

## **SCRUTINY COMMITTEE**

THURSDAY, 8TH FEBRUARY, 2018, 6.00 PM

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

### **AGENDA**

**1 Apologies for Absence**

**2 Declarations of Interest**

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

**3 Minutes of the Last Meeting**

(Pages 3 - 8)

Held on Monday, 27 November 2017, to be signed as a correct record.

**4 Matters Arising from Previous Meetings**

(Pages 9 - 14)

Report attached.

**5 Draft Corporate Plan 2018-23**

(Pages 15 - 56)

Report of the Interim Corporate Improvement Manager attached.

**6 Third Quarter's Performance Report**

(Pages 57 - 96)

Report of the Interim Corporate Improvement Manager attached.

**7 Progress Report on Worden Hall**

(Pages 97 - 102)

Report of the Planning Manager attached.

**8 Scrutiny Matters**

- 8a Scrutiny Review of the Banqueting Suite**
- 8b Verbal update on Lancashire County Council's Health Scrutiny Committee**
- 8c Member feedback on meeting(s) and training attended on behalf of the committee**
- 8d Scrutiny Committee Forward Plan**
- 8e Cabinet Forward Plan**  
Forward Plan attached.

(Pages 103 - 106)

Heather McManus  
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Committee Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Carol Chisholm, Michael Green, David Howarth, Susan Jones, Keith Martin, Barbara Nathan, Michael Titherington, Karen Walton, Ian Watkinson and Linda Woollard

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, 8 March 2018 - Wheel Room, Civic Centre, West Paddock, Leyland, PR25 1DH

## **MINUTES OF SCRUTINY COMMITTEE**

**MEETING DATE** Monday, 27 November 2017

**MEMBERS PRESENT:** Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Michael Green, David Howarth, Susan Jones, Keith Martin, Barbara Nathan, Michael Titherington, Karen Walton and Linda Woollard

**CABINET MEMBERS:** Councillor Colin Clark (Deputy Leader and Cabinet Member for Corporate Support and Assets)

**OFFICERS:** Darren Cranshaw (Scrutiny & Performance Manager) and Andy Houlker (Senior Democratic Services Officer)

**OTHER MEMBERS AND OFFICERS:** Councillor Clifford Hughes MBE (Cabinet Member for Strategic Planning and Housing), Councillor Paul Wharton, Mark Gaffney (Director of Neighbourhoods, Environmental Health and Assets), Denise Johnson (Director of Development, Enterprise and Communities) and Heather McManus (Chief Executive)

**PUBLIC:** 0

### **25 Apologies for Absence**

Apologies for absence were received from Councillors Chisholm and Watkinson. Councillor Michael Green also took this opportunity to apologise that he would have to leave the meeting early for another engagement.

### **26 Declarations of Interest**

There were no declarations of interest.

### **27 Minutes of Previous Meetings**

RESOLVED:

That the minutes of the Scrutiny Committee meetings held on 30 August 2017, 6 September 2017 and 6 November 2017 be confirmed as a correct record.

### **28 Corporate Performance Report at the end of Quarter 2 (30 September 2017)**

The Committee considered the report of the Interim Corporate Improvement Manager which provided an overview of performance against the Council's Corporate Plan 2017/18 at the end of the half year point of 30 September 2017 and details of the corporate risks and controls in place to mitigate risks in the Corporate Risk Register.

The report set out the details of the 34 performance indicators and 27 corporate plan activities and a commentary on the performance made against each indicator and activity.

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

- the new approach/style of the report and that the language/terminology used be appropriate for intended audience/readers
- performance indicators and targets - questions around how they were chosen, measurable, stretching enough and possible new ones
- complaints to the Local Government Ombudsman - had seen a national increase and the Council had learned lessons from the cases
- time taken to answer phone calls in Gateway – longer time/more explanation being given to callers to inform and reduce need to call again
- property and investment performance – it was acknowledged that it was disappointing and had not achieved the forecasted level of return on investment and confirmation of occupancy information at the Momentum Business Park. An assurance was sought of skills/capacity/expertise of staff and, the report of Cushman and Wakefield used as part of proposed property investment strategy going forward and options being looked at were requested
- resident 'participation' in the neighbourhood plans/projects – this had never been measured just by attendance at meetings alone and as social media was a major one of the measures clarification be provided on this
- risk strategy, risk management and risk register – clarity was sought on how it worked, compiled, ratings calculated (likeliness/impact), and appropriate language for intended audience
- proposed frequency of staff feedback temperature checks was questioned in view of the results of the recent staff survey and if other methods were in hand information be provided

RESOLVED:

(1) That subject to the comments in resolution (2) below the

- (a) performance at the end of Quarter 2, as set out in Appendix 1 of the report be noted;
- (b) corporate risks and controls in place to mitigate risks identified in the Corporate Risk Register, as set out in Appendix 2 of the report be noted; and
- (c) arrangements in place to report performance to the Cabinet, Scrutiny Committee and Council as detailed in paragraph 4 of the report be noted.

(2) That the Committee expresses the following comments, that

- (a) the new approach be welcomed but with emphasis on the use of plain English terminology;
- (b) the Committee looked forward to more rigorous and ambitious performance indicators/targets being introduced and being part of that process;
- (c) the report by Cushman and Wakefield be provided to the Committee with an explanation of how it influenced the Council's current thinking on assets and investment;
- (d) updated occupancy information be provided to the Committee regarding units at Momentum Business Park;

- (e) better clarification be provided on the term residents 'participating' in the Council's neighbourhood plan/projects;
- (f) a Member Learning Hour be held to give members a better understanding of the Council's Risk Strategy, Risk Management and Risk Register; and
- (g) more thought be given to the frequency of temperature checks relating to staff feedback and information be provided on any other methods being used to measure feedback.

## 29 Safeguarding - 6 month update

Further to Minute No. 44, of the meeting held on 14 March 2017, the Committee considered the report of the Director of Development, Enterprise and Communities which provided a six monthly update on the safeguarding activities undertaken to the end of September 2017. The report also included details of the Lancashire Safeguarding Board's feedback on the Council's self-assessment of safeguarding activity, completed on 31 March 2017. This was included as Appendix A of the report and the progress made on the Safeguarding and Prevent Action Plan as at 14 October 2017 was set out in Appendix B of the report.

The Committee considered a number of recommendations set out in paragraph 4 of the report for inclusion in the Council's Section 11, Children Act 2004 self-assessment of safeguarding activity, which would need to be submitted to the Lancashire Safeguarding Board in March 2018.

During the discussion, the Committee's comments and matters raised included the following:-

- lack of member take up of the MILO online safeguarding package – this was felt to be confusing and not user friendly and if it didn't meet members' needs there was an offer to look at other methods of training
- aspects of the self-assessment were rated amber – it was felt that Lancashire County Council's criteria/methodology did not take account of the different role/responsibilities of a district council and these had been challenged;
- Adult Safeguarding Strategy – being developed but at the moment working with (and challenging) the County Council and it was not clear if this could stand alone or be combined with that for Children & Young People
- Member Learning Hour – as this was a different aspect of safeguarding and with increasing relevance with an ageing population, there was an offer of a session on adult safeguarding
- Member Champion – in view of the discussion and safeguarding's importance and impact on all aspects of council activity it was suggested there be a Member Champion for Safeguarding.

RESOLVED: That

- (1) the Committee appreciated and noted the actions taken since the reporting of the Section 11 Children Act 2004 self-assessment for 2017 to the Lancashire Safeguarding Board; and
- (2) the Committee:
  - a) recommends re-empathise that ALL Members of the Council need to complete the safeguarding training through the MILO online package;

- b) recommends that in addition to (a) above, based on comments during the meeting other methods of providing safeguarding training for members be explored;
- c) is encouraged that this Council now felt confident to challenge the County Council on the self-assessment ratings;
- d) looks forward to the development of an Adult Safeguarding Strategy
- e) requests a Member Learning Hour be provided on Adult Safeguarding; and
- f) requests that the Cabinet considers creating a Member Champion for Safeguarding.

### **30 Worden Hall - update**

The Committee considered the report of the Director of Neighbourhoods, Environmental Health and Assets which outlined the proposed action to be taken with regard to the review of Worden Hall and its ongoing use. It would involve officers working with industry specialists to identify potential uses / expressions of interest in the hall for a commercial operation to complement the parkland in which it was set.

The report indicated that as the project developed, the impact on the budget position would be fully assessed. The financial implications of any proposals for the future use and arrangements for the hall would be reported to the Cabinet for consideration.

During the discussion the matters/issues raised by the Committee included the following:-

- vision for Worden Hall including activity and proposals – was an important valuable asset which would be developed through engagement of specialists with expertise in this area (with a track record of developing similar properties). The findings would ultimately be reported to Cabinet for a member decision on the way forward
- time taken and consultant's report – it was acknowledged that other issues had previously had been the Council's priority. However, the current investment in the Green House would widen options for use and the Council was moving forward mindful of the findings in the consultant's report. Whilst the Council needed to move proposals/ideas forward there needed to be a robust business case/plan in place
- holding large events in Worden Park – this had been explored with organisations in this field. However the Council would have to cover the financial risk of any event(s) until established/successful and only then would such an organisation be prepared to take it over

RESOLVED:

That whilst noting the report, the Committee:

- (1) expressed concern at the length of time taken so far in providing proposals/schemes to be brought forward for Worden Hall and its Conservatory;
- (2) welcomed the proposed overall vision stating what the council wanted; and
- (3) requested a progress report on Worden Hall to each subsequent meeting of the Committee.

### 31 Proposals for Banqueting Suite

The Director of Neighbourhoods, Environmental Health and Assets submitted a report outlining proposals for soft marketing testing to be undertaken to consider various opportunities and establish which local enterprises within our community are interested in operating the use of the Banqueting Suite at the Civic Centre, Leyland.

As part of the proposal, officers would prepare a business model setting out how the Council could work with an external provider to run the facilities on a more commercial footing with the potential for income generation being a key driver. The overall budget implications and financial risks would be assessed as part of this exercise and be submitted to the Cabinet in due course for consideration.

During the discussion the matters raised by the Committee included the following:-

- Vision – conscious of the lack of attraction of the facility and an officer group had done a lot of good work in a short time to see how it might be improved to attract bookings/events including widening/attracting interest. There was also building re-configuration in the context of new organisations taking office space in the Civic Centre. It was no longer just the suite area but the whole of the ground floor. A report on ideas/proposals would be considered by Cabinet in due course
- Community Use – this would encourage the building to be used as a hub for various group. However, it was felt the charging policy needed to take account of community/charitable groups and have a reduced booking/usage charge
- Member involvement in the process was confirmed and a report could be brought to this Committee before consideration by Cabinet

RESOLVED: That the Committee

- (1) thanked the officer group for its work and looked forward to seeing proposals for the Banqueting Suite as a priority;
- (2) recommended that serious consideration be given to implementing a reduced charge for bookings by community/charity groups; and
- (3) agreed to set up a task group to look at the work to date and how members can be involved before any proposals are considered by the Cabinet

### 32 Scrutiny Matters

- a) Verbal update on Lancashire County Council's Health Scrutiny Committee – the Chair reported the recent meeting had focused on winter preparedness. Although there was no representative from the hospitals, the ambulance service was present and explained its plans to address the winter period.
- b) Feedback on the workshop that looked at the Scrutiny Committee's Work Programme – this had been a successful workshop identifying topics for the Committee to look at as part of its work programme. Following the earlier discussion above, the Committee had changed its focus for a task group from Worden Hall to the Banqueting Suite.
- c) Member feedback on meeting(s) and training attended on behalf of the Committee – the Chair and Councillor Titherington had attended a recent meeting of the North West Scrutiny Network.

### 33 Exclusion of Press and Public

RESOLVED:

That the press and public be excluded from the meeting during the consideration of the following item of business as it involved the discussion of information defined as exempt from publication under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, 'Information relating to the financial or business affairs of any particular person (including the authority holding that information) 'and in which the public interest in maintaining the exemption outweighed the public interest in disclosing it.

### 34 Land at Wesley Street / Station Road

The Committee considered the report of the Director of Neighbourhoods, Environmental Health and Assets. This provided an update on a number of issues in relation to the purchase of the previous McKenzie Arms site at Wesley Street / Station Road, Bamber Bridge, which had previously been approved by the Council on 18 July 2012.

The Committee saw itself helping the Council learn lessons from past events and for it to reflect on future proposals of a similar nature. To that effect it was suggested a protocol be produced on advice to councillors. It was accepted that officer advice had to be clear and transparent. Negotiations were currently in progress and in due course a report would be prepared for members which would provide clear/transparent information on what the proposal for the site meant to the Council.

RESOLVED: that

- (1) the report be noted;
- (2) the Committee looked forward to the development of a protocol on advice to councillors;
- (3) it be noted that a further report regarding the disposal of the site will be submitted to the Cabinet in due course; and
- (4) the Committee requested a report on the position/progress on this site in 12 months.

Chair

Date

**South Ribble Borough Council  
Scrutiny Committee  
Matters Arising from Previous Meetings / Recommendation Tracking**

<b><i>Date of Meeting &amp; Min. No.</i></b>	<b><i>Title and Recommendation</i></b>	<b><i>Portfolio Holder/ Responsible Officer</i></b>	<b><i>Accepted Yes/No</i></b>	<b><i>Implemented Yes/No</i></b>	<b><i>Explanation/Progress</i></b>
06/09/17 Min No. 20	<p><b>Management Re-Structure Consultation Document</b></p> <p>1. Further consideration and information is provided on the justification and potential implications of sharing the statutory roles of the Section 151 Officer and the Monitoring Officer with Chorley Council.</p> <p>2. Requests further re-assurance about the future officer support for the Scrutiny and Governance functions and that the proposals going forward clearly outline the officer support to be provided under the new management structure.</p> <p>3. Clarity be provided on the selection process for the posts that are not statutory officer appointments to ensure it is fair and there is equality of opportunity.</p> <p>4. Plans are implemented to ensure those not successful in applying for the new roles in the structure are provided with the necessary support.</p> <p>5. A support programme for those appointed to the new structure be put in place to help them manage the transition and 'step up' to the challenge.</p> <p>6. The Council moves to developing a shared services strategy outlining both council's vision for shared services and a review of the governance arrangements of the shared services partnership, including harmonizing employee terms and conditions.</p>	Cllr Mullineaux / H McManus	Yes	Yes	A response to the consultation feedback from the Scrutiny Committee was provided at the all Member briefing session on 5 October 2017 and included in the report agreed at Council on 22 November 2017.

**South Ribble Borough Council  
Scrutiny Committee**

**Matters Arising from Previous Meetings / Recommendation Tracking**

<p>06/11/17 Min No. 24</p>	<p><b>Call-in Request - Dog Control Orders / Public Open Space</b></p> <p>a) that the matter be referred back to Cabinet for reconsideration in the light of the nature of concerns expressed by the Scrutiny Committee; and –</p> <p>b) that the following be also recommended for the future:</p> <ol style="list-style-type: none"> <li>1. More robust consultation exercises be undertaken, including extended timescales and involvement of all stakeholders.</li> <li>2. Statutory officer and Director’s advice is sought before tabling recommendations at meetings.</li> <li>3. Greater evidence based/documentated decision-making.</li> <li>4. Provide the rationale for any changes to recommendations.</li> </ol>	<p>Cllr Walton / R Ashcroft</p>	<p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p>	<p>A report on the concerns was considered at the Cabinet meeting on 6 December 2017.</p> <p>Cabinet Members and the new Leadership Team have been reminded of the importance of consultation, seeking advice from statutory officers and providing the evidence base and rationale for any changes to recommendations.</p>
<p>27/11/17 Min No. 28</p>	<p><b>Corporate Performance Report at the end of Quarter 2 (30 September 2017)</b></p> <p>(a) the new approach be welcomed but with emphasis on the use of plain English terminology;</p> <p>(b) the Committee looked forward to more rigorous and ambitious performance indicators/targets being introduced and being part of that process;</p> <p>(c) the report by Cushman and Wakefield be provided to the Committee with an explanation of how it influenced the Council’s current thinking on assets and investment;</p> <p>(d) updated occupancy information be provided to the Committee regarding units at Momentum</p>	<p>Cllr Mullineaux / J Platt</p> <p>Cllr Mullineaux / J Platt</p> <p>Cllr Clark / J Noad</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>No</p>	<p>Addressed in the quarter 3 performance report elsewhere on the Scrutiny agenda.</p> <p>This will be introduced alongside the new Corporate Plan for 2018 – 2023 elsewhere on the Scrutiny agenda. A new ICT based performance management system will contribute to this.</p> <p>As the report is three year’s old a new strategic asset review is being commissioned and will be reported to the Scrutiny Committee once it is complete.</p>

**South Ribble Borough Council  
Scrutiny Committee**

**Matters Arising from Previous Meetings / Recommendation Tracking**

	Business Park;	Cllr Clark / J Noad	Yes	Yes	Out of the 7 units available at Momentum, 3 are currently let and 4 are vacant. However we are currently agreeing Heads of Terms on three more of the Momentum Units which will leave 1 vacant.  ▶ Current rental income- £19,720 ▶ Projected with additional units let- £36,220 in 1st year, £41,620
	(e) better clarification be provided on the term residents 'participating' in the Council's neighbourhood plan/projects;	Cllr Mullineaux / J Platt	Yes	Yes	The figure provided is an estimate of the number of people attending the various neighbourhood events organised by the Council this year based on wrist bands issued, signing in sheets at forums and ticket sales.
	(f) a Member Learning Hour be held to give members a better understanding of the Council's Risk Strategy, Risk Management and Risk Register; and	Cllr Clark / J Platt	Yes	Yes	Member Learning Hours on Risk took place on 22 January and a further session has been arranged for 26 March 2018
	(g) more thought be given to the frequency of temperature checks relating to staff feedback and information be provided on any other methods being used to measure feedback.	Cllr Mullineaux / T Boustead	Yes	Yes	This has been considered and a programme of additional employee engagement events have already taken place with more planned to improve the two-way feedback between employees and the Chief Executive and leadership team as part of our transformation agenda. A cultural baseline assessment is being commissioned from North West Employers Organisation. The peer review follow-up and Investors in People Assessment will also provide structured temperature checks.
27/11/17 Min No. 29	<b>Safeguarding - 6 month update</b>  a) recommends re-empathise that ALL Members of the Council need to complete the	Cllr Mullineaux / J Mullin	Yes	Yes	Members trained in the use of MILO and access to Safeguarding training will be given by the end of February.

**South Ribble Borough Council  
Scrutiny Committee**

**Matters Arising from Previous Meetings / Recommendation Tracking**

	<p>safeguarding training through the MILO online package;</p> <p>b) recommends that in addition to (a) above, based on comments during the meeting other methods of providing safeguarding training for members be explored;</p> <p>c) is encouraged that this Council now felt confident to challenge the County Council on the self-assessment ratings;</p> <p>d) looks forward to the development of an Adult Safeguarding Strategy</p> <p>e) requests a Member Learning Hour be provided on Adult Safeguarding; and</p> <p>f) requests that the Cabinet considers creating a Member Champion for Safeguarding.</p>		<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>Other methods of training being explored such as the use of “AFTA Thought” practical scenario training.</p> <p>Challenge undertaken at District Council Safeguarding event awaiting feedback.</p> <p>Adult Safeguarding policy has been drafted and will be sent out for consultation.</p> <p>Once the Adult Safeguarding policy has been complete training will be provided to staff and members.</p> <p>Portfolio responsibility for Safeguarding sits with the Portfolio Holder for Public Health, Safety and Wellbeing (currently Cllr Mort). The Leader will now however make arrangements to identify a Safeguarding Champion.</p>
27/11/17 Min No. 30	<p><b>Worden Hall – update</b></p> <p>requested a progress report on Worden Hall to each subsequent meeting of the Committee.</p>	Cllr Walton / J Noad	Yes	Yes	<p>Project groups on Worden Hall and Civic Centre ‘Banqueting suite’ merged and project lead.</p> <p>Progress report has been added as a standard item on the Scrutiny Committee agenda with an update elsewhere on this agenda.</p>
27/11/17 Min No. 31	<p><b>Proposals for Banqueting Suite</b></p> <p>(1) Looks forward to seeing proposals for the Banqueting Suite as a priority;</p>	Cllr Clark / J Noad	Yes	Yes	<p>Project team created and linked with Worden Hall (see above).</p> <p>Scrutiny Review Task Group created and</p>

**South Ribble Borough Council  
Scrutiny Committee**

**Matters Arising from Previous Meetings / Recommendation Tracking**

	<p>(2) recommended that serious consideration be given to implementing a reduced charge for bookings by community/charity groups; and</p> <p>(3) agreed to set up a task group to look at the work to date and how members can be involved before any proposals are considered by the Cabinet</p>				<p>helpful workshop held on 17 January 2018.</p> <p>The next stage is for the Scrutiny review to be scoped and for a meeting to be held with the project team to discuss the project plan and programme management arrangements.</p>
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REPORT TO	ON
Scrutiny Committee	8th February 2018

September 2017



TITLE	REPORT OF
Corporate Plan 2018-2023 and Corporate Risk Register 2018-19	Interim Corporate Improvement Manager

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

To seek the Committee's views on the Council's new Corporate Plan for 2018-2023 and Corporate Risk Register for 2018-19 prior to its consideration by Cabinet on 14<sup>th</sup> February and submission to Council for approval on 28<sup>th</sup> February 2018.

## 2. RECOMMENDATIONS

That the Committee review the draft Corporate Plan and draft Corporate Risk Register shown as appendices to the attached report to Cabinet.

## 3. CORPORATE PRIORITIES

The report relates to the following corporate priorities. However, when approved, the corporate priorities for 2018-2023 will change to those in the new Corporate Plan.

Clean, green and safe	✓	Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

## 3. APPENDICES

**Appendix 1:** Report to Cabinet

**Appendix 2:** Corporate Plan 2018-23

**Appendix 3:** Corporate Risk Register 2018-19

**Appendix 4:** Equality Impact Assessment

**Joanne Platt**

Interim Corporate Improvement Manager

Report Author:	Telephone:	Date:
Joanne Platt	01772 (62)5454	24 <sup>th</sup> January 2018

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REPORT TO	ON
SCRUTINY COMMITTEE CABINET COUNCIL	8 <sup>th</sup> February 2018 14 <sup>th</sup> February 2018 28 <sup>th</sup> February 2018

September 2017

TITLE	PORTFOLIO	REPORT OF
Corporate Plan 2018-2023 and Corporate Risk Register 2018-19	Leader Corporate Support and Assets	Interim Corporate Improvement Manager

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

## 1. PURPOSE OF THE REPORT

- 1.1 To seek approval of the Council's Corporate Plan for 2018-2023 and the Corporate Risk Register for 2018-2019.

## 2. PORTFOLIO RECOMMENDATIONS

- 2.1 To be added

## 3. CORPORATE PRIORITIES

The report relates to the following existing corporate priorities. However, when approved, the corporate priorities for 2018-2023 will change to those in the new Corporate Plan.

Clean, green and safe	✓	Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

## 4. BACKGROUND TO THE REPORT

- 4.1 The Council's existing Corporate Plan is for the period 2017-18 and contained an action to consult with residents, businesses and other stakeholders to develop priorities for the next 3-years.

- 4.2 Consultation on future priorities with residents, businesses and partners took place during 2017 and members' views on priorities were also sought at two extended Member Learning Hours which took place in July and November 2017.
- 4.3 The outcome of this consultation has been used to inform the development of a new vision for the Borough and the Council and new corporate priorities for the period 2018-2023. These have been set out in a new Corporate Plan for 2018-2023 (**Appendix 1**)
- 4.4 A new corporate risk register for 2018-19 has also been developed. This identifies the risks to achievement of our corporate objectives and the actions we will take to mitigate those risks.

## 5. CORPORATE PLAN 2018-2023

- 5.1 The Corporate Plan articulates a new vision for the Council - that '**South Ribble is and continues to be recognised nationally as the best place in the UK**'.

This means a place where people can afford to live, that has access to high quality schools, colleges and employment opportunities for everyone and a place where people choose to live because it is safe and has lots of high-quality clean, green space for people to enjoy in their leisure time.

We also want South Ribble to be a place where businesses choose to invest because they have access to a highly skilled and motivated population seeking high quality employment opportunities.

The key outcomes that underpin our vision are set out below:

- ❖ Healthy life expectancy rate is above the national average
- ❖ Above national average for access to affordable homes
- ❖ High employment rate
- ❖ School attainment and adult skills are above the national averages
- ❖ People feel safe in South Ribble
- ❖ Resident satisfaction is above national average

- 5.2 The Corporate Plan also sets out a vision for the sort of Council we want to be - **a Council that is recognised for being innovative, forward thinking and financially self-sufficient, whilst putting people at the heart of everything we do.**

- 5.3 These two visions are underpinned by three new Corporate Priorities for the Council for 2018-2023, which in turn are underpinned by our people - our staff and elected members working alongside our communities.

- 5.4 The three new corporate priorities for 2018-2023 are set out below:

- ❖ Excellence and financial sustainability
- ❖ Health and wellbeing
- ❖ Place

- 5.5 Each of these priorities is underpinned by a 5-year programme of work, and the key projects we will deliver in the first of these 5-years are set out in Section 9 of the Plan.

- 5.6 The Medium Term Financial Strategy (MTFS) and the Capital Programme for 2018-23 have been aligned to the new Corporate Plan to ensure that resources are in place to deliver the key projects.
- 5.7 When the plan has been approved, Operational Service Plans will be aligned to the 2018-19 Delivery Plan. These will provide milestones for each of the key projects to be delivered in 2018-19.
- 5.8 A suite of key performance indicators (KPIs) and targets will also be developed to enable success to be monitored and measured.
- 5.9 Progress against the project milestones and the KPI targets will be monitored by the Council's Leadership Team each quarter. Progress will be reported to elected members (via Scrutiny Committee and Cabinet) in Quarters 2, 3 and 4.

An Annual Report will be provided to Full Council at the end of Quarter 4 (i.e. in June 2019 and each year thereafter).

## **6. CORPORATE RISK REGISTER 2018-2019**

- 6.1 A new corporate risk register for 2018-2019 (**Appendix 2**) has been developed for approval alongside the Corporate Plan. The risk register identifies the key strategic risks to achievement of the corporate priorities and in each case, identifies mitigating actions that will be taken to reduce these risks.

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

- 7.1 Consultation with residents on future priorities took place in February 2017.
- 7.2 The outcome of that consultation was used to inform the development of a new vision for the Borough and for the Council and members' views on these draft visions were sought at an extended Member Learning Hour in July 2017.
- 7.3 Consultation with businesses took place in August 2017 and consultation with partners took place in early September 2017.
- 7.4 The Cabinet used the outcome of this consultation to develop the three new corporate priorities and the new Corporate Plan for the period 2018-2023.
- 7.5 Members' views on the corporate priorities, outcomes and key work programmes associated with them were sought at an extended Member Learning Hour in November 2017.
- 7.6 The outcome of that consultation was used to finalise the Corporate Plan now submitted for approval.

## **8. OTHER OPTIONS CONSIDERED**

- 8.1 None – The Council's existing Corporate Plan is for 2017-18 only and there is a need to develop new priorities and a corporate work programme for the medium-term, aligned to a new Medium-Term Financial Strategy and Capital Programme for the same period.

## **9. FINANCIAL IMPLICATIONS**

- 9.1 The financial implications of the Corporate Plan are set out in the Medium-term Financial Strategy and Capital Programme for 2018-23 which is also submitted to this meeting for consideration.

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

10.1 Staff resources will be aligned to delivering the new priorities contained within the Corporate Plan. .

## **11. ICT/TECHNOLOGY IMPLICATIONS**

11.1 ICT is a key enabler and as such ICT resources and plans will be aligned to the delivery of the new Corporate Plan.

## **12. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

12.1 Property and assets are key enablers and as such will be aligned to the delivery of the new Corporate Plan.

## **13. RISK MANAGEMENT**

13.1 Risks to the achievement of the corporate priorities are set out in the Corporate Risk Register for 2018-19, together with the controls and actions we will take to mitigate risk.

## **14. EQUALITY AND DIVERSITY IMPACT**

14.1 An Equality Impact Assessment on the new Corporate Plan has been undertaken (**Appendix 3**). As the Corporate Plan has been developed specifically to address the needs of the Borough, there is no adverse impact on any particular group or groups. As projects identified in the Corporate Plan are developed further, equality impact assessments will be undertaken as appropriate at that time.

## **15. RELEVANT DIRECTORS RECOMMENDATIONS**

15.1 It is recommended:

- (i) That Cabinet recommend the approval of the Corporate Plan for 2018-2023 to Council for approval
- (ii) That Cabinet recommend the approval of the Corporate Risk Register for 2018-19 to Council for approval.

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

16.1 The Medium Term Financial Strategy (MTFS) is the financial plan for the Council for the next 5 years. This MTFS has been aligned to the Corporate Plan and therefore incorporates the financial implications of delivering the Council's ambitions and services for residents as set out in the Corporate Plan.

## **17. COMMENTS OF THE MONITORING OFFICER**

17.1 The importance of the Corporate Plan (and associated Risk Register) can hardly be overstated. A vision for the council is articulated and corporate priorities identified. Clearly crucial to the development of this work is effective consultation. Paragraph 7 of the report

sets out the extensive consultation that has been carried out. There are no legal concerns/issues with this report.

## 18. BACKGROUND DOCUMENTS

Residents Survey February 2017

Business Survey August 2017

**Appendix 1:** Corporate Plan 2018-2023

**Appendix 2:** Corporate Risk Register 2018-2023

**Appendix 3:** Equality Impact Assessment dated 19<sup>th</sup> January 2018

**Joanne Platt**

Interim Corporate Improvement Manager

<b>Report Author:</b>	<b>Telephone:</b>	<b>Date:</b>
Joanne Platt	01772 625454	19 <sup>th</sup> January 2018

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# Corporate Plan 2018-23



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**Section 1: Foreword**

**I am delighted to present South Ribble Council's Corporate Plan for 2018-23.**

As an organisation, we have continued to respond to the needs and aspirations of our communities and in 2017 were voted as the best place to live in the UK. However, like all public services, we are facing significant budgetary challenges and unprecedented pressure to become financially self-sufficient by 2019-20, whilst continuing to meet demand for services and the aspirations of residents, businesses, partners and other stakeholders.

In 2018, we will therefore change the way we are organised and do business. This means playing a full and active role in place shaping, becoming a more agile organisation and taking an entrepreneurial approach to everything we do.

This plan sets out our Vision for the Borough and for the Council and our priorities for the next five-years.

It sets out the outcomes we want to see for local people and the things we will do to bring this about. It is underpinned by a delivery plan for the first year (2018-19) and will be refreshed each year to set out the delivery plan for the following year.

I want to thank all our staff and members for their continued hard work and commitment over recent challenging times. Our record of achievement is something to be proud of and I know that we will continue to serve the people and communities of South Ribble to the very best of our abilities.

**Cllr Peter Mullineaux  
Leader of the Council**

## Section 2: Where we are today

During 2017, we consulted with residents, businesses and partners on priorities for the Borough and we also undertook a desk top review of recent national data to determine what the priorities for South Ribble should be. In summary, this tells us that South Ribble has:

- ❖ A growing population with predicted growth in the number of households
- ❖ Relatively low levels of deprivation, albeit with pockets of need
- ❖ A population with relatively good health, although we do have an ageing population
- ❖ An above average skills base and relatively low unemployment
- ❖ Good schools and colleges and access to jobs
- ❖ Good transport links – but relatively high traffic congestion
- ❖ Lots of green space and villages and award winning parks
- ❖ Housing that is affordable to most – but the challenge is to sustain a balanced housing market
- ❖ Above average resident satisfaction with services and the Council – but lower than average satisfaction with sports and leisure facilities

The Council has recently been through some challenging times and we are addressing a period of instability which has impacted on staff morale and our ability to govern over the past 2-years.

We started a journey in 2017 with an ambitious Transformation Strategy aimed at making the Council more agile and entrepreneurial, delivering change at pace and empowering our people to be innovative in delivering services.

The vision and priorities we have developed for the Borough and for the Council for the next five-years seek to address the areas where outcomes need to improve for local people, communities and businesses.



### Section 3: Moving towards 2023: Our vision for the future

Our vision for the Borough is set out below.

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

We also have a vision for the sort of Council we want to be - ***a Council that is recognised for being innovative, forward thinking and financially self-sufficient, whilst putting people at the heart of everything we do.***

#### What will success look like?

Our definition of the **best place to live** is a place where people can afford to live, that has access to high quality schools, colleges and employment opportunities for everyone and a place where people choose to live because it is safe and has lots of high-quality clean, green space for people to enjoy in their leisure time.

We also want South Ribble to be a place where businesses choose to invest because they have access to a highly skilled and motivated population seeking high quality employment opportunities.

The key outcomes that underpin our vision are set out below:

- ❖ Healthy life expectancy rate is above the national average
- ❖ Above national average for access to affordable homes
- ❖ High employment rate
- ❖ School attainment and adult skills are above the national averages
- ❖ People feel safe in South Ribble
- ❖ Resident satisfaction is above national average

### Section 4: Working in partnership

The Council works collaboratively with a wide range of public sector agencies and businesses and seeks to improve outcomes for local people and communities through having a strong voice for South Ribble.

The key partnerships that support delivery of the priorities in this plan are set out below.

**South Ribble Partnership** brings together people from across the public sector, businesses and voluntary and community organisations with an aim to deliver better services in South Ribble, based on what local people want.

The Council has a unique role to play in this partnership, as it has a democratic mandate to represent its communities within the Borough. We therefore take a leading role in the partnership's work and are able to use this mandate to influence the partnership's priorities.

We will provide strong leadership on this going forward to make sure we maximise the collective resources of the partnership and the partners for the benefit of South Ribble communities and residents and can therefore make an impact even on things that we don't have direct responsibility for such as health services and policing.



**South Ribble Community Leisure Trust** is responsible for the management of the Council's leisure facilities and plays a critical role in supporting the health and well-being of our residents. They do this through developing active lifestyles, enhancing facility provision, raising the profile of sport and active leisure and supporting community sport.

**Central Lancashire health and wellbeing partnership** is building strong and effective links between Preston, Chorley and South Ribble Councils, the NHS bodies, Lancashire County Council, the Voluntary Community and Faith Sector and other public bodies to improve local people's health and wellbeing.

**Lancashire Enterprise Partnership** is a creative collaboration of leaders from business, universities and local councils, who direct economic growth and drive job creation in Lancashire

**Preston, South Ribble and Lancashire City Deal** is a central government funded programme which will transform Central Lancashire, creating thousands of new jobs and homes, while increasing the size of the local economy by £1 billion.

**Lancashire County Council** is a key partner as it is responsible for many of the services that are crucial to South Ribble people and its communities such as highways, transport, schools, children and adult social care.



## Section 5: Our priorities for 2018-23

Underpinning our vision are three priorities as shown below. We will deliver these with our people – our staff and elected members working alongside our communities.



This plan sets out the things we will do to make our vision a reality and how we will measure success.

As a district council, there are many things we cannot do ourselves, but we can help to influence the priorities of partners. The activities we have identified in this plan are therefore broken down into those we will deliver ourselves, those we will deliver in partnership and those where we will influence the work of others through strong political leadership.

The Council's elected members will play a crucial role in this. They will ensure that South Ribble's voice is heard at meetings of our key strategic partnerships so that partnership plans reflect the priorities of our Council.



## 5.1: Excellence and financial sustainability

Our focus will be on income generation, including through investment opportunities and returns from assets.

Our ambitious Transformation Strategy cuts across all services and activities, focusing on customer centric services, efficient, effective and innovative ways of working whilst driving a cultural shift throughout the whole Council.

### Outcomes:

- ❖ High resident satisfaction
- ❖ Financial self-sufficiency through investment and commercial use of Council owned assets

### What we will do:

Programme	Deliver or influence	Lead
Council investment Portfolio	Deliver	Cabinet member for Corporate Support & Assets
Transformation *	Deliver	Cabinet member for Corporate Support & Assets
New business models including shared services	Deliver	Cabinet member for Corporate Support & Assets

\* cross cutting across all activities



## 5.2: Health and wellbeing

Our focus will be on well-being for all for the future health of our growing population, dementia and supporting our ageing population with limited mobility.

Developing and maintaining active lifestyles is a key building block for health and well-being. It plays a crucial role in improving health as well as preventing poor health in the future.

Through our provision of facilities, open and active spaces and services, we can support and encourage sport and physical activity for residents of all ages and abilities. This is therefore an important priority for us.

As a district council, our role in improving health services is largely one of influencing and working collaboratively with others in the borough, the sub-region and the region, but we will do this to the best of our ability to ensure the priorities of our partners are aligned to our own.

This includes supporting the work of others to address mental health issues where we can, for instance through our work in relation to housing and homelessness and our work with businesses to reduce unemployment and improve access to high-level jobs, both of which we know have an impact on mental health.

We will also strengthen our approach to how we support volunteers, recognising and capitalising on the strengths of residents and communities to be resilient and to support themselves and each other.

We will also seek to narrow the gap between the most and the least affluent communities.

### Outcomes:

- ❖ Increased satisfaction with access to and cleanliness of open spaces
- ❖ Increased satisfaction with sports and leisure facilities in the Borough
- ❖ Increase in the percentage of people in South Ribble who engage in more than 3 hours of physical activity per week
- ❖ Increase in healthy life expectancy
- ❖ Improved access to community health services
- ❖ Reduction in the number of people who are homeless
- ❖ Recognition as a Dementia Friendly Borough
- ❖ Close the gap between the least and the most deprived areas in the Borough – fewer people will be classed as deprived
- ❖ By 2023, air quality in South Ribble will have improved



**What we will do**

Programme	Deliver or influence	Lead
Health, leisure and wellbeing campus model including community health services	Deliver in partnership	Cabinet member for Regeneration & Leisure
Homelessness and independent living support	Deliver in partnership	Cabinet member for Corporate Support & Assets
Support for communities and volunteering	Deliver in partnership	Leader and Neighbourhood Forums
Social isolation and loneliness	Influence & deliver in partnership	Cabinet member for Public Health, Safety & Wellbeing
Lancashire Mental Health Strategy	Influence	Cabinet member for Public Health, Safety & Wellbeing
Child and fuel poverty	Influence & deliver in partnership	Cabinet member for Public Health, Safety & Wellbeing
Borough-wide Air Quality Plan	Influence & deliver in partnership	Cabinet member for Public Health, Safety & Wellbeing

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### 5.3: Place

Our focus will be on neighbourhoods and town centres, economic growth (including jobs, housing, transport and infrastructure) and place promotion

Business stability is key and we will support a mixed economy where large and small businesses have equal opportunities to thrive.

#### Outcomes

- ❖ Increase in the number of large, medium, small and micro enterprises in the Borough
- ❖ Increase in employment numbers in the Borough
- ❖ Further improve skills
- ❖ Increase in the number of higher-level jobs
- ❖ More homes of the quality and mix to meet needs



#### What we will do

Programme	Deliver or influence	Lead
Cuerden strategic site	Deliver in partnership	Cabinet member for Strategic Planning & Housing
Central Lancashire Core Strategy and South Ribble Local Plan	Influence & deliver in Partnership	Cabinet Member for Strategic Planning and Housing
City Deal and Plan for Successor Programmes	Influence & deliver in Partnership	Leader
Economic Strategy: support for existing as well as new businesses	Influence & deliver in partnership	Cabinet member for Regeneration & Leisure
Housing Framework : delivery of a balanced housing market	Deliver in partnership	Cabinet member for Strategic Planning & Housing
Place promotion	Deliver	Leader
My Neighbourhood Plans	Deliver in partnership	Cabinet member for Neighbourhoods & Streetscene

Programme	Deliver or influence	Lead
River Ribble Master planning	Influence & deliver in partnership	Cabinet member for Regeneration & Leisure and Cabinet Member for Strategic Planning and Housing
Raising community aspirations in relation to growth and improvements in the Borough	Influence & deliver in partnership	Leader
Renewable energy	Deliver	Cabinet member for Public Health, Safety & Wellbeing



## Section 6: Our People

Our biggest resource is our people. This means our workforce and our elected members working alongside local people and communities for the benefit of the Borough. Our people are therefore also a priority as they underpin everything we do.

We want all our people to be proud to be a part of South Ribble and will therefore focus on supporting existing staff and elected members to be the best they can be, raising aspirations and being an employer and a Council of choice for both prospective staff and prospective Councillors.

### Outcomes

- ❖ More apprentices of all ages in the Council and in the Borough
- ❖ Increase in levels of staff satisfaction
- ❖ Increase in the level of member satisfaction

### What we will do

Programme	Deliver or influence	Lead
Apprentices	Influence & deliver in partnership	Leader
Leadership Development	Deliver	Leader



## Section 7: Statutory services and business transformation

We have big ambitions in this plan for improving our Borough and the quality of lives of all our residents and communities.

However, our staff also work hard every day delivering a wide range of services that amount to 'business as usual'. This includes waste collection, keeping our streets and our parks and open spaces clean and well maintained, public protection and safeguarding through our environmental health, planning, building control and licensing services and providing advice on council tax benefits and homelessness prevention.

Our Gateway staff are the first point of contact with the Council for many, dealing with enquiries over the telephone or over the counter at our offices and staff also manage the Council's buildings and other assets, ensuring they are safe for both visitors and staff, as well as managing the Council's financial and legal affairs and governance arrangements.

Our business transformation programme will look at all these services on an on-going basis to ensure they continue to be as efficient and effective as possible, providing access to high-quality services on time every time.



## Section 8: Policy framework and performance management

The diagram below shows how this Plan fits with the Council's overall policy framework.

Progress in delivering this plan will be monitored through the Council's performance management framework. Reports will be considered by the Council's Cabinet and its Scrutiny Committee and an annual report will be presented to the meeting of the Full Council in July each year.



**Section 9: Delivery Plan for 2018-19**

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
<p>Page 36</p> <p>1</p> <p><b>Excellence &amp; financial sustainability</b></p>	<p><b>Programme:</b> Council investment Portfolio</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>✚ Civic Centre and Worden Park Arts Centre commercialisation Phase 1 (develop brief and soft market test)</li> <li>✚ Surplus sites disposals programme Phase 1</li> <li>✚ Develop business case for South Ribble Home Build proposal</li> </ul>	<p>Borough Investment Fund (capital) and alignment of existing property and strategic asset management capital and revenue funding and resources</p>	<p>Cabinet member for Corporate Support &amp; Assets</p>	<p>Deputy Chief Executive (Resources and Transformation)</p>

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
2	<p><b>Programme:</b> Transformation</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>✚ SOCITIM Review of ICT</li> <li>✚ Gateway Review</li> <li>✚ HR Going Digital Phase 1</li> <li>✚ Neighbourhood Teams transformation</li> <li>✚ Depot Commercialisation Phase 1</li> </ul>	Align existing transformation revenue resources – transformation funding from general financial reserve	Cabinet member for Corporate Support & Assets	Deputy Chief Executive (Resources and Transformation)
3	<p><b>Programme:</b> New business models including shared services</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>✚ Phase 1 of Shared Services with Chorley Council</li> </ul>	Align existing revenue funding and resources	Cabinet member for Corporate Support & Assets	Deputy Chief Executive (Resources and Transformation)

Priority

Programme and Project (s)

Resources

Member Lead

Director Lead

**Health & wellbeing**

**Programme:** Health, leisure and wellbeing campus model including community health services

**Project (s):**

- ✚ Worden Park improvements
- ✚ Design and seek planning permission for the first phases of borough green links
- ✚ Open Space Sports & Recreation Assessment & Playing Pitch Strategy
- ✚ Commence review of leisure contract
- ✚ Design and seek planning permission for leisure campus plan
- ✚ Develop options for artificial grass pitches

Re-alignment of existing capital and revenue reserves and revenue resources i.e. Regeneration, Sports & Leisure Team, Sports Development in schools, sports pitch capital and revenue funding; borrowing; partnership contributions

Cabinet member for Regeneration & Leisure

Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
Health & wellbeing	<p><b>Programme:</b> Homelessness and independent living support</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Development of a Homelessness project to implement the new Homelessness Reduction Act 2017.</li> <li>Implement a project to deliver additional Independent living support to people living with a disability</li> </ul>	Align Disabled Facilities Grant and Private Sector Housing Grant capital funding; align existing revenue resources, external funding	Cabinet member for Corporate Support & Assets	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead	
6	<b>Health &amp; wellbeing</b>	<b>Programme:</b> Support for communities and volunteering  <b>Project (s):</b> <ul style="list-style-type: none"> <li>✚ Develop volunteering strategy and Compact for the voluntary, community and faith sector</li> <li>✚ Develop a volunteering framework to support people and communities to be resilient</li> </ul>	South Ribble Partnership Manager	Leader and My Neighbourhood Forums	Deputy Chief Executive (Regeneration and Growth)
7		<b>Programme:</b> Social isolation and loneliness  <b>Project (s):</b> <ul style="list-style-type: none"> <li>✚ Deliver the key actions of the South Ribble Dementia Action Alliance</li> </ul>	South Ribble Partnership Manager	Cabinet member for Public Health, Safety & Wellbeing	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
8	<p><b>Programme:</b> Lancashire Mental Health Strategy</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Completion of MH2K project</li> <li>Workplace Based Health Checks Programme</li> </ul>	South Ribble Partnership Manager	Cabinet member for Public Health, Safety & Wellbeing	Deputy Chief Executive (Regeneration and Growth)
9	<p><b>Programme:</b> Child and fuel poverty</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Adopt a revised Council Tax Support Scheme for 2019-20</li> <li>Implement Living Wage reforms for Council staff</li> </ul>	Align existing revenues and benefits and human resources funding	Cabinet member for Public Health, Safety & Wellbeing	Deputy Chief Executive (Resources and Transformation)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
10	<p><b>Health &amp; wellbeing</b></p> <p><b>Programme:</b> Deliver the Borough's Air Quality Plan</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality</li> </ul>	Align existing capital and revenue budgets and resources	Cabinet member for Public Health, Safety & Wellbeing	Deputy Chief Executive (Regeneration and Growth)

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Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
11	<p><b>Programme:</b> Cuerden strategic site</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Implement Employment and Skills Plan</li> <li>Progress Delivery of Phase 1 and Plan for Future Phases</li> </ul>	City Deal; align existing revenue funding and resources	Cabinet member for Strategic Planning & Housing	Deputy Chief Executive (Regeneration and Growth)
12	<p><b>Place</b></p> <p><b>Programme:</b> Central Lancashire Core Strategy and South Ribble Local Plan</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Commence review of Central Lancashire Local Plan</li> <li>Commence review of South Ribble Local Plan</li> </ul>	<p>Establish Joint Programme Team to Coordinate and Deliver Central Lancashire Work. Share costs with Central Lancashire partners</p> <p>Focus existing internal resources on South Ribble Local Plan review</p>	Cabinet member for Strategic Planning & Housing	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
13	<p><b>Place</b></p> <p><b>Programme:</b> City Deal and Plan for Successor Programmes</p> <p><b>Project (s)</b></p> <ul style="list-style-type: none"> <li>Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites</li> <li>Deliver projects listed in the City Deal Business and Delivery Plan 2017-20</li> <li>Masterplans for Penwortham, Lostock Hall and Leyland town centres</li> </ul>	City Deal, HCA Capacity Fund	Leader	Deputy Chief Executive (Regeneration and Growth)
14	<p><b>Programme:</b> Economic Strategy: support for existing as well as new businesses</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Commence preparation of a Central Lancashire Economic Strategy</li> </ul>	City Deal; align Economic Development revenue funding and resources	Cabinet member for Regeneration & Leisure	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
15	<p><b>Programme:</b> Housing Framework: delivery of a balanced housing market</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Private sector Stock Condition Survey</li> </ul>	Align existing capital and revenue budgets and resources	Cabinet member for Strategic Planning & Housing	Deputy Chief Executive (Regeneration and Growth)
16	<p><b>Programme:</b> Place promotion</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity</li> <li>Develop South Ribble Programme for festivals and events</li> <li>South Ribble Ambassador programme</li> </ul>	Align existing Communications and relevant Economic Development, Regeneration and Neighbourhoods revenue budgets and resources	Leader	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
17	<p><b>Programme:</b> My Neighbourhood Plans</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Community projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements</li> </ul>	Align existing My Neighbourhoods capital and revenue budgets and resources; City Deal	Cabinet member for Neighbourhoods & Streetscene	Deputy Chief Executive (Regeneration and Growth)
18	<p><b>Programme:</b> River Ribble Master planning</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Masterplan for River Ribble Green links joining river frontage to local amenities &amp; wider network</li> <li>Accessibility work including completion of Cross Borough Link Road</li> <li>Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)</li> <li>Progress Delivery of Central Parks Masterplan</li> </ul>	Align existing Regeneration and Neighbourhoods capital and revenue budgets and resources; view potential third party funding including City Deal, LEF and Lottery, Community Infrastructure Levy, Housing Infrastructure Fund, planning obligations fund	Cabinet member for Regeneration & Leisure and Cabinet Member for Strategic Planning and Housing	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
19	Place	<p><b>Programme:</b> Raising community aspirations in relation to growth and improvements in the Borough</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Lead the development of the Borough Community Strategy</li> </ul>	South Ribble Partnership Manager	Deputy Chief Executive (Regeneration and Growth)
20		<p><b>Programme:</b> Renewable energy</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Development of a renewable energy feasibility study</li> </ul>	Align existing capital and revenue budgets and resources	Cabinet member for Public Health, Safety & Wellbeing



Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
21	<p><b>Programme:</b> Apprentices</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Phase 1 of Apprenticeship Factory concept</li> </ul>	Align existing revenue budgets and resources	Leader	Deputy Chief Executive (Resources and Transformation)
22	<p><b>Our People</b></p> <p><b>Programme:</b> Leadership Development</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Phase 1 Senior Leadership Development Programme</li> <li>Phase 1 Member Development Programme</li> <li>Organisational Culture review</li> <li>Values and behaviours development</li> </ul>	<p>Align existing revenue budgets and resources</p> <p>£100,000 Organisational development budget</p>	Leader	Deputy Chief Executive (Resources and Transformation)

<b>Likelihood</b>	<b>4:</b> Almost certain the event will occur
	<b>3:</b> There is a strong possibility the event will occur
	<b>2:</b> Unlikely the event will occur
	<b>1:</b> Rarely
<b>Impact</b>	<b>4:</b> Major impact
	<b>3:</b> Serious impact
	<b>2:</b> Minor impact
	<b>1:</b> Insignificant impact

The Risk Matrix				
<b>Impact</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>
	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>
	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Likelihood</b>			

Risk Description	Risk Owner	Likelihood	Impact	Inherent Risk Score	Existing Control Measure	Residual Risk Score	Target Risk Level	Additional controls to be implemented to achieve target risk level	Date for implementation of additional controls
Failure of corporate governance leading to external intervention	SRBC Extended Leadership Team	3	4	12	Council Constitution and Codes of Conduct	4 Likelihood: 2 Impact: 2	1 Likelihood: 1 Impact: 1	Develop a more inclusive approach to the development of the Annual Governance Statement	30/06/2018
					Risk Registers reviewed regularly				
					Cross party Improvement Reference Group with external membership in place				30/03/2019
					Transformation Strategy				30/09/2018
					AGS Action Plan				30/09/2018
Reduction in Government Grant threatens the financial sustainability of the Council	SRBC Leadership Team	4	3	12	Budget Forecasting within MTFS with regard to Annual LG Finance Settlement	4 Likelihood: 2 Impact: 2	1 Likelihood: 1 Impact: 1	Implement Strategic Asset Review actions	30/09/2018
					5-year MTFS aligned to the 5-year Corporate Plan to ensure resources are allocated to deliver the corporate priorities			Transformation projects: implement savings . income generation proposals	31/12/2018
					Robust monitoring and reporting of progress in delivering the Corporate Plan and MTFS			Clear targets in the Corporate plan and MTFS with robust performance monitoring and reporting	30/06/2018
					Financial Training for relevant staff and members				
					Maintain high Council Tax and Business Rates collection rates			Develop models for and implement further shared services	30/09/2018

Risk Description	Risk Owner	Likelihood	Impact	Inherent Risk Score	Existing Control Measure	Residual Risk Score	Target Risk Level	Additional controls to be implemented to achieve target risk level	Date for implementation of additional controls
Fraud & Corruption	SRBC Extended Leadership Team	2	4	8	Fighting Fraud and Corruption Locally	6 Likelihood: 2 Impact: 3	3 Likelihood: 1 Impact: 3	Update anti-fraud Strategy	30/06/2018
					Probity Policies - Anti Fraud & Corruption / Fraud Response Plan / Whistleblowing etc.			Review Corporate Fraud Risk Register in GRACE	30/06/2018
					Periodic training / awareness sessions carried out with officers			Comprehensive policy review and revised scheme of delegation to reflect the Council's new organisational structure	30/06/2018
Impact of Brexit on Council Services	SRBC Extended Leadership Team	2	2	4	Weekly policy review	1 Likelihood: 1 Impact: 1	1 Likelihood: 1 Impact: 1		
					Brexit negotiations and legislation under regular review for developments that may have an impact on services				
Failure of Information systems and data security	SRBC Extended Leadership Team	2	4	8	Maintaining high level of ICT security, achievement of PSN accreditation.	6 Likelihood: 2 Impact: 3	2 Likelihood: 1 Impact: 2	Implement recommendations of SOCITIM Review as appropriate	30/06/2018
					Development of annual ICT work programme				
Lack of capital funding to undertake large scale improvements to parks, open spaces and leisure facilities	SRBC Leadership Team	3	3	9	Capital programme reflects the priorities in the Corporate Plan	4 Likelihood: 2 Impact: 2	1 Likelihood: 1 Impact: 1	Develop resource plan for Campus Programme	30/09/2018
					Regular monitoring of Capital Programme				

Risk Description	Risk Owner	Likelihood	Impact	Inherent Risk Score	Existing Control Measure	Residual Risk Score	Target Risk Level	Additional controls to be implemented to achieve target risk level	Date for implementation of additional controls
Lack of staff resources, systems and / or the skills needed to deliver services and corporate plan and improvement activities	SRBC Extended Leadership Team	3	4	12	Transformation Strategy	8 Likelihood: 2 Impact: 4	4 Likelihood: 2 Impact: 2	Early implementation of the new organisational structure	30/06/2018
					Policies including Pay Policy / Recruitment policy			Organisational culture review	30/06/2018
					Employee Benefits - keep under review and in line with best practice			liP Gold renewal	30/06/2018
					Implement the Transformation Strategy action plans - focus on organisational development			Investment in organisational development, staff and member development	30/09/2018
					Project Management System			Investment in programme and project management capacity and skills	30/09/2018
Political decisions not taken by members in a timely way	Leader / CEO	2	3	6	Cross party working	4 Likelihood: 2 Impact: 2	1 Likelihood: 1 Impact: 1	More use of pre-scrutiny on key decisions	30/09/2018
					Cross party Improvement Reference Group with external membership in place			Early consultation with residents / businesses and member engagement on key strategic issues	30/09/2018
					Publication deadlines for Committee reports in place			Training and support on the use of the ModGov system to ensure that all members have immediate access to published reports within the statutory publication deadline	30/06/2018

## Equality Impact Assessment

### Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Corporate Plan 2018 - 2023	
2. Responsible Manager	
Joanne Platt – Interim Corporate Improvement Manager	
3. Date EIA completed	Review date
19/01/18	January 2019
4. Description and aims of policy / service (including relevance to equalities)	
To bring together the Council's vision, priorities, objectives, key actions and measures for the Council, which drives the budget and performance management framework.	
5. Who are the stakeholders?	
<ul style="list-style-type: none"> <li>▶ Cabinet</li> <li>▶ Scrutiny</li> <li>▶ Councillors</li> <li>▶ Leadership Team</li> <li>▶ Employees</li> <li>▶ External partners</li> <li>▶ Residents</li> <li>▶ Businesses</li> <li>▶ External Audit</li> </ul>	

## 6. What outcomes do we want to achieve?

That the Council agrees its vision and priorities for the Council based on the needs of the Borough to drive resources and concentrate on the key issues for delivery.

## 7. How will performance be measured?

- ▶ By the Council's Leadership Team and Extended Leadership Team every quarter
- ▶ Performance monitoring reports to Scrutiny Committee and Cabinet in Quarters 2,3 and 4 and an annual report to Full Council at the end of Quarter 4

## 8. Brief summary of research and background data

- ▶ Existing research on the demographics of the Borough
- ▶ Stakeholder feedback – residents, partners, businesses
- ▶ Input from the all members at extended Member Learning Hours
- ▶ Input from Scrutiny Committee
- ▶ Input from Cabinet

## 9. Methods and outcome of consultation

- ▶ Consultation with residents via Residents' Survey undertaken in February 2017, with businesses via a business survey undertaken in August 2017 and with partners in September 2017.

## 10. Results of initial screening

The following questions have been considered in order to evaluate the various equality groups:-

**Age** – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

**Disability** – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as 'a physical or mental impairment which has a substantial and long term effect on a person's ability to carry out normal day to day activities.'

**Gender Reassignment** – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

**Marriage / Civil Partnership** – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person's skin colour, nationality or ethnic origin.

**Gender** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

**11. Decisions and / or recommendations (including supporting rationale)**

The Corporate Plan has been developed specifically to address the needs of the Borough and there is no adverse impact on any particular group or groups. As projects identified in the Corporate Plan are developed further, equality impact assessments will be undertaken at that time.

**12. Is an Equality Action Plan required?**

No.

Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Corporate Plan	+	+	+	+	+	+	+	+	+	The Corporate Plan has been developed specifically to address the needs of the Borough and there is no adverse impact on any particular group or groups. As projects identified in the Corporate Plan are developed further, equality impact assessments will be undertaken at that time.

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<b>Symbol</b>	<b>Impact</b>
+	<i>Positive</i>
0	<i>Neutral / Negligible</i>
-	<i>Negative</i>
P	<i>Potential issue</i>

REPORT TO	ON
<b>SCRUTINY COMMITTEE CABINET</b>	08/02/2018 01/03/2018



TITLE	PORTFOLIO	REPORT OF
Corporate Performance Report at the end of Quarter 3 (31 <sup>th</sup> December 2017)	Leader	Interim Corporate Improvement Manager

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

## 1. PURPOSE OF THE REPORT

This report provides an overview of performance against the Council's Corporate Plan for 2017-18 at the end of the third quarter i.e. end of December 2017.

## 2. PORTFOLIO RECOMMENDATIONS

To be added

## 3. CORPORATE PRIORITIES

The report relates to all of the corporate priorities as follows:

Clean, green and safe	✓	Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

## 4. BACKGROUND TO THE REPORT

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

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

## 5. PERFORMANCE AT THE END OF QUARTER 3

The performance report for the third quarter of 2017-18 is attached at **Appendix 1**. This includes a suite of key performance indicators and is structured as follows:

**Our money:** income and expenditure

**Our people:** sickness absence, vacancies and health and safety

**Our customers:** resident satisfaction, complaints and responding to telephone calls

**Our priorities:** measures from the Corporate Plan for each of the four corporate priorities

**Corporate Plan activities:** an overview of progress against the activities identified in the Corporate Plan

An overview of performance of the current Shared Services is also provided at Section 6 and **Appendix 2**.

The Corporate Risk Register for 2017-18 is attached at **Appendix 3** for members to review.

### 5.1 OVERVIEW OF PERFORMANCE

#### 5.1.1 Performance Indicators

The attached Q3 Performance Report (**Appendix 1**) shows a total of 34 performance indicators. Of these indicators, eight show an improvement in performance, three remain the same, 12 have worsened, and 11 do not have comparable data at this time.

A commentary in relation to those measures that are worsening is provided as 'exceptions' under each of the corporate priorities in the following sections of the report.

#### 5.1.2 Corporate Plan Activities

There are 27 activities that fall within the Council's four Corporate Priorities, and of these 24 are currently on-track to be completed on-time, and three are off-track. The full list of these Corporate Plan Activities can be found in the attached Performance Report (**Appendix 1**).

A commentary in relation to the activities that are not on track is provided as 'exceptions' under the relevant corporate priority in the following sections of the report.

## 5.2 Corporate indicators

### 5.2.1 Our Money

Of the three measures in this category, one is improving and two have worsened slightly.

The worsening measures are the percentage of council tax and business rates collected, which in each case was slightly lower at the end of Q3 than at the same time last year due to the calendar day of which the Quarter ended.

### 5.2.2 Our People

Of the five measures in this category, three have improved, one has worsened and there is no data for one measure.

Staff sickness absence has improved further, although performance is still slightly below the national average. The vacancy rate has also improved since quarter 2, and is now almost in line with the national average.

There has been one HSE reportable accident in Q3. This was a back injury and as the employee was away from work for more than seven days the accident had to be reported to HSE. The employee is now back at work assigned to light duties and is being monitored.

Data on statutory and mandatory training is currently not collected but arrangements are being put in place to establish a baseline for this for future reporting.

### 5.2.3 Our Customers

Of the four measures in this category, one is improving, two have worsened and one has no comparable data.

Performance in relation to answering telephone calls in Gateway has improved this quarter with 61% being answered within 60 seconds compared to 58% in Q2.

The number of complaints has increased from 4 to 9 this quarter. This is likely to be a consequence of the new approach to recording complaints corporately which is ensuring we are capturing data across all services.

The measure relating to Ombudsman complaints is an annual one that was reported in the Q2 performance report. The increase correlates to an increase nationally in the number of complaints to the Ombudsman.

## 5.3 Strong and healthy communities

### 5.3.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 3.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	1	2	0	2

### 5.3.2 Key achievements to note

The improving measure is an annual one that was reported in Q2. This shows an annual increase of £18,000 in the amount of external funding projected to be secured to support sport and physical activity.

### 5.3.3 Exceptions to note

- ❖ The number of visits to our leisure and sports facilities has decreased from last quarter. This is in part due to a lack of access to Penwortham Holme Recreation Centre since late August, initially due to the traveller incursion, and subsequently as a result of flooding following a period of very wet weather which has prevented children from participating in football activities across the Borough. This issue is affecting playing pitches across the country. This issue will be considered in the work we are doing to review our playing pitch strategy.
- ❖ The number of children taking part in programmed school activities and 'out of school' activities has fallen since last term but is in line with that expected at this time of year. The apparent fall in performance is due to particularly high numbers of 'out of school activities' in Q2 following the highly successful 'Dance from the Heart' event that was held during the summer. There has been an increase in the number of young people taking part in programmed 'school activities' in Q3 which is likely because of the new contract established with Schools for the 2017-18 academic year.

### 5.3.4 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 3.

No. of activities	No. on target	No. off target
6	6	0

### 5.3.5 Key achievements to note

- ❖ Proposals for improving access to leisure have been developed and supported by members.
- ❖ The Leisure Trust work on physical activity and recreation in the Borough has been commissioned and will feed into the Health, leisure and wellbeing campus project.

## 5.4 Clean, green and safe

### 5.4.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 3.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	0	3	2

#### 5.4.2 Key achievements to note

- ❖ Throughout Q1, Q2, and Q3 the waste team have maintained an exceptional standard of only 0.02% missed domestic waste bin collections. Roughly 100,000 bins are collected each week, and on average of this only 20 bins are missed.

#### 5.4.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
5	5	0

#### 5.4.4 Key achievements to note

- ❖ Retention of Green Flag Award for 21 years consecutively, one of only 6 parks in the country to achieve this
- ❖ Completion of boardwalk decking around Fish Pond area at Worden Park
- ❖ Restoration of historic Vine House within the walled garden at Worden Park
- ❖ Restoration of the Herbaceous Border on Formal Gardens at Worden Park

### 5.5 Strong South Ribble in the heart of a prosperous Lancashire

#### 5.5.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 3.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
7	2	2	0	3

### 5.5.2 Exceptions to note

- ❖ The amount of external funding secured by South Ribble Businesses through the Lancashire Growth Hub has decreased but this is an annual measure already reported in Q2. It is difficult to predict trends associated with this across such a short period of time, as this is dependent on when businesses submit their applications to the grant panel.
- ❖ As reported in Q2, the number of empty properties as a proportion of total housing stock is reported as an annual measure and saw a slight decline from 2015-16 to 2016-17, however as this is such a volatile market, fluctuations in properties being available to be sold or rented which is something the council has no control over.

### 5.5.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 3

No. of activities	No. on target	No. off target
6	4	2

### 5.5.4 Key achievements to note

- ❖ Planning consent for the Cuerden Strategic Site was issued in December 2017 following consideration by DCLG as to whether the scheme would be called in by the Secretary of State.

### 5.5.5 Exceptions to note

- ❖ The work on the master plans is underway but has been delayed due the brief being amended at a City Deal level and the appointed consultants taking longer than envisaged to complete the work.
- ❖ Year 2 of the Housing Framework has largely been delivered except for Extra Care. This is due to funding being withdrawn on Extra Care projects. Housing and Planning colleagues are discussing opportunities for the market to deliver to such a development instead.

## 5.6 Efficient, effective and exceptional Council

### 5.6.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 3.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	3	0	2

## 5.6.2 Exceptions to note

- ❖ There has been a reduction in income generated from existing property assets and investments since Q2. However there is still a total occupancy level at 96% across the Borough. This is likely to be a key priority in the Council's new Corporate Plan for 2018-23.
- ❖ Although the Council aims to introduce more self-serve options for residents to improve both convenience and efficiencies, this quarter saw the number of self-serve options reduce from 63 to 58. The number of Forms available for Self Service showing a reduction is because some of the Council tax and Benefits Self Service Forms are now available via the Capita E-Billing site and therefore have been removed from the list of Firmstep Forms. Furthermore, when updating the Firmstep Forms to the new format we have amalgamated some forms into one.

## 5.6.4 Corporate Plan activities

The table below shows the number corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
10	9	1

## 5.6.5 Exceptions

- ❖ The initial aim was to adopt a performance and projects system from a neighbouring council, however it was apparent that this did not meet our needs. A system has now been procured from InPhase and is scheduled to be installed at the end of January 2018.

## 6. SHARED SERVICES

A report on the performance of the current shared services was considered by the Joint Shared Services in January.

This shows that 16 of the 24 key projects for this year have been completed or are on track and plans are in place to address the remaining 8.

5 of the 32 performance measures are at "red" or "amber" status as shown in **Appendix 3**.

The Partnership is also operating well within its approved budget and is currently expected to achieve an under-spend against its budget by the end of the financial year of £0.022m. This consists of £0.012m underspend against the annual budget and £0.010m underspend against the one-off additional budget provision carried over from 2016/17 to fund further developments to the 2 Financial Management Information System.

## 7. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

Not applicable

## 8. OTHER OPTIONS CONSIDERED

Not applicable

## 9. FINANCIAL IMPLICATIONS

None

## 10. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

None

## 11. ICT/TECHNOLOGY IMPLICATIONS

None

## 12. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

None

## 13. RISK MANAGEMENT

The Corporate Risk Register at the end of Quarter 3 shows just one red risk, namely the reduction in Government Grant threatening the financial sustainability of the Council. However this risk is being managed through robust monitoring of the 2017-20 MTFS projects.

## 14. EQUALITY AND DIVERSITY IMPACT

None

## 15. COMMENTS OF THE STATUTORY FINANCE OFFICER

Awaited

## 16. COMMENTS OF THE MONITORING OFFICER

There are no direct legal implications arising from this report.

## 17. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended that:

- i. Members note performance at the end of Quarter 3 shown at **Appendices 1 and 2**
- ii. Members note the corporate risks and the controls in place to mitigate risks as identified in the Corporate Risk Register shown at **Appendix 3**.
- iii. Members note the arrangements in place to report performance to Cabinet, Scrutiny and Full Council.

## 18. BACKGROUND DOCUMENTS

Corporate Plan 2017-18

**Appendix 1:** Quarter 3 Performance Report

**Appendix 2:** Shared Service Performance Report

**Appendix 3:** Corporate Risk Register

Leadership Team Member's Name: Joanne Platt  
Job Title: Interim Corporate Improvement Manager

<b>Report Author:</b>	<b>Telephone:</b>	<b>Date:</b>
<b>Reece Drew</b> <b>Michael Johnson</b>	01772 (62) 5461 01772 (62) 5339	17/01/2018

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# CORPORATE PERFORMANCE REPORT

2017-18: Quarter 3

(1<sup>ST</sup> October – 31<sup>ST</sup> December 2017)

Measure of performance	National average	Quarter 3	Previous quarter or period	Status
<b>Our Money</b>				
% spend against profiled budget	N/A	96.4%	98.4%	
% of Council Tax collected compared to the same time last year	N/A	85.75%	85.79%	
% of Business Rates collected compared to the same time last year	N/A	82.68%	83.89%	
<b>Our People</b>				
No. of days lost to staff sickness absence (per full-time equivalent member of staff) as an annual cumulative figure	8.2 days (annual ST & LT)	8.45	8.87	
Vacancy rate	7.1%	7.14%	7.4%	
% statutory and mandatory training delivered as planned	N/A	Not available	Not available	N/A
% PDRs completed within timescale (annual measure)	N/A	74% (17-18)	55% (16-17)	
No. of accidents reported to the HSE arising from a work activity	N/A	1	0	

# Measure of performance

National average

Quarter 3

Previous quarter or period

Status

## Our Customers

% of residents satisfied with the way the Council runs things (annual measure)	65% (16-17)	79% (16-17)	Not available	Baseline – no accurate comparison available
Number of complaints received compared to the same time last year	60 (16-17)	9	4	
Number of complaints to ombudsman and the % that were upheld this year compared to last year (annual measure)	11 (10/11)	16 (25% upheld) (16-17)	11 (none upheld) (15-16)	
% of calls to Gateway that were answered within 60 seconds this quarter compared to the same time last year	N/A	61% (19,259 calls)	58% (22,229 calls)	

# Corporate Plan measures

## Corporate Plan measures of performance

Strong and healthy communities	National average	Quarter 3	Previous quarter or period	Status
Amount of external funding secured to support sport and physical activity (annual measure)	N/A	£190,000 (projected Sept 17 – July 18)	£172,000 (Sept 16 – Aug 17)	
Number of visits to our leisure and sports facilities	N/A	171,308	205,675	
% of residents satisfied with our sports and leisure facilities (annual measure)	64% (16-17)	62% (16-17)	Not available	Baseline – no accurate comparison available
Number of young people taking part in programmed school activities and 'out of school' activities (reported termly)	N/A	11,026 (10,050 school, 976 out of school)	12,896 (4,140 school, 8,756 out of school) (April – July 17)	
The number of people prevented from becoming homeless	315 (16 – 17)	93	86	Contextual data
Clean, green and safe				
% of residents satisfied with street cleaning in the Borough (annual measure)	70% (16-17)	69% (16-17)	Not available	Baseline – no accurate comparison available
% of residents satisfied with our parks and open spaces (annual measure)	Data unavailable	83% (16-17)	Not available	Baseline – no accurate comparison available
Number and % of the Borough's main parks are of 'Green Flag' standard (annual measure)	N/A	3 (75%) (16-17)	3 (75%) (15-16)	
Number and % of all Parks with Friends Groups	N/A	12 (50%)	12 (50%)	
% of missed domestic waste bin collections	N/A	0.02%	0.02%	

# Corporate Plan measures of performance

Strong South Ribble in the heart of a prosperous Lancashire	National average	Quarter 3	Previous quarter or period	Status
Amount of external funding secured by South Ribble Businesses through the Lancashire Growth Hub	N/A	£36,600	£79,140	
Amount of additional commercial floor space added to the business rate register (annual – published in Nov)	N/A	1,481,000 m2 (March 16)	1,480,000 m2 (March 15)	
Number of new jobs created and reported through City Deal and partners	N/A	7 (lancs growth hub)	121 (16-17)	Baseline – no accurate comparison available
Additional funded skills development (including apprenticeships) reported through City Deal / LEP Skills Hub and other partners	N/A	Data Unavailable	23 (16-17)	Baseline – no accurate comparison available
Number of empty properties brought back into use through A Place to Live (annual)	N/A	11 Units (Forecasted 17/18)	5 Units (2 Properties 16/17)	
% of residents who are satisfied with South Ribble as a place to live (annual measure)	80% (16-17)	88% (16-17)	Not available	Baseline – no accurate comparison available
Number of empty properties as a proportion of the total housing stock (annual measure)	2.54 (2015)	1.34% (16-17)	1.07% (15-16)	
Efficient, effective and exceptional council				
% increase in income generated from existing property assets and investments	N/A	-0.002%	0.91%	
Number of online self-serve options available to customers	N/A	58	63	
Number of residents participating in My Neighbourhood plans and projects	N/A	29,870 (16-17)	Not Available	Baseline – no accurate comparison available
% of residents satisfied with the services the Council provides (annual measure)	65%	62% - 89% (16-17)	Not available	Baseline – no accurate comparison available
% of staff satisfied with the Council as a place to work (Target: 97%) (annual measure)	N/A	31.8% (16-17)	93% (15-16)	

# Overview of risks

## Risks

Total number of risks on the Corporate Risk Register this quarter	20
Number of risks with an increased residual risk score this quarter	0
Number of risks with a reduced residual risk score this quarter	0
Total number of corporate 'red' risks i.e. those with a residual risk score of 12 or above) this quarter	0

## Red Risks to bring to the attention of SMT

Risk	Risk Owner	Controls in Place

# Corporate Plan activities

**Green:** On track:

**Amber:** Off track due to circumstances beyond our control

**Red:** Off track: action needed

## Corporate Plan activities

### Strong and healthy communities

Status

Complete all actions in our annual safeguarding action plan within the agreed timescales.

G

Undertake a strategic review of leisure facilities

G

Determine the process and timescales to undertake a new Open Space, Play, Sports and Recreation Study

G

Develop and deliver programmes of activity which support growth in participation in physical activity and sport, wellbeing and active travel

G

Review equality objectives

G

Support local communities to develop "My Neighbourhoods" plans

G

### Clean, green and safe

Encourage communities to include community clean-ups in their My Neighbourhood Plans

G

Develop an overarching strategy for parks, open spaces and sports pitches, aligned to the strategic review of leisure

G

Complete Central parks Masterplan and deliver the next phase of St. Catherine's Park

G

Continue to deliver against the vision plan for Worden Park

G

Use of Technology for neighbourhood and environmental services to speed up our response to customer service requests

G

## Corporate Plan activities

### Strong South Ribble in the heart of a prosperous Lancashire

	Status
Complete the masterplans for Penwortham, Lockstock Hall and Leyland town centres linked to a forward programme of works for City Deal	A
Deliver City Deal initiatives including completion of Bamber Bridge regeneration and installation of Leyland Landmarks	G
Deliver the Walmer Bridge Village Centre improvements	G
Support the development and delivery of the Cuerden Strategic Site	G
Deliver year 2 of the South Ribble Housing Framework action plan	A
Work with partners and developers to increase the rate of delivery of new homes by unlocking sites and introducing new methods of delivery	G

### Efficient, effective and exceptional council.

Develop and approve an investment strategy to maximise use of council assets and generate income	G
Work with partners to consider and develop new business models	G
Develop a framework to deliver projects in relation to the assets and property portfolio	G
Agree a way forward for the next phase of shared services with neighbouring boroughs	G
Deliver all agreed efficiencies from the 2016-17 budget by 30 <sup>th</sup> June 2017 and from the 2017-18 budget	G
Implement a new organisational development strategy and action plan and meet all the targets that are due for completion	G
Consult with residents, businesses and other stakeholders to develop and influence priorities for the next 3 years	G
Meet all targets in our improvement plan that are due for completion	G
Put in place ICT based systems for the more effective monitoring and management of organisational performance and risk	A
Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	G

## Corporate Plan activities

Programme	Lead	Actions to bring project back on track
Put in place ICT based systems for the more effective monitoring and management of organisational performance and risk	Joanne Platt	InPhase system has now been procured and installation will begin at the end of Jan 18.
Complete the masterplans for Penwortham, Lostock Hall and Leyland town centres linked to a forward programme of works for City Deal	Jonathan Noad	The work on the master plans is underway but has been delayed due the brief being amended at a City Deal level and the appointed consultants taking longer than envisaged to complete the work.
Deliver year 2 of the South Ribble Housing Framework action plan	Jonathan Noad	Year 2 of the Housing Framework has largely been delivered bar Extra Care. This is due to funding being withdrawn on Extra Care projects. Housing and Planning colleagues are discussing opportunities for the market to deliver to such a development instead.

## SHARED SERVICES PERFORMANCE TARGETS 2017-18

## SHARED ASSURANCE SERVICES

Key Measures	Lead Officer	CBC/ SRBC/SS	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to Date 2017/18	Status	Comments
Internal Audit								
% Planned Time Utilised	DH	CBC	92%	90%	60%	68%	GREEN	Target exceeded
		SRBC	93%	90%	60%	52%	RED	Some audit work re-profiled for the final quarter
		SS	90%	90%	40%	42%	GREEN	Target exceeded
% Audit Plan Completed	DH	CBC	89%	100%	40%	40%	GREEN	Target achieved
		SRBC	92%	100%	40%	30%	RED	Some audit work re-profiled for the final quarter
		SS	100%	100%	0	0	GREEN	Not applicable – work to be finalised in final quarter
% of Management Actions Agreed	DH	CBC	100%	98%	98%	100%	GREEN	Target exceeded
		SRBC	100%	98%	98%	100%	GREEN	Target exceeded

Key Measures	Lead Officer	CBC/ SRBC/SS	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to Date 2017/18	Status	Comments
		SS	100%	98%	0	0	GREEN	Not applicable – work to be finalised in final quarter
% customer satisfaction rating – assignment level	DH	CBC	97%	90%	90%	100%	GREEN	Target exceeded
		SRBC	96%	90%	90%	97%	GREEN	Target exceeded
		SS	100%	90%	0	0	GREEN	Not applicable
% Professionally Qualified Staff as a % of Total Internal Audit Staff (FTE's)	GB	N/A	100%	82.5%	N/A	N/A	N/A	Not measured – annual indicator
<b>Risk Management Services</b>								
Average customer satisfaction score per insurance claim (max 5.0)	KM	N/A	4.7	4.7	4.7	4.7	GREEN	Target achieved

## SHARED FINANCIAL SERVICES

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
<b>Finance As A Whole</b>							
% of professionally qualified finance staff as % of total finance staff (vfm Secondary 1)	SG	33.33%	19%	19%	33.3%	GREEN	Target exceeded
% of 97 Members Trained – Public Finance (incl. procurement) (50 @ SRBC; 47 @ CBC)	SG	n/a	87.6% (85 members)	n/a	n/a	n/a	Since the training KPIs were included in June 2017 a Training Needs Analysis has been completed. The completion of the shortened Closure of Accounts project has released resource and a training schedule has been drafted. It will be aligned with Democratic and HR programmes and projects and submitted to each authority. Senior Management Teams for consultation early in the calendar New Year.
% of Directors Trained – Public Finance (incl. procurement)	SG	n/a	100%	n/a	n/a	n/a	
% of Governance Committee Members Trained:- Statement of Accounts, and Treasury Management	SG	n/a	100%	n/a	n/a	n/a	
% Budget Holders Trained – Financial Regulations and CPRs incl. Procure to Pay Process	SG	n/a	100%	n/a	n/a	n/a	
<b>Accountancy Services</b>							
% variation between the forecast outturn at month 6 and the actual outturn at month 12 (VFM Primary 3)	SG	(1.25%)	<( +/-) 5%	0	n/a	n/a	Not Measured – year end Annual Indicator

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
15 working days from period-end closure to the distribution of financial reports (VFM Primary 2)	JT/JB	100%	100%	100%	100%	GREEN	Target achieved
Compliance with the Prudential Code for Capital Finance in Local Authorities	SG	100%	100%	100%	100%	GREEN	Target achieved
Year- end statutory accounts to contain no material errors and have an unqualified audit opinion	SG	0	0	0	0	GREEN	Target achieved
Statutory Grant Claims and Returns to be submitted on time	JT/JB/MJ	96.55%	100%	100%	89.19%	RED	37 returns have been submitted, of which:- 21 were submitted early = 57% 12 were submitted on time = 32% 4 were submitted late = 11% On average returns were made 2 days early.
Achievement of industry investment benchmarks	MLJ	0.54%	Outperform London Inter-Bank (LIBID) rate by 15%	0.13%	0.45%	GREEN	Target Exceeded
<b>Systems Development &amp; Exchequer Services</b>							
Supplier Payment within 30 days (local indicator) (linked to vfm Secondary 10)	LH	98.26%	99%	99%	98.89%	AMBER	Minor slippage from target due to long term sickness within the team
Supplier Payment within 10 days (local indicator)	LH	83.19%	83%	83%	82.86%	AMBER	See above: Minor slippage from target due to long term sickness within the team
% of supplier payments by electronic means (VFM Secondary 7)	LH	99.68%	97%	97%	99.51%	GREEN	Target Exceeded
% of remittances to suppliers by electronic means	LH	97.92%	95%	95%	97.69%	GREEN	Target Exceeded
% of Financial Systems availability	LH	99.98%	99.5%	99.5%	99.95%	GREEN	Target Exceeded

Key Measures	Lead Officer	Actual 2016/17	Target 2017/18	Target to date 2017/18	Actual to date 2017/18	Status	Comments
<b>Procurement Services</b>							
Professionally qualified staff as % of total procurement employees (vfm Secondary 1)	JH	100%	50%	50%	100%	GREEN	Target Exceeded
LIB/P12 Satisfaction with the corporate procurement function	JH	100%	90%	N/A	N/A	N/A	Measured later in the financial year

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<b>Likelihood</b>	<b>4:</b> Almost certain the event will occur
	<b>3:</b> There is a strong possibility the event will occur
	<b>2:</b> Unlikely the event will occur
	<b>1:</b> Rarely
<b>Impact</b>	<b>4:</b> Major impact
	<b>3:</b> Serious impact
	<b>2:</b> Minor impact
	<b>1:</b> Insignificant impact

The Risk Matrix				
<b>Impact</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>
	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>
	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Likelihood</b>			

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Ageing population leading to health and social care pressures	12	Health and Well-Being Partnership's key work stream is Our Health Our Care Programme (OHOC)	6	4	Masterplan developed. OPE bid successful. OHOC is a continuing programme and SRBC is fully engaged	In Progress
		Staff members have had dementia champion training and they are delivering dementia awareness training to local businesses and community groups			Strategy and Action Plan produced. Regular meetings with Dementia Action Alliance (DAA) to progress. Living Well Guide to be launched Sept 17.	In Progress
		Staff hold a café encouraging people suffering from dementia, memory loss and social isolation to attend. Also hold a dementia hub working alongside businesses and organisations providing information to families effected by dementia				
Failure of corporate governance leading to external intervention	12	Risk Registers being developed on GRACE risk management system	4	2	Meet all the targets in our Scrutiny Review of Licensing Action Plan	In Progress
		Transformation Strategy approved by Cabinet			ICT Performance based system being developed	In Progress
		Cross party Improvement Reference Group with external membership in place			Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	In Progress
		AGS Action plan				
		Implement Transformation Strategy Short term action plan			Implement Transformation Strategy medium term action plan	In Progress
					Implement Transformation Strategy long-term action plan	Proposed
					Meet all the targets in the new Improvement Plan	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Reduction in Government Grant threatens the financial sustainability of the Council	16	Forecasting the impact of known events allows for financial planning to take place. This includes alternative options and also the incorporation of the use of reserves and judgements on the recommended level reserve balances	8	3	Implement Strategic Asset Review actions	In Progress
		Varied options with regard to alternative income sources and income generation are considered within the MTFS to address the issue:- BRR growth, income generation schemes, Council Tax Increases, increasing the Council Tax base.			Internal, cross-party asset group to shape and present new Investment Strategy for implementation and realisation of additional income. Initial draft strategy/framework presented to Cabinet June 2017. Revised strategy to be presented to Governance Committee 29 November 2017 and Cabinet 6 December 2017.	In Progress
		Reporting to Budget Holders and SMT, Performance Reporting to cabinet, Budget Monitoring Reports to Governance Committee (and Cabinet in future), Programme Board, External Audit inspection, Scrutiny process.				
		SFS staff have access to training to keep up to date with latest financial developments.				
					This will be monitored via a Programme Board and progress reported to members accordingly.	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Fraud & Corruption	12	Current arrangements against the 'Fighting Fraud and Corruption Locally' checklist completed and action plan produced	8	4	Update Anti Fraud and Corruption Strategy Compile Corporate Fraud Risk Register in GRACE	In Progress
		Policies in place and available to all officers via Connect				
		Periodic training / awareness sessions carried out with officers				
Health inequalities in the Borough	6	These have action plans in place and are being delivered support local communities to develop 'My Neighbourhoods' plans.	4	4		
		Homelessness Strategy approved by Cabinet June 2017				
Homelessness Reduction Bill leading to new duties that we are not resourced to undertake.	16	Homelessness Strategy approved by Cabinet June 2017	9	6		
		Training delivered to all those dealing with homelessness				
		New burdens funding is to be made available - this is not known at an LA level as yet				
		Briefings drafted for SMT and Chief Executive				
Impact of Brexit on Council Funding- Councils will no longer receive EU regeneration funds, funding packages effected include European Structure & Investment Fund (ESIF) and European Regional Development Fund (ERDF)	3	Look for alternative external funding	3	3		

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Impact of Brexit on Council Services - Local Government currently complies with EU laws and legislation in areas such as environmental health, economic development, waste collection and employment. Areas likely to impact SRBC (or our providers) include Working Time Directive & Agency Worker Regulations (2010), Procurement & Competition Law, Rights of people with disabilities, Equalities, Health & Safety Regulations, State Aid rules and Environmental Policy.	6	Monitoring of guidance issued by Government and professional bodies	6	4	Continuation of monitoring	In Progress
Impact of Brexit on the local economy - Cost of Trade between UK and EU likely to increase, European firms could be deterred from investing in the UK, restrictions on migration may impact recruitment and skills base available	6	Current strategy covers us until 2018 but Economic Development team are creating a new one	6	3	Engage with City Deal Partners to produce Master plans	In Progress
		Scheme completed			Engage with City Deal Partners to complete	In Progress
					Cuerden Masterplan to be before Planning Committee Autumn 2017	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Inactive communities leading to poor health	9	To provide all residents with access to well managed and accessible open space for formal and informal physical activity sport and recreation	6	4	Review now being commissioned and due for completion in 2018	In Progress
		Working in Partnership with South Ribble Leisure Trust to provide well managed and accessible sports facilities which meet the needs of all residents now and in the future in a sustainable manner				
		Delivering a comprehensive programme of activity to 47 primary schools. With trained sports coaches/cycling instructors. Engaging in over 600 sports sessions in school PE time and over 160 outside of school engaging in more that 5000 young people weekly				
Inadequate housing stock to meet the needs of people moving into the area	9	Following SR Housing Framework Action Plan	6	4	Action plan produced	In Progress
		New properties being built in City Deal schemes			Action plan produced and reporting via City Deal	In Progress
		Bi-Annual progress updates investigating potential for housing developments are part of campus strategy				
Failure of Information systems and data security	8	Maintaining high level of ICT security, achievement of PSN accreditation.	6	2		In Progress
		Development of annual ICT work programme			ICT Performance based system being developed	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Lack of affordable housing to meet the needs of low income and vulnerable people	9	Homelessness Strategy approved by Cabinet June 2017	6	4	Action plan produced	In Progress
		South Ribble Housing Framework in place and year 1 actions delivered			Action plan produced and reporting via City Deal	In Progress
Lack of capital funding to undertake large scale improvements to parks, open spaces and leisure facilities	6	To continue to deliver against the vision plan for Worden Park.	4	4	Report to Cabinet June 2017 and progress through City Deal Governance arrangements.	In Progress
		Work with partners or external funding providers to find funding/project options			Review now being commissioned and due for completion 2018.	In Progress
					Internal, cross-party asset group to shape and present new Investment Strategy for implementation and realisation of additional income generation in 2017/18. Initial draft strategy/framework presented to Cabinet June 2017. Revised strategy to be presented to Governance Committee 29 November 2017 and Cabinet 6 December 2017.	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Low economic growth	9	Our current economic strategy runs out in 2018.	4	4	Engage with City Deal Partners to produce Masterplans	In Progress
		Economic growth is factored into all master planning and regeneration schemes. Improvements to areas to attract customers, creating space for new business, increasing parking availability are just a few things we have looked at in recent projects to help increase economic growth			Engage with City Deal Partners to produce Masterplans	In Progress
		We have been successful in the creation of a Town Team in Leyland - a group made up of business owners in the area. We work with them on projects and events to attract customers into Leyland. We are working on rolling this initiative out in other areas of South Ribble			Cuerden Masterplan to be before Planning Committee Autumn 2017	In Progress
		A number of events are held throughout the year working alongside local businesses to help raise money, promote the area and attract more residents/customers. These include the Live events, Festivals and Christmas events			A new Economic Development strategy is being created by the Economic Development Team	In Progress
		Scheme completed				
		Public Service reform			9	Asset Management Plan, Investment Framework and Strategic Review of Property and Assets.
DWP move into Civic Centre On-going discussions with other potential co-location partners	Masterplan developed. Delivery subject to OPE process. Now at Stage 5 of the OPE process.		In Progress			
Regular meetings to shape/develop the agenda						

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Failure to recruit and / or retain staff with the skills needed to deliver services and improvement activities recruitment and retention	12	Transformation Strategy approved by Cabinet	8	6		
		Policies including Pay Policy / Recruitment policy			Meet all the targets in the new Improvement Plan	In Progress
		Flexi time / free car parking / professional subscriptions etc				
		Implement the Transformation Strategy Short term Action Plan			Meet all the targets in the Scrutiny Review of Licensing Action Plan	Proposed
					Implement Transformation Strategy Medium Term action plan	In Progress
					Implement the Transformation Strategy Long Term action plan	Proposed
Reduced funding leads to the need to reduce staffing levels for environmental management of the Borough	6	Action plans in place and are being delivered to encourage more residents to participate in My Neighbourhood plans and projects.	6	4	Work with partners to consider and develop new business models	In Progress
		Asset Management Plan, Investment Framework and Strategic Review of Property and Assets			Draft Strategy / Framework presented to Cabinet June 2017	In Progress
					Agree a way forward for the next phase of shared services with neighbouring boroughs	In Progress

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
Low resident and customer satisfaction	6	To widen the use of technology for neighbourhood and environmental services to speed up our response to customer service requests.	4	2	Meet all the targets in the Improvement Plan	In Progress
		Frequent (at least annual) resident surveys.				
		Regular events held within the borough that are both enjoyable and reinforce community spirit/pride, such as Leyland Festival and the Truck Trail.				
		Through emails, social media platforms, and Gateway, residents can be asked to provide their opinions and feedback on Council priorities and operations, therefore helping establish their needs. This can be done through surveys, polls, and discussions.			Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	In Progress
		Holding regular team service review meetings where staff can put forward ideas to make service improvements.			More online self-serve options available to customers	Proposed
		Taking a transparent approach to communication with residents regarding changes throughout the borough, avoiding them finding out via the media.				
					Meet all the targets in the Scrutiny Review of Licensing Action Plan	Proposed

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Actions to mitigate risk	Status
The impact of welfare reform on vulnerable people and families	9	Homelessness Strategy approved by Cabinet June 2017	6	4	Complete all the actions in our annual Safeguarding Action Plan	In Progress
		Gateway have staff trained in helping people improve their budgeting skills when they have been effected by Welfare Reform and Universal Credit			Deliver all the actions in our Homelessness Strategy	In Progress
		gateway and benefits staff have been trained on the Welfare reform and offer help and guidance to residents				
		Information regarding Welfare Reform and the help available has been shared with partners and outside organisations				

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REPORT TO	ON
Scrutiny Committee	8 <sup>th</sup> February 2018

TITLE	REPORT OF
Worden Hall	Howard Anthony

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

To update the Scrutiny Committee on the investment into Worden Park and the proposals for bringing Worden Hall back into use.

## 2. RECOMMENDATIONS

That scrutiny committee note the contents of the report and comment upon progress.

## 3. CORPORATE PRIORITIES

The report relates to the following corporate priorities;

Clean, green and safe	✓	Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

## 4. BACKGROUND AND CONSIDERATIONS

**4.1** Since the last report to Scrutiny, an officers working group has been established to focus on both Worden Hall and the Civic Centre. The purpose is to bring together the work across both assets and ensure that the Council has a balanced offer between both sites that can complement and support the overall vision for the use of these assets.

**4.2** The team includes officers who oversee Worden Park (Neighbourhoods), Planning, Economic Development, Regeneration, My Neighbourhoods, and Property Services. The group will be meeting regularly, with a defined action plan.

**4.3** Bringing together the knowledge from across services, the group met on January 9<sup>th</sup>. Information from the strategic asset review as well as wider work around the campus programme and initial strategies focused on Worden Hall were all considered. A series of opportunities, positives as well as obstacles were identified (Appendix 1).

**4.4** Following the initial meeting of the group, the focus is around developing Worden Hall in to a subregional and regional destination; supporting the local tourism offer as well as its commercialisation.

In the previous report to Scrutiny it was indicated that the Hall may be suitable as a venue for weddings and or a restaurant. The group have identified that alongside development of a restaurant or wedding venue, there is potential scope for;

- A heritage visitor centre; protecting heritage features and developing interpretation
- Using the space around the Hall for community events i.e. artisan fairs, concerts

**4.5** A workshop was held with members of Scrutiny, 17<sup>th</sup> January where an update was provided on proposals for both the Civic Centre and Worden Park. This is in line with the strategic approach to the commercialisation and development of use at both sites.

**4.6 Update on Consultancy:** It is clear from reviewing past strategies and reports, there are a number of options that have been considered and a wide array of opinions on what should and can be done. As previously reported, consultants are to be engaged to develop plans for the Hall to carry out a marketing exercise for the disposal (by way of a lease) of the hall for a commercial use. By way of updating that brief the consultants will also be asked to consider the heritage offer as part of a multi-purpose offer of the Hall building.

**4.7** That brief is being developed and the timescale set out is to have that completed February/March ready to go out to procurement in the new financial year.

**4.8 Events:** In addition to the consultancy, immediate work will start to develop the ‘visitor/tourist’ offer and soft market test the response. A co-ordinated events group is being put together to assist managing all Council events and they will be leading to develop and host events on the Park. An initial event is already being developed; an Artisan Market is proposed to take place on Sunday 29<sup>th</sup> April 2018, using the improved courtyard surfaces which had been part of earlier improvements to the hall.

**4.9 Capital Programme:** The Capital Strategy for 2018-23 includes budget provision for the Civic and Worden Part Arts Centre commercialisation, phase 1 project as detailed in the Corporate Plan.

**4.10 Timescales**

Action	Target	Responsible
<i>Consultants</i>		
▶ Draft Invitation to Quote	▶ February/March	▶ Project Lead
▶ Invite and Identify Suitable Consultants to develop detailed plans	▶ April ▶ Mid-May	
▶ Appoint Consultants		
▶ Host a Test Event – Artisan Market	▶ April 2018 (weekend event)	▶ SRBC Events Group
To note:		
▶ Works to Worden Hall (as per Corporate Plan)	▶ 2018/2019	

**5. WIDER IMPLICATIONS AND BACKGROUND DOCUMENTATION**

**5.1 Comments of the Statutory Finance Officer**

The report before members is for update and information. The capital and revenue implication of this project are included in the 2018/19 budget which is subject to approval by cabinet on 14th February 2018.

**5.2 Comments of the Monitoring Officer**

The report before members is for update and information. There are no direct legal implications arising. However, as the scheme develops there will be a need for extensive legal involvement when it comes to drafting any contracts and leases that may be required.

<p><b>Other implications:</b></p> <p>▶ <b>Risk</b></p>	<p>There are no direct implications arising from this report</p>
<p>▶ <b>Equality &amp; Diversity</b></p> <p>▶ <b>HR &amp; Organisational Development</b></p> <p>▶ <b>Property &amp; Asset Management</b></p> <p>▶ <b>ICT / Technology</b></p>	<p>There are no direct implications arising from this report but depending on the outcome of the soft market testing then there may be proposals which could have a positive impact on such issues</p> <p>No direct implications</p> <p>The Estates team will be closely involved in any proposals moving forward</p> <p>No direct implications</p>

**6. BACKGROUND DOCUMENTS (or there are no background papers to this report)**

- Reference to Report to Scrutiny of 27<sup>th</sup> November 2017
- **Appendix 1** Strengths, Opportunities and Challenges Summary from the project group meeting, January 9<sup>th</sup> 2018

Jonathan Noad  
 Planning Manager

Report Author:	Telephone:	Date:
Howard Anthony	5546	

## Appendix 1 Strengths, Opportunities and Obstacles

Summary from the project group meeting, January 9<sup>th</sup> 2018

Positive Attributes	Opportunities	Challenges
<ul style="list-style-type: none"><li>▶ Over 250,000 visitors per year</li><li>▶ Great Location</li><li>▶ Green Flag Park</li><li>▶ Facilities across the park</li><li>▶ Popular with Community Groups</li><li>▶ Heritage Attributes</li><li>▶ Events Space at formal gardens and Worden Hall Courtyard</li><li>▶ Busy Park at the Weekend</li></ul>	<ul style="list-style-type: none"><li>▶ Strong Tourism Marketing 'A great day out!'</li><li>▶ Artisan Markets</li><li>▶ Craft and Food Markets</li><li>▶ Community Theatre</li><li>▶ Music Events</li><li>▶ Museum Service</li><li>▶ Interactive/Living Heritage</li><li>▶ Volunteer Opportunities ▶ Heritage Lottery Funding?</li><li>▶ Crowd Funding?</li></ul>	<ul style="list-style-type: none"><li>▶ Resources and Budget</li><li>▶ Repairs needed to Worden Hall</li><li>▶ Access Routes in and out of the park</li><li>▶ Car parking</li><li>▶ Lighting</li><li>▶ Infrastructure: Toilets, Power, Lighting, Heating, Wi-fi</li></ul>



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## South Ribble Council – Cabinet Forward Plan

1. This document gives 28 days notice of ‘key’ and other major decisions which the Executive Cabinet and Executive Members expect to take. 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).
2. A ‘Key’ Decision is defined as:
  - (i) 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.
    - (b) To be significant in terms of its effect on the communities living in an area comprising two or more Council wards.
  - (ii) A decision taker should make a key decision in accordance with the requirements of the Procedure Rules set out in Part 4 of the constitution.
3. 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.
3. The Executive Cabinet is made up of the Leader and Deputy Leader and five other Cabinet Members with the following portfolios:
 

Executive Leader	Councillor Peter Mullineaux
Deputy Executive Leader and Cabinet Member (Corporate Support and Assets)	Councillor Colin Clark
Cabinet Member (Finance)	Councillor Susan Snape
Cabinet Member (Neighbourhoods and Streetscene)	Councillor Graham Walton
Cabinet Member (Public Health, Safety and Wellbeing)	Councillor Jacqui Mort
Cabinet Member (Regeneration and Leisure)	Councillor Phil Smith
Cabinet Member (Strategic Planning and Housing)	Councillor Cliff Hughes
4. 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 421491 or email [democraticservices@southribble.gov.uk](mailto:democraticservices@southribble.gov.uk).

**Heather McManus, Chief Executive**

**Last updated: 30 January 2018**

<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>
Meeting on 14 February 2018							
Corporate Plan, Risk Management, 2018/19 Budget and Medium Term Financial Strategy	Cabinet	Leader	Expenditure / Savings higher than £100,000	14 Feb 2018	No		Report of the Head of Shared Financial Services, Interim Corporate Improvement Manager
Treasury Management Strategy	Cabinet	Finance	Expenditure / Savings higher than £100,000	14 Feb 2018	No		Report of the Head of Shared Financial Services
Meeting on 1 March 2018							
Mayor and Deputy Mayor 2018/19	Cabinet	Leader		1 Mar 2018	No		Report of the Interim Monitoring Officer
Pay Policy 2018-19	Cabinet	Leader	Expenditure / Savings higher than £100,000	1 Mar 2018	No		Report of the Interim HR Manager

<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>
Performance Report - Quarter 3	Cabinet	Leader		1 Mar 2018	No		Report of the Interim Corporate Improvement Manager
Land at Bamber Bridge	Cabinet	Corporate Support and Assets	Expenditure / Savings higher than £100,000	1 Mar 2018	Financial/Business Information		Report of the Chief Executive
Meeting on 11 April 2018							
Use of Civic Centre Accommodation by Third Party Organisation (Part II)	Cabinet	Corporate Support and Assets	Expenditure / Savings higher than £100,000	11 Apr 2018	Financial/Business Information		Report of the Planning Manager

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