of additional services to businesses.



Photograph Copyright Leyland Trucks



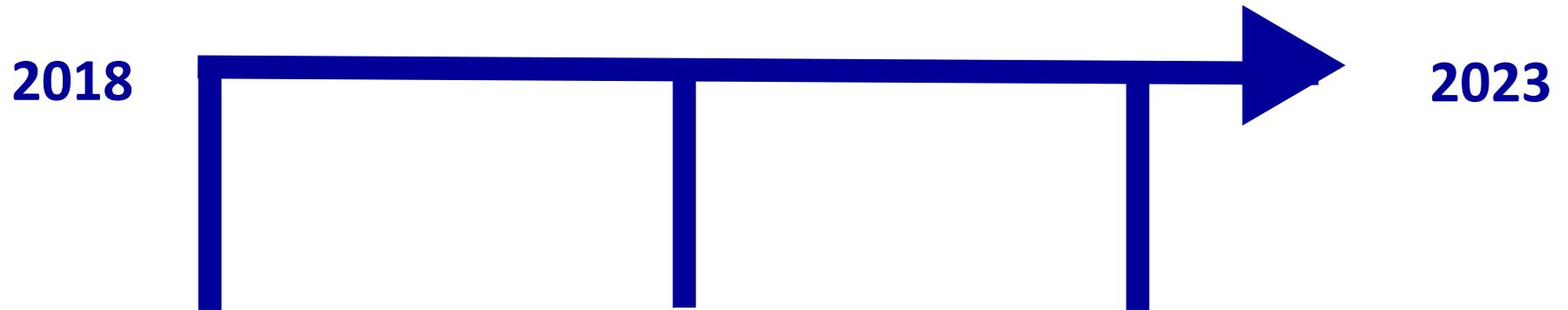
WordItOut

Outcomes

An independent and impartial strategic body that can act as an authoritative voice on apprenticeships in South Ribble and engage with regional and national institutions to deliver our needs

- Align to the council priorities of a Strong South Ribble in the Heart of a Prosperous Lancashire by supporting Economic Growth and Skills
- Contributing to the council priority of providing an Efficient, Effective and Exceptional Council – Financial Stability, Business Transformation & Organisational Development
- Upskilling council management team and employees
- Being ready to attract devolved external funding
- Supporting managed economic growth
- Attracting investment and supporting businesses
- IIP Platinum
- National recognition
- Top 100 Apprenticeship Employer
- National and regional awards

Timescales



Phase 1

- Internal focus
- Workforce mapping
- Create Academies
- Upskill existing staff
- IIP Gold

Phase 2

- External focus
- Advice Hub
- City Deal delivery
- Partner engagement
- Positioned for Funding

Phase 3

- Access funding
- Align to Campus
- Establish permanent
Apprentice Factory in
South Ribble

2018

- April-June Collation of underpinning data, brand development, creation of materials
- July-Sept Partner engagement including training and business support organisations
- Oct-Dec Physical hub resource creation in line with the Conference and Business Centre, Skills Summit

**SOUTH RIBBLE
APPRENTICE
FACTORY
DEVELOPMENT
PLAN
2018-23**

**BERNADETTE MARKHAM
JENNIFER CLOUGH**



REPORT TO	ON
CABINET	11th April 2018



TITLE	PORTFOLIO	REPORT OF
Housing Framework Delivery Plan	Strategic Housing and Planning	Director of Planning and Property

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

1. PURPOSE OF THE REPORT

- 1.1 This report provides Members with detail on the Housing Framework Delivery Plan following approval of the South Ribble Housing Framework 2017-20 in January of this year.
- 1.2 The delivery plan focuses on the key actions within the Framework, how these actions will be delivered and the key data informing the actions.

2. PORTFOLIO RECOMMENDATIONS

It is recommended that:

- 2.1 Cabinet note the Housing Framework delivery plan in accordance with the approved South Ribble Housing Framework 2017-20.

3. REASONS FOR THE DECISION

- 3.1 The report focuses on the Housing Framework Delivery Plan which details how key actions within the recently approved South Ribble Housing Framework 2017-20 will be delivered reflecting current and future work streams. The Housing Framework reflects Corporate Priorities in line with the Corporate Plan.

4. CORPORATE PRIORITIES

- 5.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	✓
Health and Wellbeing	✓
Place	✓

Projects relating to People in the Corporate Plan:

5. BACKGROUND TO THE REPORT

- 5.1 A revised and updated Housing Framework 2017-20 was presented to and approved by Cabinet in January 2018. The Framework sets out the four main priority areas and identifies key actions to help focus Council resources and deliver increased housing numbers and the growth agenda.
- 5.2 An associated Housing Capital Programme is in place to support the delivery of the key actions and priorities within the Framework.
- 5.3 The four Housing Framework priorities are:
 - Priority 1: Delivery of a range of quality new homes
 - Priority 2: Ensure that sustainable communities are at the heart of the growth of housing
 - Priority 3: Support the inclusion and health and wellbeing of residents
 - Priority 4: Improve the quality of existing homes

6. HOUSING FRAMEWORK DELIVERY PLAN

- 6.1 The Housing Framework Delivery Plan has been produced to provide additional detail around the key actions and projects involved in delivering the four priorities of the Framework and how each action will be implemented.
- 6.2 The actions reflect work streams that are currently underway but will change over time as the detail of these work streams and projects are progressed.

7. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 7.1 A full consultation process was undertaken prior to the development of the Housing Framework. This included a public consultation online and the My Neighbourhood Forums' consultation with key partners including the Homes and Communities Agency (now Homes England), registered providers and developers; and with Members. The comments received as part of the consultation were positive and the updated Framework continues to reflect these responses.
- 7.2 The Housing Framework Delivery Plan has been developed across teams within the Council including Strategic Housing, Planning, Economic Development, Regeneration and Environmental Health as actions include work streams from each of these areas.

8. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 8.1 The Housing Framework identifies the actions to be undertaken during the period.

9. FINANCIAL IMPLICATIONS

- 9.1 All actions identified in the Housing Delivery Plan require input from existing staff resources. The Medium Term Financial Strategy for 2018-19 to 2022-23 includes provisions in the revenue budget and capital programme to fund the actions required.

10. LEGAL IMPLICATIONS

- 10.1 There are no direct legal implications arising from the report at this stage but please see the Monitoring Officer comments.

11. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

11.1 No direct implications.

12. ICT/TECHNOLOGY IMPLICATIONS

12.1 No direct implications.

13. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

13.1 Some of the actions identified within the Housing Framework make specific reference to the Council's Investment Strategy. There is an action to determine the role of housing development, including market for sale, affordable and private rented sector in the Council's investment strategy. This will involve considering the Council's assets and making strategic decisions regarding their use. There would also be links to the Council's proposals for Health and Wellbeing Campuses.

14. RISK MANAGEMENT

14.1 All risks associated with the Housing Framework have been inputted onto GRACE, and have been reviewed. There are actions in place for all risks to reduce likelihood and impact.

15. EQUALITY AND DIVERSITY IMPACT

15.1 The Housing Framework has been subject to an equality impact assessment and has found to have no negative impacts on protected characteristic groups.

16. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended that:

16.1 Cabinet note the Housing Framework delivery plan in accordance with the approved South Ribble Housing Framework 2017-20.

17. COMMENTS OF THE STATUTORY FINANCE OFFICER

17.1 No further comments beyond the financial implications outlined in section 8.

18. COMMENTS OF THE MONITORING OFFICER

18.1 The report itself does not have any legal implications, however, as schemes within the Plan develop a number of legal issues will need to be assessed in developing the Housing Framework and developing individual schemes.

19. BACKGROUND DOCUMENTS

19.1 South Ribble Housing Framework 2017-20. Available at:
<https://southribble.gov.uk/sites/default/files/South%20Ribble%20Housing%20Framework%20Final%20November%202017.pdf>

19.2 Previous Cabinet Report – Review of the South Ribble Housing Framework. Available at:
<http://southribble.moderngov.co.uk/documents/s2306/Cabinet%20Report%20-%20Final%20Housing%20Framework.pdf>

20. APPENDICES

Appendix:
Housing Framework Delivery Plan

Jonathan Noad
Director of Planning and Property

Report Author:	Telephone:	Date:
Suzanne Prescott	01772 625520	27.03.2018

Housing Framework Delivery Plan



	Page No
Section 1: Overview of the Housing Framework 2017-20	2
Section 2: Priority 1: Delivery of a range of quality new homes	3-6
Section 3: Priority 2: Ensure that sustainable communities are at the heart of the growth of housing	7-8
Section 4: Priority 3: Support the inclusion and health and wellbeing of residents	9-10
Section 5: Priority 4: Maintaining, and where possible improving, the quality of existing homes	11-12

Section 1

Overview of the Housing Framework 2017-20

The Housing Framework has been produced in light of the Council's growth agenda, City Deal and current housing policy.

The Framework was introduced in 2016 with a revised and updated South Ribble Housing Framework 2017-20 approved by Cabinet earlier this year. The Housing Framework 2017-20 identifies four priorities each with key actions to support delivery.

The four priorities include:

Priority 1: Delivery of a range of quality new homes

Priority 2: Ensure that sustainable communities are at the heart of the growth of housing

Priority 3: Support the inclusion and health and wellbeing of residents

Priority 4: Maintaining and, where possible, improving the quality of existing homes

This document details the key actions involved in delivering each of the above priorities.

Section 2

Priority 1: Delivery of a range of quality new home

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead & Resources
1 Bring forward the South Ribble Local Plan housing sites	<p>Est. 3.2% increase in population 2014 to 2039 (Lancashire 4.4% and England 16.5%).</p> <p>Est. 8.7% growth of households between 2014 and 2039.</p> <p>1192 currently registered on Select Move.</p> <p>189 housing completions 2016/17.</p> <p>25 affordable housing completions 2016/17.</p>	<p>Support the development of sites in the Local Plan.</p> <p>Bring forward appropriate funding streams enabling site delivery.</p> <p>Ensure the quality and mix meets need.</p> <p>Bid for HIF funding at Pickering's Farm – decision expected Feb 2018. HE capacity fund in place for the same site, to be actioned imminently.</p> <p>City Deal metrics in place for measures of City Deal sites.</p>	<p>Number of housing completions.</p> <p>Number of affordable housing completions.</p> <p>Number of housing planning applications.</p> <p>Number of housing planning approvals.</p> <p>Number of Strategic Housing consultation responses.</p> <p>Funding obtained (i.e. accelerated delivery construction).</p>	<p>Policy 4 (Housing Delivery) of the adopted Central Lancashire Core Strategy sets a minimum requirement of 417 new dwellings per annum in South Ribble.</p>	<p>Strategic Housing led by Suzanne Prescott, Development Control, Forward Planning.</p>
1 Work with partners on new methods of bringing forward a variety of new homes supporting housebuilding across South Ribble	<p>Self-build register currently live and being maintained, 15 applicants registered.</p> <p>Self-build policy is in draft form.</p> <p>Brownfield register is currently in place.</p>	<p>Explore and engage with partners to examine the need and deliverability of non-traditional method of construction development, including passivhaus.</p> <p>This could include discussions with partners, and inclusion in affordable housing commuted sum priorities.</p>	<p>This will be considered as part of the Local Plan review.</p>	<p>Local Plan review expected to commence March 2018 and adopted March 2020.</p>	<p>Forward Planning led by Steven Brown.</p>

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead
1 Determine the role of housing development, including market for sale, affordable and private rented sector in the Council's investment strategy	Cushman Wakefield produced an overview of Strategic Assets. A full Investment Strategy is being considered in 2018 for Council assets.	Investment Strategy with links to Home Build Project.	Outcome of Home Build Project and Investment Strategy,	Determine the Council's role in housing development.	Investment Strategy led by Noel O'Neill. Home Build Project led by Howerd Booth.
1 Explore how the Council could develop housing units	Outline Business Case currently being developed with Local Partnerships. Completion due early April.	<p>LGA support in place to create a business plan which will look at a wide range of options and ideas to achieve this aim. This work has begun with an LGA appointed consultancy called Local Partnerships through a Council project team includes Legal, Finance, Planning, Housing, Procurement, Building Control and Regeneration.</p> <p>Successful bid through One Public Estate for DLCCG Land Release Funding. Confirmation received from MHCLG MP Dominic Raab that SRBC has been successful in attracting £362,000 of Land Release Funding.</p>	Explore options as to how the Council could develop housing units.	A full programme will be dependent on the OBC and discussions within the Council on the way forward. An outline programme has been developed but is not cast in stone.	Home Build Project led by Howerd Booth.

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead
1	<p>Implement a policy to support home ownership in the borough, including the management of a register of interest and promotion of schemes</p> <p>Average House Prices: South Ribble - £166,389 Lancashire - £140,230 North West - £157,427 UK - £226,185.</p> <p>LQ affordability ratio - 6.35 South Ribble, 7.02 England Median affordability ratio - 6.28 South Ribble and 7.63 England South Ribble affordability issues more acute at entry level.</p> <p>Affordable Home Ownership Interest List – 49 registered</p>	<p>Home Ownership Position Statement to be implemented.</p> <p>Register of interest is currently live and to be maintained. Continually promoted.</p>	<p>No. of applicants on register</p> <p>No. of AHO units on-sites</p>	To enable access to affordable home ownership products as part of a mixed housing offer to meet the needs of the borough.	Strategic Housing led by Suzanne Prescott
1	<p>Implement a policy for using commuted sums for affordable housing</p> <p>One full application approved to deliver 34 residential units for affordable rent on a brownfield site identified for housing in the South Ribble Local Plan. One initial application received that did not progress to full application as did not meet policy requirements.</p>	<p>Policy approved, implementation of policy to enable the expenditure of commuted sums for affordable housing. Explore alternative ways to deliver commuted sum funding.</p>	<p>No. of applications received/processed/approved.</p> <p>No. of affordable homes delivered through commuted sums (planning permission/start on sites/practical completions).</p> <p>Tenure of affordable housing.</p>	Support the development of affordable housing through commuted sums to meet the housing needs of the borough.	Strategic Housing led by Jonathan Noad & supported by Suzanne Prescott.
1	<p>Support a Registered Provider Developer Partnership</p> <p>RP Forum currently held quarterly. Well attended.</p> <p>Historically held as South Ribble RP developer forum. Recently delivered in conjunction with Preston and Chorley Councils. Held quarterly.</p>	<p>Quarterly meeting with Registered Providers to discuss key topics/issues 4 meetings per year.</p>	No. of RP's attending	<p>Continue to deliver RP Forum in conjunction with partners.</p> <p>Next meeting to be held in May 2018.</p>	Strategic Housing led by Suzanne Prescott.

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead
1 Maintain an updated evidence base for the Housing Framework	Document updated in September 2017. Final SHMA received September 2017.	Overview of key housing data to inform projects and policies that arise from the Housing Framework.	Key data included within the evidence base.	Two documents per year. Updated in April and September.	Strategic Housing led by Suzanne Prescott.
1 Review the Affordable Housing Supplementary Planning Document	No. of affordable homes delivered (planning permission / start on sites / practical completions). Tenures delivered.	To have a more responsive SPD following the Housing and Planning Act, and other recent policy changes relating to affordable housing. SPD currently in draft form and will be considered as part of the Local Plan review.	Local Plan review.	Local Plan review expected to commence March 2018 and adopted March 2020.	Forward planning led by Steven Brown for SRBC (part of the Central Lancashire review).
1 Actively participate in the Lancashire Housing Work Stream	Attendance at meetings.	Attend meetings and put forward South Ribble's position.	No. of meetings attended.	Attendance at meetings and feedback reports.	Jonathan Noad.

Section 3

Priority 2: Ensure that sustainable communities are at the heart of the growth of housing

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead
2 Ensure sites that are developed create appropriate community benefits or pay s106 to enhance existing offers	Each site is considered on a case by case basis. CIL introduced to focus on infrastructure priorities (£65 sq.m CIL charge for dwelling houses) with s106 required on critical matters.	Ensure sustainable communities in response to growth including community facilities.	CIL and s106 requirements.	Consider case by case, dependent on CIL and s106 requirements.	Development Control, Forward Planning and Strategic Housing.
2 Working with partners we will be developing the creation of Health, Leisure and Wellbeing Campuses will provide for life-long health and well-being according to need across the Borough's communities	Report to Cabinet on Principle 25 th January 2018. Council Budget approval includes for Campus development 28 th February 2018.	Campus Project with links to Home Build Project. Project programme under development/internal project team established. Work ongoing with Sport England and consultants in preparation for potential Strategic Facilities Fund application.	TBC	TBC	Enterprise Services led by Mark Hodges and Keith Molloy.
2 Continue to support economic growth to bring inward investment into the Borough recognising strengths and promoting opportunities	Completion of Central Lancashire proposition and launch 1st March 2018. Employment and Skills Plan for Cuerden ongoing with land owner/developer. Council Budget Approval incl. Place Promotion and Programme for delivery underway.	Delivery of more homes and increased economic activity. Continuous marketing to attract businesses to the borough meeting gaps, including place promotion. Attract more employment in to the borough by ensuring strong housing and employment offer.	Central Lancashire Document complete and loaded onto SRBC web as e-doc. Completion for ESP for Cuerden ELT approval of Place Promotion programme.	Place promotion – Best place to live for jobs and housing. Completion of Central Lancashire proposition and collateral – Feb/March 2018. Completion of approval of Cuerden Phase 1 Employment and Skills Plan – April 2018 Completion of Place Promotion Programme - June 2018	Enterprise Services led by Keith Molloy.

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead	
2	<p>Use of the Employment and Skills Supplementary Planning Document (SPD) should secure employment growth and skills</p>	<p>Joint Advisory Committee approval on process, Preparation of site based plans.</p>	<p>SPD already in place, Key focus on implementation. CITB partners and Central Lancashire Construction Skills Hub to provide 'brokerage' service.</p>	<p>Completed ESP's. Performance on KPI's reported to City Deal to monitor.</p>	<p>JAC approval April 2018. To reflect City Deal targets mapped against floor space delivery on jobs created element.</p>	<p>Enterprise Services led by Keith Molloy.</p>

DRAFT

Section 4

Priority 3: Support the inclusion and health and wellbeing of residents

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead
3 Develop and introduce a policy to support the development of Housing for Older People and Vulnerable People	<p>Projected increase in population aged 65 or over in South Ribble to 32,300 by 2039.</p> <p>Review of older person's accommodation (owned by a Housing Association) and residential space standards review completed April 2017.</p>	Informed by the current provision and robust demographic information, support the development of adapted and wheelchair user accommodation through planning and the new optional housing standards (part of building regulations).	Policy to be determined as part of the Local Plan Review. Evidence report and viability report to be considered which will determine if the SPD can be produced.	Local Plan Review adoption expected March 2020.	Forward Planning led by Steven Brown for SRBC (part of the Central Lancashire review).
3 Continue to deliver an effective and efficient Disabled Facilities Grant service	<p>2017-2018 Customer Satisfaction Rated very good or good – 94%.</p> <p>2017-2018 Average wait time after receipt of referral – 188 working days.</p> <p>Monthly reports produced.</p>	<p>Deliver statutory service for household eligible for a grant.</p> <p>Undertake land registry check once a quarter with Legal (5 random files are checked to see if the land charges have been placed on the property).</p> <p>100% of funding allocated.</p>	<p>Customer Satisfaction Rated very good or good.</p> <p>Average wait time after receipt of referral.</p>	<p>99 – 100%.</p> <p>150 working days.</p> <p>Continue with monthly update reporting.</p>	Strategic Housing led by Pradip Patel.
3 Work with health partners to seek additional funding opportunities for home improvements and adaptations to meet increasing demand	<p>2017-2018 Better Care Fund - £587,530k.</p> <p>Additional DFG Funding - £54,814.</p> <p>External Funding - £3,085.84.</p>	<p>Ensure robust case is made annually for Better Care Funding to deliver Disabled Facilities service.</p> <p>Identify other funding opportunities.</p>	<p>Level of external funding obtained.</p> <p>Ensure maximum Better Care Funding allocation.</p> <p>Maximise additional and any external funding to support adaptation and improvement works.</p>	<p>Continue to provide a statutory DFG service.</p> <p>Identify funding to support customer to complete improvement or adaption work.</p>	Strategic Housing led by Pradip Patel.

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead	
3	Undertake a survey of all existing older person's accommodation as part of the Housing Condition Survey	Projected increase in population aged 65 or over in South Ribble to 32,300 by 2039.	Outcome of the Housing Stock Condition Survey.	Complete Housing Stock Condition Survey.	Review data from Housing Stock Condition Survey.	Strategic Housing led by Pradip Patel.
3	Explore the options to deliver more 1 bedroom accommodation in the borough	SHMA 2017 identified a strong need for smaller units, particularly for affordable rent.	SHMA identified a need for 1B accommodation across the borough, particularly for affordable rent. Explore options in delivery, engagement with RP's will be key in establishing how this can be addressed. Consider SRBC's role in this.	Local Plan review.	Local Plan review expected to commence March 2018 and adopted March 2020.	Forward planning led by Steven Brown for SRBC (part of the Central Lancashire review).

Section 5

Priority 4: Improve the quality of existing homes

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead
4 Maintain the grant programme to reduce the number of non-Decent Homes in the borough	% of non-decent private sector homes (Stock Condition Data). % of non-decent homes nationally (Stock Condition Data).	Grants for category 1 hazards. In place for owner occupiers.	No. of properties improved.	Aim to keep the % of non-decent private sector homes below the national average.	Strategic Housing led by Pradip Patel.
4 Continue the Empty Homes campaign to support the reoccupation of properties	2017/18 – 1.37% are empty of total housing stock. 2.49% is the national average of empty homes. 18 units have been delivered through “A Place to Live”.	Deliver grant funded project for empty property owners wishing to sign up to a social lettings agency. 1 unit constitutes 1 bedroom, rented through affordable rent to applicants from the councils Housing Options lists through Methodist Action A Place to Live.	% of empty properties of total housing stock. & of National average of empty homes. A Place to Live: Number of units per year.	Keep empty homes % lower than the national average. 11 units per year.	Strategic Housing led by Pradip Patel.
4 Maintain a database of empty properties	Firmstep is used to record all empty properties which have been empty for over 6 months.	Ensure we have an accurate and up to date record of all empty homes. Database currently up to date. Empty properties target of 2% of total housing stock Database up to date with all owners of empty properties receiving the initial letter.	Report annually on the borough’s empty homes % figure.	Aim to keep the % of non-decent private sector homes below the national average.	Strategic Housing led by Pradip Patel.
4 Update Housing Stock Condition Survey	Stock condition survey to be commissioned.	Understanding the nature and quality of the housing stock.	Stock condition survey to be commissioned and completed.	Complete stock condition survey.	Strategic Housing led by Pradip Patel.

Framework Action	Current Position: Data	Details	Measure	Target	Officer/Team Lead	
4	Produce and implement an action plan (which includes the use of the Enforcement Policy) to tackle improvements to housing stock	Outcome of the stock condition survey to inform the action plan.	Action plan informed by the findings from the survey and national policy developments to consolidate the Council's work on private sector housing.	Action plan produced.	Produce and implement a proactive action plan based on findings of the stock condition survey.	Environmental Health (who primarily undertake housing enforcement) supported by Strategic Housing.
4	Look for funding to support energy efficiency and carbon reduction projects for private homeowners	4,672 Households in fuel poverty (Sub Regional Fuel Poverty Data 2017). Winter Warmth Funding secured. Eco Funding secured.	Identify funding pots and make applications (Also complete monitoring and evaluation for previous funded opportunities, e.g. LCC funded Winter Warmth project). Partnership project with EON.	74 properties have been improved with energy efficiency measures. £38,844 funding secured.	No. of private homeowner properties improved with energy efficiency measures. No. of households in fuel poverty based on (Sub Regional Fuel Poverty Data published by Dept. for Business, Energy & Industrial Strategy). Amount of total funding secured to help home owners carry out energy efficiency measures to reduce the level of fuel poverty in the borough.	Strategic Housing led by Pradip Patel.
4	Complete Home Energy Conservation Act (HECA) report	Household carbon reduction target of 20% agreed 2013 – 2027 equivalent to 1.66% PA.	Statutory requirement to collect and publish information on carbon reduction measures undertaken across the borough.	HECA report produced every 2 years and published on the website with an annual carbon reduction of 1.66 pa.	Publish report on the Council's website and to BEIS every 2 years as required. Aim to achieve the target of 1.66% carbon reduction.	Strategic Housing led by Pradip Patel.

REPORT TO	ON
CABINET	11 April 2018



September 2017

TITLE	PORTFOLIO	REPORT OF
My Neighbourhood Approach - 2018/19	Regeneration & Leisure	Director of Planning & Property

Is this report a KEY DECISION ?	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	No
Is this report confidential?	No

1. PURPOSE OF THE REPORT

- 1.1 To seek Cabinet approval of 2018/19 Neighbourhood Plans.
- 1.2 To update Cabinet on developments in the Council's My Neighbourhood approach

2. PORTFOLIO RECOMMENDATIONS

- 2.1 That Cabinet approves 2018/19 Neighbourhood Plans.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities

Excellence and Financial Sustainability	✓
Health and Wellbeing	✓
Place	✓

4. BACKGROUND TO THE REPORT

- 4.1 The Council has five My Neighbourhood Forums across the Borough, each with its own My Neighbourhood Plan, containing projects to deliver local priorities. Plans contain a mixture of projects - high and low cost, long and short term delivery, and a mix of capital works and community based schemes.
- 4.2 A range of projects have been delivered in all of the My Neighbourhood areas. The plans remain 'live' and have been updated as projects are completed. Reserve projects, i.e. ideas for inclusion on My Neighbourhood plans are continually sought via members and residents.

5. PROPOSALS

5.1 My Neighbourhood Plans

My Neighbourhood Plans have been revisited and worked through. It remains important that each plan carries a balance of projects. Usually one or more large scale / long term schemes, which are linked to the corporate priorities found in the Corporate Plan, complemented by a measured number of operational initiatives which can progress concurrently. Presently, each forum has a 'reserve' list of projects, awaiting inclusion on the plan. These vary significantly in scale; going forward, suggested projects will be viability checked before being adopted as 'reserve' schemes.

- 5.2 Proposed My Neighbourhood Plans for 2018/19 are attached to this report. Focus has been given to consistency across areas and clarity of message, which will allow officers and members to manage workload and expectations.

5.3 Nominations for Forum Chairs and Vice Chairs

In line with the Constitution, Chairs and Vice Chairs of Neighbourhood Forums are nominated annually by political groups. This is based on the group with the majority of seats in respective My Neighbourhood areas.

- 5.4 Nominations received for 2018/19 will be presented to Council at the first business meeting in May 2018.

5.5 Developments in the My Neighbourhood Approach

In agreement with the Portfolio Holder and Forum Chairs and Vice Chairs, there will be a renewed focus on communication of progress and outcomes throughout 2018/19 and beyond.

- 5.6 A My Neighbourhoods Annual Report will be published, with highlights of work and feedback from residents and community groups. This will be made available in hard copy and online, to be accessible to all.
- 5.7 A biannual newsletter will be produced for each of the My Neighbourhood Forums, containing projects updates, opportunities for involvement, consultations, and contact details for local ward members.
- 5.8 All forums will continue to evolve and respond to their local communities. Examples include trading standards officers attending forums to talk to concerned residents about scams / rogue traders, or using community venues to generate income for fundraising groups.

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 6.1 Consultation in relation to the My Neighbourhood approach is ongoing, with feedback sought continually via forums, social media and events. Strong working relationships with many

community groups, including schools, churches, businesses, county and parish councils also provide effective channels of consultation around local needs and potential improvement projects.

- 6.2 At regular planning meetings, elected members report on and discuss local issues, which in turn informs the projects contained in My Neighbourhood plans, and their subsequent outcomes.

7. OTHER OPTIONS CONSIDERED

- 7.1 Each project contained in the My Neighbourhood Plans is subject to options appraisal to assess value for money, delivery method and fit with the Corporate Plan.

8. FINANCIAL IMPLICATIONS

- 8.1 Each My Neighbourhood Forum has an annual allocation of core revenue funds, calculated proportionately on the number of members. The collective total of £25,000 for 2018/19 was approved as part of the Council's overall budget on 28 February.

- 8.2 2018/19 core funds for forums are:

Area	Members	Annual Budget
Central	7	£3500
Eastern	12	£6000
Leyland	14	£7000
Penwortham	10	£5000
Western Parishes	7	£3500
TOTAL	50	£25,000

- 8.3 Neighbourhood Plans, and associated major capital projects, are aligned with the Medium Term Financial Strategy and Corporate Plan. The existing approach of seeking external monies at every opportunity will continue; ensuring the Council levers in funding to make our own resources stretch further.

9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 9.1 At this stage, it is anticipated that plans will be delivered within existing resources. Any potential changes or additional needs will be subject to further discussion and decision making.

10. ICT/TECHNOLOGY IMPLICATIONS

- 10.1 At this time there are no specific ICT implications.

11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 11.1 At this time there are no specific property & asset implications.

12. RISK MANAGEMENT

- 12.1 Each of the projects contained in the Neighbourhood Plans has an element of risk; through the scoping process and discussions with Forum Chairs and Responsible Members (who sponsor projects), an assessment is carried out as to the level of risk and potential mitigation.
- 12.2 A scoring matrix which each project is assessed against measures viability, value for money, impact and community involvement.

12.3 For projects with higher risk, e.g. community events, a full risk assessment is carried out as part of the event management plan. Where appropriate, this is carried out with partners as a multi-agency approach. Borough wide, support given through Neighbourhood Forums with event management enables community groups to successfully deliver local events.

13. EQUALITY AND DIVERSITY IMPACT

13.1 Projects contained within the Neighbourhood Plans are designed to be inclusive, accessible and bring communities together.

13.2 An Equality Impact Assessment has been carried out for each of the plans; there are no potential negative impacts on any of the protected groups.

14. RELEVANT DIRECTORS RECOMMENDATIONS

14.1 That Cabinet approves 2018/19 Neighbourhood Plans.

15. COMMENTS OF THE STATUTORY FINANCE OFFICER

15.1 The Council's medium-term financial strategy and budget plan includes a total annual 'core fund' budget of £25,000 for the five My Neighbourhood Forums. Where projects contained in My Neighbourhood Plans are appropriate, Section 106 funding from developments can be used as part of the capital programme. Any S106 allocations recommended by the five My Neighbourhood Forums for inclusion in the capital programme are subject to checks by financial and legal services.

15.2 The total capital project costs may be higher than the Council's allocations as they may include additional third party contributions. The capital projects included in the Plans will be subject to the Council's procedures for approval. The revenue implications will need to be identified for these capital projects and the funding of any future revenue costs identified before they can be approved.

16. COMMENTS OF THE MONITORING OFFICER

16.1 As the projects addressing the priorities evolve, if it is proposed to use section 106 monies to fund a particular scheme then the Legal services team will need to check whether the terms of the relevant section 106 agreement would permit such use.

16.2 The vast majority of the section 106 monies we have should only be used for providing – or improving/enhancing – open space facilities within reasonable proximity to the planning site in question.

17. BACKGROUND DOCUMENTS

17.1 Appendix A – My Neighbourhood Plans 2018/19 (attached)

17.2 My Neighbourhood Annual Report 2017/18

Jonathan Noad
Director of Planning and Property

Report Author:	Telephone:	Date:
Rebecca Heap	01772 625276	6 March 2018

Capital Project/Corporate Priority	Cabinet Member	Project Description
Central Parks - St Catherine's Park	Cllr Phil Smith	This project, the first park of Central Parks, is working in partnership with St Catherine's Hospice to link their site off Lostock Lane to the land owned by SRBC at Dandy Brook. So far, access to the wetlands & wooded area has been opened up by access through an ornate gate & installed an Inglis Bridge to improve access over the River Lostock to the WW1 War Memorial & peace garden. The next phase of the project will involve us improving link paths, & developing an events space & installing a landscaped play area in the park.
Work to improve facilities at Lostock St Gerard's football ground	Cllr Graham Walton	Liaising with local stakeholders, we will carry out a feasibility study to look at options to improve facilities at Lostock St Gerard's football ground.
Operational Projects	Responsible Member	Project Description
Work with partners to improve Farington Lodges	Cllr Graham Walton	Work with partners to secure funding / carry out further improvement works to Farington fishing lodges, footpaths and disabled accessibility.
Lostock Hall Academy Arts Trail	Cllr Karen Walton	Work with staff & pupils at Lostock Hall Academy with the aim of developing an Arts Trail in the newly developed St Catherine's Park in Spring 2018.
Farington & Lostock Hall in Bloom	Cllr Karen Walton Cllr Jacqui Mort	Community planting & gardening competition; part of the overall South Ribble in Bloom campaign
Bashall Grove Garden Area	Cllr Paul Wharton	Work with Farington Parish Council to refresh the green space at the entrance to Bashall Grove with new benches & planting.
Lostock Hall Heritage Trail	Cllr Jacqui Mort	Work with partners & local residents to develop a heritage trail focusing on Lostock Hall Station & the former stations at Farington & Todd Lane (Preston Junction). Look into the feasibility of installing interpretation boards in & around the sites of the de-commissioned stations.
Reducing Social Isolation	Cllr Jacqui Mort Cllr Karen Walton	Explore and develop the potential options available to promote activities, tackle loneliness & support South Ribble's dementia friendly borough campaign in Lostock Hall, Tardy Gate & Farington. Work with staff and volunteers from Lostock Hall library
Restoration of the Lostock Hall WW1 Memorial	Cllr Cliff Hughes	To help commemorate the centenary of the end of hostilities in WW1 we will look into the feasibility of restoring the ageing WW1 memorial that sits on the corner of Brownedge Road & Watkin lane in Lostock Hall.
Prevent parking in front of WW1 memorial	Cllr Graham Walton	Determine land ownership in front of the WW1 Memorial at the junction of Watkin Lane & Lostock Lane. Once this has been established, seek to install measures to stop cars from parking in front of it.



My Neighbourhood Plan 2018-19

Central Neighbourhood Forum

This plan has been created in consultation with residents, public services and community groups.

A big part of bringing projects together is the input and involvement of the local community. The projects contained in this plan were highlighted by people who want to make the areas in which they live better.

The council is committed to delivering this plan. The Central Neighbourhood Forum is made up of councillors who represent the area, and is led by an annually elected Chair. They are supported by your local Community Involvement Officer, who works with communities and groups in your area to make things happen.

Every My Neighbourhood forum has a 'core fund' provided by the council - each year, the Central area receives £3500 to spend on local initiatives.

For bigger projects, where there are links to Council's Corporate Plan, capital funds, such as Section 106 funding from developments may be available.

This plan is a living document which changes regularly - we are always looking for new project ideas. If you have any comments or queries, please do get in touch.

Neighbourhood Forums - public meetings to show progress on our projects - are held several times a year in community venues. Come along and meet your local councillors, and find out what's going on in your area.

More information about the forum, including when and where it meets, and its projects is available at: www.southribble.gov.uk/myneighbourhood

You can get in touch with us on 01772 625568 or at astirland@southribble.gov.uk

My Neighbourhood Plan 2018-19

Central Neighbourhood Forum



Cllr Paul Wharton
Tel: 01772 300403



Cllr Karen Walton
Tel: 01772 337955



Cllr Renee Blow
Tel: 01772 747103



Cllr Cliff Hughes MBE
Tel: 01772 337289



Cllr Jacqui Mort
Tel: 01772 337255



Cllr Graham Walton
Tel: 01772 337955



Cllr Jonathan Woodcock
Tel: 07742 110823



Tony Stirland (Lead Officer)
Tel: 01772 625568

 mycentralforum

SOUTH RIBBLE
BOROUGH COUNCIL
forward with South Ribble

Capital project / Corporate Priority	Cabinet Member	Project description
Bamber Bridge Improvement Plan	Cllr Phil Smith	Phase 1 (SRBC) works are now complete. This includes the central community garden area, bus shelters and street furniture (benches, litter bins, bike stands and planters.) Phase 2 works (northern section) are underway, with phase 3 (southern section) to follow.
Operational Projects	Responsible Member	Project description
Improvement scheme for Gregson Lane sports & community facilities	Cllr Jim Marsh Cllr Warren Bennett	The forum has supported Gregson Green steering group in its fundraising efforts for sports facility improvements and the construction of a new community centre. Regular events continue to raise the profile of the group, generate funds & encourage volunteering & community spirit.
John McNamara Memorial	Cllr Mike Nelson	Proposal to re-site a memorial to Corporal John McNamara, a local WW1 veteran and recipient of the Victoria Cross for gallantry, conspicuous bravery and devotion to duty. Preparatory work and negotiations ahead of the centenary is underway.
Creation of wildlife habitat at Walton Park	Cllr Mike Nelson	The final stage of this project is production of an information board to show paths / route to Preston junction, further planting around the new viewing platform and workwear for the friends group.
Friends of Bamber Bridge Railway Station	Cllr Paul Foster	The first phase of improvements to Bamber Bridge Railway Station is complete, with artwork by Cuerden School now on display on the platform, new ticket machines and refreshed planters. The next stage will include a train inspired planter, 'welcome to Bamber Bridge' running boards and a feature lozenge signs on planters.
Local Walking Routes	Cllr Jim Marsh	Four local walks have been identified and mapped; route cards have been published & are currently being distributed for people to collect and follow. Walk 1 route - Tram Road / Walton le Dale Walk 2 route - Bamber Bridge / Walton Park Walk 3 route - Coupe Green / Gregson Lane Walk 4 route - Nabs Head / Samlesbury
Explore options for a new play area in Samlesbury	Cllr Barrie Yates	Cabinet approval has now been granted for a long term lease of land off Nabs Head Lane to Samlesbury Parish Council, in order to provide an improved play area for children. Work now underway with the Parish Council on next steps including planning permission and detailed lease arrangements.
Feasibility - Church Road Garden Area	Cllr Barbara Nathan Cllr Mick Higgins	In response to requests from local residents, consider options to improve the green space adjacent to the Hob Inn. Proposals currently being scoped and costed for consideration by members.
Community Benches	Cllr Dave Watts Cllr Barbara Nathan	In response to community demand, install benches at: 1) the bus stop on Walton Summit Road 2) Chorley Road, close to Walton Nursing Home 3) Cinnamon Hill, close to Holland House Road Currently being tendered as part of a small works contract - installation Spring 2018
Eastern Parishes in Bloom	Cllr Mike Nathan Cllr Barbara Nathan	Community planting and gardening competition to encourage civic pride in the local area. Part of the wider South Ribble in Bloom 2018 campaign.



My Neighbourhood Plan 2018-19

Eastern Neighbourhood Forum

This plan has been created in consultation with residents, public services and community groups.

A big part of bringing projects together is the input and involvement of the local community. The projects contained in this plan were highlighted by people who want to make the areas in which they live better.

The council is committed to delivering this plan. The Eastern Neighbourhood Forum is made up of councillors who represent the area, and is led by an annually elected Chair. They are supported by your local Community Involvement Officer, who works with communities and groups in your area to make things happen.

Every My Neighbourhood forum has a 'core fund' provided by the council. Each year the Eastern area receives £6000 to spend on local initiatives.

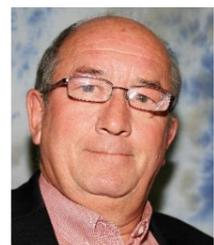
For bigger projects, where there are links to Council's Corporate Plan, capital funds, such as Section 106 funding from developments may be available.

This plan is a living document which changes regularly - we are always looking for new project ideas. If you have any comments or queries, please do get in touch.

Neighbourhood Forums - public meetings to show progress on our projects - are held several times a year in community venues. Come along and meet your local councillors, and find out what's going on in your area.

More information about the forum, including when and where it meets, and its projects is available at: www.southribble.gov.uk/myneighbourhood

You can get in touch with us on 01772 625276 or at rheap@southribble.gov.uk



Cllr Mike Nelson
Tel: 01772 311836



Cllr Mike Nathan
Tel: 01772 339833



Cllr Warren Bennett
Tel: 01772 851335



Cllr Carol Chisholm
Tel: 01772 697303



Cllr Paul Foster
Tel: 01772 600374



Cllr Mick Higgins
Tel: 07970 730428



Cllr Jim Marsh
Tel: 01254 853365



Cllr Peter Mullineaux
Tel: 01254 851099



Cllr Barbara Nathan
Tel: 01772 339833



Cllr Caleb Tomlinson
Tel: 07727 156881



Cllr Dave Watts
Tel: 01772 629119



Cllr Barrie Yates
Tel: 01772 313193

My Neighbourhood Plan 2018-19

Eastern Neighbourhood Forum



Capital project/Corporate Priority	Cabinet Member	Project description
Leyland Town Centre Improvements -project to regenerate the town centre	Cllr Phil Smith	Feasibility of different options will be explored and developed as part of City Deal.
Operational Projects	Responsible Member	Project description
Worden Park Improvement Plan	Cllr Alan Ogilvie	The Vine House in the Walled Garden is being refurbished; the conservatory in the formal gardens will be completed by autumn 2018. The fishpond improvements are complete, including the new boardwalk / viewing platform. Replacement of toilets agreed by Council
Love Leyland - Keep Leyland clean, tidy & encourage civic pride	Cllr Mick Titherington	A civic pride campaign to 'Love Leyland' - incorporating events and campaigns to foster community spirit. Successful events in 2017 include - Leyland Festival, Taste of Leyland, Leyland Christmas Festival. The Leyland Forum has been working with 'Friends' groups and community groups to promote and support green space volunteering.
Leyland in Bloom 2018	Cllr Ken Jones Cllr Susan Snape	A community gardening and planting competition to brighten up Leyland and boost civic pride. A committee of volunteers will oversee the competition, helping with promotion, encouraging entries and judging. Part of the overall South Ribble ion Bloom campaign
Reducing social isolation	Cllr Sue Jones	Supporting people living with dementia and those who care for them: <ul style="list-style-type: none"> • Monthly 'mini-hubs' at Leyland market - providing information from partner organisations - e.g. support for carers, home safety and security, social and educational activities. • South Ribble recognised as a dementia friendly community by the Alzheimer's Society. • A social / networking event for older people living in Leyland will be held on 8 May. Dementia Friends sessions continue to be delivered.
Giant Veggie Patch	Cllr Matthew Tomlinson	The Forum has been working with volunteers to promote the site. The site will be used by the 'they Eat Culture' project to encourage environmental activity in the Broadfield area. Beds are now being allocated to individuals to encourage volunteering.
Moss Side Community Centre	Cllr Mary Green	The Forum will work with the community centre management committee to seek ways to combat ongoing anti-social behaviour problems at the centre.
Eagle and Child Bowling Club	Cllr Matthew Tomlinson	The Forum has agreed to support the club in its efforts to improve facilities and encourage new members.
Gateway Features	Cllr Jane Bell	Final phase of work to Leyland's gateway features - installing uplighters to help showcase features in the evening.
WW1 commemoration - wicker soldier	Cllr Jane Bell	Options appraisal for a new planting scheme / information board by the wicker soldier feature in Worden Park.



My Neighbourhood Plan 2018-19

Leyland Neighbourhood Forum

This plan has been created in consultation with residents, public services and community groups.

A big part of bringing projects together is the input and involvement of the local community. The projects contained in this plan were highlighted by people who want to make the areas in which they live better.

The council is committed to delivering this plan. The Leyland Neighbourhood Forum is made up of councillors who represent the area, and is led by an annually elected Chair. They are supported by your local Community Involvement Officer, who works with communities and groups in your area to make things happen.

Every My Neighbourhood forum has a 'core fund' provided by the council - each year, the Leyland area receives £7000 to spend on local initiatives.

For bigger projects, where there are links to Council's Corporate Plan, capital funds, such as Section 106 funding from developments may be available.

This plan is a living document which changes regularly - we are always looking for new project ideas. If you have any comments or queries, please don't hesitate to get in touch.

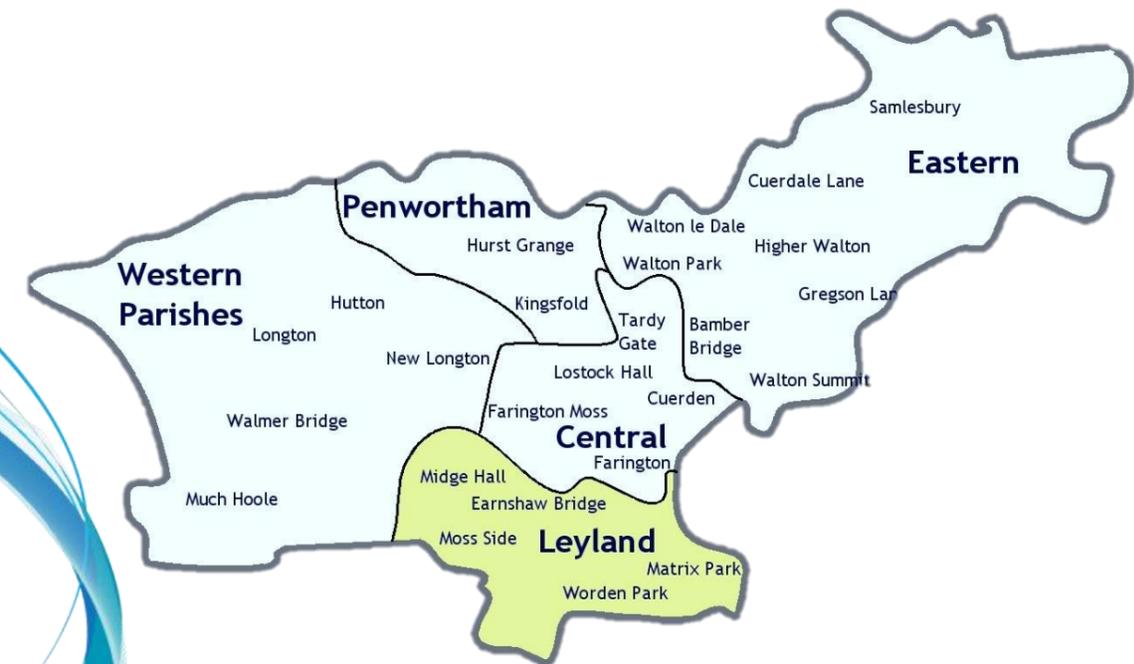
Neighbourhood Forums - public meetings to show progress on our projects - are held several times a year in community venues. Come along and meet your local councillors, and find out what's going on in your area.

More information about the forum, including when and where it meets, and its projects is available at: www.southribble.gov.uk/myneighbourhood

You can get in touch with us on 01772 625327 or at ahardman@southribble.gov.uk

My Neighbourhood Plan 2018-19

Leyland Neighbourhood Forum



Cllr Jane Bell (Chair)
Tel: 01772 458409
cldr.jbell@southribble.gov.uk



Cllr Derek Forrest
Tel: 01772 421582
cldr.dforrest@southribble.gov.uk



Cllr Bill Evans
Tel: 01772 436194
cldr.w.evans@southribble.gov.uk



Cllr Michael Green
Tel: 01772 423515
cldr.michael.green@southribble.gov.uk



Cllr Mary Green
Tel: 01772 423515
cldr.mary.green@southribble.gov.uk



Cllr Ken Jones
Tel: 01772 459545
cldr.kjones@southribble.gov.uk



Cllr Claire Hamilton
Tel: 07969 895738
cldr.chamilton@southribble.gov.uk



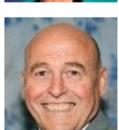
Cllr Caroline Moon
Tel: 01772 494398
cldr.cmoon@southribble.gov.uk



Cllr Sue Jones (Vice Chair)
Tel: 01772 459545
cldr.sjones@southribble.gov.uk



Cllr Matthew Tomlinson
Tel: 07970 673450
cldr.mtomlinson@southribble.gov.uk



Cllr Mick Titherington
Tel: 01772 452503
cldr.mtitherington@southribble.gov.uk



Cllr Susan Snape
Tel: 07789 930484
cldr.ssnape@southribble.gov.uk



Cllr Alan Ogilvie
Tel: 01772 453078
cldr.aogilvie@southribble.gov.uk



Cllr Mal Donoghue
Tel: 07970 676475
cldr.mdonoghue@southribble.gov.uk



Capital project/Corporate Priority	Cabinet Member	Project Description
Regeneration of Penwortham District Centre	Cllr Phil Smith	To be scoped as part of the City Deal Project. Draft plans for the regeneration of Liverpool Road are being prepared in line with designs for Penwortham Bypass.
Operational Projects	Responsible Member	Project Description
Penwortham in Bloom 2018	Cllr Harry Hancock Cllr Linda Woollard	Penwortham in Bloom is a campaign to brighten up Penwortham and boost civic pride. Following success in 2016, the forum will continue to support the committee, develop the initiative and progress Penwortham's application for entering into North West in Bloom.
Improvements to Hurst Grange Park	Cllr David Bird Cllr Jim Patten	The Council will develop a detailed plan for improvement works to Hurst Grange Park, the delivery of which is contained in the Green Flag delivery plan.
Penwortham Heritage Trail	Cllr David Bird Cllr David Wooldridge	Following the success of the first & second heritage trail booklets in 2017. Working with a local historian to produce a third heritage trail booklet in Spring 2018. The forum will also work with local residents to produce a booklet regarding the history of Penwortham Trains and Trams.
Penwortham in Bloom Landmark Feature	Cllr Harry Hancock	Penwortham in Bloom Committee, working in partnership with Lancashire County Council & Penwortham Town Council are developing a planted boat feature off the roundabout on Leyland Road, opposite Penwortham Holme Allotments. The boat is now in situ and awaiting surrounding planting and an information board.
Penwortham Live 2018	Cllr Keith Martin Cllr Elizabeth Morton	Dates confirmed as Friday 18 & Saturday 19 May 2018. Preparation on the annual community music & arts festival, based on the success of previous years.
Support for Penwortham Pumpkin Patch	Cllr Keith Martin	To bring Penwortham Pumpkin Patch back in to use, working with community groups, uniformed organisations etc. Work to promote food growing activities and encourage participation from the community so that the pumpkin patch can become self-sufficient.
Feasibility of landmark/welcome features	Cllr Harry Hancock Cllr Linda Woollard	To identify sites across Penwortham where a landmark, welcome or gateway features could be installed.
Feasibility of a bus shelter on Cop Lane	Cllr David Howarth	To investigate the feasibility of installing a new bus shelter on Cop Lane, Penwortham
Outdoor Gym on Hurst Grange Park	Cllr Rebecca Noblet Cllr Ian Watkinson	Working in partnership with Penwortham Town Council and park stakeholders, to look at options for installing outdoor gym equipment along footpaths in Hurst Grange.

Page 61



My Neighbourhood Plan 2018-19

Penwortham Neighbourhood Forum

This plan has been created in consultation with residents, public services and community groups.

A big part of bringing projects together is the input and involvement of the local community. The projects contained in this plan were highlighted by people who want to make the areas in which they live better.

The council is committed to delivering this plan. The Penwortham Neighbourhood Forum is made up of councillors who represent the area, and is led by an annually elected Chair. They are supported by your local Community Involvement Officer, who works with communities and groups in your area to make things happen.

Every My Neighbourhood forum has a 'core fund' provided by the council - each year, the Penwortham area receives £5000 to spend on local initiatives.

For bigger projects, where there are links to Council's Corporate Plan, capital funds, such as Section 106 funding from developments may be available.

This plan is a living document which changes regularly - we are always looking for new project ideas. If you have any comments or queries, please don't hesitate to get in touch.

Neighbourhood Forums - public meetings to show progress on our projects - are held several times a year in community venues. Come along and meet your local councillors, and find out what's going on in your area.

More information about the forum, including when and where it meets, and its projects is available at: www.southribble.gov.uk/myneighbourhood

You can get in touch with us on 01772 625377 or at ssimpson@southribble.gov.uk



Cllr Keith Martin
Tel: 01772 746878



Cllr David Howarth
Tel: 01772 469995



Cllr David Bird
Tel: 01772 750866



Cllr Harry Hancock
Tel: 01772 752467



Cllr Lizzie Mawson
Tel: 07471 501916



Cllr Rebecca Noblet



Cllr Jim Patten
Tel: 01772 749083



Cllr Ian Watkinson
Tel: 07970 688290



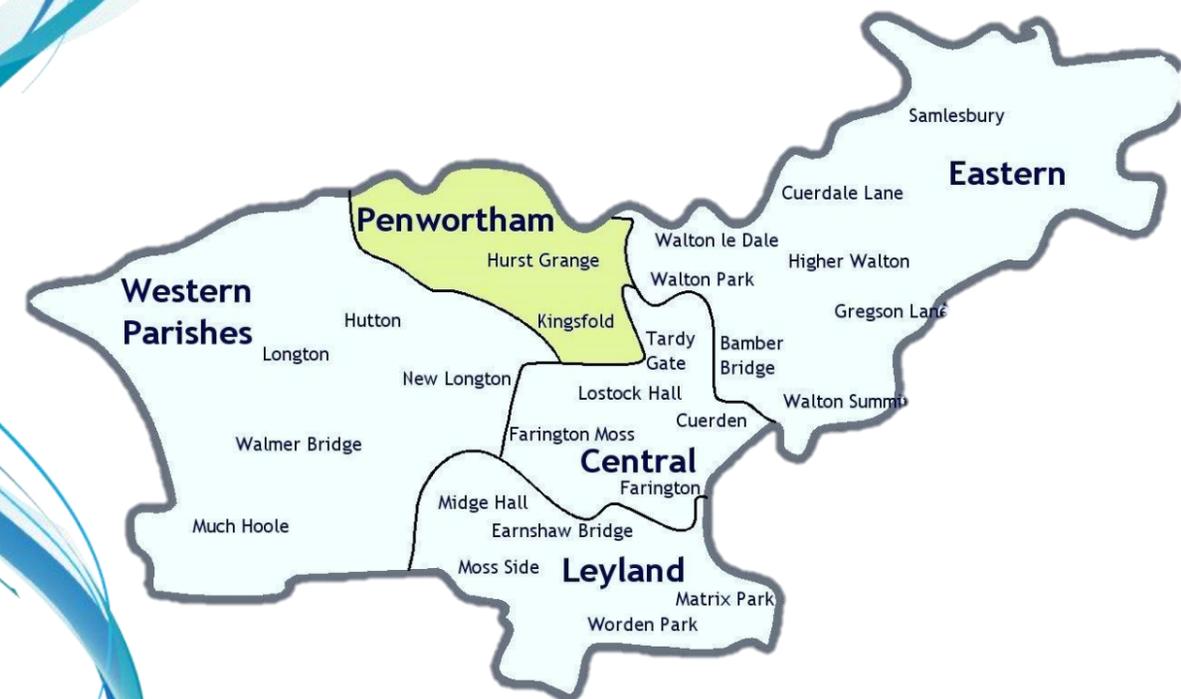
Cllr Linda Woollard
Tel: 01772 745981



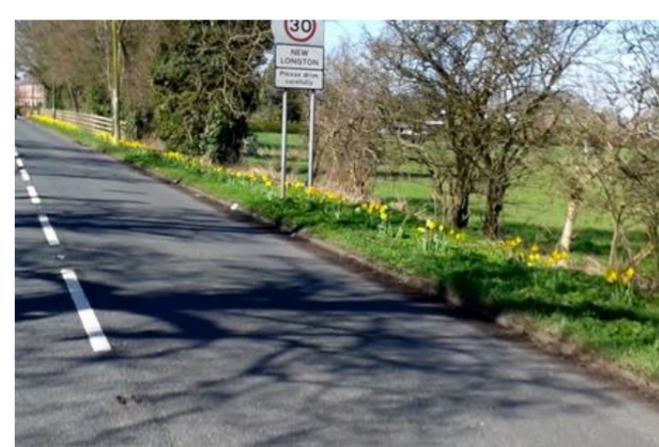
Cllr David Wooldridge
01772 742868

My Neighbourhood Plan 2018-19

Penwortham Neighbourhood Forum



Capital project / Corporate Priority	Cabinet Member	Project Description
Western Parishes welcome features	Cllr Phil Smith	Following feedback from residents, the Forum is seeking to improve the underpass linking Longton to New Longton. Feasibility work is underway with Lancashire County Council to determine permissions required for a new planting scheme and welcome signage at Chapel Park Road and Moss Lane
Operational Projects	Responsible Member	Project Description
Western Parishes in Bloom	Cllr Colin Coulton	A community gardening and planting competition across Western Parishes. A committee of volunteers will oversee the competition, helping with promotion, encouraging entries and judging, to brighten up the Western Parishes and boost civic pride.
Longton Village Market	Cllr Colin Clark	The market continues to run each month at St Andrew's Church Hall, alongside the dementia friendly Welcome Café in St Andrew's Church. Footfall remains a challenge, which in turn affects retention rates with stallholders.
Support the Build of a New Village Hall in Much Hoole	Cllr David Suthers	Assist the Executive Committee/Much Hoole Village Hall Trustees, in obtaining all the funding required for the building and provision of a new Village Hall. To assist them with landscaping and external access improvements.
New Longton Community Facilities	Cllr Margaret Smith	Work is nearly complete at the corner of the recreation ground adjacent to the village hall including re-turfing, tidying the bridge, removing self-seeded trees and levelling land to make it suitable for mowing. A welcome sign will be installed in Spring 2018
Improve visibility & safety of Dale Avenue Pond	Cllr Colin Coulton	Installation of a new fence and information boards on Dale Avenue, alongside the footpath and what was the cooling pond for Longton Brewery
Godwits Feature	Cllr Colin Coulton	Using external funding from the Coastal Communities Scheme, designs have been approved to mount 2 metal godwit features and install them at gateways to Longton Brickcroft.
Reduce Social Isolation and Loneliness	Cllr Colin Coulton	A joint working project with Leyland Neighbourhood Forum to promote activities, tackle loneliness and support South Ribble's dementia friendly borough campaign. Dementia Friends awareness sessions are available for all which will be delivered by trained Dementia Champions.
Noticeboards across Western Parishes	Cllr Colin Coulton	A project to undertake a survey of noticeboards across Western Parishes and to look at supplementing current noticeboards to enable more permanent advertising.
Longton Live 2018	Cllr John Rainsbury	Longton's annual community music festival is scheduled for 13 & 14 July. Delivered in partnership with the Creative Network and volunteers.



My Neighbourhood Plan 2018- 2019

Western Parishes Neighbourhood Forum

This plan has been created in consultation with residents, public services and community groups.

A big part of bringing projects together is the input and involvement of the local community. The projects contained in this plan were highlighted by people who want to make the areas in which they live better.

The council is committed to delivering this plan. The Western Parishes Neighbourhood Forum is made up of councillors who represent the area, and is led by an annually elected Chair. They are supported by your local Community Involvement Officer, who works with communities and groups in your area to make things happen.

Every My Neighbourhood forum has a 'core fund' provided by the council - each year, the Western Parishes area receives £3500 to spend on local initiatives. For bigger projects, where there are links to Council's Corporate Plan, capital funds, such as Section 106 funding from developments may be available.

This plan is a living document which changes regularly - we are always looking for new project ideas. If you have any comments or queries, please do get in touch.

Neighbourhood Forums - public meetings to show progress on our projects - are held several times a year in community venues. Come along and meet your local councillors, and find out what's going on in your area.

More information about the forum, including when and where it meets, and its projects is available at: www.southribble.gov.uk/myneighbourhood

You can get in touch with us on 01772 625354 or at ldavies@southribble.gov.uk



Cllr Colin Coulton
Tel: 01772 614271



Cllr David Suthers
Tel: 01772 619777



Cllr Colin Clark
Tel: 01772 616990



Cllr Jon Hesketh
Tel: 01772 615412



Cllr John Rainsbury
Tel: 01772 611787



Cllr Margaret Smith
Tel: 01772 613429



Cllr Phil Smith
Tel: 07742 613429

My Neighbourhood Plan 2018-19

Western Parishes Neighbourhood Forum



REPORT TO	ON
CABINET	11 th April 2018



September 2017

TITLE	PORTFOLIO	REPORT OF
The Leyland Truck Trail - 2017 Review/Evaluation and consideration of a Leyland Truck Trail 2	Regeneration and Leisure	Director of Planning and Property

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

1. PURPOSE OF THE REPORT

1.1

To report on the success of the Leyland Truck Trail 2017. The report also seeks the views of members in supporting a second Leyland Truck Trail, this in the light of the success of the Initial Leyland Truck Trail installation and Place Promotion Marketing and Skills and Education programme as detailed in the main body of the report.

2. PORTFOLIO RECOMMENDATIONS

2.1

The Truck Trail 2017 delivered a successful and unique Place Promotion project that attracted a significant level of media coverage and helped focus attention on our local Truck building heritage and engineering capabilities. Beyond the value of the Truck Trail 2017 as a Place Promotion initiative, the schools skills programme linked to the project was very well received, engaged a large number of pupils and provided a genuine legacy to the project providing a basis for future related Stem (Science, Engineering Technology and Maths) work in South Ribble Schools.

Other Place Promotion opportunities are now our priority and in particular, promoting the delivery of major Projects in the Borough such as the Cuerden Strategic Site – Lancashire Central. The current focus on skills for the Council rests in further developing the Apprentice Factory project and this is now our priority, supporting skills development for existing and inward investing businesses in South Ribble.

On this basis supporting a Truck Trail II in 2018 is not considered the best use of resources at this time.

3. EXECUTIVE SUMMARY

- 3.1 The report presents a summary of the Leyland Truck Trail 2017 detailing the process of developing the Trail involving officers from across the Council, the business sponsors and support of the wider community.
- 3.2 The Truck Trail was developed as part of the Council's Place Promotion and Business Support programme helping raise the profile of South Ribble as a Great Place. The Stem (Science, Technology, Engineering and Maths) programme developed by the Council's Enterprise Team as an integral part of the project focused on the historic value placed on skills, our truck building heritage and the needs of our businesses in securing the skills required for the future creating a legacy of Stem learning associated with our local businesses.
- 3.3 More than 1,000 students across 28 schools have been engaged in the Stem work associated with the Leyland Truck Trail participating in a Dragons Den style design competition hosted by Leyland Daf and in the follow up schools based programme based around the Truck Trail Stem 'game'.
- 3.4 The Trail itself attracted additional visitors to Leyland Town Centre and achieved a good level of traditional and social media coverage. The Trail also provided additional marketing support to elements of our existing local events programme.
- 3.5 The Leyland Truck Trail as delivered in 2017 was a one off 'event' but the Council have been approached for support in 2018 of a Truck Trail 2. The views of members are sought on whether they feel a repeat of the Truck Trail in 2018 is something they would like to see but only on the basis of the Council supporting the education element and providing access to the digital elements of the project created for the 2017 Truck Trail.

4. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Excellence and Financial Sustainability	
Health and Wellbeing	
Place	X

Projects relating to People in the Corporate Plan:

People	
--------	--

5. BACKGROUND TO THE REPORT

- 5.1 The role of temporary public art installations has become an increasingly familiar feature of place promotion over recent years. Across the UK installations such as the Superlambananas in Liverpool, Gromit Unleashed (Wallace and Gromit) in Bristol and most recently in Cumbria the Goherdwick Trail, all of these projects combined themed based installations in promoting visitor numbers and supporting the local economy.
- 5.2 An art based trail had previously been considered for Leyland but following some initial discussions progressing such an approach was thought cost prohibitive and thought not to deliver lasting impact or legacy.
- 5.3 In recognising the opportunity to further develop some initial ideas previously explored around this theme and complementing South Ribble's growing statement pieces at key gateways into the borough (the tank/fire engine and now bobby), the Council were approached by a local design house in borough to consider a public art installation project based on an installation concept they had developed and in particular highlighting the heritage and legacy of Truck Manufacturing in Leyland.
- 5.4 From these early discussion the theme of trucks linking with historic vehicles manufactured by Leyland Trucks provided a basis for a Trail. This early work was developed further creating the theme for a group of caricature vehicles each reflecting within their design elements of the original vehicles manufactured by Leyland Trucks.
- 5.5 Initial discussion took place with on how a Truck Trail project might feature as part of a programme of Place Promotion and Business Support activity being developed by the Council at that time.
- 5.6 The Place Promotion Programme was introduced through the Council's budgetary process as a revenue line in February 2016. A £100,000 budget provision designed to support activities which were themed on the principle of Place Promotion and complemented other works in delivering local economic growth and Corporate objectives in supporting business and skills.
- 5.7 At this time also our Enterprise Team officers were supporting a wider programme of activity generated through the Lancashire LEP Skills Hub and work involving in particular skills development associated with schools. A group was formed by the Skills Hub to focus on Careers Information Advice and Guidance for young people, this in response in part to the work of the Lancashire Economic Partnership on skills needs in Lancashire but also more specifically within the City Deal geography.
- 5.8 As part of the work of this group the commitment of partners was made to support the presence of a City Deal collective at the University of Central Lancashire Science Festival (June 2016). The theme for the City Deal collective was to be based on the National STEM agenda (Science, Technology, Engineering and Maths) and also construction again recognising the challenge of meeting future skills needs and linked growth and City Deal. A bridge building game was developed for the Festival by Stemfirst (the Regional provider of the governments Stem ambassador programme) and which engaged hundreds of Children over the Festival period working on designs for a Lego bridge for the Ribble Crossing and drawing on Stem skills.

- 5.9 As part of the Science Festival presence in 2016 the opportunity was recognised to use the developing Truck Trail idea to test the theme on a wider audience making the connection with local engineering skills whilst also highlighting Leyland as a place to visit. Truck Trail signage was developed and used by the University to help visitors orientate the Uclan Campus whilst developing their knowledge of the Leyland Trucks by engaging in a 'knowledge game' associated with the Trail.
- 5.10 It was this work which fixed the idea of further developing the Leyland Truck Trail to deliver to the two principles of Place Promotion but also by engaging with Stemfirst to create a series of tasks associated with the idea of a Leyland Truck Trail which would help develop a lasting STEM skills development legacy for the Trail. Initial meetings with Leyland Daf identified a very strong desire to support and promote education and skills in communities local to the business and the inclusion of a skills element became an essential to their involvement in the project.
- 5.11 The work on the Stem element of the project had progressed through meetings with Leyland DAF, with the Managing Director and key personnel responsible for training recognising the potential value of a Stem programme linked to a fun and engaging Trail project. On this basis Leyland Daf made an early commitment to the principle of the Leyland Truck Trail and also agreed to be founding Truck Sponsors.
- 5.12 The two key elements of the Leyland Truck Trail were developed over the summer and autumn period of 2016. The principle behind the proposed model being that all involved would look to secure private funding and sponsors for the Truck which would appear in on The Leyland Truck Trail. Sponsorship income and production of the trucks was managed externally which meant the Council would not be paying for the Trail installation itself (an important principle give that the Trucks would bear the corporate logo of sponsoring companies a process of design managed by Stone Create). Support would be provided by the Council for the marketing and promotion of the Leyland Truck Trail and for part of the Stem programme through the Place Promotion and Business Development programme. An element of cost for the Stem work was also incorporated in the cost of the trucks to the sponsors which helped offset part of the education cost and assisted in securing the sponsors full engagement in the skills element of the project.
- 5.13 In the late Autumn of 2016 a very successful sponsor launch event was arrange by the Council at the Hallmark Hotel Leyland. For the first time a Leyland Daf sponsored Truck Trail truck was unveiled as a basis for marketing all the available character Trucks and locations to sponsors.
- 5.14 The marketing and promotion for the Leyland Truck Trail was largely based around the use of social media. A web site was developed for the Truck Trail and an interactive 'app' was developed to support the Trail which meant that visitors could link directly through mobile devices to information on each of the Trucks and Truck sponsors and also for more information about the trail generally.
- 5.15 Stemfirst created a competition and engage with schools across the Borough to design the last Truck of the Trail and a Dragons Den competition was held at the Leyland DAF manufacturing facility this took place in the spring of 2016 immediately prior to the Truck Trail itself opening in the early summer of 2016. The Design a Truck of the Future competition – The Route to Success engaged with over **248** students in **9 local schools**, teachers supported the competition along with Stem ambassadors. A highly competitive process resulted in a team of budding young female engineers from Broad Oak Primary School

Penwortham winning the competition. The competition winners were not announced at the time of the Dagon's Den but rather a competition winning reveal was arranged to take place as part of the Leyland Festival in the summer of 2017. This approach again being identified as a way of raising the profile of the Project, highlighting the link between the project and Stem skills development and also to assist in the promotion of the Leyland Festival.

5.16 The second element of the Stem work involved the development and production of a Stem Truck Trail based interactive 'game' which has been delivered through the winter months 2017/18. To date **900** students from **28 local schools** have participated in the 'game' and the going forward the resource will remain available for use by the Stem Ambassadors working locally with our schools. The Stem based work has been extremely well received in our schools and has generated significant levels of positive feedback from all participating schools.

5.17 The Leyland Truck Trail itself was installed in April 2017 and the British Commercial Vehicle Museum in Leyland offered to host a launch event which the Council delivered as part of its marketing commitment within the project. The Launch event was attended by many of the Truck sponsors and BBC Radio Lancashire spent the day broadcasting from the event.

5.18 The Truck Trail installation involved thirteen separate location on a trail leading from the Leyland Railway Station through Leyland Town Centre and on to Worden Park was a great success. Over the summer months of 2017 with excellent social media support and also good local and national press coverage the Trail generated:

Post impressions	370,000
Engaged users	9,831
Lifetime fans	806
Video user reach	15,102
Video views	50,000
App Downloads	3,000

5.19 Social media and Place Promotion marketing continued throughout the summer months and into the autumn of 2017. The Council's media and communications team were fully engaged in the Truck Trail and added to the social media reach of the project.

5.20 Such was the popularity of the Leyland Truck Trail that the initial period of the installation was extended from September to October 2017 to coincide with local schools half term break. This extension based on the opportunity to engage visitors further not only during the additional 6 week period but also through a 'send off' event at Worden Park. All the Trucks were removed from their Trail locations and brought together for a celebration event at Worden Park held during the school half term week in October 2017. Again this event was organised and delivered by the Council under the banner of Place Promotion.

5.21 The send off event not only brought a large number of visitors to Worden Park but by creating a family trail around the Park we were able to engage children and families in an 'orienteering' styled Park Trail supported by our Sports Development team. The event generated an estimated 600 participants and the Park was busy throughout the day.

5.22 The legacy of the Truck Trail was always intended to be in the support the Trail provide in increasing visitor numbers to Leyland Town Centre, in promoting Leyland and South Ribble as a place to live, work and play but also in providing a focus on skills development around

the Stem agenda and associated future career choices for our young people. Where possible the Trail aligned to other local Place based events including the Taste Leyland event and the Leyland Festival.

- 5.23 As with much Place Promotion activity and to a similar extent business investment, particularly where this is based around training and in the case of stem skills development where that training is such a while off delivering in the form of future employment skills, the full impact and value of the Leyland Truck Trail is difficult to quantify.
- 5.24 This project certainly cannot be viewed in isolation from wider social and economic drivers but there is sufficient reported benefit to indicate that the project had a real positive impact locally on visitor numbers.
- 5.25 Recorded feedback from students, teachers and stem ambassadors involved in the two stem projects associated with the project has all been extremely positive and numbers engaged represent a very successful outcome. **88%** of students participating in the Stem projects fed back that they learnt about local companies and the same number now thought that all companies need people with STEM skills.

6. PROPOSALS for Truck Trail 2

- 6.1 Based on the success of Leyland Truck Trail in attracting visitors as individuals, families, groups and this together with the outstanding success of the Stemfirst Schools Stem Skills programme, Stone Create have carried out some initial work to establish the public and market response to a Truck Trail 2 project in 2018. This work has been carried out entirely at risk by Stone Create.
- 6.2 Initial market testing for Truck Trail 2 has been carried out through social media and initial contact with potential sponsors including Leyland Daf and also significantly the Manchester Lego Discovery Centre.
- 6.3 The Council's support has been requested, subject to positive feedback from the public and potential sponsors, for a Stem element as an integrated part of any future project, again working with local schools in the same manner as with the 2017 Truck Trail. Access has also been requested to the social media platforms developed by The Council as part of the Marketing and Place Promotion work associated with the original Truck Trail and funded by the Council.
- 6.4 A Truck Trail 2 installation would rely entirely on the commitment of sponsors and no further Place Promotion investment Marketing through the Council is suggested beyond the use of those social media platforms created for the 2017 Marketing work.
- 6.5 The planning consent secured for the Truck Trail is a two year permission and whilst it might be necessary to seek some amendments based on any proposed design changes considered material to the original application, a Truck Trail 2 installation could benefit from the existing planning consent if progressed.

7. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 7.1 Stone Create have carried out some initial market testing and have already identified a number of interested sponsors including Leyland Daf and the Manchester Lego Discovery Centre.
- 7.2 The Leyland Town Team have been contacted and provided the following feedback.
- 7.3 The Leyland Town Team agree the Truck Trail was a unique attraction, with the overall view that it was a great success for Leyland in 2017. However, views were expressed that simply replicating the Truck Trail so soon after the first may not have the same impact, potentially only attracting the same groups and organisations who have already done the first trail.
- 7.4 The Leyland Town team have indicated they would broadly welcome another Truck Trail or alternative in trying something different but their view, based on the limited information provided on a Truck Trail 2, was that this would not have the same benefit in 2018 and further installation might be considered in future years.
- 7.5 **CONCLUSIONS**
- 7.6 Truck Trail 2017 was an opportunity to create a Place Promotion Project which highlighted the significant heritage of Truck Building and associated engineering capability in South Ribble. The project quickly attracted support from key sponsors including Leyland Daf and in addition the also provided the ability to link to elements of Stem (Science/Technology/Engineering and Maths) related work in our local schools.
- 7.7 The project was a success in attracting significant local and elements of national media coverage, featured in the Marketing Lancashire proposition as part of the Lancashire visitor proposition and was successful in engaging followers through social media and related channels.
- 7.8 The Stem 'Dragon's Den' design project and subsequent stems schools programme engaged a large numbers of schools and pupils achieving the wider goals of the Stem programme whilst also raising awareness of local businesses and future opportunities.
- 7.9 The proposal to replicate the previous work in a Truck Trail 2018 project would not represent the same opportunity in terms of a unique and engaging proposition. As we progress with delivery of key sites and opportunities through City Deal the target audience from a place promotion perspective need to be more strategic in nature. Working with partners through the Central Lancashire proposition there is a need to focus resource on this work.
- 7.10 Our recent work in developing the Apprentice Factory now provides for a more direct and grounded skills support proposition with the potential to link more directly to Corporate priorities. In this way the Apprentice Factory will more directly support the growth of jobs and meet the needs of known end users and their specific skills requirements.
- 7.11 The case for a Truck Trail II 2018 is not felt to represent the strength of case for supporting the original project and investing further officer time and resource at this time is not likely to contribute to current Corporate priorities.

8. OTHER OPTIONS CONSIDERED

- 8.1 The Promotion of South Ribble as the Best Place in the UK is now a Corporate Priority for the Council and in addition to this and associated marketing of the Borough as part of routine business, a further programme of Place Promotion activity is in development based on the provision of budget for this work in 2018/19 and related Corporate Priorities.
- 8.2 Further support for Stem based work with our local schools may become a feature of work associated with the recently approved central Lancashire Supplementary Planning Document for Employment and Skills and in addition the Cuerden Employment and Skills Plan as these emerge over the coming months.

9. FINANCIAL IMPLICATIONS

Any commitment to support for a Stem Skills and learning element of a second Truck Trail in 2018 can be met from existing budget provision.

10. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 10.1 A second Truck Trail in Leyland would have no implication for staff resources beyond existing resource provision to meet the Corporate Priorities of the Council.

11. ICT/TECHNOLOGY IMPLICATIONS

- 11.1 There are no ICT/Technology implication in supporting a second Truck Trail as all related social media for the Truck Trail was hosted and operated external to the Council's own internal systems.

12. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 12.1 There are no Property or Asset Management implications in supporting Stem work associated with Truck Trail 2. A Truck Trail 2 installation could however assist in supporting visitor numbers to Leyland Town Centre assisting overall viability in the town centre including Council owned and operated assets. A Truck Trail 2 could also assist driving up visitor numbers to Worden Park again supporting overall viability and potentially increasing commercial opportunities.

13. RISK MANAGEMENT

- 13.1 Public Liability insurances would need to be addressed by the owner/operator of any installation. Stemfirst have all relevant liability insurances associated with any further work in the project.

14. EQUALITY AND DIVERSITY IMPACT

- 14.1 The Truck Trail 2 proposal could help support the work of our local schools and in the future our local businesses in providing opportunities for all our residents. There is strong evidence to support the need for more engineers and employees with strong Stem skills form all parts of the community. Other opportunities to support the skills agenda locally are currently being explored by the Council including the development of the Apprentice Factory which might have a more direct impact on opportunities which might support our communities at this time.

15. RELEVANT DIRECTORS RECOMMENDATIONS

- 15.1 The Truck Trail 2017 delivered a successful and unique Place Promotion project that attracted a significant level of media coverage and helped focus attention on our local Truck building heritage and engineering capabilities. Beyond the value of the Truck Trail 2017 as a Place Promotion initiative, the schools skills programme linked to the project was very well received, engaged a large number of pupils and provided a genuine legacy to the project providing a basis for future related Stem (Science, Engineering Technology and Maths) work in South Ribble Schools.
- 15.2 Other Place Promotion opportunities are now our priority and in particular, promoting the delivery of major Projects in the Borough such as the Cuerden Strategic Site – Lancashire Central. The current focus on skills for the Council rests in further developing the Apprentice Factory project and this is now our priority, supporting skills development for existing and inward investing businesses in South Ribble.
- 15.3 On this basis, supporting a Truck Trail II in 2018 is not considered the best use of resources at this time.

16. COMMENTS OF THE STATUTORY FINANCE OFFICER

- 16.1 If Truck Trail 2 went ahead then the costs could be met from the existing staffing and Place Promotion revenue budgets, however a decision not to proceed, as recommended, would allow these resources to be aligned to other corporate priority initiatives.

17. COMMENTS OF THE MONITORING OFFICER

- 17.1 There are no direct legal implications arising from this report at this stage. It is noted that there may be a need to amend existing planning permission. If Truck Trail 2 does go ahead then an agreement will need to be drawn up setting out the council’s duties and potential liabilities.

18. There are no background papers to this report

Report Author:	Telephone:	Date:
Jonathan Noad	625206	March 2018

This page is intentionally left blank

REPORT TO	ON
CABINET	11 th April 2018



September 2017

TITLE	PORTFOLIO	REPORT OF
Response to Scrutiny Review of the Business and Conference Centre (formerly the Banqueting Suite)	Corporate Support and Assets	Director of Planning and Property

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

1. PURPOSE OF THE REPORT

1.1 Following the adoption of the Scrutiny Task Group’s Review of the Business and Conference Centre (formerly the Banqueting Suite) at the meeting of the Scrutiny Committee, 8th March 2018, Cabinet are asked to approve the draft response to the recommendations set out within Appendix A.

2. PORTFOLIO RECOMMENDATIONS

2.1 Cabinet approves the drafted response to the recommendations made by the Scrutiny Task Group and adopted by Scrutiny Committee.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities

Excellence and Financial Sustainability	✓
Health and Wellbeing	
Place	

Projects relating to People in the Corporate Plan:

People	
--------	--

4. BACKGROUND TO THE REPORT

- 4.1 Scrutiny Committee undertook a review of the Banqueting Suite and its use following an update to Scrutiny Committee in November 2017.
- 4.2 The Scrutiny Committee set out the following aims (full report of the Scrutiny Task Group attached in Appendix B)
- ▶ To gain confirmation of the Cabinet's vision and plans for the future development and use of the Banqueting Suite.
 - ▶ Explore the vision and plans to ensure they are based on robust evidence consultation and data.
 - ▶ Test the business model and pricing policy for the Banqueting Suite.
 - ▶ Review the project planning documentation to ensure it is SMART (specific, measureable, achievable, realist and time bound).
 - ▶ Agree the monitoring arrangements for Scrutiny to ensure the project objectives and milestones are met.
 - ▶ To decide how best to deal with Full Council's request to review Member refreshments prior to meetings.
 - ▶ Consider best practice.
 - ▶ Make relevant recommendations to the Cabinet.

5. CONSIDERATION OF SCRUTINY REPORTS

- 5.1 Following this Scrutiny review, it is the role of Cabinet to consider the recommendations made.
- 5.2 Cabinet should note that it is the Cabinet's responsibility to implement any action plan approved by them.

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

The business plan, which has been developed details the range of consultation that has been undertaken to inform the proposals.

7. OTHER OPTIONS CONSIDERED

- 7.1 As part of the Scrutiny Task Group review, options have been considered and are detailed within the Business Plan.

8. FINANCIAL IMPLICATIONS

- 8.1 There are financial implications for the commercialisation of the 'Banqueting Suite' and these have been considered and are detailed within both the report to Cabinet on this agenda and the business plan.

9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 9.1 There will be implications identified within Phase 2 of the programme and in the report to Cabinet. This will be further developed and reported back to Cabinet.

10. ICT/TECHNOLOGY IMPLICATIONS

- 10.1 Implications for IT have been identified and are included with in the report to Cabinet and business plan.

11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 11.1 Identified within the paper to Cabinet, the implications are that the space at the Civic Centre will be enhanced. However there will be further liaison with property services and building control as work progresses.

12. RISK MANAGEMENT

- 12.1.1 The project has a risk management plan which is maintained on GRACE and key risks identified within the Cabinet report.

13. EQUALITY AND DIVERSITY IMPACT

13.1 Equality and Diversity is considered as part of the overall plans for accessibility to the Conference and Business Centre and is detailed with in the Cabinet report.

14. RELEVANT DIRECTORS RECOMMENDATIONS

14.1 Recommend the approval of this report.

15. COMMENTS OF THE STATUTORY FINANCE OFFICER

15.1 The financial implications have been identified and are set out in the detailed report to Cabinet and the business plan, both on this Cabinet agenda.

16. COMMENTS OF THE MONITORING OFFICER

16.1 Although there are no direct legal implications arising from this report nevertheless there will be a continued need for Legal services to be involved in the development and implementation of this project from a number of points of view (for example advising on contract and procurement matters).

17. BACKGROUND DOCUMENTS

Appendix A: Scrutiny Review of the Business and Conference Centre (formerly the Banqueting Suite) Cabinet Member and Lead Officer’s Response

Appendix B: Review of the Business & Conference Centre (Formerly the Banqueting Suite)

Jonathan Noad
Director of Planning and Property

Report Author:	Telephone:	Date:
Howard Anthony	5546	26/3/2018

This page is intentionally left blank

**Scrutiny Review of the Business and Conference Centre (formerly the Banqueting Suite)
Cabinet Member and Lead Officer's Response**

Scrutiny Committee Recommendation	Recommendation Accepted by Cabinet Member/ Lead Officer Yes / No	Comments / Reasoning / Progress
1. Commends the Cabinet Member for his ambitions and acting as a catalyst for this project being taken forward.	YES	Cabinet welcomes the recognition from Scrutiny on the role of the Cabinet member in driving forward this proposals and vision for the Civic Centre.
2. Welcomes that a project scope has been developed for phase 1 of the project and asks that a more detailed project plan be developed utilising the Council's new projects and performance management system. This should include preparation of a risk register and communications plan.	YES	A project risk register is kept on GRACE and a communication is incorporated into the key actions of the project plan
3. A detailed project and business plan for phase 1 is presented to Cabinet as soon as possible for approval.	YES	A project and business plan has been submitted to cabinet and is due to decision on April 11 th 2018
4. The phase 2 business plan and project documentation be presented to the Scrutiny Committee for comment and Cabinet for approval in October to inform the 2019/2020 budget process.	YES (In Part)	Key milestones are in place and can be shared to outline timescales and key actions. Elements may be exempt due to commercial sensitivity.
5. An assessment of the capacity needed to deliver phase 1 of the project in addition to other projects and the project team members 'day jobs' be carried out to ensure appropriate resources are provided.	NO	The project is a Corporate Plan programme. Therefore this is a key part of officers' work.

**Scrutiny Review of the Business and Conference Centre (formerly the Banqueting Suite)
Cabinet Member and Lead Officer's Response**

Scrutiny Committee Recommendation	Recommendation Accepted by Cabinet Member/ Lead Officer Yes / No	Comments / Reasoning / Progress
		As part of the project management, key actions have timescales and will be managed and any capacity issues will be indemnified through that process.
6. An engagement strategy is developed to consult and involve frontline employees delivering the service and customers throughout the Civic Centre and surrounding area.	YES	<p>Included within the key actions of the delivery plan there will be engagement with stakeholders and existing customers.</p> <p>This includes a member's workshop, a small working group with caretakers to deliver evaluation events and assess requirements and impact on the existing team. In developing the initial plan caretaking and democratic services have already been consulted around needs, issues and these have been included within the initial business plan with key areas identified for further action.</p> <p>The communications actions include liaison with existing customers to inform around plans for development and with the purpose of minimising</p>

**Scrutiny Review of the Business and Conference Centre (formerly the Banqueting Suite)
Cabinet Member and Lead Officer's Response**

Scrutiny Committee Recommendation	Recommendation Accepted by Cabinet Member/ Lead Officer Yes / No	Comments / Reasoning / Progress
		disruption and maintaining good customer relations.
7. Consideration is given to whether external support is required to carry out a market assessment to test the proposed business plan being developed.	YES	<p>Cabinet will consider the information provided within the initial business plan and assess whether further external support is required and presents value for money.</p> <p>The information already provided may be sufficient to understand market forces and requirements.</p>
8. Quarterly reports are presented to the Scrutiny Committee as part of the new style corporate performance reports being provided.	YES	The project will be reported using the Corporate Performance reporting process.
9. The Independent Member Remuneration Panel be asked to make a recommendation to Council as part of their wider work as to whether refreshments should continue to be provided prior to Council and committee meetings.	NO	<p>Within the review of the Banqueting Suite, there will be a catering framework established to facilitate flexibility for the Council and users of the Suite to buy various catering options at different price levels.</p> <p>This does remove a specific procurement for committee teas and therefore provides flexibility to</p>

**Scrutiny Review of the Business and Conference Centre (formerly the Banqueting Suite)
Cabinet Member and Lead Officer's Response**

Scrutiny Committee Recommendation	Recommendation Accepted by Cabinet Member/ Lead Officer Yes / No	Comments / Reasoning / Progress
		members when considering future provision of catering for members.

Scrutiny Committee

Review of the Business & Conference Centre (Formerly the Banqueting Suite)



Draft Final Report – February 2018

For discussion at Scrutiny Committee – 8 March 2018

Task Group:

- ▶ Councillor Sue Jones (Chair)
- ▶ Councillor Colin Coulton
- ▶ Councillor Michael Green
- ▶ Councillor Keith Martin
- ▶ Councillor Mick Titherington
- ▶ Councillor Matthew Tomlinson
- ▶ Councillor Karen Walton

What is Scrutiny?

Scrutiny is all about challenging decisions made by the Council and other local organisations, keeping an eye on local issues and reviewing local policies.

In other words, Scrutiny acts like a watchdog for the people of South Ribble. It is about helping the council to work with local people, partners, other businesses and organisations and voluntary and community groups, to improve the quality of life of residents in the borough.

Scrutiny:

Challenges local performance so that we can raise standards, ensuring the services provided meet customers' expectations;

Questions the decisions of the Council's cabinet and other local organisations;

Reviews policies and becomes involved in the development of new policies;

Holds inquiries and reviews services provided by public organisations on issues of public interest or concern e.g. local hospitals, the police, fire service, utility companies etc.

Makes recommendations for action, change and improvement.

Who is Scrutiny?

Scrutiny is made up of twelve members of the Council who are appointed by all members of the council on an annual basis.

How can you get involved?

Local people and organisations have an important part to play in the Scrutiny process. If you use a service it is important that you let your councillors know your views on how it could be improved.

You can do this in a number of ways:

- ▶ Attend meetings
- ▶ Suggest a topic
- ▶ Get involved in a consultation

You could be asked for your views on an issue or be invited to provide specialist knowledge you have by being a witness in a Scrutiny review or by being co-opted onto one of the task groups.

More information?

Please contact: Darren Cranshaw - Scrutiny & Performance Manager
Tel: 01772 625512 / Email: dcranshaw@southribble.gov.uk

Contents

Chair's Foreword

Rationale for Review

Scrutiny Committee Review Team

Review Aims and Objectives

Methodology

Findings

Recommendations

Chair's Foreword



I was pleased to take this review forward after chairing ***'Mind the Gap – Scrutiny Review of Loneliness and Social Isolation'*** in 2015, which recommended greater use of the Banqueting Suite.

The Scrutiny Committee has taken a keen interest in the use of the Banqueting Suite since the business transformation exercise in 2013, which saw the usage of the facilities reduce significantly and limited work to make the most of this important council asset.

Fast forward to 2018 and another Scrutiny Task Group is reporting on progress for the newly named Business and Conference Centre. After five years I think I can safely say that we have experienced impatience, confusion and often frustration about a “lack of pace” with this situation.

This report, I believe, brings fresh hope and ambition and excitement about the future of this valuable facility.

Our review of the Banqueting Suite not only had the aims of ensuring more effective use of the space and to see improvement, but to consider the Council's approach to project management, income generation and approach to change.

Throughout this review we have tried to be as inclusive as possible and spoken with all relevant stakeholders. We are grateful to Members and staff for meeting with us and giving their views.

We hope this report and our recommendations will help the Council with phase 1 and 2 of the Business and Conference Centre proposals.

I would like to thank my fellow Task Group members for their wisdom, time and effort in ensuring that this review achieved its objectives and has reported in a timely way. Thanks also to our Scrutiny Manager, Darren Cranshaw, for his hard work and valuable expertise.

We commend the report and look forward to witnessing the Council advancing confidently into a new era of community and business involvement with the Business and Conference Centre.

Councillor Sue Jones
Task Group Chair
On behalf of the Scrutiny Task Group

Rationale for the Review

The Scrutiny Committee has taken an interest in the operation of the Banqueting Suite since the Commercial Services Transformation was agreed by Cabinet in 2013 as part of its general monitoring role.

Since then the Scrutiny Review of Loneliness and Social Isolation in 2015 made recommendations about the use and charging policy of the Banqueting Suite by community groups. An informal review was conducted by Scrutiny Members in 2016.

Due to continued Scrutiny Member concerns the Scrutiny Committee asked for a current situation report with regards the Banqueting Suite, which was presented on 27 November 2017, where it was agreed to set up a Scrutiny Review.

In response to a motion at Full Council on 17 January 2018, it was agreed to incorporate consideration of Member refreshments provided prior to meetings as part of this Scrutiny review.

Scrutiny Committee Review Team

- ▶ Councillor Sue Jones (Chair)
- ▶ Councillor Colin Coulton
- ▶ Councillor Michael Green
- ▶ Councillor Keith Martin
- ▶ Councillor Mick Titherington
- ▶ Councillor Matthew Tomlinson
- ▶ Councillor Karen Walton

Review Aims and Objectives

1. To gain confirmation of the Cabinet's vision and plans for the future development and use of the Banqueting Suite.
2. Explore the vision and plans to ensure they are based on robust evidence, consultation and data.
3. Test the business model and pricing policy for the Banqueting Suite.
4. Review the project planning documentation to ensure it is SMART (specific, measureable, achievable, realist and timebound).

5. Agree the monitoring arrangements for Scrutiny to ensure the project objectives and milestones are met.
6. To decide how best to deal with Full Council's request to review Member refreshments prior to meetings.
7. Consider best practice.
8. Make relevant recommendations to the Cabinet.

Links with Corporate Priorities and Corporate Plan

The review links with the Council's Corporate Plan 2017-2018

Corporate Priority:

- ▶ Strong and Healthy Communities
- ▶ Efficient, effective and exceptional council

Corporate outcome:

- ▶ Increased use of an income from existing property assets and investments.

Methodology

The Task Group has carried out extensive research to inform their review and ensure that as many people as possible could get involved in the review:

- ▶ The Task Group carried out desktop research reviewing best practice from other Scrutiny reviews carried out by other councils around the country.
- ▶ The Task Group reviewed key documentation to set the context for the review including:
 - Cabinet report on Commercial Services Transformation
 - Extract of previous reports and minutes presented to Scrutiny Committee
 - Project planning methodology and documentation
 - Centre for Public Scrutiny information
 - Presentation slides
- ▶ The Task Group has met on 6 occasions at the end of January and during February to carry out the review meeting with a selection of key Members and officers:

- Councillor Colin Clark, Cabinet Member for Corporate Support & Assets
- Jonathan Noad, Extended Leadership Team Lead
- Howard Anthony, South Ribble Partnership Manager

- ▶ A focus group was held with members of staff who service the facility.
- ▶ A focus group was held with the new project team
- ▶ The Task Group also had a tour of the facilities

Key Findings

The Task Group has used all the research mentioned in the above methodology to come up with the following key findings that have been used in developing recommendations for the review.

- ▶ The Task Group found limited progress made with the project since the last update to the Scrutiny Committee in November 2017. However, progress has now been accelerated.
- ▶ A new vision and approach to the Banqueting Suite as a Business and Conference Centre is planned.
- ▶ The Cabinet Member is a driving force behind the vision for the facility and has started to ensure that the project is planned with pace.
- ▶ The project has been broken down into 2 phases. Phase 1 is around carrying out a refurbishment of the conference facilities to modernise them using the £80,000 budget already allocated some years ago.
- ▶ A project team has been created and has met on 3 occasions.
- ▶ The project team has a good selection of skills and experience who are all enthusiastic about the project.
- ▶ There is concern as to whether the project team has the capacity to deliver this project alongside the Worden Hall project and their own day jobs.
- ▶ The project team has developed a scope, with some milestones, but more detailed project planning documentation has not been made available. The Cabinet is yet to agree phase 1 of the project.
- ▶ There has been some engagement with employees who service the facility and stakeholders. It would be helpful to the project if further consultation and

involvement with stakeholders was carried out.

- ▶ Ideas for phase 2 of the project are available, which would potentially mean major physical changes to the facility and expansion of the business model. Currently there is no timescale for bringing phase 2 forward.
- ▶ Following Council asking the Task Group to review the Member refreshments prior to Council and committee meetings we have undertaken research into the cost and potential options available. We feel a more objective assessment should be carried out by the Member Remuneration Panel as part of its wider work and we will pass our research onto the panel.

Recommendations

1. Commends the Cabinet Member for his ambitions and acting as a catalyst for this project being taken forward.
2. Welcomes that a project scope has been developed for phase 1 of the project and asks that a more detailed project plan be developed utilising the Council's new projects and performance management system. This should include preparation of a risk register and communications plan.
3. A detailed project and business plan for phase 1 is presented to Cabinet as soon as possible for approval.
4. The phase 2 business plan and project documentation be presented to the Scrutiny Committee for comment and Cabinet for approval in October to inform the 2019/2020 budget process.
5. An assessment of the capacity needed to deliver phase 1 of the project in addition to other projects and the project team members 'day jobs' be carried out to ensure appropriate resources are provided.
6. An engagement strategy is developed to consult and involve frontline employees delivering the service and customers throughout the Civic Centre and surrounding area.
7. Consideration is given to whether external support is required to carry out a market assessment to test the proposed business plan being developed.
8. Quarterly reports are presented to the Scrutiny Committee as part of the new style corporate performance reports being provided.

9. The Independent Member Remuneration Panel be asked to make a recommendation to Council as part of their wider work as to whether refreshments should continue to be provided prior to Council and committee meetings.

This page is intentionally left blank

South Ribble Council – Cabinet Forward Plan

For the Four Month Period: 1 May 2018 - 31 August 2018

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

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

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

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

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

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

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

Executive Leader	Councillor Peter Mullineaux
Deputy Executive Leader and Cabinet Member (Corporate Support and Assets)	Councillor Colin Clark
Cabinet Member (Finance)	Councillor Susan Snape
Cabinet Member (Neighbourhoods and Streetscene)	Councillor Graham Walton
Cabinet Member (Public Health, Safety and Wellbeing)	Councillor Jacqui Mort
Cabinet Member (Regeneration and Leisure)	Councillor Phil Smith
Cabinet Member (Strategic Planning and Housing)	Councillor Cliff Hughes

Whilst the majority of the Cabinet decisions listed in this Forward Plan will be open to the public to attend, there may be some decisions to be considered that contain confidential, commercially or personal information. The Forward Plan is a formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that some of the decisions listed in the Forward Plan will be held in private because the report will contain exempt information under Schedule 12A of the Local Government Act 1972, as set out below and that the public interest in withholding the information outweighs the public interest in disclosing it.:

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

Copies of the Council's Constitution and agenda and minutes for all meetings of the Council may be accessed on the Council's website: www.southribble.gov.uk. If there are any queries, including objections to items being considered in private, please contact the Council on 01772 625307 or email democraticservices@southribble.gov.uk.

**Heather McManus,
Chief Executive**

Last updated: 03 April 2018

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
March 2018							
Meeting on 11 April 2018							
South Ribble Apprenticeship Factory	Cabinet	Councillor Peter Mullineaux		11 Apr 2018	No		Report of the Director of Planning and Property
Housing Framework Delivery Plan	Cabinet	Strategic Planning and Housing	Significant effect in 2 or more Council wards.	11 Apr 2018	No		Report of the Director of Planning and Property
My Neighbourhood Approach - 2018/19	Cabinet	Regeneration and Leisure	Significant effect in 2 or more Council wards.	11 Apr 2018	No		Report of the Director of Planning and Property
The Leyland Truck Trail - 2017 Review/Evaluation and consideration of a Leyland Truck Trail 2	Cabinet	Regeneration and Leisure		11 Apr 2018	No		Report of the Director of Planning and Property

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Scrutiny Review of the Business & Conference Centre (formerly the Banqueting Suite)	Cabinet	Corporate Support and Assets		11 Apr 2018	No		Report of the Director of Planning and Property
Conference and Meeting Centre (Banqueting Suite)	Cabinet	Corporate Support and Assets		11 Apr 2018	Financial/Business Information		Report of the Director of Planning and Property
Meeting on 6 June 2018							
Performance Report - Quarter 4	Cabinet	Leader		6 Jun 2018	No		Report of the Specialist Consultant
Use of Civic Centre Accommodation by Third Party Organisation (Part II)	Cabinet	Corporate Support and Assets	Expenditure / Savings higher than £100,000	6 Jun 2018	Financial/Business Information		Report of the Director of Planning and Property
Land at Bamber Bridge	Cabinet	Corporate Support and Assets	Expenditure / Savings higher than £100,000	6 Jun 2018	Financial/Business Information		Report of the Chief Executive

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Meeting on 11 July 2018							
Review of Fees and Charges	Cabinet	Finance	Significant effect in 2 or more Council wards.	11 Jul 2018	No		Report of the Acting Deputy 151 Officer

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank