

CABINET

WEDNESDAY, 11TH NOVEMBER, 2020, 5.00 PM

HYBRID MEETING - MS TEAMS AND SHIELD ROOM, CIVIC CENTRE, WEST PADDOCK, LEYLAND, PR25 1DH

AGENDA

Members of the Council and or public who wish to watch the proceedings but not make any representations can access the meetings by following the [link](#) here.

IMPORTANT INFORMATION – MEMBERS

Members of the Council (who are not members of the Cabinet) are now permitted to register and speak at this meeting using Microsoft TEAMS. (If you wish to attend in person, at the socially distanced meeting, please advise Democratic Services via the email below). If you would like to speak please email democraticservices@southribble.gov.uk in order to register your intent to speak, ideally before 12pm on Monday 9 November 2020.

IMPORTANT INFORMATION – MEMBERS OF THE PUBLIC

Due to the current situation surrounding CO-VID19 we are unable to allow members of the public to speak at this meeting; these measures are temporary and will be reviewed as circumstances and the current restrictions improve. However, written representations are being received and can be read out at the meeting with a written response provided. To make representations on any of the items below, please email democraticservices@southribble.gov.uk no later than 12pm Monday 9 November 2020.

1 Apologies for Absence

2 Declarations of Interest

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

3 Minutes of the Last Meeting (Pages 5 - 14)

Minutes of the last meeting held on Wednesday, 14 October 2020 attached.

4 Cabinet Forward Plan (Pages 15 - 26)

Cabinet Forward Plan covering the period 1 November 2020 to 31 October 2021 attached for information.

ITEMS OF THE LEADER OF THE COUNCIL (INTRODUCED BY COUNCILLOR PAUL FOSTER)

5 Urgent Decision Taken Due to COVID-19 Pandemic (Pages 27 - 30)

6 Corporate Strategy Position Statement - Quarter 2, 2020/21 (Pages 31 - 48)

Report of the Interim Chief Executive enclosed.

7 Decision on new council logo and brand

Report of the Deputy Chief Executive to follow.

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

8 Budget Monitoring 2020-21 Quarter 2 (Pages 49 - 82)

Report of the Deputy Director of Finance enclosed.

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

9 Community Wealth Building Action Plan (Pages 83 - 120)

Report of the Deputy Chief Executive enclosed.

10 Exclusion of Press and Public

To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Condition:

Information is not exempt if it is required to be registered under-
The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

The Building Societies Act 1986 (recorded in the public file of any building society, within the meaning of the Act)

The Charities Act 1993

Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).

ITEMS OF THE CABINET MEMBER FOR HEALTH, WELLBEING AND LEISURE (INTRODUCED BY COUNCILLOR MICK TITHERINGTON)

11 Award of Contract for St Gerard's football pitch project

(Pages 121 - 126)

Report of the Deputy Chief Executive enclosed.

GARY HALL
INTERIM CHIEF EXECUTIVE

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

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

Forthcoming Meetings

6.00 pm Wednesday, 16 December 2020 - Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

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MINUTES OF CABINET

MEETING DATE **Wednesday, 14 October 2020**

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

OFFICERS: Gary Hall (Interim Chief Executive), Chris Moister (Director of Governance), Chris Sinnott (Deputy Chief Executive), Jennifer Mullin (Director of Neighbourhoods and Development), Andrew Daniels (Shared Service Lead - Communications and Visitor Economy), James Thomson (Deputy Director of Finance), Neil Anderson (Assistant Director of Projects and Development), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) and Clare Gornall (Democratic and Member Services Officer)

OTHER MEMBERS: Councillors Alty, Bell, Bretherton, Chisholm, Clark, Forrest, Mary Green, Michael Green, Hancock, Howarth, Lomax, Martin, Melia, Ogilvie, Rainsbury, Mrs Smith, Phil Smith, Sharples, Caleb Tomlinson, Turner, Walton, Watkinson and Wooldridge.

PUBLIC: 0

Councillor Michael Titherington, as Vice Chair, took the Chair.

137 Apologies for Absence

The Chair reported that Councillor Foster, Leader of the Council and the Interim Chief Executive would be delayed due to an urgent meeting.

138 Declarations of Interest

There were none.

139 Minutes of the Last Meeting

The minutes of the last meeting of the Cabinet held on Wednesday, 16 September 2020 were agreed.

140 Cabinet Forward Plan

The Chair presented the twelve month Cabinet Forward Plan for the period 1 October 2020 – 30 September 2020 for information.

Decision made (unanimously):

That the Cabinet Forward Plan for the period 1 October 2020 – 30 September 2020 be noted.

141 Proposed Leisure Facilities Strategy for South Ribble

The Cabinet Member for Health, Wellbeing and Leisure presented a report of the Director of Neighbourhoods and Development bringing forward a proposed new Leisure Facilities Strategy for South Ribble. The report outlined a vision for future Leisure Facilities in the borough that was sustainable and fully contributed to the wider aspirations and ambitions of the Council's Corporate Plan, notably in the areas of Health and Wellbeing, tackling Health Inequalities and Community Development.

A number of questions and comments were made on the document, including some suggested minor amendments. Reference was made to accessibility issues (in terms of access via public transport or walking) to existing leisure centres, which was acknowledged by the 'leisure local' concept.

Decision made (unanimously):

1. That Cabinet welcomes and adopts the new South Ribble Leisure Facilities Strategy as set out in Appendix A to the report as a key document that will help deliver a sustainable future for public Leisure Facilities in the Borough.
2. That Officers be requested to bring back to Cabinet and Council further reports outlining in detail how the new Leisure Facilities Strategy will be delivered including future management arrangements for the Leisure Centres.

Reasons for decision

South Ribble Borough Council has lacked a Leisure Facilities Strategy for some time that sets out a clear vision of what the Leisure Facilities offer will look like in the future. The decision to adopt the proposed new Leisure Facilities Strategy will ensure the future sustainability of Leisure Facilities, improve their quality and maximise their contribution to Health and Wellbeing, reducing Health inequalities and building local communities.

Alternative options considered and rejected

The alternative option was not to have a Leisure Facilities Strategy in place, but this would make progress in developing Leisure Facilities in the Borough very difficult going forward as has been shown in recent years.

142 South Ribble Playing Pitch Hub

The Cabinet Member for Health, Wellbeing and Leisure presented a report of the Director of Neighbourhoods and Development setting out the Playing Pitch Hub project. The report outlined the scope, location, cost and timeframe for the project and sought permission to develop the project to the point of achieving full planning permission and tendering the project. The report also sought approval to submit an application to the Football Foundation in January or April 2021 for funding towards the overall cost of the project.

There were a number of questions and comments on the report. Concern was expressed regarding pollution levels due to proximity to the M6 motorway. It was

agreed Cllr Mrs Smith to be provided with relevant information obtained from Lancashire County Council Highways Department.

Decision made (unanimously):

1. That Cabinet approves the development of the Playing Pitch Hub project to be located at Bamber Bridge Leisure Centre in line with the budget allocated within the Council's Capital programme.
2. That Cabinet approves the submission of a Football Foundation bid for the Playing Pitch Hub project in January or April 2021 with the objective of obtaining partnership funding for the project.
3. That Cabinet authorises Officers to carry out an appropriate procurement exercise to seek a suitable Contractor to carry out the work of building the new Playing Pitch Hub.
4. That Officers will bring back to Cabinet the final business plan for the Playing Pitch Hub project along with final costings and site plan of the proposed Playing Pitch Hub pitches.
5. That Cabinet requests that Officers bring back the Sports Playing Pitch Hub project to a further Cabinet to award the construction contract in line with the procurement rules of the Authority.

Reasons for decision

In 2019 the findings of a refreshed Playing Pitch Strategy were adopted as part of the Council's overall planning framework. The Playing Pitch Strategy outlines a strategic approach to ensuring the future provision of outdoor playing pitches meets local community needs against a background of projected housing growth. The Playing Pitch Strategy has identified a shortfall of two full size 3rd Generation (3G) football pitches in the Borough. This decision is about developing a project to provide those two 3G pitches, along with the refurbishment of Bamber Bridge Leisure Centre and building the necessary ancillary facilities to support the project.

Alternative options considered and rejected

Alternative options were to do-nothing or to do the project without doing a funding application to the Football Foundation. The do-nothing option would not realise a recommendation of the formally adopted Playing Fields Strategy and one of the projects identified in the Corporate Plan. The do-nothing option would also fail to deliver on a key plank of the Council's newly emerging Leisure Facilities Strategy. To not do a Football Foundation application would miss out on the opportunity of bringing external funding into the Borough. Therefore, these options were rejected.

143 Refurbishment of Hurst Grange Park Coach House, Penwortham

The Cabinet Member for Finance, Property and Assets presented a report of the Director of Neighbourhoods and Development which brought back before members the Hurst Grange Coach House refurbishment and improvement project, following an

open tender process to seek permission to spend the allocated capital budget and to award the contract to the Preferred Bidder identified by the procurement process.

Councillor P Smith made reference to Page 105 of the report, Table 2 - Building Works Contingency, which he would expect to form part of the overall bid. The Director of Neighbourhoods and Development explained that it was a requirement of the National Lottery Heritage Fund for the contingency to be separated and that she would provide him with detailed information following the meeting.

Decision made (unanimously):

That Cabinet agrees to:

1. Grant permission to spend the allocated capital budget of £732,732 for the Refurbishment of Hurst Grange Coach House and the associated project activities; and
2. Award the contract for the building works to Bidder 8 in Table 1, Appendix 1 of the report.

Reasons for decision

The Hurst Grange Coach House project has been progressing over a number of years and was considered at Full Council in July 2020 where the go ahead was given for the acceptance of the grant from the National Lottery Heritage Fund and to progress an open tender process to identify a preferred bidder. Now the tender process has been carried out formal approval was required to spend the allocated capital budget and award the contract to allow improvement works to begin.

Alternative options considered and rejected

A range of options were considered for the future of the building and a preferred way forward was chosen and developed following consultation. Options of 'do nothing', residential conversion, commercial use and were rejected at an early stage of the process as a result of consultation feedback.

There has always been the option of not taking the Coach House refurbishment and Heritage Fund application forward. However, at every stage through Cabinet reports or delegated decisions, it was agreed to continue the project and associated Lottery bidding process until this point whereby the project can be delivered if given final approval.

Councillor Foster, Leader of the Council and the Interim Chief Executive joined the meeting at this point. Councillor Titherington remained in the Chair for the duration of the meeting.

144 Refurbishment of Playgrounds at Hurst Grange Park, Penwortham & Bellis Way, Walton-Le-Dale

The Cabinet Member for Environment presented a report of the Director of Neighbourhoods and Development setting out the refurbishment projects for the playgrounds at Hurst Grange Park, Penwortham and Bellis Way, Walton-Le-Dale before members and seeking permission to spend the allocated capital budgets and

award the contract to the Preferred Bidder for Hurst Grange Playground identified by the procurement processes.

Councillor Howarth stressed the need for consultation with local ward members and to have sight of the site plans once they were available. The Cabinet Member for Environment indicated that she was committed to ongoing consultation with ward members and agreed to meet with Councillor Howarth. She also confirmed that project designs would be circulated to all members once the capital budget spend had been formally approved.

Decision made (unanimously):

That Cabinet grants permission for the following:

1. To spend the allocated £225,000 capital budget for the Refurbishment of Hurst Grange Park Playground
2. To award the contract for the refurbishment of Hurst Grange Park Playground to Bidder 1 in Table 1
3. To spend the allocated £30,000 capital budget for the refurbishment of Bellis Way Playground, increased to a maximum of £60,000 subject to a successful external funding bid by the Friends of Bellis Way Playground.

Reasons for decision

The current capital programme includes a number of play areas identified for improvement. Hurst Grange Park and Bellis Way Playgrounds have funds allocated in this financial year and bids have been invited on a design and build basis.

Alternative options considered and rejected

The option of doing nothing and leaving the sites in their current condition was rejected as both sites are now in need of refurbishment to provide quality facilities.

The option of providing junior equipment at Bellis Way and teen/adult equipment within the playground at Hurst Grange Park was rejected due to limitations on space and the proximity of surrounding houses.

145 Volunteering Policy and Framework

The Cabinet Member (Community, Social Justice and Wealth Building) presented a report of the Director of Neighbourhoods and Development detailing a policy which provides a standard and clear framework to recruit, retain and support volunteering with the Council. The report also included a second policy setting out the framework for how the Council will enable its own employees to volunteer.

Decision made (unanimously):

That Cabinet agrees:

1. To approve and implement the policy for 'Volunteering with the Council'.
2. To approve and implement the policy for 'Employee Volunteering'.

Reasons for decision

The development of a volunteer framework and policy was identified within the Corporate Plan, under the theme of People and Communities. The decision will enable the council to develop a consistent approach to volunteering for the Council.

Alternative options considered and rejected

1. The current position is inconsistent and ad-hoc, with no structure or corporate influence to identify volunteer opportunities within services. There is neither a consistent way in which volunteers are recruited or inducted into the organisation, presenting risk and potential to not get the best experience for both volunteer and officer. To continue is not feasible, if the Council wishes to develop how it works with and engages in a cooperative way with communities and individuals who want to get involved in their communities.
2. Employee volunteering and the level of paid leave has been considered in terms of either 1, 2 or 3 days. In 2016, the government had proposed 3 days paid volunteering leave for any organisation over 250 employees. Whilst this has not been taken forward, it set a standard target to aim for. In providing 3 days, it would enable a short and focused volunteering period for an employee to take part in a local project or it can provide sufficient hours to take part in a longer-term development process such as professional development through serving as a trustee.

146 Parks Capital Projects

The Cabinet Member for Environment presented a report of the Director of Neighbourhoods and Development detailing capital improvement projects for the Icehouse and new Arboretum at Worden Park Leyland and drainage replacements at Hurst Grange Park, Penwortham and seeking permission to spend the allocated capital budgets. The report also advised members of an offer of funding from the Trustees of the Worden Estate to contribute toward the cost of a new door for the icehouse.

Decision made (unanimously):

That Cabinet agrees to:

1. Grant permission to spend the allocated capital budget of £10,000 for building conservation works to the icehouse front facade.
2. Thank the Trustees of the Worden Estate for their kind offer of funding towards the cost of a new icehouse door and their continuing interest in the park
3. Grant permission to spend the allocated capital budget of £30,000 for the completion of the new Arboretum
4. Grant permission to spend the allocated capital budget of £25,000 for the replacement of a drainage culvert at Hurst Grange Park, Penwortham

Reasons for decision

The current capital programme includes a number of improvements within the borough's parks and open spaces to maintain their quality and safety. The proposed improvements are included in the programme for this financial year and therefore quotes will be invited to progress the works.

Alternative options considered and rejected

1. The option of doing nothing with each of these works has been rejected as each are required for the proper management of the parks or as part a pre-planned improvement project.
2. The option of removing the culvert at Hurst Grange Park and forming an open watercourse was rejected due to the depth of the existing culvert and the amount of excavation that would be required to create sufficiently safe and shallow banks.

147 Extension of Public Space Protection Orders

The Cabinet Member for Environment presented a report of the Director of Neighbourhoods and Development seeking delegated authority to renew Public Spaces Protection Orders (PSPOs) relating to the control of dogs for a further three years. The report explained that in November 2017 the Council adopted a series of PSPOs which replaced the Dog Control Orders previously adopted by the Council in September 2009 and that there is a legal requirement for the Council to renew the PSPOs every three years.

Decision made (unanimously):

That Cabinet delegates authority to the Director of Neighbourhoods & Development in consultation with the portfolio holder for the Environment to decide whether to renew the PSPOs listed below for a further three years, subject to consideration of the consultation responses received:

- The Dog Exclusion in the Borough Council of South Ribble Public Space Protection Order 2020.
- The Fouling of Land by Dogs in the Borough Council of South Ribble Public Space Protection Order 2020.
- The Dogs on Leads by Direction in the Borough Council of South Ribble Public Space Protection Order 2020.
- The Dogs on Leads in the Borough Council of South Ribble Public Space Protection Order 2020.
- The Means to Pick Up Foul by Dogs in the Borough Council of South Ribble Public Space Protection Order 20

Reasons for Decision

In order to enable the Council to continue to enforce against the offences identified in the named orders, reducing the detrimental effect such offences have on the quality of life of those in the local community.

Alternative Options considered and rejected

Consideration was be given to not extending the PSPOs, however this is not a viable option as it would mean the Council would not be able to enforce and deal with dog related issues on the borough's public areas.

148 Urgent Decisions Taken Due to COVID-19 Pandemic

The Leader presented a report of the Assistant Director of Scrutiny and Democratic Services informing the Cabinet of the urgent decisions taken in accordance with the Council's Constitution due to the CO-VID19 pandemic.

Decision made (unanimously):

That the report be noted.

149 South Ribble Prevention Zone Framework

The Leader of the Council presented a report of the Director of Neighbourhoods and Development seeking approval for the updated South Ribble Local Prevention Zone framework. The Leader took the opportunity to thank all staff for their ongoing hard work during the pandemic.

Councillor Clark referred to the five posts to be funded by Lancashire County Council until March 2022. The Director of Neighbourhoods and Development agreed to provide further information to Councillor Clark following the meeting.

Decision made (unanimously):

That Cabinet approves the South Ribble updated local prevention zone framework and notes that this is a dynamic document that will be amended on a frequent basis in line with dynamic risk-based response.

Reasons for Decision

The South Ribble Local Prevention Zone Framework sets out how the Council will work with partners, businesses and the public at a local level to prevent, contain and manage outbreaks. Successful local management will break the chains of COVID-19 transmission to enable people to return to and maintain a more normal way of life.

Alternative options considered and rejected

The alternative option would be to continue with the status quo. However, If the status quo was to be maintained, it is likely that the Council would not have an agreed framework to clarify responsibilities and empower the Council to take preventative action and make strong decisions locally.

150 Options for council rebrand

The Leader of the Council presented a report of the Deputy Chief Executive updating the Cabinet as to progress with the rebrand of the Council.

Arising from discussions on the report, it was agreed that the Deputy Director of Finance write to Councillor Michael Green to confirm which area of the budget had been identified for the £20,000 rebranding exercise.

Decision made (unanimously):

1. That Cabinet agrees the logo options for consultation as set out in appendix A of the report; and
2. That the feedback and any amendments to the logo options be brought back to Cabinet for final approval.

Reasons for decision

The principle of refreshing the council's logo had already been agreed. It was determined that the Cabinet would consider options for what this could look like following the Residents' Survey that took place earlier this year.

Work was undertaken to look at options for the new logo and these were presented for consideration.

Given the changes that were being proposed it was felt it was important to get further feedback from residents, staff and members on the changes to inform the final design of the corporate logo.

Alternative options considered and rejected

The alternative was to retain the existing logo, but given the need to modernise and feedback from the resident survey, this option was rejected.

151 Corporate Performance Framework Review

The Leader of the Council presented a report of the Shared Service Lead – Transformation and Partnerships setting out the revised Corporate Performance Framework.

Arising from discussions on the report the Leader confirmed that the quarterly performance monitoring report would be discussed at the Scrutiny Budget and Performance Panel.

Decision made (unanimously):

That Cabinet approves the Corporate Performance Framework as a shared policy document.

Reasons for Decision

To ensure that the Council has an up-to-date and robust approach to performance management that can consistently and effectively respond to the needs of each authority across shared services. Effective performance management is vital for improving outcomes for our communities as it provides a key mechanism for continuous service improvement and excellence.

Alternative options considered and rejected

The alternative option was not to adopt the revised Corporate Performance Framework. This was rejected because it would maintain current inconsistencies and limit the effective management of performance for both Councils.

152 Exclusion of Press and Public

Decision made (unanimously):

That the press and public be excluded from this meeting.

153 Shared Services Phase 1 Service Reviews

The Leader of the Council presented a report of the Deputy Chief Executive outlining the findings of the service reviews for phase 1 of shared services and setting out the recommendations for each service. He also presented details of the consultation feedback which had been circulated to members following the publication on the agenda.

Decision made (unanimously):

That Cabinet approves recommendations 3 and 4 of the confidential report.

Reasons for decision

The implementation of the reviews and the associated action plans will allow the new teams to effectively provide services across both sovereign councils as well as moving employees onto the new terms and conditions agreed by the councils in July.

The recommendations for the review included proposals for restructures, alongside action plans focusing on aligning key systems and processes.

Alternative options considered and rejected

Not to review the services would restrict integration and limit effective joint working.

Chair

Date

South Ribble Council – Forward Plan

For the Period: 1 November 2020 - 31 October 2021

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

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.

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. If there are any queries, including objections to items being considered in private, please contact the Council on 01772 625309 or email clare.gornall@southribble.gov.uk.

Gary Hall
Interim Chief Executive

Last updated: 03 November 2020

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Future meetings where there is an intention to hold part of the meeting in private: Cabinet 11 November 2020; Council 25 November 2020							
Leader of the Council							
Period 2 (July - September) Quarterly Performance Monitoring Report 2020/21	Cabinet 11 Nov 2020	Leader of the Council		11 Nov 2020			Report of the Interim Chief Executive
Decision on new council logo and brand To make a final decision on the choice of council logo following the consultation process.	Cabinet 11 Nov 2020	Leader of the Council		11 Nov 2020			Report of the Interim Chief Executive
Quarter 3 (October - December) Performance Monitoring Report 2020-21	Cabinet 24 Mar 2021	Leader of the Council		24 Mar 2021			Report of the Interim Chief Executive

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Reason the decision is key	Earliest Date decision can be taken	Will the public be excluded?	Are there any background papers?	Documents to be considered by Decision taker
Future of City Deal To provide a report to Full Council of the options available for the future of the City Deal.	Council	Leader of the Council	Expenditure / Savings higher than £100,000	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
Refresh of Communications Strategy To agree the updated Communications Strategy.	Cabinet 16 Dec 2020	Leader of the Council		16 Dec 2020			Report of the Interim Chief Executive

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
Shared Services Events Team Review To approve proposals for a new structure for a shared events team.	Cabinet 20 Jan 2021	Leader of the Council		20 Jan 2021	The report contains information concerning the financial or business affairs of the Council.		Report of the Interim Chief Executive
Shared Services Phase 2	Council	Leader of the Council	Expenditure / Savings higher than £100,000	25 Nov 2020	This report will contain information relating to the financial or business affairs of the Council and information relating to consultations or negotiations in connection with labour relations matters arising between the authority and employees of, or office holders under, the authority.		Report of the Interim Chief Executive

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
Urgent Decision Taken Due to COVID-19 Pandemic	Cabinet 11 Nov 2020	Leader of the Council		11 Nov 2020			Report of the Assistant Director of Scrutiny and Democratic Services
Cabinet Member (Health, Wellbeing and Leisure)							
Award of Contract for St Gerard's football pitch project To ask Cabinet to award the contract for the development of a new Football pitch at St Gerard's	Cabinet Cabinet 11 Nov 2020	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Expenditure / Savings higher than £100,000	11 Nov 2020	The report contains information concerning the financial or business affairs of the Council.		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
Sports Playing pitch hub To bring back the Playing pitch Hub project to Cabinet with an update on Planning and the Football foundation bid. To seek approval for the proposed procurement strategy for the project and gain authorisation to take the project through the procurement and construction phases	Cabinet 20 Jan 2021	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Expenditure / Savings higher than £100,000	20 Jan 2021			Report of the Director of Neighbourhood s and Development

Cabinet Member (Community Engagement, Social Justice and Wealth Building)

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
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 11 Nov 2020	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)							
River Ribble Strategy and Action plan To bring before Cabinet the proposed River Ribble Strategy and Action plan linked to the flood prevention scheme put forward by the Environment Agency	Cabinet 16 Dec 2020	Councillor Susan Jones JP	Significant effect in 2 or more Council wards.	16 Dec 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
Review Of Car Parking Review of car parking provision and charges on car parks within the Council's ownership, borough wide.	Council	Cabinet Member (Environment)	Significant effect in 2 or more Council wards.	25 Nov 2020			Report of the Director of Neighbourhoods and Development
Cabinet Member (Finance, Property and Assets)							
Budget Monitoring 2020-21 Quarter 2	Cabinet 11 Nov 2020	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 24 Mar 2021	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)

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
Worden Hall Project To bring back Worden Hall project to Cabinet with a proposed procurement plan for the project and seek approval to take the project through the procurement and construction phase	Cabinet 16 Dec 2020	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	16 Dec 2020			Report of the Director of Planning and Property
Fees and Charges Policy	Council	Cabinet Member (Finance, Property and Assets)	Significant effect in 2 or more Council wards.	25 Nov 2020			Report of the Deputy Director of Finance and Deputy Section 151 Officer
Fees and Charges 2021-22	Council	Cabinet Member (Finance, Property and Assets)	Expenditure / Savings higher than £100,000	27 Jan 2021			Report of the Deputy Director of Finance and Deputy Section 151 Officer

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
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.	16 Dec 2020		None	Report of the Assistant Director of Property and Housing

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REPORT TO	ON
CABINET	Wednesday, 11 November 2020



TITLE	PORTFOLIO	REPORT OF
Urgent Decisions Taken Due to COVID-19 Pandemic	Leader of the Council	Assistant Director of Scrutiny and Democratic Services

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

PURPOSE OF THE REPORT

1. To formally report to Cabinet on the urgent decisions taken in accordance with the Council's constitution due to the COVID-19 pandemic.

PORTFOLIO RECOMMENDATIONS

2. Cabinet is asked to note the report.

REASONS FOR THE DECISION

3. To ensure Cabinet is made aware of the urgent decisions taken in accordance with the Council's constitution.

CORPORATE OUTCOMES

4. 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

5. Due to the COVID-19 pandemic the Council was required to cancel all Member meetings. It was therefore necessary to use the urgent decision procedure in accordance with Standing Order 35 of the Council's Constitution. Whilst hybrid meetings have been taking place some urgent decisions have been required primarily linked with the pandemic.
6. The constitution allows for urgent decisions to be taken by the Chief Executive in consultation with the Leader/relevant Cabinet Member.
7. Additionally it was decided that the Scrutiny Chair should confirm that he was satisfied that there was genuine urgency before any urgent decision was taken (rather than just where decisions might be outside the budget or policy framework as required in the constitution).
8. Urgent decisions were only taken where this was absolutely necessary and where possible advance notice was provided that the decision was to be taken in the weekly update sent to all Members.
9. In order to provide full transparency the decision reports and notices are published on the Council's website and again made available to all Members.

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

10. Cabinet is asked to note the following urgent decisions, which were taken in accordance with the Council's constitution:

13 October 2020	Pearson House, Station Road, Bamber Bridge – additional expenditure
18 October 2020	Discretionary Test and Trace Support Payment of £500

A copy of the reports and decision notices were published when the urgent decisions were taken and are available by following this weblink:

<https://southribble.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13240>

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

11. Consultation details were included in the individual urgent decision reports considered.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

12. Not applicable to this report. Alternative options were included in the individual urgent decision reports considered.

AIR QUALITY IMPLICATIONS

13. None as a result of this report. Implications were included in the individual urgent decision reports considered.

RISK MANAGEMENT

14. None as a result of this report. Risk issues were included in the individual urgent decision reports considered.

EQUALITY AND DIVERSITY IMPACT

15. None as a result of this report. Equality and diversity impact was included in the individual urgent decision reports considered.

COMMENTS OF THE STATUTORY FINANCE OFFICER

16. This report informs Cabinet of the urgent decisions taken. Statutory Finance Officer comments were provided on the urgent decisions taken.

COMMENTS OF THE MONITORING OFFICER

17. We are satisfied that the decisions that have been made are in accordance with the relevant provisions of the Constitution. Clearly the exceptional circumstances we were confronted with required a more extensive use of urgency powers than would normally be the case.

BACKGROUND DOCUMENTS

The individual urgent decision reports mentioned above are available by following this weblink:

<https://southribble.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13240>

APPENDICES

None.

Darren Cranshaw
Assistant Director of Scrutiny and Democratic Services

Report Author:	Telephone:	Date:
Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services)	01772 625512	02/11/2020

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REPORT TO	ON
CABINET	Wednesday, 11 November 2020



TITLE	PORTFOLIO	REPORT OF
Corporate Strategy Position Statement - Quarter 2, 2020/21	Leader of the Council	Interim Chief Executive

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

PURPOSE OF THE REPORT

1. To provide Cabinet with a position statement for the newly approved Corporate Strategy for quarter two (July – September) 2020/21.

PORTFOLIO RECOMMENDATIONS

2. The Scrutiny Budget and Performance Panel are asked to consider the report and make comments and recommendations to the Cabinet.
3. Cabinet is asked to consider and comment on the report.

REASONS FOR THE DECISION

4. The Council's newly agreed performance framework (agreed 14th October 2020) sets out the process for reporting progress against the objectives of the Corporate Strategy. Robust monitoring ensures that the council continues to deliver its priorities and achieves the best outcomes for residents.

EXECUTIVE SUMMARY

5. This report presents a position statement for the Corporate Strategy at the end of quarter two (July-September 2020). The strategy was approved by Council on the 30th of September and work is well underway to mobilise project delivery and performance monitoring activity. This report presents an update on the current position for the 14 projects and 24 performance measures.

6. Project documentation has now been completed for the majority of the projects to define specific milestones, timescales and resource requirements. Of the 14 projects in the strategy: eight are already in progress, rated green and on track; six have yet to commence and are planned to commence later in the programme.
7. Following the approval of the new performance measures, a baselining exercise is being completed to collect data ready for reporting performance information at quarter three. Of the indicators that can be reported, four are currently rated green and two are rated amber.

CORPORATE OUTCOMES

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



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

BACKGROUND TO THE REPORT

9. At Council on 30th September 2020, the Corporate Strategy was updated and refreshed to ensure that the Council can continue to meet the needs of the borough given recent changes, the impact of Covid-19 and future priorities.
10. The four priorities identified in the strategy are:
 - An exemplary council;
 - Thriving communities;
 - A fair local economy that works for everyone;
 - Good homes, green spaces, healthy places.
11. Activity and resources are now targeted towards 14 priority projects which are a combination of new and existing activity to be delivered over the next 12-18 months and measured using 24 revised performance indicators. This report provides the status of the projects and measures at the end of quarter two.
12. A red, amber, green rating system is used to indicate status whereby:

RED	Off track
AMBER	Forecast delays or concerns, an early warning of issues
GREEN	On track and progressing as planning

Performance Indicators Direction

	Amber arrows indicate the direction is negative and heading away from the target or is lower than its previous reporting period.
	Green arrows indicate the direction is positive and improving or heading towards target.



AN EXEMPLARY COUNCIL

A COUNCIL THAT:

Delivers high performing services that represent value for money

Understand the community and work with partners to make things better

Is open and transparent in its activities

13. Of the four projects within this priority, three are green and on track and one has not yet started.

Deliver the Annual Governance Statement Action Plan: Including a review of governance policies, development of a consultation toolkit and key partnerships framework	GREEN
<p>The implementation of the annual governance action plan has progressed well with a number of key actions completed to support the council's commitment to openness and transparency:</p> <ul style="list-style-type: none">• All policies that were to be reviewed within August have been completed and are known to be compliant.• Governance and ethical awareness training on the Council's Constitution and decision-making processes has been delivered, the Scheme of Delegation has been redrafted and the financial regulations are in the process of review.• The Shared Service Joint Committee has considered and approved service reviews at its August meeting and the shared performance management framework was approved at Cabinet on 14th October 2020.• An Organisational Development Strategy has been developed ahead of the initial timescale and has been approved by leadership team and its implementation is underway. This strategy aims to engage staff in key areas of development to support a positive culture of trust and accountability.	
Transform the way the council operates: Through the implementation of the first phase of shared services, development of the next phase and ongoing support for staff.	GREEN
<p>Good progress has been made in delivering shared services to ensure that the council has a sustainable delivery model that is fit for the future. Key milestones include:</p> <ul style="list-style-type: none">• Finalising the proposals for the phase one service reviews, designed to develop a single operating model for the new shared services.• Preparing for the implementation of the service reviews.• Preparing the business case for phase two of shared services. <p>Work has been completed on the restructure element of the phase one service reviews including informing staff, preparing job descriptions, formal consultation, ringfencing, preparation for the selection process, and job evaluation panels.</p> <p>Proposals for the business case for phase two of shared services have been developed including an outline of the proposals, single operating models for customer and ICT as well as leadership proposals.</p>	

Deliver year one of the joint digital strategy: To deliver better, more efficient services.	NOT YET STARTED
<p>This quarter a position paper was put together which sets out the digital aims and aspirations of South Ribble Council and Chorley Council to inform the development of a joint digital strategy. The proposed joint digital strategy was considered by the Shared Services Joint Committee in September who recommended it to Council for approval. The joint digital strategy will be formally approved by Council in November</p> <p>However in the meantime work is continuing on the implementation of the South Ribble digital strategy projects such as the refreshed Website, and mobile device roll out together with ICT support for phase 1 shared services and the Councils response to the Covid 19 pandemic such as the development of an online process for business grant applications and South Ribble together requests for support.</p>	
Work with partners to design and deliver better public services: Through the South Ribble Partnership	GREEN
<p>Over the past quarter the Partnership has been focused on continuing to develop the 'One Front Door' project which seeks to deliver better public services by providing a triage at first point of contact and better referral pathways to supporting organisations. The service is due to go live in quarter three with a partnership between South Ribble Borough Council and Citizens Advice Lancashire West who will be providing support on triaging incoming calls from residents in need of assistance.</p> <p>Infrastructure development work continues with the voluntary and community sector and establishing a more defined network of groups working with Tempo and the Time Credits project.</p> <p>This quarter South Ribble Partnerships' Leadership and Executive Board agreed to begin developing proposals on how it can work closer and align workstreams with Chorley Public Service Reform Partnership to achieve greater impact and influence. Each partnership board will be considering a roadmap for alignment at their meetings in December 2020.</p>	

Key Performance Indicators

14. Of the five performance measures reported under this outcome, one is due to be reported this quarter and rated green.

Key Performance Indicator	Target	Comparable Period	Quarter 2 2020/21	Direction	Status
At least 40% of service requests will be received via self-service channels	18% (2019/20) 29% (2020/21) 40% (2021/22)	37% (Q1:2020/21)	32%	↓	GREEN
Commentary	<p>Performance is on track against the target. Quarterly variations mean that it is lower than the previous quarter due to a large online take up of the garden waste subscriptions in quarter one which increased the number of self-service transactions. Further to this the electoral canvassing has taken place during quarter two which is a largely telephone and currently paper-based with less opportunity to promote self-service.</p> <p>The joint Digital Strategy will set out further actions to increase self-service as a priority. The launch of the refreshed corporate website will also present a more user-friendly experience to encourage more people to complete tasks online. The 40% target is considered achievable by the end of March 2022 as intended.</p>				



THRIVING COMMUNITIES

A PLACE WHERE:

Residents have positive mental health

People get involved and have a sense of belonging

Communities can access services and support when they need them

15. Of the three projects within this priority, one is green and on track, two are in development and therefore not yet started.

<p>Establish South Ribble Together Hubs:</p> <p>Agreeing plans for neighbourhood areas and a borough food bank network</p>	<p>GREEN</p>
<p>The South Ribble Together Hub model has been developing over the last quarter, building on the approach taken in response to Covid-19 to ensure that communities can access services and support when they need them.</p> <p>Recruitment to the Community Involvement team has been completed and the four officers are due to commence in post in quarter 3. Neighbourhood intelligence profiles will be scoped and developed over quarter 3, once all officers are in post, to help define and design how the hubs should operate.</p> <p>The One Front Door approach will further enhance the support available through the hub network by ensuring a clear pathway to services and advice as part of a cohesive offer. Following the initial development work completed by the South Ribble Partnership, the One Front Door service will be formally launched by the Community Involvement Team in quarter three.</p>	
<p>Deliver a mental health support programme for young people:</p> <p>Building on the recommendations of young people who took part in the MH2K project.</p>	<p>NOT YET STARTED</p>
<p>The council is making it a priority to support mental health, particularly in young people. The previous work undertaken through MH2K has provided rich source of evidence and youth led recommendations that the council will now apply through the way that services are designed and delivered.</p> <p>This project is at scoping stage to define a brief and develop the process for commissioning a provider with expertise in mental health to work with young people to develop and launch a support package whilst people are either waiting for formal mental health provision or are unable to access any provision. Options currently being explored include working with local providers to offer mental health coaching for young people as part of a sustainable peer support model.</p> <p>The scoping should be complete by March 2021 and project to launch September 2021.</p>	

<p>Establish a youth council:</p> <p>By working with schools to promote democracy and design a model that works for young people.</p>	<p>NOT YET STARTED</p>
<p>This project will be to establish within schools over the academic year 2020-2021 an education package that is linked to the national curriculum which will enable schools to develop</p> <ul style="list-style-type: none"> • Debate clubs • Mock council meetings <p>The delivery plan is currently being scoped and will be completed once the officer which has been recruited to support this project is in post after 23rd October 2020.</p>	

16. Of the seven performance measures reported under this outcome, five are not due to be reported this quarter and the remaining two indicators require to be baselined, these are:

- ▶ The number of residents benefitting from opportunities created by the communities team
- ▶ Number of people who have successfully completed basic digital skills training



A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE

A COUNCIL THAT:

**Increases access to training
and jobs**

**Grows and supports
sustainable businesses**

**Invests in improving the
borough**

17. Of the three projects within this priority, one is green and on track, two are in the process of being scoped and developed to commence quarter three.

<p>Implement the community wealth building action plan:</p> <p>To retain wealth and grow the local economy. The project will focus on year one actions to start the movement in South Ribble, including a progressive procurement framework and social value policies</p>	<p>NOT YET STARTED</p>
<p>This project is subject to scoping and finalisation of the action plan to take forward the strategy. Over the last quarter it has been presented to the South Ribble Partnership, who will be having further workshops on social value procurement and social responsibility charter in November.</p> <p>The action plan will be developed over the next quarter and be reported to Cabinet in November where further details on implementation will be agreed.</p>	
<p>Establish a business support programme:</p> <p>To meet the longer term needs of businesses as they recover from</p>	<p>NOT YET STARTED</p>
<p>Supporting businesses to be sustainable is a key challenge, particularly with the impact of Covid. The project is being scoped to understand what the needs of businesses are and how they can best be supported through grant provision supporting existing packages that have been provided by the government as part of covid-19.</p> <p>Engagement with businesses is aimed to take place by the end of quarter three and a report to Council in March 2021.</p>	

Deliver year 1 of the Town Deal: Including the bid to central government and preparatory works.	GREEN
<p>The Town Deal proposal sets out a range of activities that support investment within the borough impacting on skills and businesses. Progress throughout quarter two has been positive. Consultants Steer and WYG were appointed to complete the Ministry of Housing, Communities and Local Government (MHCLG) readiness questionnaire and supported the Council with the development of the Town Investment Plan (TIP).</p> <p>A draft TIP has now been completed and will be submitted to the Leyland Town Board to refine and finalise in October 2020.</p> <p>The Town Investment Plan will include:</p> <ul style="list-style-type: none"> • Create a new ‘heart’ of Leyland with a distinct Town Centre offer for residents and visitors with new and diverse commercial and residential space. • Deliver skills infrastructure, enterprise infrastructure and urban regeneration that will provide new public spaces that support business start-up, skills and accessibility to training space and equipment and improve the local arts and culture offer. • Create improved sustainable connectivity to reduce carbon emissions locally. <p>Following the approval of the TIP, the next stage of the Town deal project will be to start on the design work and complete a comprehensive business plan.</p>	

Key Performance Indicators

18. Of the four performance measures reported under this priority, two measures are due to be reported this quarter and both are rated green.

Key Performance Indicator	Baseline / Target	Quarter 1 2020/21	Quarter 2 2020/21	Direction	Status
Overall employment rate greater than north west average	74.9%	87.4	84.8	↓	GREEN
Commentary	South Ribble's overall employment rate is above the current mean for all north west local authorities. Performance is lower than quarter one however the borough continues to perform well on employment with the 3rd highest employment rate across the region.				

Key Performance Indicator	Baseline / Target	Quarter 1 2020/21	Quarter 2 2020/21	Direction	Status
% 16 -17 year olds not in education or training (NEET)	3.5%	3%	-	↓	GREEN
Commentary	The most recently available data for this measure relates to quarter one and indicates positive performance with the percentage of 16-17 year olds not in education or training (NEET) to be lower than the target, 3% compared to a 3.5% target based on previous performance. The trend is positive with performance going in the right direction.				



GOOD HOMES GREEN SPACES HEALTHY PLACES

A BOROUGH WITH:

A choice of decent, affordable housing

Commitment to protecting the local environment

A choice of quality recreational activities

19. Of the four projects within this priority, three are green and on-track, one has not yet started and is currently being scoped to commence later in the year.

<p>Bring Worden Hall back into use:</p> <p>By delivering phase 1 including planning permission, procurement and contract award</p>	<p>GREEN</p>
<p>An update has been provided to Scrutiny Committee on 22nd October which sets out the progress to date and forward plan in delivering phase one and ensuring that the project delivers quality recreational spaces. Within the quarter a significant amount of pre application based preparatory works have taken place including site and conditions surveys, environmental and ecology surveys and initial architectural, structural and landscape designs.</p> <p>The development of the planning application is 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.</p>	
<p>Deliver a project to support the green agenda:</p> <p>To support the council's commitment to carbon neutral</p>	<p>NOT YET STARTED</p>
<p>The council has a number of strategies and action plans that articulate its commitment to protecting the environment with a range of initiatives underway.</p> <p>The council is actively working on an extensive programme of activity to support the green agenda. This project will focus specifically on a number of tangible actions and initiatives to be delivered over the next 12 months, taken from the wider programme</p>	
<p>Deliver a leisure improvement project:</p> <p>Refurbishing existing sites and enhancing facilities</p>	<p>GREEN</p>
<p>In October 2020, the cabinet considered a report to adopt the new South Ribble Leisure Facilities Strategy. The report outlined the proposals for investing in the current leisure centre stock in line with the Leisure strategy options.</p> <p>The Project will deliver the activities identified in the investment plan for the existing leisure centres and will deliver the programmed work identified For a Football Hub at Bamber Bridge leisure Centre. This Hub will also include a Cycling Hub as part of the Councils Bike-ability scheme.</p> <p>The first of the activities have already been planned and prepared within quarter two and is due to commence in October with resurfacing of the sports hall floor at Penwortham Leisure Centre.</p>	

<p>Commence building of affordable homes within the borough:</p> <p>Including the McKenzie Arms site and work to bring forward an Extra Care scheme</p>	GREEN
<p>Good progress has been made by the council in commencing build of quality and affordable home. Several sites and development projects have been taken forward.</p> <ul style="list-style-type: none"> McKenzie Arms - Full planning permission was granted at the Council's Planning Committee on 27th August for the development of 15 new affordable rented homes and approval sought at Cabinet to take the project forward to the next stage. Next steps will include to undertake site preparatory work and to explore potential affordable housing grant funding now that a new funding programme has been announced. Extra Care - Following a review of potential sites, a report was considered at Cabinet on 16th September to recommend a preferred site to deliver the Council's first purpose built extra care scheme. Approval has been sought to take the preferred site forward in procuring a consultant team to undertake a feasibility study and prepare a business case for the scheme. 	

Key Performance Indicators

20. Of the eight performance measures reported under this outcome, three performance measures are due to be reported this quarter with one rated green and two rated amber:

Key Performance Indicator	Baseline /Target	Comparable Period	Quarter 2 2020/21	Direction	Status
Number of affordable homes delivered (bi-annual)	80	81 (Q4:2020/21)	12	↓	AMBER
Commentary	<p>Lockdown and safety restrictions imposed in March 2020 to tackle Covid-19 resulted in a number of construction sites closing and paused until it was safe to reopen. In addition, covid measures have impacted the wider housing market and the sale of new homes Countrywide. This may impact the measure over the reporting period but is outside the council's control.</p> <p>However, the council's own building programme for the McKenzie Arms and Extra Care scheme will positively contribute to raising the numbers of affordable homes however it may not reach the full target within the expected timeframe.</p>				

Key Performance Indicator	Baseline /Target	Comparable Period	Quarter 2 2020/21	Direction	Status
27,500 Trees will be planted in the borough this year	27,000	459 (Q1:2020/21)	3,059 (running total)	↑	GREEN
Commentary	<p>Within quarter two a further 2,600 have been planted at Shruggs Wood and confidence in meeting this year's target is positive as a further 16,000 trees have been ordered.</p>				

Key Performance Indicator	Baseline / Target	Comparable Period	Quarter 2 2020/21	Direction	Status
The number of people who are prevented from becoming homeless is increased	341 (2018/19)	69 (Q1:2020/21)	90	↑	AMBER
Commentary	<p>National measures to protect people from homelessness are still in place which has an impact on those who would be categorised as prevented under normal conditions. Notice periods are still under the 6 month suspension and so people who may have presented under normal circumstances have not come forward.</p> <p>Where someone does present as homeless or at risk, the council continues to fulfil its duty and works with agencies to support and prevent individuals and households from becoming homeless.</p>				

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

21. N/A

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

22. N/A

AIR QUALITY IMPLICATIONS

23. N/A

RISK MANAGEMENT

24. Risk registers are being completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.

EQUALITY AND DIVERSITY IMPACT

25. Equality and Diversity is embedded within the corporate strategy and how the council acts. An equality impact assessment was undertaken as part of the corporate plan refresh and each individual project will have its own equality impact assessment which are being revised and reassessed during quarter three.

COMMENTS OF THE STATUTORY FINANCE OFFICER

26. Projects underway have been allocated revenue and capital budgets. Any new projects that require additional funding will be brought to the necessary committees for budget approval.

COMMENTS OF THE MONITORING OFFICER

27. There are no direct legal implications arising from this report. The report is for information purposes. Obviously, it is important that members and the general public should know how we are performing in respect of our priority projects and against key performance indicators.

BACKGROUND DOCUMENTS

- Corporate Plan, approved September 30th, 2020

APPENDICES

- Appendix 1 for Quarter 2 July - Sep) Performance Monitoring Report 2020-21

Gary Hall
Interim Chief Executive

Report Author:	Telephone:	Date:
Howard Anthony, Michael Johnson (South Ribble Partnership Manager, Graduate Performance & Projects Officer)	01772 625546	19/10/2020

Performance Data

Quarter 2 2020-21

Appendix 1

Key Information

This report forms part of the appendices of the “Performance Monitoring Report” update to the Scrutiny Budget and Performance Panel, and Cabinet on the progress at the end of quarter two (July - September 2020) of the Corporate Strategy approved 30th September 2020.

The corporate strategy priorities, are:

- An exemplary council;
- Thriving communities;
- A fair local economy that works for everyone;
- Good homes, green spaces, healthy places.



Within each section is a summary of all activities and their performance status at the end of Quarter 1.

Performance Key

A red, amber, green rating system is used to indicate status whereby:

RED	Off track
AMBER	Forecast delays or concerns, an early warning of issues
GREEN	On track and progressing as planning

Performance Indicators Direction

	Amber arrows indicate the direction is negative and heading away from the target or is lower than its previous reporting period.
	Green arrows indicate the direction is positive and improving or heading towards target.

Appendix 1



AN EXEMPLARY COUNCIL

A COUNCIL THAT:

Delivers high performing services that represent value for money

Understand the community and work with partners to make things better

Is open and transparent in its activities

Our Key Performance Indicators:

Key Performance Indicator	Target	Comparable Period	Quarter 2 2020/21	Direction	Status
At least 40% of service requests will be received via self-service channels	40%	37% (Q1:2020/21)	32%	↓	GREEN

Quarter 2 Project Status

Projects	2020-21 Quarter 2 July - Sep
Deliver the Annual Governance Statement Action Plan	GREEN
Transform the way the council operates	GREEN
Deliver year one of the joint digital strategy	NOT YET STARTED
Work with partners to design and deliver better public service:	GREEN

Appendix 1



THRIVING COMMUNITIES

A PLACE WHERE:

Residents have positive mental health

People get involved and have a sense of belonging

Communities can access services and support when they need them

Our Key Performance Indicators

None are reported this quarter

Quarter 2 Project Status

Projects	2020-21 Quarter 2 July - Sep
Establish South Ribble Together Hubs	GREEN
Deliver a mental health support programme for young people	NOT YET STARTED
Establish a youth council	NOT YET STARTED

Appendix 1



A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE

A COUNCIL THAT:

Increases access to training
and jobs

Grows and supports
sustainable businesses

Invests in improving the
borough

Our Key Performance Indicators

Key Performance Indicator	Baseline / Target	Quarter 1 2020/21	Quarter 2 2020/21	Direction	Status
Overall employment rate greater than north west average	74.9%	87.4	84.8	↓	GREEN
% 16 -17 year olds not in education or training (NEET)	3.5%	3%	-	↓	GREEN

Quarter 2 Project Status

Projects	2020-21 Quarter 2 July - Sep
Implement the community wealth building action plan	NOT YET STARTED
Establish a business support programme	NOT YET STARTED
Deliver year 1 of the Town Deal	GREEN

Appendix 1



GOOD HOMES GREEN SPACES HEALTHY PLACES

A BOROUGH WITH:

A choice of decent, affordable housing

Commitment to protecting the local environment

A choice of quality recreational activities

Our Key Performance Indicators

Key Performance Indicator	Baseline /Target	Comparable Period	Quarter 2 2020/21	Direction	Status
Number of affordable homes delivered (bi-annual)	80 (Target)	81 (Q4:2020/21)	12	↓	AMBER
27,500 Trees will be planted in the borough this year	27,000 (Target)	459 (Q1:2020/21)	3,059 (running total)	↑	GREEN
The number of people who are prevented from becoming homeless is increased	341 (2018/19)	69 (Q1:2020/21)	90	↑	AMBER

Quarter 2 Project Status

Projects	2020-21 Quarter 2 July - Sep
Bring Worden Hall back into use	GREEN
Deliver a project to support the green agenda	NOT YET STARTED
Deliver a leisure improvement project	GREEN
Commence building of affordable homes within the borough	GREEN

REPORT TO	ON
CABINET	Wednesday, 11 November 2020



TITLE	PORTFOLIO	REPORT OF
Budget Monitoring Quarter 2 2020-21	Cabinet Member (Finance, Property and Assets)	Deputy Director of Finance (Section 151 Officer)

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

PURPOSE OF THE REPORT

1. This report explains the Council's overall financial position for quarter 2 of the financial year 2020-21.

PORTFOLIO RECOMMENDATIONS

2. Cabinet notes, reviews and comments on the contents of this report.
3. Cabinet approves the re-profiled budgets for the capital programme, which reflects forecasted underspend against the existing budgets, as detailed in Appendix C.

EXECUTIVE SUMMARY

4. The overall forecast for 2020/21 for the revenue budget is a net surplus of £55,000. A summary of the variances by directorate is shown in Table 1, and a detailed list of the main variances within each directorate is shown in Table 2.
5. The report outlines the impact Covid-19 has had on the budget in 2020/21 including the additional grant funding received and the management of the business grant schemes.
6. The total capital spend including commitments in 2020/21 is £4.178m, which is 47% of the current 2020/21 capital budget of £8.950m. Appendix C gives the details for individual schemes and the revised forecasts, both for 2020/21 and the following 3 years.

CORPORATE OUTCOMES

7. The report relates to the following corporate priorities:

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

Projects relating to People in the Corporate Plan:

Our People and Communities	✓
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INFORMATION

A) Revenue Budget and Forecast Summary

8. Table 1 below summarises by directorate the revenue budgets and forecasts.
9. The overall forecast is a surplus of £55,000 against the funding requirement. Table 2 below lists the main variances within particular service areas for each directorate.

Table 1: Revenue Budget Summary

	Original Budget £'000	Current Budget £'000	Forecast at Quarter 2 £'000	Forecast Variance £'000
Corporate	496	324	304	(20)
Neighbourhoods & Development	7,230	7,230	7,136	(94)
Planning & Property	701	701	950	249
Customer & Digital	2,394	2,394	2,271	(123)
Governance	1,757	1,697	1,625	(72)
Finance	754	717	679	(38)
Communications & Visitor Economy	203	252	248	(4)
Transformation & Partnerships	512	638	628	(10)
Pensions Deficit Contributions	25	25	25	0
Savings Targets	(305)	(187)	0	187
Forecast Additional CV-19 Expenditure	0	0	2,591	2,591
Net Cost of Services	13,767	13,791	16,457	2,666
Interest payable / (receivable)	649	649	649	0
Parish Precepts	(170)	(170)	(170)	0
Provision for repayment of debt	432	432	432	0
Funding Requirement	911	911	911	0
<u>Funding:</u>				
Council Tax	(8,596)	(8,596)	(8,596)	0
New Homes Bonus – City Deal	(525)	(525)	(525)	0
New Homes Bonus – SRBC	(135)	(135)	(135)	0
Retained Business Rates	(3,715)	(3,715)	(3,715)	0
Section 31 grants (mainly business rates)	(1,595)	(1,595)	(1,595)	0
CV-19 Funding	0	0	(2,721)	(2,721)
Total Funding	(14,566)	(14,566)	(17,287)	(2,721)
Net Contribution (To) / From Reserves	112	136	81	(55)

Table 2: Revenue Forecasted Variations Within Directorates

Details	Forecasted Over / (Under-) Spend or Income Deficit / (Surplus) £'000
Corporate	
Staffing Costs	(20)
Neighbourhoods & Development	
Staffing Costs	(94)
Car Parking reduced income	92
Garden Waste surplus income	(85)
Other income variations - net deficit (see Table 5)	152
Government support	(159)
	(94)
Planning & Property	
Staffing Costs	(72)
Investment Property reduced rental income	310
Other income variations (see Table 5)	11
	249
Customer & Digital	
Staffing Costs	(160)
Court Summons income deficit	114
Government Support	(77)
	(123)
Governance	
Staffing Costs	(99)
Income Deficit (see Table 5)	70
Government support	(43)
	(72)
Finance	
Staffing Costs	(38)
Communications & Visitor Economy	
No major variances	(4)
Transformation & Partnerships	
Staffing Costs	(10)
Budgets Not In Directorates	
Pension Contributions (note 2)	-
Savings Target	187
Covid-19 Forecast Expenditure Not Budgeted	2,591
Covid-19 Government Funding	(2,721)
Overall Variance for 'Net Cost of Services'	(55)

B) Revenue Budget Requested Changes

10. There are currently no requests for changes to revenue budgets.

C) Staffing Costs

11. The original budget includes a shared services savings figure of £233,000. The budgets have now been updated to reflect the new staffing structures.
12. After updating the budgets to reflect the new shared services structures, the overall reduction in the budget is forecast at £196,000, meaning there is a residual deficit balance of £37,000 compared to the budgeted savings figure of £233,000. There are various reasons for the difference but mainly it is due to posts that were assumed to be shared being taken out of the shared services process and in addition the NI and Pension costs for the newly created shared senior posts are higher than were originally budgeted in September 2019.
13. The overall forecasted saving in staffing costs is £493,000. The main reason for the underspend is posts being vacant, either currently or during an earlier part of the year. Appendix A shows the posts that were vacant at 30th September 2020.

Table 4: Staffing Costs Main Variations

Service Area	Over / (Under-) spend £	Reasons and notes
Corporate		
Chief Executive	(20,000)	The post became vacant on 15/07/20. The forecast figure is based on the Interim Chief Executive continuing to the end of the financial year without the post being filled. Phase 2 proposals have been put forward to share this role, if approved this forecast will be adjusted.
Neighbourhoods & Development		
Street Cleansing	(5,000)	A Team Operative post became vacant on 30/05/20.
Mechanics	16,000	The budget is set based on the actuals SCPs of the post-holders. One member of the team was at the top of the grade whereas the others were nearer the bottom. Subsequently a HR review was carried out and to ensure equality and fairness, all members of the team were brought up to the same SCP.
Community Involvement	(28,000)	Two new posts, created in the budget setting process, were vacant at the end of quarter 2 – a Community Involvement Officer and a Youth Council Officer. They have been filled in October.
Engineers	(17,000)	Two posts have been vacant all year – a Graphic Designer and an Engineering Assistant.
Environmental Health	(31,000)	A new Housing Enforcement Officer post was created in the budget setting process but has not yet been filled. Also two post-holders have reduced their hours.
Youth Support	(35,000)	A Youth Support Officer role was created in the budget setting process but has not yet been filled. This post, and the wider project, is being funded by the surplus Sports Development income held in reserves.
Planning & Property		
Senior Management	(20,000)	The Assistant Director of Housing and Property post has been vacant all year. Some of the saving has been used to fund the

Service Area	Over / (Under-) spend £	Reasons and notes
		additional costs of agency cover in the Estates team, giving a net forecasted underspend of £20,000. This underspend will be used to help fund a temporary Estates Surveyor role.
Building Control	19,000	Upgrades to two staff following Job Evaluation reviews
Planning	(51,000)	One Enforcement post is vacant and the other was vacant for the first 5 months of the year. More complex work is being picked up via a retained specialist consultant on a case by case basis. There will still be a net saving of around £35,000. In addition, two staff have reduced their hours.
Leisure	(10,000)	The Partnership Development Manager has reduced her hours
Museum	(10,000)	The Museum Curator post is vacant
Customer & Digital		
Gateway	(56,000)	Three posts have been vacant since the start of the year. New starters for all 3 posts began in October.
IT	(31,000)	Two posts have been vacant all year.
Revenues	(73,000)	One post has been vacant since before the start of the year and another became vacant at the end of July. One person is on adoption leave and another is on maternity leave. Options are being considered regarding potential automation of processes that may result in at least one vacant post not being required.
Governance		
Democratic Services	(30,000)	Two posts were vacant in the earlier part of the year but are now both filled.
Legal Services	(25,000)	A Solicitor post was vacant until 27th July and the new person is on reduced hours compared to a budget for a full-time post.
Licensing	(44,000)	The Head of Licensing post has been vacant all year.
Assurance	-	There are 4 vacancies within the team. Agency cover has been used for some posts. There is a forecasted underspend against those posts but this is offset by the additional costs of £23,100 for the Interim Head of Shared Assurance post, which are not part of the budgeted establishment. Along with the review of the service, the overall forecast for the team is currently break-even.
Finance		
Senior Management	(23,000)	Recruitment will begin in November for the Director of Finance post.
Financial Services	(15,000)	A Management Accountant post became vacant in June. Recruitment is underway.
Transformation & Partnerships		
HR	(10,000)	There is a vacant HR Advisor post but the saving is partially offset by additional costs for an upgrade of another post. The post will be incorporated into the phase 1 service review.

D) Non-Staffing Costs

14. There are currently no significant forecasted variances relating to non-staffing costs.

E) Impact of Covid-19

15. The impact of Covid-19 on the Council's budgets is varied and includes delays to recruitment and restructuring, reduction in income and additional expenditure. The major impacts on the budget are summarised below. This includes the various grant funding streams received to help the council manage the transition back to business-as-usual.

Income

16. It has been well documented that the country has undergone a significant reduction in economic activity pushing the economy into recession. The impact on local residents and businesses is potentially vast, especially in the service industries. Two areas this may significantly affect the council's finances is the impact on its business rates and council tax collection funds.

Business Rates

17. The original gross (including amounts paid over to the Government and other preceptors) collectable business rates for South Ribble was budgeted at £36.7m for 20/21. As part of the budget on 11 March the Government announced that it would increase the discount on business rates liability for businesses in the retail, hospitality and leisure industry to 100% for 20/21. This has reduced the council's gross collectable to an estimated £25.1m. The council and other preceptors will receive compensatory grant payments, known as S31 grants, in 20/21 for this extended relief.
18. After adjusting for this reduction in collectable business rates the analysis below gives the forecast outturn position for South Ribble's business rates collection fund.

	Cumulative Income						
	Apr	May	Jun	Jul	Aug	Sep	Forecast Total 20/21
	£m	£m	£m	£m	£m	£m	£m
Forecast	3.858	5.671	7.899	9.893	12.563	14.692	25.135
Actual	3.132	4.746	6.64	8.782	11.295	13.719	24.162
Deficit	0.726	0.925	1.259	1.111	1.268	0.973	0.973

19. Based on current collection rates it is estimated the gross shortfall of business rates income could be £0.973m. South Ribble's share of this deficit would be approximately £389,000 meaning the council would be £389,000 short of its budgeted business rates income in 20/21. This is a reduction of £55,000 from reported at Quarter 1. Although this figure seems large it should be noted:

- The council only began pursuing outstanding business rates debt in September. It is likely there are many businesses that are not currently able to pay but that will be able to meet the liability over the remainder of the year or over a longer agreed period. As such it is expected that the current collection rates will improve therefore reducing the forecast deficit as has been seen partially between August and September.
- The Government has announced that councils will be able to spread out the loss of business rates and council tax income over the next three years, rather than in one year. A deficit of £389,000 may therefore only result in a £130,000 impact for the council per year.
- The council holds a business rates retention reserve of £3.309m to fund one-off shortfalls in the business rates it collects. This includes managing downward revaluations, the risk

surrounding this has however now been reduced as the scheduled 2021 national revaluations have been put back to 2023. The reserve is therefore considered more than sufficient to manage the risk surrounding business rates income.

20. The table above demonstrates that the cumulative shortfall in expected business rates actually improved from £1.268m shortfall in August to £0.973m shortfall in September. The forecast outturn has not been adjusted in Table 1 due to the uncertainty regarding the final shortfall in businesses rates income. It has also not been adjusted because, due to the complexities of the business rates system, any shortfall is likely to be recognised in 2021/22 rather than this financial year.

Council Tax

	Cumulative Income						Forecast Total 20/21 £m
	Apr £m	May £m	Jun £m	Jul £m	Aug £m	Sep £m	
Forecast	7.384	13.927	20.499	27.178	33.748	40.136	70.029
Actual	7.083	13.403	19.869	26.401	32.942	39.465	69.358
Deficit	0.301	0.524	0.63	0.777	0.806	0.671	0.671

21. Based on current collection rates it is estimated that the gross shortfall of council tax income could be £0.671m in 20/21. South Ribble's share of this deficit would be approximately £81,000 meaning the council would be £81,000 short of its budgeted council tax income in. This is a reduction in deficit of £12,000 from Quarter 1.

Expenditure

Description	Apr	May	Jun	Jul	Aug	Sep	Total Apr to Sep	Commitments	Spend + Commitments
Communications	1,701	916	0	0	0	2,287	4,904		4,904
Homelessness Support	1,205	5,252	11,460	6,435	11,200	5,360	40,912	5,040	36,742
ICT	1,900	0	0	0	0	3,295	5,195		5,195
Staffing	1,411	794	17,580	0	0	903	20,688		19,785
Temp. Borrowing	12,055	0	0	0	0	0	12,055		12,055
Works to Offices	1,432	197	1,329	1,544	272	0	4,774		5,397
Communications	0	0	0	2,134	546	2,224	4,904		2,680
Food, Supplies & PPE	41,332	1,944	3,499	2,853	0	71,934	121,562	5,765	131,478
Total	61,036	9,103	33,868	12,966	12,018	86,002	214,993	10,805	218,236

22. The table above outlines the additional expenditure incurred as a result of Covid-19. This includes the additional provision for the Holiday Hunger scheme approved by S35 decision on 7 July 2020.

23. In addition to the £218,000 above, £240,000 of support was agreed to Serco Leisure Operating Ltd in relation to leisure provision. Discussions are ongoing to confirm the overall amount of support required however which is subject to the Government's continued support of its Furlough scheme. The Government announced a £100m fund to help support councils in keeping leisure facilities open. Councils will be required to bid for the funding and further guidance is expected to be announced soon.

Government Funding

24. The following funding has been provided by the Government to support South Ribble Council during the pandemic.

Funding	Funding
1 st Tranche CV-19 Funding	£41,325
2 nd Tranche CV-19 Funding	£1,097,210
3 rd Tranche CV-19 Funding	£160,799
4 th Tranche CV-19 Funding	£181,833
TOTAL	£1,481,167
<i>Ringfenced Funding</i>	
New Burdens Funding – Business Grants	£130,000
Extending Council Tax Support	£707,201
Reopening High Streets	£97,965
Test & Trace	£86,539
Local Restrictions Support Grant	Unknown
Health Protection Project (TTS)	£118,839
Food & Essential Supplies	£99,244
TOTAL CV-19 Related Funding	£2,720,955

CV-19 Grant Funding Support

25. A fourth funding allocation has been announced as part of a £1bn support package to councils. South Ribble Council's allocation will be £181,000 bringing the total allocation to £1.481m. No specific grant guidance has been provided regarding this funding however it is currently assumed to be un-ringfenced. The figures in this report assumes that all this funding will either be committed in 2020/21 or rolled forward into 2021/22.

Other Funding Support

26. On top of the CV-19 funding the council has also received £130,000 to cover the costs of **administering the business grants scheme**. The total cost of administering the scheme will certainly be in excess of this amount such has been the demand on staff time across teams such as business support, revenue and benefits and finance.

27. The council also received £98,000 '**Reopening High Streets Safely Fund**'. This grant is ERDF funding and as such the restrictions as to how this can be spent are extremely prohibitive. Further guidance continued to narrow the type of expenditure within the scope of this fund and to date what has been committed relates to improving communication regarding the safe return to the high streets.

28. The Council will also be receiving funding as part of the Governments **Test and Trace Support Payments**. The Department of Health and Social Care on the 30 September issued operational guidance for the implementation of the Test and Trace Support Payments. Within that guidance the distribution methodology for the allocation of funding to local government was set out. The funding for the initial £500 payments allocated to South Ribble is £86,539:

- Test and Trace Payment £38,000

- Admin costs of both schemes £25,654
- Test and Trace Discretionary Payment £22,885

29. On 9 September 2020, the Government announced further funding to support businesses that are required to close due to lockdown restrictions. The **Local Restrictions Support Grant** has both a mandatory and a discretionary element and is available for businesses impacted by the formal requirement to lock-down. Officers are in the process of creating an online application process however it should be noted that final guidance has not yet been received.
30. Through LCC, the Council has received a grant allocation from Government that will be used to fund support for the Government's **Test & Trace** scheme. This will involve the council utilising the fund to recruit additional staff who will chase up the contacts that the national scheme have been unable to contact. Total funding is £118,839.
31. The Local Authority **Emergency Assistance Grant for Food and Essential Supplies** is a one-off contribution to upper tier local authorities in England to use to support people who are struggling to afford food and other essentials due to COVID-19. The grant must be spent within this financial year and South Ribble's allocation is £99,244.
32. Table 1 of this report outlines the assumed additional spend against the total Covid-19 funding streams, in summary:

	Forecast Variance £'000
Forecast Additional CV-19 Expenditure	2,591
CV-19 Funding	(2,721)

33. To be prudent, it is assumed all funding from the Government relating to Covid-19 will either:
- meet any additional costs incurred by the council
 - be rolled forward into 21/22, or
 - be returned if not fully committed against.
34. The only deviation from this approach is the assumption that the £130,000 to cover the costs of administering the business grants scheme will meet budgeted staff costs and as such provides a £130,000 budget underspend to the council.

Business Grants

35. Below is a table outlining the grants paid to businesses as part of the Small Business and Retail, Hospitality and Leisure and discretionary grant programmes.

	Number	£
Small Business Grants £10k	1,418	14,180,000
Retail, Hospitality and Leisure £10k	96	960,000
Retail, Hospitality and Leisure £25k	162	4,050,000
TOTAL NON DISCRETIONARY GRANTS	1,676	19,190,000
TOTAL DISCRETIONARY GRANTS	160	992,470

36. The Council received a total funding allocation of £20.888m of which the following was allocated by the Government in May 2020:
- £19,896,000 maximum allocation for Small Business & Retail, Hospitality & Leisure grants
 - £992,500 maximum allocation for Discretionary Grants
37. Officers working across both councils and across different departments have supported businesses in applying for receiving as much grant funding as possible. All schemes have closed as at the end of August with final payments made by the end of September. The initial grant allocation from Government was an estimate of need made in March 2020, the Government will request the return of the unspent allocation totalling £706,000.

F) Income from Fees and Charges

38. Table 5 below, shows the budgets and forecasts of the main types of income that are generated by services. (Note: this is different to general funding that isn't attributable to particular services such as non-specific government grants, council tax and business rates.)
39. The main forecasted variations are as follows:
- **Car Parking** – There was zero income in April to June. Around £4,000 was received in both July and August, which is only a third of the monthly budget. The forecast of £53,000 is based on assumed reduced income up to Christmas and then normal levels of income from January.
 - **Garden Waste** Collection Charges – Charges in 20/21 were reduced to £25 per bin and the budget was reduced to take this into account. Take-up for 2020-21 has increased again compared to last year, resulting in a forecasted surplus of £85,000 (equivalent to 3,400 extra charges of £25).
 - **Land Charges and Licensing** - Income is expected to be below the budgeted levels in 2020/21. The forecast is currently based on a simple forecast using income to date.
 - **Investment Property** rental – In response to Covid-19, the council did not charge rents from March to June 2020. The loss of rent for March was accounted for in 2019-20. The loss of rent for April to June 2020 is the main reason for the forecasted deficit of £310,000.
 - **Sports Coaching** – At the time the budget was set there was uncertainty over some of the potential grant funding so, to be prudent, the budget assumed the funding would not occur. Usually the budget for the whole service is set to break-even but due to the assumption that funding might be reduced, the budget was set as a deficit of £100,000 to be matched by a transfer from reserves of the surplus of sports development income that has built up over the years. However, the funding has since been confirmed and therefore the income will be £100,000 higher than the budget figure.
 - **Court Summons** costs recovered – due to courts closure and the decision not to chase debts until September this income has been zero to date. At this point in 19/20 we had recovered approximately 75% of the budget. Depending on whether the courts are back up and running some backlog may be recovered but it is unlikely to return to normal levels in 20/21d.
40. The Government has offered support of up to 75% of shortfall in income from fees and charges in 20/21. The figures in Table 5 include this support after taking into account the fact that the Council must manage the first 5% of budgeted lost income. The total forecast level of Government support is currently £301,000. This is reported quarterly to the Government with the first payment to the Council expected to be in November. This is a significant increase from quarter one largely as a result of the change in forecast to Summons income and discussion with other Councils based upon the facts the courts were unable to open due to Covid-19.

Table 5: Income from Fees and Charges

Service Area	Income 2019-20 £'000	Current Budget 2020-21 £'000	Actual to 30/09 £'000	Forecast £'000	Forecast (Surplus) / Deficit £'000
Neighbourhoods & Development					
Car Parking charges and fines	-141	-145	-20	-53	92
Civic Centre Business & Conference Ctr	-26	-36	0	0	36
Dog impounding, littering and dog fouling	-4	-18	-1	-3	15
Environmental Permits	-23	-19	-1	-19	0
Grounds Maintenance	-156	-155	-146	-146	9
Licensing - Piercings, Tattoos & Animals	-9	-7	-3	-3	4
Licensing - Street Traders	-23	-25	-19	-19	6
Open Spaces (sports pitches, fairs, etc)	-33	-18	-4	-10	8
Pest Control	-46	-50	-34	-34	16
Property rental - Civic Centre	-67	-50	-52	-52	-2
Property rental - Market	-126	-142	-23	-100	42
Property rental - Moss Side Depot	-43	-43	-31	-31	12
Property rental - Worden Craft Centre	-11	-15	-12	-12	3
Sports Coaching	-279	-120	-128	-220	-100
Waste Collection - Garden waste	-809	-683	-768	-768	-85
Waste Collection - New bins	-56	-45	-64	-64	-19
Waste Collection - Special collections	-40	-40	-27	-40	0
Waste Collection - Trade Waste	-445	-481	-448	-448	33
Vehicle Maintenance for FCC	-120	-101	-70	-112	-11
Government Support				-159	-159
	-2,457	-2,193	-1,851	-2,293	-100
Planning & Property					
Building Control	-177	-191	-91	-160	31
Planning application fees	-436	-505	-331	-513	-8
Planning pre-application fees	-31	-40	-13	-30	10
Investment property rental	-950	-1,105	-709	-795	310
Government Support				-22	-22
	-1,594	-1,841	-1,144	-1,520	321
Governance					
Land Charges	-90	-80	-36	-50	30
Legal fees recovered	-13	-15	-6	-15	0
Licensing - Alcohol	-78	-76	-51	-51	25
Licensing - Gambling	-10	-12	-7	-7	5
Licensing - Taxis	-84	-90	-53	-80	10
Government Support				-43	-43
	-275	-273	-153	-246	27
Customer & Digital					
Court summons costs recovered	-219	-228	0	-114	114
Government Support				-77	-77
	-219	-228	0	-191	37
Total	-4,545	-4,535	-3,148	-4,250	285

G) Reserves

41. The total balance on reserves at the beginning of the financial year was £20.814m. Table 6 below shows the expected movements in the reserves for 2020-21. The details of the purposes of each earmarked reserve and the movements in the balances are as follows:

- Borough Council Elections – The original budget includes a £40,000 top up of this reserve every year to build up a fund for local elections that take place every 4 years. In the Outturn 2019-20 it was approved to top up the reserve for a full £160,000 using the surplus in 2019-20 so that no contributions are needed over the next 3 years.
- Borough Investment Account – This reserve was created for the purpose of purchasing investment property to generate more rental income for the revenue budget. In the MTFS 2020-21 to 2023-23, a proportion of the reserve was budgeted to be used for the Worden Hall and Hoole Village Hall capital projects. £2m of the reserve has been potentially committed towards the Leyland Town Deal project subject to the funding bid being successful as outlined in the report to Full Council on 30 September 2020. This potential commitment is not yet included in Appendix B.
- Business Rates Retention – This reserve exists as a contingency to cover any unexpected shortfalls in business rates funding that may occur within a one- or two-year period to allow time for the council's budgets to be realigned. Some of the reserve will be required in 2020/21, and the following year, to cover the expected deficit in business rates funding due to Covid-19.
- Capital Funding – This is the main reserve used for funding the capital programme.
- City Deal – This reserve exists as a contingency to fund any unexpected costs that arise in relation to City Deal.
- Climate Change – The approved budget for 2020/21 included the creation of a Climate Change reserve of £250,000.
- Credit Union – As part of the budget monitoring report for quarter 3 of 2019-20, Cabinet approved the creation of a Credit Union reserve of £150,000 using the surplus in 2019/20.
- Housing Needs Surveys – This reserve is topped up each year so that when housing surveys are needed to be carried out there is funding available.
- Local Plans – The purpose of this reserve is to meet the forecasted expenditure requirements in relation to the Local Development Framework.
- My Neighbourhoods – This is the balance of unspent funding for the My Neighbourhoods forums.
- Performance Reward Grant – This is the balance of unspent PRG funding.
- Repairs and Maintenance – This reserve exists as a contingency to fund unexpected costs for repairs and maintenance of council properties that cannot be covered by existing revenue budgets. The approved capital programme for 2020/21 onwards allocates this reserve to the leisure centres refurbishments scheme, which has a total budget of £2.1m.
- Restructure Costs – This reserve was increased at Outturn 2019-20 to £200,000 as a provision for potential cost relating to the expansion of shared services.
- Transformation Fund – This reserve is being used to fund the IT Digital Strategy costs in the capital programme.
- Other Earmarked Reserves – This reserve comprises three elements: approved carry forwards of underspends that have not yet been allocated, surplus income relating to Sports Development, and miscellaneous ring-fenced grant income specific to certain service areas.

42. Appendix B shows the planned movement in reserves over this year and the next 3 years.

Table 6: Reserves Summary

Reserve Name	Opening Balance £'000	Transfers In £'000	Transfers Out £'000	Capital Financing £'000	Movement Between Reserves £'000	Closing Balance £'000
Earmarked Reserves						
Borough Council Elections	(160)	-	-	-	-	(160)
Borough Investment Account	(4,576)	-	-	700	-	(3,876)
Business Rates Retention	(3,309)	-	65	-	-	(3,244)
Capital Funding	(3,514)	-	-	3,262	-	(252)
CIL Admin	(248)	-	-	-	-	(248)
City Deal	(1,851)	-	-	-	-	(1,851)
Climate Change	(250)	-	-	-	-	(250)
Credit Union	(150)	-	-	-	-	(150)
Housing Needs Surveys	(100)	(20)	40	-	-	(80)
Local Plans	(255)	-	99	-	-	(157)
My Neighbourhoods	(67)	-	-	-	-	(67)
Performance Reward Grant	(27)	-	27	-	-	-
Repairs and Maintenance	(500)	-	-	500	-	-
Restructure Costs	(200)	-	100	-	-	(100)
Transformation Fund	(415)	-	-	252	-	(163)
Other Earmarked Reserves:						
Ring-fenced grants	(488)	-	200	-	-	(289)
Sports Development income	(337)	-	220	-	-	(117)
Carried forward underspends	(126)	-	126	-	-	-
	(16,574)	(20)	877	4,714	-	(11,004)
General Reserve	(4,239)	-	-	-	-	(4,239)
Total	(20,813)	(20)	877	4,714	-	(15,243)

H) Capital Programme

Spending

43. Covid-19 has had an impact on the timescales for delivering capital schemes but generally the programme is on track in 20/21. There are a few schemes where profiling could mean slippage in to 21/22 but will depend on progress in the coming quarter.
44. Appendix C lists all the capital schemes within the programme and the detail regarding budgets, spending and current forecasts.

Financing

45. Table 7 below shows the movements in the balances of capital funding streams.
- Community Infrastructure Levy (CIL) – Funding has been steadily building up over the last 5 years. The balance in Table 7 shows the net funding available to the Council after deducting payments made, or due, to Parish Councils and LCC as part of the arrangements for City Deal.
 - Land Release Fund – The grant was received a couple of years ago in relation to the house-building project. That project has seen been terminated and the money cannot be repurposed, meaning it will have to be returned.
 - Section 106 – The majority of the balance of Section 106 funding is allocated to schemes within the capital programme. Several receipts totalling £523,000 have stipulations that they must be used for highways work and have been earmarked to be paid to LCC once the relevant works are completed. The unallocated balance is £359,000. There are three large value affordable housing schemes that will use all the affordable housing funding: Station Road Bamber Bridge, McKenzie Arms Bamber Bridge and an Extra Care facility. The other Section 106 funding is allocated mostly to parks and open spaces schemes within the programme.

Table 7: Capital Financing

Funding Stream	Opening Balance £'000	Receipts £'000	Release to Revenue £'000	Capital Financing £'000	Closing Balance £'000
Grants and Contributions					
City Deal capital funding	-	(50)	-	50	-
Community Infrastructure Levy (CIL)	(2,029)	-	-	125	(1,904)
Disabled Facilities Grant (DFG)	(314)	(688)	-	1,003	-
External Contributions	-	-	-	-	-
Housing grants repaid	-	-	-	-	-
Land Release Fund	(362)	362	-	-	-
Lottery Funding (Hurst Grange Park)	-	(300)	-	300	-
Section 106 Affordable Housing	(5,044)	-	-	663	(4,381)
Section 106 Other	(2,391)	-	-	926	(1,464)
Other grants and contributions	(25)	(750)	-	750	(25)
	(10,165)	(1,426)	-	3,817	(7,775)

COMMENTS OF THE STATUTORY FINANCE OFFICER

46. The contents of the report outline the financial implications for the council.

COMMENTS OF THE MONITORING OFFICER

47. Clearly it is important that a council should report openly and transparently with regard to the monitoring of the budget. Residents need to know how the council is performing. From a legal perspective there are no concerns to report.

APPENDICES

Appendix A – Staffing Vacancies at 30th September 2020

Appendix B – Capital Programme

Appendix C – Reserves Planned Movements

Leadership Team Member's Name: James Thomson

Job Title: Deputy Director of Finance (and Section 151 Officer)

Report Author:	Date:
Neil Halton (Principal Management Accountant)	20 th October 2020

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Post	Already Shared	To be considered in relation to shared services	Notes
Corporate			
Chief Executive			The post became vacant on 15/07/20. The forecast figure is based on the Interim Chief Executive continuing to the end of the financial year without the post being filled. Phase 2 proposals have been put forward to share this role, if approved this forecast will be adjusted.
Neighbourhoods & Development			
Community Involvement Officer			The post was created with effect from 1 st April 2020 as part of the MTFS. It has been filled in October.
Youth Council Officer (Community Involvement)			The post was created with effect from 1 st April 2020 as part of the MTFS. It has been filled in October.
Engineering Technician			Vacant since 14/09/19. The post was created by upgrading an apprentice role but the person in post then left the organisation. The team is able to function without this role and so there are plans to delete it and create an additional Facilities Management role to bolster that service.
Graphic Designer		Y	Vacant since 30/11/19
Environmental Health – Housing Enforcement Officer			The post was created with effect from 1 st April 2020 as part of the MTFS. The post has been advertised and is expected to be filled in December.
Neighbourhoods Team Operative			Vacant since 31/05/20
Planning & Property			
Assistant Director of Housing & Property			Vacant since 22/03/20. The post is being kept vacant pending a potential restructure within this directorate and the Neighbourhoods & development directorate to align services and reporting lines better. In the short-term, the saving is being used to fund part of the costs of a new Surveyor role for 18 months.

Post	Already Shared	To be considered in relation to shared services	Notes
Apprentice (generic role)			There is one budget within the Planning & Property directorate that covers all apprentice roles within the organisation. The post-holders are assigned to various teams across multiple directorates. There is one vacancy, which was also vacant all throughout 2019-20. The post was intended to be used for the Gateway team. It was advertised twice but there were no suitable candidates. Now that all posts within Gateway are filled, this apprentice post is no longer considered necessary and will not be recruited to.
Estates Officer			Vacant since 05/04/20. The saving has been used to fund an additional Surveyor resource. From April to October this was via an agency arrangement but from November onwards a temporary post has been created in the establishment for an 18 month period. The saving from the vacant Estates Officer and Assistant Director posts have funded the new role.
Housing Options Officer			Vacant since 13/07/20. A new starter will begin in October.
Museum Curator			Vacant since 31/05/20. This post is now rolled into an interim operating model with the Museums service for Chorley.
Planning Enforcement Officer			The post became vacant on 31/05/20. More complex work is being picked up via a retained specialist consultant on a case by case basis. There are two enforcement posts, the other being recently filled in September, and the need for both is not certain.
Customer & Digital			
IT Cyber Security Trainee		Y	The post was created with effect from 1 st April 2020 as part of the MTFS. A recruitment process did not attract the calibre of applicant required and therefore it is considered that this post should be reviewed as part of phase 2 shared services.
IT Security Support Officer		N	Vacant since 01/07/19, when a restructure was implemented. The post has been advertised twice but there have not been suitable candidates to appoint. The service is confident that it can attract a suitable applicant for this post. Recruitment is due to start imminently with the post being filled within before Christmas.
IT Senior Network Support Analyst		Y	Vacant since 14/02/20. The post holder retired, and the post will be kept vacant during 2020/21 to fund the severance costs.

Post	Already Shared	To be considered in relation to shared services	Notes
Revenues & Benefits Officer 1.7 FTE		N	One post has been vacant since 29/02/20 and another became vacant on 26/07/20. Options are being considered regarding potential automation of processes that may result in at least one post not being required.
Revenues and Benefits Clerical Assistant		Y	Vacant since 12/08/20
Governance			
Head of Licensing		Y	Vacant since 23/02/20
Principal Auditor	Y	Y	Vacant since 10/05/20 and is incorporated into the phase 1 shared services review as per the other Governance posts outlined below.
Auditor 1.2 FTE	Y	Y	Both posts were vacant all throughout 2019-20 and were temporarily covered by agency staff at various points. The agency cover finished in May 2020.
Insurance Officer	Y	Y	Vacant since 13/10/19. Another officer has been acting up to this role but their substantive role is not currently back-filled.
Communications & Visitor Economy			
No vacancies			
Transformation & Partnerships			
HR Advisor	Y	Y	Vacant since 29/02/20. The post was incorporated into the phase 1 service review
Business Support Officer	Y	Y	Vacant since 31/12/19. The post was incorporated into the phase 1 service review

Notes:

1. FTE stands for Full Time Equivalent and is used for part-time posts to show a comparison against a full-time post.
2. MTFS stands for Medium Term Financial Strategy, which is the annual document that outlines the Council's detailed budget for the following financial year and planned budgets for the next few years after that.

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Reserves Planned Movements 2020-2024

Note: All figures are in £'000

Appendix B

Reserve Name	19/20 C/F	2020-21			2021-22			2022-23			2023-24		
		In	Out	C/F	In	Out	C/F	In	Out	C/F	In	Out	C/F
Earmarked Reserves													
Borough Council Elections	(160)	-	-	(160)	-	-	(160)	-	-	(160)	-	160	-
Borough Investment Acct	(4,576)	-	700	(3,876)	-	1,670	(2,206)	-	-	(2,206)	-	-	(2,206)
Business Rates Retention	(3,309)	-	65	(3,244)	-	65	(3,179)	-	65	(3,114)	-	65	(3,049)
Capital Funding	(3,514)	-	3,262	(252)	(250)	-	(502)	(250)	-	(752)	(250)	-	(1,002)
CIL Admin	(248)	-	-	(248)	-	-	(248)	-	-	(248)	-	-	(248)
City Deal	(1,851)	-	-	(1,851)	-	-	(1,851)	-	-	(1,851)	-	-	(1,851)
Climate Change	(250)	-	-	(250)	-	-	(250)	-	-	(250)	-	-	(250)
Credit Union	(150)	-	-	(150)	-	-	(150)	-	-	(150)	-	-	(150)
Housing Needs Surveys	(100)	(20)	40	(80)	(20)	-	(100)	-	-	(100)	-	-	(100)
Local Plans	(255)	-	99	(157)	-	26	(131)	-	25	(106)	-	44	(62)
My Neighbourhoods	(67)	-	-	(67)	-	-	(67)	-	-	(67)	-	-	(67)
Performance Reward Grant	(27)	-	27	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	(500)	-	500	-	(250)	-	(250)	(250)	-	(500)	(250)	-	(750)
Restructure Costs	(200)	-	100	(100)	-	100	-	-	-	-	-	-	-
Transformation Fund	(415)	-	252	(163)	-	-	(163)	-	-	(163)	-	-	(163)
Other Earmarked Reserves:													
Ring-fenced income	(488)	-	200	(289)	-	44	(245)	-	44	(201)	-	-	(201)
Sports Dev income	(337)	-	220	(117)	-	85	(32)	-	-	(32)	-	-	(32)
Carried fwd underspends	(126)	-	126	-	-	-	-	-	-	-	-	-	-
	(16,574)	(20)	5,590	(11,004)	(520)	1,990	(9,534)	(500)	134	(9,900)	(500)	269	(10,131)
General Reserve	(4,239)	-	-	(4,239)	-	181	(4,058)	-	199	(3,858)	-	224	(3,635)
Total	(20,813)	(20)	5,590	(15,243)	(520)	2,172	(13,591)	(500)	333	(13,758)	(500)	492	(13,766)

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Capital Programme 2020-21 Quarter 2

Note: All figures are in £'000

Appendix C

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Health, Leisure & Wellbeing												
Green Infrastructure												
Green Infrastructure unallocated	-	-	-	-	-	-	This is the general budget for green infrastructure works. When specific schemes are designed and brought forward, a budget is then transferred from 'unallocated'.	-	200	200	200	600
Green Link - Penwortham Holme to Howick	125	-	125	-	-	-	This project involves improvements to, and creation of, environmental footpaths and meadows etc, between the two locations. The project has been held up due to Covid-19. Planning is now underway with LCC and the EA on work that can be done this financial year that complements imminent EA flood prevention scheme.	125	125	-	-	250
Green Link - Shruggs Wood	44	54	44	-	-	-	The budget for 20/21 is based on the c/f amount of an original £200k for works planned in conjunction with the leisure facility development on the nearby site. However significant work has now been completed, including the creation of a new footpath link, opening up a new part of the wood. This will be open later this autumn following the planting season. The construction work has been completed.	44	-	-	-	44

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Leyland Loop	91	7	91	-	-	-	Work is underway with LCC and land owners to develop a further 7km of the proposed 10km route planned for this financial year. The forecast and budget were reduced in the previous report due to delays caused by Covid.	91	100	-	-	191
Total Green Infrastructure	260	61	260	-	-	-		260	425	200	200	1,085
Worden Park												
Arboretum landscaping	30	-	30	-	-	-	On track	30	-	-	-	30
Craft Units Windows and Security Grills	40	-	40	-	-	-	Contractors are expected on site in March. Depending on availability and the weather, this scheme may slip into April.	40	-	-	-	40
Farmyard Cottages Windows and rendering	50	-	50	-	-	-	As above	50	-	-	-	50
Farmyard Cottages - Heating	50	-	50	-	-	-	As above	50	-	-	-	50
Ice House front façade	10	-	10	-	-	-	On track	10	-	-	-	10
North Lodge	4	4	4	-	-	-	Additional damp protection and further work to the garden was required.	4	-	-	-	4
Overflow Car Park	120	104	120	-	-	-	A report was approved at September Cabinet, to award the contract. Work to be completed this financial year.	120	-	-	-	120
Sewerage pumping station and septic tanks	20	-	20	-	-	-	The Worden sewerage pumping station is about improving the appearance of the site whereas the improvements relating to the septic tanks are essential due to non-compliance issues. Additional drainage works may be required around the tank sites.	20	20	-	-	40

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Shaw Brook weirs and banking	-	-	-	-	-	-	The project has been put on hold. Both elements need various permissions and dry weather.	-	40	-	-	40
Shaw Wood footpaths	-	-	-	-	-	-	Same as above	-	33	-	-	33
Walled garden pot house - replace the building frame and base walls	-	-	-	-	-	-	Budgeted to start in 21/22	-	100	-	-	100
Worden Park fountain	-	-	-	-	-	-	Budgeted to start in 21/22	-	80	-	-	80
Worden Park paths	-	-	-	-	-	-	Budgeted to start in 22/23	-	-	200	232	432
Worden Hall refurbishment	120	102	120	-	-	-	Work is underway to take project through to planning stage. Will be not on site until next financial year.	120	2,050	-	-	2,170
Total Worden Park	444	210	444	-	-	-		444	2,323	200	232	3,199
Other Parks and Open Spaces												
Hurst Grange Park drainage	25	-	25	-	-	-	On track	25	-	-	-	25
Hurst Grange Coach House Phase 2	300	-	300	-	-	-	A report to Oct Cabinet requests approval to appoint a contractor and proceed. The budget is reduced by £57k (from £790k) to match the revised costings. Work is scheduled to begin in Nov and continue to June.	300	433	-	-	733
Hurst Grange Park Paths	-	-	-	-	-	-	Budgeted to start in 21/22	-	40	-	-	40

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Open Spaces - Bent Lane	68	4	68	-	-	-	Unfortunately, ground investigations revealed that the land is contaminated. Remediation will be required before any works can be undertaken. We are awaiting an assessment from a specialist regarding the price of remediation. A specific report will be prepared regarding this scheme when the costs are known.	68	-	-	-	68
Open Spaces - Balcarres Green	24	24	24	-	-	-	Complete	24	-	-	-	24
Playground - Worden Park	50	50	50	-	-	-	Complete	50	-	-	-	50
Playground - Leadale Green	33	35	33	-	-	-	Complete	33	-	-	-	33
Playground - Seven Stars	173	175	173	-	-	-	Complete	173	-	-	-	173
Playgrounds - Haig Avenue, Hurst Grange, Bellis Way, Bent Lane	-	-	-	-	-	-	The current budget was profiled as £300k in 20/21 and £200k in 21/22. It will be split between the 4 playgrounds and re-profiled as shown in the rows below.	-	-	-	-	-
Playground - Haig Avenue	175	-	175	-	-	-	On track. Construction will commence this financial year but due to the site including some contamination, it may extend into April or May.	175	-	-	-	175
Playground - Hurst Grange	225	-	225	-	-	-	On track	225	-	-	-	225
Playground - Bellis Way	30	-	30	-	-	-	On track. There is the potential for additional funding of £30k. If this is successful, the budget will be increased to £60k and the scheme expanded accordingly.	30	-	-	-	30

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Playground - Bent Lane	-	-	-	-	-	-	See Open Spaces – Bent Lane (above). Work on a playground cannot commence until remediation work is carried out, hence the budget has been rephased to next financial year.	-	70	-	-	70
Other Parks - Footpaths (Fossdale Moss, Priory, Valley Road)	15	-	15	-	-	-	On track	15	30	-	-	45
Tarn Wood, Penwortham	30	26	30	-	-	-	On track	30	-	-	-	30
A tree for every resident	43	2	43	-	-	-	On track	43	53	40	-	136
Withy Grove Park	-	-	-	-	-	-	Budgeted to start in 21/22	-	60	-	-	60
Total Other Parks & Open Spce	1,190	316	1,190	-	-	-		1,190	686	40	-	1,916
Sports and Leisure												
Leisure Facility	12	12	12	-	-	-	Spend so far is on fees. No more spend is planned for this year.	12	-	-	18,988	19,000
Leisure Centre refurbishments	500	-	250	(250)	(250)	-	Background work has been completed and priorities agreed as part of Facilities strategy. Due to impact of Covid-19, some budget is reprofiled into 21/22.	250	1,850	-	-	2,100
Lostock Hall Football Facility (St Gerard's)	146	1	146	-	-	-	Work has begun on site to create a new football pitch for St Gerard's in line with the Section 106 agreement. Work is expected to be complete by March.	146	-	-	-	146

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Sport Pitch Hub	70	70	70	-	-	-	Background work been done with FA and Football foundation to agree project and funding on the chosen Bamber Bridge site. Should be on site in 21/22. Options are being explored to access grant from Football Foundation. If successful, this funding would reduce the council's contribution to the project.	70	3,000	1,235	-	4,305
King George V Playing Fields, Higher Walton	75	-	75	-	-	-	On track	75	-	-	-	75
Place												
Land Acquisition Croston Road	77	-	77	-	-	-	On track	77	-	-	-	77
Affordable Housing at former McKenzie Arms, Bamber Bridge	100	22	100	-	-	-	The scheme's approved budget has increased to £2.253m. Planning application approved. Procurement options will be reported to Cabinet for a decision on which route to take.	100	2,153	-	-	2,253
Affordable Housing at Station Road, Bamber Bridge	563	499	563	-	-	-	Scheme is on track but the approved budget has increased by £26k due to unforeseen works including removal of damaged and rotten fascia, soffits and gutters	563	-	-	-	563
Car Park resurfacing, Ryefield Avenue, Penwortham	-	-	-	-	-	-	Budgeted to start in 21/22	-	40	-	-	40
Church Road, Bamber Bridge	-	-	-	-	-	-	Budgeted to start in 21/22. The scheme relates to a specific Section 106 receipt that must be used at the Church Road site. The Council does not own the land so progress is likely to be slow.	-	40	-	-	40

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Disabled Facilities Grants	1,003	293	1,003	-	-	-	The budget and forecast reflect the funding available for 20/21 plus the unspent funding from previous years that has been carried forward. It is unlikely that all £1m can be spent in 20/21. Any unspent funding can be carried forward to 21/22. Delays due to Covid-19 have meant there are 178 cases waiting to be assessed so some costs will likely slip to 21/22	1,003	682	682	682	3,049
Extra Care Scheme	-	-	-	-	-	-	The site for this scheme has been approved. The intention is to plan the project by engaging support through a procurement framework.	-	5,000	4,000	1,000	10,000
Hoole Village Hall Grant	200	-	200	-	-	-	The original funding plan for this scheme was a £150k loan and £50k grant using Section 106 receipts. However, on closer investigation of the potential receipts and the specific plans for the hall, there are no receipts that are eligible. Discussions with the village hall representatives have been delayed due to Covid-19. For now the forecast is to pay the contribution this year.	200	-	-	-	200
Leyland Train Station Ticket Office	15	-	15	-	-	-	Initial plans include a new staircase, bike secure storage and improvements to the entrance. Only the staircase is expected to be completed in 20/21. This project is now linked to Town Deal.	15	45	-	-	60

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Masterplanning & Regen - Leyland	750	-	750	-	-	-	£750k has been received in September 2020 as an initial payment towards the Town Deal as per the urgent decision on 13th August 2020. A report detailing the plans for this funding will be forthcoming. The rest of the programme Budgeted to start in 21/22. This is now one of the 3 main projects which form the draft Town Deal investment plan to be submitted by Leyland Town Board by the end of October.	750	2,000	-	-	2,750
Masterplanning & Regen - Penwortham	50	-	50	-	-	-	Tenders are being prepared to appoint consultants to carry out initial masterplanning exercise. Those works are expected to be completed this financial year.	50	-	2,000	-	2,050
New Longton Regeneration	-	-	-	-	-	-	A consultation has been undertaken with the local community on potential projects. Most of the suggestions relate to road safety. However, we need to agree what is possible with the local ward members since the Section 106 money earmarked for this scheme is largely for public open space and only £20k is available for road safety improvements. Work is not expected to take place until 21/22.	-	75	-	-	75
Empty Homes grants	39	-	39	-	-	-	There has been no take up so far. It seems likely that there may not be much take up for the rest of the year either but for now the forecast is unchanged.	39	-	-	-	39

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Private Sector home improvement grants	75	4	75	-	-	-	There has been only one payment of £4k so far. It seems likely that there may not be much take up for the rest of the year either but for now the forecast is unchanged.	75	75	75	75	300
St Mary's, Penwortham - Churchyard wall repairs	-	-	30	30	30	-	Progress on this scheme has been slowed due to decision making within the church organisations. We are also still awaiting burial records from the church.	30	110	-	-	140
Excellence & Financial Sustainability												
IT Programme												
IT Unallocated Funding	62	-	62	-	-	-	This is the general budget for IT projects. When specific schemes are brought forward, a budget is then transferred from 'unallocated'.	62	200	200	200	662
Capita Software Upgrade (c/f)	5	5	5	-	-	-	On track	5	-	-	-	5
Civic Centre conference centre hearing loop	35	-	35	-	-	-	Further development of the project has revised the estimate down to £35k.	35	-	-	-	35
HFX Upgrade (c/f)	4	4	4	-	-	-	On track	4	-	-	-	4
Idox (c/f)	147	147	147	-	-	-	On track	147	-	-	-	147
Single Sign On and Calendar Integration	33	22	33	-	-	-	On track	33	-	-	-	33
Members tablet refresh	52	52	52	-	-	-	On track	52	-	-	-	52
Mobile phone upgrade	12	9	12	-	-	-	On track	12	-	-	-	12
Front to Back Office Automation	17	-	17	-	-	-	On track	17	-	-	-	17

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Help Desk System	5	-	5	-	-	-	On track	5	-	-	-	5
Tablet refresh (agile working)	35	-	35	-	-	-	On track	35	-	-	-	35
Total IT Programme	405	238	405	-	-	-		405	200	200	200	1,005
Other non-ICT projects												
Corporate Buildings Unallocated	100	-	100	-	-	-	This budget is earmarked for two things. Firstly, at least one investment property requires a new roof. Secondly, stock condition surveys, which should be completed by December, are likely to identify immediate works required to certain buildings.	100	100	100	100	400
Corporate Buildings - Civic Centre	75	-	75	-	-	-	On track	75	50	-	-	125
Civic Centre emergency lighting	7	9	7	-	-	-	On track	7	-	-	-	7
Civic Centre LED Lighting	45	-	45	-	-	-	On track	45	-	-	-	45
Civic Centre New Entrance	150	-	-	(150)	-	(150)	The scheme has been postponed due to the impact of Covid-19 both currently and in needing to review, after the pandemic, what the building environment might look like.	-	150	-	-	150
Civic Centre Solar Panels	31	36	31	-	-	-	Complete	31	-	-	-	31
Civic Centre 3rd Floor	50	-	-	(50)	-	(50)	This work will be undertaken after fire safety works have been undertaken, the main work being the compartmentalisation of the central staircase.	-	50	-	-	50
Polling Booths	22	-	22	-	-	-	On track	22	-	-	-	22

Scheme Name	Current Budget 20/21	Spend + Orders	Forecast	Forecast Variance	Variance split		Notes	Revised Budgets				Total 2020-24
					Re-profile	Extra Cost / (Saving)		20/21	21/22	22/23	23/24	
Vehicles and Plant replacement programme	2,497	2,407	2,497	-	-	-	On track. The forecast has increased to reflect the actual prices of vehicles that have been procured, which are slightly higher in some cases than the estimated values in the budget.	2,497	950	400	100	3,947
Miscellaneous Costs	-	1	-	-	-	-	This line is used for accounting purposes to show any small variances in retention costs for completed schemes between what is accrued and what costs are actually incurred. minor variances.	-	-	-	-	-
Grand Total	8,950	4,178	8,530	(420)	(220)	(200)		8,530	20,004	9,132	21,577	59,244

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REPORT TO	ON
CABINET	11 th November 2020



TITLE	PORTFOLIO	REPORT OF
Community Wealth Building Action Plan	Cabinet Member (Community Engagement, Social Justice and Wealth Building)	Director of Planning and Property

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

PURPOSE OF THE REPORT

1. The purpose of the report is to provide an opportunity for Cabinet to consider the draft South Ribble Community Wealth Building Action Plan.

PORTFOLIO RECOMMENDATIONS

2. That Cabinet endorse the Community Wealth Building Action Plan
3. That Cabinet ask the Deputy Chief Executive to prepare a delivery plan covering the period to March 2022 including resources to deliver the actions; the delivery plan to be considered by Cabinet in January 2021
4. That further engagement with the business sector is undertaken which will be reported to Cabinet in January 2021 and will feed into the delivery plan to be considered at that meeting
5. That the delivery plan above be considered as part of the emerging budget for 2021/22
6. That a Member Learning Hour on Community Wealth Building be held prior to the Cabinet meeting in January 2021

REASONS FOR THE DECISION

7. A short summary explaining the reason(s) for the report, such as being in line with the Corporate Plan, is a statutory/legal requirement/obligation or addresses some element of financial stability etc.

CORPORATE PRIORITIES

8. 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

9. 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)

10. 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.
11. 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;
12. 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.
13. 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
14. 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.
15. 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.

16. It is also worth highlighting that some of the actions and aspirations are already being undertaken. For instance, work on securing social value from development through requiring large developments to submit and implement employment and skills plans has been a requirement for 2 years. Work has also been undertaken on ensuring social value is an element of procurement practice.

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

17. 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 and will feed in to the Delivery Plan.

18. The draft Action Plan was also presented to the Scrutiny Committee on 22nd October 2020.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

The only other option is to not prepare a Community Wealth Action Plan or a reduced version. It is felt, however, that this would be an opportunity lost given the amount of investment in South Ribble over the next 5 years or so.

AIR QUALITY IMPLICATIONS

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

RISK MANAGEMENT

20. Key risks need to be identified.

EQUALITY AND DIVERSITY IMPACT

21. All relevant Equality implications need to be identified.

COMMENTS OF THE STATUTORY FINANCE OFFICER

22. 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

23. 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.

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

There are no background papers to this report

APPENDICES (or There are no appendices to this report)

Appendix A : Draft South Ribble Community Wealth Building Action Plan

Director of Planning and Property

Report Author:	Telephone:	Date:
Jonathan Noad (Director of Planning and Property)	01772 625206	2 nd November 2020

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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 \(CLES\)](https://cles.org.uk/the-community-wealth-building-centre-of-excellence/)¹, neighbouring [Preston City Council](https://www.preston.gov.uk/communitywealthbuilding)² 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](http://southribblepartnership.org.uk/wp-content/uploads/2019/11/7613_South_Ribble_Community_Strategy_July_2019_online.pdf)³, 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-Jackson⁴) 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.

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

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

³ http://southribblepartnership.org.uk/wp-content/uploads/2019/11/7613_South_Ribble_Community_Strategy_July_2019_online.pdf

⁴ 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

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

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

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

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

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

up a Worker Owned Cooperative or converting an existing business into a Cooperative	scope to include modules around Cooperatives into business support activities and particularly at start-up - Embed Cooperative formulation as a component part of employment and skills activities offered through the Leyland Town Centre Base			
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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"> - Research other Community Benefit Frameworks - 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) - Implement into planning process with a focus upon the occupiers of new developments 	<ul style="list-style-type: none"> - Community Wealth Building Implementation Officer and Social Value Officer - Jonathan Noad, Jennifer Clough, David Whelan 	Autumn 2020 and Ongoing	<ul style="list-style-type: none"> - Officer time
Set up a local authority owned development company for development of affordable housing	<ul style="list-style-type: none"> - Research other local authority owned economic development companies - Develop business case for a South Ribble Economic Development Company; - Set up South Ribble Economic Development Company 	<ul style="list-style-type: none"> - Jonathan Noad 	Autumn 2020 and Ongoing	<ul style="list-style-type: none"> - Officer time
Support the development of a Community Land Trust in South Ribble	<ul style="list-style-type: none"> - Identify stakeholders for including in Community Land Trust 	<ul style="list-style-type: none"> - Jonathan Noad - External Practical Support 	2021 and Ongoing	<ul style="list-style-type: none"> - Officer time - Cost of Practical Expertise

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

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.

Theme 1 – Governance and Strategy		
Activity	Assessment	Commentary
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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Theme 2 – Commissioning		
Activity	Assessment	Commentary
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.

Theme 3 – Pre-Procurement		
Activity	Assessment	Commentary
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.

Theme 4 – Procurement and Decision-Making		
Activity	Assessment	Commentary
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.

Theme 5 – Delivery		
Activity	Assessment	Commentary
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.

Recommendations of the Scrutiny Committee

This report details the recommendations made to Cabinet on the Community Wealth Building Action Plan at the meeting of the Scrutiny Committee on 22 October 2020.

1. The Scrutiny Committee thanks the Cabinet Member, Director and Mr Baqueriza-Jackson for attending and presenting their detailed report.
2. The Scrutiny Committee expresses disappointment that the report and draft action plan does not include engagement with businesses and business organisations.
3. The Scrutiny Committee requests that consultation is undertaken with business organisations, such as the Federation of Small Businesses, the Institute of Directors and the Confederation of British Industry.
4. The Scrutiny Committee looks forward to performance measures being developed as part of the implementation plan.
5. The Scrutiny Committee welcomes the suggestions to promote the benefits of community wealth building with residents.
6. The Scrutiny Committee requests that the final draft of the action plan be presented to Full Council following a Member Briefing.
7. The Scrutiny Committee requests that more explicit links be made with the Community Strategy and health and wellbeing strategy.
8. The Scrutiny Committee requests that information on the Council's land ownership be provided to a future meeting.
9. The Scrutiny Committee looks forward to receiving a progress report on the action plan as part of the performance monitoring report.

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