

# RIBBLE VALLEY BOROUGH COUNCIL

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please ask for: OLWEN HEAP  
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e-mail: olwen.heap@ribblevalley.gov.uk  
my ref: OH/EL  
your ref:  
date: 10 June 2019

Council Offices  
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CLITHEROE  
Lancashire BB7 2RA

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**Please note earlier start time  
of 6pm**

Dear Councillor

The next meeting of the **POLICY AND FINANCE COMMITTEE** is at **6PM on TUESDAY, 18 JUNE 2019** in the **TOWN HALL, CHURCH STREET, CLITHEROE**.

I do hope you can be there.

Yours sincerely

CHIEF EXECUTIVE

To: Committee Members (copy for information to all other Members of the Council)  
Directors  
Press

## AGENDA

### Part 1 – items of business to be discussed in public

1. Apologies for absence.
- ✓ 2. Minutes of the meetings held on 2 April 2019 – copy enclosed.
3. Declarations of Pecuniary and Non-Pecuniary Interests (if any).
4. Public Participation (if any).
5. Briefing on the work of Policy and Finance Committee.

### DECISION ITEMS

- ✓ 6. Appointment to Working Groups 2019/2020 – report of Director of Resources – copy enclosed.
- ✓ 7. Capital Outturn 2018/2019 – report of Director of Resources – copy enclosed.

- ✓ 8. Ribble Valley Borough Council Communications Strategy 2019/21 – report of Director of Resources – copy enclosed.
- ✓ 9. 280 Bus Route to Skipton – report of Director of Economic Development and Planning – copy enclosed.
- ✓ 10. Development of the Corporate Strategy 2019-2023 – report of Director of Resources – copy enclosed.
- ✓ 11. Voluntary Organisation Grants – Citizens Advice Bureau Performance Monitoring Information – report of Director of Resources – copy enclosed.
- ✓ 12. Reports on Representatives on Outside Bodies 2019/2020 – report of Chief Executive – copy enclosed.
- ✓ 13. References from Committee:

Reference from Health and Housing Committee

Request for Approval to Purchase Properties in Longridge Using Commuted Sum monies.

INFORMATION ITEMS

- ✓ 14. Overall Capital Outturn 2018-2019 – report of Director of Resources – copy enclosed.
- ✓ 15. Revenues and Benefits General Report – report of Director of Resources – copy enclosed.
- ✓ 16. Treasury Management Activities 2018-2019 – report of Director of Resources – copy enclosed.
- ✓ 17. Treasury Management Monitoring – report of Director of Resources – copy enclosed.
- ✓ 18. Corporate Peer Challenge – Action Plan 6 Monthly Update – report of Director of Resources – copy enclosed.
- ✓ 19. Community Safety Partnership Update – report of Director of Economic Development and Planning – copy enclosed.

Part II - items of business **not** to be discussed in public

DECISION

None.

INFORMATION

None.

**RIBBLE VALLEY BOROUGH COUNCIL  
REPORT TO POLICY & FINANCE COMMITTEE**

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Agenda Item No. 6

meeting date: 18 June 2019  
title: APPOINTMENT TO WORKING GROUPS 2019/20  
submitted by: Chief Executive  
principal author: Olwen Heap

1 PURPOSE

1.1 To appoint members to any working groups under the remit of the Policy & Finance committee and their membership.

1.2 Relevance to the Council’s ambitions and priorities

- Community Objectives – to be a well managed council providing effective services.
- Corporate Priorities - to protect and enhance the existing environmental quality of our area; to help make people’s lives healthier and safer.
- Other Considerations – to work in partnership with other bodies in pursuit of the Council’s aims and objectives.

2 BACKGROUND

2.1 Working groups are set up by a parent committee to aid them in reaching a decision on specific aspects of their remit. Working groups have no powers and decisions are always made ultimately by the parent committee.

2.2 Working groups are usually made up of members from the parent committee unless another member has an expertise that could be useful to the group or in the case of a small political group availability is an issue.

3 ISSUES

3.1 The following working groups are active and officers recommend they are re-established. Committee may wish to consider if numbers need reviewing to approximate political balance on the Council.

Voluntary Organisation Grants	3 Conservatives + 1 Lib Dem
Budget Working Group	6 Conservatives + 1 Lib Dem

3.2 The working groups below were either set up as Task & Finish groups or have met infrequently. Committee may wish to only re-establish these if the need arises at some point in the future.

Communications	4 Conservatives + 1 Lib Dem
Market Re-Development	7 Conservatives + 2 Lib Dems + 1 Labour

- 3.3 Working groups meet when there is a need to move an issue forward in between committee meetings. For some, this is on an annual basis and for others it can be as often as monthly.
- 3.4 Agendas, reports and minutes are done by the officers that serve on the working group. The minutes of each meeting are reported back to the parent committee once approved by the working group so that they are kept informed of progress.
- 4 RISK ASSESSMENT
- 4.1 The approval of this report may have the following implications
- Resources – the costs associated with working groups is included in the budget for 2019/20.
  - Technical, Environmental and Legal – no significant risks identified
  - Political - no significant risks identified
  - Reputation – no significant risks identified
  - Equality & Diversity - no significant risks identified
- 5 RECOMMENDED THAT
- 5.1 Committee approve the continuance of the working groups under the remit of this committee and decide upon their membership.

Marshal Scott  
CHIEF EXECUTIVE

Olwen Heap  
ADMINISTRATION OFFICER

BACKGROUND PAPERS

REF: CE/OMH/P&F/20.6.19

For further information please ask for Olwen Heap, extension 4408

# RIBBLE VALLEY BOROUGH COUNCIL

## REPORT TO POLICY AND FINANCE COMMITTEE

Agenda Item No 7

meeting date: 18 JUNE 2019  
title: CAPITAL OUTTURN 2018/19  
submitted by: DIRECTOR OF RESOURCES  
principal author: ANDREW COOK

### 1 PURPOSE

1.1 The purpose of this report is to review the final outturn of the 2018/19 capital programme for this Committee and to seek member approval for the slippage of some capital scheme budgets from the 2018/19 financial year to the 2019/20 financial year.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – none identified.
- Corporate Priorities - to continue to be a well-managed council providing efficient services based on identified customer need.
- Other Considerations – none identified.

### 2 BACKGROUND

2.1 Three schemes, totalling £156,420, were approved as this Committee's original estimate capital programme by the Policy and Finance Committee and Full Council at their respective meetings in February 2018 and March 2018.

2.2 In addition to the original estimate budget, the following changes were approved:

- Three schemes in the 2017/18 capital programme were not completed by 31 March 2018 and budget slippage of £86,140 on these schemes was transferred into the 2018/19 capital programme budget, after approval by this Committee in June 2018.
- An additional budget of £10,500 was approved by this Committee in September 2018 for the additional estimated costs of the Replacement server for Revenues and Benefits scheme.

2.3 As a result of the above, the total approved budget for this Committee's capital programme of six schemes was £253,060.

2.4 The revised capital programme budget of £161,730 was then approved by this Committee in January 2019, following a review of progress on each of the six schemes. This reduction was based on £84,050 of the Lift Replacement at Council Offices scheme budget being moved to the 2019/20 capital programme and budgets on three of the schemes being reduced by a total of £7,280 to reflect the latest estimated costs on those schemes.

2.5 During the financial year this Committee has received reports monitoring the progress of schemes within the programme.

2.6 As part of the closure of accounts process, capital programme expenditure has been capitalised and added to the balance sheet or charged to revenue where appropriate.

### 3 CAPITAL OUTTURN 2018/19

3.1 Annex 1 shows the full capital programme budget and expenditure in-year for each scheme and highlights the requested slippage into 2019/20. The table below summarises the final outturn position.

Original Estimate 2018/19 £	Slippage from 2017/18 £	Additional Approvals 2018/19 £	Total Approved Budget 2018/19 £	Revised Estimate 2018/19 £	Budget Moved to 2019/20 £	Actual Expenditure 2018/19 £	Requested slippage into 2019/20 £
156,420	86,140	10,500	253,060	161,730	84,050	100,797	60,950

3.2 Actual expenditure on this Committee's capital programme was £100,797, which is 62.3% of the revised estimate budget.

3.3 Two of the six schemes in the revised estimate capital programme were completed in-year and the 2018/19 element of the Lift Replacement at Council Offices scheme was also completed in-year.

3.4 Three schemes were not completed in-year, as follows:

- **Queensway Garages – replace roof covering and repairs (-£1,831):** The main work on the scheme is complete. The only work still to be completed at 31 March 2019 was final snagging work on some roof joints. Slippage of £1,830 into the 2019/20 financial year is required to cover the cost of the roof joint snagging work plus some contingency.
- **Financial System Upgrade (-£14,090):** A significant amount of work has been completed on the scheme, namely purchase of the software required and initial upgrade and migration work in the test environment. There have been some delays which mean that final testing and the final live upgrade to the web-based version will now be completed in 2019/20. Slippage of £14,120 into the 2019/20 financial year is needed to cover the costs of final testing and the final upgrade to the web-based version of our financial systems.
- **New Council Telephone System (-£45,000):** The scheme is at the quote stage. Initial quotes have been received from three suppliers and a fourth quote is being sought in line with contract procedure rules. A site visit has been scheduled for 19 June 2019 to visit the fourth supplier for a full demonstration of their proposed solution. Following this visit a report outlining options for replacement telephony and associated costings will be submitted to CMT for consideration. Slippage of £45,000 into the 2019/20 financial year is required to complete the delivery of the replacement telephone system.

### 4 SLIPPAGE

4.1 Where capital schemes are not complete at year-end and budget is requested to be moved into the next financial year, this is known as slippage. For this Committee slippage of £60,950 is requested into 2019/20 for three schemes:

- Queensway Garages – replace roof covering and repairs, £1,830.
- Financial System Upgrade, £14,120.
- New Council Telephone System, £45,000.

4.2 Attached at Annex 2 are the individual requests for slippage forms. This Committee is asked to consider and approve these requests.

## 5 RISK ASSESSMENT

5.1 The approval of this report may have the following implications:

- Resources – There are no additional financing requirements needed for this Committee's 2018/19 capital programme. A sum of £60,950 has been set aside in the Council's capital resources to fund the schemes with identified slippage.
- Technical, Environmental and Legal – None.
- Political – None.
- Reputation – Sound financial planning for known capital commitments safeguards the reputation of the Council.
- Equality and Diversity – Equality and diversity issues are examined as part of the capital bid appraisal process.

## 6 CONCLUSION

6.1 Actual expenditure on this Committee's capital programme was £100,797, which is 62.3% of the revised estimate budget.

6.2 Two of the six schemes in the revised estimate capital programme were completed in-year and the 2018/19 element of the Lift Replacement at Council Offices scheme was also completed in-year.

6.3 Three schemes were in progress but not completed at 31 March 2019 and slippage of £60,950 has been requested to fund the completion of those schemes in the 2019/20 financial year.

## 7 RECOMMENDED THAT COMMITTEE

7.1 Consider the requests for slippage shown at Annex 2 and approve the slippage of the following budgets into the 2019/20 capital programme:

- Queensway Garages – replace roof covering and repairs, £1,830.
- Financial System Upgrade, £14,120.
- New Council Telephone System, £45,000.

SENIOR ACCOUNTANT  
PF28-19/AC/AC  
10 June 2019

DIRECTOR OF RESOURCES

BACKGROUND PAPERS: None  
For further information please ask for Andrew Cook

## POLICY AND FINANCE COMMITTEE – CAPITAL PROGRAMME OUTTURN 2018/19

Cost Centre	Scheme	Original Estimate 2018/19 £	Slippage from 2017/18 £	Additional Approvals 2018/19 £	Total Approved Budget 2018/19 £	Revised Estimate 2018/19 £	Budget Moved to 2019/20 £	Actual Expenditure 2018/19 £	Requested slippage into 2019/20 £
QGARR	Queensway Garages – replace roof covering and repairs	23,000	0	0	23,000	20,000	0	18,169	1,830
COLFT	Lift replacement at Council Offices	87,000	0	0	87,000	2,950	84,050	2,950	0
CFUPG	Financial System Upgrade	46,420	0	0	46,420	46,420	0	32,330	14,120
RBSVR	Replacement Server for Revenues and Benefits	0	13,500	10,500	24,000	20,820	0	20,814	0
PHONE	New Council Telephone System	0	45,000	0	45,000	45,000	0	0	45,000
CSUPG	Civic Suite Upgrade	0	27,640	0	27,640	26,540	0	26,534	0
<b>Total Policy and Finance Committee</b>		<b>156,420</b>	<b>86,140</b>	<b>10,500</b>	<b>253,060</b>	<b>161,730</b>	<b>84,050</b>	<b>100,797</b>	<b>60,950</b>



## Request for slippage into 2019/20

<b>Cost Centre and Scheme Title</b>	QGARR: Queensway Garages – replace roof covering and repairs
<b>Scheme Description</b>	Work on twenty three garages at Queensway to ensure they are in good condition and can continue to be let to tenants – Work involves removal and disposal of the existing asbestos cement roofs, replacing with steel roofing sheets, and some refurbishment work to the metal up and over doors.
<b>Head of Service</b>	Adrian Harper
<b>Year Originally Approved</b>	2018/19
<b>Revised Estimate 2018/19 for the Scheme</b>	£20,000
<b>Actual Expenditure in the Year 2018/19</b>	£18,169
<b>Variance - (Underspend) or Overspend</b>	(£1,831)
<b>Please provide full reasons for the (under) or over spend variance shown above?</b>	The main work on the scheme is complete. The only work still to be completed at 31 March 2019 was final snagging work on some roof joints.

**Slippage Request**

<b>Please grant the amount of Budget Slippage from 2018/19 to 2019/20 requested.</b>	£1,830
<b>Please give detailed information on the reasons for any request for slippage. Please provide as much information as possible in order to allow the request to be fully considered. Attach any information that you feel may be relevant.</b>	Slippage is requested to cover the cost of the roof joint snagging work plus some contingency.
<b>By what date would the work or services related to any requested slippage be completed, if it were to be approved.</b>	The snagging work is estimated to be completed and signed off by the end of June 2019.

## Request for slippage into 2019/20

<b>Cost Centre and Scheme Title</b>	CFUPG: Financial system upgrade
<b>Scheme Description</b>	<p>We were made aware by the software supplier of our financial systems that the rich client version that we currently use is to be withdrawn in the near future and that we will be forced to move to the web-based version.</p> <p>This financial system upgrade scheme will move our financial systems onto the web-based version.</p>
<b>Head of Service</b>	Lawson Oddie
<b>Year Originally Approved</b>	2018/19
<b>Revised Estimate 2018/19 for the Scheme</b>	£46,420
<b>Actual Expenditure in the Year 2018/19</b>	£32,330
<b>Variance - (Underspend) or Overspend</b>	(£14,090)
<b>Please provide full reasons for the (under) or over spend variance shown above?</b>	<p>A significant amount of work has been completed on the scheme, namely purchase of the software required and initial upgrade and migration work in the test environment.</p> <p>There have been some delays which mean that final testing and the final live upgrade to the web-based version will now be completed in 2019/20.</p>

**Slippage Request**

<b>Please grant the amount of Budget Slippage from 2018/19 to 2019/20 requested.</b>	£14,120
<b>Please give detailed information on the reasons for any request for slippage. Please provide as much information as possible in order to allow the request to be fully considered. Attach any information that you feel may be relevant.</b>	Slippage of £14,120 to 2019/20 is needed to cover the estimated costs of final testing and the final upgrade to the web-based version of our financial systems.
<b>By what date would the work or services related to any requested slippage be completed, if it were to be approved.</b>	2019/20 financial year.

## Request for slippage into 2019/20

<b>Cost Centre and Scheme Title</b>	PHONE: New Council Telephone System
<b>Scheme Description</b>	A new telephone system for the Council, which is likely to incorporate: <ul style="list-style-type: none"> <li>• A new system (including main switchboard).</li> <li>• Servers and updated handsets hardware to run the system on.</li> <li>• Technical/consultant input to help spec the detail of the system and assist with the procurement process.</li> </ul>
<b>Head of Service</b>	Michelle Smith
<b>Year Originally Approved</b>	2017/18
<b>Revised Estimate 2018/19 for the Scheme</b>	£45,000
<b>Actual Expenditure in the Year 2018/19</b>	£0
<b>Variance - (Underspend) or Overspend</b>	(£45,000)
<b>Please provide full reasons for the (under) or over spend variance shown above?</b>	The scheme is at the quote stage. Initial quotes have been received from three suppliers and a fourth quote is being sought in line with contract procedure rules. A site visit has been scheduled for 19 June 2019 to visit the fourth supplier for a full demonstration of their proposed solution. Following this visit a report outlining options for replacement telephony and associated costings will be submitted to CMT for consideration.

**Slippage Request**

<b>Please grant the amount of Budget Slippage from 2018/19 to 2019/20 requested.</b>	£45,000
<b>Please give detailed information on the reasons for any request for slippage. Please provide as much information as possible in order to allow the request to be fully considered. Attach any information that you feel may be relevant.</b>	Slippage of the full scheme budget to complete the delivery of the replacement telephone system.
<b>By what date would the work or services related to any requested slippage be completed, if it were to be approved.</b>	2019/20 financial year.

## RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY & FINANCE COMMITTEE

Agenda Item No 8

meeting date: 18 JUNE 2019  
title: RIBBLE VALLEY BOROUGH COUNCIL COMMUNICATIONS STRATEGY  
2019-21  
submitted by: DIRECTOR OF RESOURCES  
principal author: PRINCIPAL COMMUNICATIONS OFFICER

### 1. PURPOSE

- 1.1 To update members on communication activities and achievements.
- 1.2 To approve the Council's Communications Strategy 2019-21.
- 1.3 Relevance to the Council's ambitions and priorities
  - Community Objectives – Communications supports the eight core areas outlined in the Ribble Valley Sustainable Community Strategy 2014-19
  - Corporate Priorities – To ensure a well-managed Council providing efficient services based on customer needs, To sustain a strong and prosperous borough, To help make people's lives safer and healthier, To protect and enhance the environment, To match the supply of homes with housing needs
  - Other Considerations – Council Values: To lead the community, To ensure Council services are accessible to all

### 2. BACKGROUND

- 2.1 The Council's communications function sits in the Resources Department and comprises a principal communications officer, customer services team and support from the ICT team, which manages the authority's web site and social media accounts.
- 2.2 Despite a relatively modest investment in communications, the Council has one of the highest resident satisfaction rates in the North West and enjoys an unrivalled relationship with its stakeholders.
- 2.3 With the support of effective communication, the Council is delivering services that are important to and appreciated by residents, and establishing good working relationships with its partners in the public, voluntary and private sectors.
- 2.4 The Council is required to produce a communications strategy as part of its governance statement and by doing so is also demonstrating its commitment to clear and consistent communication that meets the needs of residents and stakeholders.

### 3. ISSUES

- 3.1 This strategy (at Annex 1) outlines how Ribble Valley Borough Council will manage communications and inform stakeholders about its policies, activities and events. Its purpose is to establish and maintain effective channels of communication and promote a positive image of the borough. It will enable the Council to:
  - Create and maintain effective communication with stakeholders
  - Keep Ribble Valley residents well-informed

- Reach all sections of the community
- Raise awareness of the Council's vision and objectives
- Address negative information about the Council and its services
- Raise the profile of Ribble Valley as a place and brand

3.2 It is based on the latest communications best practice and place-branding guidance set out by the Local Government Association, Solace and the PRCA: Public Relations and Communications Association in #FutureComms<sup>i</sup>, as well as the CIPR: Chartered Institute of Public Relations<sup>ii</sup>, of which the principal communications officer is a member, and UK centre of communications excellence PR Place<sup>iii</sup>.

3.3 It outlines who we communicate with, what we communicate and how we communicate, as well as how we measure our success.

#### 4. PERFORMANCE AND SUCCESS

4.1 The Council's last communications strategy undertook to distribute information about Council services and achievements, refresh the Council logo and brand, and promote Ribble Valley as a food destination.

4.2 Progress on all areas of the strategy has been good, particularly in relation to food, with the borough now recognised as a premier food destination and the Clitheroe Food Festival one of the UK's leading food events.

4.3 The Council issues around 100 press releases a year that enjoy a significant take-up in the local press resulting in largely positive coverage. It also produces a twice-yearly newspaper in print and audio format delivered to the borough's 24,000 homes and its visually-impaired residents that is valued and appreciated.<sup>iv</sup>

4.4 The communications function has also supported numerous successful Council initiatives, such as:

- Affordable housing
- Elections and referendums
- WWI 100 commemorations
- Boxing Day flood recovery
- Three Royal visits
- The Clitheroe Food Festival
- Chipping Community Broadband
- Voluntary Organisation Grants

#### 5 MEASUREMENT AND EVALUATION

5.1 The measurement and evaluation of communications activity has undergone seismic change across the communications sector in recent years.

5.2 Formerly, the Council evaluated this activity as an 'output' by monitoring AREVS, or advertisement rate equivalent values, which plateaued at around £200,000 a year, but communications as a strategic and ethical practice is now evaluated by 'outcomes,' rather than 'outputs', and the difference is illustrated on page 13 of the strategy.

5.3 Recent national guidance on the measurement and evaluation of communications is set out in the Government Communication Service's Evaluation Framework 2.0<sup>v</sup> and

the International Association for the Measurement and Evaluation of Communication's Barcelona Principles 2.0<sup>vi</sup>, and the Council's principal communications officer will be familiarising heads of service with this new approach over the coming months.

## 6. RISK ASSESSMENT

### 6.1 The approval of this report will have the following implications

- Resources – There are no budgetary implications arising from this report
- Technical, Environmental and Legal – None identified
- Political – None identified
- Reputation – This strategy plays a key role in maintaining and enhancing the Council's reputation
- Equality and Diversity – This strategy sets out how the Council communicates with all its residents, including the elderly, vulnerable and rurally-isolated

## 7. RECOMMENDED THAT COMMITTEE

### 7.1 Approve Ribble Valley Borough Council's Communications Strategy 2019-21.

DIRECTOR OF RESOURCES

PRINCIPAL COMMUNICATIONS OFFICER

PF32-19/TS  
10 June 2019

Further information is available from Theresa Sanderson (01200 414483)

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<sup>i</sup> [www.local.gov.uk/future-comms](http://www.local.gov.uk/future-comms)

<sup>ii</sup> *PR and Communication in Local Government and Public Services*, Brown, Gaudin and Moran (Kogan Page 2013)

<sup>iii</sup> *Developing and Writing a Communication Strategy*, Pilkington (PR Place 2017)

<sup>iv</sup> Around half of respondents in the council's 2015 Perception Survey said they preferred to receive information about council services via the local press and council newspaper, higher for those aged 65 or over (58 per cent)

<sup>v</sup> [gcs.civilservice.gov.uk/wp-content/uploads/2018/06/6.4565\\_CO\\_Evaluation-Framework-2.0-v11-WEB.pdf](http://gcs.civilservice.gov.uk/wp-content/uploads/2018/06/6.4565_CO_Evaluation-Framework-2.0-v11-WEB.pdf)

<sup>vi</sup> [amecorg.com/how-the-barcelona-principles-have-been-updated/](http://amecorg.com/how-the-barcelona-principles-have-been-updated/)

# Ribble Valley Borough Council Communications Strategy 2019-21



# Recep







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# Clear and consistent communication

**Ribble Valley Borough Council has one of the highest resident satisfaction rates in Lancashire and enjoys an unrivalled relationship with its stakeholders.**

With the support of effective communication, we are delivering the services that are important to our residents and maintaining good working relationships with our partners in the public, voluntary and private sectors.

This strategy outlines how Ribble Valley Borough Council will manage communications and keep its stakeholders informed about the authority's policies, activities and events.

We know how you like to be communicated with, as well as how you like to share your ideas and opinions with us, and we are working hard to enhance and

improve our use of new media, without compromising traditional communication methods.

We have had many years of successful two-way communication – our resident satisfaction rates are a testament to that – and we are generally good at reaching the people we want and need to.

But we know we must continue to develop and improve communication activity and, with this strategy, we are demonstrating our commitment to clear and consistent communication that meets the needs of residents and stakeholders.

Effective communication strengthens communities and this strategy places you, our residents, visitors and partners, at the heart of what we do.



Ribble Valley  
Borough Council

[www.ribblevalley.gov.uk](http://www.ribblevalley.gov.uk)

**Stephen Atkinson**

Leader

Ribble Valley Borough Council

**Marshal Scott**

Chief Executive

Ribble Valley Borough Council



# Vision, values and priorities

## Vision

“An area with an exceptional environment and quality of life, sustained by vital and vibrant market towns and villages acting as thriving service centres meeting the needs of residents, businesses and visitors.”

## Values

In order to deliver the services people want in a fair and consistent manner, Ribble Valley Borough Council will:

- Lead the community
- Strive to achieve excellence
- Ensure that access to services is available to all
- Treat everyone equally
- Respect all individuals and their views
- Appreciate and invest in its staff



## Corporate Priorities

Ribble Valley Borough Council has five corporate priorities addressing issues that matter most to the borough’s residents and stakeholders:

- To ensure a well-managed authority providing efficient services based on identified customer needs
- To sustain a strong and prosperous borough
- To help make people’s lives safer and healthier
- To protect and enhance the environmental quality of the borough
- To match the supply of homes with local housing need

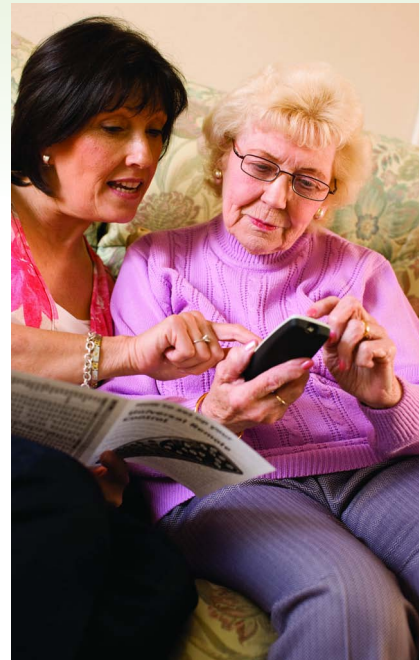
## Communication Priorities

Communications activity will support the council’s corporate priorities by:

- Raising awareness of council policies, services and events
- Publicising meetings and decisions of the council
- Enhancing and maintaining the borough’s positive image
- Publicising the council’s role in partnership initiatives
- Enabling residents and stakeholders to have an effective and informed dialogue with the council about services and policies
- Highlighting public safety messages and keeping residents informed during an emergency



# The strategy in context



## Service standards

Local authorities are accountable to their communities

Accountability depends on understanding, which is achieved by effective communication. This creates informed audiences and empowers them to take part in debates on issues affecting them.

Research shows that the better informed people are about council services, the more satisfied they feel. Clear, honest and transparent communication helps to build trust among residents, improve service take-up and foster stronger partnerships.

The Code of Recommended Practice on Local Authority Publicity says council publicity should be:

- lawful
- cost-effective
- objective
- fair
- appropriate
- issued with care during periods of heightened sensitivity
- have regard to equality and diversity



I rely on newspapers like Ribble Valley News, which is a joy to read, containing vital information and such good news.”





In the 2018 Perception Survey, 79 per cent of respondents said they were satisfied with life in Ribble Valley, one of the highest satisfaction rates in the Lancashire, while 59 per cent of respondents said they were happy with the way the borough council ran services.

Ribble Valley Borough Council's communications function contributed to this success, by:

- promoting council services
- improving the profile of the borough
- providing an effective media relations service



Thanks for the press releases on the affordable housing event. There was a queue of people waiting when we arrived to set up and the providers were delighted with the level of interest.”



# Communication in context



## Who do we communicate with?

Ribble Valley Borough Council communicates with anyone affected by its actions, objectives and policies. These include:

- residents
- council taxpayers
- council staff
- councillors
- businesses
- visitors
- the media
- voluntary groups
- neighbouring local authorities
- partners

## Who communicates?

Communication is the responsibility of every officer and councillor. The council's principle communications officer takes the lead on communications by providing strategies, guidance and advice. All communications activity is subject to a sign-off procedure involving at least one head of service or director. Some communications functions are undertaken by the council's ICT and customer services teams.







THE NAIL  
BOUTIQUE  
On the upper floor  
Call: 01254 822059

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KING ST.

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Estate Agents  
Auctioneers and Valuers

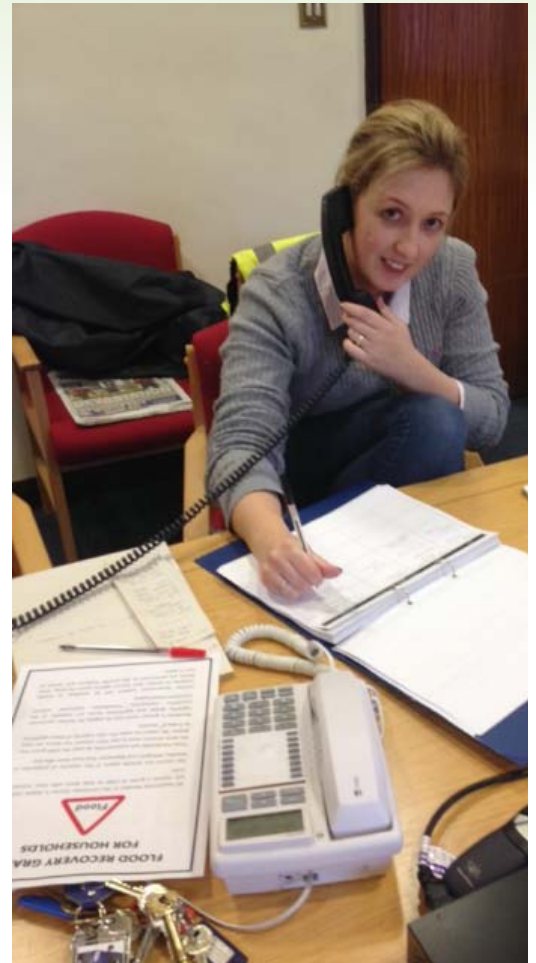
“  
Thank you so much for  
putting the Open for  
Business film together.  
It is fantastic!”



## What do we communicate?

Service delivery is Ribble Valley Borough Council's core function and the bedrock of its communications activity. We provide information on:

- council services
- how to access those services
- changes to services
- how the council works
- who councillors are
- the council's policies
- council events and activities
- how stakeholders can influence the council's policies and decisions
- who the council's partners are and how we work with them
- the council's role as a community leader
- the council's successes





“ We have had 500 visits to our web site within 24 hours of the Guardian article being published. We have taken six full weekend reservations for our accommodation for the summer from people who read the article and want to visit the food trail. Fantastic!”



## How do we communicate?

The council has a range of methods through which it facilitates one and two-way communication with staff and stakeholders, including:

- the media
- the council newspaper Ribble Valley News
- the council's websites [ribblevalley.gov.uk](http://ribblevalley.gov.uk) and [visitribblevalley.co.uk](http://visitribblevalley.co.uk)
- e-mail
- Facebook
- Twitter
- the contact centre
- events
- committee meetings
- committee agendas
- staff meetings
- the staff newsletter
- the intranet



## Media relations

Local newspapers are undergoing seismic changes. As well as centralising their operations, they are moving from news-generated to user-generated content.

After many decades, the Clitheroe Advertiser and Times, the borough's principal newspaper, no longer has a town centre presence and similar moves are on the cards for other local titles.

Newspapers are a fundamental part of the democratic process and the changes present challenges and opportunities for news coverage of Ribble Valley, particularly in relation to photography.

Despite this, local newspapers remain a core communications outlet and journalists can expect us to:

- build mutually beneficial relationships
- treat them with courtesy and respect
- make every effort to assist them with their enquiries

We expect journalists to:

- treat us with courtesy and respect
- report fairly and accurately on stories about the council and the borough
- give the council a reasonable opportunity to provide facts and respond to criticism

## Digital communications

Digital communications, such as e-mail, internet and social media, allows greater flexibility and speed of response with residents, council taxpayers and stakeholders.

The council seeks to embrace new technology, assessing opportunities for interactivity and instant delivery of and access to information.

The council's ICT team maintains and develops [ribblevalley.gov.uk](http://ribblevalley.gov.uk) and ensures the authority's use of digital communications meets the changing needs of residents and service-users, while underpinning traditional channels, such as face-to-face and telephone.

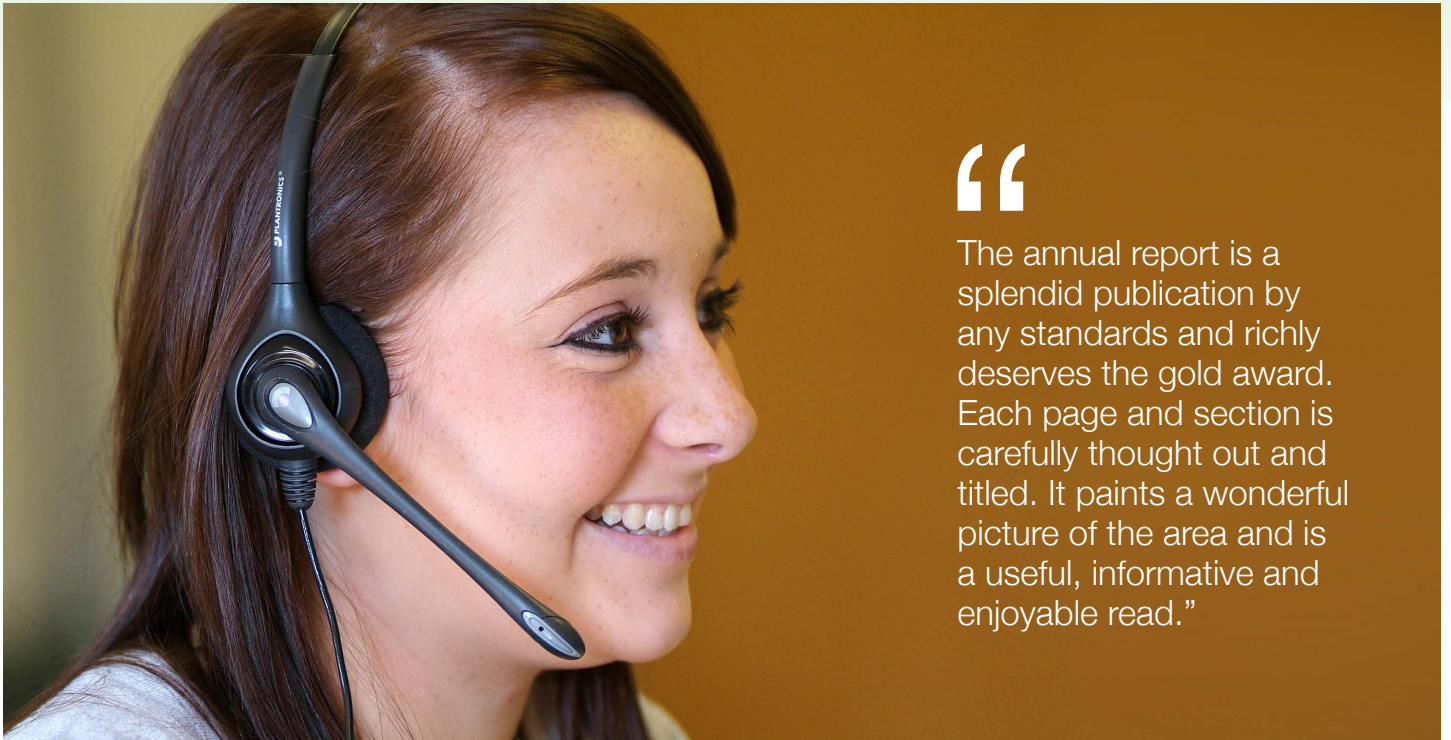
The council's principal communications officer, contact centre and ICT team work proactively together to ensure the experience of residents and stakeholders is a positive one, with ease of access to information in a timely manner.

We will continue this effective working relationship to develop our use of e-communications and build on opportunities for channel shift, as well as working to ensure our web sites, [ribblevalley.gov.uk](http://ribblevalley.gov.uk) and [visitribblevalley.gov.uk](http://visitribblevalley.gov.uk), meet accessibility standards.



The television feature was excellent and will help us find new recruits. You have done us really proud with this important exercise.”







## Performance and successes

The council's last communications strategy undertook to distribute information about council services and achievements, refresh the council logo and brand, and promote Ribble Valley as a food destination.

It outlined activity over four key areas: media relations, public relations, communications for councillors and branding.

Progress on all areas of the action plan has been good and the communications function continues to underpin successful council initiatives, as well as provide a busy media relations service.



## Communication campaigns

### 2016

- Job Centre relocation
- Boxing Day flood recovery
- Ribble Valley 'happiest place in the UK' (Halifax Rural Quality of Life Survey)
- Somme Centenary commemoration
- Launch of Up and Active scheme

### 2017

- Visit of HRH The Prince of Wales
- Local Government Boundary Review
- Dog-fouling action zones
- Community Alcohol Partnership
- Affordable bungalows Monk's Cross

### 2018

- Chipping Community Broadband
- Shared ownership houses Littlemoor Park
- Clitheroe Food Festival
- Voluntary Organisation Grants
- First World War Centenary commemoration

## Measurement and evaluation

Communications activity is regularly monitored to gauge success, but we no longer measure success using AREVs, or advertisement rate equivalent values. Communications as a strategic discipline is moving towards a system of evaluation based on outcomes, rather than outputs. The example below from Stage 2 of the Tour of Britain illustrates the difference.

Output	Outcome
13 press releases issued by Ribble Valley Borough Council	180,000 spectators, including 45,000 from outside the North West £1,157,396 spent in Ribble Valley
Combined media activity by Ribble Valley Borough Council and Tour organisers: 924,000 national television viewers, 116million international television viewers	180,000 spectators, including 45,000 from outside the North West £1,157,396 spent in Ribble Valley
27 live and pre-recorded radio interviews	Ribble Valley showcased to a national and international audience
Coverage in 33 international newspapers, 13 national newspapers and 33 regional newspapers	67 per cent of residents inspired to cycle more often
10 dedicated newspaper supplements	
1,311 activity packs delivered to 21 primary schools	200 entries from 10 schools to competition to design start flag 17 schools lined the route Eight school field art installations
Leaflets outlining road closures and parking restrictions delivered to 4,650 households and 150 no-parking signs displayed at key route points along the route	One complaint about road closures Three cars towed from the route
Pre-event promotional film attracted 4,393 hits, including from Europe, Australia, New Zealand and the United States	Ribble Valley showcased to a national and international audience 50 per cent increase in holiday enquiries for Lancashire, particularly in Ribble Valley and Pendle, at Stage 2 sponsor Welcome Cottages Anecdotal increase in repeat visits to Ribble Valley (Clitheroe Visitor Information Centre)
Digital campaign attracted 230,000 hits with 2,046 follow-up clicks to Stage 2 website (a 0.89 per cent click-through rate compared to a national average of 0.08 per cent)	180,000 spectators, including 45,000 from outside the North West Ribble Valley showcased to a national and in international audience
Tour of Britain website attracted 665,000 hits, including from the USA and across Europe	180,000 spectators, including 45,000 from outside the North West Ribble Valley showcased to a national and in international audience
Stage 2 website attracted 29,584 hits	Extensive community buy-in, particularly from the Clitheroe Chamber of Trade and Longridge Business Group
Six public and stakeholder meetings held	Extensive community buy-in, particularly from the Clitheroe Chamber of Trade and Longridge Business Group



# Communications Strategy 2019-21

This strategy outlines how Ribble Valley Borough Council plans to communicate with stakeholders over the next three years.

Its purpose is to establish and maintain effective one and two-way communication channels of communication between Ribble Valley Borough Council and its stakeholders and promote a positive image of the borough.

A successful strategy will enable us to:

- create and maintain effective communication with our stakeholders
- keep Ribble Valley residents well-informed
- reach all sections of the community
- promote respect and trust between the council and its stakeholders
- raise awareness of the council's vision and objectives
- address negative or damaging information about council services
- raise the profile of Ribble Valley

With all our communications activity, we aim to:

- maintain a strong and consistent identity for the council
- raise awareness of and maximise access to council services
- improve quality of life of residents and visitors
- help to maintain the council's customer satisfaction levels

We are committed to making our communications activity:

- two-way
- relevant and appropriate
- easy to understand
- of a consistent quality and style
- clearly branded
- timely
- honest



The excellent newspaper that we publish and deliver to households in Ribble Valley is well-read by residents and visitors. Well done.”



ACTIVITY	ACTION	AIM
Media relations	<ul style="list-style-type: none"> <li>• Maintain and build relationships with the local media</li> <li>• Train key personnel in photography</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a culture of two-way communication with stakeholders</li> <li>• Keep stakeholders well informed</li> <li>• Address negative or potentially damaging information about council services</li> <li>• Raise Ribble Valley's local, national and where possible international profile</li> </ul>
Council publications	<ul style="list-style-type: none"> <li>• Continue to produce the popular twice-yearly council newspaper</li> </ul>	<ul style="list-style-type: none"> <li>• Keep stakeholders well informed</li> <li>• Raise awareness and take-up of council services</li> <li>• Reach all sections of the community</li> </ul>
Leaflets and posters	<ul style="list-style-type: none"> <li>• Train key personnel in leaflet design and accessibility standards</li> </ul>	<ul style="list-style-type: none"> <li>• Keep stakeholders well informed</li> <li>• Raise awareness and take-up of council services</li> <li>• Reach all sections of the community</li> </ul>
Publicity and awareness campaigns	<ul style="list-style-type: none"> <li>• Devise and implement biannual outcome-based publicity and awareness campaigns</li> <li>• Revise and enhance the authority's photo-library and investigate the use of stock shots</li> </ul>	<ul style="list-style-type: none"> <li>• Keep stakeholders well informed</li> <li>• Raise awareness and take-up of council services</li> <li>• Reach all sections of the community</li> <li>• Raise Ribble Valley's local, national and where possible international profile</li> </ul>
Corporate identity and branding	<ul style="list-style-type: none"> <li>• Train key personnel in corporate identity and branding</li> <li>• Train key personnel in the use of plain English</li> </ul>	<ul style="list-style-type: none"> <li>• Promote Ribble Valley Borough Council as a single entity with a clear identity</li> <li>• Promote respect and trust between the council and its stakeholders</li> </ul>
Website	<ul style="list-style-type: none"> <li>• Ensure the website remains relevant, informative and engaging</li> <li>• Improve website functionality and encourage further channel shift for improved service delivery</li> <li>• Ensure the website keeps pace with emerging technologies and customer devices</li> <li>• Create stronger links between the website and other communications channels</li> <li>• Ensure our websites continue to meet accessibility standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep stakeholders well informed</li> <li>• Raise awareness and take-up of council services</li> <li>• Reach all sections of the community</li> <li>• Keep abreast of technological developments and embrace them where feasible</li> <li>• Promote respect between the council and its stakeholders</li> <li>• Promote Ribble Valley Borough Council as a single entity with a clear identity</li> </ul>
Social media	<ul style="list-style-type: none"> <li>• Train principal communications officer in podcasting and videography</li> <li>• Set up dedicated Twitter account for principal communications officer for use in emergency and rapid response communications</li> <li>• Ensure policies and procedures are in place to reduce risks associated with the use of social media</li> <li>• Recognise social media as the communication medium of choice for a growing proportion of service users</li> <li>• Exploit the benefits of social media in emergency and rapid response communications</li> <li>• Continually review social media best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Keep stakeholders well informed</li> <li>• Raise awareness and take-up of council services</li> <li>• Reach all sections of the community</li> <li>• Keep abreast of technological developments and embrace them where feasible</li> <li>• Promote respect between the council and its stakeholders</li> </ul>





Ribble Valley Borough Council's communications strategy is not a stand-alone document. It has relevance to the following plans and policies:

**Communications Protocol**

Principal Communications Officer  
Theresa Sanderson  
[theresa.sanderson@ribblevalley.gov.uk](mailto:theresa.sanderson@ribblevalley.gov.uk)

**Website**

ICT Manager Stuart Haworth  
[stuart.haworth@ribblevalley.gov.uk](mailto:stuart.haworth@ribblevalley.gov.uk)

**Corporate Strategy**

Principal Policy and Performance Officer  
Michelle Haworth  
[michelle.haworth@ribblevalley.gov.uk](mailto:michelle.haworth@ribblevalley.gov.uk)

**Consultation Strategy**

Principal Policy and Performance Officer  
Michelle Haworth  
[michelle.haworth@ribblevalley.gov.uk](mailto:michelle.haworth@ribblevalley.gov.uk)

**Customer Care Policy**

Principal Policy and Performance Officer  
Michelle Haworth  
[michelle.haworth@ribblevalley.gov.uk](mailto:michelle.haworth@ribblevalley.gov.uk)







Ribble Valley  
Borough Council

[www.ribblevalley.gov.uk](http://www.ribblevalley.gov.uk)

Ribble Valley Borough Council, Council Offices  
Church Walk, Clitheroe, Lancashire, BB7 2RA

## RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY & FINANCE COMMITTEE

Agenda Item No.

meeting date: TUESDAY, 18 JUNE 2019  
title: 280 BUS ROUTE TO SKIPTON  
submitted by: COLIN HIRST – HEAD OF REGENERATION & HOUSING  
principal author: NICOLA HOPKINS – DIRECTOR OF ECONOMIC DEVELOPMENT & PLANNING

### 1 PURPOSE

1.1 To consider the provision of a one-off grant payment to Lancashire County Council to support the continuation of the 280 bus service between Clitheroe and Preston, and Clitheroe to Skipton.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – To support a high quality of life, sustaining vital and vibrant towns and villages meeting the needs of residents, visitors and businesses
- Corporate Priorities – To sustain and strong and prosperous Rabble valley
- Other Considerations – To ensure that access to services is available to all.

### 2 BACKGROUND

2.1 Public Transport subsidies are not a District Council function. These matters fall into the responsibilities of Lancashire County Council as the Public Transport authority. However the availability of public transport cross cuts a number of key areas relevant to the roles and responsibilities of the Borough Council. This issue is being considered due to the wide ranging socio-economic factors that the Borough Council needs to take into account.

2.2 Prior to April 2016, the local bus service linking Preston, Clitheroe and Skipton via Mellor Brook, Whalley, Chatburn, Gisburn and Barnoldswick, was operated by Transdev on behalf of the County Council as part of the tendered bus service network. The service operated every hour during Monday to Saturday daytime and every two hours on Sunday daytime.

2.3 At that time the County Council significantly reduced its financial support for tendered bus services across the whole county, and Rotala Preston Bus made the decision to operate the service on a commercial basis.

2.4 Service 280 currently provides many links between Preston and Skipton across a wide area of Central Lancashire, through Preston, South Ribble, Ribble Valley and Pendle, including running past the Enterprise Zone at Samlesbury. The service currently operates Monday to Saturday daytime, every hour between Preston and Clitheroe, extending every two hours through to Barnoldswick and Skipton.

2.5 The service is used by a number of students living in Lancashire accessing Clitheroe Royal Grammar School, Preston Cardinal Newman College and Skipton Craven College.

2.6 According to ticket machine data and on-bus surveys there are approximately 170,000 annual passenger trips (559 per day) made on Service 280. Just over a third of these annual passenger trips (60,000) are older or disabled concessionary passholders.

2.7 Rotala notified the County Council that from 16 June 2019 the company would withdraw the entire service as it is not commercially viable for them to run it.

### 3 ISSUES

3.1 Whilst a number of areas will continue to be served by regular services using routes via Blackburn, certain locations, such as Gisburn and residences throughout the length of the A59 will no longer have access to any bus service. The County Council has sought to identify alternative operators to run the service in the place of Rotala however no operators came forward. A key consideration with such services is that it is often vital that there is no break in service to protect usage levels and provide certainty and confidence to the community.

3.2 The County Council has had a bid to operate the service under an alternative model which would provide service to the route but would require subsidy in order to operate. This proposal would see the route between Clitheroe and Preston operated as a commercial route, with the stage between Clitheroe to Skipton being subsidised.

3.3 Lancashire County Council has approached Ribbles Valley Borough Council to assist in supporting this route for its first year together with Pendle Borough Council. The County Council is requesting that this Council provides support of £10000 for this first year of operation which will enable the operator to develop the business and move towards it being a commercially sustainable route. The offer to consider assisting the County Council in funding the route is therefore proposed on the basis that it is only for the first year of operation, a position which has been acknowledged by the County Council. Any future funding support if it were to be requested would be the subject of further consideration by this Council.

3.4 This route provides a vital lifeline for many of our residents who live along the A59. The previous bus operator had given notice and the 280 service would have ceased on 14 June 2019. It is difficult to determine whether the County Council would have subsidised the route without support from this Council but given the short timescale and the impact on our resident if the 280 service was terminated, our support was essential if the service was to definitely continue. The Chairman and Chief Executive have agreed that we inform the County Council that in principle and subject to this Committee's agreement, we provide support of £10,000.

### 4 RISK ASSESSMENT

4.1 The approval of this report may have the following implications:

- Resources – Transport subsidies are not a district Council function. Responsibility lies with the Upper tier authorities and as such this Council does not have a specific budget cost centre to make bus subsidy contributions. The proposal is to give a one-off grant to Lancashire County Council to ensure this bus route continues. There is currently £5,810 unallocated in the Council's Voluntary Organisations Grants Budget for 2019/20 which could be used to part fund this proposal. The balance could be funded by bringing forward grant from the 2020/21 budget which we will ensure is accounted for when we prepare next year's estimates.

- Technical, Environmental and Legal – The procurement of the service would be a matter for the County Council as public transport authority.
- Political – None
- Reputation – The matters dealt with in this report demonstrate the Council's willingness to work in partnership to support its local community.
- Equality & Diversity – Public Transport can be key to ensure accessibility is maintained for a large part of the local community.

## **5 RECOMMENDED THAT COMMITTEE**

- 5.1 Agree to the request from Lancashire County Council to provide financial support of £10,000 as a one off payment to the operation of the 280 Preston –Skipton service for a period of twelve months only and that the cost be funded from the Council's Voluntary Organisation Grants budget in 2019/20 and 2020/21.

COLIN HIRST  
HEAD OF REGENERATION & HOUSING

NICOLA HOPKINS  
DIRECTOR OF ECONOMIC  
DEVELOPMENT & PLANNING

For further information please ask for Colin Hirst, extension 4503.

REF: CH/CMSP&F/1806019

## RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

Agenda Item No.

meeting date: 18<sup>th</sup> JUNE 2019  
title: DEVELOPMENT OF THE CORPORATE STRATEGY 2019-2023  
submitted by: DIRECTOR OF RESOURCES  
principal author: MICHELLE HAWORTH – PRINCIPAL POLICY AND PERFORMANCE OFFICER

### 1 PURPOSE

1.1 To put forward recommended next steps in the development of the Council's Corporate Strategy for 2019-2023.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – The Council's Corporate Strategy's purpose is to set out the Council's vision and priorities, to outline how we propose to deliver them and how progress will be measured.
- Corporate Priorities –
- Other Considerations -

### 2 BACKGROUND

2.1 The Council's Corporate Strategy document sets out the strategic direction of the Council, providing a focus to ensure that the services we deliver meet the needs of our communities.

2.2 The 2015-2019 Strategy (attached for information at Appendix A) had a four-year scope, and was reviewed annually to ensure that it continued to reflect the changes to our priorities that occurred over time.

2.3 The strategy is now due a complete review following the local elections which took place in May 2019. We will develop a new strategy, which will again have a four year life span covering 2019-2023.

2.4 The strategy should contain:

- High level corporate priorities to address issues that matter most to the borough. The priorities should be deliberately limited to focus our attention over the lifespan of the strategy.
- Each priority should have a number of supporting objectives – things that will help us achieve the priorities.
- The objectives should be supported by key actions – the things we will do to achieve the objectives.
- Key measures of success should also be outlined, which should allow progress towards the achievement of the priority and objective to be monitored.

2.5 Actions and measures of success should be developed in detail in service plans, and should be robust and SMART (Specific, Measurable, Achievable, Realistic and Time-based). Service plans should detail how each service will plan to deliver the key actions.

2.6 Performance against our priorities should be regularly published, in accordance with good practice, on our web site. Performance should also be reported to our citizens in Ribble Valley News.

### 3 NEXT STEPS

3.1 The setting of our local priorities should be based on:

- The Ribble Valley Sustainable Community Strategy
- Consultation with our Communities
- The Council's Objectives

3.2 It is suggested that in order to review the Council's Objectives a small working group is established (consisting of 3 conservative councillors and 1 liberal democrat), tasked with bringing a new Corporate Strategy to your meeting on 24<sup>th</sup> September for approval.

### 4 GENERAL COMMENTS

4.1 There are a number of unknowns and changes in the external environment which may impact on the Council and how it carries out its business. What is known for certain is that there will be ever decreasing resources available for the Council to deliver its priorities. The Strategy should be written to clearly identify priorities, whilst allowing for flexibility as national policy evolves.

### 5 RISK ASSESSMENT

5.1 The approval of this report may have the following implications

- Resources - Paper copies of the Corporate Strategy are printed in-house and therefore from within existing budgets. Financial implications of delivering the strategy will be met from within existing budgets and outlined in the Medium term Financial Strategy.
- Technical, Environmental and Legal – None identified.
- Political – None identified.
- Reputation – It is important that the priorities reflect the concerns and needs of our communities. The Council has undertaken consultation in recent years which should inform our priority setting.
- Equality & Diversity - In line with the Council's approach to equalities, individual equality impact assessments will be carried out as appropriate for actions/projects within the Strategy.

### 6 RECOMMENDED THAT COMMITTEE

6.1 Agree the suggested approach to reviewing the Corporate Strategy.

6.2 Establish a small working group to review the Corporate Strategy consisting of 3 conservative councillors and 1 liberal democrat.

**Michelle Haworth**  
PRINCIPAL POLICY AND  
PERFORMANCE OFFICER

**Jane Pearson**  
DIRECTOR OF RESOURCES

BACKGROUND PAPERS:

REF:

For further information please ask for Michelle Haworth, extension 4421



Ribble Valley Borough Council  
**CORPORATE STRATEGY**  
**2015 - 2019**



*Our Vision*

*An area with an exceptional environment and quality of life for all; sustained by vital and vibrant market towns and villages acting as thriving service centres meeting the needs of residents, businesses and visitors.*



## Foreword

Welcome to Ribble Valley Borough Council's Corporate Strategy for 2015 - 2019.

This document sets out the strategic direction of the Council over the period 2018 - 2019, providing a focus to ensure that the services we deliver meet the needs of our communities. The Strategy has a four-year scope, and is reviewed annually to ensure that it continues to reflect changes to our priorities that occur over time. Following the next local elections taking place in 2019, we will develop a new Strategy.

Cllr Ken Hind  
Leader of the Council



Marshal Scott  
Chief Executive

M. H. Scott

## What communities are telling us

Through participation in the Ribble Valley Citizens' Panel and the 2018 Perception Survey, we know that residents see the following issues as the most important in making somewhere a good place to live (in order of priority):

- Health services
- Road and pavement repairs
- Crime levels
- Clean streets
- Access to nature
- Education provision
- The level of traffic

The following issues were scored highly by residents as both 'make the area a good place to live' and 'most need improving':

- Road and pavement repairs
- The level of traffic
- Affordable, decent housing
- Clean Streets
- The amount of dog fouling
- Public Transport

## Our partners' priorities and what they mean for Ribble Valley Borough Council

We have also had regard to the priorities of our partners, particularly where we have a role in delivering them.

## The Ribble Valley Sustainable Community Strategy 2014 - 2019

The Ribble Valley Community Strategy is working towards eight agreed core areas:

- Education and Economy
- Community Safety
- Local Democracy
- Environment
- Housing
- Vulnerable People and Families
- Health and Older People
- Facilities

## Our Priorities

This strategy contains five corporate priorities to address issues that matter most to the borough. Our priorities are deliberately limited to focus our attention over the lifespan of the strategy. Each priority has a number of objectives, underlying actions, and key measures of success, which should allow progress towards the achievement of the priority to be monitored.



## Core Values

In pursuing our priority actions, the Council will continue to deliver the services people want, in a fair and consistent manner. It is important that we explain exactly what our values are. These values guide and influence our actions as we continuously improve the services we deliver. We will:

- Lead the Community
- Strive to achieve excellence
- Ensure that access to services is available to all
- Treat everyone equally
- Respect all individuals and their views, and
- Appreciate and invest in our staff.

## Our approach to Equality and Diversity

Ribble Valley Borough is made up of socially diverse communities. The Council is committed to providing equality of opportunity and to valuing diversity.

We aim to treat all customers fairly, with respect and professionalism regardless of their gender, race, nationality or ethnicity, age, religion or belief, disability or sexual orientation.

To enable all residents to have access to information and equal access to our services, Ribble Valley Borough Council uses plain English in the information it publishes. Where a customer is experiencing any difficulties assistance suited to the person's needs is available. Information, on request and where appropriate, will be provided in different languages and formats and through a range of media. Feedback is also accepted through a variety of different routes taking account of individual customer's preferences or needs.

To demonstrate that our approach to equality is being realised, we collect equalities information. This helps to help establish whether all members of the community are accessing our services. This feeds into our monitoring and review process.

Full details of our approach are set out in our Equality and Diversity Policy.



## **Priority 1 - To ensure a well-managed council providing efficient services based on identified customer needs**

People living in, working in and visiting Ribble Valley expect to receive efficient and excellent Council services. The majority of our services are high quality, well regarded and perform well above the average. We aim to provide services that are amongst the best in the country. We will continue to do this by targeting improvement to services to ensure all our services are performing, and are rated by our customers, as above average.

### **Our objectives:**

- To maintain critical financial management and controls, and ensure the authority provides council tax payers with value for money, within the current financial constraints
- To treat everyone equally and ensure that access to services is available to all, including our most vulnerable citizens
- To engage with all our communities to ensure we deliver services to meet customer needs and expectations

### **Our key actions:**

- To explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services
- To meet the Equality Duty
- To seek to continually improve, ensuring that council services are fit for purpose and customer focused

### **Our key measures of success**

- Percentage of residents that think the Council provides value for money
- Equality Duty met
- Percentage of residents satisfied with the Council



## Priority 2 - To sustain a strong and prosperous Ribble Valley

The prosperity of the economy in the Ribble Valley is demonstrated through the continuing high levels of economic growth in the area. However, there is a need to ensure that opportunities are available for businesses to continue to develop in the area. There is a need to continue to market and regenerate our market towns and villages as places to do business and to ensure that there is employment land available for development.

The issues of public transport, particularly accessibility to isolated villages, are part of a perceived need for a more flexible approach and a more accessible service.

Without economic prosperity, many other problems e.g. health, housing, crime, access to services are all much harder to address.

### **Our objectives:**

- To encourage economic development throughout the borough with specific focus on tourism, the delivery of sufficient land for business development, and supporting high growth business opportunities
- To seek to improve the transport network, especially to our rural areas
- To work with our partners to ensure that the infrastructure in the Ribble Valley is improved, in order to be fit for purpose
- To promote stronger, more confident and more active communities throughout the borough

### **Our key actions:**

- To identify options and support the delivery of employment land
- To press forward with the redevelopment of the Clitheroe market area
- To develop, with relevant partners, additional measures to support the visitor economy
- To work with the County Council and other providers to improve the local infrastructure
- To encourage parish councils and local communities to take more responsibility, wherever possible, for the local delivery of services

### **Our key measures of success**

- Business start-ups and survival rates
- An increase in visitor numbers
- Percentage of residents satisfied overall with the local area as a good place to live





### Priority 3 - To help make people's lives safer and healthier

Ribble Valley is a low crime area and a safe place to live. It is the safest place in the north-west and second safest place in the country. This success is in part due to the excellent work of our Community Safety Partnership.

Baseline data, which has been collated in terms of health, presents a generally healthy picture, but health issues surrounding an aging population and access to services in isolated communities represent potential issues.

#### **Our objectives:**

- To improve the health and wellbeing of people living and working in our area
- To improve the opportunity for young people to participate in recreational and sporting activity
- To ensure that Ribble Valley remains a safe place to live
- To take a leading role in working with partners on the evolving public health agenda
- To combat rural isolation

#### **Our key actions:**

- To seek to improve Ribble Valley food businesses, to achieve a food hygiene rating of 3 star and above
- To tackle fuel poverty across the borough
- To continue to work with our Community Safety Partnership, ensuring that low crime levels are maintained, by tackling crime, anti-social behaviour and fear of crime
- To emphasise, and re-establish if necessary, the alcohol free zones in Clitheroe and other parts of the Ribble Valley
- To work with the NHS, Ribble Valley GP's and other partners on local health and wellbeing needs
- To ensure access to services in isolated communities
- To become a dementia-friendly borough

#### **Our key measures of success**

- Number of Ribble Valley food businesses achieving 3 star and above in the National Food Hygiene rating system
- Percentage of residents satisfied with sports and leisure facilities
- Percentage of people participating in sport on 3 or more occasions per week
- Percentage of residents who feel safe in their local area during the day and after dark



#### Priority 4 - To protect and enhance the existing environmental quality of our area

Our ambition is to protect the local environment, parts of which rank amongst the finest in England. The Council provides a high quality environment, including safe, clean parks and open spaces.

The Council is very proud of its weekly collection service.

##### **Our objectives:**

- To conserve our countryside, the natural beauty of the area and enhance our built environment
- To retain weekly collections of residual waste
- To provide a high quality environment, keeping land clear of litter and refuse, and reducing the incidents of dog fouling

##### **Our key actions:**

- To deliver a co-ordinated approach to Planning through the Local Development Framework by progressing the Housing and Economic Development Development Plan
- To increase the use of renewable energy sources
- To provide an economic, efficient and effective waste collection service
- To continue with our approach of zero tolerance of dog fouling, litter and fly tipping
- To deliver a waste and responsible dog ownership education and awareness programme
- To support the work of the Forest of Bowland AONB

##### **Our key measures of success**

- Percentage of residents satisfied with parks and open spaces
- Percentage of residents satisfied with the cleanliness of the borough
- Percentage of residents satisfied with the waste and recycling collection services
- Percentage of waste sent for reuse, recycling and composting



## Priority 5 - To match the supply of homes in our area with the identified housing needs

Like the rest of the country, Ribble Valley has seen a rise in house prices in recent years. A clear priority for local people has been identified as providing accommodation which is affordable for local people.

### Our objectives:

- To meet the housing needs of all sections of the Community
- To provide additional affordable homes throughout the Ribble Valley

### Our key actions:

- To bring empty properties back into use
- To work with partners to agree priorities and secure investment in housing
- To implement measures to address the specific housing needs of older people

### Our key measures of success

- Number of properties brought back in to use
- Number of affordable homes delivered
- Number of households, and length of time spent, in temporary accommodation
- Provision of older people accommodation on all sites over 30 units
- Development of 280 properties per year
- Maintaining a 5 year supply

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### How to contact us

If you would like to know more, tell us what you think of this Corporate Strategy, or receive information about our current performance, please contact the Policy and Performance section at:

Post: Ribble Valley BC, Council Offices, Church Walk, Clitheroe, Lancashire, BB7 2RA

Tel: 01200 425111

Email: [michelle.haworth@ribblevalley.gov.uk](mailto:michelle.haworth@ribblevalley.gov.uk)

Web: [www.ribblevalley.gov.uk](http://www.ribblevalley.gov.uk)

**RIBBLE VALLEY BOROUGH COUNCIL**  
**REPORT TO POLICY AND FINANCE COMMITTEE**

DECISION

Agenda Item No 11

meeting date: 18 JUNE 2019  
title: VOLUNTARY ORGANISATION GRANTS – CITIZENS ADVICE BUREAU  
PERFORMANCE MONITORING INFORMATION  
submitted by: DIRECTOR OF RESOURCES  
principal author: VALERIE TAYLOR

1. PURPOSE

- 1.1 To receive and consider the performance monitoring information provided by the Ribble Valley Citizens Advice Bureau for the quarter ending March 2019.
- 1.2 To consider whether to approve payment for the next quarterly instalment of voluntary organisation grant to the Citizens Advice Bureau.

2. BACKGROUND

- 2.1 At your last meeting you approved grants supporting 20 voluntary organisations across the borough totalling £105,500. You also agreed to hold back the unallocated budget remaining of £5,810 which equated to approximately 5% of the grant pot available for any new applications that may arise during the year.
- 2.2 Concern was expressed by members that the proposed allocation for the Citizens Advice Bureau dominated the grants to be awarded representing approximately 50% of the total budget available.
- 2.3 Although it was recognised that the Citizens Advice Bureau have an important role to play it was also felt that the Council should receive regular updates on their work with measurable targets in order for the Council to be sure that the grant was well spent.
- 2.4 Members therefore approved that the agreed grant amount for the Citizens Advice Bureau of £52,500 be paid quarterly in advance subject to satisfactory monitoring information being received and approved by this Committee. You further asked that the CAB be advised that they cannot rely upon this level of grant in future years.

3. MONITORING INFORMATION

- 3.1 The manager of the Citizens Advice Bureau has supplied monitoring information for the latest quarter available i.e. up to the end of March 2019. This is attached at Annex 1.

4. RECOMMENDATION

- 4.1 Members consider the monitoring information supplied by the Citizens Advice Bureau and decide whether to approve payment of the grant for the second quarter of £13,125.

SENIOR ACCOUNTANT

DIRECTOR OF RESOURCES

PF33-19/VT/AC  
6 JUNE 2019





# Key Statistics

Ribble Valley (member)

03/01/2019 29/03/2019

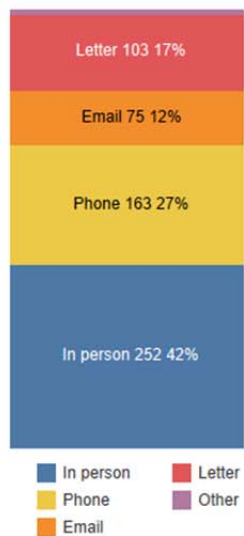
## Summary

<b>Clients</b>	<b>171</b>
<b>Quick client contacts</b>	<b>181</b>
<b>Issues</b>	<b>544</b>
<b>Activities</b>	<b>601</b>
<b>Cases</b>	<b>110</b>

## Outcomes

Income gain	£45,056
Re-imbursments, services, loans	£90
Debts written off	£50,130
Repayments rescheduled	£3,041
Other	£15,596

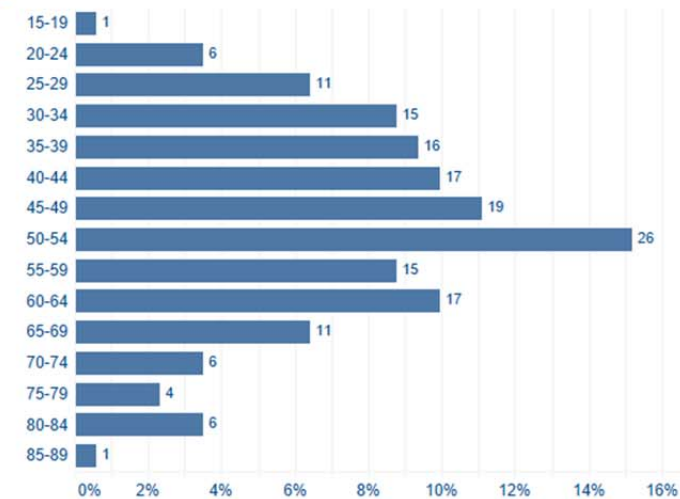
## Channel



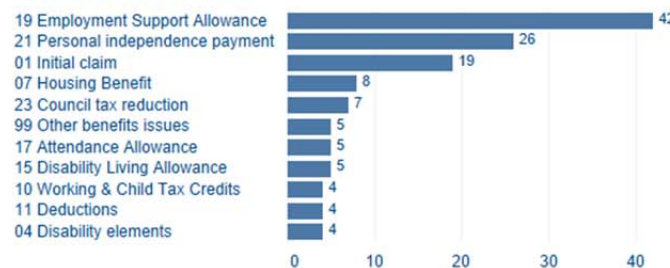
## Issues

Issues	Clients
Benefits & tax credits	68
Benefits Universal Credit	14
Consumer goods & services	5
Debt	42
Employment	2
Financial services & capability	3
Health & community care	2
Housing	7
Immigration & asylum	2
Legal	5
Other	6
Relationships & family	6
Tax	7
Travel & transport	12
Utilities & communications	3
<b>Grand Total</b>	<b>544</b>

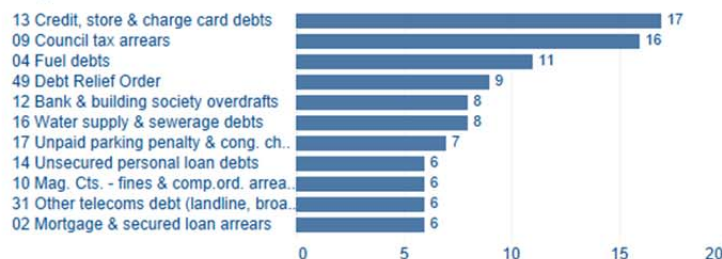
## Age



## Top benefit issues



## Top debt issues



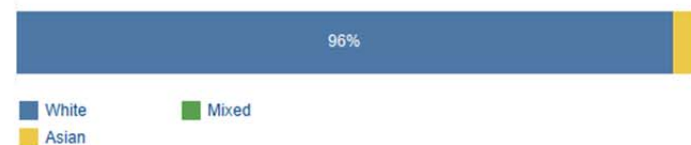
## Gender



## Disability / Long-term health



## Ethnicity



## RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY & FINANCE COMMITTEE

Agenda Item No. 12

meeting date: 18 JUNE 2019  
 title: REPRESENTATIVES ON OUTSIDE BODIES 2019/20  
 submitted by: CHIEF EXECUTIVE  
 principal author: OLWEN HEAP

### 1 PURPOSE

1.1 To inform Members of the outside bodies that are under the remit of the Policy & Finance committee and their membership and to consider issues with RV Citizen's Advice Bureau and Ribble Valley Community Transport.

1.2 Relevance to the Council's ambitions and priorities

- Community Objectives – to be a well managed Council providing effective services.
- Corporate Priorities - to protect and enhance the existing environmental quality of our area; to help make people's lives healthier and safer.
- Other Considerations – to work in partnership with other bodies in pursuit of the Council's aims and objectives.

### 2 BACKGROUND

2.1 At the Annual meeting each year the Council makes nominations to various outside bodies.

2.2 Members attend meetings of the outside body and report back to the relevant parent committee.

### 3 ISSUES

3.1 The following outside bodies come under the remit of the Policy & Finance Committee. The membership of these outside bodies was approved at the annual meeting of the council on 14 May 2019.

Armed Forces Champion	Cllr Richard Sherras
Clitheroe Royal Grammar School Foundation Trust	Cllr Stephen Atkinson
Citizen's Advice Bureau	Cllrs Mary Robinson, Alison Brown and Judith Clark
Hyndburn & Ribble Valley Council for Voluntary Services	Cllr Richard Newmark
LGA General Assembly	Cllrs Stephen Atkinson and Allan Knox

Police & Crime Panel	Cllrs Simon Hore and Sue Bibby
Ribble Valley Community Safety Partnership	Cllrs Robert Thompson and Ged Mirfin
Ribble Valley Community Transport	Cllr Tony Austin
Whalley Educational Foundation Trust	Cllr Mark Hindle (from 1 August 2019 for 3 years)

3.2 Communication has been received from the manager of the RV Citizen's Advice Bureau informing the Council that 2 of the 3 councillors nominated have declined to take their position up. This is because the position has to be as a trustee on the board and not just as a representative of the Council. The manager has confirmed that according to their governance they have to be trustees.

3.3 Communication has also been received from the manager of Little Green Bus on behalf of Lancashire Community Transport informing the Council that a nominated representative is not required as they nominate and recruit their own Board members.

3.4 Representatives are encouraged to provide reports back giving committee an update on the work of the body and drawing attention to any current issues.

#### 4 RISK ASSESSMENT

4.1 The approval of this report may have the following implications

- Resources – the costs associated with members attending meetings of outside bodies is included in the budget for 2019/20.
- Technical, Environmental and Legal – no significant risks identified.
- Political ) the Council's representation on a number of these bodies is important
- Reputation ) to both it's political and reputational relationship with wider partnerships
- Equality & Diversity - no significant risks identified

#### 5 RESOLVED THAT COMMITTEE

5.1 note the outside bodies under the remit of this committee and their membership;

5.2 delete Lancashire Community Transport from the list of representatives on outside bodies; and

5.3 recommend to Council a course of action to take with regard to representatives on RV Citizen's Advice Bureau.

Marshal Scott  
CHIEF EXECUTIVE

Olwen Heap  
ADMINISTRATION OFFICER

BACKGROUND PAPERS

Report on Representatives on Outside Bodies – Annual Council 14.5.19

REF: CE/OMH/P&F/18.6.19

For further information please ask for Olwen Heap, extension 4408



**RIBBLE VALLEY BOROUGH COUNCIL**  
**REPORT TO POLICY AND FINANCE COMMITTEE**

DECISION

Agenda Item No 13

meeting date: 18 JUNE 2019  
title: REFERENCE FROM HEALTH AND HOUSING COMMITTEE – REQUEST FOR APPROVAL TO PURCHASE PROPERTIES IN LONGRIDGE USING COMMUTED SUM MONIES  
submitted by: DIRECTOR OF RESOURCES  
principal author: LAWSON ODDIE

1 PURPOSE

- 1.1 To consider a request from Health and Housing Committee to agree to the approval of additional revenue budget of £234,000 in 2019/20 for the purchase of properties in Longridge for affordable housing.

2 BACKGROUND

- 2.1 Service committees manage their services within the budgets agreed at the beginning of the financial year. The budget was approved by Special Policy and Finance Committee on 5 February 2019 and by Full Council on 5 March 2019.
- 2.2 Any revenue or capital expenditure over and above what has already been approved must be agreed by this Committee.

3 HEALTH AND HOUSING COMMITTEE 6 JUNE 2019

- 3.1 Health and Housing Committee considered a report submitted by the Director of Economic Development and Planning (attached at Annex 1) which gave details of a request for additional capital budget of £234,000 for 2019/20 in respect of the purchase of properties in Longridge for affordable housing. The cost of the capital scheme will be met from commuted sum monies already held by the Council from a development at Barnacre Road, Longridge.
- 3.2 At its meeting, Health and Housing Committee approved the request and the resolution at the meeting is shown below:

**'RESOLVED:That**

1. Committee approve the principle of the purchase and delegate authority for the Chief Executive to negotiate the purchase of 2 units in Longridge utilising the commuted sum
2. Moss Care St Vincent's will be the management partner subject to the approval of a lease agreement to be delegated to Chief Executive to allow the management and maintenance of the properties to be provided by a Registered Provider (MSV) in return for an agreed percentage share of the rental income.
3. Committee approve this model as an option for future use of commuted sum monies across the borough and that the project is monitored and Committee are kept informed as appropriate.

4. Committee recommend to Policy and Finance Committee to approve the 'Purchase of Affordable Housing Properties in Longridge' capital scheme for inclusion in the 2019/20 Capital Programme with a budget of £234,000.
5. Officers report to the next meeting on how scheme may be extended to villages in the borough and the future strategy of the scheme.

4. RECOMMENDED THAT COMMITTEE

4.1 Approve the request for the additional capital scheme budget of £234,000

4.2 Approve the use of commuted sum monies to fund the additional capital scheme budget approval.

HEAD OF FINANCIAL SERVICES

DIRECTOR OF RESOURCES

PF34-19/LO/AC  
10 June 2019

BACKGROUND PAPERS:

**RIBBLE VALLEY BOROUGH COUNCIL  
REPORT TO HEALTH & HOUSING COMMITTEE**

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Agenda Item No. 7

meeting date: THURSDAY, 6 JUNE 2019  
title: REQUEST FOR APPROVAL TO PURCHASE PROPERTIES IN  
LONGRIDGE USING COMMUTED SUM MONIES  
submitted by: NICOLA HOPKINS, DIRECTOR OF ECONOMIC DEVELOPMENT AND PLANNING  
principal author: RACHAEL STOTT, HOUSING STRATEGY OFFICER

## 1 PURPOSE

- 1.1 To set out a proposal to Members for the commitment of commuted sum monies received from a development at Barnacre Road Longridge for the purchase of 2 affordable properties in Longridge.
- 1.2 Relevance to the Council's ambitions and priorities
- Community Objectives – Address affordable housing needs in Longridge.
  - Corporate Priorities - Be a well-managed and efficient Council
  - Other Considerations – To make best use of commuted sums received from a development site.

## 2 BACKGROUND

- 2.1 Committee have in the past considered options for the use of commuted sums (monies received in lieu of on-site provision of affordable housing). Commuted sum money must be invested in the provision of affordable housing in the locality of where the money is derived and should increase local provision. Therefore the commuted sum monies from the Barnacre Road site, Longridge must be used in the Longridge area to deliver affordable housing.

## 3 ISSUES

- 3.1 The option proposed is the purchase of 2 properties in Longridge; and to then renovate these properties should any works be required and then rent them at an affordable rent level. The project would be financed utilising the commuted sum monies only. For the management and ongoing maintenance and repair of the properties it is proposed that the Council enter into a lease agreement with a Registered Provider to undertake this role. The ownership will remain with the Council.
- 3.2 Moss Care St Vincent's (MSV) are a Registered Provider with a long record of working in partnership with the Council, they have stock in Longridge and are the second largest stock holder registered provider in the borough. They have agreed to consider entering into a lease agreement with the Council once the properties are purchased. MSV would have all day to day management and repair responsibilities. A business lease agreement to secure this arrangement has been drafted by the legal department and although this is still in draft form is attached as Appendix 1. A meeting has been held with MSV to discuss the operation process, the procedure for

handover and the content of the agreement. Other RP's active in the borough were asked if they could offer a management service however there was no other interest.

- 3.3 Seven potential properties were inspected in Longridge with a view to purchasing two units. Two properties suitable for the scheme were identified and the proposal is that on completion, the Local Housing Allowance rate for Longridge would be charged as the affordable rent level.
- 3.4 MSV will provide a full breakdown of management, maintenance, void and relet costs using their standard formula for management of property. As RVBC do not intend to hold a sinking fund for any repairs required to the property, we have asked that the contract includes full maintenance of both planned and all major works.
- 3.5 If through the agreement we enter into an agreed % split of the rental income, this would result in an annual rental income for each of the properties. It is proposed that the lease agreement is an agreement for 15 or 20 years with a possible 5 yr break clause.
- 3.6 This would be the first pilot scheme in Longridge with a view to replicate this similar scheme both in Longridge and other parishes across the borough as and when commuted sum monies are received.
- 3.6 Going forward the plan to progress this project:
- Agree a management and maintenance arrangement with MSV and to set this out in a lease agreement
  - Check if registration of the property with MHCLG is required
  - Prior to purchase, a full inspection and costing of the identified works would be undertaken along with MSV surveyor.
  - MSV would be consulted on the type and address of the property to be purchased
  - Finalise purchase costs see Appendix 2
  - On completion of purchase, RVBC carry out all identified works before handing over to MSV under the lease arrangement
  - At the point of handover the property will then be let within the same week or as soon as possible
- 3.7 Within the management arrangement, there would be included a fixed rental level which would be set in line with the local housing allowance for Longridge and the Borough Council would retain 100% nomination rights.

#### 4 RISK ASSESSMENT

- 4.1 The approval of this report may have the following implications
- Resources – The commuted sum monies will fund the project, the total commuted sum collected from Longridge is £234,000. Appendix 1 sets out more detail of the capital scheme.
  - Technical, Environmental and Legal – The lease agreement will be drawn up by the legal department and will be considered by both parties.



- Political – The Council purchasing in the lower Council Tax bands in Longridge and creating additional affordable housing for local people is a positive investment and an appropriate use of commuted sums.
- Reputation – The scheme will demonstrate the Council is taking steps to deliver affordable housing.
- Equality & Diversity – Additional affordable housing provision in Longridge address a local need for affordable rented accommodation.

## 5 **RECOMMENDED THAT COMMITTEE**

- 5.1 Agree the principle of the purchase and delegate authority for the Chief Executive to negotiate the purchase 2 units in Longridge utilising the commuted sum.
- 5.2 Agree that Moss Care St Vincent's will be the management partner subject to approval of a lease agreement to be delegated to Chief Executive to allow the management and maintenance of the properties to be provided by a Registered Provider ( MSV) in return for an agreed percentage share of the rental income.
- 5.3 Approve this model as an option for future use of commuted sum monies across the borough and that the project is monitored and Committee are kept informed as appropriate.

RACHAEL STOTT

HOUSING STRATEGY OFFICER

NICOLA HOPKINS

DIRECTOR OF ECONOMIC DEVELOPMENT AND PLANNING

For further information please ask for Rachael Stott, extension 3235.

# RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

INFORMATION

Agenda Item No 14

meeting date: 18 JUNE 2019  
 title: OVERALL CAPITAL OUTTURN 2018/19  
 submitted by: DIRECTOR OF RESOURCES  
 principal author: ANDREW COOK

## 1 PURPOSE

1.1 To provide members with details of the capital programme outturn for all committees for the 2018/19 financial year.

## 2 BACKGROUND

2.1 The 2018/19 original capital programme for the Council consisted of twenty one schemes, including two schemes where budget had been moved from the 2017/18 capital programme. Ten further schemes were added to the capital programme following the approval of budget slippage from the 2017/18 financial year and one new scheme was approved in-year by this Committee. This resulted in a capital programme of thirty two schemes with a total approved budget of £2,126,200.

2.2 At revised estimate stage, one scheme was moved to the 2019/20 financial year. This meant that the 2018/19 revised estimate capital programme consisted of thirty one schemes with a budget of £2,004,770.

2.3 During the financial year all committees have received reports monitoring the progress of schemes within the programme.

2.4 All scheme expenditure has now been capitalised and added to our balance sheet or charged to revenue where appropriate.

## 3 CAPITAL PROGRAMME 2018/19 OUTTURN

3.1 The table below summarises the 2018/19 capital programme outturn for all committees. It shows the budget and expenditure for the year and highlights the slippage into 2019/20 that has been requested.

Committee	Original Estimate 2018/19 £	Budget Moved from 2017/18 £	Slippage from 2017/18 £	Additional Approvals 2018/19 £	Total Approved Budget 2018/19 £	Revised Estimate 2018/19 £	Budget Moved to 2019/20 £	Actual Expenditure 2018/19 £	Slippage requested into 2019/20 £
Community Services	712,200	0	93,320	50,000	855,520	812,930	0	723,041	57,870
Planning and Development	0	0	30,200	0	30,200	30,200	0	3,775	26,420
Policy and Finance	156,420	0	86,140	10,500	253,060	161,730	84,050	100,797	60,950
Health and Housing	347,000	175,000	341,430	23,990	887,420	899,910	175,000	448,630	451,280
Economic Development	0	100,000	0	0	100,000	100,000	0	0	81,750
<b>OVERALL TOTAL</b>	<b>1,215,620</b>	<b>275,000</b>	<b>551,090</b>	<b>84,490</b>	<b>2,126,200</b>	<b>2,004,770</b>	<b>259,050</b>	<b>1,276,243</b>	<b>678,270</b>

*Note - slippage is where unspent capital budget has been approved by committee to be moved into next year's capital programme.*

- 3.2 Actual expenditure on the Council's capital programme in 2018/19 was £1,276,243, which is 63.7% of the revised estimate budget.
- 3.3 Of the thirty one schemes in the revised capital programme:
- Nineteen were completed in 2018/19.
  - Eight were in progress at year-end and they will be completed in 2019/20.
  - Three were Housing grant schemes on which there were underspends in 2018/19 - these grant schemes continue into 2019/20.
  - One was deleted from the 2018/19 capital programme.
- 3.4 Budget slippage into 2019/20 has been requested on eleven schemes not completed in 2018/19, totalling £678,270.
- 3.5 The main reasons for the £728,527 net underspend are as follows:

***Variances that relate to slippage into 2019/20***

- **Play Area Improvements 2018/19 (-£18,390):** A significant element of equipment replacement and refurbishment work, being undertaken by an external contractor across eight play areas, was in progress but not completed at the end of March 2019. It is estimated that this work will be completed by the end of June 2019.
- **Replacement Truck (Ford) c/w Tail Lift – PE60 KJJ (-£37,500):** The vehicle was ordered in October 2018. This is a specialist vehicle, built to a bespoke specification, so the build and delivery time is several months. Delivery is currently estimated to be in late May or early June 2019.
- **Off-Street Car Parks – Update of Payment Systems (-£1,500):** The majority of the work on this scheme was completed in-year. However, the final element of work, lock changes to the vault area of the machines, was not completed by the contractor in-year.
- **Introduction of Planning Portal Link to the Planning Application System and Planning System Update (-£26,425):** There has been 2018/19 spend on IT consultant input to complete the Planning Portal Update, prior to installing the Planning Portal Link, and to begin the M3 to Engage migration. Protracted communication with the service provider has led to delay in implementation of an update in the current system which has resulted in a lack of progress.
- **Queensway Garages – replace roof covering and repairs (-£1,831):** The main work on the scheme is complete. The only work still to be completed at 31 March 2019 was final snagging work on some roof joints.
- **Financial System Upgrade (-£14,090):** A significant amount of work has been completed on the scheme, namely purchase of the software required and initial upgrade and migration work in the test environment. There have been some delays which mean that final testing and the final live upgrade to the web-based version will now be completed in 2019/20.
- **New Council Telephone System (-£45,000):** The scheme is at the quote stage. Initial quotes have been received from three suppliers and a fourth quote is being sought in line with contract procedure rules. A site visit has been scheduled for 19 June 2019 to visit the fourth supplier for a full demonstration of their proposed solution. Following this visit a report outlining options for replacement telephony and associated costings will be submitted to CMT for consideration.
- **Disabled Facilities Grants (-£360,122):** The Council has underspent against the Disabled Facilities Grants (DFGs) budget in terms of the value of payments made when work is complete on DFGs. However, at year-end there were twenty four approved schemes in progress with commitments of £140,464, thirteen schemes were awaiting approval and there were twenty referrals awaiting an application to be taken. It is estimated that these fifty seven schemes are likely to use up the

outstanding 2018/19 budget underspend and an element of the 2019/20 DFGs allocation.

- **Landlord/Tenant Grants (-£84,240):** One large scheme, for several units, was due to take up the majority of the budget funds. However, this scheme has not yet received planning approval, so cannot progress further at this stage. The Landlord/Tenant Grants scheme is on-going and Housing officers are increasing promotion of the scheme to encourage enquiries from potential applicants.
- **Affordable Warmth - Capital Grants (-£6,918):** Grant applications received and approved in-year were less than the funding available. The Affordable Warmth - Capital Grants scheme is on-going. At year-end there were three approved schemes in progress with approved commitments of £1,930. It is anticipated that these commitments and further applications will use up the outstanding grant funding available in 2019/20.
- **Economic Development Initiatives (-£100,000):** There was no expenditure on this scheme in 2018/19, because no appropriate development opportunities have arisen in-year which have required funding from this scheme. *The amount of slippage requested into 2019/20 for this scheme is £81,750, which is £18,250 less than the scheme underspend in 2018/19. This is because £18,249 of the financial resources previously set aside to finance this capital scheme have been used to finance the costs of the abortive Clitheroe Market Development scheme that were charged to the Economic Development revenue budget in 2018/19.*

#### **Deleted scheme variance**

- **All Weather Pitch Lighting (-£31,000):** Following the approval of the Edisford Sports Complex scheme in the 2019/20 capital programme, this scheme is now no longer needed and has been deleted from the capital programme.

3.6 Annex 1 shows the full capital programme by scheme, including the budget and expenditure for the year and highlights schemes where slippage into 2019/20 was requested.

#### **4 EDISFORD SPORTS COMPLEX EXPENDITURE IN 2018/19**

4.1 In February 2019, Special Policy and Finance Committee approved the 2019/20 capital programme and this included the Edisford Sports Complex scheme. The scheme has a tight implementation timeline, with completion scheduled for September 2019. This meant that preparations for the scheme started in 2018/19 and £2,292 was spent prior to 31 March 2019, as shown in Annex 1. The 2019/20 capital programme budget for this scheme will therefore be reduced by £2,290 to reflect this initial 2018/19 expenditure.

#### **5 CONCLUSION**

5.1 Actual expenditure on the Council's capital programme in 2018/19 was £1,276,243, which is 63.7% of the revised estimate budget.

5.2 Of the thirty one schemes in the revised capital programme:

- Nineteen were completed in 2018/19.
- Eight were in progress at year-end and they will be completed in 2019/20.
- Three were Housing grant schemes on which there were underspends in 2018/19 - these grant schemes continue into 2019/20.
- One was deleted from the 2018/19 capital programme.



5.3 Budget slippage into 2019/20 has been requested on eleven schemes not completed in 2018/19, totalling £678,270.

SENIOR ACCOUNTANT

DIRECTOR OF RESOURCES

PF29-19/AC/AC  
10 June 2019

For further information please ask for Andrew Cook  
BACKGROUND PAPERS – None

## Overall Capital Programme Outturn 2018/19

Cost Centre	Scheme	Original Estimate 2018/19 £	Budget Moved from 2017/18 £	Slippage from 2017/18 £	Additional Approvals 2018/19 £	Total Approved Budget 2018/19 £	Revised Estimate 2018/19 £	Budget Moved to 2019/20 £	Actual Expenditure 2018/19 £	Slippage requested into 2019/20 £
	<b><u>Community Services Committee</u></b>									
PLAYS	Play Area Improvements 2018/19	40,000	0	0	0	40,000	40,000	0	21,610	18,870
REPWB	Replacement of Refuse Wheelie Bins	10,000	0	0	0	10,000	10,000	0	10,018	0
TSFLR	Renewal of Sections of Floor to Residual Waste Transfer Station (Phase 2)	23,500	0	0	0	23,500	15,650	0	15,645	0
RVKXD	Replacement of Paper Collection Vehicle - VX55 KXD	49,000	0	0	0	49,000	42,250	0	42,247	0
RVYEK	Replacement of Refuse Collection Vehicle - PO60 YEK	222,500	0	0	0	222,500	219,690	0	219,689	0
VERTI	Purchase of Verti Drain Equipment	46,000	0	0	0	46,000	43,950	0	43,944	0
CPMHY	Replacement of Car Parking Van – Fiat Doblo PN09 MHY with an equivalent spec	13,000	0	0	0	13,000	9,740	0	9,740	0
RVPWL	Replacement of Garwood (12 tonne GVW) single bodied RCV with single multi-use vehicle – PN05 PWL	120,000	0	0	0	120,000	109,280	0	109,276	0
GVMVG	Replacement Mower (Haytor) - PN07 MVG	41,000	0	0	0	41,000	41,000	0	39,995	0
GVKXP	Replacement Mower (Kubota) - PN09 KXP	18,500	0	0	0	18,500	17,340	0	17,334	0
GVTSZ	Replacement Mini Tractor and Trailer (John Deere) - PN06 TSZ	12,000	0	0	0	12,000	12,000	0	11,802	0
GVKJJ	Replacement Truck (Ford) c/w Tail Lift - PE60 KJJ	37,500	0	0	0	37,500	37,500	0	0	37,500
EAWPL	All Weather Pitch Lighting	31,000	0	0	0	31,000	31,000	0	0	0

## Overall Capital Programme Outturn 2018/19

Cost Centre	Scheme	Original Estimate 2018/19 £	Budget Moved from 2017/18 £	Slippage from 2017/18 £	Additional Approvals 2018/19 £	Total Approved Budget 2018/19 £	Revised Estimate 2018/19 £	Budget Moved to 2019/20 £	Actual Expenditure 2018/19 £	Slippage requested into 2019/20 £
WVAZL	Replacement of IVECO Daily Crew Cab - PO60 AZL	48,200	0	0	0	48,200	46,000	0	44,500	0
PLAYR	Play Area Improvements 2017/18	0	0	12,940	0	12,940	12,300	0	12,298	0
CPPAY	Off-Street Car Parks – Update of Payment Systems	0	0	16,340	0	16,340	16,340	0	14,840	1,500
CMWIN	Castle Museum – Refurbishment of Windows	0	0	36,000	0	36,000	36,000	0	36,620	0
GVLSY + GVTZG	Replacement Pick-up Vehicles (Ford Ranger S/C 4WD x 2) - PK07 LSY and PK07 TZG	0	0	21,590	0	21,590	21,440	0	21,429	0
RPIMP	Ribblesdale Pool Improvement Work	0	0	6,450	0	6,450	6,450	0	6,452	0
GVVWG	Replacement of Hook Lift vehicle – PN07 VWG	0	0	0	50,000	50,000	45,000	0	43,310	0
ESCPX	Edisford Sports Complex	0	0	0	0	0	0	0	2,292	0
	<b>Total Community Services Committee</b>	<b>712,200</b>	<b>0</b>	<b>93,320</b>	<b>50,000</b>	<b>855,520</b>	<b>812,930</b>	<b>0</b>	<b>723,041</b>	<b>57,870</b>
	<b><u>Planning and Development Committee</u></b>									
PLANN	Introduction of Planning Portal Link to the Planning Application System and Planning System Update	0	0	30,200	0	30,200	30,200	0	3,775	26,420
	<b>Total Planning and Development Committee</b>	<b>0</b>	<b>0</b>	<b>30,200</b>	<b>0</b>	<b>30,200</b>	<b>30,200</b>	<b>0</b>	<b>3,775</b>	<b>26,420</b>
	<b><u>Policy and Finance Committee</u></b>									
QGARR	Queensway Garages – replace roof covering and repairs	23,000	0	0	0	23,000	20,000	0	18,169	1,830
COLFT	Lift replacement at Council Offices	87,000	0	0	0	87,000	2,950	84,050	2,950	0

## Overall Capital Programme Outturn 2018/19

Cost Centre	Scheme	Original Estimate 2018/19 £	Budget Moved from 2017/18 £	Slippage from 2017/18 £	Additional Approvals 2018/19 £	Total Approved Budget 2018/19 £	Revised Estimate 2018/19 £	Budget Moved to 2019/20 £	Actual Expenditure 2018/19 £	Slippage requested into 2019/20 £
CFUPG	Financial system upgrade	46,420	0	0	0	46,420	46,420	0	32,330	14,120
RBSVR	Replacement server for Revenues and Benefits	0	0	13,500	10,500	24,000	20,820	0	20,814	0
PHONE	New Council telephone system	0	0	45,000	0	45,000	45,000	0	0	45,000
CSUPG	Civic suite upgrade	0	0	27,640	0	27,640	26,540	0	26,534	0
	<b>Total Policy and Finance Committee</b>	<b>156,420</b>	<b>0</b>	<b>86,140</b>	<b>10,500</b>	<b>253,060</b>	<b>161,730</b>	<b>84,050</b>	<b>100,797</b>	<b>60,950</b>
	<b><u>Health and Housing Committee</u></b>									
DISCP	Disabled Facilities Grants	297,000	0	271,530	23,990	592,520	771,340	0	411,218	360,120
LANGR	Landlord/Tenant Grants	50,000	0	49,020	0	99,020	99,020	0	14,780	84,240
CMIMP	Clitheroe Market Improvements	0	175,000	0	0	175,000	0	175,000	0	0
CWARM	Affordable Warmth – Capital Grants	0	0	20,880	0	20,880	29,550	0	22,632	6,920
	<b>Total Health and Housing Committee</b>	<b>347,000</b>	<b>175,000</b>	<b>341,430</b>	<b>23,990</b>	<b>887,420</b>	<b>899,910</b>	<b>175,000</b>	<b>448,630</b>	<b>451,280</b>
	<b><u>Economic Development Committee</u></b>									
ECDVI	Economic Development Initiatives	0	100,000	0	0	100,000	100,000	0	0	81,750
	<b>Total Economic Development Committee</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>81,750</b>
<b>OVERALL CAPITAL PROGRAMME 2018/19 - TOTAL</b>		<b>1,215,620</b>	<b>275,000</b>	<b>551,090</b>	<b>84,490</b>	<b>2,126,200</b>	<b>2,004,770</b>	<b>259,050</b>	<b>1,276,243</b>	<b>678,270</b>



# RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

INFORMATION
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Agenda Item No 15

meeting date: 18 JUNE 2019  
 title: REVENUES AND BENEFITS GENERAL REPORT  
 submitted by: DIRECTOR OF RESOURCES  
 principal author: MARK EDMONDSON

## 1 PURPOSE

1.1 To inform committee of debts outstanding for business rates, council tax and sundry debtors. Also to update committee on benefits performance, including benefits processing times and overpayment recovery.

1.2 Relevance to the Council's ambitions and priorities:

- Council Ambitions/Community Objectives/Corporate Priorities

Without the revenue collected from rates, council tax and sundry debtors we would be unable to meet the Council's ambitions, objectives and priorities.

## 2 NATIONAL NON-DOMESTIC RATES (NNDR)

2.1 The following is a collection statement to 9 June 2019:

	£000	£000	2019/20 %	2018/19 %
Balance Outstanding 1 April 2019		604		
NNDR amounts due	21,062			
Plus costs	0			
Transitional surcharge	44			
Write ons	0			
	<b>21,106</b>			
Less				
- Transitional relief	-241			
- Exemptions	-316			
- Charity, Rural, Community Amateur Sports Clubs Relief	-1,235			
- Small Business Rate Relief	-3,198			
- Revaluation 2017, Pub, SSB and Other reliefs	-476			
- Interest Due	0			
- Write Offs	-16			
	<b>-5,482</b>	15,624		
<b>Total amount to recover</b>		<b>16,228</b>		
Less cash received to 9 June 2019		-3,367	20.7	20.2
<b>Amount Outstanding</b>		<b>12,861</b>	<b>79.3</b>	<b>79.8</b>

NB The figures included in the table include not only those charges for 2019/20 but also those relating to previous years, but we are required to report to the Ministry of Housing, Communities & Local Government (MHCLG) our in year collection rate. This figure is published and is used to compare our performance with other local authorities. On this measure our current in year collection rate at 31 May 2019 is 20.60% compared with 20.01% at 31 May 2018.

### 3 COUNCIL TAX

3.1 The following is a collection statement for Council Tax to 9 June 2019:

	£000	£000	2018/19 %	2017/18 %
Balance Outstanding 1 April 2019		927		
Council Tax amounts due	49,137			
Plus costs	41			
Transitional relief	0			
Write ons	2			
	<b>49,180</b>			
Less - Exemptions	-678			
- Discounts	-4,292			
- Disabled banding reduction	-56			
- Council Tax Benefit	2			
- Local Council Tax Support	-1,841			
- Write offs	-10			
	<b>-6,875</b>	42,305		
<b>Total amount to recover</b>		<b>43,232</b>		
Less cash received to 9 June 2019		-8,988	20.8	20.8
<b>Amount Outstanding</b>		<b>34,244</b>	<b>79.2</b>	<b>79.2</b>

NB The figures included in the table include not only those charges for 2019/20 but also those relating to previous years, but we are required to report our in year collection rate to the MHCLG. This figure is published by them and is used to compare our performance against other local authorities. On this measure our current in year collection rate at 31 May 2019 is 20.65% compared to 20.71% at 31 May 2018.

### 4 SUNDRY DEBTORS

4.1 A summary of the sundry debtors account at 10 June 2019 is:

	£000	£000
Amount Outstanding 1 April 2019		429
Invoices Raised	886	
Plus costs	0	
		<b>886</b>
Less credit notes		-19
<b>Total amount to recover</b>		<b>1,296</b>
Less cash received to 10 June 2019		-499
<b>Amount outstanding</b>		<b>797</b>

<b>Aged Debtors</b>	<b>000s</b>	<b>%</b>
< 30 days	62	7.78
30 - 59 days	102	12.80
60 - 89 days	332	41.66
90 - 119 days	14	1.76
120 - 149 days	8	1.00
150+ days	279	35.01
	<b>797</b>	<b>100</b>

## 5 HOUSING BENEFIT AND COUNCIL TAX SUPPORT PERFORMANCE

- 5.1 The main indicator for Housing Benefit and Council Tax Support performance is known as Right Time. The benefit section also report on Local Performance Indicators that have been set within the department for benefit fraud and overpayments.
- 5.2 The Department for Work and Pensions does not require Local Authorities (LA's) to report on any other Performance Measures but encourages them to monitor their own performance locally.
- 5.3 We obviously consider it very important to monitor overpayment data.

### *Housing Benefit Right Time Indicator 2018/2019*

The right time indicator measures the time taken to process HB/CTS new claims and change events; this includes changes in circumstances, interventions, fraud referrals and prints generated by the benefit department.

<b>Target for year</b>	<b>Actual Performance 1 January 2019 – 31 March 2019</b>	<b>Average Performance</b>
6.9 days	2.32 days	20 days per IRRV

### *New claims performance*

<b>Target for year</b>	<b>Actual Performance 1 January 2019 – 31 March 2019</b>	<b>Top grade 4 for all LA's 2007/08</b>
20 days	12.72 days	Under 30 days

## 6 HOUSING BENEFIT OVERPAYMENTS

- 6.1 Overpayment means any amount paid as Housing Benefit when there was no entitlement under the regulations. Performance for the period 1 January 2019 - 31 March 2019:

<b>Performance Measure</b>	<b>%</b>
The amount of Housing Benefit (HB) overpayments recovered during the period being reported on as a percentage of HB overpayments deemed recoverable during that period.	134.00
The amount of Housing Benefit (HB) overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the financial year plus amount of HB overpayments identified during the period.	21.19

Performance Measure	%
The amount of Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the financial year, plus amount of HB overpayments identified during the period.	-0.19

7 CONCLUSION

7.1 Note the continuing progress that we make in collecting these debts, and the performance of our Housing Benefit Section remains satisfactory.

HEAD OF REVENUES AND BENEFITS

DIRECTOR OF RESOURCES

PF27-19/ME/AC  
3 June 2019

For further information please ask for Mark Edmondson.



# RIBBLE VALLEY BOROUGH COUNCIL

## REPORT TO POLICY & FINANCE COMMITTEE

INFORMATION

Agenda Item No 16

meeting date: 18 JUNE 2019  
title: TREASURY MANAGEMENT ACTIVITIES 2018/19  
submitted by: DIRECTOR OF RESOURCES  
principal author: VAL TAYLOR

### 1 PURPOSE

1.1 To inform you of our 2018/19 treasury management operations.

1.2 Relevance to the Council's ambitions and priorities:

Corporate Priorities - to continue to be a well-managed Council providing efficient services based on identified customer need. To meet the objective within this priority, of maintaining critical financial management controls, ensuring the authority provides council tax payers with value for money.

1.3 You have previously approved a treasury management policy in accordance with CIPFA's code of practice on treasury management for Local Authorities.

1.4 It is a requirement of this policy that committee receives an annual report on the council's treasury management activities that took place during the preceding financial year.

### 2 BACKGROUND

2.1 On a daily basis we assess our net cash flow position by deducting our estimated cash outflows from our estimated cash inflows.

2.2 On most days this results in a surplus cash position and funds are invested in accordance with the Council's Treasury Management policies and procedures which are approved by this committee on an annual basis.

2.3 These policies and procedures mitigate investment risk as much as possible by ensuring approved controls are in place throughout the investment process. In summary:

- i. First and foremost regard is given to the security of the principal sum invested before considering liquidity and return;
- ii. Surplus funds may only be invested with counterparties approved as part of the council's annual treasury management policies and procedures review;
- iii. The credit standing of organisation's on the list is monitored regularly and any significant changes will be reported to this Committee; and
- iv. Limits are in place that set out maximum amounts and investment terms per institution.

Our policy has been to only lend to major British Banks and Building Societies relying on the assumption that the Government would be unlikely to allow a major bank/building society to fail.

2.4 If the Council needs to fund its capital spending plans by borrowing, it usually borrows from the Public Works Loan Board. They make funds available for long loan periods at interest rates just below market rates and lend to Government and Public bodies. The Council rarely borrows to fund its revenue activities and is much more likely at any point in time to have surplus funds to invest.

### 3 INTEREST RATES 2018/ 2019

3.1 In November 2017 the Bank of England base rate increased to 0.50% after 15 months at a historic low of 0.25%. This rate was maintained until August 2018 when it was increased again to 0.75%. This base rate was in place for the remainder of the 2018/19 financial year.

3.2 This change to the base rate has seen an increase to the rate of return that we have been able to secure on our short term investments from an average of 0.23% in 2017/18 to an average of 0.52% in 2018/19.

3.3 There has been no effect on the interest payable on the Council's long-term loan debt to the Public Works Loan Board (PWLB), which is at fixed interest rates. No additional loans were required during the 2018/ 2019 financial year.

3.4 From 1 November 2012, the Government reduced by 20 basis points (0.20%) the interest rates on loans from the PWLB. The reduction was to be applicable for those councils that provide 'improved information and transparency' on 'borrowing and associated capital spending plans'.

3.5 The discount is being provided largely in return for the government's request for local authorities to voluntarily provide information on their three year plans for borrowing, capital spend, debt financing and also a commentary on the main capital priorities to be financed over the period. By receiving this information the government will be better able to build more robust forecasts of public expenditure.

3.6 The returns are requested on an annual basis and must be completed in order to qualify for the certainty discount rate. A return has been submitted for Ribble Valley Borough Council and we continue to be listed as an eligible council on the PWLB website.

### 4 BORROWING REQUIREMENTS

4.1 The movements on the Council's external debt for the period can be summarised as follows:

	PWLB £000	Other £000	Total £000
External Debt at 1 April 2018	147	7	154
Transactions: New Loans	0	0	0
Repayments	-10	0	-10
<b>External debt at 31 March 2019</b>	<b>137</b>	<b>7</b>	<b>144</b>

4.2 No temporary loans were taken out during 2018/19, as was the case in 2017/18.

4.3 The total interest paid on the Council's external debt was £7,033.41 compared to £7,827.59 in the previous year, all of which related to PWLB debt:

	Interest Paid	
	2018/19 £	2017/18 £
Public Works Loan Board	7,033.41	7,827.59
Temporary Loan	0.00	0.00
<b>Total Interest Paid</b>	<b>7,033.41</b>	<b>7,827.59</b>

## 5 INVESTMENTS

- 5.1 In accordance with the treasury management policy, surplus funds are temporarily invested via the money market at the best rate of interest available with the minimisation of risk to the capital sum.
- 5.2 The average interest we received on all external investments for the period 1 April 2018 to 31 March 2019 was 0.52%.
- 5.3 The movement in the Council's external investments are shown in annex 1 and can be summarised as follows:

	Banks/ Building Societies £000	Other Local Authorities £000	Total £000
Investments at 1 April 2018	3,115	6,800	9,915
Transactions – Investments	89,633	20,850	110,483
Repayments	-88,573	-19,650	-108,223
<b>Investments at 31 March 2019</b>	<b>4,175</b>	<b>8,000</b>	<b>12,175</b>

- 5.4 The following investments were held as at 31 March 2019:

Date Invested	Ref	Borrower	Notice	Rate %	000 £
01-Mar-19	228	Bank of Scotland plc	08-Apr-19	0.65%	525
18-Feb-19	152/2	Barclays Bank	30-Apr-19	0.66%	760
18-Feb-19	156/2	Dumfries Council	23-Apr-19	0.81%	2,500
29-Mar-19	246	HSBC Bank plc	02-Apr-19	0.60%	1,020
18-Jan-19	195	Leeds City Council	18-Apr-19	0.70%	1,500
15-Mar-19	164/3	Lloyds Bank plc	15-Apr-19	0.61%	330

<b>Date Invested</b>	<b>Ref</b>	<b>Borrower</b>	<b>Notice</b>	<b>Rate %</b>	<b>000 £</b>
19-Feb-19	218	London Borough of Sutton	30-Apr-19	0.77%	1,500
02-Jan-19	181	Nationwide BS	02-Apr-19	0.72%	1,540
01-Feb-19	208	Redcar & Cleveland Council	23-Apr-19	0.82%	2,500
<b>Total investments as at 31 March 2019</b>					<b>12,175</b>

5.5 The total interest received from investments and loans to outside bodies was £92,326 compared with £38,963 for the previous year, an increase which is to be expected given the change to the bank of England's base rate during the 2018/19 financial year.

## 6 PRUDENTIAL INDICATORS

6.1 Local authorities in England and Wales are required by the Local Government Act 2003 to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities.

6.2 Its objectives are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation.

6.3 In accordance with this Code the Council agreed to monitor four prudential indicators as follows. This committee approved these in March 2018.

- ❖ Upper limits on variable rate exposure. This indicator identifies a maximum limit for variable interest rates based upon the debt provision net of investments
- ❖ Upper limits on fixed rate exposure. Similar to the previous indicators, this covers a maximum limit on fixed interest rates.
- ❖ Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing.
- ❖ Total principal funds invested for a period longer than 364 days. These limits are set to reduce the need for early sale of investment and are based on the availability of investments after each year-end.

6.4 The limits set on interest rate exposures for 2018/19 were as follows:

	Upper Limit £'000	Actual £'000
Maximum Principal Sums Borrowed >364 days	7,506	144
Limits on Fixed Interest Rates (100%)	7,506	144
Limits on Variable Interest Rates (20%)	1,501	0

6.5 The upper and lower limits for the maturity structure of its borrowings for 2018/19 were as follows:

	Upper Limit %	Lower Limit %	Actual %
Under 12 months	20	0	7.22
12 Months and Within 24 Months	20	0	7.22
24 Months and Within 5 Years	30	0	21.26
5 Years and Within 10 Years	40	0	34.75
10 Years and Above	90	0	29.55

6.6 The total principal funds invested for a period longer than 364 days was set at nil. This indicator is in place to ensure that the council is aware of the cash-flow implications of investing for periods of longer than 364 days. In lending surplus funds, the council must ensure that it can't be put in a position where it would be forced to realise any of its investments before their maturity. If this were to be the case, the council could find itself with a financial loss.

6.7 An amendment to the definition for the Prudential Indicator on maximum long term (>364 days) to exclude shareholding in the Local Government Bonds Agency (Local Capital Finance Company Ltd) was approved by this committee in October 2014.

6.8 No investments (excluding our shareholding in the Local Government Bonds Agency) (Local Capital Finance Company Ltd) have been made in the period for longer than 364 days.

## 7 LOCAL GOVERNMENT BONDS AGENCY

7.1 The Local Government Bonds Agency is a freestanding independent body owned by the local government sector that will raise money efficiently on the capital markets at regular intervals to on-lend to participating local authorities.

7.2 Participating authorities are those local authorities that have invested in the setting up of the Agency or have invested risk capital to capitalise the Agency and fund it through its early years of operations. The agency has been incorporated with the name Local Capital Finance Ltd.

7.3 Ribble Valley Borough Council has invested in the agency, initially giving an intention to give support of £10,000, which was paid to the Agency in 2014/15.



7.4 The Agency will offer a viable alternative source of capital funding to councils, other than the Public Works Loans Board (PWLB). Historically we have used the PWLB for our long term borrowing, but rates for new borrowing have started to increase over recent years. The Local Government Bonds Agency will be able to offer loans at better or at least equivalent rates to the PWLB and tailor packages to meet the particular needs of participating authorities.

7.5 Through their investment, such as our own commitment of £10,000, the Agency will be owned by those local authorities that invest in its establishment and those that invest in its capitalisation during its first ten years of operations. Such authorities will become shareholders in the Agency and therefore we, as other authorities, will have our say in the way it is run.

7.6 The contribution that we have invested will be returned to us after 10 years of successful operations of the agency, together with interest which will be earned at commercial rates.

## 8 CONCLUSION

8.1 Through the careful investment of sums in line with the council's treasury management strategy the level of risk in our investments has been kept to a minimum.

8.2 Although interest rates remain at low levels, the increase of 0.25% to the bank of England base rate during the 2018/19 financial year has resulted in an increase to the amount of income received from investing surplus cash when compared to the 2017/18 financial year.

SENIOR ACCOUNTANT

DIRECTOR OF RESOURCES

PF30-19/VT/AC  
10 June 2019

For further information please ask for Val Taylor, extension 4436

## POLICY AND FINANCE COMMITTEE

## TEMPORARY INVESTMENT ACTIVITY – 2018/ 2019

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
<b>Investments Brought Forward at 1 April 2018</b>									
16-Mar-18	196	Coventry BS	Rolled Over	0.35%	16-Apr-18		-148.63	A	F1
16-Apr-18	196	Coventry BS	Rolled Over	0.29%	25-Apr-18		-35.75	A	F1
25-Apr-18	196	Coventry BS	500,000	0.45%	15-Jun-18	-500,000	-314.38	A	F1
					Debtor		76.71		
31-Jan-18	213	Thurrock Council	1,500,000	0.38%	03-Apr-18	-1,500,000	-968.22		
					Debtor		936.99		
15-Feb-18	224	Bank Of Scotland	Rolled Over	0.42%	23-Apr-18		-555.09	A+	F1
23-Apr-18	224	Bank Of Scotland	Rolled Over	0.41%	21-May-18		-226.45	A+	F1
21-May-18	224	Bank Of Scotland	Rolled Over	0.37%	19-Jun-18		-211.66	A+	F1
19-Jun-18	224	Bank Of Scotland	Rolled Over	0.37%	19-Jul-18		-218.96	A+	F1
19-Jul-18	224	Bank Of Scotland	Rolled Over	0.40%	06-Aug-18		-142.03	A+	F1
06-Aug-18	224	Bank Of Scotland	Rolled Over	0.61%	03-Sep-18		-336.92	A+	F1
03-Sep-18	224	Bank Of Scotland	Rolled Over	0.60%	13-Sep-18		-118.36	A+	F1

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
13-Sep-18	224	Bank Of Scotland	720,000	0.62%	18-Oct-18	-720,000	-428.05	A+	F1
					Debtor		372.82		
28-Feb-18	228	Wirral Council	1,800,000	0.50%	23-Apr-18	-1,800,000	-1,331.51		
					Debtor		789.04		
08-Mar-18	232	Bank Of Scotland	Rolled Over	0.37%	09-Apr-18		-118.40	A+	F1
09-Apr-18	232	Bank Of Scotland	Rolled Over	0.41%	15-May-18		-147.60	A+	F1
15-May-18	232	Bank Of Scotland	Rolled Over	0.38%	19-Jun-18		-133.00	A+	F1
19-Jun-18	232	Bank Of Scotland	Rolled Over	0.36%	13-Jul-18		-86.40	A+	F1
13-Jul-18	232	Bank Of Scotland	Rolled Over	0.39%	06-Aug-18		-93.60	A+	F1
06-Aug-18	232	Bank Of Scotland	Rolled Over	0.62%	14-Sep-18		-241.80	A+	F1
14-Sep-18	232	Bank Of Scotland	Rolled Over	0.62%	18/10/2018		-210.80	A+	F1
18-Oct-18	232	Bank Of Scotland	365,000	0.90%	21/01/2019	-365,000	-855.00	A+	F1
					Debtor		88.80		
15-Mar-18	235	Eastleigh BC	1,500,000	0.80%	23-Apr-18	-1,500,000	-1,282.19		
					Debtor		558.90		
15-Mar-18	236	HSBC	380,000	0.35%	09-Apr-18	-380,000	-91.10	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
					Debtor		61.95		
16-Mar-18	237	HSBC	300,000	0.35%	13-Apr-18	-300,000	-80.55	AA-	F1+
					Debtor		46.03		
19-Mar-18	238	HSBC	250,000	0.35%	16-Apr-18	-250,000	-67.12	AA-	F1+
					Debtor		31.16		
26-Mar-18	240	Suffolk CC	2,000,000	0.80%	30-May-18	-2,000,000	-2,849.32		
					Debtor		263.01		
29-Mar-18	245	HSBC	100,000	0.35%	13-Apr-18	-100,000	-14.38	AA-	F1+
					Debtor		2.88		
29-Mar-18	246	HSBC	100,000	0.36%	20-Apr-18	-100,000	-21.70	AA-	F1+
					Debtor		2.96		
29-Mar-18	247	Coventry BS	Rolled Over	0.31%	23-Apr-18		-84.93	A	F1
23-Apr-18	247	Coventry BS	400,000	0.39%	30-May-18	-400,000	-158.14	A	F1
					Debtor		10.19		
<b>Monies Invested at 1 April 2018</b>			<b>9,915,000</b>			<b>-9,915,000</b>	<b>-8,330.60</b>		
<b>Investments made April to March 2019</b>									
03-Apr-18	1	DMO	1,500,000	0.25%	09-Apr-18	-1,500,000	-61.64	AAA	
03-Apr-18	2	HSBC	200,000	0.35%	09-Apr-18	-200,000	-11.51	AA-	F1+
05-Apr-18	3	Coventry BS	Rolled Over	0.28%	11-Apr-18		-22.09	A	F1
06-Apr-18	4	HSBC	300,000	0.35%	11-Apr-18	-300,000	-14.38	AA-	F1+
09-Apr-18	5	HSBC	245,000	0.35%	11-Apr-18	-245,000	-4.70	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
09-Apr-18	6	DMO	2,000,000	0.25%	10-Apr-18	-2,000,000	-13.70	AAA	
10-Apr-18	8	HSBC	100,000	0.35%	11-Apr-18	-100,000	-0.96	AA-	F1+
10-Apr-18	7	Thurrock Council	2,000,000	0.40%	30-May-18	-2,000,000	-1,095.89		
11-Apr-18	3	Coventry BS	Rolled Over	0.30%	23-Apr-18		-47.34	A	F1
12-Apr-18	9	HSBC	80,000	0.35%	13-Apr-18	-80,000	-0.77	AA-	F1+
13-Apr-18	10	HSBC	280,000	0.35%	16-Apr-18	-280,000	-8.05	AA-	F1+
16-Apr-18	11	HSBC	100,000	0.35%	17-Apr-18	-100,000	-0.96	AA-	F1+
16-Apr-18	12	HSBC	450,000	0.35%	25-Apr-18	-450,000	-38.84	AA-	F1+
16-Apr-18	13	HSBC	100,000	0.37%	08-May-18	-100,000	-22.30	AA-	F1+
17-Apr-18	14	HSBC	150,000	0.35%	18-Apr-18	-150,000	-1.44	AA-	F1+
18-Apr-18	15	HSBC	150,000	0.35%	23-Apr-18	-150,000	-7.19	AA-	F1+
19-Apr-18	16	HSBC	135,000	0.35%	23-Apr-18	-135,000	-5.18	AA-	F1+
20-Apr-18	17	HSBC	250,000	0.35%	23-Apr-18	-250,000	-7.19	AA-	F1+
23-Apr-18	3	Coventry BS	480,000	0.34%	21-May-18	-480,000	-125.19	A	F1
24-Apr-18	18	HSBC	100,000	0.35%	25-Apr-18	-100,000	-0.96	AA-	F1+
26-Apr-18	19	HSBC	200,000	0.36%	14-May-18	-200,000	-35.51	AA-	F1+
27-Apr-18	20	HSBC	185,000	0.35%	30-Apr-18	-185,000	-5.32	AA-	F1+
30-Apr-18	20	HSBC	150,000	0.35%	08-May-18	-150,000	-11.51	AA-	F1+
30-Apr-18	21	Lloyds Bank Plc	Rolled Over	0.36%	14-May-18		-69.04	A+	F1
30-Apr-18	22	Lloyds Bank Plc	Rolled Over	0.45%	11-Jun-18		-258.90	A+	F1
30-Apr-18	23	Dumfries & Galloway Council	2,000,000	0.40%	04-Jul-18	-2,000,000	-1,424.66		
01-May-18	24	HSBC	180,000	0.35%	14-May-18	-180,000	-22.44	AA-	F1+
03-May-18	25	HSBC	100,000	0.35%	22-May-18	-100,000	-18.22	AA-	F1+



Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
03-May-18	26	HSBC	150,000	0.35%	08-May-18	-150,000	-7.19	AA-	F1+
08-May-18	27	HSBC	400,000	0.35%	14-May-18	-400,000	-23.01	AA-	F1+
08-May-18	28	HSBC	50,000	0.35%	18-May-18	-50,000	-4.79	AA-	F1+
10-May-18	29	HSBC	120,000	0.35%	14-May-18	-120,000	-4.60	AA-	F1+
11-May-18	30	HSBC	90,000	0.35%	14-May-18	-90,000	-2.59	AA-	F1+
14-May-18	21	Lloyds Bank Plc	Rolled Over	0.41%	04-Jul-18		-286.44	A+	F1
14-May-18	31	Lloyds Bank Plc	Rolled Over	0.41%	04-Jul-18		-257.79	A+	F1
15-May-18	32	HSBC	300,000	0.35%	21-May-18	-300,000	-17.26	AA-	F1+
16-May-18	33	HSBC	100,000	0.35%	21-May-18	-100,000	-4.79	AA-	F1+
18-May-18	34	HSBC	360,000	0.35%	21-May-18	-360,000	-10.36	AA-	F1+
21-May-18	35	HSBC	125,000	0.35%	04-Jun-18	-125,000	-16.78	AA-	F1+
22-May-18	36	HSBC	80,000	0.35%	04-Jun-18	-80,000	-9.97	AA-	F1+
24-May-18	37	HSBC	130,000	0.35%	31-May-18	-130,000	-8.73	AA-	F1+
29-May-18	38	HSBC	800,000	0.35%	30-May-18	-800,000	-7.67	AA-	F1+
30-May-18	39	DMO	1,000,000	0.25%	06-Jun-18	-1,000,000	-47.95	AAA	
30-May-18	40	HSBC	600,000	0.35%	19-Jul-18	-600,000	-287.67	AA-	F1+
31-May-18	41	DMO	2,950,000	0.26%	04-Jul-18	-2,950,000	-714.47	AAA	
31-May-18	42	HSBC	500,000	0.35%	11-Jun-18	-500,000	-52.74	AA-	F1+
01-Jun-18	43	HSBC	190,000	0.35%	11-Jun-18	-190,000	-18.22	AA-	F1+
04-Jun-18	44	HSBC	135,000	0.35%	18-Jun-18	-135,000	-18.12	AA-	F1+
04-Jun-18	45	HSBC	100,000	0.35%	22-Jun-18	-100,000	-17.26	AA-	F1+
06-Jun-18	46	DMO	1,000,000	0.25%	11-Jun-18	-1,000,000	-34.25	A+	F1
06-Jun-18	47	HSBC	100,000	0.35%	07-Jun-18	-100,000	-0.96	AA-	F1+
07-Jun-18	48	HSBC	150,000	0.35%	11-Jun-18	-150,000	-5.75	AA-	F1+
11-Jun-18	22	Lloyds Bank Plc	Rolled Over	0.37%	09-Jul-18		-141.92	A+	F1
11-Jun-18	49	DMO	1,000,000	0.25%	19-Jun-18	-1,000,000	-54.79	A+	F1
11-Jun-18	50	HSBC	300,000	0.35%	15-Jun-18	-300,000	-11.51	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
13-Jun-18	51	HSBC	80,000	0.35%	15-Jun-18	-80,000	-1.53	AA-	F1+
15-Jun-18	52	DMO	1,000,000	0.26%	04-Jul-18	-1,000,000	-135.34	A+	F1
15-Jun-18	53	HSBC	400,000	0.35%	25-Jun-18	-400,000	-38.36	AA-	F1+
20-Jun-18	54	HSBC	110,000	0.35%	09-Jul-18	-110,000	-20.04	AA-	F1+
22-Jun-18	55	HSBC	90,000	0.35%	09-Jul-18	-90,000	-14.67	AA-	F1+
25-Jun-18	56	HSBC	300,000	0.35%	28-Jun-18	-300,000	-8.63	AA-	F1+
27-Jun-18	57	HSBC	250,000	0.35%	02-Jul-18	-250,000	-11.99	AA-	F1+
28-Jun-18	58	Barclays Bank plc	1,000,000	0.30%	08-Aug-18	-1,000,000	-338.11	A	F1
28-Jun-18	59	HSBC	100,000	0.35%	20-Jul-18	-100,000	-21.10	AA-	F1+
28-Jun-18	60	HSBC	150,000	0.35%	23-Jul-18	-150,000	-35.96	AA-	F1+
29-Jun-18	61	HSBC	195,000	0.35%	02-Jul-18	-195,000	-5.61	AA-	F1+
02-Jul-18	62	DMO	1,000,000	0.25%	19-Jul-18	-1,000,000	-116.44	AAA	
02-Jul-18	63	Nationwide BS	Rolled Over	0.53%	01-Oct-18		-1,982.06	A	F1
02-Jul-18	64	Bank Of Scotland	500,000	0.38%	08-Aug-18	-500,000	-192.60	A	F1
02-Jul-18	65	Barclays Bank plc	500,000	0.31%	08-Aug-18	-500,000	-154.59	A	F1
02-Jul-18	66	HSBC	200,000	0.35%	04-Jul-18	-200,000	-3.84	AA-	F1+
03-Jul-18	67	HSBC	100,000	0.35%	04-Jul-18	-100,000	-0.96	AA-	F1+
04-Jul-18	21	Lloyds Bank Plc	500,000	0.38%	08-Aug-18	-500,000	-182.19	A+	F1
04-Jul-18	31	Lloyds Bank Plc	450,000	0.38%	08-Aug-18	-450,000	-163.97	A+	F1
04-Jul-18	68	DMO	2,500,000	0.25%	18-Jul-18	-2,500,000	-239.73	AAA	
04-Jul-18	69	HSBC	360,000	0.35%	09-Jul-18	-360,000	-17.26	AA-	F1+
05-Jul-18	70	HSBC	80,000	0.35%	09-Jul-18	-80,000	-3.07	AA-	F1+
06-Jul-18	71	HSBC	60,000	0.35%	09-Jul-18	-60,000	-1.73	AA-	F1+
09-Jul-18	22	Lloyds Bank Plc	500,000	0.40%	08-Aug-18	-500,000	-164.38	A+	F1
09-Jul-18	72	HSBC	180,000	0.35%	13-Jul-18	-180,000	-6.90	AA-	F1+
10-Jul-18	73	HSBC	80,000	0.35%	13-Jul-18	-80,000	-2.30	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
12-Jul-18	74	HSBC	120,000	0.35%	13-Jul-18	-120,000	-1.15	AA-	F1+
13-Jul-18	75	HSBC	180,000	0.35%	16-Jul-18	-180,000	-5.18	AA-	F1+
16-Jul-18	76	HSBC	600,000	0.35%	19-Jul-18	-600,000	-17.26	AA-	F1+
18-Jul-18	77	HSBC	90,000	0.35%	23-Jul-18	-90,000	-4.32	AA-	F1+
18-Jul-18	78	DMO	2,500,000	0.41%	13-Sep-18	-2,500,000	-1,600.68	AAA	
19-Jul-18	79	DMO	1,000,000	0.37%	20-Aug-18	-1,000,000	-324.38	AAA	
19-Jul-18	80	HSBC	170,000	0.35%	23-Jul-18	-170,000	-6.52	AA-	F1+
20-Jul-18	81	HSBC	250,000	0.35%	23-Jul-18	-250,000	-7.19	AA-	F1+
23-Jul-18	82	HSBC	200,000	0.38%	06-Aug-18	-200,000	-29.15	AA-	F1+
23-Jul-18	83	HSBC	300,000	0.38%	08-Aug-18	-300,000	-49.97	AA-	F1+
25-Jul-18	84	HSBC	500,000	0.35%	30-Jul-18	-500,000	-23.97	AA-	F1+
27-Jul-18	85	HSBC	100,000	0.40%	13-Aug-18	-100,000	-18.63	AA-	F1+
30-Jul-18	86	Yorkshire BS	1,100,000	0.57%	30-Oct-18	-1,100,000	-1,580.38	A-	F1
31-Jul-18	87	DMO	1,450,000	0.48%	22-Oct-18	-1,450,000	-1,582.68	AAA	
31-Jul-18	88	Leeds	Rolled Over	0.68%	31-Jan-19	0	-5,998.90	A-	F1
01-Aug-18	89	HSBC	250,000	0.35%	06-Aug-18	-250,000	-11.99	AA-	F1+
03-Aug-18	90	HSBC	120,000	0.60%	06-Aug-18	-120,000	-5.92	AA-	F1+
06-Aug-18	91	HSBC	70,000	0.60%	08-Aug-18	-70,000	-2.30	AA-	F1+
08-Aug-18	92	HSBC	80,000	0.60%	20-Aug-18	-80,000	-15.78	AA-	F1+
08-Aug-18	93	HSBC	100,000	0.60%	22-Aug-18	-100,000	-23.01	AA-	F1+
13-Aug-18	94	HSBC	100,000	0.60%	10-Sep-18	-100,000	-46.03	AA-	F1+
15-Aug-18	95	HSBC	390,000	0.60%	16-Aug-18	-390,000	-6.41	AA-	F1+
16-Aug-18	96	HSBC	25,000	0.60%	17-Aug-18	-25,000	-0.41	AA-	F1+
16-Aug-18	97	Lloyds Bank Plc	Rolled Over	0.70%	29-Oct-18		-1,092.77	A+	F1
17-Aug-18	98	HSBC	225,000	0.60%	03-Sep-18	-225,000	-62.88	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
20-Aug-18	99	HSBC	135,000	0.60%	03-Sep-18	-135,000	-31.07	AA-	F1+
22-Aug-18	100	HSBC	80,000	0.60%	03-Sep-18	-80,000	-15.78	AA-	F1+
24-Aug-18	101	HSBC	80,000	0.60%	03-Sep-18	-80,000	-13.15	AA-	F1+
28-Aug-18	102	HSBC	200,000	0.60%	03-Sep-18	-200,000	-19.73	AA-	F1+
28-Aug-18	103	HSBC	350,000	0.60%	14-Sep-18	-350,000	-97.81	AA-	F1+
30-Aug-18	104	HSBC	115,000	0.60%	31-Aug-18	-115,000	-1.89	AA-	F1+
31-Aug-18	105	Bank Of Scotland	650,000	0.60%	13-Sep-18	-650,000	-138.90	A+	F1
31-Aug-18	106	Lloyds Bank Plc	Rolled Over	0.60%	19-Sep-18		-306.08	A+	F1
31-Aug-18	107	Barclays Bank plc	1,750,000	0.53%	18-Oct-18	-1,750,000	-1,219.73	A	F1
31-Aug-18	108	HSBC	110,000	0.60%	21-Sep-18	-110,000	-37.97	AA-	F1+
03-Sep-18	109	HSBC	340,000	0.60%	13-Sep-18	-340,000	-55.89	AA-	F1+
05-Sep-18	110	HSBC	95,000	0.60%	10-Sep-18	-95,000	-7.81	AA-	F1+
07-Sep-18	111	HSBC	90,000	0.60%	13-Sep-18	-90,000	-8.88	AA-	F1+
10-Sep-18	112	HSBC	170,000	0.60%	13-Sep-18	-170,000	-8.38	AA-	F1+
11-Sep-18	113	HSBC	110,000	0.60%	13-Sep-18	-110,000	-3.62	AA-	F1+
13-Sep-18	114	HSBC	200,000	0.60%	24-Sep-18	-200,000	-36.16	AA-	F1+
14-Sep-18	115	HSBC	320,000	0.60%	17-Sep-18	-320,000	-15.78	AA-	F1+
17-Sep-18	116	HSBC	820,000	0.60%	19-Sep-18	-820,000	-26.96	AA-	F1+
19-Sep-18	106	Lloyds Bank Plc	Rolled Over	0.61%	18-Oct-18		-474.96	A+	F1
19-Sep-18	117	HSBC	250,000	0.60%	08-Oct-18	-250,000	-78.08	AA-	F1+
21-Sep-18	118	HSBC	95,000	0.60%	28-Sep-18	-95,000	-10.93	AA-	F1+
24-Sep-18	119	HSBC	175,000	0.60%	28-Sep-18	-175,000	-11.51	AA-	F1+
26-Sep-18	120	HSBC	75,000	0.60%	28-Sep-18	-75,000	-2.47	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
28-Sep-18	121	Dumfries & Galloway Council	1,350,000	0.65%	22-Nov-18	-1,350,000	-1,322.26		
01-Oct-18	63	Nationwide BS	1,500,000	0.63%	19-Dec-18	-1,500,000	-2,045.34	A+	F1
01-Oct-18	123	HSBC	310,000	0.60%	18-Oct-18	-310,000	-86.63	AA-	F1+
01-Oct-18	122	Cornwall Council	2,500,000	0.60%	22-Nov-18	-2,500,000	-2,136.99		
03-Oct-18	125	HSBC	120,000	0.60%	18-Oct-18	-120,000	-29.59	AA-	F1+
05-Oct-18	126	HSBC	120,000	0.60%	18-Oct-18	-120,000	-25.64	AA-	F1+
08-Oct-18	127	HSBC	150,000	0.60%	18-Oct-18	-150,000	-24.66	AA-	F1+
10-Oct-18	128	HSBC	90,000	0.60%	18-Oct-18	-90,000	-11.84	AA-	F1+
11-Oct-18	129	HSBC	105,000	0.60%	18-Oct-18	-105,000	-12.08	AA-	F1+
12-Oct-18	130	HSBC	100,000	0.60%	18-Oct-18	-100,000	-9.86	AA-	F1+
15-Oct-18	131	HSBC	325,000	0.60%	18-Oct-18	-325,000	-16.03	AA-	F1+
16-Oct-18	132	HSBC	100,000	0.60%	18-Oct-18	-100,000	-3.29	AA-	F1+
18-Oct-18	106	Lloyds Bank Plc	980,000	0.61%	19-Nov-18	-980,000	-524.10	A+	F1
18-Oct-18	133	HSBC	25,000	0.60%	19-Oct-18	-25,000	-0.41	AA-	F1+
18-Oct-18	134	HSBC	240,000	0.60%	22-Oct-18	-240,000	-15.78	AA-	F1+
19-Oct-18	135	HSBC	270,000	0.60%	25-Oct-18	-270,000	-26.63	AA-	F1+
22-Oct-18	136	HSBC	632,000	0.60%	25-Oct-18	-632,000	-31.17	AA-	F1+
24-Oct-18	137	HSBC	100,000	0.60%	25-Oct-18	-100,000	-1.64	AA-	F1+
25-Oct-18	138	Bank Of Scotland	1,250,000	0.91%	05-Feb-19	-1,250,000	-3,209.93	A+	F1
25-Oct-18	139	HSBC	180,000	0.60%	29-Oct-18	-180,000	-11.84	AA-	F1+
29-Oct-18	97/2	Lloyds Bank Plc	Rolled Over	0.67%	24-Dec-18		-791.52	A+	F1
29-Oct-18	140	HSBC Bank plc	150,000	0.60%	05-Nov-18	-150,000	-17.26	AA-	F1+
29-Oct-18	141	HSBC Bank plc	150,000	0.60%	12-Nov-18	-150,000	-34.52	AA-	F1+
29-Oct-18	142	Barclays Bank	300,000	0.63%	15-Jan-19	-300,000	-403.89	A	F1
30-Oct-18	143	Yorkshire	1,200,000	0.76%	21-Jan-19	-1,200,000	-2,073.86	A-	F1
31-Oct-18	144	HSBC Bank plc	780,000	0.60%	26-Nov-18	-780,000	-333.37	AA-	F1+
31-Oct-18	124	Plymouth City	2,500,000	0.80%	05-Feb-19	-2,500,000	-5,315.07		

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
		Council							
01-Nov-18	145	HSBC Bank plc	230,000	0.60%	15-Nov-18	-230,000	-52.93	AA-	F1+
05-Nov-18	146	HSBC Bank plc	180,000	0.60%	15-Nov-18	-180,000	-29.59	AA-	F1+
07-Nov-18	147	HSBC Bank plc	80,000	0.60%	08-Nov-18	-80,000	-1.32	AA-	F1+
08-Nov-18	148	HSBC Bank plc	120,000	0.60%	09-Nov-18	-120,000	-1.97	AA-	F1+
09-Nov-18	149	HSBC Bank plc	190,000	0.60%	12-Nov-18	-190,000	-9.37	AA-	F1+
12-Nov-18	150	Coventry	Rolled Over	0.51%	30-Nov-18		-70.42	A	F1
14-Nov-18	151	HSBC Bank plc	100,000	0.60%	19-Nov-18	-100,000	-8.22	AA-	F1+
15-Nov-18	152	Barclays Bank	Rolled Over	0.75%	18-Feb-19		-1,483.56	A	F1
16-Nov-18	153	HSBC Bank plc	240,000	0.60%	19-Nov-18	-240,000	-11.84	AA-	F1+
19-Nov-18	154	HSBC Bank plc	290,000	0.60%	20-Nov-18	-290,000	-4.77	AA-	F1+
20-Nov-18	155	HSBC Bank plc	330,000	0.60%	21-Nov-18	-330,000	-5.42	AA-	F1+
21-Nov-18	157	HSBC Bank plc	360,000	0.60%	22-Nov-18	-360,000	-5.92	AA-	F1+
22-Nov-18	158	HSBC Bank plc	450,000	0.60%	30-Nov-18	-450,000	-59.18	AA-	F1+
26-Nov-18	159	HSBC Bank plc	300,000	0.60%	30-Nov-18	-300,000	-19.73	AA-	F1+
28-Nov-18	160	HSBC Bank plc	1,000,000	0.60%	30-Nov-18	-1,000,000	-32.88	AA-	F1+
30-Nov-18	150	Coventry	Rolled Over	0.48%	14-Dec-18		-51.55	A	F1
30-Nov-18	162	HSBC Bank plc	150,000	0.60%	10-Dec-18	-150,000	-24.66	AA-	F1+
30-Nov-18	163	HSBC Bank plc	75,000	0.60%	14-Dec-18	-75,000	-17.26	AA-	F1+
30-Nov-18	156	Dumfries Council	Rolled Over	0.72%	18-Feb-19		-3,945.21		
30-Nov-18	161	Central Bedfordshire	2,500,000	0.70%	19-Feb-19	-2,500,000	-3,883.56		
03-Dec-18	164	Lloyds Bank plc	Rolled Over	0.60%	31-Dec-18		-151.89	A+	F1
05-Dec-18	165	HSBC Bank plc	66,000	0.60%	06-Dec-18	-66,000	-1.08	AA-	F1+
06-Dec-18	166	HSBC Bank plc	185,000	0.60%	19-Dec-18	-185,000	-39.53	AA-	F1+
07-Dec-18	167	HSBC Bank plc	140,000	0.60%	19-Dec-18	-140,000	-27.62	AA-	F1+
10-Dec-18	168	HSBC Bank plc	240,000	0.60%	11-Dec-18	-240,000	-3.95	AA-	F1+



Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
11-Dec-18	169	HSBC Bank plc	260,000	0.60%	31-Dec-18	-260,000	-85.48	AA-	F1+
13-Dec-18	170	HSBC Bank plc	190,000	0.60%	19-Dec-18	-190,000	-18.74	AA-	F1+
14-Dec-18	150	Coventry	Rolled Over	0.49%	24-Dec-18		-37.59	A	F1
14-Dec-18	171	HSBC Bank plc	110,000	0.60%	21-Dec-18	-110,000	-12.66	AA-	F1+
17-Dec-18	172	HSBC Bank plc	500,000	0.60%	19-Dec-18	-500,000	-16.44	AA-	F1+
18-Dec-18	173	HSBC Bank plc	130,000	0.60%	19-Dec-18	-130,000	-2.14	AA-	F1+
19-Dec-18	174	HSBC Bank plc	650,000	0.60%	24-Dec-18	-650,000	-53.42	AA-	F1+
19-Dec-18	175	HSBC Bank plc	330,000	0.60%	31-Dec-18	-330,000	-65.10	AA-	F1+
19-Dec-18	176	HSBC Bank plc	160,000	0.60%	02-Jan-19	-160,000	-36.82	AA-	F1+
20-Dec-18	178	HSBC Bank plc	115,000	0.60%	02-Jan-19	-115,000	-24.58	AA-	F1+
24-Dec-18	97/3	Lloyds Bank Plc	770,000	0.81%	15-Mar-19	-770,000	-1,452.45	A+	F1
24-Dec-18	150	Coventry	280,000	0.69%	15-Mar-19	-280,000	-428.75	A	F1
28-Dec-18	177	HSBC Bank plc	450,000	0.60%	02-Jan-19	-450,000	-36.99	AA-	F1+
31-Dec-18	164	Lloyds Bank plc	Rolled Over	0.85%	15-Mar-19		-568.68	A+	F1
02-Jan-19	179	HSBC Bank plc	150,000	0.60%	07-Jan-19	-150,000	-12.33	AA-	F1+
02-Jan-19	180	HSBC Bank plc	150,000	0.60%	14-Jan-19	-150,000	-29.60	AA-	F1+
02-Jan-19	181	Nationwide BS	1,540,000	0.72%	Still invested	0	-2,703.65	A+	F1
04-Jan-19	182	HSBC Bank plc	65,000	0.60%	07-Jan-19	-65,000	-3.21	AA-	F1+
07-Jan-19	183	HSBC Bank plc	280,000	0.60%	15-Jan-19	-280,000	-36.82	AA-	F1+
08-Jan-19	184	HSBC Bank plc	80,000	0.60%	15-Jan-19	-80,000	-9.21	AA-	F1+
09-Jan-19	185	HSBC Bank plc	65,000	0.60%	15-Jan-19	-65,000	-6.41	AA-	F1+
10-Jan-19	186	HSBC Bank plc	270,000	0.60%	15-Jan-19	-270,000	-22.19	AA-	F1+
11-Jan-19	187	HSBC Bank plc	75,000	0.60%	15-Jan-19	-75,000	-4.93	AA-	F1+
14-Jan-19	188	HSBC Bank plc	240,000	0.60%	15-Jan-19	-240,000	-3.95	AA-	F1+
15-Jan-19	189	HSBC Bank plc	95,000	0.60%	16-Jan-19	-95,000	-1.56	AA-	F1+
15-Jan-19	190	HSBC Bank plc	130,000	0.60%	22-Jan-19	-130,000	-14.96	AA-	F1+
15-Jan-19	191	HSBC Bank plc	1,500,000	0.60%	16-Jan-19	-1,500,000	-24.66	AA-	F1+
16-Jan-19	192	HSBC Bank plc	95,000	0.60%	17-Jan-19	-95,000	-1.56	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
16-Jan-19	193	HSBC Bank plc	80,000	0.60%	31-Jan-19	-80,000	-19.73	AA-	F1+
16-Jan-19	194	DMO	1,500,000	0.50%	17-Jan-19	-1,500,000	-20.55		
17-Jan-19	196	DMO	1,500,000	0.50%	18-Jan-19	-1,500,000	-20.55		
17-Jan-19	197	HSBC Bank plc	85,000	0.60%	31-Jan-19	-85,000	-19.56	AA-	F1+
18-Jan-19	195	Leeds City Council	1,500,000	0.70%	Still invested	0	-2,100.00		
21-Jan-19	198	HSBC Bank plc	330,000	0.60%	31-Jan-19	-330,000	-54.25	AA-	F1+
23-Jan-19	199	HSBC Bank plc	115,000	0.60%	31-Jan-19	-115,000	-15.12	AA-	F1+
25-Jan-19	200	HSBC Bank plc	490,000	0.60%	28-Jan-19	-490,000	-24.16	AA-	F1+
28-Jan-19	201	coventry	990,000	0.62%	19-Mar-19	-990,000	-840.82	A	F1
28-Jan-19	202	coventry	310,000	0.61%	18-Mar-19	-310,000	-253.86	A	F1
29-Jan-19	203	HSBC Bank plc	50,000	0.60%	30-Jan-19	-50,000	-0.82	AA-	F1+
30-Jan-19	204	HSBC Bank plc	200,000	0.60%	04-Feb-19	-200,000	-16.44	AA-	F1+
31-Jan-19	88/2	Leeds Buiding soc	1,750,000	0.68%	15-Mar-19	-1,750,000	-1,401.92	A-	F1
31-Jan-19	205	DMO	2,500,000	0.50%	01-Feb-19	-2,500,000	-34.25		
31-Jan-19	206	DMO	1,170,000	0.51%	18-Feb-19	-1,170,000	-294.26		
31-Jan-19	207	HSBC Bank plc	150,000	0.60%	11-Feb-19	-150,000	-27.12	AA-	F1+
01-Feb-19	209	HSBC Bank plc	110,000	0.60%	22-Feb-19	-110,000	-37.97	AA-	F1+
01-Feb-19	210	HSBC Bank plc	90,000	0.60%	25-Feb-19	-90,000	-35.51	AA-	F1+
01-Feb-19	208	Redcar & Cleveland Council	2,500,000	0.82%	Still invested		-3,313.70		
04-Feb-19	211	HSBC Bank plc	70,000	0.60%	25-Feb-19	-70,000	-24.16	AA-	F1+
05-Feb-19	212	HSBC Bank plc	85,000	0.60%	04-Mar-19	-85,000	-37.73	AA-	F1+
07-Feb-19	213	HSBC Bank plc	75,000	0.60%	04-Mar-19	-75,000	-30.82	AA-	F1+
11-Feb-19	214	HSBC Bank plc	110,000	0.61%	22-Mar-19	-110,000	-71.70	AA-	F1+
13-Feb-19	215	HSBC Bank plc	75,000	0.60%	11-Mar-19	-75,000	-32.05	AA-	F1+
15-Feb-19	216	HSBC Bank plc	365,000	0.60%	15-Mar-19	-365,000	-168.00	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
18-Feb-19	152/2	Barclays Bank	760,000	0.66%	Still invested		-577.18		
18-Feb-19	217	HSBC Bank plc	545,000	0.60%	19-Feb-19	-545,000	-8.96	AA-	F1+
18-Feb-19	156/2	Dumfries Council	2,500,000	0.81%	Still invested		-2,330.14		
19-Feb-19	219	Lloyds Bank plc	340,000	0.61%	18-Mar-19	-340,000	-153.42	A+	F1
19-Feb-19	220	HSBC Bank plc	63,000	0.60%	15-Mar-19	-63,000	-24.85	AA-	F1+
19-Feb-19	221	HSBC Bank plc	227,000	0.61%	25-Mar-19	-227,000	-128.99	AA-	F1+
19-Feb-19	218	London Borough of Sutton	1,500,000	0.77%	Still invested		-1,297.40		
21-Feb-19	222	HSBC Bank plc	100,000	0.60%	25-Feb-19	-100,000	-6.58	AA-	F1+
25-Feb-19	223	HSBC Bank plc	75,000	0.60%	11-Mar-19	-75,000	-17.26	AA-	F1+
25-Feb-19	224	HSBC Bank plc	150,000	0.60%	18-Mar-19	-150,000	-51.78	AA-	F1+
26-Feb-19	225	HSBC Bank plc	80,000	0.60%	27-Feb-19	-80,000	-1.32	AA-	F1+
27-Feb-19	226	HSBC Bank plc	150,000	0.60%	28-Feb-19	-150,000	-2.47	AA-	F1+
28-Feb-19	227	HSBC Bank plc	525,000	0.60%	01-Mar-19	-525,000	-8.63	AA-	F1+
01-Mar-19	228	Bank of Scotland plc	525,000	0.65%	Still invested		-289.83	A+	F1
01-Mar-19	229	HSBC Bank plc	170,000	0.60%	04-Mar-19	-170,000	-8.38	AA-	F1+
04-Mar-19	230	HSBC Bank plc	230,000	0.60%	05-Mar-19	-230,000	-3.78	AA-	F1+
05-Mar-19	231	HSBC Bank plc	250,000	0.60%	06-Mar-19	-250,000	-4.11	AA-	F1+
06-Mar-19	232	HSBC Bank plc	315,000	0.60%	08-Mar-19	-315,000	-10.36	AA-	F1+
08-Mar-19	233	HSBC Bank plc	350,000	0.60%	11-Mar-19	-350,000	-17.26	AA-	F1+
11-Mar-19	234	HSBC Bank plc	310,000	0.60%	12-Mar-19	-310,000	-5.10	AA-	F1+
12-Mar-19	235	HSBC Bank plc	320,000	0.60%	13-Mar-19	-320,000	-5.26	AA-	F1+
13-Mar-19	236	HSBC Bank plc	340,000	0.60%	14-Mar-19	-340,000	-5.59	AA-	F1+
14-Mar-19	237	HSBC Bank plc	370,000	0.60%	15-Mar-19	-370,000	-6.08	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
15-Mar-19	164/3	Lloyds Bank plc	330,000	0.61%	Still invested		-93.76	A+	F1
15-Mar-19	238	HSBC Bank plc	210,000	0.60%	18-Mar-19	-210,000	-10.36	AA-	F1+
18-Mar-19	239	HSBC Bank plc	440,000	0.60%	19-Mar-19	-440,000	-7.23	AA-	F1+
19-Mar-19	240	HSBC Bank plc	495,000	0.60%	25-Mar-19	-495,000	-48.82	AA-	F1+
21-Mar-19	241	HSBC Bank plc	130,000	0.60%	25-Mar-19	-130,000	-8.55	AA-	F1+
22-Mar-19	242	HSBC Bank plc	60,000	0.60%	25-Mar-19	-60,000	-2.96	AA-	F1+
25-Mar-19	243	HSBC Bank plc	610,000	0.60%	29-Mar-19	-610,000	-40.11	AA-	F1+
27-Mar-19	244	HSBC Bank plc	120,000	0.60%	29-Mar-19	-120,000	-3.95	AA-	F1+
28-Mar-19	245	HSBC Bank plc	260,000	0.60%	29-Mar-19	-260,000	-4.27	AA-	F1+
29-Mar-19	246	HSBC Bank plc	1,020,000	0.60%	Still invested		-50.30	AA-	F1+
<b>Investments April - March 2019</b>			<b>110,483,000</b>			<b>-98,308,000</b>	<b>-72,711.80</b>		
<b>Total Investments 2018/19 (including Brought Forward from 2017/18)</b>			<b>120,398,000</b>			<b>-108,223,000</b>	<b>-81,042.40</b>		

# RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY & FINANCE COMMITTEE

INFORMATION

Agenda Item No 17

meeting date: 18 JUNE 2019  
title: TREASURY MANAGEMENT MONITORING  
submitted by: DIRECTOR OF RESOURCES  
principal author: VALERIE TAYLOR

## 1 PURPOSE

1.1 To provide you with a monitoring report on our treasury management activities for the period 1 April 2019 to 30 April 2019.

1.2 Relevance to the Council's ambitions and priorities:

- Corporate Priorities - to continue to be a well-managed Council providing efficient services based on identified customer need. To meet the objective within this priority, of maintaining critical financial management controls, ensuring the authority provides council tax payers with value for money.

1.3 You have previously approved the council's Treasury Management Policies and Practices in accordance with CIPFA's code of practice on treasury management for Local Authorities.

1.4 In accordance with this policy committee should receive a quarterly monitoring report on the Council's treasury management operations.

## 2 BACKGROUND

2.1 Events in recent years have raised the profile of the treasury management function and highlighted the potentially serious risks involved in the management of an organisation's investments and cash flows.

2.2 The council's approved Treasury Management Policies and Practices set out in detail how we control the risks associated with our treasury management activities, ensuring that we have sufficient liquidity to meet our short-term commitments and capital spending plans and that the overriding concern when investing any surplus funds is the security of the principal invested, with risk limitation being more important than return.

2.3 On a daily basis we assess our cash flow position. To do this we estimate the funds we expect to receive e.g. council tax payments, grants and fees, and deduct any known payments we expect to make e.g. precepts, creditors and salaries.

2.4 On most days the council is in a position where it has surplus funds available to invest.

2.5 How we invest these surplus funds is governed by the council's Treasury Management Policies and Practices which are agreed and reported to Policy and Finance Committee and ultimately Full Council.

2.6 The main points being:

- The council maintains a list of organisations it will lend its surplus funds to, which is regularly reviewed. The current list of approved banks and building societies is shown in section 7 of this report.

- The council has maximum limits for each bank or building society of £1.75m. The limit for the Debt Management Office (DMO), where the Government guarantees investments, is currently £5m and the limit for other Local Authorities, Police and Crime Commissioners, Fire and Rescue Services and Transport Authorities is £2.5m per institution.
  - The safety of our investments is paramount and not the requirement to maximise returns.
  - Our policy has been to only lend to major British Banks and Building Societies relying on the assumption that the Government would be unlikely to allow a major bank/building society to fail.
- 2.7 The council borrows any money it requires to fund its capital spending plans from the Public Works Loan Board (PWLB). The PWLB make funds available for long loan periods at interest rates just below market rates and lend to Government and Public sector bodies. The council rarely borrows to fund its revenue activities and is much more likely at any point in time to have surplus funds to invest.

### 3 PUBLIC WORKS LOAN BOARD

- 3.1 The Bank of England base rate increased from 0.50% to 0.75% in August 2018.
- 3.2 This change in the interest rate has only impacted on the amount of interest received on our temporary investments as all interest payable on the Council's long-term loan debt from the Public Works Loan Board (PWLB) is at fixed interest rates.
- 3.3 From 1 November 2012, the Government reduced by 20 basis points (0.20%) the interest rates on loans from the PWLB. The reduction was to be applicable for those councils that provide an annual return providing 'improved information and transparency' on 'borrowing and associated capital spending plans'. This will enable the government to build a more robust forecast of public expenditure.
- 3.4 A return has been submitted for Ribble Valley Borough Council and we continue to be listed as an eligible council for this certainty discount rate on the PWLB website.

### 4 BORROWING REQUIREMENTS

- 4.1 There has been no movement on the council's external borrowing during the period as the instalments in respect of the PWLB are only paid at the end of September and March. In addition to the PWLB debt there is a bond which will remain unchanged until it is repaid, this relates to the Sidney Whiteside Charity.

The total external debt can be summarised as follows:

	<b>PWLB £000</b>	<b>Bond £000</b>	<b>Total £000</b>
External Debt at 1 April 2019	136	8	144
Transactions - New Loans	0	0	0
- Repayments	0	0	0
<b>External debt at 30 April 2019</b>	<b>136</b>	<b>8</b>	<b>144</b>

- 4.2 No temporary loans were taken out in the current financial period up to 30 April 2019, or in the same period in 2018.



4.3 No half yearly instalment of interest is due until September 2019.

## 5 TEMPORARY INVESTMENTS

5.1 In accordance with the approved treasury management policies and practices, surplus funds are temporarily invested via the money market at the best rate of interest available with the minimisation of risk to the capital sum.

5.2 The movement in the council's external investments during the reporting period are shown in detail at Annex 1 and are summarised below:

	<b>Banks/Building societies £'000</b>	<b>Other Local Authorities £'000</b>	<b>Total £'000</b>
Monies Invested at 1 April 2019	4,175	8,000	12,175
Transactions - New Investments	13,385	4,500	17,885
- Repayment of Investments	-10,800	-8,000	-18,800
<b>Monies Invested at 30 April 2019</b>	<b>6,760</b>	<b>4,500</b>	<b>11,260</b>

5.3 A breakdown of investments by institution at 30 April 2019 is as follows:

<b>Date Invested</b>	<b>Nos</b>	<b>Borrower</b>	<b>Notice</b>	<b>Rate %</b>	<b>£'000</b>	<b>£'000</b>
29-Apr-19	23	Bank of Scotland plc	30-May-19	0.61%	1,750	
						<b>1,750</b>
23-Apr-19	17	Coventry	10-Jun-19	0.60%	650	
						<b>650</b>
23-Apr-19	18	HSBC Bank plc	07-May-19	0.60%	150	
30-Apr-19	26	HSBC Bank plc	13-May-19	0.60%	320	
30-Apr-19	28	HSBC Bank plc	20-May-19	0.60%	270	
						<b>740</b>
30-Apr-19	27	Leeds	08-Aug-19	0.72%	1,750	
						<b>1,750</b>
15-Apr-19	164/4	Lloyds Bank plc	13-May-19	0.61%	330	
						<b>330</b>
30-Apr-19	25	London Borough of Sutton	30-May-19	0.70%	2,500	
						<b>2,500</b>
02-Apr-19	181/2	Nationwide BS	04-Jul-19	0.75%	1,540	
						<b>1,540</b>
18-Apr-19	15	Wirral MBC	20-May-19	0.70%	2,000	
						<b>2,000</b>
<b>Total Investments as at 30 April 2019</b>					<b>11,260</b>	<b>11,260</b>

- 5.4 The total interest received on the council's external investments during the period was £6,666 compared with £4,036 in the previous year.
- 5.5 The council has one longer-term investment of £10,000 which was placed with the Local Government Bonds Agency in 2014. The agency is a freestanding independent body that is owned by the local government sector with the purpose of raising money efficiently on the capital markets at regular intervals to on-lend to participating bodies.
- 5.6 The contribution that we have invested will be returned to us after 10 years of successful operations of the agency, together with interest which will be earned at commercial rates.

## 6 PRUDENTIAL INDICATORS

- 6.1 Local authorities in England and Wales are required by the Local Government Act 2003 to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities.
- 6.2 In April 2019 this Committee approved a combined Capital and Treasury Management Strategy for 2019/ 2020 which met a new requirement of the Prudential Code to produce a capital strategy along with a range of streamlined prudential indicators.
- 6.3 These prudential indicators are designed to deliver accountability in taking capital financing, borrowing and treasury management decisions.
- 6.4 The treasury management indicators which still form part of the prudential code are the following:
- **Authorised limit for external debt.**  
This sets a limit on the amount of external borrowing that reflects a level of borrowing, which, while not desired, could be afforded but may not be sustainable. It is the upper limit on the level of gross external indebtedness, which must not be breached without council approval. It is the **worse-case scenario**.
  - **Operational boundary for external debt.**  
This indicator focuses on the day-to day treasury management activity within the council and reflects the most likely prudent but not worst case scenario. Any sustained breaches to this boundary would give an indication that the council may be in danger of stepping beyond the prudential boundaries it has set itself.
- 6.5 The council's actual long-term debt as at 30 April 2019 compared to the approved authorised limit and operational boundary for the 2019/20 financial year is as follows:

Prudential indicator	Authorised Limit £'000	Operational Boundary £'000	30 April 2019 £'000	Breaches during April '19
Borrowing	19,935	1,685	144	None
Other Long-Term Liabilities	0	0	0	None

- 6.6 The Treasury Management code requires that where an authority invests, or plans to invest, for periods of longer than one year that an upper limit for investments maturing in excess of this timeframe is set. This council currently has a policy of not investing for periods of longer than one year and so no upper limits have been set and no investments have been made in the reporting period for longer than 364 days.

## 7 APPROVED ORGANISATIONS

- 7.1 Principally, Fitch credit ratings are used as an indication of the probability of organisations defaulting on our investments. Definitions for the ratings are provided at Annex 2.
- 7.2 The ratings show an indication of the current credit position and are monitored on a regular basis with any significant changes to be reported to this committee. Prior to investing any monies on a day to day basis the ratings given by rating agents S&P Global Ratings and Moody's are also monitored and considered alongside the Fitch ratings. The full list of ratings for our approved institutions as at 30 April 2019 is shown at Annex 3.
- 7.3 Investments with Building Societies are limited to the top 8 building societies based on their total assets (provided they are included in Fitch ratings). West Bromwich and Nottingham Building Societies have been removed from the approved list as they do not currently have a Fitch rating, leaving the top 6 building societies based on their total assets.

Name	Fitch Rating		
	Full Transaction Review Date	Long Term	Short Term
Nationwide	01/03/19	A	F1
Yorkshire	04/04/19	A-	F1
Coventry*	04/04/19	A-	F1
Skipton	04/04/19	A-	F1
Leeds	04/04/19	A-	F1
Principality	04/04/19	BBB+	F2

\* Changed since last reported

- 7.4 The banks we use are reviewed annually as part of the Treasury Management Practices to take into account their Fitch IBCA long-term and short-term credit rating. The council has a policy to only use institutions with a short term Fitch rating of F2 or above. The banks on the council's approved list meeting this requirement at 30 April 2019 are as follows:

Name	Fitch's Full Transaction Review Date	Long Term	Short Term
Santander UK Plc*	01/03/19	A+	F1
Barclays Bank Plc*	01/03/19	A	F1
Bank of Scotland Plc	01/03/19	A+	F1
HSBC Bank Plc	01/03/19	AA-	F1+
Lloyds Bank Plc	01/03/19	A+	F1
National Westminster Bank Plc	01/03/19	A+	F1
Royal Bank of Scotland Plc (The)	01/03/19	A	F1

\* Changed since last reported

- 7.5 In addition to the building societies and banks we use for investments, also approved for use are other Local Authorities and the United Kingdom Debt Management Office, where the Government guarantees investments.

## 8 RECENT EVENTS

- 8.1 In May 2019 the Bank of England's Monetary Policy Committee (MPC) voted unanimously to maintain the Bank Rate at 0.75%.
- 8.2 Brexit continues to be an area of high uncertainty, and any firm impact on interest rates in the short to medium term is still unclear. The MPC's most recent projections estimate that the Bank Rate will remain at 0.75% until early 2020 when it will increase to 0.8%.

## 9 EXPOSURE TO RISK

- 9.1 With the risks surrounding the UK's exit from the EU, it is imperative that we continue to protect the council's principal sums invested in order to minimise its exposure to risks.
- 9.2 To ensure our exposure is limited as far as possible, we continue with the following measures:
- Daily early morning meetings to discuss the latest position in terms of:
    - Lending arrangements;
    - A review of the Markets;
    - A review of our current investments and whether we consider they are still safe; and
    - Institution Ratings
  - Authorisation prior to investments with either the Director of Resources or the Head of Financial Services
  - Keep Leader/Chief Executive informed of any developments
  - Look to arrange new secure options for investments as necessary.

## 10 CONCLUSION

- 10.1 Through the careful investment of sums in line with the council's strategy the level of risk in our investments has been kept to a minimum.
- 10.2 Due to the continued uncertainty in the economy, a prudent approach continues to be followed in the investment of any surplus cash balances on a day to day basis.

SENIOR ACCOUNTANT

DIRECTOR OF RESOURCES

PF31-19/VT/AC  
10 June 2019

For further information please ask for Val Taylor

**POLICY AND FINANCE COMMITTEE  
TEMPORARY INVESTMENT ACTIVITY – 2019/20**

**ANNEX 1**

<b>Date Invested</b>	<b>Temporary Investment Number</b>	<b>Borrower</b>	<b>Amount Invested £</b>	<b>Interest rate %</b>	<b>Date Repaid</b>	<b>Principal Repaid £</b>	<b>Interest Received or Due £</b>	<b>Fitch Long Term Rating</b>	<b>Fitch Short Term Rating</b>
<b>Investments Brought Forward at 1 April 2019</b>									
18-Feb-19	152/2	Barclays Bank	760,000	0.66%	30-Apr-19	-760,000	-975.72	A+	F1
		Debtor					577.18		
18-Feb-19	156/2	Dumfries Council	2,500,000	0.81%	23-Apr-19	-2,500,000	-3,550.68		
		Debtor					2,330.14		
15-Mar-19	164/3	Lloyds Bank plc	330,000	0.61%	15-Apr-19	Rolled Over	-170.97	A+	F1
		Debtor					93.76		
02-Jan-19	181	Nationwide BS	1,540,000	0.72%	02-Apr-19	Rolled Over	-2,734.03	A+	F1
		Debtor					2,703.65		
18-Jan-19	195	Leeds City Council	1,500,000	0.70%	18-Apr-19	-1,500,000	-2,589.04		
		Debtor					2,100.00		
01-Feb-19	208	Redcar & Cleveland Council	2,500,000	0.82%	23-Apr-19	-2,500,000	-4,549.32		
		Debtor					3,313.70		
19-Feb-19	218	London Borough of Sutton	1,500,000	0.77%	30-Apr-19	-1,500,000	-2,215.07		

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
		Debtor					1,297.40		
01-Mar-19	228	Bank of Scotland plc	525,000	0.65%	08-Apr-19	-525,000	-355.27	A+	F1
		Debtor					289.83		
29-Mar-19	246	HSBC Bank plc	1,020,000	0.60%	02-Apr-19	-1,020,000	-67.07	AA-	F1+
		Debtor					50.30		
<b>Monies Invested at 1 April 2019</b>			<b>12,175,000</b>			<b>-10,305,000</b>	<b>-4,451.20</b>		
<b>Investments made April to April 2019</b>									
01-Apr-19	1	HSBC Bank plc	170,000	0.60%	02-Apr-19	-170,000	-2.79	AA-	F1+
02-Apr-19	2	HSBC Bank plc	280,000	0.60%	08-Apr-19	-280,000	-27.62	AA-	F1+
02-Apr-19	3	HSBC Bank plc	220,000	0.60%	15-Apr-19	-220,000	-47.01	AA-	F1+
02-Apr-19	4	HSBC Bank plc	820,000	0.60%	18-Apr-19	-820,000	-215.67	AA-	F1+
03-Apr-19	5	HSBC Bank plc	80,000	0.60%	18-Apr-19	-80,000	-19.73	AA-	F1+
05-Apr-19	6	HSBC Bank plc	85,000	0.60%	15-Apr-19	-85,000	-13.97	AA-	F1+
08-Apr-19	7	HSBC Bank plc	240,000	0.60%	09-Apr-19	-240,000	-3.95	AA-	F1+
09-Apr-19	8	HSBC Bank plc	300,000	0.60%	10-Apr-19	-300,000	-4.93	AA-	F1+



Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
10-Apr-19	9	HSBC Bank plc	370,000	0.60%	11-Apr-19	-370,000	-6.08	AA-	F1+
11-Apr-19	10	HSBC Bank plc	420,000	0.60%	12-Apr-19	-420,000	-6.90	AA-	F1+
12-Apr-19	11	HSBC Bank plc	470,000	0.60%	15-Apr-19	-470,000	-23.18	AA-	F1+
15-Apr-19	12	HSBC Bank plc	450,000	0.60%	16-Apr-19	-450,000	-7.40	AA-	F1+
16-Apr-19	13	HSBC Bank plc	500,000	0.60%	17-Apr-19	-500,000	-8.22	AA-	F1+
17-Apr-19	14	HSBC Bank plc	580,000	0.60%	18-Apr-19	-580,000	-9.53	AA-	F1+
18-Apr-19	15	Wirral MBC	2,000,000	0.70%	Still Invested	Still Invested	-460.27		
18-Apr-19	16	HSBC Bank plc	1,000,000	0.60%	24-Apr-19	-1,000,000	-98.63	AA-	F1+
23-Apr-19	17	Coventry	650,000	0.60%	Still Invested	Still Invested	-74.79	A-	F1
23-Apr-19	18	HSBC Bank plc	150,000	0.60%	Still Invested	Still Invested	-17.26	AA-	F1+
23-Apr-19	19	HSBC Bank plc	80,000	0.60%	24-Apr-19	-80,000	-1.32	AA-	F1+
24-Apr-19	20	HSBC Bank plc	600,000	0.60%	25-Apr-19	-600,000	-9.86	AA-	F1+
25-Apr-19	21	HSBC Bank plc	670,000	0.60%	26-Apr-19	-670,000	-11.01	AA-	F1+
26-Apr-19	22	HSBC Bank plc	1,070,000	0.60%	29-Apr-19	-1,070,000	-52.77	AA-	F1+

Date Invested	Temporary Investment Number	Borrower	Amount Invested £	Interest rate %	Date Repaid	Principal Repaid £	Interest Received or Due £	Fitch Long Term Rating	Fitch Short Term Rating
29-Apr-19	23	Bank of Scotland plc	1,750,000	0.61%	Still Invested	Still Invested	-29.25	A+	F1
29-Apr-19	24	HSBC Bank plc	90,000	0.60%	30-Apr-19	-90,000	-1.48	AA-	F1+
30-Apr-19	25	London Borough of Sutton	2,500,000	0.70%	Still Invested	Still Invested	-47.95		
30-Apr-19	26	HSBC Bank plc	320,000	0.60%	Still Invested	Still Invested	-5.26	AA-	F1+
30-Apr-19	27	Leeds	1,750,000	0.72%	Still Invested	Still Invested	-34.52	A-	F1
30-Apr-19	28	HSBC Bank plc	270,000	0.60%	Still Invested	Still Invested	-4.44	AA-	F1+
15-Apr-19	164/4	Lloyds Bank plc	Rolled over	0.61%	Still Invested	Still Invested	-82.73	A+	F1
02-Apr-19	181/2	Nationwide BS	Rolled over	0.75%	Still Invested	Still Invested	-886.03	A	F1
<b>Investments April - April 2019</b>			<b>17,885,000</b>			<b>-8,495,000</b>	<b>-2,215</b>		
<b>Total Investments 2019/20 (including Brought Forward from 2018/19)</b>			<b>30,060,000</b>			<b>-18,800,000</b>	<b>-6,665.75</b>		

## POLICY AND FINANCE COMMITTEE

<b>Fitch Rating Definitions</b>	
<b>International Long-Term Credit Ratings</b>	
Long-term credit rating can be used as a benchmark measure of probability of default.	
AAA	Highest credit quality. 'AAA' denotes the lowest expectation of credit risk. They are assigned only in case of exceptionally strong capacity for payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.
AA	Very high credit quality. 'AA' ratings denote expectation of low credit risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
A	High credit quality. 'A' ratings denote expectations of low credit risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than in the case for higher ratings.
BBB	Moderate default risk. 'BBB' National Ratings denote a moderate default risk relative to other issuers or obligations in the same country. However, changes in circumstances or economic conditions are more likely to affect the capacity for timely repayment than is the case for financial commitments denoted by a higher rated category
<b>International Short-Term Credit ratings</b>	
Short-term rating has a time horizon of less than 13 months for most obligations and thus places greater emphasis on the liquidity necessary to meet financial commitments	
F1	Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.
F2	Good credit quality. A satisfactory capacity for timely payment of financial commitments, but the margin of safety is not as great as in the case of the higher ratings.
F3	Fair credit quality. The capacity for timely payment of financial commitments is adequate; however, near term adverse changes could result in a reduction to non-investment grade.
B	Indicates an uncertain capacity for timely payment of financial commitments relative to other issuers or obligations in the same country. Such capacity is highly susceptible to near-term adverse changes in financial and economic conditions.

**POLICY AND FINANCE COMMITTEE  
FULL RATING LIST OF APPROVED INSTITUTIONS AS AT 30 APRIL 2019**

	S&P Global Ratings			Moody's			Fitch				
	Long Term	Short Term	Outlook	Long Term	Short Term	Outlook	Full Review Date	Long Term	Short Term	Outlook	
<b>Building Societies</b>											
Nationwide	A	A-1	Positive	Aa3	P-1	Negative	01/03/19	A	F1	Negative	£1m min,
Yorkshire	-	-	-	A3	P-2	Stable	04/04/19	A-	F1	Negative	
Coventry	-	-	-	A2	P-1	Stable	04/04/19	A-	F1	Negative	Sterling Brokers
Skipton	-	-	-	Baa1	P-2	Positive	04/04/19	A-	F1	Negative	
Leeds	-	-	-	A3	P-2	Stable	04/04/19	A-	F1	Negative	3Mth
Principality	-	-	-	Baa2	P-2	Stable	04/04/19	BBB+	F2	Negative	No Contact
<b>Banks</b>											
Santander UK Plc.	A	A-1	Stable	Aa3	P-1	Positive	01/03/19	A+	F1	Negative	
Barclays Bank Plc.	A	A-1	Stable	A2	P-1	Stable	01/03/19	A	F1	Negative	
Bank of Scotland Plc.	A+	A-1	Stable	Aa3	P-1	Stable	01/03/19	A+	F1	Negative	
HSBC Bank Plc.	AA-	A-1+	Stable	Aa3	P-1	Stable	01/03/19	AA-	F1+	Negative	
Lloyds Bank Plc.	A+	A-1	Stable	Aa3	P-1	Stable	01/03/19	A+	F1	Negative	£250k
National Westminster Bank Plc.	A-	A-2	Positive	A1	P-1	Positive	01/03/19	A+	F1	Negative	Current a/c required
Royal Bank of Scotland Plc.	A-	A-2	Positive	A1	P-1	Positive	01/03/19	A	F1	Negative	Current a/c required
<b>Banks not currently meeting minimum Fitch Short Term requirement of F2 (and not currently approved for investments)</b>											
Co-operative Bank (The)	-	-	-	Caa1	NP	Stable	01/03/19	B	B	Negative	£1m min

## RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

Agenda Item No. 18

meeting date: 18<sup>th</sup> JUNE 2019  
 title: CORPORATE PEER CHALLENGE – ACTION PLAN SIX-MONTHLY UPDATE  
 submitted by: DIRECTOR OF RESOURCES  
 principal author: MICHELLE HAWORTH – PRINCIPAL POLICY AND PERFORMANCE OFFICER

### 1 PURPOSE

1.1 To report to committee on progress made with implementing the Corporate Peer Challenge Action Plan, which was devised to deal with the issues raised by the Peer Challenge Team.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives –
  - Corporate Priorities –
  - Other Considerations -
- The scope of the Peer Challenge covered: understanding of local place and priority setting, leadership, governance, financial planning, and capacity to deliver.

### 2 BACKGROUND

2.1 As part of their 'sector led improvement' support to local government, the Local Government Association (LGA) offered the delivery of a Corporate Peer Challenge. Peer Challenges are designed to help Councils improve their performance.

2.2 The Peer Challenge team were onsite 20<sup>th</sup> – 22<sup>nd</sup> November 2017.

2.3 The core components that the team looked at were the issues of leadership, governance, corporate capacity and financial resilience. In addition the agreed scope of the Peer Challenge included:

1. Promoting local growth – this explored how the council might better promote Ribble Valley as a place for businesses to start up and grow. This recognised the local challenges in many people commuting out of borough to work and sought to examine how the council might better develop the borough as a place to work, not just reside.
2. Balancing growth and housing – this explored how the council can progress sustainable local development, including increasing the number of new homes (including affordable homes) being built in the context of the desire of many local people to limit the number of housing development in the borough.

2.4 The full LGA Corporate Peer Challenge Feedback Report was reported to this committee in January 2018. In summary the peer team felt that "Ribble Valley Borough Council has much to be proud about. The council delivers good core services through a committed workforce achieving high levels of customer satisfaction and value for money. The council has a history of prudent financial management and remains in a comfortable position relative to the rest of the sector".

2.5 However, there were a number of suggestions and observations made within the report that led to some key recommendations for the Council.

2.6 An action plan was formulated and agreed by this committee in March 2018. It was agreed that this committee should be presented with 6 monthly progress reports.

- 2.7 The action plan and updates is provided at Appendix A for Members consideration.
- 2.8 The Peer Challenge Team will be onsite in September 2019 to carry out their follow-up review. The revisit will be carried out over two days and will be scoped later this month, but it is likely that the team will be looking at the implementation of their recommendations.
- 3 RISK ASSESSMENT
- 3.1 The approval of this report may have the following implications
- Resources – None identified.
  - Technical, Environmental and Legal – None identified.
  - Political – None identified.
  - Reputation – None identified.
  - Equality & Diversity - None identified.
- 4 CONCLUSION
- 4.1 Consider the Corporate Peer Challenge Action Plan updates as provided at Appendix A.

**Michelle Haworth**  
PRINCIPAL POLICY AND  
PERFORMANCE OFFICER

**Jane Pearson**  
DIRECTOR OF RESOURCES

BACKGROUND PAPERS:

REF:

For further information please ask for Michelle Haworth, extension 4421

## CORPORATE PEER CHALLENGE - ACTION PLAN

### Key Recommendations:

- Strengthen engagement with staff and partners to ensure clarity of vision and desired outcomes in relation to the Corporate Strategy, priorities and initiatives.
- Review the Performance Management Framework linked to the Corporate Strategy.
- Review the resourcing of Corporate Strategy priorities.
- Develop an Economic Development Strategy.
- Explore opportunities to strengthen early engagement with developers in order to maximise community benefits, as well as opportunities to strengthen community engagement/communication in relation to development.
- Strengthen engagement between the Leadership and Corporate Management Team – this includes the chairs of committees.

Issue (from the report)	Required Action	Milestones	Due Date	Lead	Update
<b>Strengthen engagement with staff and partners to ensure clarity of vision and desired outcomes in relation to the Corporate Strategy, priorities and initiatives</b>					
<p>More needs to be done to ensure clarity of vision and priorities. Key to this will be recognising and valuing the good work that the council has already undertaken which provide the building blocks for the future.</p> <p>A new Corporate Strategy will be developed next year. This provides an opportunity for the Leadership to develop a clear timetable of engagement with both staff and partners. This will help ensure wider ownership of the vision, ambitions and priorities.</p>	<ul style="list-style-type: none"> <li>• Mini review of the existing Corporate Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Revised Corporate Strategy – CMT &amp; Leader</li> <li>• Revised Corporate Strategy – Policy and Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• July 2018</li> </ul>	<ul style="list-style-type: none"> <li>• CEO/ Principal Policy and Performance Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Completed – reported to Policy and Finance Committee June 2018</li> </ul>
	<ul style="list-style-type: none"> <li>• Inform staff, public and other key stakeholders of the revised Corporate Strategy and progress updates</li> </ul>	<ul style="list-style-type: none"> <li>• Circulation of revised Corporate Strategy to staff</li> <li>• Publish revised Corporate Strategy on the Council’s website</li> </ul>	<ul style="list-style-type: none"> <li>• July 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Policy and Performance Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Completed – information in Backchat and published on the Council’s website</li> </ul>



Issue (from the report)	Required Action	Milestones	Due Date	Lead	Update
<p>The council need to ensure continued, timely engagement of staff at all levels to ensure wider understanding and buy in.</p> <p>It is important that the council continues to engage staff at all levels of the organisation to ensure ownership of future ambitions and priorities. Feeding back to staff following the staff survey is key.</p> <p>Regular Corporate Strategy progress updates to staff and celebration of successes will help to keep the whole organisation engaged around delivery of the plan.</p>	<ul style="list-style-type: none"> <li>Review Internal Communications</li> </ul>	<ul style="list-style-type: none"> <li>Review of Internal Communications – Personnel Committee</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>Head of HR/ Principal Communication s Officer</li> </ul>	<ul style="list-style-type: none"> <li>Following the Staff Survey an action plan was developed and approved by personnel Committee in June 2018. Several actions around Internal Communications were included and are now being implemented.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a shared vision for the Borough</li> </ul>	<ul style="list-style-type: none"> <li>Report to Policy and Finance setting out plans for developing new Corporate Strategy 2019-2023</li> <li>Develop new Corporate Strategy 2019-2023</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>CEO/ Principal Policy and Performance Officer</li> </ul>	<ul style="list-style-type: none"> <li>Reported to Policy and Finance Committee September 2018</li> <li>A new Corporate Strategy for 2019-2023 will be developed over the coming months following an away day to develop the Corporate Priorities of the new Council.</li> </ul>
<b>Review the Performance Management Framework linked to the Corporate Strategy</b>					
<p>As part of the development of the new Corporate Strategy, the framework should be reviewed to ensure it is rooted in the priorities and ambitions of the council moving forward.</p> <p>There are opportunities to review the monitoring information shared with committees to maintain clear governance, ownership and constructive challenge.</p>	<ul style="list-style-type: none"> <li>Review the Performance Management Framework in light of revised Corporate Strategy</li> <li>Review performance monitoring information provided to committees to enable progress with key priorities to be better monitored</li> </ul>	<ul style="list-style-type: none"> <li>Revised Performance Management Framework and Indicators</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>CMT, Heads of Service and Principal Policy and Performance Officer</li> </ul>	<ul style="list-style-type: none"> <li>Review of Performance Management Framework reported to Policy and Finance Committee September 2018. Review of Performance Indicators is ongoing.</li> </ul>
<b>Review the resourcing of Corporate Strategy priorities</b>					
<p>Ensuring capacity to deliver corporate priorities.</p> <p>The challenge now will be to ensure good ‘succession planning’ for the years to come.</p>	<ul style="list-style-type: none"> <li>Consider resource implications of new Corporate Strategy and Council priorities</li> </ul>	<ul style="list-style-type: none"> <li>Periodic review of priorities and resources</li> <li>2019/2020 Budget – review of priorities and resources</li> </ul>	<ul style="list-style-type: none"> <li>6 monthly</li> <li>February 2019</li> </ul>	<ul style="list-style-type: none"> <li>CMT</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

Issue (from the report)	Required Action	Milestones	Due Date	Lead	Update
<p>Anecdotal evidence suggesting delivery of appraisals and one to ones may be patchy in some areas. The council should consider reviewing its current approach to ensure consistency across all teams. There is also an opportunity to review the current appraisal system, including competency based approaches. This should be aligned to the development of a new Corporate Strategy next year so that the appraisal system is rooted firmly within the council's future priorities and ambitions and the type of council it wants to be.</p>	<ul style="list-style-type: none"> <li>Review the Performance Appraisal system</li> </ul>	<ul style="list-style-type: none"> <li>Revised Performance Appraisal System – Personnel Committee</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>CMT/ Head of HR</li> </ul>	<ul style="list-style-type: none"> <li>The Performance Appraisal System was reviewed in April 2018. 95% of the 2018/2019 appraisals were conducted (an improvement on previous years).</li> </ul>
<p>The council may benefit from further work to review its use of ICT linked to its ambitions for the future. The peer team had a sense that some service areas may still rely quite heavily on paper copies of documents and files. If this is the case, could more be done to reduce the need for this which may have the potential to reduce the costs of printing as well as supporting the council's sustainability agenda?</p>	<ul style="list-style-type: none"> <li>Produce a comprehensive IT Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of IT Strategy – Policy and Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	<ul style="list-style-type: none"> <li>Head of Financial Services</li> </ul>	<ul style="list-style-type: none"> <li>Adopted by Policy and Finance Committee - June 2018</li> </ul>

Issue (from the report)	Required Action	Milestones	Due Date	Lead	Update
<b>Develop an Economic Development Strategy</b>					
<p>Develop an Economic Strategy that better reflects the borough's standing as a key player in the region.</p> <p>Economic Development to play a key part in overseeing the Economic Development Strategy.</p> <p>An Economic Development Strategy developed with partners should help prioritise resources and future investment in the key areas that will make a difference.</p> <p>The new strategy might include how to attract new and diverse industries, inward investment, marketing of key employment sites, higher value jobs for local people (harnessing good local educational outcomes) and branding.</p> <p>The Economic Development Strategy should reflect the council's appetite for risk in terms of economic development investment going forward.</p> <p>The Economic Development Strategy could be used to help raise the economic profile of the borough both regionally and nationally.</p>	<ul style="list-style-type: none"> <li>Develop a comprehensive Economic Development Strategy that is realistic and achievable and follows the Council's vision and priorities for the economic development of the Borough</li> </ul>	<ul style="list-style-type: none"> <li>Production of Comprehensive Economic Development Strategy</li> <li>Report to Economic Development Committee</li> </ul>	<ul style="list-style-type: none"> <li><del>September 2018</del></li> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Director of Economic Development and Planning</li> </ul>	<ul style="list-style-type: none"> <li>This action was delayed due to the appointment of a new Director (in post August 2018). The due date was amended accordingly with the intention of reporting the Strategy to Economic Development committee in January 2019.</li> <li>At the start of the year the Council set up an Economic Partnership with businesses in the Borough. Information gathered at the initial two events has been used to formulate a draft Economic Plan which will be reported to Economic Development Committee in June and subject to public consultation. The final plan is expected to be finalised in autumn 2019.</li> </ul>

Issue (from the report)	Required Action	Milestones	Due Date	Lead	Update
<p>Work with partners to better articulate growth ambitions.</p> <p>Become a stronger voice regionally and nationally, particularly through the Local Enterprise Partnership (LEP). The council have a real opportunity to raise their profile through the LEP; stepping up to the plate to harness their relatively strong economic position to better influence and shape future work. In particular, discussions relating to the Strategic Economic Plan and Growth Deal for Lancashire.</p>	<ul style="list-style-type: none"> <li>Attempt to gain Council representation on the LEP</li> </ul>	<ul style="list-style-type: none"> <li>Seat on the LEP Board</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Council Leader</li> </ul>	<ul style="list-style-type: none"> <li>The Leader of the Council has recently been appointed to the LEP Board.</li> </ul>
<p>The council should continue to work in partnership with the other councils in the region outside of any Combined Authority if it is to realise its ambitions for the borough, particularly the LEP.</p>	<ul style="list-style-type: none"> <li>Political Leadership and Member involvement through Lancashire Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Agreed system of collaborative working</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Council Leader</li> </ul>	<ul style="list-style-type: none"> <li>The Leader regularly attends meetings of both District Leaders and the Lancashire-wide Leaders group.</li> </ul>
<p><b>Explore opportunities to strengthen early engagement with developers in order to maximise community benefits, as well as opportunities to strengthen community engagement/communication in relation to development</b></p>					
<p>Through infrastructure planning and costing, the council should maximise contributions to meet infrastructure needs arising from development.</p> <p>There may be opportunities to review the pre-application offer to developers, agents and architects to strengthen current approaches, including early engagement with councillors. Holding the line on viability, particularly in the face of demands around affordable housing, is key. Recognising there is often the opportunity to adjust the housing mix</p>	<ul style="list-style-type: none"> <li>Absorb changes to National Planning Policy Framework (NPPF)</li> <li>Articulate the vision for the area in terms of house building and economic development</li> </ul>	<ul style="list-style-type: none"> <li>Outline Plan to Planning Committee</li> <li>Discussion and debate on the extent of new development</li> </ul>	<ul style="list-style-type: none"> <li>April/ May 2018</li> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>Head of Regeneration and Housing</li> <li>Head of Regeneration and Housing</li> </ul>	<ul style="list-style-type: none"> <li>Changes to NPPF were published later than anticipated (24 July). We are now operating to the changes which are reflected in current planning policy decisions and integrated into the Development Plan review process.</li> <li>Ongoing – this was delayed due to the appointment of a new Director. Housing matters will be the subject of further consideration as part of housing strategy and local plan review. Economic Plan draft is going to Economic Development Committee in June 2019.</li> </ul>

Issue (from the report)	Required Action	Milestones	Due Date	Lead	Update
<p>and/or tenure, which can deal with some of the gap on the viability to maintain affordable housing numbers, is also important.</p> <p>Explore opportunities to develop an 'implementation group' to take a programme based approach to oversee delivery of major sites with planning permission and associated infrastructure.</p> <p>The council should continue to share learning and offer support to parishes who wish to pursue neighbourhood plans.</p>	<ul style="list-style-type: none"> <li>• Review the Core Strategy</li> <li>• Determine infrastructure requirements</li> <li>• Consider adopting the Community Infrastructure Levy</li> </ul>	<ul style="list-style-type: none"> <li>• Interim reports to Planning Committee</li> <li>• Updated Core Strategy/Local Plan Review</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout 2018 - 2020</li> <li>• March 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Regeneration and Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Local Plan review is still ongoing</li> </ul>
<b>Strengthen engagement between the Leadership and Corporate Management Team – this includes the chairs of committees</b>					
<p>Strengthen engagement between the Leadership and Corporate Management Team in order to take the council forward positively; the council should consider a 'top team development' session to begin to shape this work going forward.</p> <p>To ensure continued cohesive leadership of the council in meeting the challenges ahead, the development of a standard approach to senior member and Corporate Leadership Team engagement should be considered. Investing this time together will support collaborative working. This might involve regular meetings e.g. quarterly, between the Leader, committee chairs and CLT. It could also involve a future programme of 'top team days' – particularly leading up to the development of the new</p>	<ul style="list-style-type: none"> <li>• Review the Council's Governance arrangements</li> <li>• Organise training sessions for senior members and officers</li> <li>• Revisit the Officer/ Member Protocol</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct review of the Council's Governance arrangements</li> <li>• Report to Policy and Finance Committee</li> <li>• Identify training requirements</li> <li>• Develop training programme</li> <li>• Report to Accounts and Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>• September 2018</li> <li>• July 2018</li> <li>• July 2018</li> </ul>	<ul style="list-style-type: none"> <li>• CEO/ Head of Legal Services</li> <li>• Head of Legal Services/ Head of HR</li> <li>• CEO/ Monitoring Officer</li> </ul>	<ul style="list-style-type: none"> <li>• The review of the Council's Governance arrangements takes place annually as part of the Annual Accounts and any issues raised are considered by the Accounts and Audit Committee</li> <li>• The Annual Governance Statement 2018/2019 has made recommendations with regards to governance issues</li> <li>• Annual Training Plan is being compiled and will include Member training. Member training is regularly reported to Personnel Committee.</li> <li>• The focus has recently shifted to inductions for new members following the local elections.</li> <li>• The Head of Legal report the Member Officer Protocol, as a part 1 Information item, to each committee in the 2<sup>nd</sup> cycle 2018/19</li> </ul>

Issue (from the report)	Required Action	Milestones	Due Date	Lead	Update
<p>Corporate Strategy next year.</p> <p>The relationships between members and officers, including communication and understanding of respective roles, will be key in helping the council move forward positively. To this end, the council may benefit from re-visiting its current Member Officer protocol to ensure continued understanding and buy in across the council.</p>	<ul style="list-style-type: none"> <li>• Create a forum for two-way communications between senior members and corporate management team</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings with CMT/Committee Chairmen</li> </ul>	<ul style="list-style-type: none"> <li>• Commencing April 2018</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> </ul>	<ul style="list-style-type: none"> <li>• CMT and Senior members held an Away Day was in May 2018. The intention is to hold similar meetings at regular intervals. The next one to be organised will look at setting the new Council's priorities for the 2019-2023 Corporate Strategy.</li> <li>• The Chief Executive has meetings with the Leader and Deputy Leader of the Conservative group and the Leader of the Liberal Democrats on a regular basis</li> </ul>

## RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY & FINANCE COMMITTEE

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Agenda Item No. 19

meeting date: TUESDAY, 18 JUNE 2019  
title: COMMUNITY SAFETY PARTNERSHIP  
submitted by: NICOLA HOPKINS – DIRECTOR OF ECONOMIC DEVELOPMENT & PLANNING  
principal author: DILYS DAY – PARTNERSHIP OFFICER

### 1 PURPOSE

1.1 This report provides Committee with an update on the actions of the Community Safety Partnership (CSP).

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – Maintain low levels of crime in the district.
- Corporate Priorities – The work of the partnership helps to make peoples' lives safer.
- Other Considerations – Future funding allocations.

### 2 BACKGROUND

2.1 The Partnership was formed as a result of the Crime & Disorder Act 1998, and is chaired by an Elected Member. The Council's nominated members to this outside body are Councillors R Thompson and G Mirfin.

2.2 The Partnership meets on a quarterly basis and receives reports from the police and fire service on the previous quarter's activity.

### 3 PROGRESS TO DATE

3.1 The report attached at Appendix 1 summarises the current work of the CSP.

### 4 CONCLUSION

4.1 That Committee note the contents of this report.

DILYS DAY  
PARTNERSHIP OFFICER

NICOLA HOPKINS  
DIRECTOR OF ECONOMIC  
DEVELOPMENT & PLANNING

For further information please ask for Dilys Day, extension 4549.

REF: DD/P&F/18 JUN 19





## Community Safety Partnership

The CSP is a proactive body comprising a number of statutory and voluntary organisations that come together to address the borough's safety priorities.

Led by RVBC, the partnership coordinates and drives projects in furtherance of the objectives identified by a three-yearly strategic review undertaken by the police analysts, ourselves and partners.

The review was completed late in 2018, and the priorities remain focused on:

- Drugs and alcohol abuse
- Road Safety
- Domestic violence
- Rural crime

The CSP is able to apply for funding from the Office of the Police and Crime Commissioner (OPCC) to support the work. Each project has to be worked up and submitted on a grant application form to secure the funding. We have also been successful in securing additional funding to allow us to do more work across our borough.

The recent work around the youth issues in Longridge show this partnership working at its best, with a range of targeted interventions which have resulted in a 65% reduction in ASB in the town in Q4 of 2018/19.

Other projects undertaken in recent years by the CSP include:

### CURRENT CSP PROJECTS

<b>Drugs dogs CAP</b>	Continuing to be used on an ad hoc basis The Community alcohol partnership exists to discourage alcohol usage amongst vulnerable young people. This is now established in the borough, and work continues. Plans are in place to survey local schools to understand the impact of the CAP work.
<b>Village CCTV</b>	CSP has worked with Chipping & Sabden to install CCTV systems on village car parks which have been useful in identifying perpetrators of crime.
<b>Beat Safe</b>	Organised safeguarding operation at the Beat Herder Festival. This will be repeated in 2019
<b>Shop Watch</b>	Funds have been secured to upgrade the Clitheroe's communication system which is old and outdated. It is anticipated that the new system will reach the commercial developments at Barrow Brook.
<b>ASB powers training</b>	The civil ASB powers that exist can be highly effective at dealing with antisocial activity across a number of areas without the need for police intervention. The powers have a high success rate, and funds have been secured to train key staff (June 2019) with the knowledge and skills to utilise the powers to deal with individuals behaving in an antisocial manner.

**Ucan project development**

The UCan project was developed as part of the series of interventions used to address the ASB problem in Longridge. After 4 pilot programmes, there have been significant positive results. The young people attending have being taken back into regular schooling and off the school's behaviour interventions, and away from the Pupil referral units.

There is now a plan to apply to the Youth Endowment Fund (which is a fund aimed at keeping young people away from crime) to roll out the programme to other schools.

Working with UCan, the CSP is developing a knife crime module for use in schools.

**Knife Crime education**

Following a knife incident in Clitheroe a few months ago, we are working with UCan and the police to deliver a hard hitting knife crime message in RV schools.

**Burnley FC**

Activities at the castle and villages to be developed to engage the young people and deter ASB.