

## **CABINET**

WEDNESDAY, 11TH SEPTEMBER, 2019, 6.00 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 Wednesday 10 July 2019 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 Cabinet Forward Plan**

(Pages 9 - 18)

Latest version of the Forward Plan attached.

**ITEM(S) OF THE LEADER OF THE COUNCIL (INTRODUCED BY COUNCILLOR PAUL FOSTER)**

**5 Corporate Plan Performance Report - Quarter 1**

(Pages 19 - 52)

Report of the Interim Chief Executive attached.

**ITEM(S) OF THE CABINET MEMBER FOR FINANCE, PROPERTY AND ASSETS (INTRODUCED BY COUNCILLOR MATTHEW TOMLINSON)**

**6 Budget Monitoring Report - Quarter 1**

(Pages 53 - 68)

Report of the Interim Section 151 Officer attached.

**7 Lancashire Business Rates Pool**

(Pages 69 - 74)

Report of the Interim Section 151 Officer attached.

**ITEM(S) OF THE CABINET MEMBER FOR PLANNING,  
REGENERATION AND CITY DEAL) INTRODUCED BY  
COUNCILLOR BILL EVANS**

**8 Naming of Penwortham Bypass**

(Pages 75 - 78)

Report of the Director of Planning and Property attached.

**ITEM(S) OF THE CABINET MEMBER FOR ENVIRONMENT  
(INTRODUCED BY COUNCILLOR SUSAN JONES)**

**9 Single Use Plastics Strategy**

(Pages 79 - 92)

Report of the Director of Neighbourhoods and Development attached.

Gary Hall  
INTERIM CHIEF EXECUTIVE

Electronic agendas sent to Members of the Cabinet Councillors Paul Foster (Chair), Michael Titherington (Vice-Chair), Aniel Bylinski Gelder, Bill Evans, Susan Jones and Matthew Tomlinson

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

Forthcoming Meetings

6.00 pm Wednesday, 16 October 2019 - Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

**MINUTES OF CABINET**

**MEETING DATE** Wednesday, 10 July 2019

**MEMBERS PRESENT:** Councillors Paul Foster (Chair), Michael Titherington (Vice-Chair), Aniela Bylinski Gelder, Bill Evans and Matthew Tomlinson

**OFFICERS:** Gary Hall (Interim Chief Executive), Paul Hussey (Director of Customer and Digital), Jennifer Mullin (Director of Neighbourhoods and Development), Jonathan Noad (Director of Planning and Property), Tasneem Safdar (Senior Solicitor), Peter McHugh (Assistant Director of Property and Housing), Andrew Richardson (Assistant Director of Neighbourhoods) and Dianne Scambler (Democratic and Member Services Team Leader)

**OTHER MEMBERS AND OFFICERS:** Councillor Jane Bell (Deputy Mayor, Member Champion (Older People) and (Safeguarding)), Councillor Renee Blow, Councillor Colin Clark, Councillor Colin Coulton, Councillor Derek Forrest (Member Champion (Armed Forces)), Councillor Mary Green, Councillor Michael Green, Councillor Michael Higgins, Councillor David Howarth (Leader of the Liberal Democrats Group), Councillor Chris Lomax, Councillor Jacqueline Mort (Member Champion (Member Development)), Councillor Alan Ogilvie, Councillor Colin Sharples, Councillor Margaret Smith (Leader of the Opposition and Leader of the Conservative Group), Councillor Phil Smith, Councillor Caleb Tomlinson, Councillor Matthew Trafford (Member Champion (Youth)) and Councillor Karen Walton

**PUBLIC:** 8

**21 Apologies for Absence**

Councillor Susan Jones submitted her apologies for the meeting.

**22 Minutes of the Last Meeting**

Decision made (Unanimously):

That subject to the amendment of minute 2. The former Chair, Councillor Margaret Smith.....the minutes of the Cabinet meeting held on 19 June 2019 be approved as a correct record for signing by the Leader of the Council.

**23 Declarations of Interest**

Councillor Michael Green declared a personal interest in Items 5 and 8 in his role as a Cabinet Member for Lancashire County Council.

## 24 Cabinet Forward Plan

Decision made (Unanimously):

That the Cabinet Forward Plan be noted.

## 25 Enterprise Zone Business Rate Growth Agreement

The Cabinet Member (Finance, Property and Assets), Councillor Matthew Tomlinson presented a report of the Deputy Section 151 Officer that requested approval to enter into an agreement with Lancashire County Council in relation to the payment over a business rates growth from the Enterprise Zone.

It was explained that the proposal was to sign the Enterprise Zone Business Rate agreement between South Ribble Borough Council and Lancashire County Council to formalise the arrangement for payment over of the Business rates which relates to growth in the Enterprise Zone.

At the end of the 2018/19 financial year, the amount of retained business rate income in relation to the Designated Area was £418,171. This amount included back dated rates receivable for 2016/17 and 2017/18. The Council's business rate baseline excludes any business rates income for this site and as such the full amount is payable to LCC, as the accountable body for the Lancashire Enterprise Partnership (LEP).

From 2019/20 onwards, South Ribble will continue to collect relevant business rates growth and make payment to the LEP during the year based on the forecast for the year. There will be an annual reconciliation at the end of the financial year and a reconciliation payment will be paid to/recovered from the LEP.

It was proposed by Councillor Matthew Tomlinson, seconded by Councillor Mick Titherington and

### Decision made (Unanimously):

That Cabinet grants delegated authority to the Head of Paid Service and Monitoring Officer to enter into a legal agreement between South Ribble Borough Council and Lancashire County Council (as accountable body for Lancashire Enterprise Partnership Ltd) which will formalise the payment growth in business rates in relation to Samlesbury Aerospace Enterprise Zone to the Lancashire Enterprise Partnership.

### Reason(s) for the decision:

This is a key decision as the business rates income to be paid over is greater than £100,000 and therefore requires Cabinet approval. There are no budget implications as this income is earmarked for this purpose.

### Alternative Options Considered and Rejected:

None.

## 26 Purchase of land at Croston Road

The Cabinet Member (Finance, Property and Assets), Councillor Matthew Tomlinson presented a report of the Assistant Director of Property and Housing that sought approval to acquire an area of land being offered to the Council by Homes England as part of a Section 106 Agreement for Site W in the Local Plan for a Community Leisure value of £77,095.

It had been initially considered by officers that the land in question was no longer required for leisure/community use and had negotiated a deal with Homes England whereby the Council would accept a sum of money (£295,000) rather than acquire the land. In order to proceed with this option, a variation of the Section 106 agreement was required and a report was presented to Planning Committee for its consideration.

However, at its meeting on 26 June 2019, the Planning Committee took a view not to vary the Section 106 agreement and resolved to ask Cabinet to consider acquiring the land as originally intended as the purchase of this land would be more in line with the Council's commitment to environmental protection and improving air quality.

The Leader of the Council commented that this was a wonderful initiative and that if purchased, this land would be developed and maintained under the Green Links programme.

It was proposed by Councillor Matthew Tomlinson, seconded by Councillor Aniela Bylinski Gelder and

**Decision made (Unanimously):**

That:

1. Cabinet approves the land at Croston Road North (Site W) to be acquired for Community Leisure use value for £77,095 plus VAT.
2. Cabinet grants delegated authority to the Director of Planning and Property in consultation with the Portfolio Holder for Assets to conclude the deal for the site prior to the 1 September 2019 deadline.

**Reason(s) for the decision:**

The recommendations provide Cabinet with an opportunity to acquire land for community leisure use and safeguard its use for that purpose over the longer term.

**Alternative Options Considered and Rejected:**

The Council could have received a payment of £295,000 had it chose not to acquire the land. It was clear that there was not support for this position and that the acquisition of land for Community Leisure Use is in line with the Council's commitment to environmental protection and improving air quality.

**27 Vehicle Procurement Programme**

The Leader of the Council, Councillor Paul Foster presented a report of the Assistant Director of Neighbourhoods that sought approval to spend the allocated budget of up to £1,450,000 and agreement of the procurement evaluation criteria.

The Council's approved vehicle and plant replacement programme for 2019/20 includes for the replacement of fifteen vehicles and plant.

The Council is committed to develop the greenest possible fleet to deliver services to our residents, and although the current electric/hybrid versions of the vehicles due for replacement on this occasion are still in development stage and not readily available on the open market, these vehicles will be considered as they become available.

In the meantime, all replacement vehicles purchased will be equipped with a minimum Euro 6 compliant or hybrid power units which will result in greater fuel efficiency and greatly reduce the amount of pollutants produced.

The procurement of the replacement vehicles would be through a variety of different methods and an explanation was provided as to the use of a waiver process for the purchase of the two mini sweepers, along with the merits of capital purchasing against leasing.

Tenders will be invited by companies identified within the ESPO framework 215 and would be evaluated on an 80% cost, 20% quality basis which was broken down into the agreed weightings listed in the decision.

Upon completion of the tender process, a further report would be brought back to Cabinet for approval and Members asked for more information that would include whole life comparable costs and disposable income. The Interim Chief Executive assured Members that a financial assessment would be undertaken along with the consideration of all financing options.

It was proposed by Councillor Paul Foster, seconded by Councillor Matthew Tomlinson, and

**Decision made (Unanimously):**

That

1. Cabinet approves the capital spend budget of up to £1,450,000.
2. Cabinet approves the evaluation criteria as follows:

Cost 80%	80% Purchase Price
Quality 20%	7% Warranty Arrangements
	5% Environmental and Emissions
	4% Delivery Time/Late Delivery Support
	4% Breakdown and Technical Support

**Reason(s) for the decision:**

To enable the continued delivery of services to residents of the borough by the provision of effective and suitable vehicles.

**Alternative Options Considered and Rejected:**

As part of the development of these proposals the following options were considered.

**Purchase of replacement vehicles from within the borough** – the Council has expressed the desire to whenever possible procure goods and services from companies based within the borough, this will not be possible on this occasion due to the specialist nature of the equipment and a lack of suitable suppliers and manufacturers within the borough.

Retention of existing vehicles – consideration was given to the retention of existing vehicles and equipment, however the likelihood is that these vehicles would over time become unreliable leading to deterioration in the delivery of services. It would also remove the opportunity to reduce current levels of particulates released in to the atmosphere and reduce air pollution within the borough.

## **28 Council Tax Support Scheme Consultation**

The Cabinet Member (Community Engagement, Social Justice and Wealth Building), Councillor Aniela Bylinski Gelder presented a report of the Director of Customer and Digital that updated on the current situation and sought agreement as to how to proceed with a formal consultation exercise which would inform the proposals for the introduction of an amended scheme in 2020/21.

The Cabinet Member set out the background and rationale for the council needing to address this issue. Councillor Aniela Bylinski Gelder also asked officers to look into the production of a Standard Financial Statement for April 2020.

The Interim Chief Executive also agreed to bring a report to the next Cabinet meeting on the implications of the Stop the Knock Campaign.

The Council's previous intention was to consult and implement a new scheme in 2019/20. However, following Government changes to Universal Credit (UC) in the Chancellor's Budget on 29 October 2018, meant there was a need to review the potential impact of the changes in relation to any local scheme that might have been implemented in April 2019.

The report provided further analysis as the basis for future consultation and measures that would be taken to proactively promote the scheme. The amended scheme is to be renamed the Local Support Scheme.

In response the Members questions in the audience, the consultation arrangements were outlined in detail. Clarification was also sought on the number of claimants on passported benefits as opposed to those who were not, but would still qualify for the payment.

It was explained that the introduction of the Empty Homes Premium could provide additional income that would offset the changes to the Council Tax Support Scheme. Empty homes can often be a blight in the community and this premium can encourage home owners to keep their properties tidy.

It was proposed by Councillor Aniela Bylinski Gelder, seconded by Councillor Paul Foster and

**Decision made (Unanimously):**

That

1. Cabinet notes the proposals detailed in the report.
2. Cabinet notes and approves the process and timeline for consultation on Option 2.
3. Cabinet notes and approves for further work to be undertaken in relation to the empty homes premium.
4. Cabinet request that officers look into the detail of producing a Standard Financial Statement and consider its introduction from April 2020.

**Reason(s) for the decision:**

1. To assess the impact of the Council Tax Support Scheme in light of the introduction of Universal Credit.
2. The adoption of a revised Council Tax Support Scheme has been agreed as a priority in the five year Corporate Plan (2018-23).
3. To ensure that any future, new or revised scheme is intended to address the potential administrative burden of the rollout of Universal Credit and satisfy the statutory requirement within the localisation of Council Tax Support that consultation must take place with major preceptors and residents.

**Alternative Options Considered and Rejected:**

The alternative options are detailed in the proposals section of the report.

Chair

Date

## South Ribble Council – Cabinet Forward Plan

**For the Four Month Period: 1 September 2019 - 31 August 2020**

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

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

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

Page 9

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

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

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

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

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

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

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

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

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

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

**Last updated: 02 September 2019**

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Future meetings of the Cabinet where there is an intention to hold part of the meeting in private: 11 September, 16 October, 13 November 2019, 22 January, 12 February and 18 March 2020							
September							
Leader of the Council							
Corporate Plan Performance Report - Quarter 1	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	11 Sep 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Out%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf">https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Out%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf</a>	Report of the Interim Chief Executive
Cabinet Member (Finance, Property and Assets)							

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Budget Monitoring Report - Quarter 1	Cabinet	Cabinet Member (Finance, Property and Assets)	Significant effect in 2 or more Council wards.	11 Sep 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf">https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf</a>	Report of the Section 151 Officer
Lancashire Business Rates Pool	Cabinet	Cabinet Member (Finance, Property and Assets)		11 Sep 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s5783/CABINET%20120918%20Business%20Rates%20Retention%20Pilots%202019-20%20Final.pdf">https://southribble.moderngov.co.uk/documents/s5783/CABINET%20120918%20Business%20Rates%20Retention%20Pilots%202019-20%20Final.pdf</a>	Report of the Section 151 Officer
Cabinet Member (Planning, Regeneration and City Deal)							
Naming of Penwortham Bypass	Cabinet	Cabinet Member (Planning, Regeneration and City Deal)		11 Sep 2019	No	None	Report of the Director of Planning and Property
Cabinet Member (Environment)							

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Single Use Plastics Strategy	Cabinet	Cabinet Member (Environment)	Significant effect in 2 or more Council wards.	11 Sep 2019	No	None	Report of the Director of Neighbourhoods and Development
Future Meetings							
South Ribble Council Branding	Cabinet	Leader of the Council	Expenditure / Savings higher than £100,000	16 Oct 2019	No	None	Report of the Chief Executive
South Ribble Borough Council Website Refresh	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	16 Oct 2019	No	None	Report of the Director of Customer and Digital
Worden Hall Update	Cabinet	Cabinet Member (Finance, Property and Assets)		16 Oct 2019	No	<a href="https://southribbleintranet.mode.rngov.co.uk/documents/s9189/Worden%20Hall%20cabinet%20Report%2019th%20June%202019%20PMc%20comments%20V2.pdf">https://southribbleintranet.mode.rngov.co.uk/documents/s9189/Worden%20Hall%20cabinet%20Report%2019th%20June%202019%20PMc%20comments%20V2.pdf</a>	Report of the Assistant Director of Property and Housing

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Options Appraisal and Business Case for the McKenzie Arms, Bamber Bridge	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	16 Oct 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9190/cabinet%20Report%2019th%20June%202019%20-%20site%20consultation%20feedback%20and%20OPE%20update%20V3%2010.6.19.pdf">https://southribble.moderngov.co.uk/documents/s9190/cabinet%20Report%2019th%20June%202019%20-%20site%20consultation%20feedback%20and%20OPE%20update%20V3%2010.6.19.pdf</a>	Report of the Assistant Director of Property and Housing
Green Waste and Bin Replacement Charging	Cabinet	Cabinet Member (Environment)	Expenditure / Savings higher than £100,000	16 Oct 2019	No	None	Report of the Assistant Director of Neighbourhoods
Central Lancashire Local Plan - Issues and Options	Cabinet	Cabinet Member (Planning, Regeneration and City Deal)	Significant effect in 2 or more Council wards.	16 Oct 2019	No	<a href="https://centrallocalplan.lancashire.gov.uk/">https://centrallocalplan.lancashire.gov.uk/</a>	Report of the Director of Planning and Property
Apprentice Factory Development Plan Update	Cabinet	Cabinet Member (Planning, Regeneration and City Deal)	Significant effect in 2 or more Council wards.	16 Oct 2019	No	None	Report of the Director of Planning and Property

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Standard Financial Statement	Cabinet	Cabinet Member (Community Engagement, Social Justice and Wealth Building)		16 Oct 2019	No	None	Report of the Director of Customer and Digital
Empty Homes Premium and Second Homes Policy	Cabinet	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Significant effect in 2 or more Council wards.	16 Oct 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9528/CTSS%202020-21%20Consultation%20Report%20Final.pdf">https://southribble.moderngov.co.uk/documents/s9528/CTSS%202020-21%20Consultation%20Report%20Final.pdf</a>	Report of the Director of Customer and Digital
Corporate Plan Performance Report - Quarter 2	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	13 Nov 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf">https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf</a>	Report of the Interim Chief Executive

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Budget Monitoring Report - Quarter 2	Cabinet	Cabinet Member (Finance, Property and Assets)	Significant effect in 2 or more Council wards.	13 Nov 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf">https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf</a>	Report of the Section 151 Officer
Vehicle Procurement	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	13 Nov 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9460/Vehicle%20Procurement%20Cabinet%20Report.pdf">https://southribble.moderngov.co.uk/documents/s9460/Vehicle%20Procurement%20Cabinet%20Report.pdf</a>	Report of the Assistant Director of Neighbourhoods
Approval of the Council Tax Support Scheme to be adopted for 2020/21	Cabinet	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Significant effect in 2 or more Council wards.	13 Nov 2019	No	<a href="https://southribble.moderngov.co.uk/documents/s9528/CTSS%202020-21%20Consultation%20Report%20Final.pdf">https://southribble.moderngov.co.uk/documents/s9528/CTSS%202020-21%20Consultation%20Report%20Final.pdf</a>	Report of the Director of Customer and Digital

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Nomination of Mayor Elect and Deputy Mayor Elect 2020/21	Cabinet	Leader of the Council		22 Jan 2020	No	None	Report of the Assistant Director of Scrutiny and Democratic Services
Corporate Plan Performance Report - Quarter 3	Cabinet	Leader of the Council	Significant effect in 2 or more Council wards.	12 Feb 2020	No	<a href="https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf">https://southribble.moderngov.co.uk/documents/s9183/Annual%202018-19%20Corporate%20Plan%20Performance%20Report.pdf</a>	Report of the Interim Chief Executive
Budget Monitoring Report - Quarter 3	Cabinet	Cabinet Member (Finance, Property and Assets)	Significant effect in 2 or more Council wards.	12 Feb 2020	No	<a href="https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf">https://southribble.moderngov.co.uk/documents/s9160/Final%20Budget%20Output%20Turn%20Report%202018-19%20for%20Cabinet%20190619.pdf</a>	Report of the Section 151 Officer

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REPORT TO	ON
<b>SCRUTINY BUDGET AND PERFORMANCE PANEL CABINET</b>	9 September 2019
	11 September 2019

TITLE	PORTFOLIO	REPORT OF
Corporate Plan Performance Report: Quarter 1 (1 <sup>st</sup> April 2019 - 30 <sup>th</sup> June 2019)	<b>Leader of the Council</b>	<b>Interim Chief Executive</b>

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

## PURPOSE OF THE REPORT

1. Performance reports for all quarters (Quarters 1, 2, 3, and 4) are considered by the Council's Leadership Team, Scrutiny Committee's Panel for Performance and Budget Monitoring and Cabinet, with a final annual report being considered by Full Council at the end of the financial year.
2. This report provides Cabinet with an update for Quarter 1 performance against those programmes, projects and key performance indicators agreed by Council within the Corporate Plan (as approved February 2019).
3. This initial Quarter 1 report also provides an update with regard to the review of the Corporate Plan, its measures and key performance indicators.

## PORTFOLIO RECOMMENDATIONS

4. Members to note that the performance summary outlined within Quarter 1 reflects the deliverables and priorities identified by the previous administration and Corporate Plan, approved February 2019.
5. Members to note that existing performance measures are currently being reviewed in conjunction with the review of the Corporate Plan. This is expected to be completed for Council on 25<sup>th</sup> September 2019.
6. Members to note that from Quarter 2, Corporate Plan Performance Reports will be structured based upon the new administration's identified outcomes and priorities.
7. Members to note that the performance report will be developed further over the course of the year.

## EXECUTIVE SUMMARY

8. Following the all-out election in May 2019 and the formation of a new administration, within Quarter 1, there has been a focus to review the existing Corporate Plan, its measures and key performance indicators. The revised Corporate Plan will be presented to Council on 25<sup>th</sup> September however, to ensure a level of continuity the monitoring report will reference where existing priorities have been reshaped and how existing projects will be taken forward.
9. The performance monitoring report has been completely restructured and formatted. It is an ongoing journey and will be developed and improved throughout the year.
10. The Council's Performance Management System 'InPhase' is to be developed further to benefit from its functionality on reporting and data quality. The system will be developed to include a project management office where all scoping, delivery and evaluation is contained within the system, enabling reports and summaries of information to provide performance and progress updates efficiently.
11. As part of the development of InPhase, there are options being considered to utilise digital publishing of key measures and performance to the internet via their Citizen Portal platform. It is hoped that this will open up access to our performance data and be accessible at any point to Members and residents. We will be working with Scrutiny Committee and the new panel it has established to look at performance and explore this option in greater detail and obtain feedback on how we can develop our digital approach further.
12. It should be noted that there are ongoing matters to be resolved with regards definitions and calculation of key performance measures. These are being fully reviewed as part of the Corporate Plan revision, together with a full review of the Council's Data Quality Policy and Performance Management Framework.
13. Whilst every effort is made to ensure that the information reported is accurate, within this report a caveat is applied until all reviews on data quality and performance management have been completed. These reviews will ensure each measure is clearly defined, has a robust calculation methodology and clearly defined tolerances and comparators/baselines in order to provide a high level of assurance.
14. In the previous year the Quarter 1 report was submitted jointed with Quarter 2 (effectively providing a bi-annual report through the year). The rationale for this was due to limited information and that within the first Quarter projects are still being scoped and initiated. Due to the change in administration and developments with the Corporate Plan, this report sets out current progress made to date.
15. At the end of Quarter 1 we can report that of the 34 projects on the Corporate Plan there were:



**Succeeding**

**0**



**On-Track**

**28**



**Off Track**

**6**

Of the Key Performance Indicators and measures at the end of Quarter 1 there were;



**Succeeding**

**14**



**On-Track**

**22**



**Off Track**

**8**

**CORPORATE PRIORITIES**

16. 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	✓
--------	---

**BACKGROUND TO THE REPORT**

**CORPORATE PLAN REVIEW**

- 17. As a result of the initial stages of the review there are a number of additional projects being considered which require scoping as well as a number of existing projects that will not be taken forward and therefore these will not be included within the Quarter 1 Report.
- 18. As work continues to refresh the Corporate Plan, the initial Quarter 1 report sets out to ensure there is a level of continuity throughout the year. Therefore, the report will highlight where there are changes or actions that reflect a change in scope (Appendix 1), this includes a brief explanation of changes in the introduction, and summary at the beginning of each Corporate Priority section.
- 19. The following projects have not been taken forward in the revised Corporate Plan. Further detail is provided below on how those projects have been discharged or if they have been included within other existing projects or services as ongoing core work of the Council.

**HEALTH & WELLBEING:** Develop masterplans for Lostock Hall, Bamber Bridge and Penwortham Leisure Sites

The revised Corporate Plan seeks to set out clear delivery objectives for the year. The development of masterplans for each Leisure Site will be absorbed in to one activity that develops in a structured way the development of Leisure Sites.

Members are asked to note however, that facility improvement plans will be undertaken this year with regards Bamber Bridge and Penwortham

**PLACE:** Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions.

With limited available space for location, this project will not be taken forward in 2019-20.

As there is significant budget attached to this project, the allocation of that funding will be reviewed as part of the mid-year estimate process.

**PLACE:** Awarding of contracts and begin Cross Borough link road

This project is taken forward in the plan, but it is now located within the activities of the Local Plan. An update on this project is provided within Appendix 1.

**PLACE:** Explore funding opportunities and secure planning permission for the development of the new Ribble Crossing

This project is a long term aspiration and will be taken forward in the revised Corporate Plan however, it is now located within the activities of the Local Plan. An update on this project is provided within Appendix 1.

**PLACE:** Ambassadors Network

This project overlaps with the administration's approach to engagement and collaboration with neighbourhoods and communities. As a result this will not be taken forward and consideration of 'ambassadors' will form part of the Cross Party working group that is tasked with developing engagement with communities and the approach with My Neighbourhoods

**OUR PEOPLE:** Phase 1 Leadership Development Programme

Leadership Development has been removed from the Corporate Plan as a discrete project. Development requirements for all staff are continuously assessed and discussed between employee and line managers. Later this year we will reintroduce a refreshed corporate personal development process which will support and formalise the development process for all staff. Leadership development will continued to be considered on an individual basis and all staff will be able to engage with appropriate training or development opportunities when needed. All staff, including Leadership team are required to undertaken statutory and mandatory training on a regular basis.

20. There are a number of additions to the Corporate Plan which are currently being developed further. These include:

▶ **Addressing concerns on Safety**

Working with our Partners, the Council will be looking at how it can invest in ways that can alleviate the concerns of residents with regards crime and disorder.

▶ **Reducing the Financial burden on residents**

The Corporate Plan seeks to consider the fees and charges for elements such as Green Waste and replacement bin charges together with exploring opportunities to develop a Credit Union.

▶ **Engagement with Communities**

The revised Corporate Plan is seeking to create a new relationship with residents and businesses where they have an active role in their community through debate, democracy and decision making. These include options for a Youth Council and a review of My Neighbourhoods.

▶ **Protection for parks and open spaces**

This is focused around protection of existing local green spaces and how Fields in Trust can help safeguard cherished local spaces for use by the community.

▶ **Environment**

This is focused on developing a single use plastics policy for the Council. Addressing biodiversity and protecting and developing space for local wildlife and natural spaces. That the Council will be Carbon Neutral by 2030 and focusing on the Air Quality Action Plan.

21. These areas of scoping are not included within this current performance report, but are highlighted to demonstrate and report that there is significant work underway.

22. The highlights and exceptions are detailed within this covering report and their corresponding page number within Appendix 1 is included to enable readers to refer to the appropriate page.

**23. RAG** – (Red, Amber, Green). As part of the initial stages of the review of indicators and performance reporting, it was identified that the way in which direction of travel was used did not always demonstrate performance. Commonly used with in performance monitoring is the traffic light system, often referred to as RAG. A more relatable system has been applied within Quarter 1 that says plainly where the project is currently at.



Off-track



On-track



Succeeding

- ▶ A project is **off track** when it is either behind in its delivery timescales or has not met its targets;
- ▶ It is **on track** where all current timescales are met and or within its agreed targets;
- ▶ If we are doing really well then it is **succeeding** as it has been achieved ahead of time or is beyond its target/measure.

**24. Narrative.** The report takes a more narrative centre approach with simple graphics to demonstrate where specific Corporate Plan projects are on track or off track. This change comes as a result of feedback from the new administration to have a report which is more reader friendly, moving towards a format using text and infographics rather than corporate styled tables.

**25. Measures and KPIs.** The current report includes a mixture of measures that relate to the performance of services as well as projects defined within the Corporate Plan. However, not all these measures will follow through in to Quarter 2 following the completed review of measures and performance indicators.

## PROPOSALS

### 26. QUARTER 1 PERFORMANCE: HIGHLIGHTED AREAS

#### 27. Positives to Note

##### **Indicators: Moss Side Income Generation (pg. 4)**

More income than anticipated has been generated through opportunities at the Moss Side Depot. More specifically in Quarter 1, £40,000 has been generated contributing to 40% of the £100,000 target for efficiencies from Neighbourhoods and Development per year. The income is broken down by £10,000 generated per month through mechanical work carried out in the workshop, in addition to income from FCC with £7,291 coming from rental space and £3,750 in fuel sales. There are direct costs for 2 additional mechanics which are funded from part of this additional income.

##### **Indicators: Occupancy Rates of the Council's Investment Estate (pg. 4)**

The Council has continued its excellent occupancy rate for its investment estate, with only 1% currently being vacant. It is worth noting that this sees a slight decrease from last Quarter where the occupancy rate was 100% however, this is a figure that hadn't been achieved for five years previous. This Quarter's figure remains above the 95% occupancy target and an achievement for the Council.

##### **Indicators: Green Links (pg. 8)**

Targets were set for 7km of additional Green Links paths to be developed, and 17km of signage and legibility improvements to take place across the Green Links network. This Quarter the Council has succeeded in delivering 1.5km of additional Green Links paths, and signage and legibility improvements across 7km of the Green Links network.

### 28. EXCEPTIONS TO NOTE: OFF-TRACK PROJECTS AND PERFORMANCE MEASURES

#### **Develop Campus Masterplan for Leyland Health, Leisure and Wellbeing Campus (pg. 8)**

Financial resourcing and risks will impact on scale and deliverability of the project. These factors will be considered as part of the review and update due to be considered by Council in September 2019.

Currently this project is paused until Council have received a full breakdown of the costs, timescales, funding options, and what can be achieved. A decision will then be taken on how to progress development.

**Commence work identified in Open Space Sports & Recreation Assessment & Playing Pitch Strategy (pg. 9)**

Due to the Leisure Contracts and Project Manager position being vacant for recent months this project has not had sufficient resource to progress. However the post has now been appointed to and the officer is in post enabling this project to move forward and get back on track.

The Strategy is yet to be finalised and once completed, the action will be to take forward the recommendations identified in the Open Space Sports & Recreation Assessment & Playing Pitch Strategy. A meeting is due to take place in September with the Consultants to establish the current position and timetable going forward

**Work with partners to implement a Volunteer and Participation Strategy (pg. 12)**

Whilst significant work has been undertaken to develop an approach to volunteering in South Ribble, this has been led through South Ribble Partnership and development of the Community Strategy. Following changes in the administration, a pause on progress was made to ensure that the approach meets the Council's revised objectives. There are a number of co-dependencies that need to be considered to take forward proposals:

- ▶ South Ribble Partnership's development of Time Credits (an incentivised model of engagement/volunteering);
- ▶ The Council's review of My Neighbourhoods and its engagement with communities.

To take the project forward at this stage it has been re-scoped to develop the Council's approach to supporting its own volunteers and the role for the Council in adopting Time Credits as a partner within South Ribble Partnership.

Further to this the role of engagement and volunteering will form part of the review into engagement for which a Cross Party Working Group has been established.

**Awarding of contracts and begin Cross Borough link road (pg. 15)**

Due to changes in administration discussions are taking place with Cabinet to understand the aspirations for Pickering's Farm site. If the developer reduces the number of dwellings and therefore the only access is taken from the A582, concern is raised about whether the Cross Borough Road Link road through the site will be required.

This has required a delay in progressing the Masterplan. However, progress has been made with liaising with all stakeholders to understand requirements with regard to any future planning application.

**Prepare Masterplan for River Ribble Green Links including consultation and implementing priority projects (pg. 18)**

Progress has not been made on this project this Quarter as the Council are reliant on the Environment Agency to move this project forward.

The Environment Agency flood defence scheme that is to be implemented is waiting on planning permission from Lancashire County Council and in addition there is a short-fall in funding the scheme from the Environment Agency.

Success is reliant on external partners and decisions, but it is anticipated that the Masterplan elements within the Council's control can be completed within 2019-20.

**Explore funding opportunities and secure planning permission for the development of the new Ribble Crossing (Pg. 18)**

Whilst this remains a key focus going forward, short term aims have been identified to ensure that the project remains a focus at both a national, regional and local level. However, to date no promising sources of funding have been identified.

### Number of Complaints Made (pg. 3)

The number of complaints received this Quarter has decreased from last quarter, however, it still remains above the same period reported last year.

Neighbourhood Services account for just over 50% of the complaints (16) with the majority relating to the Garden Waste Subscription Scheme (e.g. more specifically no permit/late subscription/bin not emptied accounting for 5 complaints, and a further 5 complaints coming from residents who do not think they should have to subscribe for garden waste to be collected).

The administration will be reviewing the Green Waste Subscription going forward as part of the commitment to reduce the financial burden on residents.

Although the number of complaints is higher than this time last year, only 13% were upheld, this being the lowest percentage upheld since this indicator began to be collected (Quarter 2 2018/19). All complaints made are fed back to the respective team in order for lessons to be learnt. Furthermore, the Customer Journey Mapping project is ongoing to improve customer experience when residents and other stakeholders contact the Council. Over time this should help reduce the number of complaints received.

### Pre-applications received (pg. 14)

Charges were introduced in October 2018. The reduction in numbers of pre planning advice may correlate the introduction of charges.

### Major applications decided in 13 weeks (pg. 14)

Within Quarter 1, 77.78% of applications were decided within the 13 week period. However, the national target for Major Applications is 65%, which means that South Ribble is still outperforming nationally agreed targets and performs well in this area.

Number of  
Complaints Made  
**38**



**OFF TRACK**

Target: Under 20  
Last quarter: 39  
Same time last year: 20

Number of Pre-  
Applications  
Received  
**53**



**OFF TRACK**

This time last year: 76

Percentage of Major  
applications decided in  
13 weeks or within  
Extension of time agreed  
**77.78%**



**OFF TRACK**

Last quarter: 85.71%  
This time last year: 75%

### **Calls abandoned before being answered and calls answered in 90 Seconds**

(pg. 3)

The report notes that the Council is off target for the percentage of calls abandoned before they have been answered and also the number of calls that have been answered within 90 seconds. Senior management have taken a number of actions over recent weeks and months including:

- ▶ increasing the staffing baseline establishment;
- ▶ introducing temporary seasonal staffing resource pending appointment to vacant roles;
- ▶ reviewed operating processes and procedures;
- ▶ delivered training and support for staff.

This has resulted in a significant reduction in call waiting times and abandoned calls. As at July 2019 the figure for calls answered within 90 seconds has increased to 44% and the figure for abandoned calls has reduced down to 9%. Moving forward the Telephony and Switchboard Upgrade approved by Cabinet in June 2019 should have a positive impact on these measures.

### **Homelessness – Fall in numbers of those prevented from becoming homeless (pg. 10)**

It is noted in the report that there has been a slight fall in the number of households where homelessness was prevented. A high percentage of these cases have barriers to accessing social housing and the private rented sector is proving to be out of reach for many people given the requirement in many cases to provide a rental guarantor.

The slight rise in relief cases and acceptances of full duty indicates that in those cases a prevention measure has not been able to be put in place for the reasons stated above or that clients are 'homeless' on contact and therefore cannot be classified as preventions.

### **Number of families in bed & breakfast (B&B) and numbers in temporary accommodation (pg. 10)**

Both of these indicators show as off track. The Council has access to temporary accommodation (self-contained flats and also a shared HMO in Preston) that is used to accommodate people pending a decision on homelessness and pending re housing.

We do not utilise B&B for families or 16/17 year olds – only in an emergency and not for longer than 6 weeks which is why these indicators appear as two separate figures.

We rarely use B&B and only for very short periods. The main reason that we had more in temporary accommodation and B&B was that a number of people were matched to new properties that were not yet available. They were matched as early as January but the properties were not ready to let until recently – as a result they remained in temporary accommodation until they could take up residency. They have now moved and as a result part of the temporary accommodation has been freed up.

% of calls answered within 90 seconds

**20%**



**OFF TRACK**

Last quarter: 27%

This time last year: 21%

% of calls abandoned before being answered

**38%**



**OFF TRACK**

Last quarter: 36%

This time last year: 30%

Percentage of households that had homelessness prevented

**78.31%**

(65 of 83)



**OFF TRACK**

Previous Quarter:

83.3% (70 of 84)

Number of families in B&B

**3**



**OFF TRACK**

Previous Quarter: 0

Numbers in temporary accommodation

**32**



**OFF TRACK**

Previous Quarter: 24

## **CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

29. Not Applicable.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

30. Not Applicable.

## **FINANCIAL IMPLICATIONS**

31. There are no financial implications arising.

## **LEGAL IMPLICATIONS**

32. There are no legal implications arising.

## **AIR QUALITY IMPLICATIONS**

33. As Appendix 1 details, there are limited resources at present to deliver the action plan. Additional resources would be required and will be reviewed.

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

34. Not Applicable.

## **ICT/TECHNOLOGY IMPLICATIONS**

35. Not Applicable.

## **PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

36. Not Applicable.

## **RISK MANAGEMENT**

37. Previous reports have attached as a further appendix the Corporate Plan Risk register as well as the Corporate Risk Register. Going forward the Quarterly reports will only highlight those risks within projects that are flagged as significant where they may impact on the delivery and achievement of the Corporate Plan. This will ensure that significant risks will be escalated appropriately within the organisation.

38. The existing risk registers for Corporate Plan projects need to be reviewed and updated following the changes to the Corporate Plan and recalibration of existing work streams in addition to new areas of work that have been identified and added to the Corporate Plan.

39. The key risks that have been identified within the attached appendix can be summarised as:

- ▶ Resourcing (finance and staffing);
- ▶ External partners where decisions are dependent;
- ▶ Impact of changes to administrations and recalibration of projects and priorities.

## EQUALITY AND DIVERSITY IMPACT

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

## RELEVANT DIRECTORS RECOMMENDATIONS

41. It is recommended that: Members note:
42. The performance summary outlined within Quarter 1 reflects the deliverables and priorities identified by the previous administration and Corporate Plan, approved February 2019.
43. That existing performance measures are currently being reviewed in conjunction with the review of the Corporate Plan. This is expected to be completed for Council on 25<sup>th</sup> September 2019.
44. That from Quarter 2, Corporate Plan Performance Reports will be structured based upon the new administration's identified outcomes and priorities.
45. That the performance report will continue to be developed further over the course of the year.

## COMMENTS OF THE STATUTORY FINANCE OFFICER

46. This report provides Cabinet with an update for Quarter 1 of performance against the programmes and projects which were agreed by Council within the Corporate Plan and approved in February 2019. The funding for these projects was reflected in the 2019/20 budget and MTFs (Medium Term Financial Strategy) which was also approved by Council in February 2019.
47. The first budget monitoring report for 2019/20 is a separate item on this agenda. The budget monitoring report sets out the key outturn variances to budget which are anticipated and reflects some of the financial implications of the improvements and reductions in performance highlighted in this Quarter 1 report.
48. Some Corporate Plan projects require scoping and/or are in the early stages of being developed and therefore the full financial implications are still to be determined. These will be reported at a later stage. The budget and MTFs forecasts will be updated to reflect any changes in the Corporate Plan and will be submitted to Cabinet and Council in February for approval.

## COMMENTS OF THE MONITORING OFFICER

49. There are no legal implications arising. This report is part of the Council's commitment to act in an open and transparent manner. It is important that members and residents should be able to assess how the council is performing in delivering on some of its key targets.

## BACKGROUND DOCUMENTS

- [Corporate Plan 2019-2020 \(As approved February 2019\)](#)

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

Appendix 1 - Quarter 1 Corporate Plan Performance Report 2019-20

GARY HALL  
INTERIM CHIEF EXECUTIVE

Report Author:	Telephone:	Date:
Howard Anthony	01772 625461	24/07/2019

# CORPORATE PLAN & PERFORMANCE MONITORING REPORT

Quarter 1 2019-20

## Contents

	Pg.
<b>Report Structure</b>	<b>3</b>
<b>Excellence, Investment &amp; Financial Sustainability</b>	<b>4</b>
<b>Health, Wellbeing And Safety</b>	<b>8</b>
<b>Place</b>	<b>14</b>
<b>Our People &amp; Communities</b>	<b>22</b>

## I. Report Structure

This report forms part of the appendices of 'Corporate Monitoring Report' update to the Cabinet for the period Quarter 1 (April – June 2019). Cross references are made within the Cabinet Report to refer to sections containing more detail within this document.

This report reflects the existing Corporate Plan structure and is broken down in to four sections;

- ▶ Excellence and Financial Sustainability;
- ▶ Health and Wellbeing;
- ▶ Place;
- ▶ Our People (internal priority).

Within each section is every programme and project that the Council has set out to deliver. Each project and any available performance indicator or measure is reported in this document.

Each project reports on

- ▶ **Quarter 1:** The activities that have been delivered and progress up until June 2019.
- ▶ **Going Forward:** Any specific activities undertaken since June that provide a relevant update on how performance is being managed/improved where appropriate. It also reflects any changes or impact on the revised Corporate Plan.
- ▶ **Notable factors with potential to impact success:** Any key issues or risks that could impact on the ability to deliver the project that needs to be highlighted to ensure performance is managed.

The development of this document will be an ongoing process over the coming months. This is to ensure that the report is as accessible as possible and provides the right information that the Cabinet, Scrutiny Committee, Members and residents need in order to ensure the Council is performing well.

Previously Corporate Plan Performance Reports have followed a RAG (Red, Amber, Green) rating system, however to improve reporting and accessibility a new system has been applied using Off-track, On-track, and Succeeding. This links directly to future plans to develop the use of the Council's project management system and potential to publish indicators and performance online.



Off-track



On-track



Succeeding

## PRIORITY: EXCELLENCE & FINANCIAL SUSTAINABILITY

### Corporate Plan (Feb 2019)

The programmes reported in this report relate to the existing Corporate Plan;

- ▶ The Council's Investment Portfolio
- ▶ Transformation
- ▶ New Business Models and Shared Services with Chorley Council

### Going Forward

### Excellence, Investment and Financial Sustainability

**Excellent services and a strong financial position that enables us to invest in the right way.**

As a council, we want you to feel confident we use the resources available to us, to provide the services you told us you need and that we manage our finances well to enable us to invest in communities.

As the Council moves forward, projects and activities that are reported will form part of the Council's refreshed priorities of:

- ▶ We will make effective investment and use of our assets;
- ▶ Customers of the Council can expect the highest standards of service and when they need us they have a good experience;
- ▶ We will develop new business models and approaches, including shared services.

### How Are We Performing?

Below are key performance indicators that demonstrate how well our services are currently meeting their objectives and targets:



**The Council’s Investment Portfolio**

Additional Income Generated at Moss Side Depot  
**£40,000**



**SUCCEEDING**

Target: £25,000 per quarter (£100,000 annual)

Percentage Occupancy Rate of the Council’s Current Investment Estate  
**99%**



**SUCCEEDING**

Target: 95%

Page 32

**Worden Hall**

**Overall Performance: ON TRACK**



**Quarter 1:** Negotiations with an interested party to occupy Worden Hall were ended following the election and formation of the new administration.

**Going Forward:** A consultation is to take place during August and September with stakeholders and park users to feedback on three identified options for Worden Hall. A report will then be provided to Cabinet in October with recommendations on how to progress.

**Notable factors with potential to impact**

**success:** As with all consultations, it is essential that expectations are managed with what can be achieved and implications for each model.

**Phase 2 Business and Conference Centre**

**Overall Performance ON TRACK**



**Quarter 1:** The programme of upgrades has continued including installation of new toilets and seating. Business planning has been impacted as a result of ongoing discussions around occupancy of the Civic Centre and assessment of needs of potential tenants.

**Going Forward:** Focus is on developing the Conference and Business Centre brand and facilities to deliver a high quality hospitality experience. A brand and business model is expected to be completed by March 2020

**Strategic review of Business Case for South Ribble Home Build Proposal**

**Overall Performance: ON TRACK**



**Quarter 1:** Following a report to Cabinet approval was given on 20<sup>th</sup> March 2019 to investigate the options for home build on the McKenzie Site, Station Road in Bamber Bridge. A further decision was made not to proceed with a further two sites previously identified as part of the One Public Estate proposals.

**Going Forward:** Proposals are being developed for the Council to consider establishing a housing development company. If proposals for a housing company are agreed, it will take significant time to develop and therefore to progress the McKenzie site external developers would be sought.

**Strategic asset review of Surplus Sites**

**Overall Performance ON TRACK**



**Quarter 1:** Cabinet provided authority to appoint specialist advisors to undertake a review of the Council’s assets and their performance.

**Going Forward:** Consultants were commissioned July 2019 and the review is expected to be completed over the next six months with a report due to Cabinet early 2020.

**Notable factors with potential to impact**

**success:** That appropriate consultants are unable to be commissioned or do not provide the outputs required

## Transformation Programme

% of self-service channel access vs phone/face-to-face

21%



**ON TRACK**

Target (March 2021): 40%  
Baseline (2018/19): 18%

Number of Customer Journeys Mapped

13



**SUCCEEDING**

Target For Quarter: 13

Number of Service Reviews Carried Out in Preparation For Customer Excellence Awards

4



**SUCCEEDING**

Target: 4

## Implement Recommendations from Strategic Digital Review

**Overall Performance: ON TRACK**



**Quarter 1:** Within this Quarter, the Information and Communications Technology (ICT) department restructure was completed with assimilated roles implemented 1st July.

The Council's bulk mailing solution Attain has now been used for our first mailshot going to 11,000 residents relating to Green Waste and was also used later in July for responding to consultees on the outcomes of the Green Links Consultation Report.

**Going Forward:** Since June, the Switchboard and Telephony upgrade agreed at Cabinet on 19th June has been progressing and is due for completion in Q2. The Disaster Recovery and Business Continuity project has been completed including submission of the Public Sector Network (PSN) documentation as part of the Council's compliance with data security. Audio Visual improvements have also been made in upgrading the Councils systems for Committee meetings.

This project is carried forward into the revised Corporate Plan as part on the ongoing commitment to ensure the Council's services are accessible and digital. A clear set of deliverables for 2019 -20 have been identified and agreed with the portfolio holder with emphasis on Digital Inclusion.

## Strategic review of Business Case for South Ribble Home Build Proposal

**Overall Performance: ON TRACK**



**Quarter 1:** Completed the mapping of 13 customer journeys (with 36 now being completed to date), and 4 service reviews in preparation for Customer Excellence Awards.

**Going Forward:** There was insufficient resource allocated to this project throughout Quarter 1 due to other commitments leading to slightly less customer journey maps being completed than targeted.

Further resource has been provided to bring this back on track. It is expected that all Journeys will be completed by end of the year.

**Notable factors with potential to impact success:** Resourcing is critical to ensure mapping can be completed

## New Business Models Including Shared Services

### Shared Services with Chorley Council

Overall Performance: **ON TRACK**



**Quarter 1:** Work has been ongoing to define the scope for the services that will be shared between South Ribble and Chorley Council. This review is expected to conclude by September 2019, where from this point work will commence to both plan and deliver this project.

**Going Forward:** This project has progressed slowly throughout due to a series of changes in political leadership. To enable discussion to move forward, mutual agreement will be required between the administrations of both Councils.

Elected Members received a workshop session in August to provide an update around Shared Services and understand how it can be taken forward.

**Notable factors with potential to impact success:** The outcome of this objective relies on both Councils being able to reach agreement. Frequent communication is ongoing to ensure that relationships remain strong.

## Corporate Plan (Feb 2019)

The programmes reported in this report relate to the existing Corporate Plan:

- ▶ Green Links, Parks and Campus: Health, Leisure and Wellbeing delivery model focused on prevention and intervention;
- ▶ Homelessness and Independent Living Support;
- ▶ Lancashire Mental Health Strategy;
- ▶ Social Isolation and Loneliness;
- ▶ Support for Volunteer and Communities;
- ▶ Deliver the Borough's Air Quality Plan.

## Going Forward

### Health, Wellbeing and Safety

Residents are, happy, healthy and safe, active and Independent

We are focused on doing what we can so that everyone in South Ribble has the choice to access support, advice and activities as well as accessing the right facilities both outdoors and indoors to maintain and improve their physical and mental wellbeing.

As the Council moves forward projects and activities that are reported will form part of the Council's refreshed priorities of:

- ▶ We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident;
- ▶ We continue to be recognised as a Dementia Friendly Community;
- ▶ We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities. (reducing social isolation, loneliness and inequality);
- ▶ We will actively work with partners across the public, private and 3rd sector, representing the residents of South Ribble so that they receive the best services.

## How are we performing?

Below are the key performance indicators that demonstrate how well our services are currently meeting their objectives and targets:

% of Licenced Taxis Inspected

**10.3%**



**ON TRACK**

Previous Quarter: 10.86%

This time last year: 9.6%

% of Licenced Premises Inspected

**17.2%**



**ON TRACK**

Previous Quarter: 7.25%

This time last year: 14.9%

% of Licenced Premises Inspected that have not complied with requirements

**32%**



**ON TRACK**

Previous Quarter: 39.1%

This time last year: 40%

Average Number of Days to Process a Housing Benefit Claim

**17.75 days**



**SUCCEEDING**

Target: 19 days

Previous Quarter: 19 days

This time last year: 23.65

## HEALTH AND WELLBEING

### Green Links, Parks and Campus: Health, Leisure and Wellbeing Delivery Model Focused on Prevention and Intervention

Number of Visits to Leisure Facilities  
**195,687**



**ON TRACK**

Last quarter: 210,723  
Same time last year: 191,897

Number of km completed of the Green Links  
**1.5 km**



**ON TRACK**

Target: 7km (annual)

Signage and legibility Improvements made across the Green Links  
**7km**



**ON TRACK**

Target: 17km (annual)

Number of Improvements made to Access Points on the Green Links  
**5**



**ON TRACK**

Target: 7 (annual)

Number of South Ribble residents taking part in Digital Training Sessions run by LAL  
**35**



**SUCCEEDING**

Target: 35 (increasing to 70 per month)

### Commence Next Phase of Borough Green Links

**Overall Performance: ON TRACK**



**Quarter 1:** Within the Quarter, 1.5km of footpaths as part of the Green Links programme has been completed.

Completed and improved access points to the Green Links in Bamber Bridge, Walton Le-Dale, Lostock Hall, Middleforth and Lower Penwortham.

Finalised signage and legibility improvements across the Central Parks Network, more specifically Bamber Bridge, Lostock Hall, Walton-le-Dale and Cuerdale into Penwortham.

### Develop Masterplan for Leyland Health Leisure and Wellbeing Site

**Overall Performance OFF TRACK**



**Quarter 1:** Following the changes to the administration this project has been subject to a review.

**Going Forward:** Cabinet will receive a report in September providing a full breakdown of costs, timescales, funding options, and recommendations on what can be achieved.

**Notable factors with potential to impact success:** Financial resourcing and risks will impact on scale and deliverability of the project. These factors will be considered as part of the review and update to Cabinet in September 2019.

### Scope Options for Leisure Delivery, Identify Preferred Option and Commence Delivery

**Overall Performance: ON TRACK**



**Quarter 1:** Consideration is being given to the extension of contract arrangements with the existing leisure provider. However, in parallel to this the Council is exploring alternative long-term delivery models for leisure through the development of a leisure procurement strategy.

**Notable factors with potential to impact success:** The current leisure contract expires March 2021. Time constraints will have an impact as should an extension be required to the existing contract this must be agreed by October 2019.

## HEALTH AND WELLBEING

**Green Links, Parks and Campus: Health, Leisure and Wellbeing Delivery Model Focused on Prevention and Intervention (cont.)****Continue Delivery of Major Parks Masterplan****Overall Performance: ON TRACK**

**Quarter 1:** A proposal listing the capital works and cost estimates was approved by Cabinet on the 19th June 2019.

Detailed design work will commence on a number of the works by the end of July 2019. Initial planning works have also begun on the strategic plans for the major parks.

**Going Forward:** Work is to commence on the play area and car park in Worden park. The Heritage Lottery second stage funding bid is to be taken forward for Hurst Grange Park Coach House Restoration.

**Notable factors with potential to impact success:** The key impacts on success relate to staffing capacity. Hurst Grange park will be subject to competition on the outcome of the decision by the Heritage Lottery.

**Commence work identified in Open Space Sports and Recreation Assessment and Playing Pitch Strategy****Overall Performance OFF TRACK**

**Quarter 1:** Scoping of potential options for the redevelopment of a playing pitch hub have started following the completion of the new Central Lancashire playing pitch strategy.

**Going Forward:** This activity is taken forward in the revised Corporate Plan, however, it has been amended to reflect that the Strategy is yet to be finalised and once completed, the action will be to take forward

the recommendations identified in the Open Space Sports & Recreation Assessment & Playing Pitch Strategy. A meeting is due to take place in September with the Consultants to establish the current position and timetable going forward

**Notable factors with potential to impact success:** Due to the Leisure Contracts and Project Manager position being vacant for recent months this project has not been given sufficient resource. This post has now been appointed allowing for focus to drive this forward.

**Preventative and Educational Digital Health and Wellbeing Programme****Overall Performance: ON TRACK**

**Quarter 1:** The project is progressing well with the following activities delivered within the Quarter

Accessibility has now been added to the core Council website and is being tested on customer portals including Modern Gov and Firmstep.

The "Find My Nearest" functionality is being tested to include local Electronic Vehicle (EV) charging points and will be rolled out soon.

**Going Forward:** South Ribble have partnered with Lancashire Adult Learning to host Digital Inclusion events at the Civic Centre with the first sessions having taken place on 3rd and 8th July. The first courses were focused on "Get online and access public services".

A clear set of deliverables have been agreed with the new administration and this project will go forward in the revised Corporate Plan.

# HEALTH AND WELLBEING

## Homelessness and Independent Living Support

### Implement a New Service Delivery Model of Health Focused on Prevention

Overall Performance: **ON TRACK**



**Quarter 1:** Revisited procedures with local prisons for referrals under duty to refer, completed a funding bid through Rapid Rehousing Pathway for rough sleepers, and reviewed and re-commissioned services for Sanctuary, Young Peoples Housing Advice, and Enhanced Floating Support.

Number of Homeless Presentations  
**205**



**ON TRACK**

Previous Quarter: 233  
Same time last year: 227

Number of households relieved from being homeless  
**18**



**ON TRACK**

Previous Quarter: 14

Number of people who are homeless and which we have full duty under the Act  
**13 (9 new)**



**ON TRACK**

Previous Quarter: 13  
(9 new)

% of households that had homelessness prevented  
**78.31%**  
(65 of 83)



**OFF TRACK**

Previous Quarter: 83.3% (70 of 84)

Number of families in B&B  
**3**



**OFF TRACK**

Previous Quarter: 0

Total number of new Rough Sleepers  
**3**



**ON TRACK**

Previous Quarter: 7

Numbers in temporary accommodation  
**32**



**OFF TRACK**

Previous Quarter: 24

Average number of days from Disabled Facilities Grant (DFG) referral from LCC to application  
**94**



**SUCCEEDING**

Previous Quarter: 117  
Same time last year: 185

## Social Isolation and Loneliness

Number of additional local businesses signed up to the Dementia Charter

3



**ON TRACK**

Target: 15 (annual)

## Continue to Deliver the Key Actions of the South Ribble Dementia Action Alliance

**Overall Performance: ON TRACK**



**Quarter 1:** The action plan for South Ribble Dementia Action Alliance continues to progress well. Within the Quarter the Alliance held its regular quarterly meeting (12th June 2019) with presentations and awareness raising of local services from Progress Housing Group Lifeline and St Catherine's Living Well Hub.

Dementia Action Week took place nationally in May 2019 and the Alliance Members, which included Leyland United Reformed Church, Age Concern Central Lancashire and Sporting Memories held activities and events.

The Highstreet Blitz activity has almost been completed (this is being supported by volunteers from the Alliance) and work is on-going to arrange Dementia Friends sessions to licensed taxi drivers which is due to take place over the summer.

**Notable factors with potential to impact success:** Whilst the programme remains on track, the response from businesses following the Highstreet Blitz was mixed. Response has been poor in terms of taking up Dementia Friends sessions and to link with the Charter.

**Going Forward:** Since the end of Quarter 1, progress has been made with taxi drivers, with over 100 having received Dementia Friends Awareness sessions. A plan is also in place to go back out and target key businesses in Hough Lane to encourage further sign up to the Charter.

## HEALTH AND WELLBEING

### Support for Volunteers and Communities

#### Review the Council Tax Support Scheme for 2020/2021

Overall Performance **ON TRACK**



**Quarter 1:** The consultation scheme has been given consideration from the Portfolio Holder and a report was considered at Cabinet on 10<sup>th</sup> July 2019, with approval given to undertake a consultation exercise.

**Going Forward:** Consultation with preceptors and residents is now taking place and due to conclude 27<sup>th</sup> September 2019.

**Notable factors with potential to impact success:** Preceptors may challenge the consultation however, a rigorous process (including professional advice from an external organisation) is being followed to ensure that this challenge is kept to a minimum.

#### Work With Partners to Deliver Actions Identified in the Volunteering Strategy

Overall Performance: **OFF TRACK**



**Quarter 1:** Significant work has been undertaken, but the project requires a review to ensure it meets the objectives and approach of the new administration. This project has a number of co-dependencies:

- ▶ South Ribble Partnership's development of Time Credits (an incentivised model of engagement/volunteering);
- ▶ The Council's review of My Neighbourhoods and its engagement with communities.

**Going Forward:** The Time Credits approach is advanced with a full proposal submitted to South Ribble Partnership on 17<sup>th</sup> July which was provisionally approved subject to further funding from partners. The project is to be re-scoped to focus on the Council's own volunteers and align with the Time Credits approach and review of engagement as part of the Cross Party working group that has been established.

**Notable factors with potential to impact success:** Clear direction is essential to ensure that the right approach is taken to the Council's commitment to volunteering.

### Deliver the Borough's Air Quality Plan

#### Delivery of Actions Identified in the Air Quality Action Plan

Overall Performance **ON TRACK**



**Quarter 1:** Work has continued to commence on the delivery of the actions within the Air Quality Action Plan. This has included the addition of four electric car charging points at the Civic Centre, and any future vehicle procurements by the Council will now be assessed based on air quality in addition to price and quality.

**Going Forward:** Air Quality will remain a key priority of the Corporate Plan. The Council declared a Climate Emergency in July 2019 which established a standing Working Group which will incorporate the Air Quality Action Plan in to its remit.

**Notable factors with potential to impact success:** Existing resources are limited to deliver the actions on the Air Quality Action Plan. For this priority to achieve its intended outcomes, additional resource would be required.

Additional Electric Charge Points Available for Public Use

4



**ON TRACK**

## Lancashire Mental Health Strategy

Deliver Actions Identified from the MH2K Project  
Overall Performance ON TRACK



**Quarter 1:** Following a meeting of the MH2K task group the Action Plan has now been defined and clear outputs set out to deliver in this current year.

Two initial videos to raise awareness of LGBTQ+ and Young Men's mental health are to be commissioned and will be used to provide peer support amongst young people.

**Going Forward:** MH2K remains on the Corporate Plan, but fits as part of the wider approach of the Council to focusing on activities that close the gap between communities on health and inequalities. It will no longer be referred to as the Lancashire Mental Health Strategy.

**Notable factors with potential to impact success:** This project is a partnership between organisations and is therefore subject to external pressures beyond the Council's control, but strategies for mitigation are in place.



# MH2K



From September 2017 to July 2018, Leaders Unlocked ran MH:2K in Central Lancashire, supported by South Ribble Borough Council, Chorley Council, Preston City Council, the Clinical Commissioning Groups, and the Wellcome Trust.

MH:2K is a powerful new model for engaging young people in conversations about mental health and emotional wellbeing in their local area. It empowers 14-25 year olds to:

- ▶ Identify the mental health issues that they see as most important;
- ▶ Engage their peers in discussing and exploring these topics;
- ▶ Work with key local decision-makers and researchers to make recommendations for change.

MH:2K Central Lancashire engaged over 1150 local young people with diverse life experiences. Its participants chose to focus on five areas of challenge for young people around mental health:

- ▶ Social media and use of language;
- ▶ Education and prevention;
- ▶ Professionals and services;
- ▶ LGBTQ+ young people;
- ▶ Young men.

Over 50 local and regional decision-makers and researchers took part in the project's Local Advisory Panel or one of its events.

## PLACE

### Corporate Plan (Feb 2019)

The programmes reported in this report relate to the existing Corporate Plan;

- ▶ City Deal and Plan for Successor;
- ▶ Central Lancashire Local Plan;
- ▶ Cuerden Strategic Site;
- ▶ Economic Strategy: Support for existing as well as new businesses;
- ▶ River Ribble Master planning;
- ▶ Housing Framework: delivery of a balanced housing market
- ▶ Place Promotion;
- ▶ Raising community aspirations in relation to growth and improvements in the Borough;
- ▶ My Neighbourhood Plans.

### Going Forward

#### Place, Homes and Environment

Our green spaces are valued and development is well managed.

We are focused on ensuring South Ribble remains a great place to live and work by protecting green and open spaces, safeguarding our environment, increasing the number of affordable housing and ensuring that development is managed.

As the Council moves forward projects and activities that are reported will form part of the Councils refreshed priorities of:

- ▶ We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment;
- ▶ We will promote safe, secure dwellings that people can afford to live in and can call home;
- ▶ We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well;
- ▶ We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them.

## How are we performing?

Below are the key performance indicators that demonstrate how well our services are currently meeting their objectives and targets:

Number of Pre-Applications  
Received

**53**



**OFF TRACK**

This time last year: 76

% of Minor and Other Applications  
Decided in 8 Weeks

**93.48%**



**ON TRACK**

Last quarter: 94.74%

This time last year: 97.47%

% of Major applications decided in 13  
weeks or within Extension of time

agreed  
**77.78%**



**OFF TRACK**

Last quarter: 85.71%

This time last year: 75%

## PLACE

### City Deal and Plan for Successor Programmes

**Act as an Enabling Authority Whilst Working with Partners and Developers to Increase the Rate of Delivery of New Homes and Commercial Floor Space by Unlocking City Deal Sites, and Prioritising Infrastructure Development.**

**Overall Performance ON TRACK**



**Quarter 1:** A Developers Conference was successfully hosted at the Civic Centre with over 100 attendees. Input has been provided into the draft Masterplan for Pickering's Farm, and all City Deal returns have been completed to inform the end of year report for 2018-19.

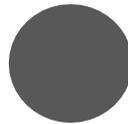
**Notable factors with potential to impact success:** The progress of this project is heavily reliant on progress also being made by partners. Due to a mid-term City Deal review this project has progressed slowly.

Number of New Homes Delivered



**TO BE REPORTED  
QUARTER 2 AND 4**

Number of New Affordable Homes Delivered



**TO BE REPORTED  
QUARTER 2 AND 4**

**Awarding of Contracts and Begin Construction of Cross Borough Link Road**

**Overall Performance: OFF TRACK**



**Quarter 1:** Due to changes in administration discussions are taking place with Cabinet to understand the aspirations for Pickering's Farm site. This has required a delay in progressing the Master plan.

**Going Forward:** Progress has been made with liaising with all stakeholders to understand requirements with regard to any future planning application. This project is taken forward in the revised Corporate Plan, but it will be undertaken as part of the activities within the Local Plan development.

**Notable factors with potential to impact success:** If the developer reduces the number of dwellings and therefore the only access is taken from the A582, concern is raised about whether the Cross Borough Road Link road through the site will be required.

**Carry out a strategic review of projects listed in the City Deal Business and Delivery Plan 2017-20, Identify Priorities and Commence Delivery.**

**Overall Performance ON TRACK**



**Quarter 1:** Prioritisation work was completed in April 2019 however, this is yet to go to the City Deal executive. This project is linked in with discussions of heads of terms.

**Going Forward:** An update is due to be presented to Council in September 2019.

**Notable factors with potential to impact success:** City Deal projects continue to progress slowly, all being heavily reliant on partnership working.

## PLACE

### Scope and Prepare Masterplans for Key Centres in South Ribble, Including Consultation with Local Residents and Businesses, and Commence Delivery.



**Overall Performance: ON TRACK**

**Quarter 1:** A meeting was set for 18th July 2019 for those involved in the Leyland Town Centre Masterplan project, with the intention that this is followed up by a Member workshop and then a consultation with residents.

In regard to the Penwortham Town Centre Masterplan, Lancashire County Council have drawn up a technical highway scheme which was to fulfil the requirements of the planning condition on the permission for Penwortham bypass. They have had a period of consultation and following this it appears likely that this will be the scheme submitted to discharge the condition.

**Going Forward:** The Masterplans for Penwortham, Leyland and Bamber Bridge remain as key activities within the Corporate Plan as part of the priority to manage development and deliver improvements to town centres.

**Notable factors with potential to impact success:** The progress and success of this project is reliant on funding from different parties, in addition to the buy-in from local high street businesses. Frequent communication is carried out with other parties to maintain mutual strategic direction, and consultation is to be carried out with local businesses.

### Central Lancashire Local Plan

#### Prepare and Consult on Issues and Options for the Central Lancashire Local Plan and Prepare Draft.



**Overall Performance: ON TRACK**

**Quarter 1:** Within the Quarter the gathering of evidence stage has been completed. There have been 2 'calls for sites' processes that have been completed, and engagement with members is now underway to inform the issues and options reports due for Autumn of this year.

The final housing needs and distribution study has been received in a draft form.

**Going Forward:** This activity remains within the Corporate Plan as a key area of focus. We are moving forward with a joint advisory committee (JAC) and a report is due to be received by Cabinet in September on the outcome of the call for sites process.

**Notable factors with potential to impact success:** The progress of the project would be significantly hindered should essential information not be included in the Housing Needs report. Specific information and statistics have been requested within the commission of this report in order to overcome this challenge.

**Cuerden Strategic Site**

**Implement Phase 2 of the Employment and Skills Plan**

**Overall Performance: ON TRACK**



**Quarter 1:** Lancashire County Council (LCC) have recently announced that their Cabinet has given the go-ahead to progress the Cuerden site and they are now in the process of selecting a development partner. A revised planning application will be required for the scheme due to the different nature of the proposals. Work is expected to begin 2020 with initial occupants on site by 2021.

Brookhouse and Eric Wright Group (the original planned development partners) are both aware of the Apprentice Factory and the need for Employment and Skills Plans as are LCC. The new development partners will be engaged on employment and skills plans as soon as they are announced.

Discussions have taken place during June with the Senior Responsible Officer and Portfolio holder and it has been agreed that this project will encompass the employment and skills plans on all the development sites in South Ribble, including the Cuerden site.

**Going Forward:** This activity will remain in the Corporate Plan assigned to the priority of managing development within the Borough

**Notable factors with potential to impact success:** The progress of this project is reliant on LCC driving the project forward, identifying a development partner, and securing occupiers for the site.

**Economic Strategy: Support for Existing As Well As New Businesses**

**Prepare and Implement a Central Lancashire Economic Strategy and Align to City Deal (including supporting new and small businesses)**

**Overall Performance: ON TRACK**

**Quarter 1:** The consultants are producing separate draft economic frameworks for South Ribble, Preston and Chorley.

The frameworks need to align with the pillars of the national 'Industrial Strategy' and inform the Central Lancashire and South Ribble input into the new Lancashire Industrial Strategy.

The timescales need to align with the new Central Lancashire Local Planning Framework and to the new Lancashire Local Industrial Strategy (LIS) and Greater Lancashire Plan so the evidence base is up to date at the relevant time for inputting into those pieces of work. The project is on track to meet the Local Plan timescales.

**Going Forward:** This activity remains in the Corporate Plan assigned to the priority of managing development within the Borough.

**Notable factors with potential to impact success:** Progress of this project is dependent on partnership working and external influences.

Number of High Level Jobs in the Borough

Number of Large, Medium, Small and Micro Businesses in the Borough



**TO BE REPORTED QUARTER 3**



**TO BE REPORTED QUARTER 3**

## PLACE

### River Ribble Master Planning

Prepare Masterplan for River Ribble Green Links Including Consultation and Implementing Priority Projects.

Overall Performance: **OFF TRACK**



**Quarter 1:** Progress has not been made on this project this Quarter as the Council is reliant on partners to move this project forward.

**Going Forward:** This activity will be taken forward as part of the revised Corporate Plan. The Green Links aspirations on the River Ribble is dependent on the Environment Agency flood defence scheme that is to be implemented. The flood defence scheme is waiting on planning permission from Lancashire County Council in addition to a short-fall in funding from the Environment Agency.

**Notable factors with potential to impact success:** Success is reliant on external partners and decisions.

Explore Funding Opportunities and Secure Planning Permission for Development of a New Ribble Crossing.

Overall Performance: **ON TRACK**



**Quarter 1:** This remains a key focus going forward, short term aims have been identified to ensure that the project remains a focus at both a national, regional and local level.

**Going Forward:** This project is a long term aspiration and will be taken forward in the revised Corporate Plan, however it will form part of the strategic work of the Local Plan review.

**Notable factors with potential to impact success:** To date no promising sources of funding have been identified

### Housing Framework: Delivery of a Balanced Housing Market

Deliver Actions Identified in the Private sector Stock Condition Survey.

Overall Performance: **ON TRACK**



**Quarter 1:** The review of the stock condition survey is currently being carried out and on-track to be completed by September 2019. Once this is completed a summary of findings will be produced ahead of consideration by Cabinet in 2020, with agreed actions taking effect from April 2020.

**Going Forward:** There has been an issue with the ability to extract the required data from the Building Research Establishment (BRE) stock condition database. This has now been addressed and BRE has made the required changes, the review is ongoing and is currently on track to be delivered.

**Notable factors with potential to impact success:** The success of the project will depend on 2 factors, these are:

- Recommendations being approved by Council;
- Funding to implement findings of the survey.

Percentage of Total Housing Stock that are Empty (for six months or over)

**1.27%**



**SUCCEEDING**

Previous Quarter: 1.4%  
Same time last year: 1.39%

Number of Empty Properties within the Total Housing Stock (for six months or over)

**633**



**SUCCEEDING**

Previous Quarter: 691  
Same time last year: 685

## PLACE

### Place Promotion

**Develop South Ribble Programme for Festivals and Events, to Build on South Ribble's Thriving Community Spirit.**

**Overall Performance: ON TRACK**



**Quarter 1:** The events programme for 2019-20 was agreed by Leadership early within the Quarter, this included events with friends groups and initiatives such as health walks. Furthermore, Leyland Festival was successfully delivered on the 15th June 2019. Feedback will be collected following events to measure levels of satisfaction and identify actions for improvement.

**Going Forward:** The revised Corporate Plan seeks to develop a music festival/event to be hosted within the Borough as part of developing its festivals and events programme.

**Notable factors with potential to impact success:** A change in scope is being looked at with work ongoing to explore new models for organising and running events which may increase the resource requirements to meet demand of type and size of events. Due to the current incentive structure in place for working events on the weekend, there are a limited number of volunteers available.

### My Neighbourhood Plans

**Deliver Projects Within the Agreed My Neighbourhood Plans.**

**Overall Performance: ON TRACK**



**Quarter 1:** Within the Quarter the forums have successfully delivered:

- ▶ Penwortham Live Community Music Festival;
- ▶ Launched South Ribble in Bloom;
- ▶ Leyland Festival;
- ▶ Delivered monthly village market and welcome café in Longton;
- ▶ Delivered monthly information hub at Leyland Market.

**Going Forward:** A review of the My Neighbourhoods approach is being undertaken and a Cross Party Working Group has been established to identify recommendations on how it can be developed.

**Notable factors with potential to impact success:** The delivery of projects is not expected to be impacted within the current year. However, the review of My Neighbourhoods is ongoing and there may be unknown impacts.



PLACE



# PLACE

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

In Collaboration with Partners, Deliver Actions Identified Within the Strategy.

Overall Performance: **ON TRACK**



**Quarter 1:** To date the structure of the Partnership has been drafted and agreed with the Partnership's task group. This was subject to adoption by the key partners at a meeting held in July 2019.

An assessment of the remaining performance reward grant has been obtained and a profiled budget to allocate to projects has been drafted for decision at the meeting of the Partnership in July 2019.

**Going Forward:** A meeting of the partners who will form the Executive board took place 17th July with a number of initiatives approved (South Ribble Community Awards and Time Credits (in principle)).

The revised Corporate Plan takes this activity forward but with an emphasis on its priority to health and wellbeing and working with its partners to ensure residents receive the right services and support as part of reform of public services.

**Notable factors with potential to impact success:** South Ribble Partnership will establish its own action plans based on its Community Strategy. However, success is dependent on having the right plans and effective engagement from Partners, to contribute to the outcomes and aims of the Partnership.

Page 49

The Community Strategy sets out a shared vision for South Ribble between communities, service providers and businesses.

The strategy and its development was led by partners who worked together over the past 18 months to engage with local service providers, business representatives and most importantly, communities. The voice of the Community and key partners has directly contributed to the strategy, and is reflected in the priorities which focus on improving local services and supporting the aspirations of local communities.

## OUR PEOPLE

### Corporate Plan (Feb 2019)

The programmes reported in this report relate to the existing Corporate Plan;

- ▶ Organisational Development
- ▶ Apprentices

### Going Forward

### Our People and Communities

**Strong and active communities where people are engaged and have a voice.**

South Ribble has an amazing sense of community. We want to support communities to be able to shape what we do as a Council, as well as us supporting communities to take part in active democracy, decision making and leading activities within their communities that they want to provide.

As the Council moves forward projects and activities that are reported will form part of the Council's refreshed priorities of:

- ▶ We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence;
- ▶ Communities are able to get involved, have a voice and feel supported to make things happen in their community;
- ▶ The Council seeks innovative ways to ease the financial burden on residents.

### How are we performing?

Below are the key performance indicators that demonstrate how well our services are currently meeting their objectives and targets

Average Number of Lost Days to Sickness per FTE  
1.88 days



**ON TRACK**

Target: 2 days

Average Number of Lost Days to Short-Term Sickness per FTE  
**0.9 days**



**ON TRACK**

This time last year: 1 day

Average Number of Lost Days to Long-Term Sickness per FTE  
**0.99 days**



**ON TRACK**

This time last year: 0.69 days

Number of Staff Leaving Involuntarily

0



**SUCCEEDING**

Dec 2018: 1  
This time last year: 4

Number of Staff Leaving Voluntarily

6



**ON TRACK**

Dec 2018: 5  
This time last year: 10

Number of Lost Days due to Accidents

2 days



No Target

Number of Days Lost due to Work Related Stress

0.5 days per full time equivalent



No Target

## OUR PEOPLE

### Organisational Development

#### Bring Forward a Comprehensive Member Development Programme

Overall Performance: **ON TRACK**



**Quarter 1:** A comprehensive induction programme was developed for Members following the May 2019 election. This is to be complemented with a Member Learning Hour programme for the remainder of the year. A report was presented to Full Council on 24 July 2019 recommending the creation of a Cross-Party Member Working Group help co-ordinate Member Development and work towards the Member Development Charter.

**Going Forward:** A Member Development Steering Group has been created and will be meeting shortly to prepare a Member Development Strategy using the Member Development Charter as a framework to ensure we support our Members in the best way possible to deliver our ambitions for the Borough and Council.

#### Notable factors with potential to impact success:

It is important that our approach to developing Members is Member led and tailored to their individual needs. Engagement with all Members will therefore be the key to success.

### Apprentices

#### Apprentice Factory Phase 2

Overall Performance: **ON TRACK**



**Quarter 1:** The first South Ribble Careers Festival was delivered successfully on 18 June at the Civic Centre. The event brought together over 20 businesses in the South Ribble area, which were wishing to recruit to live job and apprenticeship vacancies. The participants included the Council itself and businesses working with the Apprentice Factory such as Waitrose, Dr Oetker and Dnata (Gold Medal Travel) who are moving into the borough.

Reports have been taken to Leadership Team to deliver the Apprentice First approach for the Class of 2019. A number of options are being explored for the location of the Apprentice Factory Hub in Leyland.

**Going Forward:** The Class of 2019 Apprentices are currently being recruited, with significant interest having been expressed and applications made. It is anticipated that the new apprentice intake will be in post by the end of September 2019.

**Notable factors with potential to impact success:** An element of the project originally scoped for the Apprentice Factory Hub to be located within the Civic Café, however the renovation within the Civic Centre has not progressed in this area as planned, and therefore additional time has had to be taken to explore other options.

Number of Staff Undertaking Apprenticeships at the Council

13



**ON-TRACK**

% of Council Staff undertaking Apprenticeship Qualifications

7%



**SUCCEEDING**

Target: 2.3% (National Public Sector Target)

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REPORT TO	ON
Scrutiny Budget and Performance Panel Cabinet	9 September 11 September



TITLE	PORTFOLIO	REPORT OF
Budget Monitoring 2019/20 – Month 4 (July)	Finance, Property and Assets	Interim Section 151 Officer

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

## PURPOSE OF THE REPORT

1. This report provides an update on the Council's overall financial position as at the end of July 2019, which is month 4 of the financial year 2019-20. The report provides a forecast of the projected outturn to 31<sup>st</sup> March 2020 compared to the current approved budget and explains what the differences are and what impact they will have.

## PORTFOLIO RECOMMENDATIONS

2. Cabinet notes, reviews and comments on the contents of this report.
3. Cabinet approves a virement of the £150,000 turnover savings target budget to reflect staffing savings achieved in the first period up to the end of July.

## REASONS FOR THE DECISION

4. Robust financial monitoring, including scrutiny and challenging information, is a crucial aspect of running a successful and effective organisation.

## EXECUTIVE SUMMARY

5. The overall revenue outturn forecast for 2019/20 is a net budget saving of £681,000 which represents a variance of 4.7% of the total net budget requirement. At this early stage in the year, this is based on actuals to-date and broad assumptions in respect of spend and anticipated levels of income for the remainder of the financial year.
6. Certain income sources can be assessed with more certainty; for example with Garden Waste and Trade Waste charges the majority of the income is received early in the financial year. Other income is more volatile and therefore the forecasts are more likely to need revising as the year progresses.

7. In the staffing cost forecasts, assumptions have been made in relation to the timing of recruitment to posts which are currently vacant.
8. The forecast variance of a £681,000 surplus comprises the following main items:
  - Forecast savings in staffing costs £476,000, partly offset by £150,000 turnover target
  - Increase in income forecast including Garden Waste £135,000 and Investment interest £80,000
  - New income generated from vehicle maintenance contract £120,000; offset by additional staff costs £50,000; net increase in income £70,000
  - Increase in business rates compensatory grant funding (S31 grant) £280,000
  - Offset by: a net cost of £108,000 in relation to the waste contract
9. The Capital budgets have been updated to reflect both the approved slippage from 2018/19 and committee approval for schemes during the year to-date to reflect the current available budget. The current capital budgets have been reviewed to establish the forecast outturn expenditure and any re-phasing of schemes into future years. The total capital budget forecast for 2019/20 is £14,939,000, with £1,986,000 potential slippage identified at this stage in the year. Further details are provided in the body of the report and Appendix A (attached).

## CORPORATE PRIORITIES

10. The report relates to the following corporate priorities: (tick all those applicable):

Excellence and Financial Sustainability	✓
Health and Wellbeing	
Place	

Projects relating to People in the Corporate Plan:

People	
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## BACKGROUND TO THE REPORT

11. The 2019/20 budget and Medium term Financial Strategy (MTFS) 2019/20 to 2022/23 was approved by full Council on 27<sup>th</sup> February 2019.
12. The net cost of services revenue budget was £14,484,000. An increase of 1.99% in Council Tax was approved, with a budget income figure of £153,000. After applying other sources of funding as well, there was an overall surplus of £716,000 that was budgeted to be transferred back into the capital funding reserve to help fund the sizeable capital programme.
13. The capital programme totalled £41,383,000 over the next 4 financial years, with a total budget of £12,908,000 in 2019/20.

## PROPOSALS

### Revenue Summary

14. Table 1 summarises by directorate the revenue budget variations that are expected to impact on the outturn position at 31<sup>st</sup> March 2020. The overall forecast is a surplus, compared to the budget, of £681,000. If this surplus was transferred to reserves at the end of the year, which would be the default action if no further spending plans were approved, then the total contribution to reserves would increase from £550,000 to £1,231,000.

15. Table 2 lists the main variances within particular service areas that affect the forecast.

**Table 1: Revenue Budget Summary**

Directorate	Full Year Budget £'000	Forecast Variances £'000	Forecast Outturn £'000
Chief Executive	864	8	872
Neighbourhoods & Development	6,484	(157)	6,327
Planning and Property	488	(128)	360
Finance and Assurance	1,405	(29)	1,376
Legal, HR & Democratic Services	1,746	(75)	1,671
Customer Experience & Operations	2,098	(90)	2,008
Pension Deficit Contributions	414	0	414
Efficiency Target – Staff Turnover	(150)	150	0
<b>Net Cost of Services</b>	<b>13,349</b>	<b>(321)</b>	<b>13,028</b>
Interest payable / receivable	(89)	(80)	(169)
Parish Precepts	397	0	397
Provision for repayment of debt	835	0	835
<b>Funding Requirement</b>	<b>14,492</b>	<b>(401)</b>	<b>14,091</b>
<u>Funding:</u>			
New Homes Bonus – City Deal	(879)	0	(879)
New Homes Bonus – SRBC	(135)	0	(135)
Retained Business Rates	(3,950)	11	(3,939)
Business Rates Section 31 grant	(1,750)	(291)	(2,041)
Council Tax	(8,328)	0	(8,328)
Contribution to/(from) reserves	550	0	550
<b>Total Funding</b>	<b>(14,492)</b>	<b>(280)</b>	<b>14,772</b>
<b>Net (Surplus) Deficit</b>	<b>0</b>	<b>(681)</b>	<b>(681)</b>

**Table 2: Projected Revenue Outturn Variations at Period 4 (July) 2019/20**

<b>Detail</b>	<b>Budget pressure / (saving) £'000</b>	<b>Forecast Variances at period 4 £'000</b>
<b>Chief Executive</b>		
Staffing Variances	8	8
<b>Neighbourhoods &amp; Development</b>		
Staffing Variances	(110)	
Garden Waste income - exceeded budget	(135)	
Trade Waste income - reduction in take up on renewal	20	
Waste Contract – inflation and cost recovery adjustments	108	
Waste – Special Collections charges	13	(157)
Reduced income for permits at Worden Park due to repairs	6	
Moss Side depot – Vehicle maintenance contract net additional income	(70)	
Moss Side depot – metered water	11	
<b>Planning and Property</b>		
Staffing Variances	(145)	
Civic Centre rental/room hire income	(15)	(128)
Planning Pre-application fees reduction	32	
<b>Finance and Assurance</b>		
Staffing Variances	(29)	(29)
<b>Legal, HR &amp; Democratic Services</b>		
Staffing Variances	(110)	
Forecast reduction in Land Charges income	10	(75)
Forecast reduction in Licensing income	25	
<b>Customer Experience &amp; Operations</b>		
Staffing Variances	(90)	(90)
<b>Budgets not in directorates</b>		
Efficiency Targets – Staff Turnover Target achieved	150	150
<b>Net Cost of Services</b>	<b>(321)</b>	<b>(321)</b>
Interest on short-term investments	(80)	(80)
Additional Contribution to / (from) reserves compared to budget - Retained Business Rates and s31 grant funding	(280)	(280)
<b>TOTAL</b>	<b>(681)</b>	<b>(681)</b>

## Staffing Costs

16. The forecast savings in staffing costs is £476,000 and this is partly offset by the £150,000 turnover target, giving a net saving of £326,000. The main reasons for this forecast variance are as follows:
- Neighbourhoods and Development – The directorate budget for 2019/20 included a provision of £200,000 to fund additional staff resources and equipment to support the completion of all scheduled work undertaken by the grounds maintenance and cleansing teams. This included a full year allocation of £160,000 for staffing costs. Recruitment to the new posts has been carried out during the year and £65,000 is forecast to be spent. Therefore the part-year saving forecast is £95,000.
  - Planning and Property – The staffing-related savings forecast in the directorate are mainly due to vacancies. Most of the corporate apprenticeship posts, which sit in this directorate, are currently vacant but a recruitment process is underway and the posts are expected to be filled in September. In the planning team there are 3 vacancies due to a delay in implementing a restructure. 5 posts have now been filled via internal recruitment with another to be considered. The remaining vacancies will be then be recruited from the wider organisation or externally.
  - Finance & Assurance (F & A) and Legal, HR & Democratic Services (LHR & DS) – Delays in recruitment to the approved shared senior management posts have resulted in actual underspends, and larger forecasted underspends. These are offset by extra costs relating to temporary staffing arrangements and honoraria. The overall staffing forecasts are a net saving of £29,000 in F & A and a net cost of £39,000 in LHR & DS.
  - Legal, HR & Democratic Services only – In addition to the previous point, two senior management posts in the directorate have been vacant all year, with a current cumulative net forecast saving of £132,000. There are some minor variances totalling £17,000 that take the overall staffing forecast underspend to £110,000. (£132k plus £17k less £39k equals £110k.)
  - Customer Experience & Operations – The forecast savings relate to; Gateway £43,000 due to staff turnover and maternity leave, Revenues and Benefits £22,000 due to reduced hours of some staff and ICT £39,000 due to delays in filling vacancies.
17. In calculating the current budget forecasts, assumptions have been made in relation to the recruitment to vacant posts and the likely timing of new appointments. For example, there are uncertainties in relation to the shared services agenda and therefore it is difficult to forecast accurately at this stage in the year for the shared senior management posts.
18. A resource review is currently being undertaken by the Leadership team to identify resource gaps and recruitment needs. The forecasts will be updated once this exercise is complete.

## Other Cost variations

19. The net cost of £108,000 in relation to the waste contract is a result of increases in relation to pay inflation £147,000, offset by the recovery of replacement bin costs £39,000. These costs include backdated adjustments for previous years. The pay adjustments reflect the impact of the NJC pay awards on individual pay points, which for the FCC employees works out higher than the average pay increase previously applied. The waste contract includes an annual

provision for the cost of bin replacements. As the actual cost of bin replacements has been less than this provision, the overpayment has been recovered from FCC.

## Business Rates

20. The business rates budget forecasts for 2019/20 have been revised to reflect the latest position. Some elements of the business rates budget are fixed and therefore can be forecast with certainty; conversely other elements (such as Government s31 grant) are variable and can produce in-year variations. The purpose of the Business Rates Retention Reserve is to mitigate the impact of any in-year fluctuations.
21. The current forecast is a net increase in income of £280,000. A breakdown of this forecast against the approved budget is set out in the table below. All net business rates collected in respect of the Lancashire Enterprise Zone at Samlesbury is payable to the Lancashire Enterprise Partnership.

<b>Business Rates Retention Budget</b>	<b>Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Forecast Variance £'000</b>
<b>Expenditure</b>			
Tariff paid to Pool	15,150	15,150	0
Payment re Enterprise Zone (19/20)	174	174	0
Payments to Lancs Wide Fund	286	244	(42)
Payment to Resilience Fund	57	49	(8)
<b>Income</b>			
Local share of business rates	(19,220)	(19,095)	125
Share of surplus/deficit	(185)	(185)	0
Designated Area – Enterprise Zone	(174)	(174)	0
Renewable energy rates income	(39)	(102)	(63)
<b>Sub-Total</b>	<b>(3,950)</b>	<b>(3,939)</b>	<b>11</b>
Government S31 Grants	(1,750)	(2,042)	(291)
<b>Total</b>	<b>(5,700)</b>	<b>(5,980)</b>	<b>(280)</b>

22. A recent approach to the Council for financial support from Lunar Caravans Ltd has resulted in an offer to be made with the new potential buyers of the business for temporary business rate relief for a 12 month period. There is a cost to the Council in awarding this relief but the purpose of this course of action is to protect jobs and the local economy. The specific details of the proposed relief are still to be agreed but the cost to the council in a full year will be up to £120,000. As this will cross financial years, there will be a part-year impact in both 2019/20 and 2020/21. This cost can be met from the Business Rates Retention earmarked reserve.

## Income from services

23. Table 3 shows the budgets and forecasts of the main types of income that are generated by services. (Note: this is different to general funding that isn't attributable to particular services such as non-specific government grants, council tax and business rates.)

**Table 3: Income from services**

Service Area	Last Year Income £'000	Budget £'000	Forecast £'000	Forecast (Surplus) / Deficit £'000
<b>Neighbourhoods &amp; Development</b>				
Car Parking charges and fines	(135)	(137)	(137)	-
Civic Centre banqueting suite income	(21)	(18)	(12)	6
Community Sports Coaching	(235)	(203)	(253)	(50)
Dog impounding, littering and dog fouling	(6)	(18)	(18)	-
Environmental Permits	(24)	(19)	(19)	-
Football pitches, fairs, etc.	(26)	(15)	(19)	(4)
Grounds Maintenance	(156)	(162)	(162)	-
Licensing - Piercings & Tattoos and Animals	(12)	(7)	(7)	-
Licensing - Street Traders	(28)	(25)	(25)	-
Pest Control	(44)	(39)	(39)	-
Property rental - Civic Centre	(71)	(50)	(71)	(21)
Property rental - Market	(139)	(142)	(142)	-
Property rental - Moss Side Depot	(13)	(43)	(44)	(1)
Property rental - Worden Craft Centre	(13)	(15)	(13)	2
Refuse Collection - Garden waste	(789)	(650)	(785)	(135)
Refuse Collection - New bins	(46)	(65)	(65)	-
Refuse Collection - Special collections	(41)	(40)	(27)	13
Refuse Collection - Trade Waste	(460)	(477)	(457)	20
Vehicle Maintenance contract	0	(13)	(136)	(123)
<b>Planning &amp; Property</b>				
Building Control	(221)	(191)	(191)	-
Planning application fees	(456)	(512)	(512)	-
Planning pre-application fees	(21)	(72)	(40)	32
Investment property rental	(1,076)	(1,095)	(1,096)	(1)
<b>Legal HR &amp; Democratic Services</b>				
Land Charges	(95)	(100)	(90)	10
Legal fees recovered	(13)	(15)	(15)	-
Licensing - Alcohol	(72)	(76)	(66)	10
Licensing - Gambling	(13)	(12)	(12)	-
Licensing - Taxis	(81)	(94)	(79)	15
<b>Customer Experience &amp; Operations</b>				
Court summons costs recovered	(213)	(228)	(228)	-
<b>Budgets Not In Directorates</b>				
Interest on investments	(303)	(220)	(300)	(80)
	<b>(4,823)</b>	<b>(4,753)</b>	<b>(5,060)</b>	<b>(307)</b>

24. The main income variations are as follows:

- Community Sports Coaching – the funding in respect of the bikeability scheme has been confirmed but was uncertain and therefore not included in the original budgets. This income is ring-fenced and will be spent on providing the service and therefore is not expected to impact on the final outturn position.
- Civic Centre rentals – the forecast has been updated to reflect the final agreements with DWP in respect of the lease and related service charges.
- Garden Waste Charges – the revised forecast reflects that the subscriptions in 2019/20 is consistent with the last financial year.
- Pre-Planning advice income – this was a new charge which has been introduced during 2018/19 but take-up is lower than originally forecast.

### Interest on Cash Investments

25. The forecast for Short-term investment income has been revised to £300,000 to reflect increased balances and in line with interest earned in 2018/19 which out-turned at £302,500. This is an increase in £80,000 in the current estimate of £80,000.

26. Return on investments and comparisons to the previous reporting period are set out below:

Year	Average Balance Periods 1 - 4	Average Rate Periods 1- 4	No. of days	Interest Earned
2018/19	£36,140,673	0.63%	102 / 365	£75,624
2019/20	£38,341,575	0.93%	102 / 365	£119,276

27. The average return achieved over the full year 2018/19 was 0.76% compares to 0.49% achieved in 2017/18 which reflected the gradual increase in interest rates. The Bank Rate was increased from 0.50% to 0.75% in August 2018. During 2018/19 it proved necessary to use the Debt Management Office's Debt Management Account Deposit Facility for short periods when balances with other counterparties had reached the maximum approved by Council. This results in lower returns and this was avoided later in the year by an increase in the maximum investment per UK bank or local authority from £5m to £6m in the council's approved Investment Strategy.

### Reserves

28. The total balance on reserves at the beginning of the financial year was £19.519m, which was £1.190m higher than the forecast in the budget report in February 2019. The main reasons for this were:

- Budget savings of £93,000 against the 2018/19 revised budget which increased the forecast general reserve balance from £4.587m to £4.680m at outturn
- Reduction in funding of capital projects from reserves due to the re-phasing of capital expenditure (£331,000)

- Slippage of expenditure committed at the end of 2018/19 but undertaken in 2019/20 (£189,000)
- Grants received and set aside to be used in future years (£386,000). This includes external funding for Central Lancs Local Plan and New Burdens grant.
- Business Rates surplus set aside in Earmarked reserve (£196,000)

29. Table 4 below shows the forecasted movements on the reserves for 2019-20.

**Table 4: Reserves Summary**

Reserve Name	Opening Balance £'000	Transfers In £'000	Transfers Out £'000	Capital Financing £'000	Closing Balance £'000
<b>Earmarked Reserves</b>					
My Neighbourhoods	(54)	-	-	-	(54)
Borough Council Elections	(114)	(40)	154	-	-
Housing Needs Survey	(83)	(20)	-	-	(103)
Local Development Framework	(255)	-	153	-	(102)
Performance Reward Grant	(46)	-	46	-	-
Organisation Restructure Costs	(27)	-	-	-	(27)
Borough Investment Account	(4,594)	-	44	4,550	-
Business Rates Retention	(2,751)	-	65	-	(2,686)
City Deal Reserve	(1,711)	(340)	208	-	(1,843)
Capital Funding Reserve	(3,073)	(716)	-	3,789	-
Repairs and Maintenance Fund	(500)	-	-	-	(500)
Transformation Fund	(500)	-	-	200	(300)
Apprenticeship Reserve	(267)	-	3	-	(264)
Other Earmarked Reserves	(864)	-	196	67	(601)
<b>Total</b>	<b>(14,839)</b>	<b>(1,116)</b>	<b>869</b>	<b>8,606</b>	<b>(6,480)</b>
General Reserve	(4,680)	(681)	-	-	(5,361)
<b>Total General Fund Reserves</b>	<b>(19,519)</b>	<b>(1,797)</b>	<b>869</b>	<b>8,606</b>	<b>(11,841)</b>

### Capital Programme

30. Appendix A lists all the capital schemes within the programme and the detail regarding budgets, spending and forecasts.

31. The 'Allocations' column in the appendix shows where budgets have been moved between lines, mainly to allocate funding from a generic lines to a specific project.

32. The 'Approval' column in the appendix shows where new budgets have been approved, for example via a waiver or a Cabinet report. The 'Green Links Capital Programme 2019/20', which was approved by Cabinet in June, accounts for the majority of these figures.
33. At this early stage of the year there are not many schemes where we can say with certainty that the spending will be different to the budget. Therefore most of the forecasts match the budgets to show nil variance. The schemes where we expect there to be underspends are:
- Other Parks and Open Spaces – Penwortham Holme Pavilion, Withy Grove Park and Withy Grove Toilets. These schemes were part of the programme in 2018/19 and were carried forward when the budget was revised as part of the 2019/20 budget process. In compiling the green links programme, it was decided that these schemes were not as high a priority as others and therefore they have been scheduled for future years rather than 2019/20.
  - Sports Pitch Hub – This scheme is still at the early stages of planning and scoping. Given its scale, the potential involvement of other parties such as neighbouring authorities or Lancashire FA, and the procurement timescales involved with such a large value, it is highly unlikely that any significant spend will occur in 2019/20.
  - Affordable Housing unallocated – This line relates to the Section 106 funding in reserves that has constraints requiring the money to be spent on Affordable Housing only. At the time of this report there are approved plans to use this funding on specific schemes.
  - Masterplanning & Regeneration unallocated – Similar to the point above, this line relates to a generic budget that is intended to be allocated to specific schemes once they are properly defined and approved. Currently there are no projects identified that this budget would be allocated against.
  - Private Sector Home Improvement Grants – Again, this line is similar to the two points above. The budget in the MTFs across 2019/20 to 2022/23 was set at a higher level with the intention to 'use up' the remaining balance of the capital receipts funding by developing further schemes. The scheme was already in the programme but the previous budgets were much lower. A more realistic figure has been set as the forecast because there are no plans for further schemes at this stage.
  - Green Links – We do not expect there to be an overall underspend. The 'unallocated' line needs to be allocated to the relevant schemes but it is not yet clear what the final distribution needs to be.
34. Other issues to be aware of are:
- IT Unallocated Funding – There is still a balance of £177,000 to be allocated to projects. The Digital Strategy identified multiple areas for investment in IT. A review of projects, their progress against project plan projections and costings against budget is being undertaken which will inform the forecast.
  - Investment Property – This line relates to the 'Borough Investment Reserve' which is £4,550,000 set aside should any suitable properties for investment be identified. No suitable schemes have been identified to date.
  - Empty Homes Grants – The council is in partnership with Methodist Action (North West) to bring long term empty properties in South Ribble back into use. The partnership was set up in 2016 and the council has committed £100,000 to the scheme. Grant funding of

c£60,000 has been provided to-date which has brought 5 empty properties back into use which Methodist Action have rented out to applicants from the council's housing options list. The partnership agreement requires the rental income from the properties funded from the grant to be ring-fenced to fund work to further properties in South Ribble. Unfortunately Methodist Action went into liquidation in August and the council has requested the repayment of the cumulative rental income held by Methodist Action which is in the region of £21,000.

## **CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

35. Not applicable

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

36. Not applicable

## **FINANCIAL IMPLICATIONS**

37. The financial implications are contained within the report.

## **LEGAL IMPLICATIONS**

38. The report is primarily for information purposes. Overall it presents a positive picture. There are no concerns or issues to raise from a legal perspective.

## **AIR QUALITY IMPLICATIONS**

39. There are no air quality implications that are specific to this report.

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

40. There are no specific implications regarding this report. The main considerations are vacant posts, in particular within shared services senior management.

## **ICT / TECHNOLOGY IMPLICATIONS**

41. The revenue budget for IT has a forecasted underspend due to vacancies, as detailed in the Staffing Costs section above. The capital programme includes a total budget of £200,000 for IT projects. To date, £23,000 has been allocated to two schemes, leaving a balance of £177,000. There are also two other IT related schemes that have been funded from alternative sources.

## **PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

42. The main consideration relating to property and assets is the 'Investment Property' line in the capital programme reflects the intended use of the 'Borough Investment Reserve', which has a balance of £4,550,000.

## **RISK MANAGEMENT**

43. Where applicable, particular risks are mentioned in the previous sections of this report. The main overarching risk is that the assumptions made in compiling a forecast outturn are unreliable or inaccurate. Forecasts have been made using the best information available and drawing on the knowledge and expertise of officers within service areas and the finance team itself.

## **EQUALITY AND DIVERSITY IMPACT**

44. This report is not considered to have any adverse impact on equality.

## **RELEVANT DIRECTOR'S RECOMMENDATIONS**

45. None

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

46. No further comments.

## **COMMENTS OF THE MONITORING OFFICER**

47. Clearly it is important that a council should report openly and transparently with regard to the monitoring of the budget. Residents need to know how the council is performing. From a legal perspective there are no concerns to report.

## **BACKGROUND DOCUMENTS**

Budget Report and Medium Term Financial Strategy – February 2019.

## **APPENDICES**

Appendix A – Capital Programme 2019-20

Leadership Team Member's Name: Jane Blundell

Job Title: Interim s151 Officer

Report Author:	Telephone:	Date:
James McNulty, Senior Management Accountant	01772 62 5289	7 <sup>th</sup> August 2019
Jane Blundell, Principal Management Accountant and Interim Section 151 Officer	01772 62 5245	

# Capital Programme 2019-20

Note: All figures are in £'000

# Appendix A

Scheme Name	Original Budget	Approved b/f from 2018/19	Allocations	Approvals	Revised Budget	Spend + Orders	Forecast Outturn	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020-21	Of which is an overall Over / (Under)
<b>Health, Leisure &amp; Wellbeing</b>										
<b>Green Infrastructure</b>										
Green Infrastructure unallocated	375	74	-	-	450	-	240	(209)	-	(209)
Green Link - Bamber Bridge LC to Tennis Centre	-	-	-	-	-	4	10	10	-	10
Green Link - Central Parks Network	-	-	-	-	-	49	110	110	-	110
Green Link - Penwortham to Bamber Bridge	-	-	-	-	-	22	60	60	-	60
Green Link - Ribble Links	-	-	-	-	-	-	30	30	-	30
Green Link - Shruggs Wood	200	(32)	-	-	168	12	168	-	-	-
Green Link - Worden Park car park to play area	-	-	-	40	40	-	40	-	-	-
Carwood Road Cross-Borough Link Road	-	-	-	150	150	-	150	-	-	-
<b>Worden Park</b>										
Craft Units - Infrastructure upgrade	11	4	-	-	15	12	15	-	-	-
Craft Units Windows and Security Grills	-	-	-	40	40	-	40	-	-	-
Farmyard Cottages Windows and Bathrooms	-	-	-	75	75	-	75	-	-	-
Gardener's Cottage Windows	-	-	-	15	15	-	15	-	-	-
Worden Hall - Repairs and externals	150	-	-	-	150	-	150	-	-	-
Worden Hall - Oil Tank	-	-	-	50	50	-	50	-	-	-
Worden Hall - Original Hall wall repairs	-	-	-	30	30	-	30	-	-	-
Park - Formal Gardens conservatory heating	-	-	-	30	30	-	30	-	-	-
North Lodge	-	-	-	30	30	-	30	-	-	-
Overflow Car Park	-	-	-	120	120	-	120	-	-	-
Replacement conservatory / greenhouse	-	9	-	-	9	9	9	-	-	-
Toilet facilities improvements	10	-	23	-	33	33	33	-	-	-
Shaw Brook weirs and banking	-	-	-	40	40	-	40	-	-	-

Scheme Name	Original Budget	Approved b/f from 2018/19	Allocations	Approvals	Revised Budget	Spend + Orders	Forecast Outturn	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020-21	Of which is an overall Over / (Under)
<b>Other Parks and Open Spaces</b>										
Existing Built Assets Unallocated	142	-	(23)	(119)	-	-	-	-	-	-
Hurst Grange Park	8	-	-	-	8	-	8	-	-	-
Hurst Grange Coach House Phase 1	-	-	-	30	30	-	30	-	-	-
Hurst Grange Coach House Phase 2	-	-	-	120	120	-	120	-	-	-
Open Spaces 2016/17 to 2019/20	-	31	-	-	31	30	31	-	-	-
Open Spaces - Bent Lane	-	-	-	75	75	1	75	-	-	-
Open Spaces - Balcarres Green	-	-	-	25	25	1	25	-	-	-
Tarn Wood, Penwortham	-	-	-	50	50	-	50	-	-	-
Penwortham Holme Pavilion	120	-	-	-	120	-	-	(120)	(120)	-
Withy Grove Park	35	(4)	-	-	31	-	-	(31)	(31)	-
Withy Grove Toilets	20	-	-	-	20	-	-	(20)	(20)	-
<b>Sports and Leisure</b>										
Leisure Facility	1,400	5	-	-	1,405	1,651	1,405	-	-	-
Lostock Hall Football Facility	148	-	-	-	148	-	148	-	-	-
Sport Pitch Hub	1,000	-	-	-	1,000	8	50	(950)	(950)	-
Playground - Worden Park	170	-	-	5	175	1	175	-	-	-
Playground - Seven Stars	-	-	-	175	175	0	175	-	-	-
Playground - Leadale Green	-	-	-	175	175	0	175	-	-	-
Playground edging Worden and Farrington parks	-	-	-	105	105	-	105	-	-	-
<b>Place</b>										
Land Acquisition Croston Road	-	-	-	77	77	-	77	-	-	-
Affordable Housing unallocated	300	-	-	-	300	-	-	(300)	(300)	-
Affordable Housing at Station Road, Bamber Bridge	573	4	-	-	577	6	577	-	-	-
Church Road, Bamber Bridge	-	-	-	40	40	-	40	-	-	-

Scheme Name	Original Budget	Approved b/f from 2018/19	Allocations	Approvals	Revised Budget	Spend + Orders	Forecast Outturn	Forecast Over / (Under) vs Budget	Of which is Rephasing (to) / from 2020-21	Of which is an overall Over / (Under)
Disabled Facilities Grants	723	136	-	-	859	344	859	-	-	-
Leyland Train Station Ticket Office	-	-	-	60	60	-	60	-	-	-
Masterplanning & Regen unallocated	500	-	(17)	-	483	-	83	(400)	(400)	-
Masterplanning & Regen - Leyland	-	16	17	-	33	33	33	-	-	-
New Longton Regeneration	75	-	-	-	75	-	75	-	-	-
Empty Homes grants	-	-	-	39	39	-	39	-	-	-
Private Sector home improvement grants	240	-	-	-	240	4	75	(165)	(165)	-
St Mary's, Penwortham - Churchyard wall repairs	105	-	-	-	105	-	105	-	-	-
<b>Excellence &amp; Financial Sustainability</b>										
<b>Information Technology Programme</b>										
IT Unallocated Funding	200	-	(23)	-	177	-	177	-	-	-
Civic Centre audio visual equipment	-	-	80	-	80	80	80	-	-	-
Moss Side Depot Networking	-	-	3	-	3	3	3	-	-	-
Telephony and Switchboard	-	-	-	67	67	67	67	-	-	-
Icon Upgrade	-	-	20	-	20	20	20	-	-	-
<b>Other non-ICT projects</b>										
Vehicles and Plant replacement programme	1,450	236	-	-	1,686	405	1,686	-	-	-
Corporate Buildings - Civic Centre	200	-	(150)	-	50	-	50	-	-	-
Civic Centre Toilets	-	-	70	-	70	-	70	-	-	-
Corporate Buildings - Depot	20	(4)	-	-	16	45	16	-	-	-
Corporate Buildings - Other	184	10	-	-	194	11	194	-	-	-
Investment Property	4,550	-	-	-	4,550	-	4,550	-	-	-
<b>Grand Total</b>	<b>12,909</b>	<b>486</b>	<b>-</b>	<b>1,544</b>	<b>14,939</b>	<b>2,851</b>	<b>8,403</b>	<b>(1,985)</b>	<b>(1,986)</b>	<b>1</b>

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REPORT TO	ON
CABINET	11 September 2019



TITLE	PORTFOLIO	REPORT OF
Lancashire Business Rates Pool	Finance, Property and Assets	Interim Section 151 Officer

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

## PURPOSE OF THE REPORT

1. Cabinet are asked to approve the release of business rate growth funding prior to it being realised to support the funding of cross-county work on 'Repositioning Lancashire: The Greater Lancashire Plan'.

## PORTFOLIO RECOMMENDATIONS

2. That Cabinet approve a contribution of £36,012 to the Strategic Economic Growth and Financial Sustainability Fund, being South Ribble's share of the £400,000 bid to fund work on the Greater Lancashire Plan. This is subject to all Lancashire councils who are in the business rate pool committing to fund their share of the total cost of the work.

## REASONS FOR THE DECISION

3. The Lancashire BR Pool Executive Body have explored how £400k could be released from the Strategic Economic Growth and Financial Sustainability Fund (SEGFSF) in this financial year to fund work on the Greater Lancashire Plan, as requested by the Governing Body of the Lancashire Business Rate Pilot Pool. The proposal is that each authority provide a financial allocation towards the £400,000 in proportion to their total anticipated contribution to the Strategic Economic Growth and Financial Sustainability Fund.
4. This advance funding can be met from the council's business rate retention reserve. At the end of the financial year, when the actual outturn for business rates income is known, an adjustment can be made in relation to this payment.

## CORPORATE PRIORITIES

5. 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	
--------	--

## BACKGROUND TO THE REPORT

6. The Lancashire Business Rates Pool was formed in 2016/17. The benefit of the business rates pool is that the pool is treated as a single body for the purposes of the rate retention scheme, hence the Government calculates only one overall amount in respect of safety net or levy payments. In essence this means that members of the Lancashire Pool are not required to pay a levy to central government, instead this is retained by each member.
7. During 2018/19 the Government invited pools of authorities to pilot 75% rates retention in 2019/20. South Ribble Council approved the council's participation in a Lancashire pool pilot bid which was subsequently successful. Participation in the 75% pilot is financially advantageous for each pool member where they experience growth above their baseline funding level as they benefit from retaining a bigger share of that growth.
8. With regard to the governance arrangements for the Lancashire Business Rates Pilot Pool: it is administered by Ribble Valley who are the Lead Authority; has a Governing Body comprising of the Leaders of each local authority who belong to the pool; and an Executive Body which consists of the S151 Officers of the pool members. The Executive Body make recommendations, when required, on operational matters to the Governing Body.
9. The Lancashire Business Rates Pilot pool members signed a memorandum of understanding in which each pool member agreed that, at the end of the financial year, they would set aside 25% of their additional growth in a Lancashire wide fund to be used to target strategic economic growth and improve financial resilience and sustainability. The Governing Body make decisions regarding how the Strategic Economic Growth and Financial Sustainability Fund will be allocated.

## PROPOSALS

10. At a meeting of the Governing Body in June, a case was presented for a Greater Lancashire Plan funded from the Strategic Economic Growth and Financial Sustainability Fund (SEGFSF). The estimated overall cost of producing the Greater Lancashire Plan is £400,000.
11. The £400,000 is to fund the initial work to develop the Greater Lancashire Plan. The key outputs expected arising from the Greater Lancashire Plan include:

- An independent whole place review of Lancashire, providing state of Lancashire analysis
  - A bold and ambitious vision for Greater Lancashire 2050
  - A strategic framework, capturing the Local transport Plan refresh, the Local Industrial Strategy and all the local plans
  - A business case for a Greater Lancashire Strategic Intelligence Unit and secretariat
12. The Lancashire Business rates pool Executive Body were asked to consider the options available for underwriting the early release of £400,000 from the SEGFSF and to report back to the Governing Body.
13. The Lancashire BR Pool Executive Body met on 14 June 2019 and 26 July 2019. They explored how £400,000 could be released from the Strategic Economic Growth and Financial Sustainability Fund (SEGFSF) in this financial year to fund work on the Greater Lancashire Plan i.e. prior to the BR growth income being realised and available in this fund.
14. The Executive Body considered 2 options:
- Option 1 - That the advance funding is provided by one authority, or;
  - Option 2 - That the advance funding is provided by pool members in proportion to their anticipated contribution to the fund based on NNDR1's.
15. The Executive Body members present were minded to agree Option 2 and, subject to the views of those authorities not present, would be recommending this option to the next Governing Body meeting.
16. The table below shows the initial contribution which would be required from each pool member in the final column:

<b>Pool Member</b>	<b>Estimated Contribution to SEGFSF £</b>	<b>All to underwrite pro rata to expected contribution to SEGFSF £</b>
Blackburn with Darwen	445,648	65,669
Blackpool	0	0
Burnley	236,219	34,808
Chorley	177,840	26,206
Fylde	137,497	20,261
Hyndburn	26,500	3,905
Lancashire	773,067	113,916
Lancashire Fire Authority	53,363	7,863
<i>Lancaster</i>	<i>0</i>	<i>0</i>
Pendle	69,242	10,203
Preston	38,913	5,734
Ribble Valley	147,776	21,776
Rosendale	94,801	13,969
South Ribble	244,386	36,012
West Lancashire	120,961	17,824
Wyre	148,302	21,853
<b>Total</b>	<b>2,714,515</b>	<b>400,000</b>

17. This proposal is a one-off and a bidding process is being set up for accessing pooled monies from the SEGFS fund of the 2019/20 Lancashire Business rates pilot in the future.

## **CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

18. There has been no formal consultation.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

19. The Executive Body considered Option 1, but the collective view was that this was outside the current pooling arrangements for the Strategic Economic Growth and Financial Sustainability Fund.

## **FINANCIAL IMPLICATIONS**

20. The £36,012 advance payment can be funded in 2019/20 from the Business Rate Retention Reserve.
21. At the end of the financial year, the council will complete the annual business rates return (NNDR3) which will be the basis for the calculation of the council's actual share of business rates income including growth retained and also the proportion of growth due to be paid into the Strategic Economic Growth and Financial Sustainability Fund. This is in compliance with the agreed business rate pooling arrangements.
22. It is proposed by the Lancashire BR Pool Executive body that an adjustment is carried out at the end of the year with regard to the advance payments requested.

## **LEGAL IMPLICATIONS**

23. Clearly some kind of agreement/contract will need to be entered into setting out clearly the terms on which the advance payment of £36,012 will be made. Subject to this there are no legal concerns.

## **AIR QUALITY IMPLICATIONS**

24. There are no direct air quality implications as a result of this decision.

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

25. There are none.

## **ICT/TECHNOLOGY IMPLICATIONS**

26. There are none.

## **PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

27. There are none.

## **RISK MANAGEMENT**

28. The key risks are set out in the financial implications.

## **EQUALITY AND DIVERSITY IMPACT**

29. There are no Equality and Diversity implications.

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

30. This funding request represents an advance payment of a proportion of expected business rate growth in 2019/20. The council has been asked to underwrite this amount as there is a potential risk that if the expected level of business rate growth in 2019/20 isn't achieved then the Council will need to fund it from its own resources, and also because this is a one-off request to release funds in advance of them being received.

31. The amount proposed is less than 15% of the total estimated contribution to the Strategic Economic Growth and Financial Sustainability Fund and therefore is not considered to be a significant risk.

## **COMMENTS OF THE MONITORING OFFICER**

32. Please see Legal Implications above. There are no concerns from a Monitoring Officer perspective. There is general enabling legislation on which we can rely for taking the proposed action.

## **BACKGROUND DOCUMENTS**

Cabinet 12<sup>th</sup> September 2018: Business Rates Retention Pilots 2019/20

Cabinet 10<sup>th</sup> October 2018: Business Rates Retention Pilots 2019/20 – Update report

## **APPENDICES**

There are no appendices to this report

JANE BLUNDELL  
INTERIM SECTION 151 OFFICER

Report Author:	Telephone:	Date:
Jane Blundell	01772 625245	05/08/19

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REPORT TO	ON
CABINET	11 September 2019



TITLE	PORTFOLIO	REPORT OF
Naming of Penwortham Bypass	Planning Regeneration and City Deal	Director of Planning and Property

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

## PURPOSE OF THE REPORT

1. To confirm the name of the Penwortham Bypass

## PORTFOLIO RECOMMENDATIONS

2. That Cabinet note the name of the Penwortham Bypass – to be announced at the meeting

## REASONS FOR THE DECISION

3. The Penwortham Bypass needs a name

## CORPORATE PRIORITIES

4. 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:

## **BACKGROUND TO THE REPORT**

5. Name suggestions for the Penwortham Bypass were invited from the primary and secondary schools close to the route of the new road.
6. The Penwortham Bypass is a City Deal project and name suggestions were considered by a panel comprising: South Ribble Borough Council Leader, Broad Oak ward Councillor (Cllr Harry Hancock), Howick & Priory ward Councillor (Cllr David Howarth), LCC City Deal representative, LEP representative.
7. The name was chosen on 29 August 2019.

## **PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)**

8. The name suggestions were entered by schools as a competition, so to enable advising the winner and co-ordinating publicity the chosen name will be announced at the meeting.

## **CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

9. The name ideas were suggested by local school children and ward Councillors were included in the process.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

10. Various options were considered to generate a selection of name suggestions.

## **FINANCIAL IMPLICATIONS**

11. None

## **LEGAL IMPLICATIONS**

12. None

## **AIR QUALITY IMPLICATIONS**

13. None

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

14. None

## **ICT/TECHNOLOGY IMPLICATIONS**

15. None

## **PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

16. The Penwortham Bypass will be maintained by Lancashire County Council with no implications for South Ribble Borough Council.

## **RISK MANAGEMENT**

17. None

## **EQUALITY AND DIVERSITY IMPACT**

18. None

## **RELEVANT DIRECTORS RECOMMENDATIONS**

19. That Cabinet note the name of the Penwortham Bypass – to be announced at the meeting

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

20. There are no financial implications.

## **COMMENTS OF THE MONITORING OFFICER**

21. There are no issues of concern to raise.

**There are no background papers to this report**  
**There are no appendices to this report**

LT Member's Name: Jonathan Noad  
Job Title: Director of Planning and Property

Report Author:	Telephone:	Date:
Gill Beaghan, Communications	01772 625201	20 August 2019

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REPORT TO	ON
CABINET	11 September 2019



TITLE	PORTFOLIO	REPORT OF
Single Use Plastics Strategy	Environment	Director of Neighbourhoods and Development

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

## PURPOSE OF THE REPORT

1. To request Cabinet adopt and support the Council's Strategy on the reduction of 'Single Use Plastics' within all Council operations, as part of the work of the Climate Emergency Task Group.

## PORTFOLIO RECOMMENDATIONS

2. That the Single Use Plastics Strategy be adopted and the Climate Emergency Task Group be given the lead to develop, implement and achieve the goals of the Strategy with a view to reducing the amount of single use plastics used in Council operations.

## REASONS FOR THE DECISION

3. It is estimated that 8.3 billion tonnes of plastic have been produced since the 1950s. Without urgent action to cut demand, this is likely to be 34 billion tonnes by 2050, the majority of which will either end up in landfill or polluting the world's continents and oceans.
4. Following the declaration of the Climate Emergency in July 2019, the Council committed to reducing its impacts on the Environment from all of its activities, including from the use of Single use Plastics (SUP's).
5. The strategy, to be developed, implemented and monitored by the Climate Emergency Task group will undertake a full review of the Council's use of Single Use Plastics and implement procedural and policy changes to minimise the SUP usage through the Council operations.

6. This strategy will support our plans to improve and safeguard the environment of South Ribble to be a place where everyone is treated fairly and our communities feel happy, healthy and safe.
7. We share the responsibility for safeguarding the environment in South Ribble. We all have a part to play and need the help and support from all across the community; our businesses and our residents. This strategy sets out ways we can encourage our community to reduce the amount of SUP's.

## CORPORATE PRIORITIES

8. The report relates to the following corporate priorities:

Excellence and Financial Sustainability	x
Health and Wellbeing	x
Place	x

Projects relating to People in the Corporate Plan:

People	x
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## BACKGROUND TO THE REPORT

9. Single Use Plastics (SUP's) also known as disposable plastics, are commonly used for plastic packaging<sup>1</sup> and include items intended to be used only once before they are thrown away or recycled. These include, among other items, grocery bags, food packaging, bottles, straws, containers, cups and cutlery.
10. At the end of its useful life a product or packaging is recycled, incinerated, landfilled, dumped at uncontrolled sites, or littered in the environment. According to recent estimates<sup>2</sup>, 79% of the plastic waste ever produced now sits in landfills, dumps or in the environment, while about 12% has been incinerated, and only 9% has been recycled.
11. Plastics are predominantly composed of a complex mixture of various chemicals that are fossil-derived, although a growing number of biogenic sourced plastics are now being developed. Plastics, which do not biodegrade but photodegrade (meaning they slowly break down into smaller fragments) are known as micro-plastics.
12. During the break down of plastic, the toxic chemicals used in their formation are released into the environment. These pass into water supplies, rivers, seas and through farmland, where they are absorbed by plants and animals, and thus enter the food chain which includes the human food chain. Studies in Vienna have identified plastic waste in the digestive tract of humans from eight different countries including the UK<sup>3</sup>.

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<sup>1</sup> GESAMP, 2015a

<sup>2</sup> Geyer, Jambeck, and Law, 2017

<sup>3</sup> <https://www.theguardian.com/commentisfree/2018/oct/23/humans-contain-plastic-waste-drastic-banning-straws>

13. The prevailing problems associated with the use of plastics need to be addressed in order to protect the planet, environment and our own health. The internationally recognised waste hierarchy highlights that waste prevention is the most favourable option, with reuse and recycling following behind.
14. SUP's go against this hierarchy, encouraging the least preferred options of waste disposal.
15. South Ribble Borough Council are committed through its statutory and morale roles within the communities to prevent, reduce, reuse and recycle as much waste, including SUP's as possible in all our activities.
16. The proposed SUP's strategy will set out further aims and objectives to achieve this waste minimisation and to ensure the Council will take a leading role in protect the local environment and world ecosystems from the harmful impacts of single use plastics.

### **PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)**

17. To adopt the draft Single Use Plastics Strategy.
18. Via the Climate Emergency Task Group, progress the aims and objectives of the strategy to minimise and ultimately prevent the use of single use plastics within all Council operations.
19. To discourage the use of single use plastics within the borough by residents, businesses and visitors.

### **CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

20. Consultation will be considered by the Climate Emergency Task Group.

### **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

21. The alternative to the adoption of the strategy is to not adopt it, and to decide not to take any action over the use of SUP's and the damaging harmful impact they are having on the environment and human health.

### **FINANCIAL IMPLICATIONS**

22. The adoption of the Single Use Plastics Strategy will not have any direct financial implications at this time. As the aims and objectives are developed by the Climate Emergency Task Group some financial implications may occur and these will need to be considered at an appropriate level at the time.

### **LEGAL IMPLICATIONS**

23. There are no current legal implications with the adoption of the Single Use Plastics Strategy.

### **AIR QUALITY IMPLICATIONS**

24. There are no direct implications on air quality from adoption of the Single Use Plastics Strategy.

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

25. There are no direct implications from adoption of the Single Use Plastics Strategy.

## **ICT/TECHNOLOGY IMPLICATIONS**

26. There are no direct implications from adoption of the Single Use Plastics Strategy.

## **PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

27. There are no direct implications from adoption of the Single Use Plastics Strategy.

## **RISK MANAGEMENT**

28. There are no direct implications from adoption of the Single Use Plastics Strategy.

## **EQUALITY AND DIVERSITY IMPACT**

29. There are no direct implications from adoption of the Single Use Plastics Strategy.

## **RELEVANT DIRECTORS RECOMMENDATIONS**

30. That the Single Use Plastics Strategy be adopted and the Climate Emergency Task Group be given the lead to develop, implement and achieve the goals of the Strategy with a view to reducing the amount of single use plastics used by Council operations.

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

31. Please see the Financial Implications section above.

## **COMMENTS OF THE MONITORING OFFICER**

32. There are no legal implications arising from this report. Clearly the council as a responsible public authority ought to be setting a good example on environmental issues of this type. This of course also extends to influencing our partner organisations to take action in this regard.

## **BACKGROUND DOCUMENTS**

<http://www.plasticfreechallenge.org/what-is-single-use-plastic>

## **APPENDICES**

Appendix A: Single use Plastics Strategy

Jennifer Mullin  
Director of Neighbourhoods and Development

Report Author:	Telephone:	Date:
Neil Martin	01772 625336	13/08/19

# Reducing the consumption of Single Use plastics in South Ribble



## Single Use Plastics Strategy

## Background

In July 2019 a motion was submitted to the Full Council asking to declare a 'Climate Emergency' and to convene a task group to progress the goal of making South Ribble carbon neutral by 2030. Following the acceptance of the motion, declaration of the climate emergency and formation of the task group work has begun on a number of environmental initiatives, to help tackle the climate emergency facing us and achieve the Council's goal of safeguarding our environment.

One of the first initiatives being addressed is the use of Single Use Plastics (SUP's). According to recent research, eight million metric tons of plastic waste ends up in the world's oceans each year, endangering marine life. There is also a growing understanding of the risks posed to human health and the wider food chain.

Public awareness of the problems caused by our throwaway society is at an all-time high and the Council needs to take action to promote the reduction of SUP's.

This strategy will set out the South Ribble Borough Council's policy and aims with regard to SUP's within the borough minimising collection and disposal costs, reducing littering and improving the wider environment.



## Introduction

This strategy, sets out South Ribble Borough Council's (SRBC) aims and objectives with regard to Single Use plastics (SUP's)

### What are Single Use Plastics?

Single Use Plastics also known as disposable plastics, are commonly used for plastic packaging<sup>1</sup> and include items intended to be used only once before they are thrown away or recycled. These include, among other items, grocery bags, food packaging, bottles, straws, containers, cups and cutlery.

### The problem

At the end of its useful life a product or packaging is recycled, incinerated, landfilled, dumped in uncontrolled sites, or littered in the environment. According to recent estimates<sup>2</sup>, 79% of the plastic waste ever produced now sits in landfills, dumps or in the environment, while about 12% has been incinerated and only 9% has been recycled.

*"It is estimated that 8.3 billion tonnes of plastic have been produced since the 1950s.*

*Without urgent action to cut demand, this is likely to be 34 billion tonnes by 2050, the majority of which will end up in landfill or polluting the world's continents and oceans"*

Source: Government's 25 Year Environment Plan

Plastics are a complex mixture of various chemicals, predominantly and for the focus of this report fossil-derived, although a growing number of biogenic sourced plastics are being developed. Plastics, which do not biodegrade but photodegrade, meaning they slowly break down into small fragments are known as micro-plastics.

During the break down of plastic, toxic chemicals used in their formation are released into the environment. These pass into water supplies, rivers and seas, and through farmland, where they are absorbed by plants and animals, and thus enter the food chain which includes the human food chain.

Studies in Vienna have identified plastic waste in the digestive tract of humans from eight different countries including the UK .



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<sup>1</sup> GESAMP, 2015a

<sup>2</sup> Geyer, Jambeck, and Law, 2017

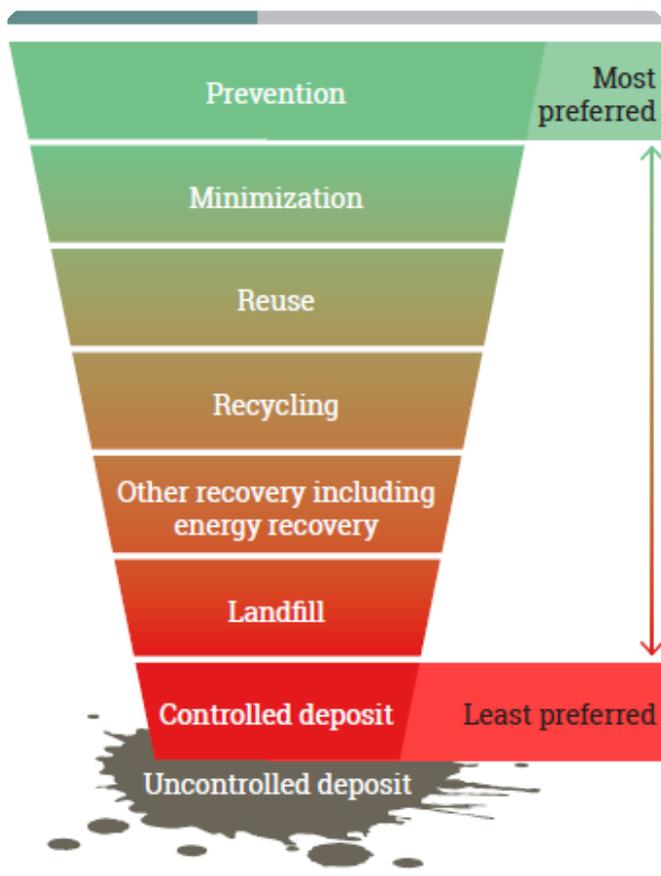
<sup>2</sup> <https://www.theguardian.com/commentisfree/2018/oct/23/humans-contain-plastic-waste-drastic-banning-straws>

## We are eating our own Waste!



### Current situation

Plastics generally, and in particular SUP's are currently wide spread. They contain a number of different types of plastics, especially in the food industry. Not all of these are recyclable and the wide range of different plastics makes collection, sorting and treatment, including recycling, expensive and energy intensive.



Source: *Global Waste Management Outlook, UNEP, 2015.*

The Council, in-line with most of the country carries out the collection of recyclable material, however until very recently many plastics were not collected or sent for recycling and would have been landfilled e.g. yoghurt pots and food packaging.

The prevailing problems associated with the use of plastics need to be addressed in order to protect the planet, environment and our own health. The internationally recognised waste hierarchy highlights that waste prevention is the most favourable option, with reuse and recycling following behind.

SUP's go against this hierarchy, encouraging the least preferred options of waste disposal.

South Ribble Borough Council are committed through its statutory and morale roles within the community to prevent, reduce, reuse and recycle as much waste including SUP's as possible in all our activities. As part of this approach this strategy sets out the measures that the Council will be taking to prevent the use of SUP's within our own activities and how we will use the influence of the council to educate and encourage others to follow suit.

### The council must first lead by example

The UK government have made a start on reducing the prevalence of SUP's in our environment following the introduction of the 5p bag charge. Within the first year following the introduction of the charge the use of SUP's bags fell by 85%.

Other countries have gone further with the introduction of Extended Producer Responsibility (EPR), helping to develop new technologies and creating jobs in the recycling market. Some countries have effectively banned certain plastics and reduced the types of plastic packaging to a small number of plastics enabling easier collection, sorting and recycling of those used.

Deposit Return Schemes (DRS) have also proven effective in reducing litter and increasing reuse of plastic products. DRS leave a charge on plastic products as a deposit which is returned to the customer when the packaging is brought back to the store for re-use.



	Deposit scheme	Money back	Recycling rates
 <b>Germany</b>	Plastic bottles; glass; aluminium cans	22p	98.5%
 <b>Norway</b>	Plastic bottles; glass bottles; aluminium cans	9-24p	95%
 <b>Netherlands</b>	Large plastic bottles; beer bottles; plastic beer crates	9-23p	95%
 <b>Finland</b>	Plastic bottles; aluminium cans; glass bottles	9-36p	93%
 <b>Denmark</b>	Plastic bottles; glass bottles	12-35p	89%
 <b>Sweden</b>	Plastic bottles; aluminium cans	9-18p	85%
 <b>Canada (British Columbia)</b>	Glass; plastic bottles; Tetra Pak containers, aluminium/steel cans	6-12p	85%
 <b>USA (California)</b>	Aluminium; glass; plastic	4-8p	83%
 <b>South Australia</b>	All drinks containers	6p	81%
 <b>UK</b>	None		57%

Daily Mail On-line, 14<sup>th</sup> February 2017, by Daniel martin and Sean Poulter

## Policy context

Since 1975, the EU has been introducing laws to help minimise the harmful effects of waste and encourage Europeans to conserve natural resources. This has driven waste-management legislation and practices in the United Kingdom, and every other EU member state.

It is the UK Government's policy that the UK will remain bound by existing EU environmental law, subject to possible future review, but this is not legally straightforward. There is currently no clarity as to what status Commission guidance will have post-Brexit.

The European Waste Framework Directive came into force in December 2010. It focuses on waste prevention and on turning EU member states into societies that recycle waste.

In December 2017, 193 members of the UN signed a resolution committing to prevent and significantly reduce marine pollution of all kinds by 2025 and to prioritise policies and measures to avoid marine litter and micro-plastics entering the marine environment.

The EU Strategy for Plastics in a Circular Economy was adopted in January 2018. It intends to transform the way plastic products are designed, used, produced and recycled in order to reduce the value of plastic that is lost from the economy each year after a very short use.

In July 2019 South Ribble Borough Council declared a Climate Emergency, highlighting the potentially damaging effects of climate change on the health and well-being of our residents. The declaration seeks to minimise carbon emissions into the environment and generally protect, improve and minimise our impact on the environment.

## The Strategy

This strategy will be managed and monitored through the Climate Emergency Task Group. They will review the progress made to achieving the following aims and objectives and provide reports on the progress made and difficulties encountered to Cabinet and the Leadership Team.

The most common single-use plastics found in the environment, in order of magnitude are; cigarette butts, plastic drinking bottles, plastic bottle caps, food wrappers, plastic grocery bags, plastic lids, straws and stirrers, other types of plastic bags, and foam take-away containers.

The Council recognises that discarded plastics, including non-recyclable cups, bottles and straws, are a major environmental pollutant and of detrimental impact to South Ribble Borough and its communities.

Four key themes have been identified which need to be addressed to meaningfully reduce the volume of SUP's consumed across our Borough:

- Getting our own house in order;
- Working with suppliers and contractors;
- Helping raise awareness across the Borough;
- Enabling South Ribble to take action.

Action should be taken in line with the national waste hierarchy as detailed above.

## Aims and Objectives

### Aims

South Ribble Borough Council aims to prevent the use of Single Use Plastics with all Council operations both direct and in-direct, and to be a 'single-use-plastic free' authority by March 2025, with a minimum 85% reduction by March 2021.

Encourage partner organisations to follow suit and prevent the use of SUP's within their businesses.

Encourage South Ribble Businesses to stop using SUP's.

Promotion of the SUP's initiative among staff, Members, and the public to reduce their consumption of SUP's.

### Objectives

Ending the sale and provision of all SUP's products such as bottles, straws and disposable cups at all council buildings and sponsored events by March 2020.

Undertake a full audit of council operations to identify where SUP's are consumed by the Council by March 2020.

To identify alternatives to the use of SUP's and complete a financial and environmental impact assessment on the procurement of alternatives.

To embed within all supplier contracts that no SUP's will be used within work undertaken for the Council, (with some basic exceptions).

To produce educational material for staff, members, schools, businesses and the general public to encourage the reduction in use of SUP's.

To work with large manufacturers to reduce SUP's consumption, particularly with regard to packaging.

## Things to Consider

### Life Cycle Thinking

The current debate around waste plastics has focussed on the impacts on marine pollution and has brought some people to question the long-term viability of a single-use throwaway society. However, some of the alternatives to single use plastics may be more impactful on climate change. Considering using alternatives such as non-plastics and reusable containers can result in counterintuitive consequences.

Life Cycle Thinking will be essential to ensure that reusable replacement products don't have a greater environmental impact than disposable alternatives. By considering all stages of a product's lifespan, including extraction of raw materials, construction, use and disposal, we can ensure that measures taken at one stage do not lead to unintended consequences in another.

For example, results from life cycle assessments suggest that:

- Cotton bags need to be used 173 times before they become more environmentally friendly than a single use plastic bag;
- Paper bags can decompose but have a higher carbon footprint than plastic ones, because the process of making them uses more energy; and
- A stainless steel water bottle needs to be used several hundred times before it is better for the environment than a single-use plastic one.

### Compostable items

In many sites, compostable plastics have been seen to be a good alternative to SUP's. However, compostable plastics tend to exhibit similar aesthetic and physical properties as non-compostable plastics meaning that they are almost impossible to distinguish at a composting plant. There is no way for plant operators to determine whether they should be accepted in the process or screened out as contamination. Conversely, this same confusion arises at plastics recycling facilities which cannot differentiate between compostable and mainstream target plastic types.

A key limitation of compostable plastics is that a period of six months is required to break down the material. This is unlikely to be realistic for composting facilities in the UK which typically process material over an eight to twelve-week period.

In principle, compostable cups appear to be environmentally preferable. However, under current arrangements it is likely that the majority of compostable cups end up in landfill where their breakdown produces methane, a greenhouse gas 25 times more damaging than carbon dioxide.

In light of the above, it is recommended that focusing on waste prevention via reuse as the preferred option for cups. If the Council opts to use compostable items, then the only way to ensure these are correctly disposed of is to have suitable compostable facilities onsite or nearby, Windrows, typically utilised for green waste are not suitable.

### Key Actions

The council is conscious of the environmental impact of SUP's on the local environment and world ecosystem and will endeavour to reduce the use of SUP's throughout its operations.

### Internal Audit

One of the key problems in respect of SUP's is that we don't know the scale of the issue. An audit of the Council's SUP's items and packaging is required to understand the level of consumption across the Council estate. Once we have a baseline of SUP's consumption, it will become much easier to set annual targets going forward.

The Climate Emergency Task Group will undertake a full Council wide audit on the use of SUP's. This is to be completed by the end of June 2020, subject to the provision of suitable staffing resources. This will include the identification and potential financial implications of alternative products.

### Sale of Single Use Plastics

The Council will work to prevent the sale of SUP's over its full operations. Quick wins, e.g. plastic bottles, plastic cups, straws will be implemented in the shortest time possible.

### Internal Staff Promotion

The Task Group will develop an internal educational program to inform staff of the harmful impacts from SUP's, and to encourage and provide information on alternative options.

### Use of Single Use Plastics at Council events

The Council will discourage the use of SUP's at Council held events with a view to ultimately banning their use. Given the availability of alternative products this may be on a product by product basis. For example starting with plastic cups, straws and balloon holders.

### External Promotion

The Task Group will develop an educational and promotional campaign to discourage the use of SUP's by the general public and businesses within South Ribble.

### Stakeholders & Providers

The task Group will identify Stakeholders and providers of services to the council and will encourage them to seek alternatives to SUP's.

The task group will investigate the potential for including clauses within the contracts to restrict, and where feasible, prevent the use of SUP's.

The task Group will encourage Council Tenants to seek alternatives to SUP's.

### Large manufactures

As detailed above the majority of SUP's is in the form of packaging, within South Ribble there are a number of large manufacturing companies which will utilise a significant amount of packaging within their products.

The task group will specifically contact these large distributors and manufactures to discuss and encourage the use of alternative packaging options to prevent the prevalence of SUP's within the industry.