

## SCRUTINY COMMITTEE

THURSDAY, 22ND OCTOBER, 2020, 6.00 PM

ACCESSIBLE VIA MS TEAMS AND YOUTUBE

### AGENDA

#### IMPORTANT INFORMATION REGARDING COVID-19

In response to the current government guidance surrounding the COVID-19 pandemic, this meeting will be held with hybrid measures in place.

Committee members may take part either from the Civic Centre or remotely via Microsoft TEAMS.

Elected members not on the committee or members of the public will not be permitted access to the Civic Centre but may watch the proceedings via a YouTube livestream by clicking [here](#).

Anyone who wishes to speak on the application contained within this agenda should register by email to [democraticservices@southribble.gov.uk](mailto:democraticservices@southribble.gov.uk) for the attention of Charlotte Lynch by noon on Tuesday, 20 October.

All registered speakers will be required to dial into the meeting remotely.

#### **1 Apologies for Absence**

#### **2 Declarations of Interest**

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

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

(Pages 5 - 12)

	Held on Thursday, 9 July 2020 to be signed as a correct record.	
<b>4</b>	<b>Minutes of the Last Scrutiny Budget and Performance Panel</b>	(Pages 13 - 18)
	Held on Monday, 14 September 2020, to be noted as a correct record.	
<b>5</b>	<b>Matters Arising from Previous Scrutiny Committee Meetings</b>	(Pages 19 - 22)
	Report attached.	
<b>6</b>	<b>South Ribble Community Wealth Building Action Plan</b>	(Pages 23 - 56)
	Report of the Director of Planning and Property attached.	
<b>7</b>	<b>Scrutiny Portfolio Update: Community Engagement, Social Justice and Wealth Building</b>	(Pages 57 - 74)
	Report of the Director of Customer and Digital attached.	
<b>8</b>	<b>Worden Hall Update</b>	(Pages 75 - 78)
	Report of the Assistant Director of Projects and Development attached.	
<b>9</b>	<b>Scrutiny Matters</b>	
<b>9a</b>	<b>Lancashire County Council Health Scrutiny Committee Update</b>	
<b>9b</b>	<b>Update on Scrutiny Review of Health Inequalities</b>	
<b>9c</b>	<b>Meetings and training attended by Scrutiny Committee members</b>	
<b>9d</b>	<b>Scrutiny Committee Forward Plan and Work Programme</b>	
	To be discussed at the meeting.	
<b>9e</b>	<b>Forward Plan</b>	(Pages 79 - 92)
	Cabinet and Council Forward Plan attached.	

Gary Hall  
 INTERIM CHIEF EXECUTIVE

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

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

Forthcoming Meetings

6.00 pm Tuesday, 12 January 2021 - Cross Room, Civic Centre, West Paddock, Leyland, PR25 1DH

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## **MINUTES OF SCRUTINY COMMITTEE**

**MEETING DATE** Thursday, 9 July 2020

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

**CABINET MEMBERS:** Councillor William Evans (Cabinet Member (Planning, Regeneration and City Deal)), Councillor Matthew Tomlinson (Cabinet Member (Finance, Property and Assets)) and Councillor Paul Foster (Leader of the Council and Leader of the Labour Group)

**OFFICERS:** Gary Hall (Interim Chief Executive), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services), Charlotte Lynch (Democratic and Member Services Officer), Howard Anthony (South Ribble Partnership Manager) and Jonathan Noad (Director of Planning and Property)

### **OTHER MEMBERS:**

**PUBLIC:** 0

#### **1 Apologies for Absence**

Apologies for absence were received from Councillors Will Adams and Jim Marsh.

#### **2 Declarations of Interest**

Councillor Michael Green declared a personal interest in item 7 – South Ribble Partnership Update.

#### **3 Minutes of meeting Tuesday, 11 February 2020 of Scrutiny Committee**

RESOLVED: (Unanimously)

That the minutes of the meeting of the Scrutiny Committee, held on Tuesday 11 February 2020, be approved as a correct record.

#### **4 Minutes of meeting Thursday, 13 February 2020 of Scrutiny Committee**

RESOLVED: (Unanimously)

That the minutes of the meeting of the Scrutiny Committee, held on Thursday 13 February 2020, be approved as a correct record.

#### **5 Minutes of meeting Monday, 22 June 2020 of Scrutiny Budget and Performance Panel**

RESOLVED: (Unanimously)

That the minutes of the meeting of the Scrutiny Budget and Performance Panel, held on Monday 22 June 2020, be noted.

## **6 Matters Arising from Previous Scrutiny Committee Meetings**

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

An update on when the findings from the audit of the borough's leisure centres would be provided. In response, members were informed that this had been reported to the Governance Committee and the information would be shared after the meeting.

Progress on youth engagement work was also queried and it was understood that this would be referenced in a review of the Council's Corporate Plan objectives later this year.

The update was noted.

## **7 South Ribble Partnership Update**

The Leader of the Council (Councillor Paul Foster), the Interim Chief Executive (Gary Hall) and the South Ribble Partnership Manager (Howard Anthony) presented an update on the work of the Partnership to the Committee and responded to members' comments and queries.

Much of the Partnership's recent work had been in response to the COVID-19 pandemic and included supporting the council's community hub, South Ribble Together, by helping those experiencing hardship to access food, medicine and support services.

The Partnership operated with a collaborative approach and members requested further elaboration of this. In response, it was understood that prior to the COVID-19 outbreak, partnerships with other agencies and organisations were still in development and delivery had shortly begun but the common goals of partners had been strengthened by work during the pandemic and greater cooperation was now possible.

A community recovery task group had been established and members queried who was involved in this. It was reported that this was a cross-sector group consisting of Citizen's Advice, Lancashire Adult Learning, Lancashire Constabulary, Department of Work and Pensions, Progress Housing and more.

Members requested an update on progress of implementing the Refernet service and were informed that 30 organisations had signed up to participate to date, including KEY and Preston Community Transport, and that this would help with the 'one front door' approach to accessing support services.

Interest in the link between the Partnership and Chorley Public Service Reform Board was expressed. The Reform Board was a similar model to the Partnership and worked with similar partners in Chorley. Greater work between the two was

being undertaken as many partners, such as the Clinical Commissioning Group, worked within the two boroughs and greater collaboration would ensure minimal duplication.

In response to queries regarding the resources provided by partners, it was emphasised that the Partnership is reliant on collaboration and cross-sector working, as opposed to financial contribution.

The method for measuring success of the Partnership's action plan was also questioned and members were advised that metrics for this were still in development. It was acknowledged that these could change as a result of the COVID-19 pandemic and further information would be provided.

A further update on the work of the Partnership would be provided to the Scrutiny Committee in January 2021 but it was acknowledged that the Partnership was facing significant challenges as a result of COVID-19. Whilst forecasts in progress were impractical, assurances were provided that community interests would continue to be met.

The committee thanked the Leader of the Council, the Interim Chief Executive and the Partnership Manager for attending.

RESOLVED: (Unanimously)

That the Scrutiny Committee

1. commends the work of the Partnership in supporting our communities during the COVID-19 pandemic
2. welcomes greater links being made between the Partnership and Chorley Public Service Reform Board and;
3. looks forward to receiving an update in January 2021.

## **8 Worden Hall Progress Update**

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

The officer working group had met several times but progress had been impacted by the COVID-19 pandemic.

Funding for the project was agreed by Full Council in February 2020 and planning consultants, Purcell, had been appointed to help with any technical work in preparation of a planning application for the Hall.

Members queried the budget and forecast expenditure for the employment of Purcell and were assured that these figures could be provided.

Interest in how the project would meet the Council's aim to be carbon neutral by 2030 was expressed. In response, members were informed that this would be

incorporated into the design and works to the Hall and that emphasis would be placed on innovative ideas and minimising the carbon footprint of the Hall. Local procurement was also desired and those appointed to undertake the works would be made aware of the council's environmental aspirations.

In response to queries regarding what progress could be expected by the next meeting, it was suggested that an update on procurement routes could be provided and Purcell may also be able to provide an update on progress.

The Committee thanked the Cabinet Member and Director for their attendance.

RESOLVED: (Unanimously)

That

1. the Scrutiny Committee thanks the Cabinet Member for the offer of regular updates from the Council's consultants
2. the Scrutiny Committee welcomes a further update on procurement process
3. the Scrutiny Committee requests information on the costs involved with the Council's consultants and;
4. the Scrutiny Committee supports the commitment to reducing the carbon footprint of the building.

## **9 Scrutiny Portfolio Update: Planning, Regeneration and City Deal**

The Cabinet Member for Planning, Regeneration and City Deal (Councillor Bill Evans) and the Director of Planning and Property (Jonathan Noad) presented an update on the work of the portfolio since May 2019 and responded to members' comments and queries.

Key priorities for the portfolio were centred around the Local Plan, which was a significant project for all authorities, Masterplans for Leyland, Penwortham and Bamber Bridge, and meeting deadline targets for determining planning applications.

Looking ahead, priority would still be given to work on the Local Plan but applications for major developments were also anticipated, which would require significant attention.

Members were interested to note that the portfolio had been involved in the relief efforts against COVID-19, with the council's Investment and Skills team providing general support to businesses within South Ribble, including authorising grants. Potential impact on the housing market was also acknowledged and the portfolio may need to emphasise the subject of affordable housing as a result.

COVID-19 had also resulted in changes to planning policy which could impact the work of the portfolio. For example, new proposals on house-building were anticipated and contractors were now permitted to work longer hours which could breach planning conditions.



Additional monitoring would be required to ensure adherence to conditions and there was still a requirement to apply for a variance of conditions.

In response to a request for an update on the Penwortham and Bamber Bridge Masterplans, members were informed that all work was currently focused on the Leyland Masterplan to meet the requirements for Town Deal funding but that work on the Penwortham Masterplan would begin within the current financial year.

Queries were raised regarding the membership of the Town Deal Board and members were advised that this included the Cabinet Member for Planning, Regeneration and City Deal, a representative from the Conservative Group, the Chair of Leyland My Neighbourhood Forum, the Leader of the Council and a member of Farington Parish Council.

In response to a question as to why there was no representative from Lancashire County Council (LCC) on the Board, it was stated that the Council had written to LCC regarding membership and an officer was appointed as representative.

Some concern was expressed that a hot food takeaway had recently been approved by the Planning Committee and that this contradicted advice from the Director of Public Health. It was felt that greater consideration should be given to this advice when determining applications on takeaway premises in South Ribble.

Further information on the Council's homelessness strategy was requested and would be provided to the committee following a meeting on the matter in late July 2020.

Members queried progress in the extra care facility project and were informed that the Cabinet Member had visited a similar facility in Chorley and that two potential sites in South Ribble had been identified for the facility. A report would be provided to Cabinet in September 2020.

The Scrutiny Committee expressed interest in visiting the facility in Chorley and asked if this could be arranged.

An update on progress in unlocking the Pickering's Farm site for development was requested and members were informed, in response, that the masterplan was due to be presented to the Planning Committee and applications would soon be submitted for the cross-borough link road and the development.

The Chair thanked the Cabinet Member and Director of Planning and Property for their attendance.

RESOLVED: (Unanimously)

That the Scrutiny Committee

1. wishes the Cabinet Member well with his portfolio priorities over the next 12-18 months
2. looks forward to progress being made on the masterplans for Leyland, Penwortham and Bamber Bridge

3. requests consideration be given to a planning policy on hot food takeaways in light of the Director of Public Health's advice
4. requests an update on the homelessness strategy be provided to members and;
5. welcomes the offer of visiting the extra care facility in Chorley.

## **10 Registered Provider (Housing Associations) Report**

Members received a report identifying the registered housing providers in operation across South Ribble.

Members were in agreement that it would be beneficial to invite Progress Housing and Accent Housing to a meeting to gain further insight into their work and stock.

However, it was felt that this meeting should be deferred until such a time where normal meetings can resume following the outbreak of COVID-19. This would enable and encourage greater public participation.

## **11 Scrutiny Matters**

### **11a Lancashire County Council Health Scrutiny Committee Update**

The Chair, Councillor David Howarth, virtually attended a recent meeting of Lancashire County Council's (LCC) Health Scrutiny Committee and provided members with an update.

NHS employees were also in attendance at the Health Scrutiny Committee meeting and kept members informed of the current situation in hospitals and care facilities. It was reported that a second spike in COVID-19 infections was anticipated later in year.

The Chair also informed members that work regarding Chorley and South Ribble hospital had been delayed by the outbreak of COVID-19.

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

Due to the COVID-19 pandemic, all Council meetings were being held virtually and training was postponed.

### **12a Scrutiny Review Task Group - Commercialisation and Property Investment Update**

The Chair updated members of the committee on the work of the Scrutiny Task Group on Commercialisation and Property Investment.

The Task Group had influenced the scope for the strategic review of assets and met with relevant officers. The Task Group felt that it had completed its work as it did not wish to duplicate and would consider revisiting this topic in the future.

### 13 Forward Plan

Members discussed the establishment of a new Task Group to investigate health inequalities in South Ribble.

The Task Group would consist of 5 members of the Scrutiny Committee, including the Chair, and nominations were to be submitted in writing to the Assistant Director of Scrutiny and Democratic Services.

Chair

Date

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- MINUTES OF SCRUTINY BUDGET AND PERFORMANCE PANEL**
- MEETING DATE** Monday, 14 September 2020
- MEMBERS PRESENT:** Councillors David Howarth (Chair), Will Adams, Colin Coulton, Colin Sharples and Karen Walton
- CABINET MEMBERS:** Councillors Paul Foster (Leader of the Council), Mick Titherington (Deputy Leader of the Council and Cabinet Member (Health, Wellbeing and Leisure)), Matthew Tomlinson (Cabinet Member (Finance, Property and Assets)) and Aniela Bylinski Gelder (Cabinet Member (Community Engagement, Social Justice and Wealth-Building))
- OFFICERS:** Gary Hall (Interim Chief Executive), James Thomson (Deputy Director of Finance), Howard Anthony (South Ribble Partnership Manager), Victoria Willett (Service Lead - Transformation and Partnerships), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) and Charlotte Lynch (Democratic and Member Services Officer)
- OTHER MEMBERS:** Councillor Jacky Alty (Member Champion (Social Justice and Equality)) and Councillor Stephen Thurlbourn
- PUBLIC:** 0
- 15 Apologies**
- None.
- 16 Declarations of Interest**
- None.
- 17 Minutes of meeting Monday, 3 August 2020 of Scrutiny Budget and Performance Panel**
- RESOLVED: (Unanimously)
- That the minutes of th previous meeting, held on Monday, 3 August 2020, be approved as a correct record.
- 18 Matters Arising from Previous Meetings**
- Noted.

## 19 Period 1 (April - June) Quarterly Performance Monitoring Report 2020/21

The Panel considered a report of the Interim Chief Executive which outlined the Council's performance against the delivery of the Corporate Plan projects and objectives during Period 1 (April-June 2020).

Overall, performance of the projects was good, with 85% of projects either completed, succeeding or on-track.

It was acknowledged that efforts had been largely focused on the response to the COVID-19 pandemic during Period 1 and the Panel commended the council's approach to supporting residents during the pandemic. Reassurances were provided that the Council will continue to support residents.

Members noted the opportunity for additional efficiencies as a result of an increase in online transactions due to the coronavirus pandemic and queried the progress of this. In response, the Panel was informed that a draft Benefits Realisation Plan would be available at the next meeting and members looked forward to receiving this.

Clarification as to why the review of the Council's surplus assets was off-track was requested and members were advised, in response, that there had been some challenges in recruiting staff to the Council's property department. Assurances were provided that the appropriate resources were now in place and that stock condition surveys were underway.

In response to queries around the financial impact of COVID-19 on the Council's income, members were informed that there had been a significant loss of revenue from the Business and Conference Centre as a result of restrictions and that all capital investments into the Civic Centre had been paused. Despite this, members welcomed assurance that the Council was not solely reliant on income generated by external bookings.

Members queried the 'Active Streets' project and how the success of this was assessed. In response, the Cabinet Member for Health, Leisure and Wellbeing advised that the project had received good feedback in Leyland and that several families had been engaged with.

Success would be assessed in relation to anti-social behaviour levels, but further detail would be provided later in the year once easier to measure. The Panel welcomed this and requested that this evaluation and details of any further roll-out be provided to members.

Information on progress with the Leyland Loop was also requested.

Queries were also raised regarding the outcome of homelessness interventions during the coronavirus pandemic. Those at risk were housed during the initial lockdown but this would not be on a permanent basis. It was acknowledged that circumstances had provided an opportunity for the Council to consider how best to help those at risk of or experiencing homelessness.

Members were interested to note how the Youth Council project would target hard-to-reach youth. Planning for this was still underway but it was suggested that debate clubs in schools would enable the scheme to be inclusive and accessible to all young people.

The Panel commended the council's approach to supporting residents during the pandemic and queried if there was capacity to maintain this level of support. In response, a need for additional resources was acknowledged but reassurances were given that the Council will continue to support residents.

RESOLVED: (Unanimously)

That

1. the Panel thanks the Leader and Interim Chief Executive for their detailed report and answering the Panel's questions.
2. the Panel looks forward to receiving a copy of the Benefits Realisation Plan once complete.
3. the Panel welcomes the strategic review of council assets and the reassurance that the resources and skills are now in place.
4. the Panel requests that the evaluation of 'Active Streets' and any details of any further roll-out be provided to members.
5. information on progress with the Leyland Loop be provided to members of the Panel.

## 20 South Ribble Corporate Strategy

The Panel considered a report of the Interim Chief Executive which outlined the Council's draft refreshed Corporate Strategy for 2020/21- 22/23 and sought feedback from on the proposed projects and performance measures.

The impact of the COVID-19 pandemic on the operation and requirements of the council was acknowledged and it was felt appropriate to review the Corporate Strategy to reflect these changes.

Members queried what tangible difference residents would see from this document and were advised that focus would be placed on green spaces, homes for all and a fair council.

The need for plain English in the Corporate Strategy was reiterated by the Panel with members particularly querying the use of terms such as *exemplary*, *empowerment*, *community wealth building*, and *social value*. Assurances were given that the corporate jargon in the Strategy would be reviewed in the final document, following the request of the Panel.

In response to queries regarding confidence in the delivery of the new Corporate Strategy projects, members were informed that the process would be undertaken with the utmost transparency and that additional resources may be required for individual projects.

Members questioned if the projects and outcomes identified in the refreshed Corporate Strategy were SMART (Specific, Measurable, Achievable, Realistic and

Timebound) and were pleased to note that this would be monitored on a regular basis.

RESOLVED: (Unanimously)

That

1. the Panel thanks the Leader and Interim Chief Executive for engaging the Panel with this important document
2. the Panel requests that the Strategy be reviewed to ensure it is in plain English
3. the Panel welcomes the new refreshed Corporate Strategy
4. the Panel welcomes the reassurance that the Strategy will be SMART (Specific, Measurable, Achievable, Realistic and Timebound) and will link to the next budget process.

## **21 Budget Monitoring 2020-21 Quarter 1**

The Panel considered a report of the Section 151 Officer which provided an update on the Council's overall financial position at the end of Quarter 1 of the 2020-21 financial year.

Councillor Matthew Tomlinson, Cabinet Member for Finance, Property and Assets, informed the Panel that an underspend of £29,000 was forecasted for the end of the financial year.

Additional capital had been spent due to COVID-19 to the sum of £16 million, but this was covered by central government grants.

Discussion largely focused on the impact of the COVID-19 pandemic and members questioned the concern of is this to the Cabinet Member and Section 151 Officer. In response, members were advised that concerns were minimal due to government support and the ability to spread any deficit over three years.

Queries were also raised on staff vacancies and the impact of this on service delivery. Delays in recruitment were acknowledged but the Council was still delivering on its targets.

Some concern was raised that the Council's earmarked reserves remained high and members requested further clarity on how these are assessed to ensure appropriacy. In response, the Panel was advised that the reserves are assessed annually but commitment was provided to review these reserves given the situation surrounding the pandemic.

In response to queries regarding the Borough Investment Account, confirmation was provided that this money would be invested into South Ribble but work was still ongoing to identify opportunities for a sufficient return and tangible benefits for residents.



Members were pleased that the additional narrative as requested at the last meeting had been included in the Capital Programme and sought assurances that the newly-reprofiled Capital Programme was deliverable. The Cabinet Member and Section 151 confirmed their confidence in this.

RESOLVED: (Unanimously)

That

1. the Panel thanks the Cabinet Member and Section 151 Officer for their report and for answering the Panel's questions.
2. the Panel welcomes the Cabinet Member's commitment to review the level of earmarked reserves.
3. the Panel expresses its thanks for taking its feedback forward in providing greater narrative.

Chair

Date

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**Scrutiny Committee**

**Update on Recommendations made at previous Scrutiny Meetings**

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
04/07/19 Min 4.3	The report commissioned by the Leader on the Civic Centre commercialisation spending be brought to a future meeting of the Committee.	Leader of the Council	Neil Anderson	yes	No	No	Report will come to Cabinet and Scrutiny in early 2021. The delay has been down to the Covid Crisis
04/07/19 Min 4.4	The Committee will be provided with updates on the masterplans and rephasing and resourcing them.	Planning, Regeneration and City Deal	Jonathan Noad	Yes	Partially	No	<p>Tenders for appointing an urban design consultancy will be issued for Penwortham Town Centre in Q3 2020/21 with the aim of the work being undertaken during 2021. Other centres will be covered in future financial years.</p> <p>Work on the Leyland Town Deal is progressing at a pace and the Board have prepared a draft Town Investment Plan (TIP). The TIP was supported by SRBC Full Council on 30<sup>th</sup> September 2020. Consultation and engagement on the projects in the TIP is ongoing at present. The Board are due to submit their TIP to Government by the end of October 2020.</p>
14/11/19 Min 24	The masterplans for every town centre be circulated to members via email.	Planning, Regeneration and City Deal	Jonathan Noad Neil Anderson	Yes	No	No	The draft Leyland Masterplan was part of the agenda for Cabinet in January 2020. Copies

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
							<p>have also been made available in Members resource rooms.</p> <p>More recently the draft Leyland TIP was in Full Council papers for September.</p> <p>Other centre masterplans have not yet been prepared.</p>
14/11/19 Min 25.2	The Scrutiny Committee considers the future options for the management of leisure facilities in the future	Health, Wellbeing and Leisure	Neil Anderson	Yes	In progress	No	Report is going to Cabinet on 14 <sup>th</sup> October on a future Leisure Facilities Strategy which include looking at options for future management of Leisure Facilities
14/11/19 Min 25.7	Delivery plans for 2019 be amended to include more quantifiable measures of success	Health, Wellbeing and Leisure	Neil Anderson	Yes	In progress	No	Are there copies of delivery plans for me to be able to amend? We can add more performance indicators to measure success.
14/11/19 Min 25.8	The Council considers developing a Leisure and Public Health Strategy to take a more holistic, strategic and integrated approach with partners to include mental health, prevention and youth engagement.	Health, Wellbeing and Leisure	Neil Anderson	Yes	Working with partners	No	Neil will speak to Howard & Jennifer about this.
13/02/20 Min 43.1	The Scrutiny Committee encourages the council to work towards being a Living Wage employer with its contractors.	Leader	Gail Collins		In progress		This forms part of the Corporate project to become an accredited Living Wage employer. As detailed within the project scope this particular recommendation will be picked up as part of a

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
							review and changes to Procurement policies.
13/02/20 Min 43.3	The Scrutiny Committee requests a copy of the audit findings from the review of leisure centre costs at the appropriate time.	N/A	Janice Bamber				
13/02/20 Min 43.6	The Scrutiny Committee looks forward to receiving an evaluation of the new youth support funding as it progresses.	Health, Leisure and Wellbeing	Jennifer Mullin	Yes	No	No	The project is in its infancy and recruitment of additional officers in both sports' development and the co-ordinator's role has begun. Evaluation of the new youth support funding will take place once the programme progresses over the next few months.
09/07/20 Min 8.1	Regular updates from the Council's consultants on Worden Hall be provided to the Committee.	Finance, Property and Assets	Jonathan Noad Neil Anderson	yes	yes	No	Work in preparing the planning and listed building consent applications is ongoing with them due to be submitted in November 2020.
09/07/20 Min 8.2	A further update on the procurement process for the Hall be provided to the Committee.	Finance, Property and Assets	Jonathan Noad Neil Anderson	yes	yes	No	Regular updates will be brought to Scrutiny committee on the Worden Hall project. The procurement of the refurbishment will be undertaken following the securing of planning permission.

## Scrutiny Committee

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
09/07/20 Min 8.3	Information on the costs involved with the Council's consultants for Worden Hal be provided to the Committee.	Finance, Property and Assets	Jonathan Noad Neil Anderson	yes	yes	No	A note of the procurement, costs and authorisations will be provided to a future Scrutiny meeting.
09/07/20 Min 9.3	The Committee requests consideration be given to a planning policy on hot food takeaways in light of the Director of Public Health's advice	Planning, Regeneration and City Deal	Jonathan Noad	yes	In progress	no	This will be considered as part of the new Central Lancashire Local Plan process. Consideration will be given to whether a Supplementary Planning Document can be prepared in advance.
09/07/20 Min 9.4	An update on the homelessness strategy be provided to members	Planning, Regeneration and City Deal	Jonathan Noad	yes	In progress	no	A new Homelessness Strategy has recently been approved by Cabinet in September 2020. The Homelessness Strategy provides an action plan. A future report can be brought to Scrutiny to provide progress on the implementation of the action plan.
09/07/20 Min 9.5	The Committee welcomes the offer of visiting the extra care facility in Chorley and would like this arranged.	Planning, Regeneration and City Deal	Jonathan Noad	yes	no	no	This can be arranged once COVID measures are relaxed sufficiently.

REPORT TO	ON
Scrutiny Committee	22 October 2020



TITLE	REPORT OF
South Ribble Community Wealth Building Action Plan	Director of Planning and Property

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

1. The purpose of the report is to provide an opportunity for Scrutiny Committee to consider the draft South Ribble Community Wealth Building Action Plan prior to the Action Plan going before Cabinet in November 2020.

## RECOMMENDATIONS

2. It is recommended that Scrutiny Committee consider and provide comment on the draft Community Wealth Building Action Plan

## CORPORATE PRIORITIES

3. The report relates to the following corporate priorities:

An exemplary Council	✓
Thriving communities	✓
A fair local economy that works for everyone	✓
Good homes, green spaces, healthy places	✓

## BACKGROUND TO THE REPORT

4. The Council has an ambition to change the way in which it undertakes Economic Development. We want to make our approach more focused upon cooperation between partners and citizens and with a greater emphasis upon delivering maximum benefit for the South Ribble economy and our residents in economic, social and environmental terms. With this in mind a commission to explore Community Wealth Building has recently been instructed with Matthew Baqueriza-Jackson an independent policy advisor who specialises in this area of work. The commission is now at an advanced stage where a draft action has been prepared

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

5. As evidenced in the new Corporate Plan and Community Strategy, the Council has an ambition and vision for Economic Development activity to be undertaken in a cooperative way involving a range of public, commercial and social sector partners and residents of the Borough. It also has the ambition that all activities undertaken by these partners should bring maximum local economic, social, democratic, cultural and environmental benefit for South Ribble and its residents.
6. The Community Wealth Building Action Plan, which is framed by the emerging new Corporate Plan and the existing Community Strategy, together with learning from elsewhere, therefore sets out South Ribble's approach over the next five years to further shifting our approach from one of 'Traditional' Economic Development to one of Community Wealth Building. Community wealth building is based on 4 principles as follows:
  - **Principle 1: 'Triple Bottom Line' Outcomes** - success is the realisation of a range of social, environmental, health and well-being, cultural, and community outcomes
  - **Principle 2: Cooperation** - organisations across the public, commercial and social sectors working together with residents to change the economic destiny of a place
  - **Principle 3: Localisation** - harness wealth for the benefit of a local economy
  - **Principle 4: Anchor Institutions** - are based in a place and shifting their behaviour so that greater benefit is realised. Anchor Institutions are big, often public sector Institutions (but not always) which have a significant stake in place because they spend lots of money buying goods and services, they employ lots of people, they own lots of land and assets, they often have a democratic mandate, and they are unlikely to go anywhere;
7. The Action Plan has been developed through a number of workshops with key Council Officers and Members of the Cabinet together with external engagement via the South Ribble Partnership and engagement with businesses. This is crucial to how the action plan moves forward as whilst the Council is an important player its success is reliant on other key stakeholders and businesses embracing the action plan.
8. The action plan is based on the five pillars of community wealth building and these can be summarised as follows:
  - **Pillar 1: Progressive Procurement** - the approach of local authorities and other Anchor Institutions to buying goods and services is done in a way which enables local organisations the opportunity to compete and bid, and in a way which brings wider social and environmental benefits
  - **Pillar 2: Advancing fairer employment and just labour markets** - the approach of local authorities, Anchor Institutions and wider business to employment and recruitment is undertaken in a fair and equitable way
  - **Pillar 3: Plural ownership of the economy** - more democratic forms of businesses such as Worker Owned Cooperatives, Social Enterprise, and Community Interest Companies are provided with the conditions in which to flourish
  - **Pillar 4: Socially just use of land** - this is about utilising the assets of local authorities and other Anchor Institutions in a more community focused way. This includes ensuring that all planning and development decisions bring community benefits



- **Pillar 5: Making financial power work for local places** - utilising existing resources such as pension funds in a more community focused and democratic way
9. For each of these pillars there are a number of actions identified to deliver the pillars and these are outlined in the appendix to this report.
10. Finally, the Action concludes making a series of recommendations which can be summarised as follows:
- **Recommendation 1 : Adopt Action Plan** – the Council needs to adopt the South Ribble Community Wealth Building Action Plan at both Member and Senior Officer level. This will enable the actions and associated roles and responsibilities to be embedded into the workloads of relevant Officers and enable budget lines to be set against it.
  - **Recommendation 2 : Resourcing** – the Council needs to look at resourcing the implementation. The consultant recommends 2 Officer roles one focused on delivery and one on the monitoring of outcomes of the action plan. There may, however, be other ways to resource this which need to be considered too
  - **Recommendation 3 : Promotion and Communication** – the Council needs to communicate and promote the Community Wealth Building Action Plan to both South Ribble based business and residents. The Plan should also be promoted nationally through CLES' Community Wealth Building Centre of Excellence.
11. Scrutiny Committee are asked to review the Action Plan and provide comments to help shape the final version of the Action Plan to be tabled at Cabinet in November 2020.

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

12. Consultation during the work on the Action Plan has included key Council Officers and Cabinet. There has also been engagement with the South Ribble Partnership. Workshops with the Partnership and local businesses are ongoing at the moment.

## **AIR QUALITY IMPLICATIONS**

13. The action plan will provide wide ranging environmental outcomes.

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

14. The advice outlined in the report suggests the resources required to deliver the action plan to be, as a minimum, two officer roles and a budget for communication and promotion. Subject to approval of the action plan, officers will provide recommendations to Executive Cabinet as to how this will be funded, this will depend on whether there is sufficient in-house expertise and capacity within the council as a whole.

## **COMMENTS OF THE MONITORING OFFICER**

15. Legal Services and Procurement have been involved in the development of these proposals. Work in particular with regard to a Social Value policy and Social Value Framework (in the context of procurement) is particularly advanced. Some of the finer detail still needs to be worked out but the broad principles are sound. This is a new departure for this council but something has been done elsewhere.

**OTHER IMPLICATIONS:**

<p>▶ <b>Risk</b></p> <p>▶ <b>Equality &amp; Diversity</b></p>	<p>Risks relate to not adopting the action plan and the loss of social, environmental, economic and community benefits.</p> <p>The action plan provides for wide ranging positive outcomes for equality and diversity.</p>
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**BACKGROUND DOCUMENTS (or There are no background papers to this report)**

None

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

Appendix A : Draft South Ribble Community Wealth Building Action Plan

Jonathan Noad  
Director of Planning and Property

Report Author:	Telephone:	Date:
Jonathan Noad (Director of Planning and Property)	01772 625206	12 <sup>th</sup> October 2020

## **Community Wealth Building Action Plan for South Ribble**

### **Executive Summary**

South Ribble Borough Council is seeking to change the way in which it undertakes Economic Development. We want to make our approach more focused upon cooperation between partners and citizens and with a greater emphasis upon delivering maximum benefit for the South Ribble economy and our residents in economic, social and environmental terms.

The above is why we have chosen a new approach shaped around the principles of Community Wealth Building of 'triple bottom line' outcomes, cooperation, localisation, and harnessing the potential of Anchor Institutions. The following Community Wealth Building Action Plan therefore sets out a series of actions for the next five years to make this new approach a reality, including details of roles and responsibilities and timeframes. In particular it details:

- How we will change our own procurement processes to ensure that as well as buying goods, service and works, they also deliver social and environmental value. We will also encourage other Anchor Institutions to adopt this approach;
- How we will ensure that our own workforce and those of South Ribble based organisations are treated fairly, paid a decent wage, and supported with the opportunity to progress;
- How we will put in place the conditions that will enable new forms of organisation to flourish in South Ribble, including Worker Owned Cooperatives;
- How we will ensure that all new developments in South Ribble and the occupiers of such developments will bring wider community benefits through their activities;
- How we will ensure that our financial power reaches more South Ribble residents through enhancing Credit Unions and bringing certain services back in-house.

Central to our Community Wealth Building Action Plan is communication. We want this Action Plan to not only be the domain of those working in Economic Development, but something that resonates across all Council Departments; South Ribble based Anchor Institutions, business and voluntary and community sector organisations; and most importantly residents.

We look forward to cooperating with you to deliver it.

## 1. Introduction

### 1.1 Introducing the South Ribble Community Wealth Building Action Plan

Over the last year, South Ribble Borough Council has started to think differently about its approach to Economic Development. Inspired by the ambitions of Members and Officers, and the activities of the [Centre for Local Economic Strategies \(CLES\)](#)<sup>1</sup>, neighbouring [Preston City Council](#)<sup>2</sup> and other local authorities across the UK, South Ribble Borough has started to move to an approach framed by the principles of Community Wealth Building.

South Ribble Borough Council, as evidenced in the emerging new Corporate Plan and [Community Strategy](#)<sup>3</sup>, has an ambition and vision for Economic Development activity to be undertaken in a cooperative way involving a range of public, commercial and social sector partners and residents of the Borough. It also has the ambition that all activities undertaken by these partners should bring maximum local economic, social, democratic, cultural and environmental benefit for South Ribble and its residents.

This Community Wealth Building Action Plan, which is framed by the emerging new Corporate Plan and the existing Community Strategy, together with learning from elsewhere, therefore sets out South Ribble's approach over the next five years to further shifting our approach from one of 'Traditional' Economic Development to one of Community Wealth Building.

### 1.2 The sections of the South Ribble Community Wealth Building Action Plan

The Action Plan has been developed collaboratively by Members and Officers at South Ribble Borough Council (with the support of Matthew Baqueriza-Jackson<sup>4</sup>) and has been accelerated by the present and future challenges facing our local economy and residents as a result of Covid-19. The Action Plan consists of four key sections:

- Section 2 sets out the context to Community Wealth Building through comparing its approach to that of 'Traditional' Economic Development;
- Section 3 sets the local South Ribble context to this Community Wealth Building Action Plan, including its framing within the Corporate Plan, Community Strategy, wider partnership working, and wider services;
- Section 4 introduces the Action Plan itself and for each of the five 'Pillars' of Community Wealth Building sets out:
  - A description of the 'Pillar';
  - A baseline position for South Ribble, in terms of what is already happening in relation to that 'Pillar';
  - A table relating to that 'Pillar' and which includes South Ribble specific actions, activities, timeframes, responsibilities, and resource implications;
- Section 5 details some immediate next steps and recommendations in terms of the implementation of the Action Plan.

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<sup>1</sup> <https://cles.org.uk/the-community-wealth-building-centre-of-excellence/>

<sup>2</sup> <https://www.preston.gov.uk/communitywealthbuilding>

<sup>3</sup> [http://southribblepartnership.org.uk/wp-content/uploads/2019/11/7613\\_South\\_Ribble\\_Community\\_Strategy\\_July\\_2019\\_online.pdf](http://southribblepartnership.org.uk/wp-content/uploads/2019/11/7613_South_Ribble_Community_Strategy_July_2019_online.pdf)

<sup>4</sup> Matthew Baqueriza-Jackson is an Independent Policy Advisor. Matthew previously worked at CLES and has helped numerous Municipalities across the UK and Europe to change their approaches to Procurement, a key component of Community Wealth Building.

## 2. The context to Community Wealth Building

This section of the South Ribble Community Wealth Building Action Plan sets the context to Community Wealth Building by highlighting why it is different to the 'Traditional' approach to Economic Development, and by outlining the key principles and 'Pillars' of Community Wealth Building.

### 2.1 The 'Traditional' Economic Development critique

The key differences between the 'Traditional' Economic Development approach and that of Community Wealth Building is detailed in the table below.

Table 1 – 'Traditional' Economic Development versus Community Wealth Building

<b>'Traditional' Economic Development</b>	<b>Community Wealth Building</b>
Private sector led	Framed by Cooperation
Extraction of wealth	Localising wealth
Some Area Based Regeneration	Anchor Institution led regeneration
Limited outcomes	Multiple outcomes
Silo working	Collaborative working
External agencies rather than local government	Local government as place maker
Growth focused	Social and Environmentally focused
Big infrastructure	Blended infrastructure

Over the course of the last 40 years, local authorities across England have adopted a relatively 'Traditional' approach to Economic Development and Regeneration. In particular, there has been a focus upon utilising physical regeneration projects and incentives as a way of attracting inward investment to places in the form of global corporations. This 'Traditional' approach subsequently assumes that the benefits of such inward investment will pass to residents through the creation of jobs and other outcomes.

Whilst the 'Traditional' approach has been successful in parts, it can be argued that local economies and residents have not always benefited from such approaches as much as they could have done. Significant amounts of the wealth generated through inward investment is extracted out of the local economy in question, given the very nature of the way in which global corporations operate, and many of our places are still categorised by significant inequalities in health, wealth, income, and employment terms.

Community Wealth Building seeks to challenge the orthodoxy of the 'Traditional' approach to Economic Development as described above. As opposed to the extraction of wealth and trickle-down benefits, a Community Wealth Building approach seeks to harness more effectively existing wealth for the benefits of residents, the local economy and in addressing social and environmental challenges.

### 2.2 The Principles of Community Wealth Building

Community Wealth Building is therefore framed by four key principles and factors:

- **Principle 1: 'Triple Bottom Line' Outcomes** – Community Wealth Building is framed not by Gross Domestic Product (GDP) being a measure of success. Instead, success is the realisation of a range of social, environmental, health and well-being, cultural, and community outcomes.
- **Principle 2: Cooperation** – Community Wealth Building is framed by different partners and organisations working together in a locality and in a cooperative manner. By this, we mean

organisations across the public, commercial and social sectors working together with residents to change the economic destiny of a place;

- **Principle 3: Localisation** – Community Wealth Building is framed by a recognition that whilst wealth exists in many places, it is often extracted to external organisations and shareholders. Community Wealth Building seeks to understand wealth more effectively and harness wealth for the benefit of a local economy;
- **Principle 4: Anchor Institutions** – Community Wealth Building is framed by the role of key Anchor Institutions based in a place and shifting their behaviour so that greater benefit is realised. Anchor Institutions are big, often public sector Institutions (but not always) which have a significant stake in place because they spend lots of money buying goods and services, they employ lots of people, they own lots of land and assets, they often have a democratic mandate, and they are unlikely to go anywhere;

### **2.3 The Pillars of Community Wealth Building**

The principles of Community Wealth Building are often realised through delivering activities associated with five broad 'Pillars' which are components of a Community Wealth Building approach:

- **Pillar 1: Progressive Procurement** – this is about ensuring that the approach of local authorities and other Anchor Institutions to buying goods and services is done in a way which enables local organisations the opportunity to compete and bid, and in a way which brings wider social and environmental benefits.
- **Pillar 2: Advancing fairer employment and just labour markets** – this is about ensuring that the approach of local authorities, Anchor Institutions and wider business to employment and recruitment is undertaken in a fair and equitable way. This includes ensuring employees are paid a Living Wage (as accredited by the Living Wage Foundation) and have access to good terms and conditions;
- **Pillar 3: Plural ownership of the economy** – this is about ensuring that more democratic forms of businesses such as Worker Owned Cooperatives, Social Enterprise, and Community Interest Companies are provided with the conditions in which to flourish. It is also about reducing extractive practices such as outsourcing and bringing services back in-house, where appropriate;
- **Pillar 4: Socially just use of land** – this is about utilising the assets of local authorities and other Anchor Institutions in a more community focused way. This includes ensuring that all planning and development decisions bring community benefits, and utilising existing assets for community energy schemes, for example;
- **Pillar 5: Making financial power work for local places** – this is about utilising existing resources such as pension funds in a more community focused and democratic way. It is also about creating new ways of resourcing SMEs and communities, including Community Banks and Credit Unions.

Generally, a Community Wealth building approach or Action Plan will include objectives and activities around a blend of the above 'Pillars'.

### 3. The South Ribble Context

This section of the South Ribble Community Wealth Building Action Plan sets the context to the Plan, in terms of its links to our Corporate Plan, Community Strategy, and wider partnership working and service delivery.

#### 3.1 Towards Cooperation

This Community Wealth Building Action Plan for South Ribble sits in the context of a number of wider factors and contexts. Primarily, the Community Wealth Building Action Plan is the means to realising the vision and priorities of the South Ribble Borough Council Corporate Plan and the South Ribble Partnership Community Strategy.

Both of these strategic documents set out high level objectives for a more cooperative, economically resilient, carbon neutral South Ribble and one where partnership working and collaboration brings maximum local economic, social and environmental benefit for South Ribble and its residents. The South Ribble Community Wealth Building Action Plan is designed to complement this strategic context and effectively be part of the suite of activities that enable the outcomes to be delivered.

Central to the strategic context and this Action Plan is creating a 'spirit of cooperation' in South Ribble. By this, we mean South Ribble Borough Council, other Anchor Institutions, businesses, the voluntary and community sector, and citizens working together to deliver services and activities that benefit our local economy.

This 'spirit of cooperation' is even more important in the context of Covid-19, as institutions and citizens need to work together to enable economic, social, health and environmental recovery. This Action Plan and its five 'Pillars' are therefore integral to realising the objectives of Corporate and Community Strategy, Climate Emergency, and COVID-19 response.

#### 3.2 Corporate Plan

South Ribble Borough Council is currently in the process of redrafting its Corporate Plan, with the following Vision and Priorities draft. The draft vision is **'A healthy and happy community, flourishing together in a safer and fairer borough that is led by a council recognised for being innovative, financially sustainable and accountable'**. This is accompanied by four draft priorities of: 'an exemplary council'; 'thriving communities'; 'a fair local economy that works for everyone'; and 'good homes, green spaces, well places'. In the Draft Corporate Plan, Community Wealth Building is seen as cross-cutting and something which can contribute towards the realisation of the Priorities.

#### 3.3 Community Strategy

The South Ribble Partnership Community Strategy is framed by four themes:

- **Effective Partnerships** – 'a place where service providers, businesses and communities work together effectively so that people have access to the local services they need and get a helping hand when they need it';
- **Growth** – 'a place where people can realise their ambitions and access the opportunities the City Deal presents; where skills, education and job opportunities reflect local people's ambitions and promote social mobility';
- **Connected Communities** – 'a place where community leaders, organisations and groups have the resources and tools they need so that our communities are connected to what's going on and people can actively participate in building the resilient communities they aspire to';

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



## **4 The South Ribble Community Wealth Building Action Plan**

This section of the South Ribble Community Wealth Building Action Plan is the core component of the Plan and outlines information about each 'Pillar', the baseline position of South Ribble, in relation to each 'Pillar', and the key actions moving forward.

### **4.1 Pillar 1 – Progressive Procurement**

#### About the Pillar

Procurement is the process used by South Ribble Borough Council and other Anchor Institutions, and businesses to buy goods, services, and works. Traditionally, procurement decisions have been made on the basis of price and quality. However, the introduction of the Public Services (Social Value) Act 2012, meant that public institutions also had to consider how procurement would contribute to wider outcomes around economic and wider social and environmental benefits.

The Progressive Procurement 'Pillar' of Community Wealth Building seeks to embed Social Value into the procurement process, but also shift practice so that local businesses and SMEs are more aware of procurement opportunities, and so that unethical organisations are restricted in their capability to bid for and win public contracts. There are a number of activities which other authorities and areas have undertaken around the Progressive Procurement 'Pillar' including:

- Measuring where procurement spend goes geographically, sectorally, and in business type terms;
- Setting up cross Anchor Institution procurement working groups, focused upon changing cultures, behaviours and practice around procurement;
- Developing Social Value Procurement Frameworks which outline: the outcomes that they want to achieve through procurement, the goods, services and works which those outcomes are relevant for, the questions to be asked during tendering, means of evaluation, and indicators for monitoring;
- Developing a better understanding of local business and SMEs, and supporting their capability to bid through awareness raising of procurement opportunities and capacity building;
- Influencing supplier behaviour, so they deliver a range of wider outcomes, regardless of where they are based.

#### The Baseline Position in South Ribble

Over the last couple of years, South Ribble Borough Council has started to think about how it can progress the way in which it undertakes procurement. The Council has been involved in Preston City Council's Procurement Practitioners Group, which has been focused upon Spend Analysis and measuring where procurement spend goes. This Group has also included other Anchor Institutions and Business Representative Organisations, so the Council has learnt about and engaged with them as to how they are looking to progress procurement, including through the development of Social Value Procurement Frameworks.

In 2019/2020, South Ribble Borough Council also participated in a piece of work funded by the Lancashire Economic Development Officers Group (LEDOG), exploring procurement processes and practices across Lancashire's 15 local authorities. The work particularly explored the extent to which each local authority had embedded considerations of Social Value into each of the stages of the procurement cycle. The findings of the South Ribble assessment are detailed in Appendix 1 of this Community Wealth Building Action Plan, with this Appendix effectively being the baseline position.

South Ribble Borough Council is responding to the recommendations of this work organically through looking to change procurement processes and developing more effective relationships with other buyers in other Anchor Institutions and with the local business community. South Ribble Borough Council has many of the projects already in place to deliver upon Social Value outcomes, particularly around Apprenticeships and the Apprenticeship Factory. South Ribble Borough Council has also started the process of developing a Social Value Policy, which is linked to the priorities of the Corporate Plan and will be accompanied by Key Performance Indicators.

#### Actions in South Ribble

The below table and text outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 1 of Community Wealth Building around progressive procurement:

- Action 1 is to **develop a South Ribble Social Value Procurement Framework** – this will outline:
  - The wider outcomes which South Ribble Borough Council would like procurement spend to contribute towards delivering;
  - The questions which South Ribble Borough Council will ask during procurement exercises around the outcomes;
  - A matrix detailing the goods, services, and works for which each outcome is relevant;
  - Means through which responses to the questions can be evaluated;
  - A monitoring tool for collecting data from suppliers during the delivery of a procurement contract for each outcome.
- Action 2 is to **train all Commissioners at South Ribble Borough Council in the implementation of the South Ribble Social Value Procurement Framework**, so that Social Value is considered in the purchase of all goods, services, and works;
- Action 3 is to **set up a Cross Anchor Institution Procurement Working Group (or integrate further with the existing Preston group)**, which transfers the practice of South Ribble Borough Council to other Anchor Institutions in South Ribble;
- Action 4 is to **implement the South Ribble Social Value Procurement Framework across other South Ribble Anchor Institutions**, utilising the Working Group detailed in Action 3 as the mechanism for doing so;
- Action 5 is to **develop a Social Value Toolkit for Suppliers**, which explain the types of Social Value which South Ribble Borough Council are seeking through procurement, and which provides signposting to organisations which may be able to provide support to suppliers to deliver on Social Value commitments;
- Action 6 is to **provide support and awareness raising to businesses and other organisations in South Ribble** to enable them to bid for opportunities with South Ribble Borough Council and other Anchor Institutions.

Table 1 – Progressive Procurement Actions

Action	Activities	People Responsible	Timeframes	Resource Implications
Develop South Ribble Social Value Procurement Framework	<ul style="list-style-type: none"> <li>- Identify Outcomes for Framework</li> <li>- Develop Questions and Evaluation techniques around Outcomes</li> <li>- Develop Outcome to goods and services Matrix</li> <li>- Identify initial Monitoring indicators</li> </ul>	<ul style="list-style-type: none"> <li>- External Support (Matthew Baqueriza-Jackson) to draft</li> <li>- Janet Hinds, Jonathan Noad, Jennifer Clough, David Whelan to review during workshops</li> <li>- External Support (Matthew Baqueriza-Jackson) to finalise</li> <li>- Janet Hinds to have further conversations with Social Value Portal</li> <li>- Janet Hinds to 'own' Framework</li> </ul>	Summer/Autumn 2020	<ul style="list-style-type: none"> <li>- As part of existing arrangement with Matthew Baqueriza-Jackson</li> <li>- Officer time</li> <li>- Social Value Portal costs</li> </ul>
Train all Commissioners in implementation of South Ribble Social Value Procurement Framework	<ul style="list-style-type: none"> <li>- Develop training materials</li> <li>- Deliver training to all Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>- Janet Hinds, David Whelan and Community Wealth Building Implementation and Social Value Officer (see recommendation 2 in Section 5)</li> </ul>	Autumn 2020 and into 2021	<ul style="list-style-type: none"> <li>- New Community Wealth Building Implementation Officer post created</li> <li>- New Social Value Officer post created</li> </ul>
Set up Cross Anchor Institution Procurement Working Group or Integrate further with existing Preston group	<ul style="list-style-type: none"> <li>- Review membership and potential of Preston City Council existing Procurement Practitioner Group</li> <li>- Identify Procurement Officers in each Institution</li> </ul>	<ul style="list-style-type: none"> <li>- Jennifer Clough and Janet Hinds to undertake review</li> <li>- Janet Hinds to identify additions</li> <li>- Janet Hinds and Jennifer Clough to attend meetings</li> </ul>	Autumn 2020 and into 2021 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> <li>- Potential cost of hosting meetings</li> </ul>

	<ul style="list-style-type: none"> <li>- Hold meetings of Working Group/engage with existing meetings</li> </ul>			
Implement South Ribble Social Value Procurement Framework across Anchor Institutions	<ul style="list-style-type: none"> <li>- Through Working Group</li> </ul>	<ul style="list-style-type: none"> <li>- Procurement Working Group Chair</li> </ul>	Later in 2021 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Develop South Ribble Social Value Toolkit for Suppliers	<ul style="list-style-type: none"> <li>- Undertake research around existing Toolkits</li> <li>- Develop South Ribble Toolkit</li> </ul>	<ul style="list-style-type: none"> <li>- Community Wealth Building Implementation Officer and Social Value Officer, working in collaboration with Jonathan Noad and Jennifer Clough</li> </ul>	Throughout 2021	<ul style="list-style-type: none"> <li>- Officer time</li> <li>- Design, print and website costs</li> </ul>
Undertake market engagement	<ul style="list-style-type: none"> <li>- Meet the market events with South Ribble business</li> <li>- Communications Campaign</li> </ul>	<ul style="list-style-type: none"> <li>- Janet Hinds, David Whelan and Jennifer Clough</li> <li>- Vicky Willett</li> </ul>	Throughout 2021 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> <li>- Venue costs</li> <li>- Communications costs</li> </ul>

## **4.2 Pillar 2 – Advancing Fairer Employment**

### About the Pillar

The Advancing Fairer Employment ‘Pillar’ of Community Wealth Building is about changing the practices of employers including those of local authorities, other Anchor Institutions and business, so that their workforces are paid a fair wage and treated appropriately. The ‘Pillar’ is also about recruitment practices and ensuring both equality in the process and that those from and living in deprived and priority neighbourhoods have access to opportunity. Finally, the ‘Pillar’ is about health and well-being and ensuring Anchor Institutions and businesses promote the importance of healthy lifestyles to their workforces.

There are a number of activities which other authorities and areas have undertaken around the Advancing Fairer Employment ‘Pillar’ including:

- Understanding where direct employees live and mapping that to areas of deprivation and priority neighbourhoods;
- Understanding the extent to which direct employees re-spend back in a local economy through an employee survey;
- Ensuring that they themselves as local authorities pay their direct employees the Living Wage (as accredited by the Living Wage Foundation) and fair terms and conditions;
- Developing Living Wage Action Plans and Employment Charters that influence other Anchor Institutions, business and the voluntary and community sector to adopt the payment of the Living Wage (as accredited by the Living Wage Foundation) and fair terms and conditions;
- Advancing health and well-being across the direct workforce and promoting these activities to suppliers through a Social Value Procurement Framework) and other Anchor Institutions, business and the voluntary and community sector;
- Recruiting directly from deprived neighbourhoods and traditionally low-income areas.

### The Baseline Position in South Ribble

Over the last few years, South Ribble Borough Council has actively sought to get its ‘own house in order’ when it comes to advancing fairer employment. All direct employees of the Council are paid the Living Wage (as accredited by the Living Wage Foundation), including Apprentices. The Council has also sought to influence those providing outsourced services to do the same, and suppliers of goods, services, and works.

In terms of health and well-being of the workforce, the Chief Executive of the Council holds regular all staff conferences to discuss issues and concerns; with this supplementing a staff survey. Both these activities have led to the provision of direct support around health care, mental health, and debt advice. South Ribble Borough Council has sought to transfer this practice to other Anchor Institutions in particular through the Local Government Associations pilot authorities work around mental health. Importantly, these activities are led by the workforce itself, with ideas implemented by the leadership. This has enabled a culture of health and well-being to be developed.

In terms of recruiting from priority and low-income areas, South Ribble Borough Council has devised and delivered a number of programmes at both South Ribble and wider Central Lancashire levels, which are designed to enhance employability and skills. This includes the South Ribble, Preston and Chorley Supplementary Planning Document around employment and skills, the Central Lancashire Employment Taskforce, and the Apprentice Factory. South Ribble Borough Council has also sought to link the above activities around employability and skills to the volunteering strategy, with volunteering

very much seen as part of the journey to employment. The challenge for South Ribble Borough Council is largely around transferring these behaviours around advancing fairer employment to other Anchor Institutions, suppliers, businesses and voluntary and community sector organisations based in South Ribble.

#### Actions in South Ribble

The below text and table therefore outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 2 of Community Wealth Building around advancing fairer employment:

- Action 1 is to **develop a South Ribble Borough Council Workforce Strategy**. This recognises that whilst the Council has undertaken a lot of work in recent years in getting its 'own house in order' with initiatives around fair pay and health and well-being, these initiatives do not sit in a coherent Workforce Strategy.
- Action 2 is to **embed employment basics into existing business support offers**. There is a recognition that whilst South Ribble Borough Council now offers excellent workforce practice, this does not always transfer to the wider business community. The action will seek to transfer practice around HR, fair pay, and health and well-being to other organisations through South Ribble Borough Council's enabling role.
- Action 3 is to **develop a South Ribble Social Responsibility Charter (the South Ribble Deal)** – this will outline the expected behaviours of South Ribble based organisations when it comes to their employment practices and other aspects of social responsibility (including volunteering, environment etc). The employment part of the Charter could be loosely framed around the Greater Manchester Employment Charter and its elements of: secure work, flexible work, a Real Living Wage, workplace engagement and voice, excellent recruitment practices and progression, excellent people management, and productive and healthy workplace. Other aspects could be framed by the outcomes and activities of the Social Value Procurement Framework, as described in 'Pillar' 1. The Social Responsibility Charter will effectively be a new way in which organisations can realise their social responsibility in South Ribble.
- Action 4 is to **develop a Living Wage Action Plan for South Ribble** – this will be a sub-set of the Social Responsibility Charter (as described above) and will seek to influence other Anchor Institutions, businesses and voluntary and community sector organisations in South Ribble to become Living Wage employers and accredited with the Living Wage Foundation.
- Action 5 is to **enhance existing employment and skills programmes in South Ribble**, and particularly widen their reach to businesses. These programmes and projects should be linked to any emerging Intermediate Labour Market (ILM) schemes and to the if successful Town Deal bid for funding. The Leyland Town Centre Base will effectively act as the central hub for such employment, skills, enterprise, and volunteering support, with a role also for the emerging neighbourhood level Community Involvement Hubs.

Table 2 – Advancing Fairer Employment Actions

Action	Activities	People Responsible	Timeframes	Resource Implications
Develop a South Ribble Borough Council Workforce Strategy	<ul style="list-style-type: none"> <li>- Identify all existing workforce practices and initiatives</li> <li>- Develop Workforce Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Vicky Willett, Gail Collins</li> </ul>	Autumn 2020 and Winter 2021	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Embed employment basics into existing business support offers	<ul style="list-style-type: none"> <li>- Identify activities that need transferring</li> <li>- Build into existing business support offer</li> </ul>	<ul style="list-style-type: none"> <li>- Jonathan Noad, Jennifer Clough, Bernadette Markham</li> <li>- BOOST team</li> </ul>	2021 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Develop Social Responsibility Charter for South Ribble (South Ribble Deal)	<ul style="list-style-type: none"> <li>- Research other Social Responsibility and Employment Charters</li> <li>- Identify existing Social Responsibility practice by South Ribble organisations</li> <li>- Develop component parts of Charter</li> <li>- Consult upon component parts of Charter</li> <li>- Implement Social Responsibility Charter for South Ribble</li> </ul>	<ul style="list-style-type: none"> <li>- Community Wealth Building Implementation Officer, Social Value Officer, Vicky Willett, Howard Anthony, Janet Hinds (for link to Social Value Procurement Framework)</li> </ul>	Autumn 2020 and 2021, with implementation ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Develop a Living Wage Action Plan for South Ribble	<ul style="list-style-type: none"> <li>- Research other Living Wage Action Plans</li> <li>- Hold Living Wage Action Plan Event</li> </ul>	<ul style="list-style-type: none"> <li>- Community Wealth Building Implementation Officer and Social Value Officer</li> </ul>	2021, with implementation ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>

	<ul style="list-style-type: none"> <li>- Develop and implement Living Wage Action Plan for South Ribble</li> </ul>			
Enhance existing employment and skills programmes in South Ribble	<ul style="list-style-type: none"> <li>- Map existing employment and skills programmes and projects</li> <li>- Engage with Anchor Institutions, business and voluntary and community sector</li> <li>- Provide support through Leyland Town Centre Base and Community Involvement Hubs</li> </ul>	<ul style="list-style-type: none"> <li>- Jonathan Noad, Jennifer Clough, Bernadette Markham</li> </ul>	2021 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>



### **4.3 Pillar 3 – Plural Ownership of the Economy**

#### About the Pillar

The Plural Ownership of the Economy ‘Pillar’ of Community Wealth Building is about ensuring there is democratic ownership of the economy through diversifying the types of businesses and organisations which are present and through promoting a sense of cooperation across organisations and citizens. This ‘Pillar’ is framed by practice focused upon the development of Worker Owned Cooperatives in Cleveland, United States and Mondragon in the Basque Country, Spain.

The ‘Pillar’ seeks to reduce the extraction of wealth and encourage businesses to re-shape their business models, so that workers have a greater stake, and encourage citizens to cooperate with others to develop Worker Owned Cooperatives, where everyone has ownership and a stake. The whole purpose of the ‘Pillar’ is to support more ownership from citizens of the economy, as opposed to having a swathe of multinationals and shareholders which own it.

There are a number of activities which other authorities and areas have undertaken around the Plural Ownership of the Economy ‘Pillar’ including:

- Undertaking research to understand the existing business base, including identifying the extent to which the local economy is made up of Multinationals and SMEs, and where there is potentially scope for Cooperative conversions and the formulation of Worker Owned Cooperatives;
- Working with Universities and Citizens to develop new Worker Owned Cooperatives in sectors where there are identified gaps in the existing market. For example, there has been a recent growth in the formulation of Worker Owned Food and IT Cooperatives;
- Converting existing businesses into Cooperatives, particularly in incidences of where business owners have or are looking to retire. Conversion enables the business to continue, but with a different form of ownership;
- Supporting existing Cooperatives, whether Worker Owned or otherwise to become aware of and bid for procurement opportunities with local authorities and other Anchor Institutions. This involves capacity building work with Cooperatives to develop their skills, capacity and capability.

#### The Baseline Position in South Ribble

South Ribble Borough Council recognises that the formulation of Worker Owned Cooperatives is a key component part of Community Wealth Building and that it is a ‘Pillar’ in which there is increasing development in other places. However, it also recognises that the formulation of Worker Owned Cooperatives is incredibly difficult and something that requires time, resource, and specialist capacity.

In terms of a baseline position, South Ribble Borough Council has not yet worked with citizens and existing businesses to set up Worker Owned Cooperatives or convert existing businesses into Cooperatives. However, South Ribble Borough Council has undertaken a lot of work to evolve a ‘spirit of cooperation’ in the locality. This includes the formulation of the South Ribble Partnership and its accompanying Community Strategy and the development of Community Involvement Hubs.

In addition to this ‘spirit of cooperation, South Ribble Borough Council has also undertaken some anecdotal work to identify sectors where there is potential for Worker Owned Cooperatives, including around hairdressing, and the potential to co-run Salons. South Ribble Borough Council also actively encourages businesses to participate in the Lancashire business support programme, BOOST; something which could be extended to emerging Cooperatives.

The challenge for South Ribble Borough Council is largely around transferring these baseline principles around plural ownership of the economy into practical reality.

#### Actions in South Ribble

The below text and table therefore outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 3 of Community Wealth Building around plural ownership of the economy:

- Action 1 is to ***further activities around promoting a 'spirit of cooperation' in South Ribble*** – this includes continuing to engage with and contribute towards the realisation of the priorities of the South Ribble Partnership and the accompanying Community Strategy, and continuing to evolve Community Involvement Hubs;
- Action 2 is to ***put in place the conditions that will enable plural ownership of the economy to flourish*** – this will include as part of the Town Deal, developing and re-purposing space in Leyland Town Centre for the purposes of co-working and for Worker Owned Cooperatives and Social Enterprise;
- Action 3 is to ***undertake specific research around the scope for Worker Owned Cooperative formulation and Cooperative conversions***. This will seek to further identify sectors and opportunities for more plural ownership of the economy;
- Action 4 is to ***influence and develop capacity building support for those interested in setting up a Worker Owned Cooperative or converting an existing business into a Cooperative***. This is to be done through influencing the BOOST Programme, through the Community Involvement Hubs, and through employment and skills activities at the Leyland Town Centre Base (subject to successful Town Deal bid).

Table 3 – Plural Ownership of the Economy Actions

Action	Activities	People Responsible	Timeframes	Resource Implications
Further activities around promoting a 'spirit of cooperation' in South Ribble	<ul style="list-style-type: none"> <li>- Further develop Community Involvement Hubs</li> <li>- Further engage with and support South Ribble Partnership</li> </ul>	<ul style="list-style-type: none"> <li>- Rebecca Heap</li> <li>- Vicky Willett, Howard Anthony</li> </ul>	Autumn 2020 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Put in place the conditions that will enable plural ownership of the economy to flourish	<ul style="list-style-type: none"> <li>- As part of review of land and assets (as discussed in 'Pillar' 4) scope the potential for asset use by Cooperatives and Social Enterprise</li> </ul>	<ul style="list-style-type: none"> <li>- Jonathan Noad</li> </ul>	Autumn 2020 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Undertake specific research around the scope for Worker Owned Cooperative formulation and Cooperative conversions	<ul style="list-style-type: none"> <li>- Identify sectors where there are gaps in South Ribble and potential for Worker Owned Cooperatives</li> <li>- Identify existing sectors and individual businesses where there is scope for converting businesses (where owners are retiring) into Cooperatives</li> <li>- Identify potential sources of external funding to support this</li> </ul>	<ul style="list-style-type: none"> <li>- Economic Development Team</li> <li>- External Academic and Practical Support</li> <li>- Community Wealth Building Implementation Officer and Social Value Officer</li> </ul>	2021	<ul style="list-style-type: none"> <li>- Officer time</li> <li>- Cost of Academic and Practical Expertise</li> </ul>
Influence and develop capacity building support for those interested in setting	<ul style="list-style-type: none"> <li>- Discuss with BOOST Programme management team the</li> </ul>	<ul style="list-style-type: none"> <li>- Jonathan Noad, Jennifer Clough, Bernadette Markham</li> </ul>	2021 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> <li>- BOOST Programme</li> </ul>

<p>up a Worker Owned Cooperative or converting an existing business into a Cooperative</p>	<p>scope to include modules around Cooperatives into business support activities and particularly at start-up</p> <ul style="list-style-type: none"><li>- Embed Cooperative formulation as a component part of employment and skills activities offered through the Leyland Town Centre Base</li></ul>			
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#### **4.4 Pillar 4 – Socially Just Use of Land**

##### About the Pillar

The Socially Just Use of Land ‘Pillar’ of Community Wealth Building is about changing the way in which local authorities, other Anchor Institutions, and other land owners utilise their land and assets, and so they do so in a more socially responsible and community beneficial way. In many localities, the vast majority of land will be owned by the public sector and private sector developers; and the vast majority of assets will be run and managed by Anchor Institutions and private business. This means that residents and the community have little sense of ownership of land and are dictated to as to the times they can use assets.

The Socially Just Use of Land ‘Pillar’ seeks to therefore enable that the ‘Community’ has a greater sense of ownership of land within the locality in which they live; that the development of land brings greater benefits in local economic, social, community and environmental terms; and that assets are utilised for and transferred to community use.

This ‘Pillar’ of Community Wealth Building is particularly prevalent, given the recent growth in housebuilding nationally, in relation to the development of Local Plans, and given recent Government announcements around planning reform.

There are a number of activities which other authorities and areas have undertaken around the Socially Just Use of Land ‘Pillar’ including:

- Developing Community Benefit Frameworks and Clauses on major developments in their localities, to ensure that Developers adhere to requirements around wider local economic, social and environmental outcomes. This is often linked to existing planning powers and the priorities of the Local Plan;
- Undertaking reviews of land and asset ownership and use in order to understand who owns it and the potential scope for other forms of use;
- Supporting the formulation of Community Land Trusts, where independent vehicles are set up encompassing a range of stakeholders and led by the community which inform land ownership, use, and decision-making;
- Transferring the ownership of local authority and other Anchor Institutions assets to voluntary and community sector organisations and the wider community;
- Opening up privately owned land to the public through the notion of the ‘Commons’ and changing the use and timings of the use of Anchor Institution assets such as buildings and green space.

##### The Baseline Position in South Ribble

South Ribble Borough Council has already undertaken significant work to ensure that their planning practices bring wider benefits for residents. The Local Plan (which is currently being refreshed and which includes Preston and Chorley) is accompanied by a Supplementary Planning Document (SPD) on Employment and Skills. This seeks to ensure that any development that does take place in this ‘Central Lancashire’ area creates jobs for local residents and enables the upskilling of the local population. The SPD is accompanied by a mechanism for monitoring outputs and the numbers of jobs created, for example.

South Ribble Borough Council is also part of the Preston and South Ribble City Deal which is seeking to put in place the infrastructure required in the area to enable economic growth. The SPD and its principles are a key area for the Council in seeking to influence such infrastructure development. South Ribble, like many areas of Lancashire is also seeking to develop new homes, with the Council seeking

to ensure that as many of these are as affordable as possible, and that the process of development brings maximum local economic, social and environmental benefits, together with benefits for residents.

There are also a number of Anchor Institutions present in South Ribble which own and manage land and assets. There is however a challenge in harnessing the potential of this land and assets for the benefit of the community.

#### Actions in South Ribble

The below text and table therefore outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 4 of Community Wealth Building around socially just use of land:

- Action 1 is to **develop a Community Benefit Framework as part of the refresh of the Local Plan** – this will build upon the existing SPD around Employment and Skills, the Social Value Procurement Framework (as outlined in 'Pillar' 1), and the Social Responsibility Charter (as outlined in 'Pillar' 2). Instead of being focused upon developers, the Framework will be focused upon the occupiers of new developments and will outline a series of expectations in relation to local economic, social and environmental outcomes;
- Action 2 is to **set up a local authority owned development company for developing affordable housing** – as discussed in the baseline, South Ribble Borough Council has already started to think about how more affordable housing can be created in the area, including 15 units in Bamber Bridge. The setting up of a development company would enable direct labour to deliver upon development projects, with associated benefits for local employment and apprenticeships;
- Action 3 is to **support the development of a Community Land Trust in South Ribble** – this will enable a wider set of stakeholders and the community to have an influence over development decisions and activities and over the ownership and use of land;
- Action 4 is to **undertake a review of Land and Assets in South Ribble** – this will enable South Ribble Borough Council to understand more effectively who owns land and how assets are used. This can then in turn influence potential asset transfer and change the behaviour of both Anchor Institutions and private business as to how and when assets are utilised by the community.

Table 4 – Socially Just Use of Land Actions

Action	Activities	People Responsible	Timeframes	Resource Implications
Develop a Community Benefit Framework as part of the refresh of the Local Plan	<ul style="list-style-type: none"> <li>- Research other Community Benefit Frameworks</li> <li>- Draft South Ribble Community Benefit Framework with links to Local Plan, Employment and Skills SPD, Social Value Procurement Framework ('Pillar' 1), and Social Responsibility Charter ('Pillar' 2)</li> <li>- Implement into planning process with a focus upon the occupiers of new developments</li> </ul>	<ul style="list-style-type: none"> <li>- Community Wealth Building Implementation Officer and Social Value Officer</li> <li>- Jonathan Noad, Jennifer Clough, David Whelan</li> </ul>	Autumn 2020 and Ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Set up a local authority owned development company for development of affordable housing	<ul style="list-style-type: none"> <li>- Research other local authority owned economic development companies</li> <li>- Develop business case for a South Ribble Economic Development Company;</li> <li>- Set up South Ribble Economic Development Company</li> </ul>	<ul style="list-style-type: none"> <li>- Jonathan Noad</li> </ul>	Autumn 2020 and Ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Support the development of a Community Land Trust in South Ribble	<ul style="list-style-type: none"> <li>- Identify stakeholders for including in Community Land Trust</li> </ul>	<ul style="list-style-type: none"> <li>- Jonathan Noad</li> <li>- External Practical Support</li> </ul>	2021 and Ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> <li>- Cost of Practical Expertise</li> </ul>

	- Support the development of Community Land Trust			
Undertake a review of land and assets in South Ribble	- Undertake study to understand land and asset ownership and use	- Jonathan Noad - External Practical Support	2021 and Ongoing	- Officer time - Cost of Practical Expertise



## **4.5 Pillar 5 – Making Financial Power work for Local Places**

### About the Pillar

The Making Financial Power work for Local Places ‘Pillar’ of Community Wealth Building is about ensuring that existing financial power and wealth in places is distributed and utilised in more socially responsible and equitable ways. All places will have significant financial power in the form of public sector Pension Funds, Banks, and other forms of public and private wealth. The challenge with this resource is that it is often reinvested and spent in inequitable ways and it is not distributed fairly.

In terms of Pension Funds for example, investment is often undertaken in fossil fuels and tobacco, as opposed to local regeneration and economic development schemes. In terms of Banks for example, investment and lending is often not made to SMEs and Cooperatives due to risk. In terms of wealth for example, this is often held by a very small number of people which exacerbates inequality. In terms of public services for example, vast swathes of these can often be outsourced to global companies in the interests of efficiency gains

The Socially Just Use of Land ‘Pillar’ seeks to therefore change the way in which power and wealth is held, distributed and invested so that it brings greater benefits for the local economy and people. Unlike the previous four ‘Pillars’ the geography of this pillar is important to outline. It is going to be very difficult for a small District Council, for example, to influence the way in which Pension Funds are reinvested or the way in which Banking is undertaken. Instead, there is a real need to cooperate across local authority boundaries and even regions to enable successful change.

Taking this geographical consideration in mind, there are a number of activities which other authorities and areas have undertaken around the Making Financial Power work for Local Places ‘Pillar’ including:

- Undertaking research around existing financial power and wealth in their localities and particularly understanding who owns it and how it is invested;
- Reviewing the delivery of outsourced public services and where appropriate bringing them back in-house;
- Working with neighbouring authorities and across the region to develop Community Banks, with a focus upon bringing locally owned banks to the high street and lending to SMEs and Cooperatives, in particular;
- Influencing Pension Fund investments, so they are reinvested in local relevant regeneration and economic development activities;
- Setting up Credit Unions to enable access to finance and savings facilities for those living largely in deprived areas.

It is also important to note that many of the activities are more political in their nature than some of the other ‘Pillars’.

### The Baseline Position in South Ribble

For South Ribble Borough Council, this is the least developed of the five ‘Pillars’ of Community Wealth Building. There is an existing Credit Union ‘Blues and Twos’ which is focused upon public service workers and emergency service workers. It has over 8500 members and joining the Credit Union is a benefit of working for South Ribble Borough Council. South Ribble Borough Council has also commenced work to both shift the behaviour of those providing outsourced services and also start the process of trying to bring them back in-house. South Ribble Borough Council has done little work around the development of Community Banks and influencing Pension Funds.

### Actions in South Ribble

The actions for this 'Pillar' are slightly different in that the first one is more around political level engagement at Lancashire and wider Regional levels. The first Action is that the Leader of the Council and the Cabinet Member for Community Wealth Building continue to engage with conversations with Preston City Council around the formulation of a Regional Community Bank and with the Lancashire Leaders Group around Pension Fund Investment and the scope for a Community Wealth Fund for Lancashire.

In addition, the below text and table outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 5 of Community Wealth Building around making financial power work for local places:

- Action 1 is to **enhance the scope and membership of Credit Unions in South Ribble** – this will build upon the Blues and Twos Credit Union, but also seek to broaden out its membership through a focus upon some of the more deprived areas in the Borough. The emerging Community Involvement Hubs and the potential Leyland Town Centre Base, provide such opportunity;
- Action 2 is to **further advance the process of bringing certain services back in-house** – this will particularly focus upon leisure services and will work to bring those services back under the direct control and direct labour force of South Ribble Borough Council.

Actions in South Ribble

Action	Activities	People Responsible	Timeframes	Resource Implications
Enhance the scope and membership of Credit Unions in South Ribble	<ul style="list-style-type: none"> <li>- Scope potential to transfer the principles of the existing 'Blues and Twos' Credit Union to a wider membership base</li> <li>- Utilise emerging and existing assets as the base for Credit Union activities including the Community Involvement Hubs and Leyland Town Centre Base</li> </ul>	<ul style="list-style-type: none"> <li>- Gail Collins, Rebecca Heap</li> <li>- Jonathan Noad, Jennifer Clough, Bernadette Markham</li> </ul>	2021 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> </ul>
Further advance the process of bringing certain services back in-house	<ul style="list-style-type: none"> <li>- Work with external expertise to commence the process of bringing Leisure Services back in-house</li> </ul>	<ul style="list-style-type: none"> <li>- Head of Leisure Services</li> <li>- External support such as Association for Public Service Excellence (APSE)</li> </ul>	Autumn 2020 and ongoing	<ul style="list-style-type: none"> <li>- Officer time</li> <li>- Costs associated with external expertise</li> </ul>

## 5 Next Steps and Recommendations

This final section of the South Ribble Community Wealth Building Action Plan does two things. First, it sets out a series of immediate next steps in relation to finalising and consulting upon the Action Plan. Second, it details three key recommendations for moving the Action Plan forward in the future.

### 5.1 Immediate Next Steps

The South Ribble Community Wealth Building Action Plan is shaped by the need for effective communication and consultation. The immediate next steps in this process are therefore focused upon consulting wider upon this draft Action Plan and further presenting its content. In particular, South Ribble Borough Council (working with Matthew Baqueriza-Jackson) will:

- Share the draft Action Plan with Officers and Members which participated in an initial session in July 2020 on ‘what is Community Wealth Building’;
- Speak with these Officers and Members at a dedicated workshop at the end of September 2020 to gather their feedback;
- Consult with a sample of South Ribble based businesses on the Action Plan at a dedicated workshop at the end of September 2020;
- Make any amends to the Action Plan, based upon this feedback;
- Present the Final Action Plan to Informal Cabinet in October 2020.

### 5.2 Recommendations

In addition to the immediate next steps outlined above, there are also three key recommendations for South Ribble Borough Council associated with the implementation of the Community Wealth Building Action Plan:

**Recommendation 1** – First, South Ribble Borough Council needs to adopt the South Ribble Community Wealth Building Action Plan at both Member and Senior Officer level. This will enable the actions and associated roles and responsibilities to be embedded into the workloads of relevant Officers and enable budget lines to be set against it.

**Recommendation 2** – Second, South Ribble Borough Council needs to commit to recruiting two new Officers in relation to Community Wealth Building. The first post would be for a Community Wealth Building Implementation Officer, whose responsibility would be to lead on the implementation of the Action Plan over the next 5 years. The second post would be for a Social Value Officer, whose responsibility would be for supporting the implementation of the Action Plan but would predominantly focus upon gathering evidence around the impact of the actions of the Plan.

**Recommendation 3** – Third, South Ribble Borough Council needs to communicate and promote the Community Wealth Building Action Plan to both South Ribble based business and residents. The Plan should also be promoted nationally through CLES’ Community Wealth Building Centre of Excellence.

## Appendix 1 – Assessment of South Ribble’s Procurement Processes and Practice

South Ribble Borough Council is a District Council with an annual spend of around £15Million. It is important to note that South Ribble Borough Council shares its procurement function with Chorley Council.

### *South Ribble’s baseline position*

The following tables set out South Ribble’s baseline position in relation to the activities for progressing procurement.

<b>Theme 1 – Governance and Strategy</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
Political buy-in		South Ribble Borough Council changed political leadership in May 2019. This has meant that the authority’s outlook towards particular policy agendas have changed. There is a new emphasis upon Social Justice and Community Wealth Building, with a dedicated Cabinet Member for this purpose. The importance of procurement as a lever to address wider economic and social issues is growing, with a particular emphasis upon jobs and skills. This links procurement to the wider Economic Strategy and Local Plan, currently being produced in collaboration with Preston City Council and Chorley Council. Consistency in political leadership across the three local authorities is shaping policy which is focused upon supporting the most disadvantaged.
Spend Analysis		In respect of Spend analysis, South Ribble Borough Council has developed inhouse and recently rolled out a new Contract Management System. This will enable data to be collected and reported in different ways; including in order to undertake Analysis of where procurement spend goes geographically, sectorally, and in terms of business type. The system has recently been rolled out and is in the process of being populated. Additionally, the Council has recently developed reporting functionality on the financial system to measure both Borough level and Lancashire wide spend. This will be subject to testing and data cleansing in 2020.
Social Value focused Procurement Strategy		South Ribble Borough Council has developed a joint procurement policy with Chorley Council. The Policy is shaped by the principles and themes of the National Procurement Strategy, and places specific emphasis on themes such as ‘inclusive’, ‘responsible’, and ‘sustainable’. The Procurement Policy is not a static approach and the two Councils are currently adapting it to take account of issues such as Climate Emergency.
Social Value Procurement Framework		The Joint Procurement Policy links to a number of wider outcomes which South Ribble Borough Council is seeking to achieve including around jobs and skills, reductions in emissions, work experience opportunities for young people, and those associated with Climate Emergency. The outcomes do not however translate into a Framework of Indicators and Questions for using in tender exercises.

Socially Trained Procurement Officers		South Ribble Borough Council has recently delivered training to contract managers at the launch of the new contract management system, raising awareness of the Council's priority in respect of procurement, which is inclusive, sustainable and socially responsible. Support is provided to procuring officers on a one to one basis for individual procurements. Guides and toolkits have been written and are available on the Council's intranet. Other formal procurement training sessions have not happened for a while but are currently being arranged for early in 2020.
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<b>Theme 2 – Commissioning</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
Service User engagement		South Ribble Borough Council does undertake some engagement with service users as part of the design of goods and services. It does however very much depend on the nature of the good or service being procured. For example, consultation has been undertaken with communities on playground and leisure projects and with businesses around the Town Deal.
Cross Departmental relationships		There are extremely positive cross departmental relationships at South Ribble Borough Council, with this most evident between the Procurement and Economic Development Team. This in particular is assisted by strong business networks in the locality, so there is knowledge of the types of goods and services which businesses can potentially deliver, and of economic, social and environmental challenges that can potentially be addressed through procurement.
Early market engagement and innovation		South Ribble Borough Council does not undertake many procurements which are above the OJEU thresholds and compared to other larger authorities has a relatively low level of overall procurement spend. Therefore, any early market engagement is rare and only undertaken where relevant. However, market engagement has been taken place with providers prior to developing and issuing specifications for Grounds Maintenance equipment. Procurement advice is offered at relevant business events, which are run by the Council. For example, the Lancashire County Council procurement team has exhibited at the Central Lancashire Business Events and South Ribble Borough Council have also run procurement advice workshops in the past.
Lotting and thresholds		Whilst there is limited scope due to size and nature of projects, South Ribble Borough Council seeks to break contracts into smaller lots where appropriate. Examples include vehicles and grounds maintenance equipment. They have also previously undertaken this in collaboration with neighbouring Chorley Council and Preston City Council in respect of a Repairs and Maintenance framework (now expired). In addition, South Ribble Borough Council utilises different requirements for different sizes of procurements. For opportunities below £100k, there is a requirement for at least 1 local organisation to be invited to bid.

		However, there is a recognition that the local marketplace does not always exist for all sectors or opportunities.
Social value weighting		South Ribble Borough Council does not have a formally agreed weighting around Social Value. However, it does utilise a 5% weighting around transport emissions. They ask a relatively general question around Social Value during procurement and recognise that they are increasingly getting better responses from potential suppliers.

<b>Theme 3 – Pre-Procurement</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
Information provision		South Ribble Borough Council utilises a range of means of advertising procurement opportunities and raising awareness at different geographical levels. All opportunities are promoted through Contracts Finder and the CHEST, the regional Portal. In addition, the Council has significant information on its website about the process of procurement, including a 'Selling to the Council' guide.
Meet the market events		The shared procurement team have attended events in the past which have generally been arranged by others, e.g. Chamber of Commerce, but nothing recently. They would engage in another such event where considered appropriate. Procurement advice is offered at relevant business events, which are run by the Council. For example, the Lancashire County Council procurement team has exhibited at the Central Lancashire Business Events and the Council have also run procurement advice workshops directly in the past.

<b>Theme 4 – Procurement and Decision-Making</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
Social Value questions		South Ribble Borough Council asks a relatively broad question around Social Value and where relevant. The questioning is largely related to what suppliers are going to do to deliver Social Value outcomes.
Qualitative and quantitative evaluation		South Ribble Borough Council evaluates tender responses using both qualitative and quantitative methods.

<b>Theme 5 – Delivery</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
Legal and contractual terms		Method Statements produced by suppliers as part of the procurement process are automatically translated into legal and contractual terms with South Ribble Borough Council. This includes any Social Value activities and means that contractors are obliged to treat them as contractual commitments.
Social Value brokerage		Through its Economic Development function, South Ribble Borough Council provides a range of support to businesses. This includes both suppliers and businesses that are not necessarily engaged in the procurement process. This support comes through

		the Apprenticeship Factory and through organisations such as Calico who provide support around jobs and skills.
Monitoring		South Ribble Borough Council is not currently undertaking any contract monitoring of suppliers Social Value commitments. This is largely down to a lack of capacity to do so and the lack of an effective methodology.
Supplier networks		South Ribble Borough Council does not currently facilitate any supplier networks.



REPORT TO	ON
Scrutiny Committee	22 <sup>nd</sup> October, 2020



TITLE	REPORT OF
Scrutiny Portfolio Update: Community Engagement, Social Justice and Wealth Building	Director – Customer & Digital

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

1. The purpose of the report is to provide an update to Scrutiny Committee on the activities since May 2019 in the Community Engagement, Social Justice and Wealth Building portfolio.

## RECOMMENDATIONS

2. The Scrutiny Committee note the contents of the report.

## EXECUTIVE SUMMARY

3. The Community Engagement, Social Justice and Wealth Building portfolio has a wide and diversified remit including some of the key Council customer facing and operational services and projects within the South Ribble Corporate Plan.
4. The services within the Portfolio make a significant contribution to the Council and the lives of residents within the Borough. The key activities and performance since May 2019 and current work areas are summarised in this report.
5. Since May 2019, the Portfolio has continued to develop and provide excellent services to the residents. Several initiatives have been implemented that either provide a better service to the residents or improves their lives.
6. Covid-19 has placed additional demands on the Portfolio as residents turn to the council for support and has presented additional challenges to overcome. The Portfolio of services and projects has, and continues to, respond well to these demands whilst at the same time, maintain business as usual under difficult circumstances.

## CORPORATE OUTCOMES

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

Excellence, Investment and Financial Sustainability	✓
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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

8. Scrutiny Committee have asked for an update covering the Community Engagement, Social Justice and Wealth Building portfolio.

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

9. The Community Engagement, Social Justice and Wealth Building portfolio covers the following Council service areas including the new South Ribble Together community Hub:

- Gateway & Customer Experience
- Revenues
- Benefits
- Community Involvement

10. The below projects and policies were delivered during the past 12 months.

- Revised Council Tax Support scheme for 2020/2021
- Second Homes and Empty Properties
- Customer Journey mapping & Data mapping project
- Interact with the Council digitally
- First Class Advice Services
- Hardship Fund
- Community Involvement Strategic Review
- Community Wealth Building Draft Action Plan
- Volunteer Strategy
- Social Inclusion
- Citizen Advice Bureau (relocation and support)

11. A summary of the service activities and performance since May 2019 is provided in the sections below:

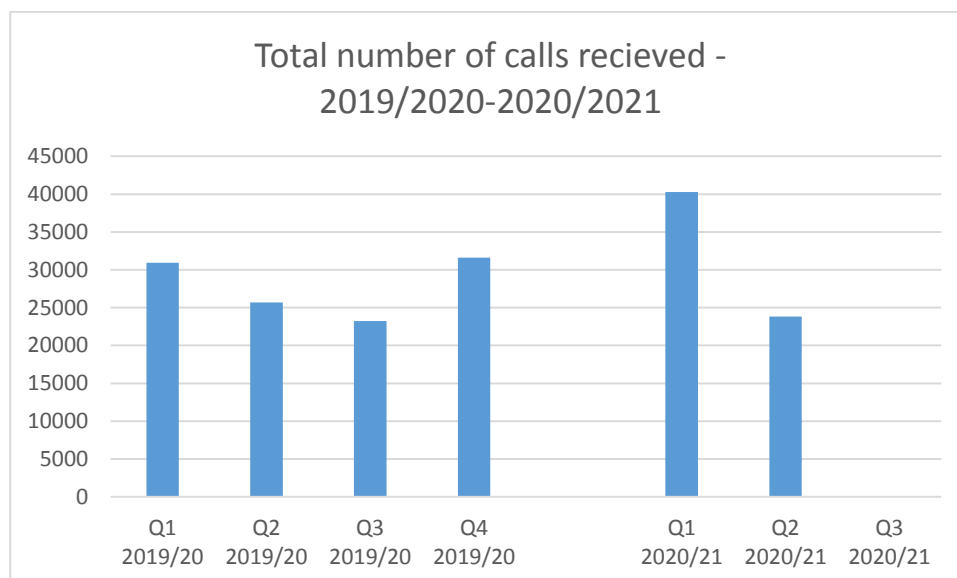
### 12. Gateway & Customer Experience

13. The Gateway service delivers most of the Councils services through a variety of service delivery channels. This includes face to face, telephone, electronic and social media enquiries. The tables below summarise the performance of the service.

The first chart below shows how Covid-19 has affected the number of customer contacts to the contact centre with a large increase in quarter 1 2020/21 compared to the same period the previous year.

**Total Number of customer contacts received via the Contact Centre, all communication channels.**

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
30937	25671	23249	31614
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
40290	23823	N/a	N/a



**14. Customer Satisfaction**

15. The service also monitors the satisfaction of customers with the service provided

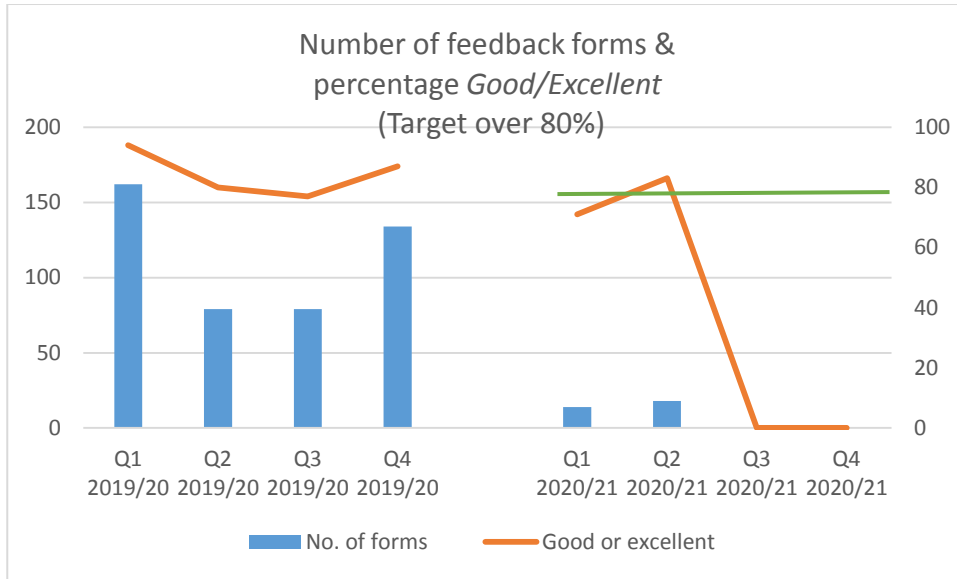
**Total Number of customer feedback forms completed**

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
162	79	79	134
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
14	18	N/a	N/a

**Percentage of customers who rated the service as 'good or 'excellent'**

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
94	80	77	87
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
71	83	N/a	N/a

16. The following graph indicates the quality of service provided from a customer point of view. This is obtained via feedback forms which the customer completes after the interaction. We have a target of 80% of customers rating the service received as good or excellent.

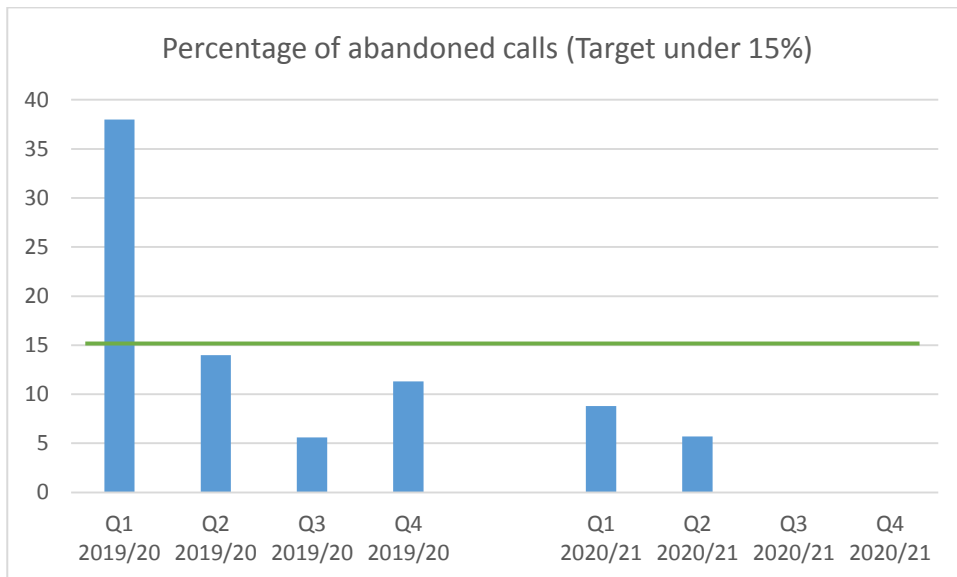


17. The number of customer feedback forms has dropped significantly over the years as customers migrate to online services. Email questionnaires and links within service request scripts have been unsuccessful. We are looking actively for ways to obtain feedback on our service. We are currently investigating the possibility of providing a text service so that customers can rate the service they have received.

18. Telephone call performance

*Percentage of calls abandoned before being answered*

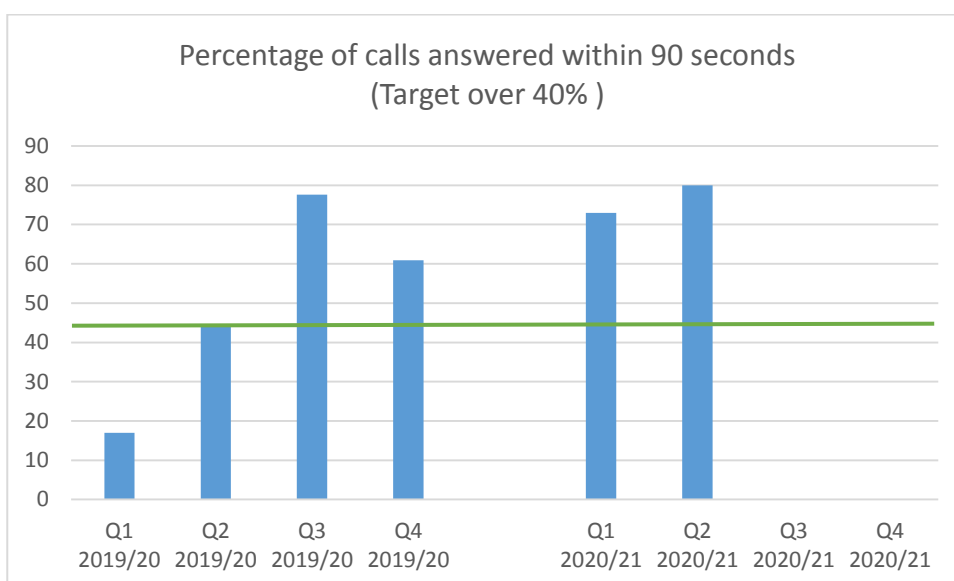
Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
38	14	5.6	11.3
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
8.8	5.7	N/a	N/a



*Percentage of calls answered within 90 seconds*

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
17	44	77.6	60.9

Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
73	80	N/a	N/a



## 19. Complaints and Compliments

### *Number of complaints resolved in the quarter*

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
40	23	18	30
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
32	36	N/a	N/a

### *Percentage of Complaints upheld in the quarter*

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
33	26	39	27
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
0	14	N/a	N/a

### *Number of Compliments received in the quarter (whole Council)*

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
9	16	18	22
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
37	13	N/a	N/a

## 20. Recent improvement to service provision

21. Over the period Gateway has worked with colleagues in ICT to procure and install a new telephony system to enhance the customer experience and free up resources to handle additional customer enquiries. This is now operational, and work has commenced to enhance the technology to incorporate email and social media enquiries into the system.

## 22. Channel Shift

23. The service has been actively promoting channel shift as part of its Digital Strategy. One year in to the delivery of the strategy, the results have been extremely encouraging and it is

anticipated that this figure will rise as a result of the roll out of the New website. This should make this service channel more attractive to customers.

**Percentage of self-serve channel access v telephone/face to face channels**

<b>Q4 2019/2020</b>	<b>Q1 2020/21</b>
Target 40% by 2022	Target 40% by 2022
22	37

**24. South Ribble Integrated Team (SRIT)**

25. This service works with other organisations such as the Police, Social Services, Drug and Alcohol support organisations and the Fire Service to provide practical support to vulnerable residents who are living in difficult situations. There are currently 43 live cases being dealt with and this number has seen a steep rise due to the pandemic. As case study is attached under **Appendix A**

**26. Customer Service Excellence Award**

27. Gateway, Revenues & Benefits are long-term holders of the Customer Service Excellence award. The achievement of this award supports the Excellence & Financial sustainability priority by measuring the quality of service provided and benchmarking this against 5 Government set criteria.

28. The criteria are

- Customer Insight (relating to understanding customer needs and meeting them)
- Culture of the organisation (relating to organisational values)
- Information and Access
- Delivery
- Timeliness and quality of service

29. Each criterion has several elements (57 in total) that are independently assessed each year on a rolling programme (with every element being visited over 3 years)

30. 2019/20 has been our best performance against the standards since we started, with 55 elements out of 57 being fully met (including 6 attaining 'Compliance-plus' status (where we exceed excellence)) and the remaining 2 being met partially

31. The 2020/21 renewal has been delayed as a result of Covid-19 and is likely to be before the end of the year. A Summary of the process and further details of the 2019/20 assessment are included at **Appendix B**

**32. Staffing – Gateway**

33. All outstanding vacant positions have been recruited to and 3 new staff joined the organisation Mid-September 2020. They are currently being trained to enable them to help with Covid-19 track and trace duties.

### 34. Resettlement scheme

35. This service has responsibility for the resettlement of refugees within the Borough under a national scheme. As a result of support and integration activities, our existing (Syrian) families are settled within the borough and many have secured jobs.

36. We were due to welcome the next cohort of refugees in the Summer of 2020. This comprised of 5 Palestinian families (comprising 12 adults and 11 children). This cohort has been delayed as a result of Covid-19 and we are awaiting an arrival date from the Home Office.

37. As an alternative to providing the refugees with social Housing through a Housing Association or private landlord, we are working with colleagues in Planning and Housing to procure properties to accommodate them, thereby acting as a Social Landlord.

### 38. Citizens Advice Bureau (CAB)

39. As well as funding a telephone and email advice service (based at Towngate), the service has worked with colleagues from the Council to provide a face to face advice service at the Civic Centre for residents who need it. The funding has been agreed and CAB Management are now occupying part of the building to coordinate activities to enable the rest of the team to move in. The opening of the service to customers has been impacted by Covid-19 and a start date is yet to be agreed.

40. We are now in the process of expanding the partnership and, in line with our ambitions to provide first class advice service, we are building on the excellent working relationship we have established and are working with the Citizens Advice Bureau to relocate their call centre offices to the Civic Centre.

41. They will be based on the 2<sup>nd</sup> floor of the Civic centre and will comprise of a relocated customer call centre on part of the floor and the South Ribble Together /Community Hub on the rest of the floor.

### 42. Revenues & Benefits

43. The Revenues and Benefits service comprises
- Council Tax (including a recovery section)
  - NNDR (Business Rates)
  - Sundry debtors
  - Housing Benefits

The tables below summarise the service performance

#### ***Percentage of Council Tax collected within the quarter (cumulative)***

<b>Q1 2019/20</b>	<b>Q2 2019/20</b>	<b>Q3 2019/20</b>	<b>Q4 2019/20</b>
29.31	57.44	85.62	97.5
<b>Q1 2020/21</b>	<b>Q2 2020/21</b>	<b>Q3 2020/21</b>	<b>Q4 2020/21</b>
28.41	56.48	N/a	N/a

**Percentage of Business Rates collected within the quarter (Cumulative)**

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
31.06	59.07	83.08	98.5
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
26.11	55.16	N/a	N/a

**Average number of days to process a Housing Benefit claim**

Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
17.11	15.39	14.08	16.61
Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
13.19	Information will be available mid to Late October	N/a	N/a

**Number of people removed (not paying CTSS) from the minimum £3.50 per week contribution (Council tax Support scheme)**

Q1 202/2021	Q2 2020/21	Q3 2020/21	Q4 2020/21
2382	2378	N/a	N/a

Note; The net number has reduced over the 2 periods but there may be different claimants in each period. Some will make new claims and others will go back to work.

44. The Revenues service has introduced several new policies and procedures over the period to support our residents. The below polices have been signed off through the relevant decision channels and are now in place;

- A revised Council Tax Support Scheme for 2020/2021
- Covid-19 Council Tax Hardship Fund
- Council Tax Exceptional Hardship Fund

45. The Benefits department piloted a text update service on behalf of the Council which keeps customers informed of how their claim is going and provides instruction to customers if required. This has been extremely successful, and it has been proposed that it is adopted by other services within the Council as part of their business improvement initiatives.

**46. Staffing – Revenues & Benefits**

47. We have undertaken a review of staffing and a grade 4 post was developed into a new grade 5 post that is now filled through an internal promotion. We have one vacant post that we are currently holding open and not advertising to see if we need to replace like for like or with the implementation of some automation processes whether we can then use the post differently

**48. Covid-19 related activities**

49. During the pandemic the Portfolio has been heavily involved in activities to support our response to the pandemic such as the Community Hub, delivery of the small, retail business support grants and discretionary business grants.

For the period to the end of June 2020 the services within this Portfolio have:

- Responded to over 8,000 calls to Council Tax;



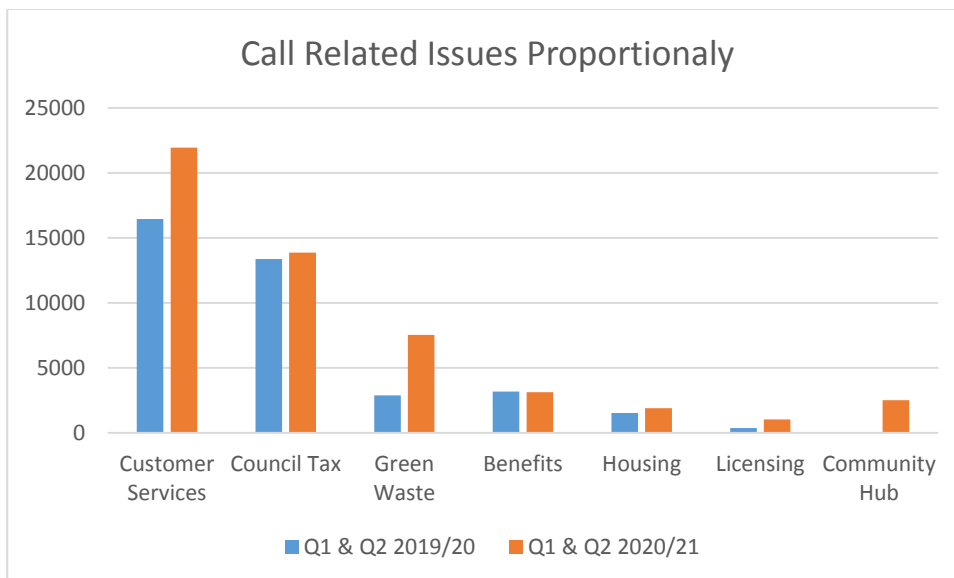
- Completed over 5,200 Council Tax scripts, of which over 1,200 related to making/altering payment arrangements;
- Dealt with an increase in caseload of the number of working age claimants needing support from 3,273 to 3,771 (498 additional claims)
- Supported retail properties entitled to relief with an increase from 219 properties granted approx. £904,605 to 430 properties granted approx. £12,700,000 (211 additional reliefs).

50. Gateway are shortly to be involved in the Track and Trace activities, led by our Environmental Health team and training is currently being undertaken to enable this.

51. The below table shows the difference between quarters 1 & 2 in 2019/20 and quarters 1&2 in 2020/21 (current year)

**52. Number of telephone calls answered by the contact centre**

	Q1 & Q2 2019/20	Q1 & Q2 2020/21
Community Hub	0	2522
Benefits	3181	3117
Council Tax	13362	13850
Customer Service	16438	21935
Green waste	2870	7536
Housing	1517	1906
Licensing	360	1039
Total	37728	51905



Note; Customer Services calls are those that don't fall into any of the other categories. This could include, Neighbourhood, Streetscene, & Electoral Services Calls.

### 53. Strategic Review of Community Involvement

Recommendation	Progress
<b>Ensuring a Community Involvement Culture</b>	The Council is now a member of the Co-operative Councils Innovation Network
	Accreditation as a Co-operative Council (embedding the co-operative values of self-responsibility, democracy, equality, equity and solidarity) will be considered as part of our corporate plan re-refresh for 2021/2022.
	Corporate community involvement toolkit and checklist to be developed and rolled out for use by all services areas.
	Residents Survey 2020 is complete, and results published
	Community Development annual report will be presented to Full Council in June 2021.
<b>My Neighbourhoods</b>	My Neighbourhood Forums will evolve to become Community Hubs; a more inclusive approach, with projects based on evidenced community needs.
	Community Hub planning meetings currently being scheduled for 2020/2021 - will be used to align plans with the corporate plan and budget process.
	Community Hub Chairs have agreed to a community development model, including involving parish / town councils & other relevant partners. This forms part of the 12-month transition period; success will be reviewed.
	A schedule of Community Hub Chairs and Vice-chairs is being developed and meetings will now have a forward plan, agenda and minutes.
	Governance arrangements for Community Hubs have been reviewed to reduce bureaucracy and increase transparency. Constitutional amendments approved by Council

### 54. Volunteering Policy and Strategy

55. The Council now has an agreed Volunteering policy for people volunteering and for employees to volunteer to support communities and good causes. Volunteering 'with' the Council is about social value and action which includes supporting and developing local people to build skills and confidence. This policy builds on a strong foundation on the councils existing 190 volunteers to establish a consistent approach to recruitment, support and development.

56. We will develop new volunteering opportunities and services will be encouraged each year through their business planning process to identify opportunities for volunteers. The policy also addresses how volunteers can be developed through training and support and provides expenses to support those who may be financially excluded from volunteering.

57. The policy integrates the role of Time Credits developing the opportunities for individuals to earn time credits when volunteering with the Council. The time credit provides recognition of the value the Council places on someone's time when volunteering with us, whilst simultaneously enabling individuals to redeem them against a number of activities for themselves, families and friends.

## 58. South Ribble Together

59. We have been helping and supporting our communities during the pandemic and have spoken to thousands of our vulnerable residents to understand how we can help to support them. In **Appendix C** you can see a diagram of the system we have developed over the past few months to support our residents in need of help. The diagram shows that every step of the way we have developed processes to support our vulnerable residents working in partnership with our partners and the voluntary sector.

## CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

60. No consultation has been undertaken specifically in relation to this report however residents, community groups and organisations were consulted as part of the process of adoption of the new Council Tax Support scheme.

## AIR QUALITY IMPLICATIONS

61. None.

## COMMENTS OF THE STATUTORY FINANCE OFFICER

62. This report is for noting only and there are no financial implications arising from it.

## COMMENTS OF THE MONITORING OFFICER

63. This report is for noting only and there are no legal implications arising from it.

## OTHER IMPLICATIONS:

▶ Risk	None
▶ Equality & Diversity	Much of the Portfolio projects and key services have a focus on equality and diversity and key decisions made in those services are subject to separate equality and diversity assessments

## BACKGROUND DOCUMENTS (or There are no background papers to this report)

None

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

Appendix A SRIT Case Study  
Appendix B Customer Service Excellence award assessment report May 2019  
Appendix C South Ribble Together Operating Model

Report Author:	Telephone:	Date:
Paul Hussey	01772 625522	6 <sup>th</sup> October 2020

## **Appendix A – SRIT Case Study**

### **Background.**

A man in his early 60's living in Bamber Bridge has had 2 strokes in 2019. As a result, he has difficulty walking any distance and speaking and kept falling.

His benefits had stopped as he had not attended an appointment at the Job Centre (as a result of recovering from one of his strokes).

Previously he had been on Job Seekers and Housing Benefit but now had a gap in his claim and had to make an application for Universal Credit. He found communicating on the phone to be difficult as a result of the stroke and had no access to a computer. He could not walk far enough to get to a library.

So, he had no income at all, his home was unheated, and he was being supported by his neighbour who was feeding him and letting him use her home during the day and overnight so he could keep warm.

She works full time and was concerned every day for him as he didn't have any care package, he was left all day on his own. Neighbour was visiting Food Bank to assist with providing meals for him.

She had talked with CAB and they were trying to reinstate his benefits with little success.

His house was dirty and cluttered.

Man had to have laser eye surgery 21st October as he had very poor vision. He had no way of getting to hospital and his neighbour couldn't take a day off work to take him.

### **Initial Action Taken.**

- Initially arranged Community transport to get him to hospital and back
- Reinstated Housing Benefit calculated on nil income for period until Universal Credit awarded.
- Referral to SRIT completed with customers consent

### **Action taken post SRIT referral.**

- Liaised with DWP to explain the situation and, after a lot of discussion, they agreed to carry out a home visit to claim Universal Credit which is now in payment
- They also agreed to carry out a benefit check to see what other benefits could be entitled to.
- Personal Independence Payments are now up and running and we are now supporting him to claim other disability benefits
- Fire Service visit to carry out a Fire safety check, provide winter survival packs, smoke alarms and advice.
- Provided information on the Urgent needs and Support service provided by Lancashire County Council to enable him to get money for heating and to replace white goods that were considered dangerous by the Fire Service.
- Liaised with Social Services & customer to carry out an assessment to establish and meet social care needs. They are liaising with the landlord and reablement services to install grab rails and bannister rails. They are also working with the customer to have Telecare installed. He has declined a care package at this stage and wants to see how he gets on with the equipment and Telecare

- Working with a charity (church) to undertake a tidy up and clean of his property so it is in a much more habitable state.

**Preventative action and ongoing support.**

Work is ongoing with the customer through SRIT partners who are providing support to prevent them from falling back into difficult situations. In this case the support is to come from Social Services. Although, at this stage, the customer has declined their assistance as regards a care package, they have accepted some help as outlined above. The relationship has commenced, and a two-way dialogue is now open so that Social Services can monitor the situation and help when and if required. If appropriate they will be able to re-open the case with SRIT in the future.

**Results & feedback**

We have worked with other organisations to improve the health & wellbeing of a resident who has complex needs and was in a difficult situation.

He is extremely grateful and feedback on the activity has been extremely positive.

The Council we have also nominated the neighbour for a 'Spirit of the Community' award

## Appendix B – Customer Services Excellence Award. Summary of latest assessment

### 1. Summary

1.1 We have been notified that the Gateway, Revenues & Benefits services have again achieved the Customer Service Excellence award.

1.2 This is the 18<sup>th</sup> year that we have achieved the Government standards set out for excellent customer experiences.

### 2. Link to Corporate Priorities

2.1 The achievement of the Customer Service Excellence award supports the Excellence & Financial sustainability priority by measuring the quality of service provided and benchmarking tis against Government set criteria.

### 3. Rationale / Key Issues / Options / Reasoning

3.1 The CSE (previously known as Chartermark until 2008) is a standard laid down by central Government that measures those areas that are a priority for customers.

3.2 It is made up of 5 criteria

- Customer Insight (relating to understanding customer needs and meeting them)
- Culture of the organisation (relating to organisational values)
- Information and Access
- Delivery
- Timeliness and quality of service

3.3 Each criteria has a number of elements (57 in total) that are independently assessed each year on a rolling programme (with every element being visited over 3 years)

3.4 CSE is designed to operate on three levels:

- **As a driver of continuous improvement.** By identifying and addressing areas in which we are less capable, we are always on an improvement journey. Services provided and customers' expectations are ever changing and the CSE enables us to move with the times and maintain or improve the customer's experience of dealing with the Council.
- **As a skills development tool.** By allowing individuals and teams within the organisation to explore and acquire new skills, they are better placed to deliver excellence to the residents.
- **As an independent validation of achievement.** By seeking formal accreditation we can demonstrate that the customer experience is at the heart of what we do, each day, every day. This has a positive effect on job satisfaction, motivation and morale.

3.5. Assessment has several stages. Initially, a group of staff work together to undertake a self-assessment exercise, which involves looking at each of the criteria in turn and how we

meet them and ways in which we can demonstrate compliance. All elements need to be supported by documentary proof of compliance. There is a limited number of proofs that are allowed per element so we have to be selective about what to present. The team (in connection with the wider departmental teams) works together to discuss & decide upon, collate, review and upload the proofs to the CSE system for consideration.

3.6 A desktop assessment is carried out by our CSE Assessor and this is followed by a site visit

3.7 During the visit, the assessor;

- Speaks to customers
- Observes staff working and interacting with customers (Gateway every year and back office staff from departments if time allows)
- Speaks to staff (this year it was staff from each of the sections and staff who are new to the organisation)
- Speaks to partners (this year it was the Job Centre staff, on previous occasions it has been Key, Welfare Rights, Disc and other partners)
- Speaks to Head of Customer Experience
- Speaks to Director
- Speaks to Chief Executive (this year it was the Deputy CEO)

3.8 The purpose of the visit is to;

- Independently gauge customer experience and satisfaction with the level of service provided
- Independently gauge the culture of the organisation and attitudes to service provision
- Clarify documentation and seeks answers to questions raised as a result of the desktop review
- Review our attitudes, relationships with partners and co-working practices
- Discuss updates on any recent changes, any work in progress and future plans (which will form part of future assessments)
- Review progress against issues previously identified and provides help and advice to enable us to achieve compliance for areas where we are not, or where we are partially compliant

3.9 The assessor takes all the information and informs us of his decision in due course which is backed up by a comprehensive report on his findings.

3.10 **How did we do?** 2019 has been our best performance against the standards since we started, with 55 elements out of 57 being fully met (including 6 attaining 'Compliance-plus' status (where we exceed excellence)) and the remaining 2 being met partially.

3.11 The elements where are have achieved 'compliance-plus' status are

Element	Descriptor
1.3.5*	We have made positive changes to services as a result of analysing customer experience, including improved customer journeys

2.1.1	There is Corporate commitment to putting the customer at the heart of service delivery and leaders in the organisation actively support this and advocate for customers
2.1.6	We empower and encourage all employees to actively promote and participate in the customer focussed culture of our organisation
2.2.5	We value the contribution our staff make to delivering customer focussed services, and leaders, managers and staff demonstrate these behaviours
3.4.1	We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers
4.3.2	We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit

\* indicates compliance plus status newly achieved at this assessment

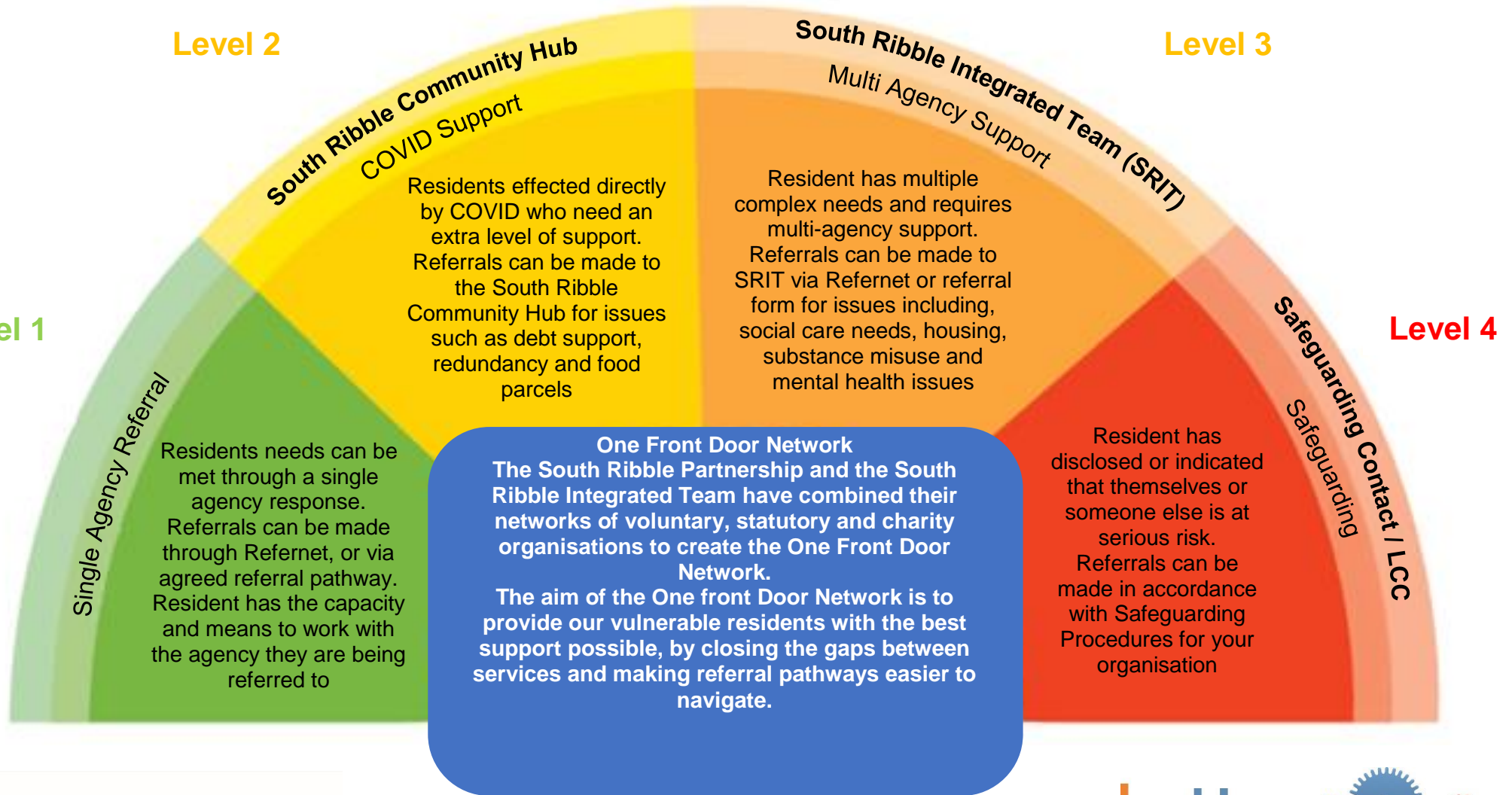
3.12 The elements where we are partially compliant are

Element	Descriptor
4.1.3	We consult and involve customers ,citizens, partners and staff on the setting, reviewing and raising of our local standards
5.3.2	Quality of service compares well with that of similar organisations

Overall a very pleasing result.



# Supporting our Communities



### Single Agency Referrals

For residents who are able to manage their own affairs, and it is clear which organisation would be best for supporting them, referrals should be made directly to the relevant agency.

The preferred method of making referrals is via Refernet. Many agencies within the One Front Door Network are signed up to Refernet, as are other agencies in South Ribble.

Refernet keeps an auditable trail of all referrals. It can also be used to identify services within your area as you can search by subject; for example; if you search for counselling services in South Ribble, it will provide you with a list of local counselling services.

For any services not available on Refernet, please continue to use the organisation's preferred method of contact such as telephone, email or referral form.

For more information on how to sign up to Refernet please contact Guy Simpson (CAB) email: [gsimpson@calancs.org.uk](mailto:gsimpson@calancs.org.uk)

### South Ribble Community Hub

For any residents who have been impacted by COVID-19 and need additional support, referrals should be made to South Ribble Community Hub.

South Ribble Borough Council and Citizen's Advice Bureau are working in partnership to provide support for residents who may need support with issues such as redundancy, social isolation, benefits advice, support to obtain food or prescriptions.

Referrals can be made via Refernet, phone: 01772 625625 or email: [covid19support@southribble.gov.uk](mailto:covid19support@southribble.gov.uk)

### South Ribble Integrated Team

For individuals or families with multiple complex needs or who are unable to navigate services without additional support, please refer them to the South Ribble Integrated Team (SRIT).

The SRIT Team is made up of statutory organisations including South Ribble Borough Council, Lancashire Police, Lancashire Fire and Rescue, Adult Social Care, Community Mental Health and Child & Family Wellbeing

Consent is needed for all referrals. Referrals can be made via Refernet or email with a completed referral form.

Contact: Justine Green SRIT Coordinator  
email: [SRIT@southribble.gov.uk](mailto:SRIT@southribble.gov.uk)

### Safeguarding

For any residents identified as a safeguarding risk please follow your organisations safeguarding procedures. This will usually involve contacting your Safeguarding Lead, who will make a referral to Safeguarding at Lancashire County Council.

For further guidance: <https://www.lancashire.gov.uk/health-and-social-care/safeguarding/>

If someone is at immediate risk of harm, please contact the Emergency Services on **999**

### One Front Door Network

The South Ribble One Front Door Network has been created in the hope of; tackling issues arising from COVID-19, to close the gaps between services and to improve communication between organisations.

The network is made up of voluntary, statutory and charity organisations.

Every month the meetings will have key speakers invited which will provide organisations with a chance to raise awareness of the services they offer.

"Hot Topics" or "Trends" will be discussed to identify gaps or emerging issues and plug those gaps at the earliest opportunity.

By raising awareness of what services are in South Ribble we can hopefully create more referral pathways for our residents and reduce the amount of time our residents will wait to access services, getting them the best support in the quickest way possible. We will also be sending out a monthly E-newsletter to share important information across organisations.

For more information on how to join the One Front Door Network or joining the E-newsletter mailing list, contact:

Justine Green by email:  
[SRIT@southribble.gov.uk](mailto:SRIT@southribble.gov.uk)

Or phone:  
07814 853 090

REPORT TO	ON
Scrutiny Committee	22 October 2020



TITLE	REPORT OF
Worden Hall Update	Assistant Director of Projects and Development

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

1. An update on the progress of the Worden Hall project for Scrutiny

## RECOMMENDATIONS

2. That Scrutiny committee welcome and note the update on the progress
3. That Officers will bring further reports to Scrutiny with the next report focusing on the finalised budget for the project in line with the budget available in the Capital programme

## CORPORATE PRIORITIES

4. The report relates to the following corporate priorities:

An exemplary Council	
Thriving communities	x
A fair local economy that works for everyone	x
Good homes, green spaces, healthy places	x

## BACKGROUND TO THE REPORT

5. In June 2018 the Council appointed consultants to undertake a feasibility study and options appraisal into the potential future uses of Worden Hall.
6. The consultant's report reviewed a number of options for the future use of the Hall which included looking at the investment costs of each option and the on-going revenue cost to the Council.

7. Only three options were considered viable and these formed the basis of the public consultation exercise. The three options included:
  1. Community Use
  2. A Small Wedding/Events Venue
  3. An Exclusive Wedding/Events Venue
8. The public consultation as reported to Scrutiny was very successful with over 500 responses. From the public consultation the overwhelming favourite option was a combination of option 1 and Option 2.
9. To take the project forward and in line with a Cabinet decision support was given to take a combination of option 1 and 2 through to full planning stage. Purcell Limited were duly appointed to act as consultants to guide the project through the next phase.
10. The total budget available for the project identified in the Capital programme is £2.170m

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

11. An outline below shows the work that has been undertaken since the last Cabinet report in February 2020. There was an initial delay in the project moving forward due to the Covid lock down between March and June. Some background and desk top work was possible but many of the surveys needed had to be held back until the lockdown was lifted Works Completed  
Further to the project start-up meeting held on 30 July 2020 the following actions have been completed by the design team:
  - Appointment of Purcell including signing of contract
  - Purcell have signed up key subconsultants (QS, Structural engineer, building services engineer, landscape architect) with back-to- back sub consultant agreements.
  - Provision of key information from SRBC to Purcell on all aspects of Worden Hall and Park
  - The buildings and adjacent site have been surveyed
  - Detailed condition surveys now undertaken, and the reports updated
  - The updated condition survey are being costed and being reviewed by the design team
  - Environmental and Ecology surveys undertaken – reports imminent 12/10/20
  - Aboricultural surveys undertaken
  - The initial developed architectural, structural, landscape and building services designs have been circulated between the design team and are currently being coordinated.
  - Parker Wilson have issued Ground Source Heat Pump Feasibility report (RHI Scheme)
  - Stage 3 budget costs are being reviewed in line with the developing proposals. to ensure that the final cost of the project can be delivered inline with the budget available in the Capital programme
12. Next Steps for the project  
The next phase of the project will include:

- Draft Cost budget to be issued for review during October. Following detailed structural surveys, environmental surveys and an appreciation of a post Covid 19 offer a revised scope has been put forward. The impact of this has seen additional items been identified and added to the original scope. However there also opportunities for environmental improvements which should have a payback mechanism to justify investment. In additions certain aspects of the project such as carparking are proposed to be reduced which will realise a cost saving
  - Cost of replacement boilers/ ground source heat pumps in line with environmental surveys (This could provide a payback)
  - Upgraded specification to toilet provision post Covid-19 (individual toilets with wash hand basins additional space accommodation)
  - Inclusion of window/ door replacement as part of the scheme to improve environmental conditions
  - Car park extension rather than new Car-park to meet planning requirements including external lighting (This could reduce costs in this area)
  - Items relating to building services condition survey, e.g. upgrade electrical supply, roof void detection, rebuilding of the boiler house and structural repairs to certain walls
  - Items relating to the landscape conditions survey
  - Increasing power supply which will result in repairs to the hard landscaping in the courtyards
- Given above, work is underway on finalising the costs for the scheme to ensure it fits within the budget available in the Capital programme
- Planning Pre-app review of proposals by SRBC officers – w/c 19/10/20
- Planning Pre-app review of proposals by the proposed café tenants for w/c 19/10/20
- Currently running to programme, with Planning/Listed building consent due to be submitted to Planning in December with the application going to Planning committee in early 2021.
- Establish procurement strategy for the project

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

- 13.** For four weeks (19/08/19 - 16/09/19) the council conducted a comprehensive public consultation with residents to ascertain what people were thinking should happen next with the iconic Worden Hall in Leyland. Cabinet of 19/10/19 commit to undertake further detailed modelling and appraisal of Option 1(Community Use) and Option 2 (small weddings/events venue) with a finalised recommendation and implementation plan coming back to Cabinet in January 2020. A Hybrid option of Community use and a small wedding/events venue was selected to be take forward.

## **AIR QUALITY IMPLICATIONS**

14. This project is seeking to improve local air quality by exploring the use of sustainable heating systems such as ground source heat pumps within the specification of the proposals.

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

15. As outlined in the report the capital budget for this project is £2.170m which may be revised subject to the work outlined in paragraph 12.

**COMMENTS OF THE MONITORING OFFICER**

16. There are no legal issues to raise at this juncture. Ultimately the finalised proposals will need to be approved by Cabinet. The necessary applications for planning permission/listed building consent will also need to be decided upon by Planning Committee.

**OTHER IMPLICATIONS:**

<p>► <b>Risk</b></p>          <p>► <b>Equality &amp; Diversity</b></p>	<p>There is a risk on the budget for the scheme increasing due to full structural surveys and impact of Covid 19 which we will need to raise with Cabinet and Scrutiny if the budget increase</p> <p>Not achieving planning permission</p>
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**BACKGROUND DOCUMENTS**

None.

**No**

LT Member's Name  
Jonathan Noad

Report Author:	Telephone:	Date:
Neil Anderson, Lee Nickson (Assistant Director of Projects and Development, Senior Engineer)	01772 625540	22 <sup>nd</sup> October

## South Ribble Borough Council – Forward Plan

**For the Twelve Month Period: 1 October 2020 - 30 September 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.

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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.

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

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

**Last updated: 06 October 2020**



<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Future meetings where there is an intention to hold part of the meeting in private: Cabinet 14 October 2020 and 11 November 2020; Council 25 November 2020							
Leader of the Council							
Shared Services Phase 1: Service Reviews	Cabinet	Leader of the Council		14 Oct 2020	This report contains information likely to reveal the identity of an individual. (Paragraph 2)		Report of the Interim Chief Executive
South Ribble Prevention Zone Framework To update Cabinet on changes to the South Ribble Local Prevention Zone Framework.	Cabinet	Leader of the Council		14 Oct 2020			Report of the Director of Neighbourhoods and Development

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Reason the decision is key</b>	<b>Earliest Date decision can be taken</b>	<b>Will the public be excluded?</b>	<b>Are there any background papers?</b>	<b>Documents to be considered by Decision taker</b>
Options for council rebrand An update on progress with options for a new logo and brand for the authority.	Cabinet	Leader of the Council		14 Oct 2020		South Ribble Borough Council branding	Report of the Head of Shared Financial Services
South Ribble Directorates Future Structures and Staffing Paper to agree new structures, staffing levels and areas of responsibility for the current Directorates of Planning and Property and Neighbourhoods and Development.	Cabinet	Leader of the Council		11 Nov 2020	This report contains 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. (Paragraph 4)		Report of the Chief Executive

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Corporate Performance Framework Review	Cabinet	Leader of the Council		11 Nov 2020			Report of the Interim Chief Executive
Period 2 (July - September) Quarterly Performance Monitoring Report 2020/21	Cabinet	Leader of the Council		11 Nov 2020			Report of the Interim Chief Executive
Quarter 3 (October - December) Performance Monitoring Report 2020-21	Cabinet	Leader of the Council		24 Mar 2021			Report of the Interim Chief Executive
Urgent Decisions Taken Due to COVID-19 Pandemic	Cabinet	Leader of the Council		14 Oct 2020			Report of the Assistant Director of Scrutiny and Democratic Services

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<p>Future of City Deal To provide a report to Full Council of the options available for the future of the City Deal.</p>	Council	Leader of the Council		25 Nov 2020	The report contains information containing financial and/or business affairs of the Council and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.		Report of the Director of Planning and Property
Cabinet Member (Health, Wellbeing and Leisure)							
<p>South Ribble Playing pitch Hub To bring forward the South Ribble Playing Pitch Hub to be located at Bamber Bridge Leisure Centre</p>	Cabinet	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Expenditure / Savings higher than £100,000	14 Oct 2020			Report of the Director of Neighbourhoods and Development

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South Ribble Leisure Facilities Strategy and future Management Options To bring forward to Cabinet a draft South Ribble Leisure Facilities Strategy and future Management options for the Leisure Centres going forward	Cabinet	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Significant effect in 2 or more Council wards.	14 Oct 2020			Report of the Director of Neighbourhoods and Development

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
Refurbishment of Hurst Grange Park Coach House, Penwortham Report seeking permission to spend the allocated capital budget and to award the building works contract for the refurbishment of Hurst Grange Park Coach House, Penwortham	Cabinet	Cabinet Member (Environment)	Expenditure / Savings higher than £100,000	14 Oct 2020			Report of the Director of Neighbourhoods and Development

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
Refurbishment of Playgrounds at Hurst Grange Park, Penwortham & Bellis Way, Walton-Le-Dale Report seeking permission to spend the capital budget for Hurst Grange Park and Bellis Way Playgrounds and permission to award the contract for Hurst Grange Park Playground	Cabinet	Cabinet Member (Environment)	Expenditure / Savings higher than £100,000	14 Oct 2020			Report of the Director of Neighbourhoods and Development
Cabinet Member (Community Engagement, Social Justice and Wealth Building)							

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Volunteering Policy and Framework Report on the proposed volunteer policy for South Ribble Borough Council	Cabinet	Cabinet Member (Community Engagement, Social Justice and Wealth Building)		14 Oct 2020			Report of the Director of Neighbourhoods and Development
Community Wealth Building Action Plan To provide Cabinet with an update on the recent Community Wealth Building commission and for Cabinet to approve the arising Action Plan.	Cabinet	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Significant effect in 2 or more Council wards.	11 Nov 2020			Report of the Director of Planning and Property
Cabinet Member (Environment)							



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Parks Capital Projects Report seeking permission to spend allocated capital funds on various projects at Worden Park, Leyland and Hurst Grange Park, Penwortham.	Cabinet	Cabinet Member (Environment)	Significant effect in 2 or more Council wards.	14 Oct 2020			Report of the Director of Neighbourhoods and Development
Extension of Public Space Protection Orders Report to seek the extension of the existing Public Space Protection Orders relating to the control of dogs on public open space.	Cabinet	Cabinet Member (Environment)	Significant effect in 2 or more Council wards.	14 Oct 2020			Report of the Director of Neighbourhoods and Development
Cabinet Member (Finance, Property and Assets)							

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Budget Monitoring 2020-21 Quarter 2	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	11 Nov 2020			Report of the Director of Finance and Assurance Services (Sc 151)
Budget Monitoring 2020-21 Quarter 3	Cabinet	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	24 Mar 2021			Report of the Director of Finance and Assurance Services (Sc 151)
Sale of land at Browndge Road, Bamber Bridge Sale of Council land at Bamber Bridge to Network Rail	Cabinet	Cabinet Member (Finance, Property and Assets)		11 Nov 2020	Financial and business affairs of a third party including the Council		Report of the Director of Planning and Property

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Neighbourhood Services Integrated Management System To update Cabinet on the steps taken in relation to a Tree Inspections and Maintenance system following the audit findings presented to Governance Committee on 16th June 2020.	Cabinet	Cabinet Member (Environment), Cabinet Member (Finance, Property and Assets)		11 Nov 2020			Report of the Director of Customer and Digital, Director of Neighbourhoods and Development
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.	11 Nov 2020		None	Report of the Assistant Director of Property and Housing

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