

## **CABINET**

WEDNESDAY, 18TH MARCH, 2020, 6.00 PM

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

### **AGENDA**

**1 Apologies for Absence**

**2 Minutes of meeting Wednesday, 12 February 2020 of Cabinet**

(Pages 3 - 10)

To be signed as a correct record.

**3 Declarations of Interest**

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

**4 Cabinet Forward Plan**

(Pages 11 - 16)

Cabinet Forward Plan attached.

**ITEM(S) OF THE DEPUTY LEADER AND CABINET MEMBER FOR HEALTH, WELLBEING AND LEISURE (INTRODUCED BY COUNCILLOR MICK TITHERINGTON)**

**5 Capital Programme - Green Links and Parks**

(Pages 17 - 24)

Report of the Assistant Director of Projects and Development attached.

**ITEM(S) OF THE CABINET MEMBER FOR COMMUNITY ENGAGEMENT, SOCIAL JUSTICE AND WEALTH BUILDING (INTRODUCED BY COUNCILLOR ANIELA BYLINSKI GELDER)**

**6 Implementation of Community Involvement Recommendations** (Pages 25 - 38)

Report of the Assistant Director of Scrutiny and Democratic Services & the Director of Neighbourhoods and Development attached.

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

**7 Works to Civic Conference and Business centre - Phase 2** (Pages 39 - 56)

Report of the Assistant Director of Projects and Development attached.

**8 Station Road, Bamber Bridge Site Conversion** (Pages 57 - 64)

Report of the Assistant Director of Property and Housing attached.

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

**9 Council Housing Delivery Programme** (Pages 65 - 72)

Report of the Director of Planning and Property attached.

Gary Hall  
INTERIM CHIEF EXECUTIVE

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

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

Forthcoming Meetings  
6.00 pm Wednesday, 24 June 2020 - Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

**MINUTES OF CABINET**

**MEETING DATE** Wednesday, 12 February 2020

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

**OFFICERS:** Gary Hall (Interim Chief Executive), Jane Blundell (Interim Section 151 Officer), Jennifer Mullin (Director of Neighbourhoods and Development), Jonathan Noad (Director of Planning and Property), Peter McHugh (Assistant Director of Property and Housing), Dave Whelan (Shared Services Lead - Legal & Deputy Monitoring Officer) and Nina Neisser (Democratic and Member Services Officer)

**OTHER MEMBERS AND OFFICERS:** Councillor Will Adams, Councillor Jane Bell (Deputy Mayor, Member Champion (Older People) and (Safeguarding)), Councillor Renee Blow, Councillor Damian Bretherton, Councillor Carol Chisholm, Councillor Colin Clark, Councillor Derek Forrest (Member Champion (Armed Forces)), Councillor Mary Green, Councillor Michael Green, Councillor Chris Lomax, Councillor Keith Martin, Councillor Christine Melia, Councillor Jacqueline Mort (Member Champion (Member Development)), Councillor Alan Ogilvie, Councillor Colin Sharples, Councillor Margaret Smith (Leader of the Opposition and Leader of the Conservative Group), Councillor Phil Smith, Councillor Caleb Tomlinson, Councillor Jacky Alty (Member Champion (Social Justice and Equality)) and Councillor Karen Walton

**PUBLIC:** 5

**90 Apologies for Absence**

None.

**91 Minutes of the Last Meeting**

**Decision made (Unanimously):**

That the minutes of the Cabinet meeting held on 22 January 2020 be approved as a correct record for signing by the Leader of the Council.

**92 Declarations of Interest**

There were no declarations of any interests.

### 93 Cabinet Forward Plan

The Leader highlighted several reports that would be received by both Cabinet and Council over the next few months.

**Decision made (Unanimously):**

That the 12 month Forward Plan – February 2020 to January 2021 be noted.

### 94 Quarter 3 Performance Monitoring Report

The Leader of the Council, Councillor Paul Foster presented the report of the Interim Chief Executive that provided an update on the first period of performance against the objectives of the Corporate Plan 2019-23. Those present were advised that Quarter 3 and Period 1 of the Performance Monitoring would be aligned in the new municipal year.

The Cabinet were pleased to note that the majority of projects were on track and particular thanks were given to the Cabinet Member for Community Engagement, Social Justice and Wealth Building, Councillor Aniela Bylinski-Gelder and officers for the improvements made to call waiting times in Gateway.

In response to a query from Councillor Alan Ogilvie on the status of the anti-idling campaign, the Cabinet Member for Environment, Councillor Susan Jones reported that the project had fallen behind due to resource issues, however since the appointment of a new member of staff this project was being delivered as a priority. Work would include appealing to motorists in hotspot areas around the borough and a meeting was scheduled with Runshaw College to address the issue at the site.

Members discussed how improvements to traffic light sequencing could also help to improve air quality in the borough. Lancashire County Council had recently quoted £50,000 to fix the sequencing issue at one site in the borough. The Council had responded to LCC in opposition this and a meeting had been scheduled with officers.

**Decision made (Unanimously):**

That Cabinet notes that the performance summary outlined in the report starts a new reporting period, referred to as period 1. This reflects the deliverables and priorities of the Corporate Plan approved by Council in September 2019.

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

The Council's performance framework sets out the process for reporting progress against the objectives of the Corporate Plan. The performance framework has been recently updated and the new reporting periods will be reflected in the framework. All reports will continue to be considered by the Council's Leadership Programme Board, Scrutiny Budget and Performance Panel and Cabinet.

**Alternative Options Considered and Rejected:**

Not applicable

## 95 Redundancy Policy

The Leader of the Council, Councillor Paul Foster presented a report of the Interim Chief Executive which informed members of the revised Redundancy Policy for consideration.

Redundancy payment is based upon a specific number of weeks' pay, in accordance with the age of an employee and length of service. It is calculated in line with the statutory calculation. The council's redundancy policy was last reviewed in 2014, at this time the number of weeks payable increased by a multiple of 2.2. This was incrementally removed over two years and the policy now only pays redundancy compensation for both Compulsory and Voluntary redundancy on the statutory number of weeks entitlement.

It was now being proposed to reintroduce the multiplier of 2.2 for compulsory redundancies and give the Head of Paid Service delegated authority, for those seeking voluntary redundancy, to enhance the compensation payment up to equivalent of 2.2.

In response to a question from Councillor Colin Clark regarding financial support and control of financial contributions, it was confirmed that financial impacts would be considered if/when it got to the point of redundancy. The Leader of the Council confirmed that statutory officers were in place to support this and the cabinet were confident with the proposals.

### **Decision made (Unanimously):**

That Cabinet approves the inclusion of the revised redundancy policy in the Pay Policy to be approved by Council.

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

The changes to the redundancy policy will support the wellbeing of employees faced with a redundancy situation.

### **Alternative Options Considered and Rejected:**

No alternatives have been considered.

## 96 Pay Policy 2020/21

The Leader of the Council, Councillor Paul Foster presented the report of the Interim Chief Executive which informed the Cabinet of the Annual Pay Policy Statement so that it can be agreed and published to allow the Council to comply with legislative requirements.

The Pay Policy sets out the current approach to the remuneration of all posts within the Council and specifies certain mandatory requirements that must be detailed within the policy.

The Cabinet commended the policy under the council's commitment as a Real Living Wage employer, in particular, the changes for apprentices. The changes will ensure that with effect from 1 April 2020, an apprentice will receive the National Minimum Wage for the upper age band of 25 and over, regardless of the age of the apprentice (currently £8.72 per hour). Subject to satisfactory performance in the workplace and

satisfactory progress on qualification, the apprentice will move onto the Living Wage hourly rate for the second year of the apprenticeship.

Councillor Aniela Bylinski-Gelder, Cabinet Member for Community Engagement, Social Justice and Wealth Building asked for confirmation on whether leisure centre staff and refuse collectors/loaders were included within this policy. The Leader of the Council confirmed that Leisure Centre and FCC Environment staff would be considered in Phase 2.

**Decision made (Unanimously):**

That Cabinet approves the Pay Policy Statement 2020/21 to be approved by Council.

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

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

**Alternative Options Considered and Rejected:**

N/A - The Pay Policy must be agreed and published annually.

**97 Budget Monitoring 2019/20 – Quarter 3**

The Cabinet Member for Finance, Property and Assets, Councillor Matthew Tomlinson, presented a report of the Interim Section 151 Officer which provided members with an update on the Council's overall financial position as at the end of December 2019, which is quarter 3 of the financial year 2019-20. The report also provided a forecast of the projected outturn to 31 March 2020 compared to the current approved budget.

The recommendation to create a Credit Union Reserve to ensure the most vulnerable residents have access to credit was highlighted. A proposed cost of £150,000 would be required to set up the Reserve for three years.

In response to Councillor Damian Bretherton's queries about the set-up costs and income generated after the initial three years, the Cabinet Member clarified that the council would be working with an existing Credit Union to establish a base at South Ribble. This was a not for profit scheme to meet a recognised need within the borough and would be funded through forecast budget underspend before becoming self-financing after the initial three years.

**Decision made (Unanimously):**

1. That Cabinet notes, reviews and comments on the contents of this report.
2. That Cabinet approves the creation of a Credit Union Reserve and to earmark £150,000 from the forecast budget underspends to pay into this reserve.

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

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

**Alternative Options Considered and Rejected:**

Not applicable

## 98 2020/21 Budget and Medium-Term Financial Strategy 2020/21 to 2023/24

The Cabinet Member for Finance, Property and Assets, Councillor Matthew Tomlinson presented the proposed 2020/21 Revenue Budget for Council and the Medium-Term Financial Strategy for the next four years and sought approval and recommendation to Council on various elements.

The financial plan for the Council aligned with the Corporate Plan which sets out the Council's ambitions and priorities for the residents and businesses in the borough.

Councillor Damian Bretherton raised concerns about the increasing ratio (5% in 2020/21 to 12.4% in 2023/24) which reflects the additional level of borrowing required to finance the Council's planned Capital Programme. The Interim Section 151 Officer advised that the increase represented the funding costs but that no account was taken in the ratios of any income generated from that expenditure. It was anticipated that revenue generated would cover the increase in costs. Assumptions, including interest rate fluctuation, had been considered in the report.

### **Decision made (Unanimously):**

1. That Cabinet recommends to Council the revenue budget for 2020/21 as set out in Appendix A.
2. That Cabinet recommends to Council the 4-year Medium Term Financial Strategy (MTFS) 2020/21 to 2023/24 as set out in Appendix A.
3. That Cabinet recommends to Council a Council Tax increase of 1.99%.
4. That Cabinet recommends to Council the Capital Strategy and its proposed funding as set out in Appendix C.
5. That Council be recommended to approve the Treasury Strategy, Prudential Indicators and the Annual Investment Strategy as attached at Appendix D.
6. That Cabinet note that consultation on the proposed budget commenced after publication of the budget report on 4 February and the results will be analysed and taken into consideration before the budget is taken to Council for approval on 26 February 2020.

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

It is the role of the Cabinet to provide initial consideration to the budget and associated matters and for them to make appropriate recommendations to Full Council which is the decision-making body.

### **Alternative Options Considered and Rejected:**

1. In preparing the revised forecasts, the potential for a reduction in core funding as a result of the government's planned Fair Funding formula review and possible Business Rates Reset has been considered. However, as it is not possible to assess the implications at this stage with any certainty, the business rates retention forecasts in the MTFS for 2021/22 onwards have been prepared based on the funding regime in the 2020/21 Finance Settlement and the council continuing to benefit from being in the Lancashire business rates pool.
2. When the funding changes are announced, the financial implications and the impact on the council's MTFS forecasts will be assessed and reported. It is possible that any changes introduced may include transitional arrangements to lessen the impact of any reduction in funding and allow local authorities to adjust future spending. The Business Rates Retention reserve has also been maintained to mitigate the impact of any significant movements in forecasts.

## 99 Worden Hall project Update

The Cabinet Member for Finance, Property and Assets, Councillor Matthew Tomlinson presented the report which updated Cabinet on the capital and revenue costings associated with bringing Worden Hall back into use and provided plans of what the refurbished Hall would look like. These plans would form the basis of an application for planning permission to take the refurbishment project forward.

In response to Councillor Alan Ogilvie's concerns regarding the robustness of the business case, including the future maintenance of the Hall, the Cabinet Member reassured those present that a long-term business plan had been produced. This had been supported in the public consultation and future maintenance had been considered through the asset maintenance plan. A sensitivity analysis had been undertaken and it was agreed this could be circulated with Members.

The Cabinet and Members present extended their thanks to officers for their hard work on this project.

### **Decision made (Unanimously):**

1. That subject to the approval of the capital programme as part of the budget approval process that Cabinet approves the capital and revenue costs contained within Appendix 1 to bring Worden Hall back into use with the aim to generate an annual operational surplus.
2. That Cabinet approves the submission of a planning application for Worden Hall based upon the plans as outlined within Appendix 1.

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

1. Following an extensive public consultation exercise which resulted in over 500 responses to the 3 investment options for Worden Hall, a report was provided to Cabinet on 16th October 2019 which summarised the feedback received and recommended that further work was required to develop a finalised option for consideration by Cabinet in January 2020.
2. At the Cabinet meeting on 16th October it was recommended that a multi-disciplinary officer working group be established to work through the development of an enhanced Option 1 Community use to incorporate small weddings and events.
3. The officer group has met on 3 occasions and have worked with consultants Purcell and Amion (report authors for the Options Appraisal on which the public consultation was based) to develop the proposals contained within this report.
4. The feedback from the public consultation exercise clearly stated that plans for Worden Hall needed to be economically viable and that the Hall must be able to run without recourse to subsidy from the council. This has been fully taken onboard and built into the business plan for the Hall.
5. At the Cabinet Meeting on 22 January 2020 Cabinet recommended that a further report be brought back to the next meeting in February 2020 providing detailed costings for the capital works to bring Worden Hall back into use.

### **Alternative Options Considered and Rejected:**

1. The Council could choose not to develop Worden Hall. This is not recommended as the feedback from the public consultation exercise strongly supported the Council investing in the Hall and bringing it back into use.

**100 Exclusion of Press and Public****Decision made (Unanimously):**

That Cabinet agree that the meeting remain in public session. If any members had any comments on the confidential item (Appendix for Worden Hall Project Update), these could be discussed at the Scrutiny Committee meeting on 13 February 2020.

Chair

Date

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## South Ribble Borough Council – Forward Plan

**For the Twelve Month Period: 1 March 2020 – 28 February 2021**

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

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

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

Page 11

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

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

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

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

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

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

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

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

Page 12

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

**Last updated: 10 March 2020**

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Future meetings of the Cabinet where there is an intention to hold part of the meeting in private: 18 March and 24 June 2020 and Council: 15 April and 22 July 2020							
Leader of the Council							
Updated Shared Services Agreement	Council	Leader of the Council		15 Apr 2020	Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).	<a href="https://southribble.moderngov.co.uk/ieListDocuments.aspx?Clid=134&amp;MId=1472&amp;Ver=4">https://southribble.moderngov.co.uk/ieListDocuments.aspx?Clid=134&amp;MId=1472&amp;Ver=4</a>	Report of the Interim Chief Executive
Standards Annual Report	Council	Leader of the Council		15 Apr 2020	No	None	Report of the Shared Services Lead - Legal & Deputy Monitoring Officer
Cabinet Member (Health, Wellbeing and Leisure)							

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Capital Programme - Green Links and Parks	Cabinet	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Expenditure / Savings higher than £100,000	18 Mar 2020	No	None	Report of the Assistant Director of Projects and Development
Cabinet Member (Community Engagement, Social Justice and Wealth Building)							
Implementation of Community Involvement Recommendations	Cabinet	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Significant effect in 2 or more Council wards.	18 Mar 2020	No	<a href="https://southribble.moderngov.co.uk/documents/s12877/Strategic%20Review%20of%20Community%20Involvement%20including%20My%20Neighbourhoods%20Final%20Report.pdf">https://southribble.moderngov.co.uk/documents/s12877/Strategic%20Review%20of%20Community%20Involvement%20including%20My%20Neighbourhoods%20Final%20Report.pdf</a>	Report of the Assistant Director of Scrutiny and Democratic Services, Director of Neighbourhoods and Development
Cabinet Member (Environment)							

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Draft Climate Emergency Strategy	Cabinet Council	Cabinet Member (Environment)  Cabinet Member (Environment)	Significant effect in 2 or more Council wards.	24 Jun 2020 22 Jul 2020	No	None	Report of the Director of Neighbourhoods and Development  Director of Neighbourhoods and Development
Cabinet Member (Finance, Property and Assets)							
Works to Civic Conference and Business centre - Phase 2	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	18 Mar 2020	No	None	Report of the Assistant Director of Projects and Development
Station Road, Bamber Bridge Site Conversion	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	18 Mar 2020	No	Station Road, Bamber Bridge Site Conversion	Report of the Director of Planning and Property

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Disposal of land at Four Oaks Road, Walton Summit	Cabinet Council	Cabinet Member (Finance, Property and Assets)  Cabinet Member (Finance, Property and Assets)		18 Mar 2020 15 Apr 2020	No	None	Report of the Director of Planning and Property  Director of Planning and Property
Cabinet Member (Planning, Regeneration and City Deal)							
Council Housing Delivery Programme	Cabinet	Cabinet Member (Planning, Regeneration and City Deal)	Significant effect in 2 or more Council wards.	18 Mar 2020	No	None	Report of the Assistant Director of Property and Housing

REPORT TO	ON
<b>CABINET COUNCIL</b>	<b>Wednesday, 18 March 2020</b>



TITLE	PORTFOLIO	REPORT OF
<b>Capital Programme - Green Links and Parks</b>	<b>Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)</b>	<b>Assistant Director of Projects and Development</b>

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? This should only be in exceptional circumstances.	<b>No</b>
Is this report confidential? If <b>Yes</b> , insert details of the relevant exclusion paragraph(s). These are listed in the Constitution Part 4, page 25 (Access to Information Procedure Rules)	<b>No</b>

## PURPOSE OF THE REPORT

1. The purpose of this report is to seek approval for a proposed set of capital projects to be delivered or started during the financial year 2020/2021.
2. The capital projects put forward relate to themes and programmes identified and adopted as part of the Council Corporate Plan 2019/24 notably under the umbrella of Health and Well-being and improving the Environment. The capital projects put forward are identified in the Council's capital programme agreed by Council on the 26<sup>th</sup> February 2020. The capital projects cover several areas including:

- Green link schemes
  - Environmental projects
  - Parks projects including parks buildings
  - Play Area projects
3. The report and Appendix 1 set out the scope of each capital project, the time scale on which it will be delivered and the predicted cost.

#### **PORTFOLIO RECOMMENDATIONS**

4. Cabinet approve the expenditure in relation to the proposed list of capital projects to be delivered during the financial year as set out in Appendix 1 to this report and identified within the approved Capital programme.
5. Cabinet delegate to the Director of Neighbourhoods and Development in liaison with the relevant Portfolio holder and the Leader of the Council to award the contracts within the agreed budget on the approved Capital projects identified in this report.

#### **REASONS FOR THE DECISION**

6. Council approved the current Corporate Plan in September 2019. The Corporate Plan identifies a series of key programmes under several headings including Health and Well-being and the Environment.
7. The report will request financial delegated powers for officers in partnership with relevant portfolio holders to award contracts for the schemes highlighted in the Capital programme so that the ambitious programme of projects can be delivered in-line with the timetable identified.

## EXECUTIVE SUMMARY

8. This report sets out a proposed set of Capital projects to be completed or started during the financial year 2020/21. The projects will link to Green links, improving the local environment, improving play areas and improving parks buildings. The individual projects are set out in Appendix 1 with a cost, a timescale and how they will be funded.

## CORPORATE OUTCOMES

9. The report relates to the following corporate priorities:

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

Projects relating to People in the Corporate Plan:

Our People and Communities	x
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## BACKGROUND TO THE REPORT

10. Health and Wellbeing and promoting the Environment are key priorities for the Council. A key contribution we can make to improve the health of our residents is to increase opportunities available for people to embark on active lifestyles. From refurbishing existing play areas, developing new pedestrian and cycle routes, to improving our parks and connecting our open spaces with each other, we want our parks and green links to be a unique selling point for the Borough.
11. Developing green links has already led to investment taking place on our green infrastructure in many parts of the borough. A further 7km of new Green link corridors has been completed this financial year 19/20.
12. The background information outlined above has led to this report which is seeking approval to deliver a further range of capital projects in the financial year 20/21. If adopted this will represent continued capital investment in our green infrastructure across the borough at a scale not seen for several years.
13. Delivery of these capital projects will involve significant work at several locations across the borough on projects as diverse as refurbishing existing play areas, improving park buildings and creating new pedestrian and cycle

links. The Council has put in place, the necessary staff resources with the skills and expertise required to deliver the programme.

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

**14.** The proposals represent a list of capital projects planned to be delivered or started during this financial year 2020/21. The proposed list of individual projects is attached to this report as Appendix 1.

**15.** Each project identified has a direct link to a programme of work identified in the Corporate Plan

**16.** Each project listed also shows how it could potentially be funded e.g. through section 106 monies, the Community infrastructure levy (CIL) and other sources of external funding or from the Council's own funding.

**17.** The Category of projects include the following:

- Green link projects

These are projects that will create new green links in the shape of new cycle or pedestrian routes that connect into existing routes or connect existing parks or open spaces together. They will be developed alongside existing or new road Infrastructure or on off road sites.

- Environmental Projects

A key priority for the new Cabinet at South Ribble Council is the promoting and enhancing of the Environment. Over future years this will be reflected in the type of Capital projects brought forward including the proposed planting of 110,000 new trees across the Borough and projects that will deliver the River Ribble master plan.

- Refurbished Play Areas

The proposed capital projects involve the commissioning of 4 refurbished Play Areas in this financial year 2020/21. This will build on the 3 play areas which are currently been refurbished with a finish date before Easter this year

- Parks projects

These are identified projects located within the main Parks across the Borough. They include the improvement footpaths, horticulture and work to improve several parks buildings notably in Worden and Hurst Grange Parks.

18. Appendix 1 sets out a list of capital projects planned to be delivered or started during this financial year 2020/21 along with the budget

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

19. A major consultation took place between February and April 2019, which engaged with local communities and stakeholders to gather feedback, suggestions and ideas around the Green Links concept and outline proposals.
20. The consultation approach was predominantly face to face, via a series of roadshow and planning for real workshop events. These events were delivered at each of the Borough's current leisure facilities as well as individual events in each 'my neighbourhood area'. The events were informal, and attendance varied from area to area. It is estimated that overall attendance at the events was approximately 900 people.
21. An online survey (paper copies were available on request) was undertaken between 3rd March 2019 and 30th April 2019 and received 247 responses, providing deeper detail around individual parks and use of local green spaces.
22. A stakeholder workshop which included key partners and community-based groups identified collaborative opportunities for the Council, where partners can offer advice and support services, together with links to communities and training offers.
23. The overwhelming feedback across the consultation has been positive about the Council's ambitions to develop our green infrastructure and support local parks and play areas. This feedback along with the corporate plan has helped shaped the capital projects identified in this report.
24. An online consultation was also undertaken in relation to the budget prior to approval by Council in February 2020.

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

25. This report defines the priorities for spending on capital projects in 20/21. An alternative option of do nothing could be adopted but this would go against the ambitions of the Administration of the Council or priorities set in the approved corporate plan.

## **AIR QUALITY IMPLICATIONS**

26. The completion of these capital projects should have a positive effect on Air Quality in the borough as the creation of new green links for pedestrians and cyclists should encourage people to use their cars less.

## **RISK MANAGEMENT**

27. Risks Registers will be pulled together for each capital project identified.

## **EQUALITY AND DIVERSITY IMPACT**

28. All relevant Equality implications need to be identified.

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

29. These projects are included in the Capital programme approved by Council in February 2020. Seeking approval in advance of the financial year helps to ensure delivery during the financial year 2020/21.

## **COMMENTS OF THE MONITORING OFFICER**

30. The principal purpose of this report is to enable the effective delivery of our Capital programme. Extensive consultation has already been carried out in this regard. The programme was included as part of the budget papers that were approved by the Council on the 26nd of February. To enable the effective delivery of the programme delated powers are sought to award contracts as and when required.

## **BACKGROUND DOCUMENTS**

There are no background papers to this report

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

Appendix 1 - Details of Capital projects for 2020/2021

LT Member's Name  
Assistant Director of Projects and Development

Report Author:	Telephone:	Date:
Neil Anderson (Assistant Director of Projects and Development)	01772 625540	18.03.2020

## Capital Schemes starting in 2020-21

Scheme	Description	Budget 2020-21	Budget 2021-22	Total Budget	Notes
Green Links - Penwortham Holme to Howick, inc River Ribble Masterplan	Borough Wide (10km of route delivery)	250,000		250,000	10km Leyland Loop, Further work on River Ribble Masterplan, signage and entrances
Leyland Loop	Works to deliver further section of Leyland Loop	150,000		150,000	Continuation of the Leyland Loop building on the work last financial year
Worden Park	Relandscaping Arboretum area	30,000		30,000	Relandscaping Arboretum area
3 & 4 Farmyard Cottages	Replace heating system	50,000		50,000	Replace primatic heating system with a modern system
Ice House	Refurbishment of the Ice House at Worden Park	10,000	-	10,000	Part of long term investment in our parks infrastructure
Sewage Pumping station improvements	Worden Park, renewal of existing sewage pumping site.	40,000		40,000	Replacement of existing above ground infrastructure with subteranian solution.
Worden Park	Repairs to weirs and banks of Shaw Brook	40,000		40,000	Reconstruction of structures on Shaw brook from flood damage. Path renovation throughout.
Worden Park	Reconstruction of footpaths through Shaw Wood	33,000		33,000	Reinstatement of the footpaths at the Shawbrook end of Worden Park
Hurst Grange Park	Repair and replacement of culverts	25,000		25,000	Repair and replacement of culverts
Haig Avenue	Playground replacement	175,000		175,000	Planned work will take place summer 2020
Bellis Way	Playground replacement	30,000		30,000	Planned work will take place summer 2020
Hurst Grange Park Playground	Refurbishments works to Hurst Grange Playground	50,000	165,000	215,000	Planned work will take place summer 2020
Bent Lane Playground	Design and delivery of playground on Bent Lane	50,000	30,000	80,000	Planned work will take place summer 2020
Park footpath repairs and resurfacing	footpath repairs, repairing edges and resurfacing at the following sites: Fossdale Moss Park, Priory Park and Valley Road Park	15,000	30,000	45,000	Part of long term investment in our parks infrastructure
Withy Grove Park	Improvement of Western side of park	-	60,000	60,000	Network rail contribution - Linked to installation of NR footbridge.
Bamber Bridge (Church Road)	Improvements to the green area adjacent to the Hob Inn. Initial designs being reviewed to to better reflect the 75th anniversary of the Battle of Bamber Bridge	40,000		40,000	Improvements to the green area adjacent to the Hob Inn. Initial designs being reviewed to to better reflect the 75th anniversary of the Battle of Bamber Bridge
Car Park Resurfacing, Ryefield Avenue, Penwortham	Car Park Resurfacing, Ryefield Avenue, Penwortham	40,000		40,000	

**1,028,000      285,000      1,313,000**

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REPORT TO	ON
CABINET	Wednesday, 18 March 2020



TITLE	PORTFOLIO	REPORT OF
Implementation of Community Involvement Recommendations	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Assistant Director of Scrutiny and Democratic Services, Director of Neighbourhoods and Development

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

## PURPOSE OF THE REPORT

1. The purpose of this report is to outline how the recommendations from the Strategic Review of Community Involvement, including My Neighbourhoods are going to be implemented.

The report also seeks approval for the criteria Cabinet will use in evaluating the success of the new My Neighbourhood model trials in each of the five areas over the next 12-months.

## PORTFOLIO RECOMMENDATIONS

2. Cabinet notes the implementation plan from the Strategic Review of Community Involvement, including My Neighbourhoods.
3. Cabinet approves the criteria to be used in evaluating the success of the My Neighbourhood model trials in each of the five areas over the next twelve months.

## REASONS FOR THE DECISION

4. To ensure the recommendations from the Strategic Review of Community Involvement are implemented as efficiently and effectively as possible.

## CORPORATE OUTCOMES

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

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

Projects relating to People in the Corporate Plan:

Our People and Communities	✓
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## BACKGROUND TO THE REPORT

6. At the Cabinet meeting on 22 January 2020 the recommendations from the cross-party Strategic Review of Community Involvement, including My Neighbourhoods were agreed.
7. Following approval of the recommendations an implementation plan has been developed to ensure the efficient and effective delivery of the recommendations, which is included at Appendix 1.
8. Recommendation 8 of the strategic review requests that an evaluation process be developed and agreed by Cabinet to assess the My Neighbourhood model trials.

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

9. Cabinet is asked to note the implementation plan at Appendix 1. The implementation plan will be monitored as part of the Council's performance management framework and quarterly reports presented to the Scrutiny Budget and Performance Panel and Cabinet.
10. Cabinet is advised that elements of the implementation plan will require approval at a future cabinet or Council meeting, as appropriate. These items will be added to the relevant forward plans. Any constitutional changes will also need to be presented to the Governance Committee in advance of being considered by Full Council.
11. Cabinet is asked to agree the following criteria for the evaluation of the My Neighbourhood trial models over the next 12-months:

1	Level of community interaction, engagement and accessibility
2	Level of community development and volunteering
3	Promotion of co-operative values (self-help, self-responsibility, democracy, equality, equity and solidarity)
4	Engagement with young people
5	Engagement with parish and town councils (where applicable)

6	Building links with the voluntary, community and faith sector
7	Delivery of community priorities through forum projects
8	Participation in local democracy

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

12. Not applicable for this report. Consultation will be carried out as the review recommendations are implemented.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

13. As the recommendations were agreed at a previous Cabinet meeting there are not alternative options to consider.

## **AIR QUALITY IMPLICATIONS**

14. None as a result of this report.

## **RISK MANAGEMENT**

15. The key risks are around delivery of the recommendations from the review. The implementation plan outlines how the recommendations will be taken forward and will be monitored on a quarterly basis as part of our performance management framework.

## **EQUALITY AND DIVERSITY IMPACT**

16. The implementation of the recommendations will have a positive impact on equality and diversity.

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

17. The approved budget for 2020-21 includes provisions for the implementation plan; in particular, an annual budget of £25,000 for a small grants scheme, a new Youth Council Officer post and a new Community Involvement Officer.

## **COMMENTS OF THE MONITORING OFFICER**

18. There are no issues of concern from a Monitoring Officer perspective. As has been stated in previous reports any initiatives that require a change of the Constitution will go through Governance Committee and full Council in accordance with our established principles.

## **BACKGROUND DOCUMENTS**

Strategic Review of Community Involvement – Cabinet Report: 22 January 2020

## **APPENDICES**

Appendix 1 – Implementation Plan

Darren Cranshaw / Jennifer Mullin  
Assistant Director of Scrutiny and Democratic Services, Director of Neighbourhoods and Development

Report Author:	Telephone:	Date:
Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) / Jennifer Mullin (Director of Neighbourhoods and Development)	01772 625512 / 625329	25/06/20

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
<b>Ensuring a Community Involvement Culture</b>			
1. The Council becomes an affiliate member of the Co-operative Councils Innovations Network to learn and share community involvement best practice.	The Council will formally become an affiliate member in April 2020.	1 April 2020	Assistant Director of Scrutiny & Democratic Services
2. The Council works to become an accredited Co-operative Council, embedding the co-operative values of self-responsibility, democracy, equality, equity and solidarity to transform the engagement relationship with our residents.	This will be considered as part of our corporate plan re-fresh for 2021/2022.	31 March 2021	Policy, Performance and Partnerships Manager
3. Community involvement is placed at the heart of every service through service planning, project management and decision-making so that it is co-ordinated and allows the	Service planning, project management and decision-making reports to be reviewed and updated to reflect community involvement.	September 2020	Policy, Performance and Partnerships Manager

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
community to shape what we do.			
4. A community involvement toolkit and training be developed to help Members and employees involve local communities more effectively.	Corporate toolkit and checklist to be developed and rolled out for use by all services areas.	November 2020	Policy, Performance and Partnerships Manager
5. A survey of residents is undertaken at least every two years to understand the needs and views of residents with specific questions to assess the level of community involvement activity.	Fieldwork is currently taking place with the baseline report analysis results being available in June 2020.  Two further surveys are programmed up until 2023/24 and formal timelines will be provided once agreed	June 2020	Policy, Performance and Partnerships Manager
6. An annual report on the Council's community involvement activities takes place and is presented to Full Council.	The first annual report will be presented to Full Council in June 2021.	June 2021	Director of Neighbourhoods and Development
<b>My Neighbourhoods</b>			
7. Informal My Neighbourhood planning meetings with	Schedule of My Neighbourhood planning meeting for 2020/2021 in place and will be used to align plans	Ongoing	Director of Neighbourhoods and Development

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
<p>Members continue to develop plans and projects, including greater alignment with My Neighbourhood plans and the Corporate Plan and budget process.</p>	<p>with the corporate plan and budget process.</p>		
<p>8. My Neighbourhood Forum meetings be reviewed by each of the five forums, with the option to change them to meeting local circumstances, with 12-month trial models explored by the review, such as:</p> <ul style="list-style-type: none"> <li>• Where area parished, arrange meetings as part of parish meetings</li> <li>• Adopt an area committee approach</li> <li>• Develop a neighbourhood/community development approach</li> </ul>	<p>Letters sent to My Neighbourhood Chairs asking them to work with their My Neighbourhood Forum Members to develop a community engagement model which works for them and their communities, including involving relevant partners.</p> <p>Meetings are being arranged with My Neighbourhood Chairs and Members to help develop their models further.</p> <p>A review of relevant parts of the constitution is taking place to facilitate the adoption of the trial models for early in the municipal year. This is being undertaken in conjunction with the Governance Committee for approval by Full Council.</p>	<p>March 2020</p> <p>April 2020</p> <p>May 2020</p>	<p>Director of Neighbourhoods and Development</p>

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
<ul style="list-style-type: none"> <li>• Community partnerships with councillors and partner organisations</li> <li>• Hybrid of what works for each area, within existing resources</li> </ul> <p>An evaluation process be developed and agreed with Cabinet so that at the end of the trial period, success against that criteria can be measured.</p>			
9. The My Neighbourhood Chairs and Vice-chairs meeting be formalised with a forward plan, agenda and minutes.	A schedule of My Neighbourhood Chairs and Vice-chairs has been developed and meetings will now have a forward plan, agenda and minutes.	Ongoing	Director of Neighbourhoods and Development
10. The governance arrangements for spending My Neighbourhood Forum be streamlined to include the sign-off by the My Neighbourhood chair and vice-chair.	A review of relevant parts of the constitution is taking place to streamline the arrangements for agreeing spend. This is being undertaken in conjunction with the Governance Committee for approval by Full Council.	May 2020	Director of Neighbourhoods and Development

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
11. A more corporate approach is taken to supporting My Neighbourhoods and making linkages across all council teams to make the most of the opportunities available.	Regular update on My Neighbourhoods are provided to the Leadership Team to strengthen effective linkages and cross-service working.	Ongoing	Director of Neighbourhoods and Development
12. A grant scheme be developed to help fund local community action projects.	<p>The Council has agreed a budget of £25,000 for small grants.</p> <p>A scheme is currently being developed based on South Ribble Partnership's successful former community bids fund.</p> <p>A report on the scheme, criteria and governance arrangements will be prepared for Cabinet to agree in June 2020.</p>	June 2020	Director of Neighbourhoods and Development
<b>Involving Young People</b>			
13. A more co-ordinated approach be taken to strengthen our work with schools with an education package put together linked to the national curriculum and objectives of the Council,	The Council's budget has agreed an additional two community development posts, which are currently being recruited to. Once this post is filled a key work area will be design our education package across the Council with schools and young people's	October 2020	Director of Neighbourhoods and Development

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
including environmental issues, debate clubs, mock council meetings and competitions.	organisations. It is envisaged that the posts will be filled and proposals brought forward for October 2020.		
14. A Youth Mayor and Youth Council is established to allow young people to gain a great understanding of democracy and play an active part in informing council policy, local issues and community action.	Exploratory work has taken place and will be taken forward once the two community development posts are filled. It is envisaged that the posts will be filled and proposals brought forward for October 2020.	October 2020	Assistant Director of Scrutiny & Democratic Services
15. The Council provides more structured and extensive work experience opportunities for students to learn more about the work of the Council and gain valuable experience.	<ul style="list-style-type: none"> <li>• Develop system for recording and monitoring work experience placements</li> <li>• Conduct pre-placement assessment so that we able to tailor placement to meet students learning objectives</li> <li>• Introduce a placement induction process for students to standardise information students receives regarding the work of the Council.</li> <li>• Seek feedback to evaluate the success of placements so that we can continue to develop the offer.</li> </ul>	September 2020	Human Resources Manager

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
<b>Extending Democracy</b>			
16. An annual communications campaign encouraging residents to enrol on the electoral register and vote in elections is developed.	A communications plan will be developed following the Police & Crime Commissioner elections for implementation in the autumn canvass, which will be evaluated and developed in future years.	Autumn 2021	Assistant Director of Scrutiny & Democratic Services
17. Full Council and other key meetings are webcast to make our meetings more accessible to our residents.	Research and learning from other councils has commenced. Discussions have also taken place with our voting/microphone supplier.	September 2020	Assistant Director of Scrutiny & Democratic Services
18. Cabinet meetings are taken out into the community at least twice per year on a pilot basis.	Preparations are taking place to hold a Cabinet meeting in Penwortham and in Bamber Bridge. Provisional dates are 24 June 2020 and 14 October 2020. An evaluation will then take place.	June 2020 and October 2020	Assistant Director of Scrutiny & Democratic Services
19. A series of annual Question and Answer sessions with the Cabinet and key partners takes place through the My Neighbourhood Forum models adopted locally.	This is due to be discussed at the next My Neighbourhood Chairs meeting.	Ongoing	Director of Neighbourhoods and Development

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
<p>20. Our meetings are more welcoming to members of the public with more user-friendly information and guidance provided, encouragement of questions being submitted in advance and officers on hand to brief and support the public prior to meetings.</p>	<p>Discussions are taking place with the Council's Member Champion for Social Justice and Equality to devise an approach to make it easier for residents to submit questions, receive responses and build confidence in raising issues.</p>	<p>September 2020</p>	<p>Assistant Director of Scrutiny &amp; Democratic Services</p>
<p><b>Strengthening the voluntary, community and faith sector</b></p>			
<p>21. A borough-wide equality forum is created to bring together the groups representing protected characteristics to help us strengthen our approach to equality and diversity and be a sounding board to making our services more accessible and eliminate discrimination.</p>	<p>This is currently being discussed with partners so that we can make best use of existing networks and contacts.</p>	<p>31 March 2021</p>	<p>Policy, Performance and Partnerships Manager</p>
<p>22. A database of voluntary, community and faith sector organisations is developed for</p>	<p>The Partnership is assessing a number of platforms being developed by partners which will provide a database of local organisations. The Partnership</p>	<p>31 March 2021</p>	<p>Policy, Performance and Partnerships Manager</p>

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
residents and staff to access as a signpost to what's available and how they could be more involved.	will be seeking consensus on which platform to promote to build an effective online database and picture of community groups and associations within the Borough.		
23. A Member Champion is appointed for volunteering.	This appointment will be made as part of the annual council meeting in May 2020.	May 2020	Assistant Director of Scrutiny & Democratic Services
<b>Parish and Town Councils</b>			
24. A parish/town council charter is developed with the Council outlining roles, responsibilities and expectations.	We will work with parish / town councils to develop a charter for agreement by Cabinet in October 2020	October 2020	Assistant Director of Scrutiny & Democratic Services
25. The Council designates a parish/town council liaison officer.	The Assistant Director of Scrutiny & Democratic Services will fulfil this role.	Ongoing	Assistant Director of Scrutiny & Democratic Services
26. Where local communities express a wish to form a parish/town council the Council will actively support the creation of parish and town	Information will be made available for communities who might wish to create a parish/town council.  Further support will be made available as support is expressed by communities.	Ongoing	Assistant Director of Scrutiny & Democratic Services

## Strategic Review of Community Involvement, including My Neighbourhoods

### Implementation Plan – March 2020

Recommendation	Implementation Plan	Timescale	Lead Officer
councils leading to a community governance review.			
27. Regular informal meetings will take place between the Cabinet and parish/town council representatives.	A successful and productive liaison meeting was held on 18 February 2020 with meetings being arranged for every 2-3 months.  Additional liaison meetings are also being arranged between officers and parish/town council clerks.	Ongoing	Assistant Director of Scrutiny & Democratic Services

REPORT TO	ON
CABINET	Wednesday, 18 March 2020



TITLE	PORTFOLIO	REPORT OF
Works to Civic Conference and Business centre - Phase 2	Cabinet Member (Finance, Property and Assets)	Assistant Director of Projects and Development

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

## PURPOSE OF THE REPORT

1. This report sets out a proposed set of works to the Conference and Business area of the Civic Centre now branded as 'The Civic' including the creation of a second entrance directly into 'The Civic'.

## PORTFOLIO RECOMMENDATIONS

2. That Cabinet authorises the Director of Neighbourhoods and Development in consultation with the Portfolio Holder for Finance, Property and Asset to spend up to £150,000 as set out in the Capital programme for 2020/2021 on works to the Civic Centre with reference to the Conference and Business area.

## REASONS FOR THE DECISION

3. There is now a sum of £150,000 for works to the Civic Centre in the new Capital programme for 2020/2021 approved by full Council in February of this year. This Cabinet report is required to approve the actual spending of the £150,000 budget against a scheme within 'The Civic (Business and Conference) part of the Civic Centre.

## CORPORATE OUTCOMES

4. The report relates to the following corporate priorities:

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

Projects relating to People in the Corporate Plan:

Our People and Communities	x
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## BACKGROUND TO THE REPORT

5. The Civic Centre is an excellent asset for both the Council and the residents of South Ribble. In line with a Cabinet decision of 11<sup>th</sup> April 2018 a budget was approved of £130,000 to bring the process of updating the Civic centre and the facilities within it. The initial work seen as Phase 1 A included:

- Refurbishment of Gateway Reception and the introduction of new customer screens and information panels
- The modernisation of the Shield, Wheel and Cross rooms and the creation of the new Ribble room with new furniture
- The refurbishment of the Toilets in the Business and Conference area
- Introduction of upgraded Audio/Visual equipment including new screens, cameras, tables with embedded USB charging points and microphones in the Civic areas for civic (e.g. Cabinet, Council and Planning Committee) and commercial purposes.
- Refurbishing of the Lostock room

6. A further sum of £200,000 was added into the Capital programme for the financial year 2019/2020. This sum of alongside a historically underspent repair and maintenance budget has allowed the following work to be completed or planned at the Civic centre as phase 1B. This work will be completed by the end of May 2020:

- The refurbishment of all the toilets and the introduction of new Shower facilities into Civic Centre (completed)
- Introduction for new DWP staff entrance by the Lostock room (completed)
- Introduction of new electric car charging points including one for the new Mayoral car (completed)

- Building of a new office for use by CAB to complement other users of the building notably DWP and INSPIRE (drugs and alcohol support)
  - Refurbishment of the north wing of the staff offices in terms of decoration and new carpets (on-going will finish end of March 2020)
  - Introduction of Solar panels to the Civic centre (work underway)
  - Replacement of all lighting in the Civic centre with LED lighting (April 2020)
  - Introduction of new training and meeting rooms onto the 3<sup>rd</sup> floor (May 2020 after the police commissioner elections)
7. In addition to the above Capital work and in line with the aspirations of the original Cabinet report of 2018, work is also taking place on rebranding the old Banqueting suite as the Business and Conference centre now termed 'The Civic'. This will be linked to a new marketing programme, introducing a new booking system led by our new Conference and Bookings Officer.

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

8. In line with the aspirations of the original April 2018 Cabinet report and working with the new administration we are now able to bring forward proposals around phase 2 of improvements to the Conference and Business centre.
9. With the development of the Business and Conference centre there has been an ambition to create a second entrance directly from the Conference and Business centre onto the Car park so delegates attending events do not have to go through the main Council entrance. The proposed works comprises of a reduction of the kitchen facilities to a more basic servery setup. This will allow the creation of a new link corridor from the canteen area into the Civic suite through to the Conference and Business area.
10. The project will also include the renovation of the canteen into a coffee shop style break out space and a new self-service reception point for the conference and business centre. The reconfigured café style area will still be able to support the serving and seating of 55 people for hot meals when council meetings are held. and provide excellent break out facilities for staff. A dedicated new entrance will be created for the Conference and Business centre into the reconfigured cafe area from the rear car park. There will also be additional works to the external façade of the new entrance including new pedestrian routes to the main car park which will improve visibility and guide visitors to the Conference and Business centre. As part of the work consideration will also be given to how deliveries are made, and waste is dealt with at the Civic centre with the new entrance. A concept drawing of the new Entrance is attached to this report as appendix A
11. Linked to the proposed phase 2 project and expenditure on 'The Civic' (Business and Conference centre) we have developed a business plan which is about bringing in more external income to the Civic Centre.

Since the opening of the Civic centre, the venue has been used extensively by thousands of guests attending events. Presently, all visitors of 'The Civic'

(Business and Conference area) are required to enter through the main council entrance. The Phase 2 project would allow for 'The Civic' to operate as a separate entity with its own dedicated entrance and create a bespoke area for local businesses to use for informal small meetings and get together. This will increase visitor numbers but also act as a marketing tool enticing businesses to book bigger meetings and events at 'The Civic'.

To ensure it remains contemporary and competitive, a comprehensive review of how our space compares in the marketplace is being undertaken. This analysis includes understanding changing demands of the average business user and the facilities important to them, placing emphasis on client expectations and requirements, and their perception of our competitiveness.

In the local area there is only one setting which currently caters to the small business meeting demands; businesses wishing to enjoy a drink in a welcoming and professional environment where they can take small meetings away from their main hub of operations. For events such as this, organisations are limited to supermarket café's, small high street coffee shops, out of town venue's or the one setting previously mentioned. None of these options are ideal for various reasons and it is planned that 'The Civic' can help fill this gap in the market and bring increased numbers into the venue, some of whom may look to hire the meeting rooms or spaces. Key to this will be the provision of high-quality free Wi-fi for people using the new facility.

It will be vital for the continuing financial viability of 'The Civic' that it is well used for most of the time it is open. This will not necessarily happen automatically, and it will be essential to have in place, an effective marketing strategy. This will need to address the following principles:

- Maximising benefits created by the location, appearance and range of facilities;
- Creating a professional/corporate image;
- Creating an atmosphere in 'The Civic' that is fully inclusive and attractive to people of all ages, backgrounds and interests.

To appeal to the business users in the local community, the following strategies are proposed to maximise usage:

- Holding introductory/open days and other events to generate interest.
- Promoting an active relationship with local press and media and advertise the activities & events in local business directories.
- Carrying out surveys at regular intervals in order to judge changing needs.
- Creating and maintaining an effective presence on the Council's website and links to other professional sites.
- Ensuring that hire charges and facilities remain competitive in comparison with other venues in Lancashire

- 12.** The marketing highlighted above is underway and will continue whilst the physical alterations to the Civic Centre happen so we can hit the ground running when the new entrance is opened.

13. As highlighted in the Business plan attached to this report as appendix B the project is linked to bringing in new income to the Civic centre. Currently the income target for the Civic Centre is £36,000, which is double the target of £18,000 in previous years. This will be reviewed on a yearly basis to look at increasing that income target so that it begins to pay back the capital investment

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

14. Whilst there has been no direct public consultation concerning the proposed work, there has been on-going communication with potential users of the Conference and Business centre once a second entrance has been put in. This has taken place in the form of one to one meetings and responses received linked to new marketing information that has been circulated

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

15. Cabinet could choose not to take forward this project. This would mean that the aspirations as originally set out in the April 2018 Cabinet meeting are not realised along with the ambitions of the new Administration's wish to develop a high-quality Business and Conference area for South Ribble whilst also enhancing facilities for both the democratic functions of the Civic centre and for staff.

#### **AIR QUALITY IMPLICATIONS**

16. There are no Air Quality implications with this report.

#### **RISK MANAGEMENT**

17. As part of the scheme a full Risk Register will be developed and updated as the project is delivered.

#### **EQUALITY AND DIVERSITY IMPACT**

18. An Equality Impact Assessment (EIA) will be carried out as part of the proposed scheme

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

19. The approved capital programme for 2020-21 to 2023-24 includes a budget of £150,000 for this scheme.

#### **COMMENTS OF THE MONITORING OFFICER**

20. Clearly procurement rules must be complied with in this regard. If it is proposed to award any single contract worth over £100,000 then a report will need to come back to Cabinet prior to reward. The procurement team need to be liaised with throughout. It is expected that appropriate tendering exercises will be carried out.

- 21. Subsequently formal contracts will need to be entered into to protect the council's interests.
- 22. The final proposals will need to be checked with the planning team to check whether there are any planning requirements.

**BACKGROUND DOCUMENTS**

There are no background papers to this report

**APPENDICES**

- Appendix A: Proposed Concept Plan of the remodelled Business and Conference centre
- Appendix B: Business Plan

Neil Anderson  
 Assistant Director of Projects and Development

Report Author:	Telephone:	Date:
Neil Anderson (Assistant Director of Projects and Development)	01772 625540	

# PROPOSAL AND

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## The Civic Conference & Business Centre

**South Ribble Borough**

# The Civic Conference & Business Centre Business Plan

## Contents

Project summary.....
The Proposal .....
Resources .....
Our Vision .....
Marketing Proposal .....
Project Partners .....
Financial projection .....

## PROJECT SUMMARY

Following the completion of the Phase 1 project, which has seen the complete overhaul of The Civic Conference & Business Centre, this plan is to propose the Phase 2 works, which will allow The Civic to operate as its own entity. It will remove the need for the main council offices and reception to be open and accessible during weekend and evening bookings, allow delegates accessing The Civic to enter via a dedicated, modern and professional entrance.

Upon entry, attendees will have the option to check in for their appropriate meetings, or should they not have a meeting booked, they can opt to use the free space, utilising the self-service coffee machines, integrated USB charge points and free Wi-Fi.

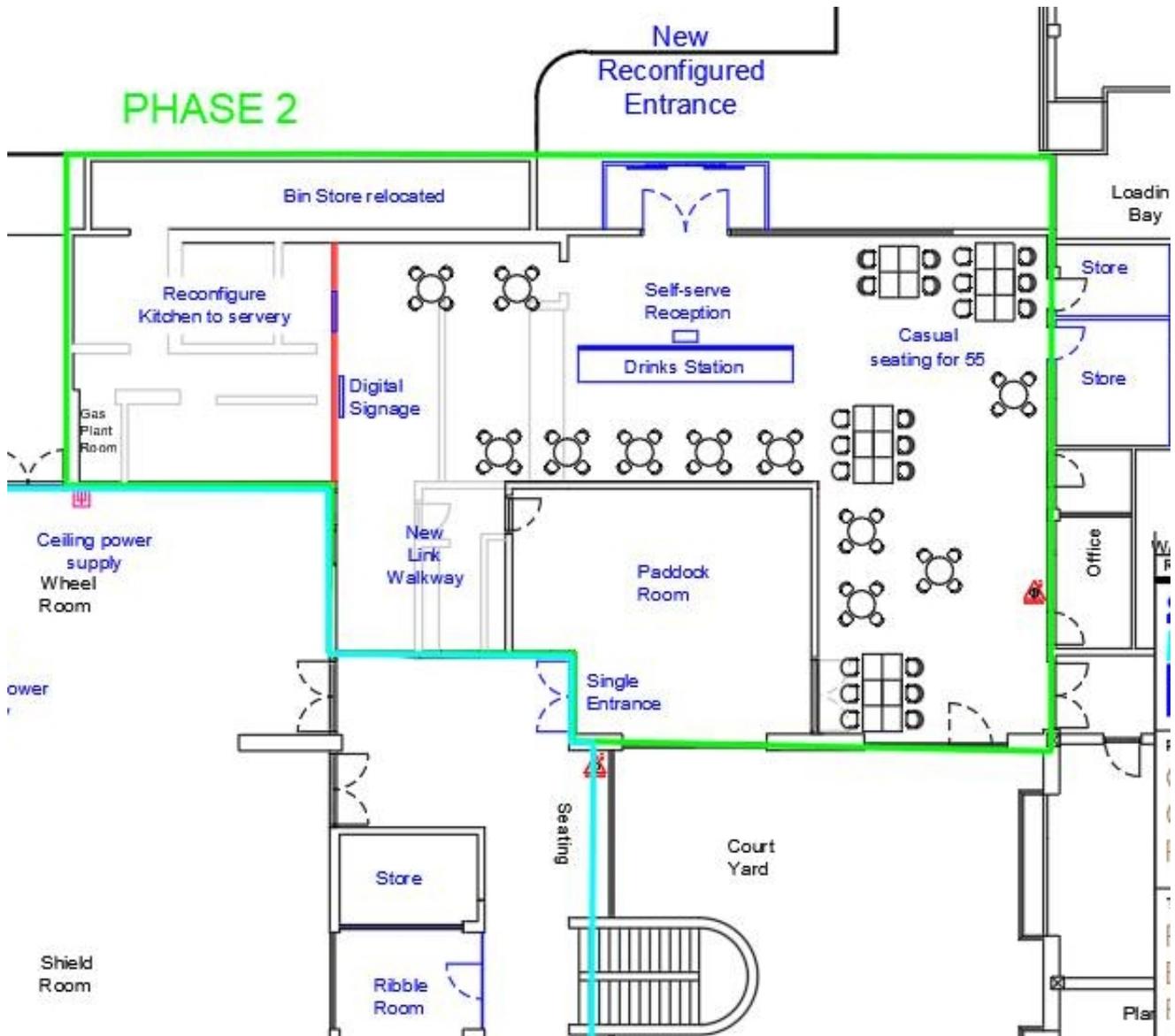
It is our aim to provide a business hub, central to South Ribble which will offer meeting and communal space for informal meetings. It is hoped, the increased footfall within The Civic, will then lead to increased sales and revenue generation from the paid space.

We wish to provide businesses with a space that is modern, bright and suitable for both internal and external meetings that need to be held away from their primary location. As it stands currently, businesses have the choice of The Leyland Hotel or Large Franchise Coffee houses to facilitate this need.

Additional benefits offered by The Civic include, large free onsite carpark, reduced rate room hire for community and charitable organisations, centralised location with excellent transport links & dementia and disability friendly location for all.

## THE PROPOSAL

Please see below the initial proposed plan for The Civic entrance and the new coffee shop style area.



As the area marked for development, must still fulfil its civic requirements to host council and cabinet meeting meals, the redesign must accommodate seating for up to 55 council members and have the facility for hot meals to be served on these occasions. With this in mind, it is proposed that the seating area consist of smaller seating groups accommodating 2, 4 or 6 people maximum to a table. The seats will be varied and include standard high back chairs as well as bar

stool seating along the wall at a countertop and also plush couches and arm chairs for those wishing to relax.

The space will be open to members of the public during the day, as well as to members of staff as an additional break out area to that created during the 3<sup>rd</sup> floor redevelopment.

Our initial market research suggests, that businesses require a space to host informal meetings without the added stress of room hire costs and bookings. They also require a venue that is easy to reach, clearly signposted, in a central location, with good parking facilities, Wi-Fi and a professional atmosphere.

The Civic offers all these, but the current building layout requires businesses to park on the rear carpark, walk to the front of the building and enter via the main council entrance, which is also used by DWP visitors, as well as local residents. This can be a negative factor for some businesses, along with the close ties this draws to the conference & business centre being a council operated venue.

Following discussions with several high street franchised coffee distributors, we are looking to provide the best possible option available for refreshment services. The cost to the council must be minimal and where possible cost neutral. Discussions are already underway with coffee distributors regarding free lease agreements for the equipment on the basis of return on investment via stock reorder. A cost analysis will take place once 3 quotes are available for this and a comparison drawn between the available refreshment options.

It is also envisaged, that in time as visitor numbers increase, we hope to work closely with a local catering supplier on a sale or return basis for small quantities of ready to eat meals and sweet treats. This again, will provide visitors and staff with low cost menu items that will not cost The Civic in the event of no sale. In order for this to be considered in the future, a clear increase in visitor numbers must be demonstrated, with a direct correlation between visitor numbers and the sale of refreshments and increased room hire revenue.

## RESOURCES

- Furniture to compliment the redesign
- Refreshment station that is self-service, minimising staff involvement
- AV equipment, directing delegates to appropriate meeting rooms as well as advertising council events and notices
- Firmstep online calendar booking add-on to allow both internal and external visitors to check room availability and book appropriate meeting space. This will also allow for the option of payment by card at the time of booking, reducing the number of unpaid invoices that are having to be chased for payment.
- Space appropriate kitchen equipment

## OUR VISION

Establish The Civic Conference & Business Centre as a high-quality brand, offering a 'brand standard' in line with the council's priorities. A great location for meetings and conferences and promote South Ribble as the 'place to do business'.

The Civic Conference & Business Centre offers a range of flexible meeting spaces, together with an excellent front of house customer service, putting our customer's requirements at the heart of everything we do.

We aim to work with our local charities and community groups by offering meeting space at discounted rates when available.

## MARKETING PROPOSAL

The marketing strategy detailed below is underway and will continue whilst the physical alterations to the Civic Centre happen, enabling a seamless transition when the new entrance is opened, with increased visitor numbers immediately.

It is imperative that The Civic remains contemporary and competitive, to become the preferred venue for businesses in and around South Ribble. In the local area there is only one setting which currently caters to the small business meeting demands; businesses wishing to enjoy a drink in a welcoming and professional environment where they can take small meetings away from their main hub of operations. For events such as this, organisations are limited to supermarket café's, small high street coffee shops, out of town venue's or the one setting previously mentioned. None of these options are ideal for various reasons and it is planned that 'The Civic' can help fill this gap in the market and bring increased numbers into the venue, some of whom may look to hire the meeting rooms or spaces. Key to this will be the provision of high-quality free Wi-fi for people using the new facility and accessible USB power sockets for devices.

A comprehensive review of how our space compares in the marketplace is being undertaken. This analysis includes understanding changing demands of the average business user and the facilities important to them, placing emphasis on client expectations and requirements, and their perception of our competitiveness.

It will be vital for the continuing financial viability of 'The Civic' that it is well used for most of the time it is open. This will not necessarily happen automatically, and it will be essential to have in place, an effective marketing strategy. This will need to address the following principles:

- Maximising benefits created by the location, appearance and range of facilities;
- Creating a professional/corporate image;
- Creating an atmosphere in 'The Civic' that is fully inclusive and attractive to people of all ages, backgrounds and interests.

To appeal to the business users in the local community, the following strategies are proposed to maximise usage:

- Holding introductory/open days and other events to generate interest.
- Promoting an active relationship with local press and media and advertise the activities & events in local business directories.
- Carrying out surveys at regular intervals in order to judge changing needs.
- Creating and maintaining an effective presence on the Council's website and links to other professional sites.
- Ensuring that hire charges and facilities remain competitive in comparison with other venues in Lancashire
- Connect with various Lancashire based networking event organisers to promote the use of The Civic for networking events, bringing a wide variety of businesses into the venue and demonstrate the facilities available.

## PROJECT PARTNERS

Local businesses, SRBC teams and External partners:

- Facilities Management Team
- Communications Team
- Projects Team
- Stone Create - Marketing & Website Design
- External Caterers
- Auditel AV Equipment
- External building contractors
- External decorator

## FINANCIAL PROJECTION

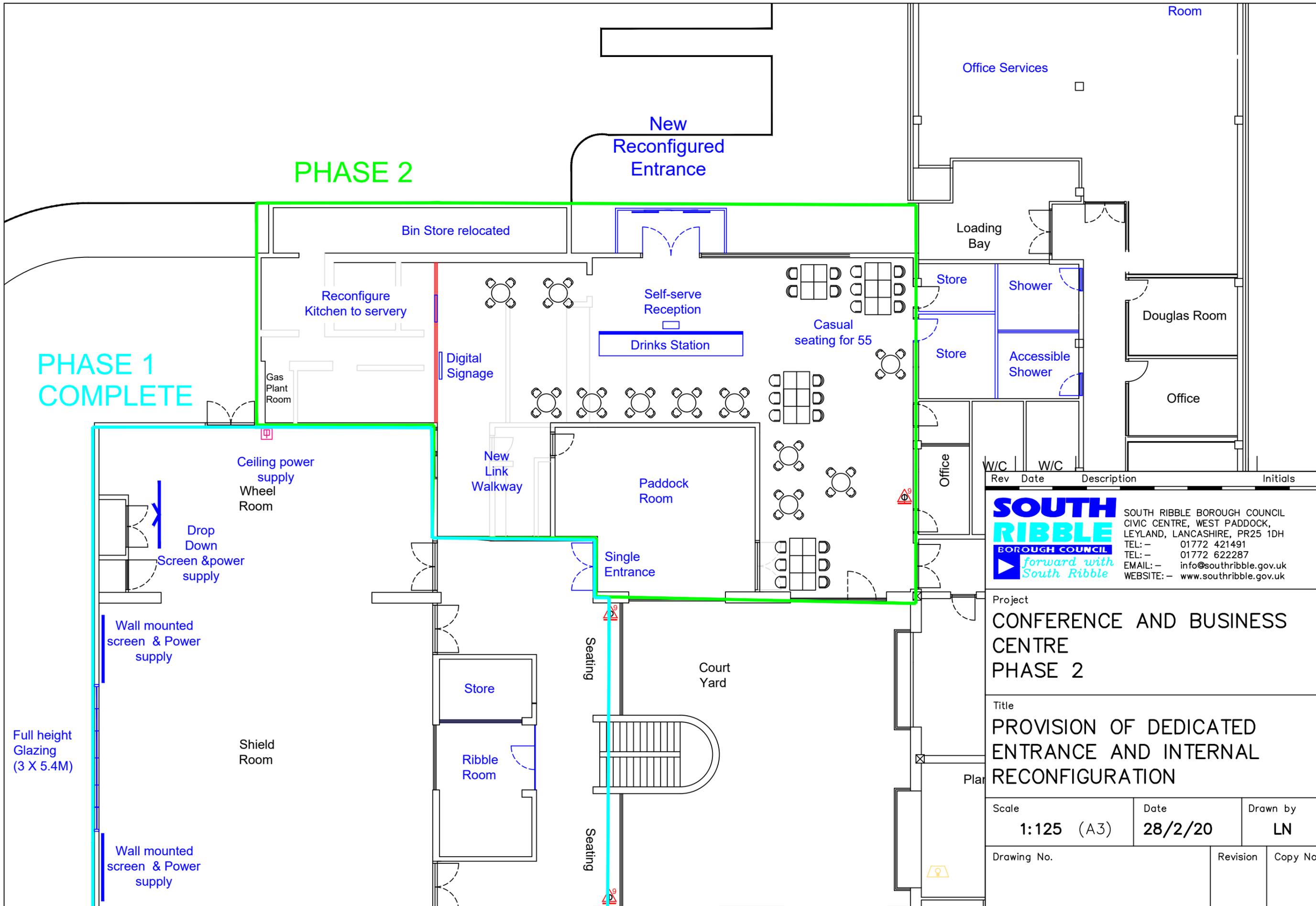
Please see below current revenue figures for The Civic against budget.

### Income v's Budget

	Actual 2019/20	Budget 2019/20	Actual 2018/19	Budget 2018/19	Actual 2017/18	Budget 2017/18
Room Hire	19805	9500	20115	12000	36213	27900
Food Sales	1686	2300	545	2300	1707	2300
Total	21491	11800	20660	14300	37920	30200
Actual as a % of budget	182.13%		144.48%		125.56%	

It is proposed that the coffee shop style facilities, as well as the dedicated entrance and improved aesthetics of the centre will bring increased footfall within The Civic, and should therefore see a steady increase in the year on year revenue generated.

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Rev	Date	Description	Initials
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**SOUTH RIBBLE**  
BOROUGH COUNCIL  
*forward with South Ribble*

SOUTH RIBBLE BOROUGH COUNCIL  
CIVIC CENTRE, WEST PADDOCK,  
LEYLAND, LANCASHIRE, PR25 1DH  
TEL: - 01772 421491  
TEL: - 01772 622287  
EMAIL: - info@southribble.gov.uk  
WEBSITE: - www.southribble.gov.uk

Project  
**CONFERENCE AND BUSINESS CENTRE PHASE 2**

Title  
**PROVISION OF DEDICATED ENTRANCE AND INTERNAL RECONFIGURATION**

Scale <b>1:125 (A3)</b>	Date <b>28/2/20</b>	Drawn by <b>LN</b>
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Drawing No.	Revision	Copy No
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REPORT TO	ON
CABINET	18/03/20



TITLE	PORTFOLIO	REPORT OF
Station Road, Bamber Bridge Site Conversion to Affordable Rented Accommodation.	Finance Property and Assets	Director of Planning and Property

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

## PURPOSE OF THE REPORT

1. The purpose of this report is to seek Cabinet approval to enter into a legal agreement with Community Gateway Association (CGA) to manage the affordable housing accommodation at the Station Road site in Bamber bridge once the conversion work is completed.

## PORTFOLIO RECOMMENDATIONS

2. To enter into a legal agreement/contract with Community Gateway Association (CGA) for them to manage the property at a cost of 9% management fee, 5% allowance for void and bad debts and £500 per property per annum for maintenance and repairs for an initial lease term of 7 years, with an option to extend the lease.

## REASONS FOR THE DECISION

3. The previous report dated the 17<sup>th</sup> October 2017 approved the conversion and to enter into an agreement to lease the converted building to Methodist Action. The new recommendation is due to Methodist Action going into liquidation in October 2019.
4. Consequently, potential options have been explored in order to ensure the financial and/or social value of the asset is maximised. The preferred option of converting to residential use would enable us to meet key corporate aspirations for housing.

## EXECUTIVE SUMMARY

5. The Council has key corporate aims to meet housing needs in the Borough and make efficient use of its assets. The property at Station Road is currently vacant and provides an excellent opportunity for conversion to meet housing need. The Council currently retains significant

commuted sums to use towards providing affordable housing. This is an excellent opportunity to provide such accommodation which the market is not delivering.

## CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Excellence and Financial Sustainability	X
Health and Wellbeing	
Place	X

Projects relating to People in the Corporate Plan:

People	
--------	--

## BACKGROUND TO THE REPORT

6. The Council's Corporate Plan identifies the implementation of the Housing Framework as a key priority. The revised Housing Framework was adopted in January 2018. Key aspirations are ensuring that housing meets the needs of the South Ribble and that the council develop its own homes. A Housing Investment Strategy is currently being developed however the opportunity at Station Road is a current asset problem that can provide an immediate response to meeting housing needs in the Borough. Within the area of Bamber Bridge there are currently 153 active applications on select move. There is therefore a clear housing need in this locality.
7. The Council receives commuted sum payments where it has been agreed that a developer will provide financial contribution in lieu of providing affordable housing on site. Any commuted sum monies received are to be reinvested in affordable housing provision within the borough in accordance with the section 106 agreement.
8. Commuted sum monies were allocated to the provision of Affordable Housing in the Capital Programme as part of the 2016/17 budget-setting process. There is currently a total of £4.478m available in commuted sums due to additional monies being received during 2016/17 and 2017/18. Any such monies received by the Council are restrictive in that the payee can request for them to be repaid after a certain period of time as agreed within the section 106 agreement if they are not spent.
9. As the Station Road property was rendered unusable due to flooding, an opportunity arose to review the potential future options for the asset. In light of identified housing need, and the commuted sums available as above, it was considered beneficial to explore the merits of converting the property to provide affordable 1 & 2 bedroom flats, potentially including commercial space on the ground floor to be used as office space.

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

10. Officers have reviewed options for making best use of the asset at Station Road to contribute towards meeting housing needs. To that end informal discussions have been held with three Registered Providers to gauge their level of interest in renting the property from us following conversion works. Two of the providers have provided detailed costings, a third showed interest but provided no costings.

11. It is recommended the council enters into a maintain and lease agreement with Community Gateway Association on completion of the conversion work for a period of 7 years with an option to extend.
12. At the end of the lease term, the properties would be returned to the council vacant and in the original condition minus wear and tear.

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

13. Dispose of the building at auction or open market - This option would realise a capital receipt and eliminate on-going revenue liabilities associated with management and maintenance of an asset which is not considered fit for purpose and does not represent an acceptable return as an investment property. It would however not support delivery of affordable housing nor utilise the commuted sums fund.
14. Refurbish the existing building and continue to market it as a commercial letting. This option is not recommended as the costs of refurbishment are considered to outweigh the income it would generate.

#### **FINANCIAL IMPLICATIONS**

15. Based on the new flat combination of 7 x 1 bed flats and 2 x 2 bed flats, the agreement with CGA would be based on a full repair and lease basis which will provide a guaranteed rental income for the term regardless of the property being occupied or void. The property would be returned to its original condition on termination of the lease.

#### **16. Rental Income**

Annual Income - £33,282.00  
7 Year Income - £232,974.00

#### **LEGAL IMPLICATIONS**

17. Any contractual documentation to be entered into will be thoroughly checked by Legal Services. Due diligence will be carried out. We will ensure that the council's best interests are protected.

#### **AIR QUALITY IMPLICATIONS**

18. The development is to ensure it is completed to meet all insulation requirements and meet building regulation with affordable heating to be installed.

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

19. None.

#### **ICT/TECHNOLOGY IMPLICATIONS**

20. None.

#### **PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

21. These are fully explained in the main report.

## **RISK MANAGEMENT**

22. There is a potential risk that the selected managing organisation may not renew the lease after the 7 year period, this will then require the council to select a new managing agent or to dispose of the accommodation and receipt the funds.

## **EQUALITY AND DIVERSITY IMPACT**

23. The Affordable Housing Commuted Sums Policy has previously been subject to an equality impact assessment. It was found to have a positive impact on the protected group of disability and a neutral impact on other protected groups.

## **RELEVANT DIRECTORS RECOMMENDATIONS**

24. Funding of £582,965 was given to the scheme by Cabinet in October 2018 in order to provide much needed affordable housing in the borough. The scheme will be managed by Community Gateway Association (CGA) with a management cost of 9% with an initial lease term of 7 years, with an option to extend the lease. The total lease period, in order to break even on the investment would need to be for a period of 17.5 years.

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

25. The capital cost of the conversion can be met from existing affordable housing s106 receipts held by the council.
26. The potential £33,282 net annual income from the proposed development following the conversion compares favourably with the commercial rental of £20,000 previously charged for the property. The council would retain responsibility for the costs associated with external maintenance and repair and insurance cover but there would be more certainty in relation to annual income as the risk of voids would be transferred to Community Gateway Association (CGA).

## **COMMENTS OF THE MONITORING OFFICER**

27. There are no fundamental concerns with what is proposed. There are extensive Section 106 monies that can pay for the costs of the conversation. We shall ensure that appropriate contract documentation is entered into with the new Association.

## **BACKGROUND DOCUMENTS**

28. Previous Cabinet Report dated 17<sup>th</sup> October 2018

Appendix A - Location Plan

Appendix B - Site Layout

Report Author:	Telephone:	Date:
Pradip Patel	01772 625365	23 <sup>rd</sup> January 2020

Do not scale. Contractors must check all dimensions on site before preparing production drawings or commencing any work. This drawing and its design is the copyright of LMC Architecture Limited and may not be reproduced in any form whatsoever without their prior express written consent.

Revision	Date	Revision note	Drawn by	Purpose of issue
D	10.03.20	Boundary line shown in a thicker line.	LM	Planning

# Appendix 1



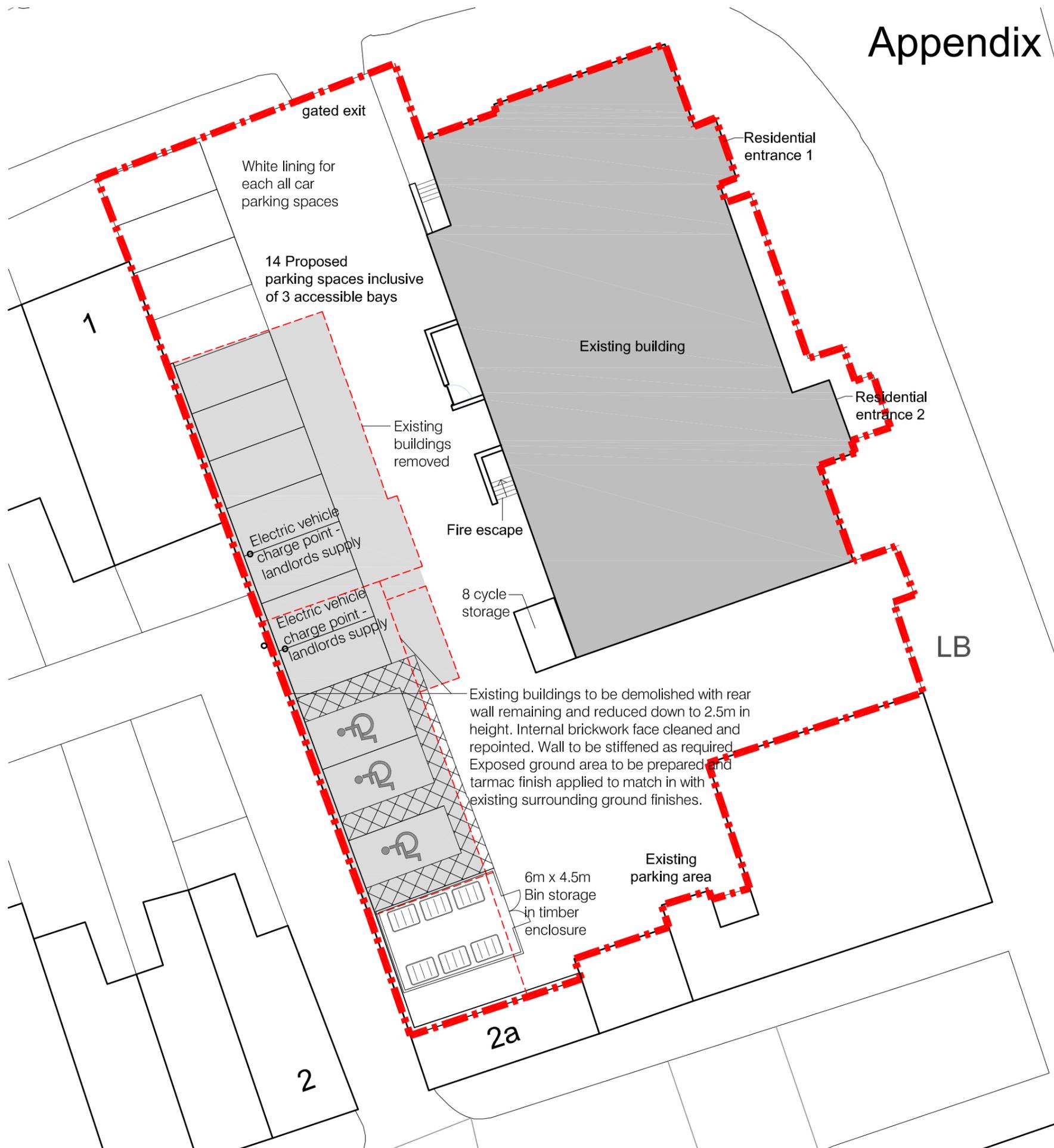
LOCATION PLAN - 1:1250

Project Former Civic Offices, Pearson House, Station Road Bamber Bridge	Drawing title Location plan	Scale 1:1250 @A3	<b>LMC Architecture Limited</b> Architectural design services  4 Dovedale Drive, Ightenhill, Burnley, Lancashire, BB12 8XD Web : <a href="http://www.lmcbuildingdesign.co.uk">www.lmcbuildingdesign.co.uk</a>	
Client South Ribble Borough Council	Drawing number 1820 – LP01 D	Date 05.11.18		

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Revision	Date	Revision note	Drawn by	Purpose of issue
C	10.03.20	Boundary line shown in a thicker line.	LM	Tender

## Appendix 2



### SITE PLAN - 1:200

#### DEMOLITION

- All existing services are to be capped as required.
- Buildings as highlighted on the drawings are to be removed. All remaining structure is to be temporarily supported.
- After demolition any loose materials are to be removed and faces of remaining elements are to be made good.
- Measures to be put in place during and after the demolition to ensure the protection of the public. Such measures to include:  
The control of dust and noise generation.  
The removal of material or rubbish resulting from the clearance and demolition of the site.  
The disconnection, sealing or removal of any drain or sewer, as required.  
The making good of any disturbed ground.

Consultation with the Health and Safety Executive, and Fire Authority should be sought if burning structures or materials on site.

- For the existing plan refer to drawing 1820-PL01.
- For the proposed plan refer to drawing 1820-BR200

Project Former Civic Offices, 122 Station Road, Bamber Bridge.	Drawing title Proposed site plan	Scale 1:200@A3	<b>LMC Architecture Limited</b> Architectural design services 4 Dovedale Drive, Ightenhill, Burnley, Lancashire, BB12 8XD Web : www.lmcbuildingdesign.co.uk	
Client South Ribble Borough Council	Drawing number 1820-LP02 C	Date 01.10.19		

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REPORT TO	ON
CABINET	18 March 2020



TITLE	PORTFOLIO	REPORT OF
Council Housing Delivery Programme	Planning, Regeneration and City Deal	Director of Planning and Property

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

## PURPOSE OF THE REPORT

1. To provide Cabinet with an update on the options available to deliver good quality housing through using the Council's own resources.

## PORTFOLIO RECOMMENDATIONS

2. That Cabinet approve the strategic decision to develop and/or acquire up to 199 council owned dwellings as part of the first phase of its plans to provide good quality housing for local people.
3. That Cabinet note the decision for the Council to become a Registered Provider with the Regulator for Social Housing and to support the application for funding from Homes England on any new social housing developments to be provided by the Council.
4. That the Council direct its interventions to provide affordable housing and specialist housing bespoke to meet the needs of local people and where possible to do so commit to charging social rent and intermediate tenure products for new affordable housing schemes.
5. That the Council gives priority to the utilisation of any surplus land assets if identified in the forthcoming asset review to support its new home building ambitions.

## REASONS FOR THE DECISION

6. The Corporate Plan has stated the Council's commitment to deliver different models to provide quality homes that people can afford to live in whether they choose home ownership or rental accommodation.
7. It is important that the Council use its limited resources in a way that provides for an optimal return and it is therefore recommended that the Council focus its interventions on the provision of affordable housing which the market is presently failing to provide for in the numbers that are required.
8. It is important that the Council develops a rigorous and robust approach to managing its assets and prioritises its available land resource in order to support new housing development.
9. Registration with the Regulator for Social Housing will enable the Council to apply for grant funding from Homes England to fund new developments.
10. The Department for Housing, Communities and Local Government (DHCLG) encourages local authorities to utilise their resources to develop new housing. A threshold of 200 properties has been established to which Local Authorities can build, own and manage stock which can be accounted for with the General Fund. Should Councils wish to develop more than 199 dwellings then they would be required to open up a Housing Revenue Account (HRA). Preparation and plans to open up a Housing Revenue Account shall be considered and developed whilst the Council is undertaking the first phase of its development programme.

## CORPORATE OUTCOMES

11. The report relates to the following corporate priorities:

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

- Projects relating to People in the Corporate Plan:

Our People and Communities	√
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## BACKGROUND TO THE REPORT

12. The Cabinet have previously approved the development of a 15 dwelling Passivhaus type scheme at the McKenzie Arms site in Bamber Bridge and approved the potential development of an Extra Care scheme which the Council shall seek to build own and manage.
13. South Ribble sits within the Central Lancashire Housing Market Area along with Chorley and Preston Councils. The three Councils are currently in the process of

reviewing the strategic planning policies for Central Lancashire with a view to delivering a single Central Lancashire Local Plan.

- 14.** The new Local Plan will help to drive forward housing delivery in the right location with the right infrastructure in place. South Ribble is also part of the Preston, South Ribble and Lancashire City Deal which offers opportunities to unlock economic and housing opportunities creating growth and welcoming new employers, residents and facilities providing key infrastructure for the borough.
- 15.** The below table shows the number of housing completions over the last 5 years which demonstrates an average of 21% new affordable homes delivered over the period:

Year	New Homes	New Affordable Homes
April 2014 – March 2015	486	84
April 2015 – March 2016	371	150
April 2016 – March 2017	189	25
April 2017 – March 2018	318	40
April 2018 – March 2019	491	97
<i>Average</i>	<i>371</i>	<i>79</i>

- 16.** There is an established need for new affordable housing in South Ribble and a need for a balanced housing market including family homes, executive homes, bungalows, homes for private rent and older and vulnerable people’s housing.
- 17.** As part of the recently completed South Ribble Local Housing Needs and Demand Study (January 2020), housing register data has been modelled to establish the scale of affordable housing need. The 2019 Central Lancashire Housing Study evidenced a need for 208 affordable dwellings. However, the 2020 study indicates that the scale of need for affordable housing has increased to 296 dwelling each year which takes into account:
- need arising from existing households who require alternative accommodation and cannot afford market prices;
  - need arising from households falling into need and newly-forming households;
  - new-build and relets/sales of affordable dwellings.
- 18.** It is important for the Council to sweat its assets and to gain an optimal return on its investment. Using land assets to develop new housing will effectively capture the value of the land and lock in the uplift in value over the longer term.
- 19.** The Council is already committed to taking forward the McKenzie Arms development in Bamber Bridge which shall provide 15 homes up to the Passivhaus Standard and in January 2020 the Cabinet made a strategic decision to identify a site to build and manage an extra care scheme which could comprise at least 65 apartments.

20. Should both these schemes proceed as intended this would leave the Council with a development programme of 119 properties which is a manageable programme of work and is not dissimilar to that being undertaken by Chorley Council.
21. In addition to direct development the Council should retain the flexibility to acquire housing from the open market and this could include acquiring new homes directly from developers or purchasing existing homes with the intention to bring the property up to a good standard and let it at an affordable rent. On occasions there are specific funding initiatives from Homes England to acquire existing stock that the Council may wish to take advantage of as and when they arise.
22. As outlined within the housing needs and demand study it is important that the Council encourages the development of level access accommodation (including bungalows and flats with lift access) and it shall be important for the Council to incorporate such measures wherever possible in relation to new developments delivered by the Council.

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

23. The procurement of a contractor and lead advisor for the development programme is of critical importance to success of the programme.
24. There are 3 principal options for the procurement of the main contractor to undertake the development of new homes on behalf of the Council. The options are:

2 Stage Traditional Tender Contract:

Advantages	Disadvantages
<p>Cost certainty at the outset as all works are fully designed and priced</p> <p>Greater control of the quality of the finished Product</p> <p>Cost certainty at the outset as all works fully designed and priced</p>	<p>SRBC assumes risk for design</p> <p>Contractor has no design responsibility</p> <p>Reliance on contract documents to be being very accurate</p> <p>Design and Build are 2 distinct phases so works will take longer than a Design and Build Contract.</p>

## 2 Stage Design and Build Contract:

Advantages	Disadvantages
Less administration for client	Loss of design control once on site
Cost of design team bore by the contractor	Changes during construction can be costly.
SRBC to appoint employer's agent to administer client's duties once tendered	Can be difficult to compare tenders
Gives cost and time certainty	Costs can be elevated as contractor is taking more risk

## Framework Agreement Contract:

Advantages	Disadvantages
Can provide benefits in time and quality at the expense of cost	More suitable for larger capital projects.
Early stage engagement with contractor can provide cost certainty	Can result in inflated costs using framework prices.
Short tendering process (can have Advantages in securing funding at short notice and year end).	No guarantee that the right sized contractor is pricing the works.

- 25.** All three types of contract have merit and there are advantages, disadvantages and trade- offs associated with each option. It is worth noting however that the Council is due to embark upon a number of large and complex capital projects which shall require significant levels of expertise, highly effective project and programme management and the capacity to deliver projects to time, cost and quality requirements.
- 26.** It is unlikely that the Council shall retain all the necessary skills, expertise and capacity in-house and it is therefore likely that the Council will need to consider partnering with Contractors and Advisor's through a Framework Agreement to support delivery of its capital programme.
- 27.** The Assistant Director for Projects and Development is currently assessing options for a framework agreement partner to help deliver the capital programme and it is likely that the New Build Housing Programme would form part of this wider capital programme.
- 28.** A further report outlining the approach to be taken in relation to delivering capital projects shall be submitted for consideration by Cabinet in the spring of 2020.
- 29.** Each potential development is different, and it is therefore important that a bespoke and robust outline business case is undertaken and considered by Cabinet prior to any development being progressed through to full business planning stage. As part of this process Cabinet can consider funding options, scheme mix and any constraints and procurement options to be considered prior to making a decision on whether or not to proceed with the scheme.

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

30. Any schemes to be developed by the council shall be subject to a full planning application which shall involve consultation with local elected members and residents as part of the planning process.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

31. The Council could choose not to develop new housing. However, as can be witnessed through the Housing Needs and Demand study there is a shortage of affordable housing which needs to be addressed and the Council is uniquely well placed to utilise its assets to deliver much needed affordable housing.

## **FINANCIAL IMPLICATIONS**

32. There are no financial implications at this stage.

## **LEGAL IMPLICATIONS**

33. Please see Monitoring Officer comments below

## **AIR QUALITY IMPLICATIONS**

34. There are no air quality implications associated with this report. Any potential plans for development shall be subject to a full air quality assessment.

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

35. There are no human resource implications relating to the report.

## **ICT/TECHNOLOGY IMPLICATIONS**

36. There are no ICT/Technology implications associated with this report.

## **PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

37. It is essential that the Council utilises its asset base in an effective manner and optimises the return on its property portfolio. The utilisation of the Councils land assets to support housing development shall capture and retain the land value and bring forward much needed affordable housing for local people.
38. The current review of the Councils asset portfolio shall identify surplus land assets which could be utilised to develop new housing.

## **RISK MANAGEMENT**

39. The risks associated with development shall be mitigated through the production of an outline business case for each new development and the fact that the Council shall wherever possible develop on its own land.
40. Site investigations shall be undertaken as part of each development and a fully funded business- plan shall be provided to ensure that the development is financially viable.
41. The Council is developing its capacity and expertise to take on the management of tenanted properties and shall ensure that robust management arrangements are in place prior to the completion of new developments.

## **EQUALITY AND DIVERSITY IMPACT**

42. Any social housing lettings shall be subject to compliance with equality and diversity regulations and shall be subject to audit by the Regulator for Social Housing.

## **RELEVANT DIRECTORS RECOMMENDATIONS**

43. It is recommended that Cabinet support the approach being outlined in this report.

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

44. The Corporate Plan includes a Council commitment to provide quality affordable homes in the borough. The Council can provide housing of up to 199 properties without being required to set up of a separate Housing Revenue Account. A Housing Revenue Account (HRA) has significant restrictions regarding what can be accounted for and would involve additional resources to manage the HRA account.
45. The Capital programme approved by Council in February includes the provision of housing at the Former McKenzie Arms site and an Extra Care scheme.
46. As set out in the body of the report, if the strategy is approved, any schemes being proposed will require a robust business model to be provided for Cabinet to consider and decide whether to take it forward or not. This will include the full financial implications including all funding options available to the Council and the affordability and sustainability of the scheme proposed.

## **COMMENTS OF THE MONITORING OFFICER**

47. At this stage high level in principle approval is being sought to develop and acquire up to 199 council owned dwellings. Such housing would be either affordable or specialist housing. Clearly there are wide ranging legislative provisions which can be relied upon to justify such an approach. Also, the council has considerable Section 106 receipts which can be utilised towards such a programme.

48. Clearly when it comes to developing specific schemes there will considerable work for the Legal Services team to ensuring that all accompanying contractual documentation is robust and fully protects the council's interests.
49. If any council owned land is identified that could be suitable for such purposes, then title documentation will need to be checked to ensure that there are no covenants or other prohibitions which would hinder development.

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

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