

## **SCRUTINY COMMITTEE**

THURSDAY, 23RD JANUARY, 2020, 6.00 PM

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

### **AGENDA**

- |   |                 |
|---|-----------------|
| <b>1 Apologies for Absence</b>  |                 |
| <b>2 Minutes of the Last Scrutiny Committee Meeting</b>   | (Pages 3 - 8)   |
| Minutes of the last Scrutiny Committee meeting held on Thursday, 14 November 2019 to be signed as a correct record. |                 |
| <b>3 Declarations of Interest</b>   |                 |
| <b>4 Matters Arising from Previous Meetings</b>   | (Pages 9 - 14)  |
| Attached.   |                 |
| <b>5 Worden Hall Project Update</b>   |                 |
| Report of the Director of Planning and Property to follow.  |                 |
| <b>6 South Ribble Partnership Update</b>  | (Pages 15 - 66) |
| Report of the Interim Chief Executive attached.   |                 |
| <b>7 Scrutiny Matters</b>   |                 |
| <b>7a Lancashire County Council Health Scrutiny Committee Update</b>  |                 |
| <b>7b Meetings and training attended by Scrutiny Committee members</b>  |                 |
| <b>7c Forward Plan</b>  | (Pages 67 - 76) |
| Cabinet and Council Forward Plan attached.  |                 |
| <b>7d Scrutiny Committee Forward Plan</b>   | (Pages 77 - 78) |
| Scrutiny Committee Forward Plan attached.   |                 |

Gary Hall  
INTERIM CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Committee Councillors David Howarth (Chair), Michael Green (Vice-Chair), Will Adams, Jacky Alty, Matt Campbell, Colin Coulton, Malcolm Donoghue, Chris Lomax, Jim Marsh, Colin Sharples, Stephen Thurlbourn, Matthew Trafford and Karen Walton

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

#### Forthcoming Meetings

6.00 pm Thursday, 13 February 2020 - Cross Room, Civic Centre, West Paddock, Leyland, PR25 1DH

## **MINUTES OF SCRUTINY COMMITTEE**

**MEETING DATE** Thursday, 14 November 2019

**MEMBERS PRESENT:** Councillors David Howarth (Chair), Michael Green (Vice-Chair), Will Adams, Jacky Alty, Matt Campbell, Colin Coulton, Chris Lomax, Colin Sharples, Stephen Thurlbourn, Matthew Trafford and Karen Walton

**CABINET MEMBERS:** Councillor Michael Titherington (Deputy Leader of the Council, Cabinet Member (Health, Wellbeing and Leisure) and Deputy Leader of the Labour Group) and Councillor Matthew Tomlinson (Cabinet Member (Finance, Property and Assets))

**OFFICERS:** Peter McHugh (Assistant Director of Property and Housing), Neil Anderson (Assistant Director of Projects and Development), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) and Charlotte Lynch (Democratic and Member Services Officer)

**OTHER MEMBERS:** Councillor Margaret Smith (Leader of the Opposition and Leader of the Conservative Group)

**PUBLIC:** 0

### **20 Apologies for Absence**

An apology for absence was received from Councillor Mal Donoghue.

### **21 Minutes of the Last Scrutiny Committee Meeting**

RESOLVED: (Unanimously)

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

### **22 Minutes of the Last Scrutiny Budget and Performance Panel**

RESOLVED: (Unanimously)

That the minutes of the Scrutiny Budget and Performance Panel meeting, held on Monday, 11 November 2019, be noted.

### **23 Declarations of Interest**

There were none.

### **24 Matters Arising from Previous Meetings**

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

An update on town centre masterplans was requested. Members were assured that an update would be provided at the next meeting of the Scrutiny Committee.

Members were informed that Leyland had been selected as a town which may be eligible to benefit from a Town Fund Deal. A report on this would be provided to Council in November 2019.

As the Scrutiny Committee would not meet again until after the New Year, it was agreed that the masterplans for every town centre would be circulated to members.

RESOLVED: (Unanimously)

That the update be noted.

## **25 Leisure Partnership**

The Cabinet Member for Health, Wellbeing and Leisure (Councillor Mick Titherington), the Assistant Director of Projects and Development (Neil Anderson), the Contracts Manager for South Ribble Community Leisure (Mark Snaylam) and the Chairman of the South Ribble Leisure Trust (Peter Dodd) presented a report on the Leisure Partnership to the Committee and responded to members' comments and queries.

The Leisure Partnership is a collaboration between South Ribble Community Leisure Trust, SERCO and South Ribble Borough Council and has been in operation since 2005. It is responsible for the management of leisure centres in Leyland, Penwortham and Bamber Bridge and the South Ribble Tennis Centre.

Members were informed that the Partnership is governed by a board of trustees who are appointed following a selection process, on a need and skill basis.

The close working relationship between the Trust and the Council was acknowledged as they collaborate on projects such as the development of the Leisure Strategy. It was acknowledged that the development of a Leisure and Public Health Strategy, to include mental health, prevention and youth engagement, may be useful to take a more holistic, strategic and integrated approach with partners.

In response to a query regarding the Partnership's vision for community leisure, members were informed that the Trust envisages South Ribble having a high proportion of active residents, a high number of residents able to swim and a reduction in the obesity rate in the borough. Importance was placed on residents being able to easily access provisions for leisure activities across South Ribble.

Members queried the role of council staff in relation to the Partnership and were assured that there is a Lead Officer for Leisure and a Leisure and Projects Manager who are employees of the council but have responsibility for managing the contract with SERCO. Assurances were given that there is a full complement of staff with the capacity to maintain a good working relationship with the Partnership.

It was highlighted that the leisure contract would expire in 2021. A consultancy firm has been commissioned to identify options for the future management of leisure centres and a report on these findings would be presented to Cabinet in 2021.

The role of the Partnership in the development of the council's Leisure Campus project was queried. The Partnership is responsible for the management of the leisure provisions and its role is to find the most efficient way to deliver leisure at a benefit to residents. Members felt that it would be useful for the Council to engage with the Leisure Trust on the Campus project in the future.

The achievements of the Partnership were recognised and members requested further detail on the challenges facing the service. It was acknowledged that the leisure industry is a competitive market and that this had contributed to a decline in membership. Members were assured that, following significant investment in Leyland Leisure Centre and the Tennis Centre in 2017 and a review of membership rates, there had been a steady increase in customers.

The decentralisation of the GP referral scheme from Lancashire County Council to ABL Health had also posed a challenge to the Trust. Members were pleased to note that, as ABL Health's contract would soon expire, the Partnership had been working with the council to consider whether they could collaborate on the scheme to provide residents with a locally-focussed approach to referrals and leisure.

In response to discussion around the environment and the council's pledge to be carbon neutral by 2030, examples such as LED lighting, the Green Tick Award, movement sensors on lighting and a boiler efficiency of 92% were provided to demonstrate the measures taken by the leisure centres to increase sustainability.

A customer satisfaction survey was undertaken in April 2018 and members were informed that the results were similar to the previous survey undertaken. Further information on the results was requested.

As the expenditure has increased significantly at Leyland Leisure Centre over the last 4 years, members asked for clarification on these increased costs to be provided following the meeting.

In response to a query regarding the link between the Leisure Partnership and My Neighbourhood Forums, it was accepted that the Forums could help to deliver the Partnership's agenda by advertising events to residents and organising leisure or sports events in their respective areas, in conjunction with the council's Sports Development team.

Members queried whether SERCO is a living wage employer and requested further information on this.

RESOLVED: (Unanimously)

That

1. the council considers how best to engage with the Leisure Trust on the Campus project in the future.

2. the Scrutiny Committee would like to consider the future options for the management of leisure facilities in the future.
3. the Scrutiny Committee welcomes the performance of the Leisure Partnership and achievements included in the report.
4. further information on the results of the leisure centre customer survey be provided to committee members.
5. further information on the increased costs at Leyland Leisure Centre be provided to committee members.
6. greater work between the Leisure Partnership and My Neighbourhood Forums be encouraged.
7. the 2019 delivery plans have more quantifiable measures of success.
8. the Council considers developing a Leisure and Public Health Strategy to take a more holistic, strategic and integrated approach with partners to include mental health, prevention and youth engagement.
9. confirmation be provided to committee members that SERCO pays their employees the foundation living wage.

## **26 Worden Hall Update**

The Cabinet Member for Finance, Property and Assets (Councillor Matthew Tomlinson) and the Assistant Director of Property and Housing (Peter McHugh) presented a report on the progress of Worden Hall to the Committee and responded to members' comments and queries.

An officer working group had met for the first time in early November and was made up of representatives across many departments, including Estates, Planning, Legal and Community Involvement. The group had outlined their priorities and objectives for the project and would meet again in December.

Officers would meet with the consultants for the project in November and December to establish an approach, implementation plan and costings for the project and a report on this would be provided to Cabinet in January 2020.

Members queried the effect that work on the Hall would have on the park and events. Opportunities for the Hall and the park to work together on events were acknowledged and clear responsibilities and permissions would be established for those working in both the Hall and the park to mitigate any potential conflict.

In response to an enquiry about the financial and social values of the project, members were informed that work on the Hall could have a significant benefit for residents and the council. The Hall could be used by a wide variety of people for a range of events such as birthday parties or community events and, whilst there is potential for the project to make a profit in its first year, members and officers involved on the project would be content to breakeven in the first year.

Consultation had formed a large part of the project thus far and members queried how this would be maintained as work progresses. It was acknowledged that there had been a clear steer provided by residents through the consultation feedback and that there was no requirement to undertake further formal consultation. Progress would be shared through the council's communications channels to inform residents of the developments in the project.

In response to a query regarding the role of My Neighbourhood Forum members in the work on the Hall, the Committee was assured that Forum members may help to influence and shape the project once the approach is agreed.

By the next meeting of the Scrutiny Committee in January 2020, the project will have progressed, with the officer working group having met again and a report on what the project will entail having been received by Cabinet at the end of January.

RESOLVED: (Unanimously)

That

1. the Scrutiny Committee looks forward to seeing the masterplan and timeline for the Worden Hall buildings being brought back into use.
2. the Scrutiny Committee welcomes the commitment to ensure that social value will be assessed as the project develops.
3. the Scrutiny Committee thanks the Cabinet Member for his offer to work with the Leyland My Neighbourhood Forum on the future of Worden Hall.

## **27 Scrutiny Matters**

### **27a Lancashire County Council Health Scrutiny Committee Update**

The Chair, Councillor David Howarth, provided the Committee with an overview of the discussion at the last meeting of Lancashire County Council's Health Scrutiny Committee, which he was unable to attend.

Members were informed that the Health Scrutiny Committee had considered the Terms of Reference for the proposed Joint Health Scrutiny for the Lancashire and South Cumbria Integrated Care System (ICS). The Health Scrutiny Committee would receive the minutes of all meetings of the Joint Health Scrutiny Committee for the Lancashire and South Cumbria ICS.

The Health Scrutiny Committee also received an update on the development of the Occupational Therapy Service within Adult Social Care at Lancashire County Council. Significant improvements had been made in timeliness of assessments and the increase in Disabled Facilities Grants recommendations since 2014, and all Occupational Therapy posts had been recruited to.

A further report on the differing allocations of Disabled Facilities Grants to district councils in Lancashire with a focus on discretionary grants would be presented to a future meeting of the Health Scrutiny Committee.

## **27 Meetings and training attended by Scrutiny Committee members**

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Councillor Stephen Thurlbourn informed members of the committee that he had attended the first meeting of the Climate Emergency Working Task Group.

There had been a change in the Chair for the group from Councillor Susan Jones to Councillor Ken Jones and the group had resolved to use the year 1990 as a benchmark for measuring change in environmental factors across the borough, which is in line with the practice of the European Union and central government.

Councillor Karen Walton provided members with an update on the work of the Community Involvement Member Working Group. An all-member workshop was held in early November and a report with recommendations for improving community involvement from the working group would be provided to Cabinet in January 2020.

Members had also recently attended mandatory safeguarding training. An extra session for those who could not attend would be arranged for the early New Year.

### **27c Forward Plan**

The Forward Plan was noted.

### **27 Scrutiny Committee Forward Plan**

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Members received the Scrutiny Committee Forward Plan which detailed the reports due for consideration over the next municipal year.

Councillor Matthew Trafford requested that a report be brought to the committee on the housing associations that work with the council. A list of housing associations which operate in the borough would be circulated to members to help them decide which associations to invite to a meeting of the Scrutiny Committee.

Members were informed that the Scrutiny Review Task Group on Commercialisation and Property Investment would meet for the first time in November 2019 and that the review would be scoped at that meeting.

The Scrutiny Committee Forward Plan was noted.

Chair

Date

Update on Recommendations made at previous Scrutiny Meetings

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
04/07/19 Min 4.3	The report commissioned by the Leader on the Civic Centre commercialisation spending be brought to a future meeting of the Committee.	Leader of the Council	Neil Anderson				Update to follow.
04/07/19 Min 4.4	The Committee will be provided with updates on the masterplans and rephrasing and resourcing them.	Planning, Regeneration and City Deal	Jonathan Noad	Yes	Partially	No	<p>Work on the Leyland Town Centre Master Plan is ongoing with a consultancy study nearing completion. This will be reported to Cabinet in January 2020 to seek authority to consult widely on the master plan before adopting it. Towns Deal status was awarded to Leyland in November 2019 and a report went to Full Council in November 2019.</p> <p>Masterplan work on other centres is currently being scoped and planned for in future years but these have been delayed to the mid-term review of City Deal. The Cabinet report in January will provide an update on the other centres also.</p>
04/07/19 Min 6.1	The Committee be kept updated on the status of the Council's accounts for 2018.	Finance, Property and Assets	Jane Blundell	Yes	Yes		The audit of the 2018/19 statement of accounts, annual governance statement and narrative statement has been delayed and the accounts weren't signed or an audit

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
							<p>opinion issued by 31 July 2019. The delay was due to issues raised with the auditors which requires additional audit work to be undertaken before the audit can be concluded.</p> <p>A notice with regard to the delay was published on the Council's website on the 29<sup>th</sup> July 2019.</p> <p>The notice also states that 'the Council will publish the statement of accounts together with the audit certificate or opinion entered by the local auditor as soon as reasonably practicable after the receipt of any report from the auditor which contains the auditor's final findings from the audit which is issued before the conclusion of the audit'.</p> <p>This notice is in compliance with the Accounts and Audit Regulations 2015 in relation to the Local Audit and Accountability Act 2014.</p> <p>Further updates will be provided.</p>
14/11/19 Min 24	The masterplans for every town centre be circulated to members via email.	Planning, Regeneration and City Deal	Jonathan Noad	Yes	No	No	The Leyland masterplan is nearing completions and can be circulated to Scrutiny Members on publication of the January 2020 Cabinet papers.

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
							Other centre masterplans have not yet been prepared.
14/11/19 Min 25.1	The Council considers how best to engage with the Leisure Trust on the Campus project in the future	Health, Wellbeing and Leisure	Neil Anderson	Yes	No	No	A meeting will be arranged with the Trust to provide them with an update on the project in the New Year.
14/11/19 Min 25.2	The Scrutiny Committee considers the future options for the management of leisure facilities in the future	Health, Wellbeing and Leisure	Neil Anderson	Yes	No	No	Once the options appraisal which is currently underway has been completed we can then arrange to discuss this with the Scrutiny Committee. The first workshop to be held by the consultants is to take place in January 2020.
14/11/19 Min 25.4	Further information be provided to committee members on the results of the leisure centre customer satisfaction survey	Health, Wellbeing and Leisure	Neil Anderson	Yes	Yes	No	Mark Snaylam has been asked to provide this information to us.
14/11/19 Min 25.5	Further information be provided to committee members on the increased costs/expenditure at Leyland Leisure Centre	Health, Wellbeing and Leisure	Neil Anderson	Yes	Yes	Yes	This information was emailed to members of the committee on 16 December 2019.

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
14/11/19 Min 25.6	Greater work between the Leisure Partnership and the My Neighbourhood Forums be encouraged	Health, Wellbeing and Leisure	Neil Anderson	Yes	No	No	Neil/Suzanne/Catherine to attend a My Neighbourhood Forum – Invite from Rebecca Heap pending.
14/11/19 Min 25.7	Delivery plans for 2019 be amended to include more quantifiable measures of success	Health, Wellbeing and Leisure	Neil Anderson				Are there copies of delivery plans for me to be able to amend? We can add more performance indicators to measure success.
14/11/19 Min 25.8	The Council considers developing a Leisure and Public Health Strategy to take a more holistic, strategic and integrated approach with partners to include mental health, prevention and youth engagement.	Health, Wellbeing and Leisure	Neil Anderson	Yes			Neil will speak to Howard & Jennifer about this.
14/11/19 Min 25.9	Confirmation be provided to committee members that SERCO pays their employees the foundation living wage.	Health, Wellbeing and Leisure	Neil Anderson	Yes	Yes	Yes	This information was emailed to members of the committee on 16 December 2019.
14/11/19 Min 26.1	The Committee looks forward to seeing the masterplan and timeline for the Worden Hall buildings being brought back into use	Finance, Property and Assets	Peter McHugh	Yes	Yes	No	An updated report shall be provided to Cabinet in January 2020.
14/11/19 Min 26.2	The social value of the project be assessed as the project develops.	Finance, Property and Assets	Peter McHugh	Yes			Social value is an essential part of this project with the hall being brought back into use for the use of the community. Meeting rooms, events and weddings shall be provided at the Hall and

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
							local labour and local supply chains shall form a component part of the procurement works.
14/11/19 Min 26.3	The Cabinet Member and members of the Leyland My Neighbourhood Forum work together on the future of Worden Hall.	Finance, Property and Assets	Peter McHugh	Yes	No	No	A steering group comprising the stakeholders mentioned in the recommendations shall be developed once planning consent has been given in order to oversee the works and shape the strategy for the Hall post completion of works.

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REPORT TO	ON
Scrutiny Committee	23 January 2020



TITLE	REPORT OF
South Ribble Partnership Update	Interim Chief Executive

Is this report confidential?	No
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### Purpose of The Report

1. To provide an update to the Scrutiny Committee on the revised structure of the Partnership and its governance arrangements, a progress update on the implementation of the Community Strategy and the arrangements for measuring impact and change.

### Recommendations

2. To note the report and progress made to date by South Ribble Partnership and provide any recommendations the committee feels the Partnership should consider.

### Corporate Outcomes

3. The report relates to the following corporate priorities:

Excellence, Investment and Financial Sustainability	
Health, Wellbeing and Safety	✓
Place, Homes and Environment	✓

Projects relating to People in the Corporate Plan:

Our People and Communities	✓
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### Background to The Report

4. The purpose of the Partnership is to bring together people from across the public, private and voluntary and community sectors to make the Borough a better place to live and work. The Partnership through its collaborative approach seeks to;
  - Create and develop service models so we work better together;
  - Drive and influence opportunities for investment and growth for the Borough.

5. In 2018, South Ribble Partnership began a review of the Community Strategy. Following significant consultation with both partners and communities, a new Community Strategy was launched in September 2019 at BAE's Academy for Skills and Knowledge. The relaunch set out a clear vision for the Borough as well as a set of priorities that have been agreed with major stakeholders and key partners as a set of core priorities that all are focused on.

6. The key priorities for the Partnership are;

- a. Effective Partnerships: Driving effective reshaping of Local Services
- b. Growth: Realising the Opportunities
- c. Connected: Strong and Resilient Communities
- d. Place: Attractive, Recognised and Known

7. The full strategy is attached at Appendix A.

## **Proposals (E.G. Rationale, Detail, Financial, Procurement)**

### **8. Structure and Governance**

9. South Ribble Partnership is an unincorporated body and therefore does not have legal status. However, it has a clear and defined structure which is set out in its terms of reference.

10. The partnership is made up of a Leaders Board and Executive Board with a number of thematic groups that are established by the Executive Board as required.

11. The Leaders Board and Executive board meet jointly and form the body of 'South Ribble Partnership'. They meet approximately 3 times per year. The Executive Board meets more frequently (bi-monthly) on its own to carry out the business of the Partnership and delivery of its Action Plan. It will report progress at the joint meeting of the Leaders and Executive Board.

12. Each Board has a clear set of functions, which are summarised below;

#### **13. Leaders Board Function**

- Act as a forum for identifying, analysing and solving problems across agencies;
- Approve the Community Strategy and its action plan;
- Monitor and review delivery of the Community Strategy and its action plan;
- Act to remove blockages and barriers to implementing the Community Strategy work programme;
- Ensure that issues are addressed through a cross-cutting approach and the work of the Partnership is cohesive and joined up.

#### **14. Executive Board Function**

- Take decisions and allocate resources to enable effective delivery of the Community Strategy;
- Share relevant data and intelligence to inform Partnership decisions;
- Develop the Partnership's overall targets for delivery and monitor performance;
- Reshape policies, processes and structures to enable innovative joint working across organisational boundaries, including developing new models of joined-up service delivery;
- Monitor risks facing the Partnership and ensuring mitigation plans are in place, where required;
- Prepare reports for the joint Leaders and Executive Board meetings.

## **15. Chairing Arrangements**

- 16.** The Chair of the Leaders Board acts as the formal chair of South Ribble Partnership and when required as the spokesperson on behalf of the Partnership. The Chair of the Leaders Board is elected from amongst the Board members. At the meeting of December 17th, the Chair was duly elected, and Jaqueline De-Rose, Chief Executive of Progress Housing Group was appointed as Chair for a period of 2 years.
- 17.** The role of Vice Chair of the Leaders Board must be held by an appointed elected member of South Ribble Borough Council (if not elected as Chair of the Partnership, Leaders Board). The reason for this is due to the support provided by the Council as its responsible body. The Council provides administrative and officer-based support that co-ordinates and manages the delivery of programmes/work streams.
- 18.** The Executive Board elect their Chair and Vice Chairs from amongst their members. Nominations have been received and they are to be elected at their next meeting on January 24<sup>th</sup> 2020.

## **19. Community Strategy Action Plan**

- 20.** In September 2019, the Leaders and Executive Board defined a number of work streams for the Partnership to be focused on over the next 12 months. These work streams directly link to the key priorities of Effective Partnerships, Growth, and Connected.

## **21. Strand 1, Referrals and Pathways**

### *Part A: Education, Skills, Aspirations (Growth):*

- Develop initial skills/confidence;
- Preparedness for work;
- Developing aspirations;
- Advancing social mobility.

### *Part B: Health (Effective Partnerships)*

- Early Action and Intervention
- Integrated services
- Community based approaches to self-care/management and prevention

## **22. Strand 2, Connected Communities**

### *Developing Volunteering (Connected)*

- Recruitment (including skilled volunteering)
- Incentivised Volunteering / Engagement

## **23. Strand 3, Communication and Culture**

### *Part A: Internal Communications (Effective Partnerships)*

- Improve communication across the Partnership in the form of a Communication Strategy. How we can communicate more effectively as a Partnership

### *Part B: External Communications*

- Wider communication in terms of organisations understanding what different services/opportunities are being delivered. Elements of this included reference to Refernet which provides a digital platform which details different services available to residents/service users.

- 24.** Following the launch of the strategy, a series of thematic group workshops have taken place between September and December to develop an action plan to identify activities and shape a clear action plan.

25. The Partnership's action plan has now been adopted by the Leaders and Executive Boards in December 2019. A full copy is attached in appendix B. However, a summary of the 10 defined projects are below.

<b>Theme</b>	<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>
<b>EFFECTIVE PARTNERSHIPS</b> Executive Board	Develop a Data Dashboard	Communication Framework	
<b>GROWTH</b> Education, Skills, Aspirations	Identify the current services available across the borough and map these as pathways in the form of an interactive infographic	Capitalise on the Local Government Association (LGA) 'Work Local' scheme to gain funding to support a programme focusing on improving opportunities for those within South Ribble who are furthest away from employment.	
<b>CONNECTED</b> Developing Volunteering	Agree to implement an approach within partner organisations to enable employees to give their skills to voluntary organisations for a certain period per year.	Utilise a Central Platform(s) for Volunteering Opportunities across South Ribble	Tempo Time Credits
<b>EFFECTIVE PARTNERSHIPS</b> Health	Provide infrastructure to support the South Ribble Integrated Team	Implement Refernet	Identify the current services available across the borough and map pathways

**26. Performance Framework and Measuring success**

27. A performance management framework is being developed and yet to be formally adopted by the Leadership and Executive Board. However, there are clear structures in place to manage projects and activities, which have been agreed.
28. The Executive Board receives a performance report at each meeting and a subsequent period report to the Leaders and Executive Boards.
29. A summary of the decision making, and performance structure is set over the page.



**30.** Key performance measures and key indicators are being developed and are to be agreed at the Leaders and Executive Board Meeting in March 2020. The Partnership has agreed that its suite of indicators need to;

- relate to what the Partnership can contribute to and have influence over
- be forward looking to demonstrate the 'shift' made (provide a picture of movement, backwards, forwards and trend)

**31.** In developing its performance framework, the Partnership is seeking to establish a partnership score card, monitoring report and is exploring development of a social progress index. These are developmental and an update can be provided to Scrutiny once available.

**32. Strategic Link to the Council's Corporate Plan**

**33.** It is important that the work of the Partnership and the Community Strategy is integrated into the Council's own Corporate Plan. There are several of the Partnership's projects and activities that relate directly to the Corporate Plan.

**34.** The Health Thematic Group seeks to deliver on the Partnership's priority of effective partnerships by;

- putting in place solutions to use information more effectively so that they make better decisions are able to make better decisions about the services they provide.
- work together to align and share resources and integrate services to improve the way people are supported by local services.

**35.** This work seeks to align with the Integrated Care Partnership and seeks in particular to support the Wellbeing and Health in Integrated Networks (WHIN) platform, where the objective is to use co-production with partners and communities to redesign pathways that integrate partners and systems.

**36.** The work of the Partnership under its health strand will impact on a number of key corporate plan objectives and projects and efforts will be made to ensure that they are linked with the work of the Partnership. This includes the priorities and activities listed in the Corporate Plan;

- Supporting the South Ribble Dementia Action Alliance and delivery of its annual Action Plan.
- Reduce the number of homeless through developing a health and prevention focused approach.
- Provide residents and businesses with the skills, expertise and resources to interact with the Council and other organisations digitally.
- Review and support the recommendations of the Scrutiny Review, 'Mind the Gap'.
- Work with partners to ensure residents have access to first class advice services.
- Review the Local Plan which defines planning policies, consulting on options and preparing a draft Central Lancashire Local Plan.

**37.** The work of the Partnership with regards its priority 'Connected' relates directly to the Corporate Plans objective to;

- Develop the Council's approach to volunteering and active citizens, enhancing the council's own opportunities to volunteer with us and for employees to volunteer as well.

**38.** In the immediate term these linkages translate to several live projects on the ground that include;

- |  |   |   |
|--|---|---|
| <b>1. Refernet</b>                     | <ul style="list-style-type: none"> <li>• Access to Advice Services</li> </ul>                           | <ul style="list-style-type: none"> <li>• Interacting with the Council Digitally</li> </ul>  |
| <b>2. Time Credits</b>                 | <ul style="list-style-type: none"> <li>• Council's approach to Volunteering</li> </ul>                  | <ul style="list-style-type: none"> <li>• Mind the Gap</li> </ul>  |
| <b>3. South Ribble Integrated Team</b> | <ul style="list-style-type: none"> <li>• Mind the Gap</li> <li>• First Class Advice Services</li> </ul> | <ul style="list-style-type: none"> <li>• Reducing the number of homeless through developing a health and prevention focused approach</li> </ul> |

### **Consultation Carried Out and Outcome of Consultation**

**39.** A significant number of organisations are involved within the Partnership. These are listed within the Action Plan, together with a list of all key Board members in Appendix C.

**40.** Regular meetings form the basis of consultation with key stakeholders and is reflected in decisions taken by the Partnership.

**41.** A significant amount of consultation was undertaken in developing the strategy which was reported to Council on 6<sup>th</sup> February 2019

### **Air Quality Implications**

**42.** N/A

## Comments of The Statutory Finance Officer

43. The financial implications of the Council's corporate plan projects have been incorporated into the budget and Medium-Term Financial Strategy. A number of these are linked with the work of the Partnership as explained in the body of the report. The balance of Performance Reward Grant has been ring-fenced for delivering Partnership projects.

## Comments of The Monitoring Officer

44. There are no legal implications as a result of this update report.

### OTHER IMPLICATIONS:

<p>► Risk</p>	<p>Key risks to the Partnership are;</p> <ol style="list-style-type: none"><li>1. Finance Resource. Performance reward grant is almost exhausted but should be able to facilitate the immediate/short term deliveries. The Partnership did not have 'project' based funding in its early years and implementation of future projects will rely on partners agreeing best use of resources available.</li><li>2. Capacity of organisations. It is essential organisations can provide sufficient capacity to support activities through operational leaders/officers who can provide the relevant skills and expertise.</li></ol> <p>The Policy, Performance and Partnerships team can provide capacity to organise, co-ordinate and support meetings and associated chairs.</p>
<p>► Equality &amp; Diversity</p>	<p>The Partnership is committed to Equality and Diversity and undertake relevant Equality Impact assessments against its projects as a matter of routine.</p> <p>In everything the Partnership does it seeks to be as inclusive as possible and is particularly focused around implementing solutions to address inequalities.</p>

### BACKGROUND DOCUMENTS

Report to Council – 6<sup>th</sup> February 2019, South Ribble Community Strategy 2019-24

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

Appendix A - South Ribble Community Strategy 2019 - 2024

Appendix B - South Ribble Partnership Action Plan 2020

Appendix C – List of Leaders and Executive Board Member Organisations

Gary Hall  
Interim Chief Executive

Report Author:	Telephone:	Date:
Howard Anthony, South Ribble Partnership Manager	01772 625546	13-01-2020



# South Ribble Community Strategy 2019-2024

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**Jacqui de Rose**

**South Ribble was identified in 2017 as the Best Place to Live in the UK! We welcome everyone to South Ribble and are proud of our friendly communities. This Community Strategy sets out a shared vision for South Ribble between communities, service providers and businesses. Through our better together approach, we will work collaboratively so South Ribble continues to be an amazing place to live, work and do business.**

A task group of Partners have worked together over the past 12 months to develop our strategy; engaging in detail with local service providers, business representatives and other partners, and most importantly, our communities. Each voice has been welcomed and contributed to this strategy, this is reflected in our priorities which focus on improving local services and supporting the aspirations of our communities.

Our values underpin everything we do because we believe that it is how we work together which will bring the success and deliver outcomes we all want. Communities are at the heart of everything we do and we hope they will actively participate to forge an even better future for the areas in which we live and work.

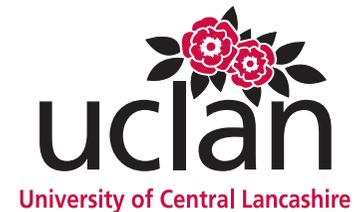
*'There are challenges ahead, and lots of opportunities too. Working together, we can turn these into a bright, sustainable future'*

**Jacqui de Rose**  
Chief Executive, Progress Housing Group  
Member of South Ribble Partnership

South Ribble Partnership Task Group Members who have developed this strategy



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Our strategy is ambitious; we believe it is achievable if we work together and every voice is heard.

We think that to be effective we need values that each participant's actions reflect:

## **Leadership and accountability**

The statutory partners, businesses and community organisations that make up the Partnership lead by example and demonstrate real progress in delivering this strategy. They make sure we have the right people at the table who can make decisions and influence change.

## **Honesty, respect and trust**

We trust each other to use information and have challenging, honest and respectful discussions so that the Partnership can make the right (and sometimes bold) decisions for the benefit of South Ribble.

## **Collaborative, integrated and innovative approach**

We believe we can achieve more by working together with common aims and objectives. South Ribble has a proud culture of innovation spanning a century and we are keen to redesign services with other organisations to put outcomes for citizens first.



## Communities at the core

Everything we do must be done in partnership with the diverse communities within South Ribble. Communities have their part to play in delivering this strategy; they should have their voices heard and get the support and tools they need to make things happen.

## Diversity and inclusiveness

We believe that everyone has the right to be involved and we all promote, support and encourage individuals to take up the opportunity to engage with and benefit from the work of South Ribble Partnership.

## We speak in Plain English

Each organisation and sector has its own jargon, abbreviations and language. We strive to make language accessible, so that everyone is able to take part and understand what is being said.

# OUR VISION

“South Ribble will continue to be known as one of the best places in the UK to live, work and do business.

Our communities will continue to be amongst the best places to learn, thrive and grow.”



## EFFECTIVE PARTNERSHIPS driving effective reshaping of Local Services that delivers:

### GROWTH

Realising the Opportunities



- ✓ People can realise their ambitions and access the opportunities that the City Deal presents (see p15).
- ✓ Skills, education and job opportunities reflect local people's ambitions and promote social mobility.
- ✓ Homes, towns, villages and transport networks are well designed.

### CONNECTED

Strong and Resilient Communities



- ✓ A new relationship between communities and service providers.
- ✓ Community leaders, organisations and groups have the resources and tools they need.
- ✓ Communities are connected to what is going on.
- ✓ People can actively participate in their communities.

### PLACE

Attractive, Recognised and Known



- ✓ A place known locally, regionally and nationally for its green spaces, welcoming and friendly communities and its vibrant cultural offer.
- ✓ A place that is well connected to major transport routes providing opportunities to live and do business well.



A place where service providers, businesses and communities work together effectively so that people have access to the local services they need and get a helping hand when they need it.

## Strong Partnerships

**There is a clear desire for partnership working with South Ribble Partnership focusing on strategic matters, in particular the reshaping of local services.**

### You told us the challenges and opportunities are:

- ✓ Reinforcing the Partnership's strategic board/executive with decision makers and influencers, including from a regional level.
- ✓ Development of shared delivery models and greater integration between services (Radical Reshaping of Local Services).
- ✓ Better sharing and coordination of information and intelligence between partners, including collaboration in community engagement, to support an integrated approach.
- ✓ Rationalisation of operational/project based partnership working is needed. Connections between partnerships and their effectiveness was raised as a concern by partners; it is not always clear who is doing 'what', which hinders collaboration.

# EFFECTIVE PARTNERSHIPS OUR FOCUS WILL BE ON



## Practical, effective reshaping of local services:

- ✓ Service providers and businesses work with communities to develop creative solutions that drive change.
- ✓ Partners will put in place solutions to use information more effectively so that they make better decisions.
- ✓ Partners will work together to align and share resources and integrate services to improve the way people are supported by local services.

## Effective partnerships that promote, encourage and implement solutions that work, including:

- ✓ Shared service delivery models.
- ✓ More co-located services and hubs (both physically and online) to enable better access to services for everyone.
- ✓ Addressing causes and not just symptoms (we call this early action and prevention).
- ✓ Partners working together to develop action plans that meet community needs and tackle issues such as persistent inequalities and social isolation.

*“With our partners we recognise the need for services to be purposefully designed and delivered to meet the needs of people living in South Ribble. This strategy creates the opportunity to make this a reality, driving better care, through the integration and development of local care teams for local people and we are proud to be a part of this.”* Lancashire Care Foundation Trust

# GROWTH OUR FOCUS WILL BE ON

A place where people can realise their ambitions and access the opportunities the City Deal presents; where skills, education and job opportunities reflect local people's ambitions and promote social mobility.

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A place where our homes, towns, villages and transport networks are well designed. There is choice in how we travel, town centres offer variety, and those who live here feel secure that their homes and communities will meet their needs throughout their life.

*"The Federation of Small Businesses is pleased to have been involved in helping to shape the Community Strategy for South Ribble. Small businesses play an important role through the borough as employers, service providers and community hubs and it is vital that they are included in the future plans for the area."*

Federation of Small Businesses



# GROWTH OUR FOCUS WILL BE ON

## Growth

South Ribble is set for accelerated growth as a result of the ambitions of the Preston, South Ribble and Lancashire City Deal. This provides opportunities for investment and development, and the potential to tackle persistent issues of inequality through skills development and employment.

### You told us the challenges and opportunities are:

- ✓ Local plans, the Community Strategy and City Deal need to be aligned so that we can recognise their interdependencies and succeed.
- ✓ Make land available for affordable housing so that people are supported into the housing market.
- ✓ Recognition of the need for developers to build 'lifetime' homes of 'quality' that fulfil the needs of residents as they get older or face changes.
- ✓ Town centres as destinations that meet the challenges of changing consumer habits, and a place where new and existing communities connect as the area grows.
- ✓ The need to address congestion and air quality issues through transport solutions that embrace new ways to get around.
- ✓ Promote opportunities to gain new skills and access to education/training so local people benefit from new employment opportunities.
- ✓ Work across the City Deal sub-region to promote the sub-regional brand nationally and internationally.

### A well planned area:

- ✓ Housing will be affordable and designed to meet lifelong needs.
- ✓ Transport will be managed to keep our communities connected and mobile; we will work to reduce congestion and improve air quality.
- ✓ Town centres and businesses supported to provide the experiences and services people want in the modern world.

### Good jobs where people can grow and develop:

- ✓ Schools, colleges, universities and employers will provide access to qualifications, training and support to meet the demands of the City Deal and support the ambitions of local people.

## What is City Deal?

**City Deal is an investment of £434 million to enhance transport and other infrastructure in Preston and South Ribble, driving the creation of some 20,000 new jobs and generating the development of more than 17,000 new homes over the next ten years.**

## CONNECTED COMMUNITIES

A place where community leaders, organisations and groups have the resources and tools they need so that our communities are connected to what's going on and people can actively participate in building the resilient communities they aspire to.

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**The topics of communication and communities were consistent themes from all those involved in the consultation. South Ribble already benefits from leaders in our communities such as the Leyland Town Team, Veterans Café and Friends Groups. With changing service delivery landscapes, it will be increasingly important to build resilient communities and people who can take more responsibility for each other and their own neighbourhoods and well-being.**

### **You told us the opportunities and challenges are:**

- ✓ There is a need to develop effective community networks and infrastructure to support community and voluntary sector organisations.
- ✓ Investment is needed to support community groups and build capacity in larger organisations in the voluntary, community and faith sector.
- ✓ Individuals want to get involved in their community but need information to find out about opportunities and how to access them.
- ✓ Understand, connect and build on the assets and activities already within communities and build on those.

# CONNECTED COMMUNITIES OUR FOCUS WILL BE ON



*"We are excited to be involved because the opportunity to work in partnership has to be the best solution for the community. No one of us has the ability to be the best solution in every situation."*

Citizens Advice Lancashire

## A renewed relationship between communities and organisations that benefits everyone:

- ✓ Communities and service providers will work towards agreement on how each can play their part in building resilient communities.
- ✓ We will establish an agreed model of community action and volunteering that delivers real impact.

## People can find out what is happening when, and can participate if they wish:

- ✓ We will develop an effective communication strategy so that individuals know what is happening, when, and how to get involved.

## Effective infrastructure to support communities:

- ✓ By investing in the right infrastructure, we will ensure that communities and groups have the tools to organise effectively and have the support they need to grow and develop.
- ✓ We will provide incentives that recognise the value of participation/volunteering.
- ✓ We will nurture community leadership, working with education, advice and support services.

## PLACE

A place known locally, regionally and nationally for its green spaces, its welcoming and friendly communities, a vibrant cultural offer and a place that is well connected to major transport routes providing opportunities to live and do business well.

### Place

South Ribble is situated at the heart of Central Lancashire (geographically and economically) and is known locally for its high quality environment; great parks, green spaces and connectivity to major road networks. In 2017 it was identified as the best place to live in the UK.

*“UCLan has been transforming lives since 1828 and supports communities to be strong, sustainable and vibrant. We have been pleased to join partners to help develop South Ribble’s Community Strategy.” UCLan*



# PLACE OUR FOCUS WILL BE ON

## You told us the opportunities and challenges are:

- ✓ South Ribble should emphasise its quality of place and warm, friendly and welcoming communities.
- ✓ South Ribble benefits from significant and large sites that are attractive to developers, large businesses and retailers, including the Cuerden strategic investment site and the former Leyland Test Track.
- ✓ South Ribble is not always a brand or 'name' that is known; it is an administrative area that people from outside often do not recognise.
- ✓ South Ribble needs a clear, shared vision that promotes the area in targeted ways to each different audience, resident, investor, visitor, etc.
- ✓ Communication to each audience should build on established brands and locations that the audience recognises: Leyland, Lancashire, UCLan, BAe Systems, Northern Powerhouse, etc.
- ✓ Local businesses of all sizes could, with more support, do more as ambassadors for the area.

## People knowing where we are and what the area has to offer:

- ✓ We will have the right communication strategy with a clear and shared vision between partners, targeted to audiences in the right way with the brand and message that attracts the right investment to South Ribble.
- ✓ Local businesses, big and small, will work together as ambassadors to attract investment.
- ✓ South Ribble will be known locally and beyond as the place to be in Lancashire and the North West.

## Building our communities so that they continue to be open and welcoming as we become more diverse:

- ✓ Celebrate and enhance local identities; building on the existing strong sense of place.
- ✓ Investment in the quality of the area, and its green spaces; in particular supporting the development of the 'Green Links' and Campus programmes.

## Green Links

**The Green Links is an ambitious project from South Ribble Borough Council that aims to support residents to stay healthy and maintain their wellbeing by providing the right spaces and facilities. This includes;**

- Green Parks
- Open spaces
- A New Health and Wellbeing Campus in Leyland

**Connecting green spaces across South Ribble is part of a much wider programme bringing together neighbourhoods across South Ribble, enabling sustainable travel options, extensive walking and cycling routes and improved play facilities.**

# DELIVERY

To deliver the strategy the Partnership needs to form a robust structure based on our Values that enables;

**Clear decision making and accountability**

**Membership that reflects local and wider sub-regional groups**

**Participation from those who deliver services**

**Participation from communities**



The details of the delivery model will be defined by those who adopt this strategy to ensure that it works for them. The ingredients we believe are necessary to establish effective partnerships are:

**A Leaders Group:** This group are the guardians of the Community Strategy and consists of key strategic decision makers such as the Chairs of Governing Bodies, Leaders of Councils' and senior leaders at a County and Regional Level.

**An Executive Board:** Senior leaders from across South Ribble and Central Lancashire will manage and co-ordinate delivery of the Community Strategy action plans. These people are able to make decisions, commit resources and drive change.

**Thematic Groups:** Members of these groups are the experts. They will be focused on individual priorities and bring their skills, knowledge and expertise to develop solutions that the Executive Board can make happen.

**Interest Groups:** These groups may be established when needed, and enable the Partnership to respond where there are gaps. Existing networks and interest groups can access the Partnership via the Executive Board through representatives who can be invited to join when specialist support and advice is required.

## The operation of the partnership needs to be:

- ✓ **Effective - delivering agreed outcomes**
- ✓ **Efficient - making the best use of resources**
- ✓ **Essential - doing what needs to be done**

To manage capacity and ensure that it is designed in the most effective way, the Partnership will collectively agree how often it meets and when, and rationalises the way we work strategically across the locality, the Central Lancashire area, Lancashire and the North West.

As the structure of the Partnership becomes operational, action plans will be developed to implement each priority with clear timescales and outcomes defined.

## How will we measure impact?

We will agree with partners an effective framework for managing the effectiveness of the Partnership.

It is important to acknowledge that the role of the Partnership is to ensure we work together efficiently and effectively. Some elements of our work may only appear over time, so we will be open and honest about what we can and will deliver and by when.

Partners will collectively agree any key indicators and measures, which will be recorded in a clear action plan.

## Timescales

The delivery of the strategy is over a five year period and its implementation will be phased.

Partners have acknowledged the capacity and demand placed on organisations in attending meetings. Our initial focus will be on developing effective partnerships which will be essential to achieve our vision in the long term.

### Phase 1 - Development Phase

**The first phase is to ensure the Partnership has the right infrastructure in place.**

- ✓ Developing an effective partnership structure, governance and membership; defining and agreeing our action plan. (by October 2019)
- ✓ Establishing key thematic groups that will begin to identify the areas of action, developing and scoping activities. (October - December 2019)

### Phase 2 - Programme Delivery

**The second phase is focused on the implementation of the action plans and agreed work programme.**

- ✓ Begin to deliver key programmes and work on the action plans. (January 2020)

# BACKGROUND AND JOURNEY

**“To help communities thrive, the government believes we need to look at five foundations of social value, people, places, the social sector, the private sector, and the public sector.”**

(Cabinet Office, CIVIL SOCIETY STRATEGY: Building a future that works for everyone, 2018)

## Nationally

The national context for this strategy is set against the backdrop of continuing challenges of rising demand on local services, coupled with limited availability of resources.

In addition to this, the Government Transformation Strategy (Cabinet Office, 2017) seeks to rebalance the relationship between citizens and the state; putting more power in the hands of citizens and being more responsive to their needs.

**UK Government Policy on the Civil Society, which was refreshed in 2018, believes that its purpose is:**

This approach is about working in partnership across sectors to develop our communities where there is social value which is taken to mean ‘enriched lives and a fairer society for all’.

**In many ways this reflects the spirit of our community strategy:**

- ✓ **Enabling a lifetime of contribution.**
- ✓ **Empowerment and investment for local communities.**
- ✓ **Supporting charities and social enterprises.**
- ✓ **Promoting business, finance and tech.**
- ✓ **Collaborative commissioning.**

# THE NATIONAL AND REGIONAL CONTEXT

## Regionally

The North West and Lancashire areas are the focus for investment and growth. This provides both challenges and great opportunities.

The Northern Powerhouse brings together key cities, towns and rural communities to grow the national economy; developing transport links, building new governance models, increasing investment and raising education and skills levels across the North.

**The Lancashire Economic Partnership has a £1 billion growth plan to benefit all parts of Lancashire. Highlights include:**

- ✓ **£434m Preston South Ribble and Lancashire City Deal.**
- ✓ **£320m growth deal delivering 11,000 new jobs, 3,900 homes and attracting £1.2 billion in private investment by 2021.**

The impact locally will be to see accelerated growth; new homes, an enhanced road network and infrastructure development, and new retail and industrial development. There will be opportunities to tackle pockets of deprivation by working to raise aspirations and provide access to skills and jobs. It also means that we need to be prepared and work together as businesses, communities and service providers to meet the increase in population and subsequent demands on services.



Over the past nine months we have consulted widely with the community, business sector, local service providers and representatives from voluntary, community and faith organisations.

If you want to follow our journey and find out what we did and what we found out, we have included some highlights in the following pages.

# BACKGROUND AND JOURNEY OUR FOCUS

Two key overarching themes emerged from our consultation, which form the bedrock of the Partnership's purpose and journey over the next five years:

- ✓ **Big and Small**
- ✓ **Effective Public Service Reform**

## Big and Small

Following the conversations we have had with partners and the community, it is clear that the Partnership needs to be, what we call, 'Big' and 'Small'.

Big and Small is a way of bringing together interested groups in a strategic way that supports them to achieve their goals and aspirations. Big and Small is about the Partnership's role to enable action across local, regional and national footprints.

**BIG means:** We have strategies for action and influencing all major service providers and stakeholders at national, regional and sub-regional levels.

**SMALL means:** We have strategies for action, influencing and supporting local groups, partners and service providers at local, neighbourhood and street levels and amongst communities of interest (groups of people who come together around a particular purpose or identity).

## Effective Reshaping of Local Services

'Public' service reform is not new and been on our agenda since 2010. However, partners have clearly articulated a need to step up the pace of reshaping the way we collectively deliver local services.

The need for reshaping services comes from three underlying issues:

1. **Rising demand for services.**
2. **Increased complexity of demand (those using services increasingly have a number of needs that require more resource and integrated support).**
3. **Resources are increasingly stretched.**

To address this, it is clear that service providers need and want to work together in new and creative ways.

It is the Partnership's role to provide space for them to come together in an environment of trust and respect and provide an environment where partners can be open to ideas and agree actions to deliver the reforms that are needed.

# DISCUSSIONS AND CONVERSATIONS

Our consultations with local partners, businesses and communities have helped us to understand the challenges and opportunities and priorities we should be focused on. From all that we have heard, we have distilled the four priority areas for action:

## EFFECTIVE PARTNERSHIPS GROWTH CONNECTED COMMUNITIES PLACE

### What did we do?

We started in April 2018, when we hosted a meeting with partners at Samlesbury Hall. There was unanimous agreement to completely refresh the Community Strategy. A task group of key partners (including business representatives, education, health, uniformed services, local government and community representatives) has overseen the process and supported our programme of engagement. The activities we delivered were:

- ✓ Interviews with key stakeholder organisations.
- ✓ Workshops open to organisations and the community to identify priorities and areas of focus.
- ✓ A Borough-wide Community Survey to understand what is important to local people.
- ✓ South Ribble PoWWow event focused on volunteering and participation.

### Highlights of our consultation includes;

#### 1-1 Interviews

- ✓ Over 20 interviews with partner organisations and key service delivery groups (full list in appendix A).
- ✓ Collectively they identified key themes around growth, tackling inequalities, and strengthening partnerships to ensure they are effective, and developing tools and channels to stimulate community action.

#### Workshops

Our workshops echoed the issues raised in the 1-1 interviews by again identifying key themes around:

- ✓ Addressing partnership working and ensuring it delivers outcomes and is effective.
- ✓ Improving the way services and delivery organisations communicate with citizens; giving them the information they need to get involved.
- ✓ Developing infrastructure to support increasing demand on the voluntary and community sector.
- ✓ Ensuring there is support for growth and the benefits that come with it; that opportunities for local people are realised and the character and nature of South Ribble is preserved.
- ✓ South Ribble is not a recognised name; we need to play to our strengths in promoting South Ribble as a place in Lancashire and the North West.

# BACKGROUND AND JOURNEY BETTER TOGETHER SURVEY

We undertook a survey of people who work and or live in South Ribble, so we could understand what it is they like about the place, what don't they like and what we can do to make things even better.

Over 1600 people took part, representing a good cross section of the local community, with a 95% confidence rating provided by the independent data analysis that was undertaken.

*"We value our involvement in the South Ribble Partnership and believe the new ambitious Community Strategy will focus and influence matters that impact on communities and benefit South Ribble."* BAE Systems

The full survey results are published on the South Ribble Partnership's website and a brief summary is below:

More frequently people said they like South Ribble because of:

- ✓ Good transport infrastructure.
- ✓ Parks and open spaces.
- ✓ Community spirit.
- ✓ Good shopping facilities.
- ✓ Local amenities nearby.
- ✓ A feeling that the area is safe, with a low crime rate.



## The areas that people feel there could be improvement included:

- ✓ Traffic and congestion.
- ✓ Facilities for young people.
- ✓ Investment in parks and green spaces.
- ✓ Improving the retail offer.
- ✓ Public transport.
- ✓ Worries about over development.

We asked questions about getting involved in the local community and were humbled by the good will of local people. Equally, it is clear they need more support to find out what is happening and how they can get more involved to build and support communities.

As part of our wider consultation we hosted a special workshop called 'PoWWow' which was focused around volunteering, infrastructure and support to build and strengthen communities.

We invited a range of guest speakers from across the country to come and talk about their experiences in developing community action. We were joined by over 20 different organisations who heard from others who described tools such as incentivised volunteering schemes and funding portals, together with approaches such as 'Cities of Service' and 'Active Citizens'.



## The workshop has helped to shape our emerging approach to building and strengthening communities by:

- ✓ Adopting and developing an approach that is citizen led and meets South Ribble's needs – this should be collectively delivered and supported across organisations.
- ✓ Continuing to involve organisations and citizens in the design of how we work with each other to agree a new relationship between 'citizen' and 'state'.
- ✓ Investing in the tools to support participation and volunteering so that it is accessible and acknowledges the value placed on people's time.

**As part of this strategy we will be continuing to work in a number of ways with these groups, and anyone else who wants to get involved.**

# BACKGROUND AND JOURNEY CONTRIBUTORS

The Partnership would like to acknowledge the following for their participation in developing this strategy.

## To the following organisations who attended one of our workshops or took part in our 1-1 interviews

Active Lancashire  
Age Concern Central Lancashire  
BAE Systems  
Balshaws High School  
Brothers of Charity Services  
Chorley and South Ribble Clinical Commissioning Group  
Chorley and South Ribble Homestart

Churches Together in Leyland  
Citizens Advice Lancashire  
Community Futures  
Creatability Ltd  
Creative Hands Foundation  
Federation of Small Business  
Galloways Society for the Blind  
Job Centre (Department of Works and Pensions)  
Lancashire Association of Councils for Voluntary Service  
Lancashire Care Foundation Trust  
Lancashire County Council  
Lancashire Fire and Rescue  
Lancashire LGBT (Lesbian, Gay, Bisexual, Transgender)

Lancashire Police  
Lancashire Skills and Employment Board  
Lancashire Teaching Hospitals Trust  
Leyland Lions  
Methodist Action  
N|compass  
Ozonefit  
POUT (Lesbian, Gay, Bisexual, Transgender - LGBT)  
Preston Community Transport  
Preston North End Community and Education Trust  
Progress Housing  
Runshaw College

South Ribble Leisure Trust  
Syenxus Clinical Research  
The Co-operative  
The Kick Ass Donkey Group  
University of Central Lancashire

*Thank you to over 1600 members of the community who took part in our survey*

*Consultant: Almond Tree Strategic Consulting*

# DOCUMENTS AND FURTHER READING

We have published the results of our consultation and event reports on our website. The links are provided below. However, if you wish to have a printed copy, they can be provided on request.

**Better Together, Community Survey 2018 Results and Findings**

[southribblepartnership.org.uk/wp-content/uploads/2019/01/Summary-Report-SRP-Surveyv2-1.pdf](https://southribblepartnership.org.uk/wp-content/uploads/2019/01/Summary-Report-SRP-Surveyv2-1.pdf)

**Report of the Workshop – 18th July 2018**

[southribblepartnership.org.uk/wp-content/uploads/2018/09/SOUTH-RIBBLE-COMMUNITY-STRATEGYv2-FINAL.pdf](https://southribblepartnership.org.uk/wp-content/uploads/2018/09/SOUTH-RIBBLE-COMMUNITY-STRATEGYv2-FINAL.pdf)

**Report of the Workshop – 20th September**

[southribblepartnership.org.uk/wp-content/uploads/2019/01/SOUTH-RIBBLE-COMMUNITY-STRATEGY-WORKSHOP-2-Publication-Version.pdf](https://southribblepartnership.org.uk/wp-content/uploads/2019/01/SOUTH-RIBBLE-COMMUNITY-STRATEGY-WORKSHOP-2-Publication-Version.pdf)

# South Ribble Community Strategy 2019-2024

For more information about South Ribble Partnership visit:

[www.southribblepartnership.org.uk](http://www.southribblepartnership.org.uk)

Or contact us at: South Ribble Partnership, Civic Centre, West Paddock, Leyland, PR25 1DH

Email [partnership@southribble.gov.uk](mailto:partnership@southribble.gov.uk) Telephone **01772 625546**



# Community Strategy Action Plan 2020



## Effective Partnerships

<b>Objective 1:</b>	<b>Develop a Data Dashboard</b>		
<b>Objective Owner:</b>	<b>Chair of the Leaders Board</b>		
<b>Description:</b>	This will provide an overview of the status quo within South Ribble in regard to current levels of social mobility and progress, therefore allowing the impact of intended outcomes to be measured following the delivery of the 2019-24 Community Strategy. This will be a live dashboard which updated data from partners can feed into.		
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>Partners will put in place solutions to use information more effectively so that they make better decisions.</li> </ul>		
<b>Action</b>	<b>Responsible</b>	<b>When</b>	<b>Status</b>
<b>1. Update to Executive Board to set out composition and impact of the Dashboard along with presentation of the system from Barking and Dagenham – agree as part of the performance framework for the Partnership</b> <ul style="list-style-type: none"> <li>Agree Budget and Resources</li> <li>Agree approach</li> </ul>	Partnership Team	24 <sup>th</sup> January 2020	In progress
<b>2. Identify key data themes for the dashboard – Executive Board to set up task group or delegate to thematic</b>	Executive Board	January 2020	
<b>3. Task Group to meet and scope</b>	Partnership Team	February 2020	
<b>4. Develop Dashboard</b> <ul style="list-style-type: none"> <li>Develop methodology</li> <li>Data definitions and assessment for viability and availability and final selection of indicators</li> <li>Design and development of Dashboard (Technical/Digital)</li> </ul>	Task Group	April 2020	
<b>5. Go Live with Dashboard</b>	Executive Board	June 2020	

# Community Strategy Action Plan 2020



## Communication and Culture

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<b>Objective 2:</b>	<b>Communication Framework (Effective Partnerships)</b>			
<b>Objective Owner:</b>	Executive Board			
<b>Description:</b>	<p>Improve communication across the Partnership in the form of a Communication Strategy.</p> <p>Ensure</p> <ul style="list-style-type: none"> <li>• There are a range of channels to engage stakeholders</li> <li>• That the opportunities to work and get involved with the Partnership for local employers and businesses are highlighted and communicated effectively.</li> </ul>	<p>Channels</p> <ul style="list-style-type: none"> <li>Radio (local)</li> <li>Facebook</li> <li>Twitter</li> <li>LinkedIn</li> <li>E-Digest</li> </ul>	<p>Audience</p> <p>Community</p> <p>↑</p> <p>↓</p> <p>Networks</p>	
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>• <b>Effective Partnerships:</b> Service providers and businesses work with communities to develop creative solutions that drive change.</li> <li>• <b>Connected:</b> People can find out what is happening when, and can participate if they wish</li> <li>• <b>Place:</b> People knowing where we are and what the area has to offer</li> </ul>			
	<b>Action</b>	<b>Responsible</b>	<b>When</b>	<b>Status</b>
	1. Establish Communications Task Group to develop Framework	Partnership Manager	January 2020	In Progress
	2. Draft Framework to be considered by Leaders and Executive Board	Partnership Manager	March 2020	

# Community Strategy Action Plan 2020



## Referrals and Pathways – Education and Skills (Growth)

<b>Objective 1:</b>	To identify the current services available across the borough and map these as pathways in the form of an interactive infographic		
<b>Objective Owner:</b>	To be identified		
<b>Description:</b>	<p>This clear visual can then be used by both residents and partners to inform what services and opportunities are on offer, whilst also improving the opportunity for more effective partnership working through avoiding duplication, identifying how these services may complement one another, in addition what gaps may currently exist.</p> <p>This infographic will be a live digital document that can be updated to evolve along with the services provides by partners.</p>		
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>• <b>People can realise their ambitions and access opportunities</b></li> <li>• <b>Skills, education and job opportunities reflect local people’s ambitions and promote social mobility</b></li> <li>• <b>Partners will put in place solutions to use information more effectively so that they make better decisions.</b></li> </ul>		
<b>Action</b>	<b>Responsible</b>	<b>When</b>	<b>Status</b>
1. Carry out workshop 3 to develop service user pathways using the ‘Escalate’ platform	All Partners	February 2020	
2. Collate pathways and share with Partners for feedback	Partnership Team	February 2020	
3. Provide feedback and suggested amendments	All Partners	March 2020	
4. Send agreed pathways to designer to create interactive infographic	Partnership Team	April 2020	
5. Share final interactive infographic with partners	Partnership Team	May 2020	

**Partner organisations who attended this workshop and contributing to the development of this action plan included:**

South Ribble Borough Council, Federation for Small Business, Brothers of Charity, UCLan, Lancashire Skills and Employment Hub, Progress Housing Group, Runshaw College, Lancashire Adult Learning, South Ribble Board of Secondary Head Teachers, Lancashire County Council, and Preston College.

# Community Strategy Action Plan 2020



<b>Objective 2:</b>	Capitalise on the Local Government Association (LGA) 'Work Local' scheme to gain funding to support a programme focusing on improving opportunities for those within South Ribble who are furthest away from employment.			
<b>Objective Owner:</b>	South Ribble Borough Council			
<b>Description:</b>	<ol style="list-style-type: none"> <li>1. This will look to utilise a combination of services on offer across different partners to develop targeted programmes that improves opportunities for:               <ol style="list-style-type: none"> <li>a. People living with physical disabilities</li> <li>b. People living with dementia</li> <li>c. People living with mental health challenges</li> <li>d. People over the age of 60</li> <li>e. Young people from deprived areas</li> </ol> </li> <li>2. Ensure clear links are made with the development of the local Housing Strategy, which is seeking to address broadly similar target groups.</li> <li>3. Ensure there is a focus on NHS skills gap for recruitment, training and retention, by seeking greater alignment with course providers to develop different ways to encourage and retain individuals in the NHS.</li> </ol>			
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>• <b>People can realise their ambitions and access opportunities</b></li> <li>• <b>Skills, education and job opportunities reflect local people's ambitions and promote social mobility</b></li> </ul>			
<b>Action</b>		<b>Responsible</b>	<b>When</b>	<b>Status</b>
1. Identify a theme to focus on for the LGA Work Local Programme		All Partners	Thursday 5 <sup>th</sup> December	Complete
2. Submit an expression of interest to the LGA		All Partners	Monday 9 <sup>th</sup> December	Complete
3. Successful Expression of Interest – Workshop Series to develop business case and plan		LGA Task Group	April 2020	In Progress
4. Align work stream with Housing Strategy development		South Ribble Borough Council	TBC	
5. Develop Action plan for NHS skill gap recruitment		CCG	TBC	

# Community Strategy Action Plan 2020



## Developing Volunteering (Connected)

<b>Objective 1:</b>	Agree to implement an approach within partner organisations to enable employees to give their skills to voluntary organisations for a certain period per year.			
<b>Objective Owner:</b>	To be agreed			
<b>Description:</b>	<ol style="list-style-type: none"> <li>1. Provide a steady stream of skilled volunteers into the not-for-profit sector, whilst also offering employees opportunities for development by taking on roles such as voluntary non-executive Directors or board members.</li> <li>2. A need has been identified to further develop an approach to supporting long term volunteering to address an imbalance of the ratio between short-term volunteering to the investment of training and time for certain volunteering roles</li> </ol>			
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>• Community leaders, organisations and groups have the resources and tools they need.</li> <li>• People can actively participate in their communities.</li> </ul>			
	<b>Action</b>	<b>Responsible</b>	<b>When</b>	<b>Status</b>
	1. Identify what skills/resources are needed by the not-for-profit sector and can be offered by larger organisations	Partnership Team	3 <sup>rd</sup> December 2019	Complete
	2. Each partner to have discussions with senior leadership/board members to explore what skills/resource individual organisations need or could offer	All Partners	February 2020	In Progress
	3. Develop Strategy approach to long term volunteering and training balance	CAB / Partnership Team	June 2020	

# Community Strategy Action Plan 2020



<b>Objective 2:</b>	Utilise a Central Platform(s) for Volunteering Opportunities across South Ribble			
<b>Objective Owner:</b>	To be agreed			
<b>Description:</b>	Partners agreed that all opportunities for volunteering that aren't offered in return for Time Credits will be posted on a central platform. This will support social prescribing when looking to find voluntary opportunities to improve individual's employability.  Two platforms were identified as options, these were 'DoIt' and 'Lancashire Volunteering Partnership'.			
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>• Community leaders, organisations and groups have the resources and tools they need.</li> <li>• Communities are connected to what is going on.</li> <li>• People can actively participate in their communities.</li> </ul>			
Action		Responsible	When	Status
1. Options and proposal for adoption of a single platform by partners. Options to Include a. Do-It platform b. Our Lancashire		All Partners	March 2020	In Progress
2. Explore offer of 12 month membership to the Lancashire Volunteer Partnership to identify what value this may bring to the Partnership (Public sector opportunities only)		South Ribble Borough Council (other Public Sector partners)	April 2020	In Progress

# Community Strategy Action Plan 2020



<b>Objective 3:</b>	<b>Tempo Time Credits</b>			
<b>Objective Owner:</b>	South Ribble Borough Council / Progress Housing Group			
<b>Description:</b>	This will develop a community infrastructure which will help improve involvement amongst hard to reach demographics, preventative health and wellbeing through a social prescribing model and increase awareness and accessibilities of both social and career opportunities.			
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>• <b>A new relationship between communities and service providers.</b></li> <li>• <b>Community leaders, organisations and groups have the resources and tools they need.</b></li> <li>• <b>Communities are connected to what is going on.</b></li> <li>• <b>People can actively participate in their communities.</b></li> </ul>			
	<b>Action</b>	<b>Responsible</b>	<b>When</b>	<b>Status</b>
	1. Develop a Steering Group consisting of partners who will be primary users of Time Credits.	Partnership Team	November 2019	Complete
	2. First Steering Group meeting	Steering Group	November 2019	Complete
	3. Launch Time Credits at the Community Awards Evening	Partnership Team	24 <sup>th</sup> January 2020	In Progress
	4. Successful Completion of 'Mobilisation' Phase	Steering Group	April 2020	
	5. Successful Completion of 'Network Setup and Growth Phase	Steering Group	November 2020	

**Partner organisations who attended this workshop and contributing to the development of this action plan included:**

South Ribble Borough Council, Tempo, UCLan, Preston Care and Repair, Runshaw College, Lancashire Adult Learning, Bernardo's, Age Concern Central Lancashire, Key Unlocking Futures

Updated Following Leaders and Executive Board December 17<sup>th</sup> 2019

# Community Strategy Action Plan 2020



## Health (Effective Partnerships)

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<b>Objective 1:</b>	<b>Provide infrastructure to support the South Ribble Integrated Team</b>			
<b>Objective Owner:</b>	Lancashire Constabulary			
<b>Description:</b>	<p>This team could be supported through assistance with administration/coordination, managing networks to ensure that there is engagement from key stakeholders, and a regular location for meetings to take place.</p> <p>The key objectives of providing this support is to;</p> <ul style="list-style-type: none"> <li>• Ensure good record keeping and case management</li> <li>• Build and develop membership of the SRIT</li> <li>• Develop the SRIT + Forum which engages a wider group of organisations</li> <li>• Ensure there are clear pathways into SRIT and that partners know how to make referrals</li> <li>• Begin to demonstrate impact of the SRIT through effective reporting</li> </ul>			
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>• <b>More co-located services and hubs (both physically and online) to enable better access to services for everyone.</b></li> <li>• <b>Partners will put in place solutions to use information more effectively so that they make better decisions.</b></li> <li>• <b>Partners will work together to align and share resources and integrate services to improve the way people are supported by local services.</b></li> </ul>			
<b>Action</b>		<b>Responsible</b>	<b>When</b>	<b>Status</b>
1. Identify staff resource within the Partnerships Team which can be used to support the SRIT		Partnership Team	November 2019	Complete
2. Identify a location which could be frequently used by the SRIT for meetings (and other things if needed)		Partnership Team	November 2019	Complete
3. Agree a development and action plan for SRIT in line with key objectives <ul style="list-style-type: none"> <li>• Set out an impact framework to measure outcomes</li> </ul>		Partnership Team	February 2020	In Progress

# Community Strategy Action Plan 2020



<b>Objective 2:</b>	<b>Implement Refernet</b>		
<b>Objective Owner:</b>	Citizens Advice		
<b>Description:</b>	A central referral system used by partners across a Central Lancashire footprint to bring improvements for GPs, social prescribers, local authorities, housing associations and voluntary organisations.		
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>Partners will put in place solutions to use information more effectively so that they make better decisions.</li> </ul>		
	<b>Action</b>	<b>Responsible</b>	<b>When</b>
	1. Refernet set to go live with South Ribble Borough Council	Citizen's Advice Bureau / South Ribble Borough Council	December 2019
	2. Develop membership and grow the number of partners to sign up to Refernet <ul style="list-style-type: none"> <li>Set out development plan and implement (Feb 2020)</li> </ul>	Partnership Team / Citizen's Advice Bureau	September 2020

# Community Strategy Action Plan 2020



<b>Objective 3:</b>	<b>To identify the current services available across the borough and map pathways</b>
<b>Objective Owner:</b>	<b>To be agreed</b>
<b>Description:</b>	This clear visual can then be used by both residents and partners to inform what services are available, whilst also improving the opportunity for more effective partnership working through avoiding duplication, identifying how these services may complement one another, in addition what gaps may currently exist.
<b>Link to the Community Strategy:</b>	<ul style="list-style-type: none"> <li>Partners will put in place solutions to use information more effectively so that they make better decisions.</li> </ul>

Action	Responsible	When	Status
1. Map services identified in Workshop 2 and share with Partners for feedback	Partnership Team	December 2019	Ongoing
2. Provide feedback on initial workshop	All Partners	January 2020	In Progress
3. Carry out workshop 3 to develop service user pathways using the identified services	All Partners	March 2020	
4. Collate pathways and share with Partners for feedback	Partnership Team	May 2020	
5. Provide feedback and suggested amendments	All Partners	June 2020	
7. Share final report and mapping with the Leaders and Executive Board	Partnership Team	September 2020	

**Partner organisations who attended this workshop and contributing to the development of this action plan included:**

South Ribble Borough Council, Lancashire Adult Learning, Preston Care and Repair, St Catherine's, Lancashire Teaching Hospitals Trust, UCLan, Progress Housing Group, Galloways, DWP, Lancashire Fire and Rescue, Clinical Commission Group, Lancashire FA, Citizens Advice Bureau, Lancashire Constabulary, Social Prescribing (Age Concern Central Lancashire, Social Ribble Integrated Team

## **Appendix C – List of Leaders and Executive Board Member Organisations**

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Age Concern Central Lancashire

BAE Systems

Brothers of Charity Services

CAB (Citizens Advice)

Clinical Commissioning Group

Department of Works and Pensions

Integrated Care Partnership

KEY Unlocking Futures

Lancashire Adult Learning

Lancashire Care Foundation Trust

Lancashire County Council

Lancashire Fire and Rescue

Lancashire Police

Lancashire Teaching Hospitals

Local School Heads Network: Chair

Penwortham Town Council

Preston College

Progress Housing Group

Runshaw College

South Ribble Borough Council

South Ribble Dementia Action Alliance

UCLan

Voluntary, Community and Social Enterprise (VCSE) Leaders Group

### **Through Individual Representatives the Board has strategic links to;**

- Lancashire Skills Hub
- Lancashire Enterprise Partnership
- City Deal Executive

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## South Ribble Borough Council – Forward Plan

**For the Twelve Month Period: 1 January 2020 - 31 December 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.

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: 15 January 2020**

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Future meetings of the Cabinet where there is an intention to hold part of the meeting in private: 22 January, 12 February and 18 March 2020 and Council: 29 January, 26 February and 15 April							
Leader of the Council							
Nomination of Mayor Elect and Deputy Mayor Elect 2020/21	Cabinet Council	Leader of the Council		22 Jan 2020 26 Feb 2020	No	None	Report of the Assistant Director of Scrutiny and Democratic Services
Pay Policy	Cabinet Council	Leader of the Council		12 Feb 2020 26 Feb 2020	No	<a href="https://southribbleintranet.mode.rngov.co.uk/ieListDocuments.aspx?CId=172&amp;MID=1166#A13603">https://southribbleintranet.mode.rngov.co.uk/ieListDocuments.aspx?CId=172&amp;MID=1166#A13603</a>	Report of the Interim Chief Executive
Amendments to Committee Appointments	Council	Leader of the Council		29 Jan 2020	No	None	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>
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
Updated Shared Services Agreement	Cabinet Council	Leader of the Council  Leader of the Council		18 Mar 2020  15 Apr 2020	!NotSet!		Report of the Interim Chief Executive  Interim Chief Executive
Standards Annual Report	Council	Leader of the Council		15 Apr 2020	No	None	Report of the Shared Services Lead - Legal & Deputy Monitoring Officer
Cabinet Member (Health, Wellbeing and Leisure)							

<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>
Existing Leisure Centre Investment Plan and future Master Plan for Leisure	Cabinet	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Expenditure / Savings higher than £100,000	22 Jan 2020	No	None	Report of the Assistant Director of Projects and Development, Director of Neighbourhoods and Development
Development of an Extra Care Scheme within South Ribble	Cabinet	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Expenditure / Savings higher than £100,000	22 Jan 2020	No	None	Report of the Director of Neighbourhoods and Development
Cabinet Member (Community Engagement, Social Justice and Wealth Building)							
Approval of the Council Tax Support Scheme to be adopted for 2020/21	Council, Cabinet	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Significant effect in 2 or more Council wards.	29 Jan 2020	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>
Strategic Review of Community Involvement, including My Neighbourhoods Final Report	Cabinet	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Significant effect in 2 or more Council wards.	22 Jan 2020	No	<a href="https://southribble.moderngov.co.uk/ieListDocuments.aspx?Clid=134&amp;MId=1469&amp;Ver=4">https://southribble.moderngov.co.uk/ieListDocuments.aspx?Clid=134&amp;MId=1469&amp;Ver=4</a>	Report of the Assistant Director of Scrutiny and Democratic Services, Director of Neighbourhoods and Development
Cabinet Member (Environment)							
Vehicle Procurement Programme 2020 / 21	Cabinet	Cabinet Member (Environment)	Expenditure / Savings higher than £100,000	22 Jan 2020	No	None	Report of the Director of Neighbourhoods and Development
Climate Change Emergency Task Group Update	Cabinet	Councillor Susan Jones JP	Significant effect in 2 or more Council wards.	22 Jan 2020	No	<a href="https://southribble.moderngov.co.uk/ieListDocuments.aspx?Clid=134&amp;MId=1471&amp;Ver=4">https://southribble.moderngov.co.uk/ieListDocuments.aspx?Clid=134&amp;MId=1471&amp;Ver=4</a>	Report of the Director of Neighbourhoods and Development
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>
IDOX Enterprise and Capability Review Project	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	22 Jan 2020	No	None	Report of the Director of Customer and Digital
Worden Hall Project Update	Cabinet		Significant effect in 2 or more Council wards.	22 Jan 2020	No	<a href="https://southribble.moderngov.co.uk/documents/s11038/Worden%20hall%20cabinet%20report%2016th%20october%202019%20PMc%20v5%205%20-10-19.pdf">https://southribble.moderngov.co.uk/documents/s11038/Worden%20hall%20cabinet%20report%2016th%20october%202019%20PMc%20v5%205%20-10-19.pdf</a>	Report of the
Urgent Decision regarding Land at Leyland To update cabinet on an urgent decision taken in relation to a request for an extension to the sale agreement for council owned land in Leyland.	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	22 Jan 2020	Paragraph 3: Information relating to the financial of business affairs of any particular person (including the authority holding that information).	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>
Contract Procedure Rules	Council	Leader of the Council		29 Jan 2020	No	None	Report of the Interim Monitoring Officer
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%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 Section 151 Officer
Council Tax Setting 2020-21 A report to enable the Council to calculate and set the Council Tax for 2019/20	Council	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Significant effect in 2 or more Council wards.	26 Feb 2020	No	None	Report of the Director of Customer and Digital
Cabinet Member (Planning, Regeneration and City Deal)							

<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>
Town Centre Masterplans	Cabinet	Cabinet Member (Planning, Regeneration and City Deal)	Significant effect in 2 or more Council wards.	22 Jan 2020	No	None	Report of the Director of Planning and Property
Future of City Deal	Council	Cabinet Member (Planning, Regeneration and City Deal)	Expenditure / Savings higher than £100,000	29 Jan 2020	Paragraph 3: Information relating to the financial of business affairs of any particular person (including the authority holding that information).	<a href="https://southribbleintranet.mode.rngov.co.uk/ieListDocuments.aspx?CId=134&amp;MIId=1472&amp;Ver=4">https://southribbleintranet.mode.rngov.co.uk/ieListDocuments.aspx?CId=134&amp;MIId=1472&amp;Ver=4</a>	Report of the Director of Planning and Property

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## Scrutiny Committee

### Forward Plan

Date	Item	Lead Member	Lead Officer
13 February 2020	Budget 2020/2021 and Medium Term Financial Strategy	Cllr Matthew Tomlinson	Jane Blundell
	Worden Hall Update	Cllr Matthew Tomlinson	Peter McHugh
7 March 2020	Worden Hall Update	Cllr Matthew Tomlinson	Peter McHugh
	Scrutiny self-evaluation	Cllr David Howarth	Darren Cranshaw
	Scrutiny Committee Annual Report	Cllr David Howarth	Darren Cranshaw

### Scrutiny Budget and Performance Panel

Date	Item	Cabinet Member	Lead Officer
10 February 2020	Quarter 3 Performance Monitoring Report	Cllr Paul Foster	Gary Hall
	Quarter 3 Budget Monitoring Report	Cllr Matthew Tomlinson	Jane Blundell

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