

SCRUTINY COMMITTEE

MONDAY, 2ND SEPTEMBER, 2019, 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 Draft Refreshed Council Corporate Plan 2019-23

Report of the Interim Chief Executive attached.

(Pages 3 - 44)

Gary Hall
INTERIM CHIEF EXECUTIVE

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

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

Forthcoming Meetings

6.00 pm Thursday, 10 October 2019 - Cross Room, Civic Centre, West Paddock, Leyland, PR25 1DH

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| REPORT TO | ON |
|------------------------------------|---|
| Scrutiny Committee Full Council | 2 nd September 2019 25 th September 2019 |



| TITLE | REPORT OF |
|--|-------------------------|
| Draft Refreshed Corporate Council Plan 2019-23 | Interim Chief Executive |

| | |
|------------------------------|-----------|
| Is this report confidential? | No |
|------------------------------|-----------|

PURPOSE OF THE REPORT

1. To seek approval of the revision of the Council's Corporate Plan to be established for 2019-23

RECOMMENDATIONS

2. It is recommended:
(i) That Council approves the Corporate Plan for 2019-23 attached at Appendix 1

CORPORATE PRIORITIES

3. The report details a revision of the Corporate Priorities which have been redefined and developed as Outcomes. Each Outcome has between three and four priorities which define how the Council's Outcomes will be achieved.

Existing Priority

EXCELLENCE AND
FINANCIAL SUSTAINABILITY

Revised as OUTCOME

**EXCELLENCE, INVESTMENT, FINANCIAL
SUSTAINABILITY**

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

HEALTH AND WELLBEING

HEALTH, WELLBEING & SAFETY

Residents are, happy, healthy, active and independent

PLACE

PLACE, HOMES AND ENVIRONMENT

Our green spaces are valued and development is well managed

OUR PEOPLE

OUR PEOPLE & COMMUNITIES

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

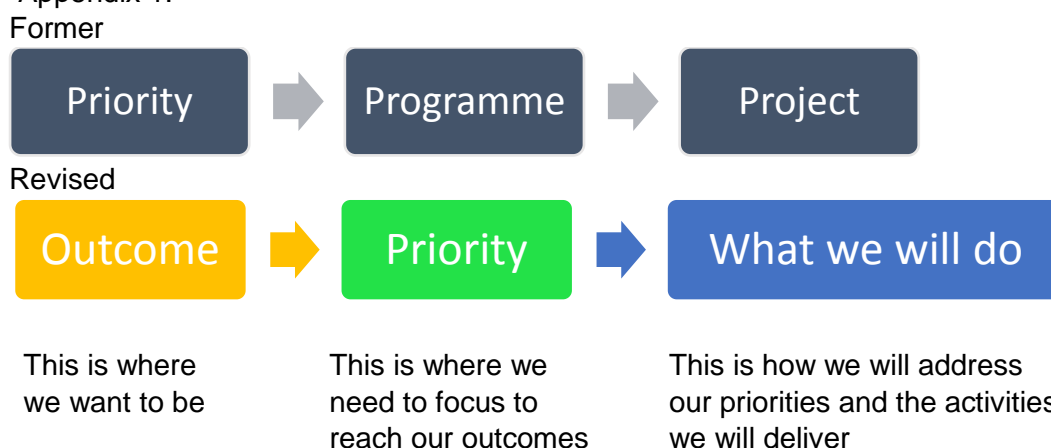
BACKGROUND TO THE REPORT

4. Following the outcome of the election it was necessary to revise and refresh the Corporate Plan. Manifesto pledges and subsequent arrangement of confidence and supply established a clear outline and focus for the newly formed administration which shifted the approach the Council will undertake in the delivery of its vision.

5. This revised Corporate Plan establishes a new 4 year vision and plan for 2019-23. The Plan will be updated annually to define what will be delivered in year and attached to this report in Appendix 2 is the proposed outputs and deliverables.
6. In summary the following changes have been made
 - ▶ The Vision has been changed and updated;
 - ▶ 4 projects from the existing Corporate Plan are not being taken forward;
 - ▶ 12 new activities added;
 - ▶ 32 existing activities reviewed and refocused.
7. The revised plan has a greater emphasis on
 - ▶ Environment and Climate Change;
 - ▶ Tackling Health Inequalities;
 - ▶ Engagement with Communities and Development of Active Democracy and Participation.

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

8. The first part of the vision for the Council has been changed, and is now defined as; **“A healthy and happy community, flourishing in a safer and fairer borough”**
9. This vision sets out a clear statement that for each and every resident of South Ribble, the Council believes everyone should have fair access to opportunity (whether this is having a safe home, good job and the right skills). The role of the Council is to help remove barriers that prevent people from accessing those opportunities and the Corporate Plan sets out a series of outcomes and priorities that address those barriers and focus on access and fairness for all.
10. In achieving this aim, the vision sees that people in South Ribble will feel happy, healthy and safe which is at the heart of the Corporate Plan.
11. The second part of the Vision remains predominately unchanged. This part of the vision concerns the Council as a whole and the administration remains committed to being **‘a Council that is recognised for being innovative, forward thinking and financially sustainable, whilst putting people at the heart of everything we do’**.
12. The new Corporate Plan has been structured to reflect the change in approach of the Council and sets out clearly what the Council will be focused on for 2019-23, and how it will seek to achieve its objectives.
13. The terminology has been changed as the Council moves away from programmes and projects, to better align priorities to activities and the services that the Council delivers. This change is set out below and can be seen in the way the plan has been structured in Appendix 1.



14. The outcomes and their associated priorities of the Council are summarised in the table below;

| OUTCOMES | OUR PRIORITIES ARE | | | |
|---|---|---|--|---|
| Excellence, Investment, & Financial Sustainability | Customers of the Council can expect the highest standards of service and when they need us they have a good experience. | We will make effective investment and use of our assets. | We will develop new business models and approaches, including shared services. | |
| Health, Wellbeing & Safety | We will actively work with partners across the public, private and 3rd sector, representing the residents of South Ribble so that they receive the best services. | We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality). | We continue to be recognised as a Dementia Friendly Community. | We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident. |
| Our People & Communities | Communities are able to get involved, have a voice and feel supported to make things happen in their community. | The Council seeks innovative ways to ease the financial burden on residents. | We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence. | |
| Place, Homes & Environment | We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them. | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well. | We will promote safe, secure dwellings that people can afford to live in and can call home. | We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment. |

15. Within each priority there are key objectives and outputs that set out clearly what the Council will do to achieve its outcomes by addressing the priorities.
16. Appendix 2 sets out each outcome, priority and the associated tasks from page 5. It also provides detail of the relationship of activities and or priorities to previous programmes and projects within the earlier Corporate Plan that was approved February 2019.
17. Within the existing Corporate Plan there were approximately 16 projects which either had no scope, the scope was not clear, there was low confidence on delivery or there was further direction needed in order to progress. In dealing with the review of the Corporate Plan this has been reviewed and direction provided in order to take forward activities to meet the Corporate Plan objectives.
18. There have been a number of programmes/projects that are not being taken forward in the revised Corporate Plan. Further details are provided in Appendix 2 Page 4 as to why these projects have not been taken forward.

| Existing Priority | Existing Programme | Existing Project |
|-------------------------------|--|--|
| HEALTH & WELLBEING | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention | Develop masterplans for Lostock Hall, Bamber Bridge and Penwortham Leisure Sites |
| PLACE | Place Promotion | Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions. |
| PLACE | Place Promotion | Work with partners to build a network of South Ribble Ambassadors. |
| OUR PEOPLE | Organisational Development | Phase 1 Leadership Development Programme |

19. There are also projects which have been previously listed as discrete elements of work. In the revised plan there are two project elements that have been removed as projects, but are included within ongoing work and remain a focus for the Council as part of the Local Development Plan.

| Existing Priority | Existing Programme | Existing Project |
|-------------------|---|---|
| PLACE: | City Deal and Plan for Successor Programmes | Awarding of contracts and begin cross borough link road |
| PLACE: | River Ribble Master planning | Explore funding opportunities and secure planning permission for the development of the new Ribble crossing |

20. There have been a number of new activities added to the revised plan. These activities require scoping and the assessment of resources will be undertaken in conjunction with future service planning and budget processes.
21. Appendix 2 provides a full summary of the new additions to the Corporate Plan, and to which Outcome and Priority they belong. This can be found in Appendix 2 Page 13-15.

22. Summarised below are the key activities that have been added to the Corporate Plan.

- ▶ We will work with our Community Safety partners to identify solutions that resolve the concerns that residents have told us they have over crime and safety;
- ▶ Ensure that residents have access to first class advice services;
- ▶ Review the Scrutiny Review of 'Mind the Gap' to update the recommendations and define an action plan;
- ▶ Develop proposals for a Credit Union;
- ▶ We develop a Youth Council to strengthen the voice of Young People in our community;
- ▶ Review the My Neighbourhood approach to develop our collaborative approach with communities;
- ▶ We will develop proposals for how we can identify the ways to make sure our parks and existing cherished local open spaces can be protected;
- ▶ Develop and deliver a strategy to eliminate all single use plastic within the council buildings and seek to encourage the elimination of single use plastics by our residents and businesses;
- ▶ We will develop a strategy and action plan to halt overall loss of England's biodiversity which support ecosystems and establish ecological networks, with more and better places for nature for the benefit of wildlife and people;
- ▶ We will develop a strategy so that the Council and its operations are Carbon Neutral by 2030;
- ▶ We will develop our plan to plant 110,000 trees in South Ribble, 1 tree for each of our residents.

Performance Management and Key Performance Indicators

23. The performance measures and indicators that have been identified for the Corporate Plan, reflects a change in focus to understanding what residents think about the Council and South Ribble as a place, as well as delivering outputs against our activities. This is detailed in Appendix 3.

24. A regular resident survey has not been undertaken for many years. Plans to undertake a regular annual residents' survey from September 2018 were due to commence but was not taken forward. A survey was undertaken by the Local Government Association (LGA) in 2017 as part of improvement support being provided to South Ribble Borough Council at that time. The telephone survey was conducted in March 2017. In order to provide any meaningful baseline or comparison the survey would need to be undertaken by phone and other methods could not be used.

25. A new residents' survey will be undertaken regularly to assist the Council in understanding how it is performing against the outcomes set out in the Corporate Plan. The questions to be used are detailed in Appendix 3.

26. The Council's current Performance Management Framework and Data Quality Policy are being reviewed and refreshed. This will strengthen the way in which the Council manages performance indicators and measures so they are robust, reliable and provide the information needed to assist Leadership Team and Cabinet to make decisions that are intelligence led.

27. The activities of the 2019-2023 Corporate Plan will be monitored via the Council's project management system, InPhase.

28. Project and risk updates will be provided informally to Programme Board meetings to review progress and address any issues or risks as they arise.

29. Progress will be formally reported to the Leadership Team and Elected Members (via Scrutiny Performance and Budget Monitoring Panel and Cabinet) in Quarters 1, 2, 3, in the form of performance monitoring reports. A single report for Quarter 4 and an annual summary will be provided to Full Council at the end of Quarter 4 (i.e. in June 2020).

Service and Budget Planning

30. Following the approval of the Corporate Plan, the Budget and Service Planning process will use the Corporate Plan as the basis for assessing service objectives and resourcing needs.

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

31. There have been a series of consultations that have been undertaken over the past 12-18 months. These have been considered in developing the revised Corporate Plan. These consultations include;

- ▶ Green Links Consultation Feb – April 2019
- ▶ South Ribble Partnership Community Survey Jul-Sep 2018

32. Further to this the election and its outcome takes in to consideration the manifesto on which the administration was formed.

FINANCIAL IMPLICATIONS

33. Not all corporate plan projects will have financial implications as they may be at a development stage or a budget provision was allocated to them in the budget and MTFS (Medium Term Financial Strategy) approved in February 2019. However there have been changes to the plan and an assessment of the resource and budgetary requirements of the revised plan will therefore be undertaken as part of the budget process.

LEGAL IMPLICATIONS

34. There are no direct legal implications arising from this report.

AIR QUALITY IMPLICATIONS

35. Air Quality remains as a key objective within the Corporate Plan with a commitment to delivering the Air Quality Action Plan.

COMMENTS OF THE STATUTORY FINANCE OFFICER

36. When the Corporate Plan has been approved, the council's financial plan, the Medium Term Financial Strategy, will be aligned with the strategic objectives of the Corporate Plan. Detailed work will be undertaken in the budget process to ensure that the corporate objectives and desired outcomes in the Corporate Plan can be delivered sustainably and within available resources.

COMMENTS OF THE MONITORING OFFICER

37. There are no direct legal implications arising from this report. Clearly it is imperative that the Council clearly defines its key priorities moving forward. Inevitably there will be a great deal of work underpinning that. The Council's Legal Services team will assist wherever possible in the achievement of our goals and priorities. This will involve taking a proactive approach to working as part of project teams.

OTHER IMPLICATIONS:

| | |
|---|--|
| <p>▶ HR & Organisational Development</p> | Staffing resources and training will need to be considered to delivering the additional priorities contained within the Corporate Plan |
| <p>▶ ICT / Technology</p> | ICT remains a key enabler and as such the delivery of the 2019-2022 Digital Strategy is reflected in the deliverables of the Corporate Plan |
| <p>▶ Property & Asset Management</p> | A strategic asset review will be completed as part of the Corporate Plan objectives |
| <p>▶ Risk</p> | Risks to the achievement of the corporate priorities are set out in the Corporate Risk Register for 2019-2023, together with the controls and actions we will take to mitigate risk. |
| <p>▶ Equality & Diversity</p> | An Equality Impact Assessment on the 2019-2023 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. |

BACKGROUND DOCUMENTS

There are no background papers to this report.

APPENDICES (or There are no appendices to this report)

- ▶ Appendix 1 – Corporate Plan 2019-23;
- ▶ Appendix 2 – Corporate Plan Revision August 2019;
- ▶ Appendix 3 – Corporate Plan Measures and Performance;
- ▶ Appendix 4 – Equality Impact Assessment.

Gary Hall
Interim Chief Executive

| | | |
|----------------|--------------|------------|
| Report Author: | Telephone: | Date: |
| Howard Anthony | 01772 625546 | 16/08/2019 |

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CORPORATE PLAN REVISION

AUGUST 2019

BACKGROUND

The following document sets out the core changes to the Corporate Plan which had been approved in February 2019.

Following the election and change of administration the Corporate Plan has been fully reviewed and amended to reflect the change in focus and outcomes for the new administration.

This revised Corporate Plan provides an in year change and sets out the priorities for the Council going forward.

In summary the following changes have been made

- ▶ 4 existing projects removed
- ▶ 12 new activities added
- ▶ 32 existing activities reviewed and refreshed

The plan has a greater emphasis on

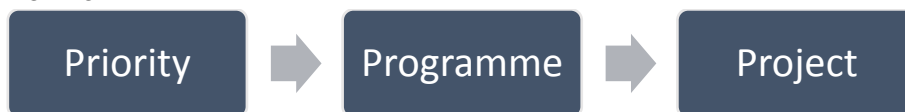
- ▶ Environment and climate change
- ▶ Health inequalities

STRUCTURAL CHANGES TO THE PLAN

The new corporate plan has been structurally changed to redefine the approach of the Council and set out clearly what the Council will be focused on for 2019-23.

The terminology has been refreshed and detailed below

Former



Revised



CHANGES TO THE FORMER 'PRIORITIES'

| Priority | Revised as OUTCOME | Comments |
|---|--|---|
| EXCELLENCE AND FINANCIAL SUSTAINABILITY | EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY | <ul style="list-style-type: none"> • This has remained largely the same, with some refocusing of projects and inclusion of scoping for a community bank |
| HEALTH AND WELLBEING | HEALTH, WELLBEING & SAFETY | <ul style="list-style-type: none"> • This had remained largely the same, however there have been additions to include community safety, a focus on health inequalities and access to advice services |
| PLACE | PLACE, HOMES AND ENVIRONMENT | <ul style="list-style-type: none"> • This has been substantially changed to reflect a greater emphasis on environment with a number of new projects attached to this outcome |
| OUR PEOPLE | OUR PEOPLE & COMMUNITIES | <ul style="list-style-type: none"> • This is substantially different with a focus on wider communities and engagement and not just internal staff and member development |

SECTION 1

EXISTING PROJECTS NO LONGER REFERRED TO IN THE CORPORATE PLAN

Appendix 2

The list below details all projects that no longer are referred to in the corporate plan and how they have been discharged

| Priority | Programme | Project | Comments |
|-------------------------------|--|--|---|
| HEALTH & WELLBEING | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention | Develop masterplans for Lostock Hall, Bamber Bridge and Penwortham Leisure Sites | <ul style="list-style-type: none"> The revised Corporate Plan seeks to set out clear delivery objectives for the year. The development of masterplans for each Leisure Site will be absorbed in to one activity that develops in a structured way the development of Leisure Sites. Members are asked to note however, that facility improvement plans will be undertaken this year with regards Bamber Bridge, Penwortham and the Tennis Centre |
| PLACE | Place Promotion | Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions. | <ul style="list-style-type: none"> With limited available space for location, this project will not be taken forward in 2019-20. As there is significant budget attached to this project, the allocation of that funding will be reviewed as part of the mid-year estimate process. |
| PLACE | Place Promotion | Work with partners to build a network of South Ribble Ambassadors. | <ul style="list-style-type: none"> This project overlaps with the approach to engagement and collaboration with neighbourhoods and communities. As a result this will not be taken forward and consideration of 'ambassadors' will form part of the Cross Party working group that is tasked with developing engagement with communities and the approach with My Neighbourhoods |
| PLACE: | City Deal and Plan for Successor Programmes | Awarding of contracts and begin cross borough link road | <ul style="list-style-type: none"> This project is taken forward in the plan, but it is now located within the activities of the Local Plan. |
| PLACE: | River Ribble Master planning | Explore funding opportunities and secure planning permission for the development of the new Ribble crossing | <ul style="list-style-type: none"> This project is a long term aspiration and will be taken forward in the revised Corporate Plan, however it is now located within the activities of the Local Plan. |
| OUR PEOPLE | Organisational Development | Phase 1 Leadership Development Programme | <ul style="list-style-type: none"> Leadership Development has been removed from the corporate plan as a discrete project. Development requirements for all staff are continuously assessed and discussed between employee and line managers. Later this year we will reintroduce a refreshed corporate personal development process which will support and formalise the development process for all staff. Leadership development will continued to be considered on an individual basis and all staff will be able to engage with appropriate training or development opportunities when needed. All staff, including Leadership team are required to undertake statutory and mandatory training on a regular basis. |

SECTION 2

REVISED PROJECTS AND

WORDING TO THE

CORPORATE PLAN

Appendix 2

REVISION OF THE PROGRAMMES AND PROJECTS (NOW PRIORITIES AND WHAT WE WILL DO)

| Outcome | Legacy Programme | Legacy Project | Priority | What we will do |
|---|---|--|---|--|
| EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY | Transformation. | Implement recommendations from strategic digital review. | We will make effective investment and use our assets. | We will implement the first year of the Council's Digital strategy which sets out the way we will advance our capability over the next three years. This will ultimately enable us to better serve our Borough, while improving the day-to-day experience for those working within the bounds of the organisation. |
| EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention. | Scope options for leisure delivery, identify preferred option and commence delivery. | We will make effective investment and use our assets. | We will review the options for management and delivery of our leisure services provision and implement the recommendations. |
| EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY | Council Investment Portfolio. | Strategic asset review of surplus sites. | We will make effective investment and use our assets. | We will undertake a strategic asset review of the Council's surplus sites. |
| EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY | Transformation. | Improve customer experience via customer journey mapping. | Customers of the Council can expect the highest standards of service and when they need us they have a good experience. | We will work with customers to help us understand what it's like to do business with us so that we can together design our services to meet their needs and expectations. |
| EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY | New business models including shared services. | Further development of Shared Services with Chorley Council. | We will develop new business models and approaches, including shared services. | Further development of Shared Services with Chorley Borough Council. |
| EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY | New business models including shared services. | The Civic Centre will be rebranded and marketed as a Business and Conference Centre. | We will develop new business models and approaches, including shared services. | We will continue to develop the Conference and Business Centre to increase the revenue raised and attract new and regular customers to our facilities. |

Appendix 2

| Outcome | Legacy Programme | Legacy Project | Priority | What we will do |
|---------------------------------------|---|---|---|---|
| HEALTH, WELLBEING & SAFETY | Social isolation and loneliness. | Continue to deliver the key actions of the South Ribble Dementia Action Alliance. | We continue to be recognised as a Dementia Friendly Community. | We will support the South Ribble Dementia Action Alliance and delivery of its annual Action Plan. |
| HEALTH, WELLBEING & SAFETY | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention. | Preventative and educational digital Health and Wellbeing programme. | We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident. | We will provide residents and businesses with the skills, expertise and resources to interact with the Council and other organisations digitally. |
| HEALTH, WELLBEING & SAFETY | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention. | Commence next phase of borough Green Links. | We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident. | We will continue to deliver improvements as part of the Green Links programme which includes a range of works to pathways, woodlands and open spaces. |
| HEALTH, WELLBEING & SAFETY | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention. | Commence work identified in Open Space Sports & Recreation Assessment & Playing Pitch Strategy. | We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident. | We will take forward recommendations identified in the Open Space Sports & Recreation Assessment & Playing Pitch Strategy. |
| HEALTH, WELLBEING & SAFETY | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention. | Develop masterplan for Leyland Health Leisure and Wellbeing site. | We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident. | We will develop our plans for improving our existing Leisure Centre's as places that provide a range of options for people to be healthier and happier. |

Appendix 2

| Outcome | Legacy Programme | Legacy Project | Priority | What we will do |
|---------------------------------------|---|--|--|---|
| HEALTH, WELLBEING & SAFETY | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention. | Variety of events and supporting projects within Green Links. | We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident. | We provide activities and events that people of all ages can get involved in. |
| HEALTH, WELLBEING & SAFETY | Lancashire Mental Health Strategy. | Deliver actions identified from the MH2K project. | We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality) | We will work with our partners across Central Lancashire to bring life to the recommendations made in the MH2K report in which young people told services and professionals what they need from Mental Health services. |
| HEALTH, WELLBEING & SAFETY | Homelessness and independent living support. | Implement a new service delivery model of health focused on prevention. | We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality) | We will work to reduce the number of homeless through developing a health and prevention focused approach. |
| HEALTH, WELLBEING & SAFETY | Raising community aspirations in relation to growth and improvements in the Borough. | In collaboration within partners, deliver identified within the strategy (Community Strategy). | We will actively work with partners across the public, private and 3rd sector, representing the residents so that the services they receive across South Ribble are the best they can be. | We are an active member of South Ribble Partnership and support the development of actions plans that involve different partners which sees the Community Strategy come to life. |
| OUR PEOPLE & COMMUNITIES | My Neighbourhood Plans. | Deliver projects within the agreed MyNeighbourhood Plans. | Communities are able to get involved, have a voice and feel supported to make things happen in their community. | Deliver projects within the agreed My Neighbourhood Plans. |

Appendix 2

| Outcome | Legacy Programme | Legacy Project | Priority | What we will do |
|-------------------------------------|---|--|--|--|
| OUR PEOPLE & COMMUNITIES | Support for communities and volunteering. | Adopt a Revised Council Tax Support Scheme for 2020-21. | The Council seeks innovative ways to ease the financial burden on residents. | Adopt a Revised Council Tax Support Scheme for 2020-21. |
| OUR PEOPLE & COMMUNITIES | Apprentices. | Apprentice Factory Phase 2 - including upskilling leadership project manager, and helping apprentices start entrepreneurial ventures on completion of their apprenticeships. | We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence. | Apprentice Factory Phase 2. |
| OUR PEOPLE & COMMUNITIES | Organisational Development. | Bring forward a comprehensive Member Development Program, including relevant actions from Scrutiny Review of Member Induction and Development, aligning with the first level of the North West Employers' Organisation Member Development Charter. | We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence. | Implement an effective Member induction programme following the council elections. Bring forward a comprehensive Member Development Program, aligning with the first level of the North West Employers' Organisation Member Development Charter. |
| OUR PEOPLE & COMMUNITIES | Support for communities and volunteering. | Work with partners to implement a Volunteer and participation Strategy. | We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence. | Develop the Council's approach to volunteering and active citizens, enhancing the council's own opportunities to volunteer with us and for employees to volunteer as well. |
| PLACE, HOMES AND ENVIRONMENT | Housing Framework: delivery of a balanced housing market. | Deliver actions identified in the Private Sector Stock Condition Survey. | We will promote safe, secure dwellings that people can afford to live in and can call home. | Identify actions to take forward from the Private Sector Stock Condition Survey. |

Appendix 2

| Outcome | Legacy Programme | Legacy Project | Priority | What we will do |
|------------------------------|---|---|---|---|
| PLACE, HOMES AND ENVIRONMENT | | | We will promote safe, secure dwellings that people can afford to live in and can call home. | Bring forward a delivery model for home ownership in South Ribble. |
| PLACE, HOMES AND ENVIRONMENT | Deliver the Borough's Air Quality Plan. | Deliver the actions identified in the Borough's Air Quality Action Plan. | We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment. | Deliver the actions identified in the Borough's Air Quality Action Plan. |
| PLACE, HOMES AND ENVIRONMENT | Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention. | Development & Implementation of Major Parks Masterplans. | We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them. | We invest and develop our parks and play areas and have projects identified to be delivered as part of the Capital Programme. |
| PLACE, HOMES AND ENVIRONMENT | Place Promotion. | Develop South Ribble Programme for festivals and events, to build on South Ribble's thriving community spirit. | We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them. | Develop a Programme for festivals and events, with at least 1 music festival in 12 months. |
| PLACE, HOMES AND ENVIRONMENT | | | We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them. | We have a clear vision and plan to bring Worden Hall back in to use. |
| PLACE, HOMES AND ENVIRONMENT | City Deal and Plan for Successor Programmes. | Review the projects listed in the City Deal Business and Delivery Plan 2017- 20, and identify priorities and commence delivery. | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening | Review the projects listed in the City Deal Business and Delivery Plan 2017- 20, and identify priorities and commence delivery. |

Appendix 2

| Outcome | Legacy Programme | Legacy Project | Priority | What we will do |
|-------------------------------------|--|---|---|---|
| | | | opportunities for people to get the jobs they want and supporting businesses to do well. | |
| PLACE, HOMES AND ENVIRONMENT | City Deal and Plan for Successor Programmes. | Scope and prepare masterplans for Leyland, Bamber Bridge and Penwortham. | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well. | Scope and prepare masterplans for Leyland, Bamber Bridge and Penwortham town centres. |
| PLACE, HOMES AND ENVIRONMENT | Cuerden Strategic Site. | Implement Phase 2 of the Employment and Skills Plan (cuerden) | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well. | Implement Phase 2 of the Employment and Skills Plan (Cuerden). |
| PLACE, HOMES AND ENVIRONMENT | Economic Strategy: support for existing as well as new businesses. | Prepare and implement a Central Lancashire Economic Strategy and align to City Deal | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting. | Prepare and implement a Central Lancashire Economic Strategy. |

Appendix 2

| Outcome | Legacy Programme | Legacy Project | Priority | What we will do |
|-------------------------------------|--|--|---|---|
| | | | .businesses to do well. | |
| PLACE, HOMES AND ENVIRONMENT | Economic Strategy: support for existing as well as new businesses. | Prepare strategy for supporting new and small businesses. | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well. | Prepare strategy for supporting new and small businesses. |
| PLACE, HOMES AND ENVIRONMENT | River Ribble Master planning. | Prepare Masterplan for River Ribble Green Links including consultation and implementing priority projects. | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well. | We will work with the Environment Agency to develop the right plans for the River Ribble Green Links. |
| PLACE, HOMES AND ENVIRONMENT | Central Lancashire Local Plan. | Prepare and consult on issues and options for and prepare draft Central Lancashire Local Plan. | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well. | We will review the Local Plan which defines planning policies, consulting on options and preparing a draft Central Lancashire Local Plan. |

Appendix 2

| Outcome | Legacy Programme | Legacy Project | Priority | What we will do |
|-------------------------------------|--|---|---|---|
| PLACE, HOMES AND ENVIRONMENT | City Deal and Plan for Successor Programmes. | Work with partners and developers to manage the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development. | We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well. | Work with partners and developers to manage the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development. |

SECTION 3

ADDITIONS TO THE

CORPORATE PLAN

Appendix 2

NEW ADDITIONS TO THE CORPORATE PLAN

The list below details all projects not previously listed within the former corporate plan

| Outcome | Priority | What we will do |
|---------------------------------------|---|--|
| HEALTH, WELLBEING & SAFETY | We will actively work with partners across the public, private and 3rd sector, representing the residents of South Ribble so that they receive the best services | <ul style="list-style-type: none"> We will work with our Community Safety partners and look at how we can fund activities that effectively tackle crime and disorder. |
| HEALTH, WELLBEING & SAFETY | We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality). | <ul style="list-style-type: none"> We will work with partners to ensure residents have access to first class advice services. |
| HEALTH, WELLBEING & SAFETY | We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality). | <ul style="list-style-type: none"> We will review and support the recommendations of the Scrutiny Review, 'Mind the Gap'. |
| OUR PEOPLE & COMMUNITIES | The Council seeks innovative ways to ease the financial burden on residents | <ul style="list-style-type: none"> Develop proposals for a Community Bank |
| OUR PEOPLE & COMMUNITIES | We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence | <ul style="list-style-type: none"> We develop a Youth Council to strengthen the voice of Young People in our community |
| OUR PEOPLE & COMMUNITIES | Communities are able to get involved, have a voice and feel supported to make things happen in their community | <ul style="list-style-type: none"> Review the My Neighbourhood approach to develop our collaborative approach with communities |
| PLACE, HOMES AND ENVIRONMENT | We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them... | <ul style="list-style-type: none"> We will develop ways to ensure our parks and existing cherished local open spaces can be protected |
| PLACE, HOMES AND ENVIRONMENT | We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment | <ul style="list-style-type: none"> Develop and deliver a strategy to eliminate all single use plastic within Council buildings and seek to encourage the elimination of single use plastics by our residents and businesses |
| PLACE, HOMES AND ENVIRONMENT | We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment | <ul style="list-style-type: none"> We will develop a strategy and action plan to halt overall loss of England's biodiversity which supports ecosystems and establish ecological networks, creating better places for nature for the benefit of wildlife and people. |
| PLACE, HOMES AND ENVIRONMENT | We are focused on the environment, improving the air we breathe and having the right plans in place to | <ul style="list-style-type: none"> We will develop a strategy so that the Council and its operations are Carbon Neutral by 2030 |

Appendix 2

| Outcome | Priority | What we will do |
|-------------------------------------|---|---|
| PLACE, HOMES AND ENVIRONMENT | safeguard and protect our natural environment We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment | <ul style="list-style-type: none">• We will develop our plan to plant 110,000 trees in South Ribble, 1 tree for each of our residents |

-END-

CORPORATE PLAN & PERFORMANCE MONITORING

MEASURES AND PERFORMANCE INDICATORS

DRAFT

Note:

The following tables outline the key performance measures and targets for Delivery of the Corporate Plan 2019-23.

This list will be updated annually to reflect any in year changes and the Council's forward work plan for the following year.

In defining our objectives and how we will deliver them, a SMART approach is taken in accordance with our Performance Management framework.



Comments on 2019-20

Following a review of all measures and performance indicators, work is ongoing to establish clear targets and baselines on a wide number of performance measures.

Where targets are available for 2019-20 and any future years these will be provided.

Residents Survey

An average from the Local Government Associations latest national results (June 2019) and our nearest neighbours of Newark and Sherwood and Blaby District Councils have been taken to establish an initial baseline target. Where there is no baseline available this will be established within the next 12 months;

- % of people who are satisfied with the way South Ribble Borough Council runs things
- % of people who agree that South Ribble Borough Council provides value for money
- % of people who feel safe when outside in their local area after dark
- % of people who feel safe when outside in their local during the day
- % of people satisfied with the leisure and sports facilities in their local area
- % of people who feel you belong to their local area
- % of people who think the Council acts on the concerns of local residents
- % of people who feel involved in the local area and decision making
- % of people who are satisfied with South Ribble as a place to Live
- % of people satisfied with the parks and green open spaces in their local area

The questions above are based on the Local Government association's benchmarking of Local Authorities. The appropriate methodology will be followed in accordance with guidance from the Local Government Association.

Document Control

| Version | Date | Author | Reviewers | Reason |
|---------|------------|-----------------------------------|---------------------------|--------|
| 1.0 | 19/08/2019 | Corporate Planning & Partnerships | Cabinet & Leadership Team | Review |

| KEY PERFORMANCE MEASURES | TARGETS | | | |
|---|---------|---------|-----------|-----------|
| | 2019/20 | 2020/21 | 2021/2022 | 2022/2023 |
| EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY | | | | |
| % of people who are satisfied with the way South Ribble Borough Council runs things (Resident Survey) | 66% | - | - | - |
| % of people who agree that South Ribble Borough Council provides value for money (Resident Survey) | 51% | - | - | - |
| Performance of Key Activities | | | | |
| % of self-service channels access vs phone/face to face | - | 40% | - | - |
| % spend/value of contracts to local businesses | - | 80% | 80% | 80% |
| % spend of planned Capital Programme | 100% | 100% | 100% | 100% |

| Priority | What we will do | Performance Output |
|---|---|--|
| We will make effective investment and use of our assets | <p>We will implement the first year of the Council's Digital strategy which sets out the way we will advance our capability over the next three years. This will ultimately enable us to better serve our Borough, while improving the day-to-day experience for those working within the bounds of the organisation.</p> | <ul style="list-style-type: none"> Replacement of the Council Website. Improve the Wi-Fi access in Council buildings. Introduce new Telephony, Audio and Visual Technology. Provide digital and ICT training/Support for Staff and Elected Members Deliver digital and ICT training and support for customers in partnership with Lancashire Adult Learning. |
| | <p>We will undertake a strategic asset review of the Council's surplus sites.</p> | <ul style="list-style-type: none"> Asset review is completed. Report to Cabinet September 2019. |
| | <p>We will review the options for management and delivery of our leisure services provision and implement the recommendations.</p> | <ul style="list-style-type: none"> A proposal with options is provided to the Cabinet and Council by March 2020. Proposal is completed and decision made. |

| Priority | What we will do | | Performance Output |
|---|---|--|---|
| <p>Customers of the Council can expect the highest standards of service and when they need us they have a good experience</p> | <p>We will work with customers to help us understand what it's like to do business with us so that we can together design our services to meet their needs and expectations</p> | <p>A full suite of baseline data maps for all services and all access channels. This project will feed into the Digital to Improve Programme to support and inform further projects around customer experience improvements and channel shift. Improved information security and governance.</p> <ul style="list-style-type: none"> • Fact find/gather information from desktop review and customer feedback reports. • Ongoing review and development of process and associated documentation. • Creation of record of processing activities. (ROPA) Complete customer journey maps and summaries for all processes. | <p>The project should be seen as one that assists departments in their improvement journey by identifying areas in which they can improve service delivery in line with customer needs. It will, however have its own KPI's</p> <ul style="list-style-type: none"> • Gateway, Revenues and Benefits to retain their Customer Service Excellence awards with all 56 criteria being met. • 100% departments to have completed a Customer Service Excellence self-assessment process within 12 months. • 100% Customer journeys will be documented and reported back to the departments, with recommendations or suggestions, to support them in their improvement journey. |
| <p>We will develop new business models and approaches, including shared services</p> | <p>We will continue to develop the Conference and Business Centre to increase the revenue raised and attract new and regular customers to our facilities</p> | <ul style="list-style-type: none"> • We have the right people in place to deliver a high quality hospitality experience. • A brand and style for the Civic Conferencing and Meeting centre will be completed. | <ul style="list-style-type: none"> • % increase in income from commercially operated assets: Business and Conference centre. • Increase in meeting hours in the Business and Conference Suite. |

Appendix 3

| KEY PERFORMANCE MEASURES | TARGETS | | | |
|--|-------------------|-------------|-----------|-----------|
| | 2019/20 | 2020/21 | 2021/2022 | 2022/2023 |
| HEALTH, WELLBEING & SAFETY | | | | |
| % of people who feel safe when outside in their local area after dark (Resident Survey) | 59% | - | - | - |
| % of people who feel safe when outside in their local area during the day (Resident Survey) | 87% | - | - | - |
| % of people satisfied with the leisure and sports facilities in their local area | 53% | | | |
| Performance of Key Activities | | | | |
| Number of people presenting as homeless or threatened with homelessness who are prevented from becoming homeless (Baseline: previous quarter for year 2018/19) | 5% Increase | 5% Increase | - | - |
| No. of times young people engaged in programmed physical activity (Baseline: 46,727) | 5% Increase | - | - | - |
| Website Accessibility Rating (Current Rating 1 Star) | Increase | - | - | - |
| Improvements delivered to local infrastructure Multi Use Pathways Major Green Links Access Points Signage Improvements along pathways | 7 Km 6 17KM | - | - | - |

| Priority | What we will do | Performance Output |
|---|--|--|
| We continue to be recognised as a Dementia Friendly Community | <p>We will support the South Ribble Dementia Action Alliance and delivery of its annual Action Plan.</p> <ul style="list-style-type: none"> We will continue to be recognised by the Alzheimer's Society as a Dementia Friendly Community We will provide Dementia Friend sessions to Taxi Drivers and that we will have at least 1 Taxi Firm which operates in South Ribble, recognised by the Alliance as a Dementia Friendly business. We will increase the number of members that have signed up to the Dementia Charter, so that our highstreets and local services have a greater awareness of Dementia and how people living with dementia can be supported. | <p>2019-20</p> <ul style="list-style-type: none"> 100 Taxi Drivers 1 Taxi Firm Dementia Friendly 15 NEW members of the Dementia Charter Community |

Appendix 3

| Priority | What we will do | Performance Output |
|--|--|---|
| We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident | <p>We will provide residents and businesses with the skills, expertise and resources to interact with the Council and other organisations digitally..</p> <ul style="list-style-type: none"> • Introduce Accessible Democracy supported by the following initiatives: <ul style="list-style-type: none"> ○ Providing Audio Visual equipment at civic meetings. ○ Providing a Hearing Loop. ○ Introducing roaming • Cabinet meetings to different parts of the Borough. • Introduce and Implement the REFERNET System. • Expand on the rollout of the Public Access Module (PAM-IT) digital sharing platform. • Create a Digital Inclusion and Accessibility Strategy • Offer assistive technologies to reduce barriers for use with the council's website. • Ensure that wherever appropriate, the council's website signposts to partner organisations for services that we do not provide ourselves. | <ul style="list-style-type: none"> • Percentage of Adults within South Ribble possessing the 4 basic digital skills. • Accessibility rating for corporate website. • Number of South Ribble residents taking part in Digital Training Sessions run by Lancashire Adult Learning. • Number of accessibility features available on the core website. • Percentage of addresses within South Ribble with ultrafast 5G coverage. • Number of partner organisations with referrals from the South Ribble website, including Find My Nearest. • Number of REFERNET referrals with successful outcomes. |
| | <p>We will continue to deliver improvements as part of the Green Links programme which includes a range of works to pathways, woodlands and open spaces.</p> <ul style="list-style-type: none"> • Improvements to Shruggs Wood • Extension of the Leyland Loop • New Football pitch at St Gerard's, Lostock Hall • Access improvements in Penwortham, Lostock Hall and Walton-le-Dale • Cycle and Pedestrian route at Carrwood Road | <p>2019-20</p> <ul style="list-style-type: none"> • Initial Consultation on Green Links completed May 2019 • Completion of 7 km of Green links 19/20 (Leyland Loop) • Access improvements at 6 major green links access points • Signage and legibility improvements to 17km |
| | <p>We will take forward recommendations identified in the Open Space Sports & Recreation Assessment & Playing Pitch Strategy.</p> | <p>A proposal with options is provided to the Cabinet to detail works to deliver a 'Playing Pitch Hub' site</p> <ul style="list-style-type: none"> • Proposal is completed and decision made |
| | <p>We will develop our plans for improving our existing Leisure Centre's as places that provide a range of options for people to be healthier and happier.</p> | <p>Develop the plan for Leyland Health, Wellbeing and Leisure site, providing options to Cabinet for decision Reviewing the remaining Leisure Centres to identify investment needs (Penwortham, Bamber Bridge and Tennis Centre)</p> <ul style="list-style-type: none"> • Report to Cabinet September 2019 |
| | <p>We provide activities and events that people of all ages can get involved in.</p> <ul style="list-style-type: none"> • Try-Athalon • Living Well Walks • Dance from the Heart • Summer Activities Camp • Bikeability | <p>No's of People engaged</p> <p><u>Further details to be developed</u></p> |

Appendix 3

| Priority | What we will do | Performance Output | |
|--|---|--|--|
| We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities. (reducing social isolation, loneliness and inequality). | We will review and support the recommendations of the Scrutiny Review, 'Mind the Gap'. | <p>Delivery of a holiday hunger pilot scheme</p> <ul style="list-style-type: none"> • Delivery of a programme of diversionary activities across South Ribble. • Each my Neighbourhood Plan will identify and deliver projects that address Social Isolation and Loneliness. | <ul style="list-style-type: none"> • % of children on free school dinners taking up pilot offer. • No. of children taking up of diversionary activities. |
| | We will work with our partners across Central Lancashire to bring life to the recommendations made in the MH2K report in which young people told services and professionals what they need from Mental Health services. | <ul style="list-style-type: none"> • We will re-establish the Advisory Panel of partners to bring different organisations together and establish and action plan. • Within that action plan we will develop 2 videos, working with partners that focus on mental health awareness and support for LGBTQ+ and Young Men. | <ul style="list-style-type: none"> • Resource video for LGBTQ+ and Young Men is produced and released March 2020. |
| | We will work to reduce the number of homeless through developing a health and prevention focused approach. | <p>Scope new service delivery Model by end of 2019</p> <ul style="list-style-type: none"> • Fast Track DFGS for people being discharged from hospital. • Reduce average number of working days from a DFG referral to LCC approval. • Deliver a proactive service for Housing Enforcement. • Reduction in number of people who are statutory homeless. | <ul style="list-style-type: none"> • Service Delivery Model scoped by end of 2019. |
| We will actively work with partners across the public, private and 3rd sector, representing the residents of South Ribble so that they receive the best services | We are an active member of South Ribble Partnership and support the development of actions plans that involve different partners which sees the Community Strategy come to life. | <p>The Partnership is constituted with key Partners:</p> <ul style="list-style-type: none"> • The Partnership Launches its strategy in September at the Big Do. • The Partnership has clear action plans in place by December 2019. | <ul style="list-style-type: none"> • Action Plans are agreed with the Partnership Dec 2019. |
| | We will work with partners to ensure residents have access to first class advice services. | <ul style="list-style-type: none"> • Supporting South Ribble Partnerships approach to referrals and pathways, identify opportunities for co-locating services and improving access. | <ul style="list-style-type: none"> • Additional services available from the Civic Centre. |
| | We will work with our Community Safety partners and look at how we can fund activities that effectively tackle crime and disorder. | We will have identified and defined options for enforcement and community safety that the Council can take forward by March 2019. | <ul style="list-style-type: none"> • Options identified to address the issues of Crime and Safety March 2020. |

Appendix 3

| KEY PERFORMANCE MEASURES | TARGETS | | | |
|--|----------|--|--|-----------|
| | 2019/20 | 2020/21 | 2021/2022 | 2022/2023 |
| OUR PEOPLE & COMMUNITIES | | | | |
| % of people who feel you belong to their local area (Resident Survey) | New | - | - | - |
| % of people who think the Council acts on the concerns of local residents (Resident Survey) | 48% | - | - | - |
| % of people who feel involved in the local area and decision making (Resident Survey) | New | | | |
| Performance of Key Activities | | | | |
| Number of people removed from the minimum £3.50 per week contribution(Council Tax Support Scheme)* | - | 1900 | - | - |
| Implementation of Time Credits Scheme for South Ribble | Dec 2019 | % have taken part in more community activity | % have taken part in more community activity | - |

*subject to adoption of the proposed scheme

| Priority | What we will do | Performance Output |
|--|---|--|
| Communities are able to get involved, have a voice and feel supported to make things happen in their community | Deliver projects within the agreed MyNeighbourhood Plans. | <ul style="list-style-type: none"> Delivery of Bloom Competitions. Live Music in Longton in Penwortham. Explore the options for improving our open spaces and play areas. |
| | Review the MyNeighbourhood approach to develop our collaborative approach with communities. | <ul style="list-style-type: none"> Report to Cabinet January 2020. |
| The Council seeks innovative ways to ease the financial burden on residents | Develop proposals for a Community Bank. | <ul style="list-style-type: none"> Scope Completed March 2020. |
| | Adopt a Revised Council Tax Support Scheme for 2020-21. | <p>Following consultation the Council has adopted a revised Council Tax Support Scheme for 2020-21 that supports the most vulnerable members of our community. We will:</p> <ul style="list-style-type: none"> Complete the data analysis. Agree the process and format of the consultation. Complete the consultation. Analyse and report back on the outcomes of the consultation. Adopt the revised scheme for 2020/21. <p>The Measures for this project are the delivery of the key milestones, namely:</p> <ul style="list-style-type: none"> Complete the data analysis. Agree the process and format of the consultation. Complete the consultation. Analyse and report back on the outcomes of the consultation. Adopt the revised scheme for 2020/21. |

Appendix 3

| Priority | What we will do | Performance Output | |
|--|---|--|---|
| <p>We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence</p> | <p>Apprentice Factory Phase 2.</p> | <ul style="list-style-type: none"> • Class of 2019. | <ul style="list-style-type: none"> • Targets to be confirmed. |
| | <p>Implement an effective Member induction programme following the council elections. Bring forward a comprehensive Member Development Program, aligning with the first level of the North West Employers' Organisation Member Development Charter.</p> | <ul style="list-style-type: none"> • Member induction programme effectively delivered with high satisfaction levels. Member Development programme developed by cross party Member Steering Group. Number of training events attended by Members. Member satisfaction with development opportunities provided. | <ul style="list-style-type: none"> • Member satisfaction with Member induction programme. • Number of Members taking part in Member development opportunities. |
| | <p>We develop a Youth Council to strengthen the voice of Young People in our community.</p> | <ul style="list-style-type: none"> • Proposals to develop a Youth Council and mechanism's to more effectively engage with young people considered as part of the Strategic Review of Community Involvement by Member Working Group. | <ul style="list-style-type: none"> • Strategy for engaging with young people, including through a Youth Council prepared for January 2020. |
| | <p>We develop a Youth Council to strengthen the voice of Young People in our community.</p> | <ul style="list-style-type: none"> • Volunteer Policy and Strategy for South Ribble Borough Council. • Development of a volunteer expense scheme to support those who may be excluded from volunteering due to financial hardship. • Support for Time Credits Pilot scheme in Penwortham and Leyland. • Investigate Living wage. | <ul style="list-style-type: none"> • Volunteer and Policy and Expenses Scheme to be considered by Cabinet March 2020. • Time Credits Scheme Adopted Dec 2019. • Living Wage Policy and Approach Developed. |

| KEY PERFORMANCE MEASURES | 2019/20 | | | |
|--|----------------------|-------------|-----------|-----------|
| | 2019/20 | 2020/21 | 2021/2022 | 2022/2023 |
| PLACE, HOMES AND ENVIRONMENT | | | | |
| Overall % of people who are satisfied with South Ribble as a place to Live (Resident Survey) | 83% | - | - | - |
| % of people satisfied with the parks and green open spaces in their local area | 73% | - | - | - |
| Performance of Key Activities | | | | |
| No. of green spaces protected as 'Fields In Trust' | 3 | - | - | - |
| Masterplans for Penwortham, Leyland and Lostock Hall are completed | 1 completed | 2 completed | - | - |
| No. of Affordable Homes delivered | 30 | 30 | 30 | - |
| No. of Trees Planted | Plan to be Developed | - | - | - |

| Priority | What we will do | Performance Output |
|--|--|---|
| We will promote safe, secure dwellings that people can afford to live in and can call home... | Bring forward a delivery model for home ownership in South Ribble. | <ul style="list-style-type: none"> We will have produced a document that details a model for home ownership in South Ribble. Business Case developed by March 2020. |
| | Identify actions to take forward from the Private Sector Stock Condition Survey. | <ul style="list-style-type: none"> We will develop an action plan to address the issues highlighted in the Private Sector Stock Condition report. Action Plan developed and approved March 2020. |
| We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment | Deliver the actions identified in the Borough's Air Quality Action Plan. | <ul style="list-style-type: none"> Complete and publish the Air Quality Planning Advisory Note (PAN). Produce an Electric Vehicle Charging Points Guidance Document for Developers Provide Secure cycle storage at Moss Side. Develop reporting requirements to report on the number of electric vehicle recharging points requested, conditioned and installed via planning developments. Develop reporting requirements to report on the number of secure bike storage units requested, conditioned and installed via planning developments. Agree a program to review traffic light sequencing with the declared AQMA with LCC Highways. Deliver an anti-idling campaign outside schools and colleges. Begin the implementation of the installation of EVR points for taxis as part of the OLEV taxi grant. Provide suitable changing rooms at the Civic centre. Sign up to an all-electric salary sacrifice scheme. |

| Priority | What we will do | | Performance Output |
|--|---|--|---|
| Bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them | We invest and develop our parks and play areas and have projects identified to be delivered as part of the Capital Programme. | <ul style="list-style-type: none"> • Playground Replacements/Refurb at Leadale Green, Seven Stars and Worden Park • Improvements to open spaces at Balcarres Green and Bent Lane • Improvement works to begin at Tarn Wood, Penwortham and Worden to repair ditches, weirs and paths • We will progress the application to Heritage Lottery to develop Hurst Grange Park Coach House | <ul style="list-style-type: none"> • Heritage Lottery Decision March 2020. • Delivery Targets for Capital Programme. |
| | Develop a Programme for festivals and events, with at least 1 music festival in 12 months. | <ul style="list-style-type: none"> • Delivery of Festival and Events programme including Leyland Festival, Live Events and Food festival. • Feasibility of delivery for a music festival to be delivered Post April 2020. | <ul style="list-style-type: none"> • Feasibility Paper produced March 2020. |
| | We have a clear vision and plan to bring Worden Hall back in to use. | <ul style="list-style-type: none"> • We will undertake consultation with communities and stakeholders in August/September 2019. | <ul style="list-style-type: none"> • Cabinet will receive a report for recommendations and decision by October 2019. • By March 2020 we will have a clear plan for bringing Worden Hall back in to use. |
| | We will develop ways to ensure our parks and existing cherished local open spaces can be protected. | <ul style="list-style-type: none"> • Protect three of our parks and existing open spaces in perpetuity via 'Fields in Trust' model. | <ul style="list-style-type: none"> • 2019-20 target of 3. |

| Priority | What we will do | Performance Output |
|---|---|--|
| We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well... | Review the projects listed in the City Deal Business and Delivery Plan 2017-20, and identify priorities and commence delivery. | <ul style="list-style-type: none"> The City Deal mid-term review will be completed. Report to Council September 2019. |
| | Scope and prepare masterplans for Leyland, Bamber Bridge and Penwortham town centres. | <ul style="list-style-type: none"> Masterplan for Leyland is adopted with a clear implementation programme. March 2020. |
| | Implement Phase 2 of the Employment and Skills Plan (Cuerden). | <ul style="list-style-type: none"> Phase 2 of the Employment and skills plan will be implemented. March 2020. |
| | Prepare and implement a Central Lancashire Economic Strategy. | <ul style="list-style-type: none"> The Central Lancashire Economic Strategic Plan is adopted and an implementation plan identified. March 2020. |
| | Prepare strategy for supporting new and small businesses. | <ul style="list-style-type: none"> The strategy for supporting new and small businesses will be completed. To be completed following completion of Central Lancashire Economic Strategic Plan. |
| | We will work with the Environment Agency to develop the right plans for the River Ribble Green Links. | <ul style="list-style-type: none"> The Masterplan for the River Ribble will be adopted and an implementation plan identified. March 2020. |
| | We will review the Local Plan which defines planning policies, consulting on options and preparing a draft Central Lancashire Local Plan. | <ul style="list-style-type: none"> The process for identifying options and issues will be completed. Issues and Options identification completed March 2020. |
| | Work with partners and developers to manage the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development. | <ul style="list-style-type: none"> The rates for delivery of new homes and business space continues to meet our targets. Targets: 417 residential homes (per annum). |

| Priority | What we will do | Performance Output | |
|---|---|---|---|
| <p>We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment</p> | <p>Develop and deliver a strategy to eliminate all single use plastic within Council buildings and seek to encourage the elimination of single use plastics by our residents and businesses.</p> | <ul style="list-style-type: none"> The strategy for the Council to eliminate all single use plastics. | <ul style="list-style-type: none"> Published by March 2020. |
| | <p>We will develop a strategy and action plan to halt overall loss of England's biodiversity which supports ecosystems and establish ecological networks, creating better places for nature for the benefit of wildlife and people.</p> | <ul style="list-style-type: none"> We will address the issue of biodiversity throughout the borough through the continued planting and establishment of suitable wildflower meadows, through the creation of wildlife habitats for mammals, birds and insects in suitable locations and through sympathetic management of parks and open spaces throughout the borough | <ul style="list-style-type: none"> 12 wildflower meadows 2019-20. |
| | <p>We will develop a strategy so that the Council and its operations are Carbon Neutral by 2030.</p> | <ul style="list-style-type: none"> The strategy for the Council to be Carbon Neutral by 2030. Installation of solar panels at Civic Centre. Publically accessible water station. Increase of re-cycling rates by accepting pots, trays and tubs. | <ul style="list-style-type: none"> Strategy published by March 2020. |
| | <p>We will develop our plan to plant 110,000 trees in South Ribble, 1 tree for each of our residents.</p> | <p>Publication of the plan to plant 110,000 trees in South Ribble.</p> | <ul style="list-style-type: none"> Plan is developed by March 2020. |

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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 2019 - 2023 | |
| 2. Responsible Officer | |
| Howard Anthony – Partnership Manager | |
| 3. Date EIA completed | Review date |
| 16/08/2019 | March 2020 |
| 4. Description and aims of policy / service (including relevance to equalities) | |
| To develop the Corporate Plan setting out the Council's outcomes, priorities, activities and performance measures for 2019-2023, which drives the budget and performance management framework. | |
| 5. Who are the stakeholders? | |
| <ul style="list-style-type: none"> ▶ Cabinet ▶ Scrutiny ▶ Councillors ▶ Leadership Team ▶ Employees ▶ External partners ▶ Residents ▶ Businesses ▶ External Audit | |

6. What outcomes do we want to achieve?

That the Council agrees its outcomes, priorities and activities based on the needs of the Borough (identified through the Community Strategy, consultations and elected mandate) to drive resources and concentrate on the key issues for delivery.

7. How will performance be measured?

- ▶ Informally by the Council's Leadership Team each month during the Corporate Plan Programme Board meeting.
- ▶ Formally by the Council's Leadership Team via performance monitoring reports.
- ▶ Performance monitoring reports to Scrutiny Performance and Budget Monitoring Panel and Cabinet in Quarters 1, 2, 3. A single report for Quarter 4 and an annual summary will be provided to Full Council at the end of Quarter 4.

8. Brief summary of research, consultation and background data

Desktop research:

- ▶ Existing research on the key information of the Borough, including demographics, economy, education, and community safety, using both LG Inform and Lancashire JSNA.

Election 2019

All out Council Election May 2019 resulting in new administration with a Manifesto

Community Strategy consultation 2018

- ▶ 2 partner workshops (over 60 attendees from over 30 organisations)
- ▶ 20 interviews with senior individuals from key stakeholder organisations
- ▶ Member workshop
- ▶ Open response survey to residents and those who work in the Borough (over 1600 responses)

Green Links Consultation

A consultation exercise which engaged face to face and digitally approximately 900 people with responses focused around use of open green spaces, parks and leisure

Consultation prior to Draft Corporate Plan

- ▶ Input from Cabinet at 2 dedicated workshops and Portfolio briefings

Feedback following Draft Corporate Plan

- ▶ Feedback from Scrutiny Committee (to be provided)
- ▶ Feedback from Members Informal Cabinet (to be provided)
- ▶ Feedback from Cabinet (to be provided)

9. 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

10. Consideration to Dementia

South Ribble aims to be recognised as a Dementia Friendly Borough and is committed to ensuring that all public services, and those from local businesses (through the Dementia Charter) are supportive to those suffering with Dementia. The Corporate Plan establishes as a priority in its own right that South Ribble will continue to be recognised as a dementia friendly community. Activities will support the Dementia Alliance action plan throughout 2019-20, and give consideration to Dementia throughout the planning and delivery of every project.

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

The Corporate Plan has been developed specifically to address the needs of the Borough, based on the outcome of the Election 2019 and the results of existing consultations with communities. 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, based on the outcome of the Election 2019 and the results of existing consultations with communities. 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. |

| Symbol | Impact |
|---------------|-----------------------------|
| + | <i>Positive</i> |
| O | <i>Neutral / Negligible</i> |
| - | <i>Negative</i> |
| P | <i>Potential issue</i> |