

COUNCIL

WEDNESDAY, 6TH FEBRUARY, 2019, 6.00 PM

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

SUPPLEMENTARY AGENDA

I am now able to enclose, for consideration at the above meeting of the Council, the following information:

5 Report of Cabinet and Committees:

5a Cabinet Minutes (Draft)

(Pages 28 - 33)

To note the draft minutes of the Cabinet meeting held on 23 January 2019 attached).

5b Governance Committee Minutes (Draft)

(Pages 34 - 37)

To note the draft minutes of the Governance Committee meeting held on 24 January 2019 attached.

5c Scrutiny Committee Minutes (Draft)

To note the draft minutes of the Scrutiny Committee meeting held on 10 January 2019 attached.

8 Corporate Peer Challenge Action Plan and Response to External Auditors Statutory Recommendation Update

(Pages 38 - 43)

Report of the Chief Executive attached.

9 South Ribble Community Strategy 2019-2024

(Pages 44 - 93)

Report of the Chief Executive attached.

10 South Ribble Volunteering Strategy

(Pages 94 - 107)

Report of the Director of Neighbourhoods and Development attached.

11 Council Tax Support Scheme

(Pages 108 - 115)

Report of the Deputy Chief Executive (Resources and Transformation)/Section 151 Officer and the Director of Customer and Digital attached.

12 Pay Policy Statement 2019-20

(Pages 116 - 125)

Report of the Interim Strategic HR Consultant attached.

Heather McManus
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Council

MINUTES OF CABINET

MEETING DATE Wednesday, 23 January 2019

MEMBERS PRESENT: Councillors Margaret Smith (Chair), Caroline Moon (Vice-Chair), Colin Clark, Cliff Hughes, Phil Smith, Susan Snape and Karen Walton

OFFICERS: Heather McManus (Chief Executive), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) and Dave Whelan (Legal Services Manager/Interim Monitoring Officer)

OTHER MEMBERS AND OFFICERS: Paul Hussey (Temporary Director of Customer and Digital), Jennifer Mullin (Director of Neighbourhoods and Development), Tim Povall (Deputy Chief Executive (Resources and Transformation) and Section 151 Officer), Gregg Stott (Deputy Chief Executive (Regeneration and Growth)), Councillor William Evans, Councillor Derek Forrest, Councillor Paul Foster (Leader of the Opposition and Leader of the Labour Group), Councillor Jim Marsh, Councillor Peter Mullineaux, Councillor Barbara Nathan (Member Champion (Safeguarding)), Councillor Michael Nathan, Councillor Michael Titherington (Deputy Leader of the Opposition and Deputy Leader of the Labour Group), Councillor Matthew Tomlinson, Councillor Paul Wharton, Councillor Barrie Yates and Councillor Graham Walton

PUBLIC: 0

52 Minutes Silence

A minutes silence was observed for former Councillor and Mayor, Joan Lawson, who had passed away on 22 January 2019.

53 Apologies for Absence

There were none.

54 Minutes of meeting Wednesday, 21 November 2018 of Cabinet

Decision made (Unanimously):

That the minutes of the Cabinet meeting held on 21 November 2018 be approved as a correct record.

55 Declarations of Interest

There were no declarations of interest.

56 Forward Plan**Decisions made (Unanimously):**

That the forward plan be noted.

57 Corporate Peer Challenge Action Plan and Response to External Auditors Statutory Recommendation Update

The Chief Executive presented a report that provided Cabinet with an overarching progress report on the actions taken and outcomes in relation to the Corporate Peer Challenge Action Plan and an update on the external auditors' statutory recommendation.

The Chief Executive referred to updates within the report concerning the deletion of paragraph 1.2 and that the spelling of 'significant' in recommendation 2.2.

The Leader indicated that she would be putting forward an additional recommendation relating to inviting the Local Government Association to carry out a focussed peer review in October 2019.

There was a comment from the audience that the report didn't reflect the exact discussion at the Improvement Reference Group (IRG) particularly around the words 'significant improvement'.

The Cabinet welcomed the progress that had been made with the Action Plan and External Auditor's statutory recommendation. Cabinet wanted to acknowledge the hard work of officers in developing the significant actions and felt that significant progress had been made.

Decision made (Unanimously):

1. That the report, appendices and their content be noted.
2. Cabinet notes that the Council is now in a position where significant actions have been taken and significant improvement has been made, and is continuing to be made, in the ongoing running of the Council.
3. That following the recommendation of the Improvement Reference Group, which has completed its work, a focused peer review be carried out in October 2019.

Reason(s) for decision:

To provide Members with an update on the work undertaken as a council to incorporate the recommendations from the Corporate Peer Challenge and the External Audit recommendations.

Alternative Options Considered and Rejected:

None.

58 Timetable of Meetings 2019/20

The Assistant Director of Scrutiny & Democratic Services presented a report to determine the dates of the meetings of the Council, Cabinet and various committees for the 2019/2020 municipal year.

Decision made (Unanimously):

That the timetable of meetings be approved.

Reason(s) for the decision:

To enable the Council to conduct its business effectively it is important to have a carefully planned timetable of meetings in place.

Alternative Options Considered and Rejected:

None.

59 Award of Contract for Green Links Project

The Director of Neighbourhoods and Development presented a report to request delegated authority to accept the most economically advantageous tender for the proposed installation of the Brownedge to Hennel Lane Green Links multi use path as part of the Council's health and wellbeing agenda.

Cabinet welcomed the proactive approach to improving the health and wellbeing of our residents through the Green Links programme. Cabinet Members referred to the report including future sustainability and whole life costs, the popularity of walking and enjoying open spaces and working with partners such as the Bridleways Association.

Decision made (Unanimously):

Delegated authority be granted to the Director of Neighbourhoods and Development in consultation with the Deputy Chief Executives and the Portfolio Holder for Regeneration and Leisure to accept the most economically advantageous tender for the proposed installation of the Brownedge to Hennel Lane Green Links multi use path.

Reason(s) for the Decision:

To mitigate any risk of unforeseen circumstances delaying authority to award the contract and safeguards the scheme's completion within the 2018/2019 capital programme.

Alternative Options Considered and Rejected

Several schemes have been considered as part of the central parks programme. To provide a grade separated crossing of the A6 linking Bamber Bridge in the east, to the spine of Central Parks in the west. All of these options were significantly more expensive.

60 Council Tax Support Scheme

The Deputy Chief Executive (Resources and Transformation)/Section 151 Officer presented a report reviewing the Council Tax Support Scheme for 2019/2020 and clarifying the legal position. It also identified the number of policy changes following the Chancellors Autumn Statement.

Questions raised from outside Cabinet were:

- How quickly the Council Tax Support Scheme can be changed?
 - The Deputy Chief Executive advised this would be subject to the consultation process and agreement by a future Cabinet and Council.
- Increased use of bailiffs and how many of these cases related to the Council Tax Support Scheme?
 - The Deputy Chief Executive (Resources and Transformation)/Section 151 Officer undertook to provide the numbers to the Member outside the meeting.
 - He also advised that bailiff numbers are not separated to identify those on the support scheme. Detailed information would be provided in future Council Tax Support Scheme updates.
- Have we implemented the six recommendations of the Money Advice Trust?
 - Three had been implemented and the remainder would be highlighted in future reports.

Decision made (Unanimously):

1. That Cabinet notes the legal position regarding the decision taken at Budget Council on 28 February 2018.
2. That Cabinet proposes to Council that the Council Tax Support Scheme remains unchanged for 2019/2020.
3. That Cabinet proposes to Council that it agrees the level of the deduction to be applied to Working Age recipients of Council Tax Support from 1 April 2019 and that this level be finalised and agreed in accordance with South Ribble's scheme as part of the Council's budget and council tax setting at the Council meeting on 27 February 2019. The figure will continue within the range (between £3.00 and £5.00 per week) which was consulted upon during the introduction and implementation of the Council's scheme.
4. Delegated authority be granted to the Director of Customer and Digital in consultation with the Cabinet Member for Finance to make all necessary updates to this Council's Council Tax Support Scheme to comply with any prescribed requirements that may be issued by central government. This may be by the making of specific regulations, or by amendment to the Local Government Finance Acts of 1992, 2012 and 2017 and Government funding formulae.
5. Delegated authority be granted to the Director of Customer and Digital in consultation with the Cabinet Member for Finance to make all necessary amendments to the Council's scheme to uprate the allowances and premiums in accordance with the revised Housing Benefit Circular.
6. To publish the updated scheme in accordance with the Local Government Finance Act 2012 and any regulation amendments.

Reason(s) for the decision:

To approve the Council's Council Tax Support Scheme for the financial year 2019/20 which serves to assist citizens on a low income with the cost of council tax.

Alternative Options Considered and Rejected:

The original consultation exercise considered a number of alternatives to reducing the amounts that claimants received in their council tax support. These included reducing council services and increasing levels of council tax.

61 Exclusion of Press and Public**Decision made: Unanimously:**

That the press and public be excluded from the meeting during the consideration of the following item of business as it involved the discussion of information defined as exempt from publication under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, 'Information relating to the financial or business affairs of any particular person (including the authority holding that information) 'and in which the public interest in maintaining the exemption outweighed the public interest in disclosing it.

62 Replacement Mini-Sweeper

The Director of Neighbourhoods and Development presented a report seeking approval to increase the capital expenditure allocated for the replacement mini sweeper in the 2018/2019 capital budget to enable the purchase of a larger 10 tonne midi sweeper. The increase in immediate expenditure would be met from underspends in the overall vehicle replacement budget for other purchases and would remain within the existing allocation for 2018/2019. The additional costs would be recovered through future operational efficiency savings in future years.

Members felt that this purchase would be of great benefit to keeping the Borough cleaner, be more efficient and improve resident satisfaction further. It was also highlighted that the selection of the vehicle followed an extensive evaluation process by those employees who use the vehicles, which was commended.

Decision made (Unanimously):

1. That Cabinet agree the increase in allocated funds to acquire a new sweeper from within the overall approved capital programme. This would allow for purchase, tax and delivery costs.
2. Subject to the tender received being within budget allowance that the Director of Neighbourhoods and Development in consultation with the Chief Executive and Deputy Chief Executive (Resources and Transformation) be given delegated authority to award the contract.

Reason(s) for the decision:

To enable the delivery of an enhanced service to the residents of the Borough through the addition of additional sweeping frequencies and additional flexibility in the delivery of the service.

Alternative Options Considered and Rejected:

Consideration was given to the like for like replacement of the existing mini-sweeper, however whilst this would allow service standards to be maintained it would not enable further development and enhancement of the service going forward. Not to replace the vehicle would result in increased down time and cost of repairs.

Chair

Date

MINUTES OF GOVERNANCE COMMITTEE

MEETING DATE Thursday, 24 January 2019

MEMBERS PRESENT: Councillors Alan Ogilvie (Chair), James Patten (Vice-Chair), Warren Bennett, Paul Foster, Michael Green and Ian Watkinson

OFFICERS: Janice Bamber (Interim Head of Shared Assurance Services), Dave Whelan (Legal Services Manager/Interim Monitoring Officer), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services), Simon Hardman (Grant Thornton PLC), Mark Heap and Coral Astbury (Trainee Governance and Member Services Officer)

OTHER MEMBERS AND OFFICERS: Councillor Margaret Smith (Leader of the Council and Leader of the Conservative Group), Councillor Phil Smith (Cabinet Member (Regeneration and Leisure)), Councillor Susan Snape (Cabinet Member (Finance)), Councillor Colin Clark (Cabinet Member (Corporate Support and Assets)) and Councillor Caroline Moon (Deputy Leader of the Council, Cabinet Member (Neighbourhoods and Streetscene) and Deputy Leader of the Conservative Group)

PUBLIC: 0

38 Apologies for absence

Apologies for absence were received from Councillor David Suthers.

39 Declarations of Interest

None declared.

40 Minutes of the Last Meeting

The minutes of the last meeting held on 22 November 2018 were agreed, subject to minutes number 37 being amended to read that the Section 151 Officer presented the report, not the Deputy Chief Executive (Resources and Transformation).

The Chair referred to minute number 31 and confirmed that he had emailed Committee Members following the meeting and not received any objection to the approach agreed.

RESOLVED (Unanimously):

That the minutes of the Governance Committee meeting held on 22 November 2018, as amended, be agreed.

41 Audit Progress Report

The Committee received a report of the External Auditor detailing the progress being made in the delivery of their responsibilities. The usual wider sector briefing had not been available for the agenda despatch, but would be circulated outside the meeting.

The External Auditor reported that he had met with the Council's Section 151 Officer to discuss the implications of Brexit and further work with Lancashire councils was proposed. The External Auditor had planned their regular meetings with the Finance Team and invites had been sent for their accountants' workshops.

Members of the Committee raised the following key points:

- Confirmation was sought and given that representatives of the Council's Finance Team would be attending the accountants' workshops referred to.
- Reference was made to the last value for money assessment and comments made around the implementation of shared services with Chorley and whether this would be looked at as part of the audit process. Reassurance was provided that External Audit would look at many documents and hold discussions to form their assessment. It was likely that the new leadership team and shared services work would form part of the process.
- The additional work on Brexit would be carried out by Grant Thornton's advisory team and if progressed, the cost met by those councils that wished to be involved. A discussion took place on the best timing for undertaking this piece of work.
- The External Auditor outlined the standards that they work to and how they add value to the audit process, including their ethical standards and regulatory framework.

RESOLVED (Unanimously):

That the report be noted.

42 Housing Benefit Certification Letter

The Committee received the External Auditor's Housing Benefit Certification Letter. It was reported that the letter was very positive and thanks were extended to the Council's Housing Benefit Team for the smooth audit.

Members of the Committee raised the following key points:

- The fact the fee for carrying out the audit remained the same was welcomed.
- Issues raised in previous years had been resolved with additional testing by the External Auditor and the Council, which is more efficient. Reassurance was provided that the External Auditor evidenced the testing undertaken by the Council.
- The positive message about the audit and thanks provided would be shared with the Housing Benefits Team.

RESOLVED (Unanimously):

That the report be noted.

43 Internal Audit Progress Report

The Committee received a report from the Interim Head of Shared Assurance Services summarising the internal audit work undertaken for the South Ribble and the Shared Services element for the period 1 April 2018 to 31 December 2018. The Head of Service outlined the steps she was taking to ensure the audit plan was achieved.

Concern was expressed with the level of staff resources and capacity in place for delivering the internal audit plan. The Deputy Chief Executive (Resources and Transformation)/Section 151 Officer provided reassurance that the changes taken place in the ways of working within the internal audit team would help to deliver the audit plan. New IT systems will also be considered to improve Audit performance in the future plan to improve transactional analysis thus reducing staff time required. It was confirmed that should additional resources be required these would be provided.

A query was raised as to how project specific risks are being managed. It was reported that the Council had a project managers group in place that met regularly to help co-ordinate projects and ensure our project management system was utilised, including risk registers module. Additionally the Programme Board took an overview of projects.

RESOLVED (Unanimously):

1. That the report be noted.
2. An update on progress with the audit plan be provided to the next meeting.
3. A report on the implementation of audit recommendations be provided to the next meeting.

Chair

Date

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Agenda Item 8

REPORT TO	ON
COUNCIL	6 February 2019



TITLE	PORTFOLIO	REPORT OF
Corporate Peer Challenge Action Plan and Response to External Auditors Statutory Recommendation Update	Leader of the Council	Chief Executive

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

1. PURPOSE OF THE REPORT

- 1.1 This report and the attached appendix aims to provide the Council with an overarching progress report on the actions taken, and outcomes, in relation to the Corporate Peer Challenge Action Plan and to provide updates on the response to the external auditors' statutory recommendation update.

2. CABINET RESOLVED THE FOLLOWING RECOMMENDATIONS TO COUNCIL

- 2.1 That the report, appendices and their content be noted.
- 2.2 Cabinet notes that the Council is now in a position where significant actions have been taken and significant improvement has been made, and is continuing to be made, in the ongoing running of the Council.
- 2.3 That following the recommendation of the Improvement Reference Group, which has completed its work, a focused peer review be carried out in October 2019.

3. REASONS FOR THE DECISION

- 3.1 To provide Members with an update on the work undertaken as a Council to incorporate the recommendations from the Corporate Peer Challenge Review and the External Audit Recommendations.

4. CORPORATE PRIORITIES

4.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	X
Health and Wellbeing	X
Place	

Projects relating to People in the Corporate Plan:

People	X
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5. BACKGROUND TO THE REPORT

- 5.1 The attachment provides an overarching view of progress from numerous reports produced over the past year. Key achievements and completion of areas can be noted with clear plans in place for continuous improvement.
- 5.2 A detailed action log confirming completion of initiatives is attached to this report for information.

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

- 6.1 Assurance can now be given that these issues are now being addressed through our newly designed PDA process (being developed by the staff) and also our corporate planning and service planning work. Capacity for delivery is now in place with the new leadership team being fully staffed.

7. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 7.1 The Improvement Reference Group concluded:
- South Ribble Borough Council is now in a position where significant action has been taken and improvement is ongoing.
 - Cease the Improvement Reference Group as all actions are satisfactorily completed, or have a plan to be completed in the near future.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications as a result of this report.

9. LEGAL IMPLICATIONS

- 9.1 There are no legal implications as a result of this report.

10. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 10.1 HR & Organisational Developments implications are outlined within the report and the attached Appendix A: Action Log.

11. ICT/TECHNOLOGY IMPLICATIONS

11.1 There are no specific ICT / Technology implications as a result of this report.

12. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

12.1 There are no property and asset management implications as a result of this report.

13. RISK MANAGEMENT

13.1 The programme for improvement is set in the context of delivering quality services in a timely manner within budget. The Council has set out its new MTFs and this will be monitored quarterly by Cabinet. The Council's performance on service delivery will also be monitored closely through the delivery of its Corporate Plan on a quarterly basis. The key areas of risk around staff morale, financial budgeting and effective delivery are all captured in the Council's Risk Register.

14. EQUALITY AND DIVERSITY IMPACT

14.1 Equality and diversity implications have been considered as part of the undertaking of the recommendations and this will continued to be assessed on a quarterly basis alongside the monitoring of the delivery of the Corporate Plan.

15. RELEVANT DIRECTORS RECOMMENDATIONS

15.1 Note that all recommendations put forward from the LGA Peer Review have been completed, or a plan is in place to embed changes.

15.2 Note that all External Audit Recommendations have been considered and actioned as complete.

15.3 Note the exception of actions relating to Shared Services Implementation which has been deferred to May/June 2019.

15.4 Take reassurance that External Auditors are comfortable with the intermediate plans in place covering the vacant shared service roles.

15.5 Recognise the achievements made by Officers, and all Members, in completing above recommendations.

16. COMMENTS OF THE STATUTORY FINANCE OFFICER

16.1 This report recognises the significant progress made by the authority to deliver the Corporate Peer Challenge Action Plan and responds to the Statutory Auditors report for 2017/18.

17. COMMENTS OF THE MONITORING OFFICER

17.1 A great deal of work has been done in this regard by both officers and members. Significant improvements have clearly been made. This is a trajectory that we need to continue with.

18. BACKGROUND DOCUMENTS

18.1 LGA Corporate Peer Challenge Report April 2017

18.2 Corporate Peer Challenge Action plan and response to Statutory Recommendation (under s24 of the Local Audit and Accountability Act 2014) Paper for Council on 26th September 2018.

21. APPENDICES

Appendix A: LGA Action log.

Heather McManus
Chief Executive

Report Author:	Telephone:	Date:
Heather McManus Chief Executive	01772 625301	08/01/2019

South Ribble Borough Council - Peer Review / S24 Recommendations Action Plan

	LGA Peer Review Recommendation	Action taken	Timeline	Update
1	Political leadership - robust implementation of officer/member protocol	Member officer protocol has been developed through cross-party working, this was approved by council on 21st March 2018 subsequently individual member/officer commitment has been made through formal signature.	Council approved the member/officer protocol on 21 st March 2018 and as of June 2018, 98% - Member sign up 100% - Officer sign up	Complete - Administration has required for further development of Sanctions in 2019/20 to be brought back to Council for approval.
2	Implementing the new senior management structure	Council approved the new leadership structure in November 2017 with the amended shared services structure in March 2018. Budgetary provision was made to implement 1st April 2018 . Internal recruitment was completed with effect from 1st April 2018. External adverts had a closing date of 10th August 2018 with interviews in progress. The shared services structure was amended on the 21st March 2018. Job descriptions are currently being developed (see point 6). A shared services appointments panel has been convened on the 6th Sept 2018		Complete - New management structure now in place. With the exception of two shared services posts to be reviewed in May/June 2019 . S151 and MO responsibilities covered.
3	Developing leadership potential of the new senior team	In August 2017, upon the appointment of the Chief Exec South Ribble Borough Council undertook a review of the current operating structure with a view to ensuring operations in the future fully meet the Council's culture and delivery focus in the most efficient and effective way. Issues of the previous 2 years also needed to be addressed. The restructure of Senior Leadership and Management posts was proposed moving from a transactional structure to a transformational structure. External independent employee support was engaged by the Council to support managers who roles where affected by the proposed changes. The support provided was bespoke on an individual basis and in the context of the changes that took place. The council has developed a new leadership model based on the principles of high performing teams which we have codesigned with the leadership team, and branded it as ' Blended Working' . This new model centres around development of individuals , and is value based . there is a comprehensive programme in place to drive this through all levels of the organisation. The leadership model now drives through all recruitments made within the council. The recruitment approach developed has been externally validated by Veredus' Occupational Psychologists. Menrva has worked with Veredus (SRBC appointed external recruitment partner), to co-design the final recruitment programme design and run the recruitment Assessment. Leadership Development Programme 2018: South Ribble Borough Council are undertaking a transformational developmental change programme with a view to ensuring operations in the future fully meet the Council's culture and delivery focus in the most efficient and effective way. Operations are being restructured and recruitment for some Senior Leadership roles is continuing. The development support is focused on embedding the South Ribble Blended Way of Working within the Senior Leadership Team, with the Cabinet, Members and other Key Stakeholders and with Staff across the Council as a whole. Support is being provided for the Senior Leadership Team as a Group and as individuals as they develop in their new roles and start to transfer learning and embed a Blended Way of Working in their teams. The development approach to be informed by and directly aligned with the Cultural Mapping Work recently undertaken across the Council.		Complete - New leadership model in place and new ways of working fully implemented within senior leadership team. Culture mapping work complete and baseline figures in place. Member development programme progressing.
4	Aligning political and officer processes to ensure decisions are implemented with no last minute changes	Senior officer meetings programmed to clear all council reports. Portfolio holder discussions take place to confirm reports. Shadow cabinet briefings introduced on all cleared cabinet reports. Pre-cabinet briefings take place. The council also has robust decision making processes in place.	Working Example Extended Leadership Team (Report Clearing Meeting) - 14th August 2018 Cabinet Workshop - 14th August 2018 Shadow Cabinet Briefing - 7th September 2018 Cabinet Meeting - 12th September 2018	Complete - Shadow cabinet briefings also introduced.
5	Reviewing the governance committee with a view to separating the audit and general governance function	A draft paper is currently with governance committee to review. (see attached) The governance committee has already set up a task group to review before formal consultation by the committee.	Task group meeting 6th September 2018	Complete - full Council approval of new Governance Committee terms of reference approved.
6	Implementing with Chorley the agreed approach to shared services	Council approved the revised shared services structure in March 2018. Draft job descriptions are being co-created with existing staff central to the shared services journey. An action plan is being developed to test future shared services opportunities. External capacity is being sourced to strengthen the existing shared services legal agreement. Chorley have agreed to implement the Council new leadership model and recruitment process for the shared services appointments.	March 2018 approval. Draft job description to the next shared services appointments panel 6th Sept .	Shared Services defferred until May/June 2019. Transformation of services progressing. Statutory S151 and Monitoring Officer positions in place.

7	Improving internal communication and clarity with staff about the vision and next steps for transformation	<p>Cultural mapping process proposed by the staff feedback was to introduce a 'TLC ' approach to communications. This represents a requirement that communication is timely, clear in language and consistent in message. There have been ongoing staff briefings with regards to any real time and significant staff communication e.g. shared services.</p> <p>We have in place key messages from the leadership team posted on Connect and through face to face team meetings. The CEO continues to have an open door policy introduced on her appointment in August 2017.</p> <p>A transformation space on Connect has been created by members of the extended lead hip team and regular updates take place.</p> <p>The CEO has a blog.</p> <p>We have invested in ICT software communications solution (Attain)which will link direct to all staff .</p> <p>We have introduced an all staff distribution list.</p> <p>The council is also in the process of setting up a formal JCC with the unions, to contribute to the communications strategy.</p> <p>Transformation - an effective organisation sits transformation at the heart of its delivery model . the Council's approach to its corporate planning , and working up new and efficient ways of working is a responsibility of each and every officer in the council. To implement this , a cultural mappaing exercise has taken place . out of this work, the leadership development work , and the creation of blended Blended working, teams are encouraged to develop new ideas, and transformational service delivery options . The staff have developed a concept called "white space" which allows for new service models to be developed on the lean principles of providing effective services. Teams challenge themselves around service delivery .. and options are developed from a ' whole team' approach .</p> <p>the method of transformation , allows change to be embedded within teams, with teams taking ownership of the Change.</p> <p>The communication of this new way of working has been delivered though "Market street" sessions, where all staff have had the opportunity to discuss and debate transformation projects that have taken place, and all of the above communication forum detailed above.</p>	<p>'Cultural Baseline' – an understanding of where the organisation is now and how it could build on existing initiatives and be purposeful in developing its culture and engaging the workforce into the future.</p> <p>The Chief Executive wanted to co-create the design of the intervention.</p> <p>The key outcomes were:</p> <ul style="list-style-type: none"> - an independent observation of where the organisation is now, - observations on areas for focus to move the organisation forward the 'What next?' <p>It was also agreed we would generate a quantitative 'baseline score' for where the organisation is now and the telling of the Story around where the organisation has been and where it is now. Shared services departments were briefed on 19th & 20th June 2018 and are ongoing.</p> <p>Key messages on Connect are bi-weekly for leadership team.</p> <p>Open door policy is actively used by all layers of organisation.</p> <p>Transformation section on Connect is updated as and when.</p> <p>The CEO blog is released as and when required. Investment in the ICT system Attain is to be rolled out in 18/19.</p>	Complete and implemented
8	Renewing the focus and commitment to the Improvement Reference Group (and agreeing a timeframe when the IRG should be stepped down)	<p>Regular IRG meetings took place in 2017/18 and are planned for 2018/19.</p> <p>At its meeting in March 2018 , the IRG considered the actions set out in the Peer review , and have subsequently met in July, and agreed a work plan for the comming year.</p>	<p>Schedule of meetings (2017 - 2018)</p> <ul style="list-style-type: none"> 15th May 2017 13th June 2017 24th July 2017 24th August 2017 18th September 2017 30th October 2017 5th December 2017 8th January 2018 19th March 2018 10th July 2018 TBC August 2018 TBC September 2018 	To be considered in Jan 2019

Agenda Item 9

REPORT TO	ON
COUNCIL	6 February



TITLE	REPORT OF
South Ribble Community Strategy 2019-24	Leader

Is this report confidential?	No
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1. PURPOSE OF THE REPORT

1.1 This report provides a high level summary of the South Ribble Community Strategy; which has been developed by partners over the past 12 months.

2. RECOMMENDATIONS

2.1 Council acknowledges the proposed South Ribble Community Strategy 2019 – 2024, which identifies future opportunities for joint working with our partners.

2.2 The Council will consider this document, and bring forward within its Corporate Plan areas that can be aligned.

3. EXECUTIVE SUMMARY

3.1 The Community Strategy sets out an overarching vision that is collectively agreed by Partners, and the Community, setting the framework in which strategic partnership work can take place and projects developed.

3.2 The Council seeks to work collaboratively with a wide range of public, private and third sector bodies to develop further these priorities and where possible this will roll forward into the Council's Corporate Planning process.

4. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Excellence and Financial Sustainability	✓
Health and Wellbeing	✓
Place	✓

Projects relating to People in the Corporate Plan:

People	✓
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5. BACKGROUND TO THE REPORT

- 5.1 The Council has a significant role and commitment to support the health and wellbeing of its residents. Councils are providers of key preventative services such as housing, homelessness, leisure and environmental health; however there are many other services and ways in which people can be supported and we cannot do this on our own.
- 5.2 As an elected body, we have a unique role in representing local communities and through South Ribble Partnership and the Community Strategy, we can lead and influence the development of services and manage growth in a way that supports our communities.
- 5.3 South Ribble Partnership agreed to refresh its strategy in April 2018 and set out an ambitious consultation and engagement programme. This has now been completed and a new Community Strategy has been drafted.

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

- 6.1 South Ribble Community Strategy sets out the joint strategic vision for partners and organisations.
- 6.2 **“SOUTH RIBBLE WILL CONTINUE TO BE KNOWN AS ONE OF THE BEST PLACES IN THE UK TO LIVE, WORK AND DO BUSINESS... OUR COMMUNITIES WILL CONTINUE TO BE AMONGST THE BEST PLACES TO LEARN, THRIVE AND GROW”**
- 6.3 The priorities of the Community Strategy have been developed through extensive consultation with communities and partners. The priorities identified reflect what communities, partners and elected members told us; which was consistent across all groups.
- 6.4 The priorities as identified focus on;
- ▶ Developing effective partnerships, so that we work with each other to maintain and improve the services local people need.
 - ▶ To manage growth so that the area benefits from the opportunities of new investment, skills, and jobs retaining the sense of place and delivering quality housing and environment.
 - ▶ To communicate and connect better with communities so that we can build a new relationship where services and communities contribute together, involving volunteering to build stronger and more resilient neighbourhoods.
 - ▶ To continue to develop a great sense of place where we celebrate pride in our communities. South Ribble is an area where people want to invest and do business and there is continued investment in the Borough’s parks and open spaces, leisure and recreation facilities.
- 6.5 The strategy is structured on two fundamental objectives
- ▶ Big and Small
 - ▶ Radical Reshaping of Local Services
- 6.6 ‘Big and Small’ is about the Partnership’s place to develop strategies for action and influence across local, regional and national footprints. Big focuses on the major service providers and stakeholders at the national, regional and sub regional level. Small is where the focus is on local groups, communities and those that provided services at a neighbourhood level.
- 6.7 Driven by the rising and increasing complex demand on services across the sectors, radical reshaping of local services is a key element of the Community Strategy. The challenge of demand on resources, balanced against growth makes this a key issues for partners to resolve collectively. There are clear opportunities to work with partners who

want to move forward with reform at pace, and the Community Strategy provides that space for collaborative relationships to be developed.

- 6.8 Effective Partnerships, creates the space for each partner to work together to align and share resources which may involve co-locating, integrating and shaping services collaboratively, driving forward their own plans for change providing impact on how we all use our resources and assets.
- 6.9 Adopting the Community Strategy and taking a leading role as a Partner will support delivery of the Council's own objectives and seek to streamline the way we work with partners in a more connected and coherent framework.

7. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 7.1 The consultation carried out is reflected within the Community Strategy and has assisted the Council in development of its Corporate Plan and budget.
- 7.2 The consultation programme has been wide and detailed. Which included;
- 7.3 A Borough wide survey was conducted between August and September 2018 and 1,657 responses were received. Independent analysis was undertaken and it was assigned a 95% confidence rating (with a limit of 3% either way). The survey was very positive in its responses and provided insight into the things that are important to those who live and work in the borough. A full report of the survey is attached in Appendix B. Highlights of the survey showed us that people most value;
 - ▶ Good transport infrastructure
 - ▶ Our parks and open spaces
 - ▶ Our community spirit
 - ▶ Good shopping facilities,
 - ▶ Local amenities nearby
- 7.4 Over 20 individual detailed interviews took place with a wide range of organisations. From these interviews collectively partners identified areas of focus around strengthening partnerships and making sure they are effective, managing the anticipated growth projected for South Ribble, tackling persistent inequalities and developing effective tools and engagement that stimulates community action.
- 7.5 A series of workshops were hosted by South Ribble Partnership (18th July and 20th September) which invited participants from across all sectors as well as an individual workshop with elected members. The workshops reinforced the role of Partnership working and that many partners view an opportunity to work with the Council, who they see as well placed to lead and co-ordinate. Collectively all workshops recognised areas of focus around communication with each other and the community.
- 7.6 A further workshop took place called 'Powwow' December 4th 2018 which aimed at looking a little deeper in to the aspects of support for the voluntary, community and faith sectors; in particular around volunteering and participation. This workshop discussed potential models of approach and is reflected in the report to Cabinet (February 2019) relating to the Volunteer and Participation strategy.

8. FINANCIAL IMPLICATIONS

- 8.1 The Corporate Plan will respond to the Community Strategy and these financial implications will be brought forward in future reports.
- 8.2 It is anticipated that participating partners will, like the Council, use the Community Strategy to influence their own resource assessments, use of assets and proposed budgets; driving forward change in local services as part of the priority for 'Effective Partnerships'.

9. LEGAL IMPLICATIONS

9.1 There are no legal implications arising from this report.

10. COMMENTS OF THE STATUTORY FINANCE OFFICER

10.1 The Council's Community Strategy identifies priorities that have been developed by the council's communities and partners. The financial implications have been incorporated into the 2019/20 proposed draft Budget and revised Medium-Term Financial Strategy which will be discussed at a later date.

11. COMMENTS OF THE MONITORING OFFICER

11.1 The Community Strategy is a high level document that sets the context for the Council's Corporate Plan. The approval of this document is ultimately a matter for Full Council.

12. OTHER IMPLICATIONS:

<p>▶ HR & Organisational Development</p>	<p>There are no human resources and organisational development implications arising from this report.</p>
<p>▶ ICT / Technology</p>	<p>There are no ICT/Technology Implications arising from this report</p>
<p>▶ Property & Asset Management</p>	<p>There are no property and asset management implications</p>
<p>▶ Risk</p>	<p>Key risks have been identified and recorded in Appendix D.</p>
<p>▶ Equality & Diversity</p>	<p>Throughout the process of consultation, every effort has been made to ensure that individuals could participate. Organisations that represent those with protected characteristics have been invited to participate and the survey did provide some responses, together with the workshops and interviews. As an example the community survey was designed in conjunction with Galloways who were able to provide adapted versions to their service users.</p> <p>As part of equality and diversity, the values of the Partnership are set out in the Strategy which includes the right for everyone to be involved and engage. This will be applied to all of the Partnership's work as it develops its action plans and work streams.</p>

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

Report to Cabinet 'Lead the Development of the Borough Community Strategy', 12th September 2018

13. APPENDICES (or There are no appendices to this report)

- ▶ Appendix A – Better Together the South Ribble Way: South Ribble Community Strategy 2019 – 2024
- ▶ Appendix B – South Ribble Partnership Survey 2018
- ▶ Appendix C - Equality Impact Assessment
- ▶ Appendix D - Risk Assessment

Heather McManus
Chief Executive

Report Author:	Telephone:	Date:
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BETTER TOGETHER THE SOUTH RIBBLE WAY

Draft version 1.3

South Ribble
Community
Strategy
2019-2024

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Foreword

South Ribble was identified in 2017 as the **Best Place to Live in the UK!** We welcome everyone to South Ribble and are proud of our friendly communities. This Community Strategy sets out a shared vision for South Ribble between communities, service providers and businesses. Through our better together approach, we will work collaboratively so South Ribble continues to be an amazing place to live, work and do business.

A task group of Partners have worked together over the past 12 months to develop our strategy; engaging in detail with local service providers, business representatives and other partners and most importantly, our communities. Each voice has been welcomed and contributed to this strategy, this is reflected in our priorities which focus on improving local services and supporting the aspirations of our communities.

Our values underpin everything we do, because we believe that it is how we work together that will bring the success and deliver outcomes we all want. Communities are at the heart of everything we do and we hope they will actively participate to forge an even better future for the areas in which we live and work.

There are challenges ahead, and lots of opportunities too. Working together, we can turn these into a bright sustainable future.

Jacqui de Rose
Chief Executive Progress Housing Group
Member of South Ribble Partnership



South Ribble Partnership Task Group Members
who have developed this strategy

Our Partners Say...

“UCLan has been transforming lives since 1828 and supports communities to be strong, sustainable and vibrant. We have been pleased to join partners to help develop South Ribble’s Community Strategy”.

UCLan

“We value our involvement in the South Ribble Partnership and believe the new ambitious Community Strategy will focus and influence matters that impact on communities and benefit South Ribble”

BAE Systems

“The Federation of Small Businesses is pleased to have been involved in helping to shape the Community Strategy for South Ribble. Small businesses play an important role through the Borough as employers, service providers and community hubs and it is vital that they are included in the future plans for the area.”

Federation of Small Businesses

"We are excited to be involved because the opportunity to work in partnership has to be the best solution for the community. No one of us has the ability to be the best solution in every situation"

Citizens Advice Lancashire

With our partners we recognise the need for services to be purposefully designed and delivered to meet the needs of people living in South Ribble. This strategy creates the opportunity to make this a reality, driving better care, through the integration and development of local care teams for local people and we are proud to be a part of this.

Lancashire Care Foundation Trust

“South Ribble Borough Council is pleased to have been involved in developing this new Community Strategy and believe that the priorities identified, reflect the needs and ambitions of both our communities and partners.

It is clear that our communities treasure the great sense of place and identity. Whilst there is significant investment and growth expected in South Ribble, we fully acknowledge the importance of managing the way our communities grow so that we keep that sense of community and belonging that makes South Ribble a great place to live and work.

There are lots of opportunities for businesses and we are pleased that the strategy reflects the things that make South Ribble a unique place to locate as well as ways we can work with partners to support residents to realise their ambition through learning new skills and accessing opportunities.

As a Council, we welcome this opportunity to work collaboratively with partners and over the coming weeks and months are excited to put this strategy in to action”.

Cllr. Margaret Smith

Leader of South Ribble Borough Council

Member of South Ribble Partnership

Our Values

Our strategy is ambitious; we believe it is achievable if we work together and every voice is heard.

We think that to be effective we need values that each participant's actions reflect:

Leadership and accountability

The statutory partners, businesses and community organisations that make up the Partnership lead by example and demonstrate real progress in delivering this strategy. They make sure we have the right people at the table who can make decisions and influence change.

Honesty, respect and trust

We trust each other to use information and have challenging, honest and respectful discussions so that the Partnership can make the right (and sometimes bold) decisions for the benefit of South Ribble.

Collaborative, integrated and innovative approach

We believe we can achieve more, by working together with common aims and objectives. South Ribble has a proud culture of innovation spanning a century and we are up for redesigning services with other organisations to put outcomes for citizens first.

Communities at the core

Everything we do must be done in partnership with the diverse communities within South Ribble. Communities have their part to play in delivering this strategy; they should have their voices heard and get the support and tools they need to make things happen.

Diversity and inclusiveness

We believe that everyone has the right to be involved and we all promote, support and encourage individuals to take up the opportunity to engage with and benefit from the work of South Ribble Partnership.

We speak in Plain English

Each organisation and sector has its own jargon, abbreviations and language. We strive to make language accessible, so that everyone is able to take part and understand what is being said.

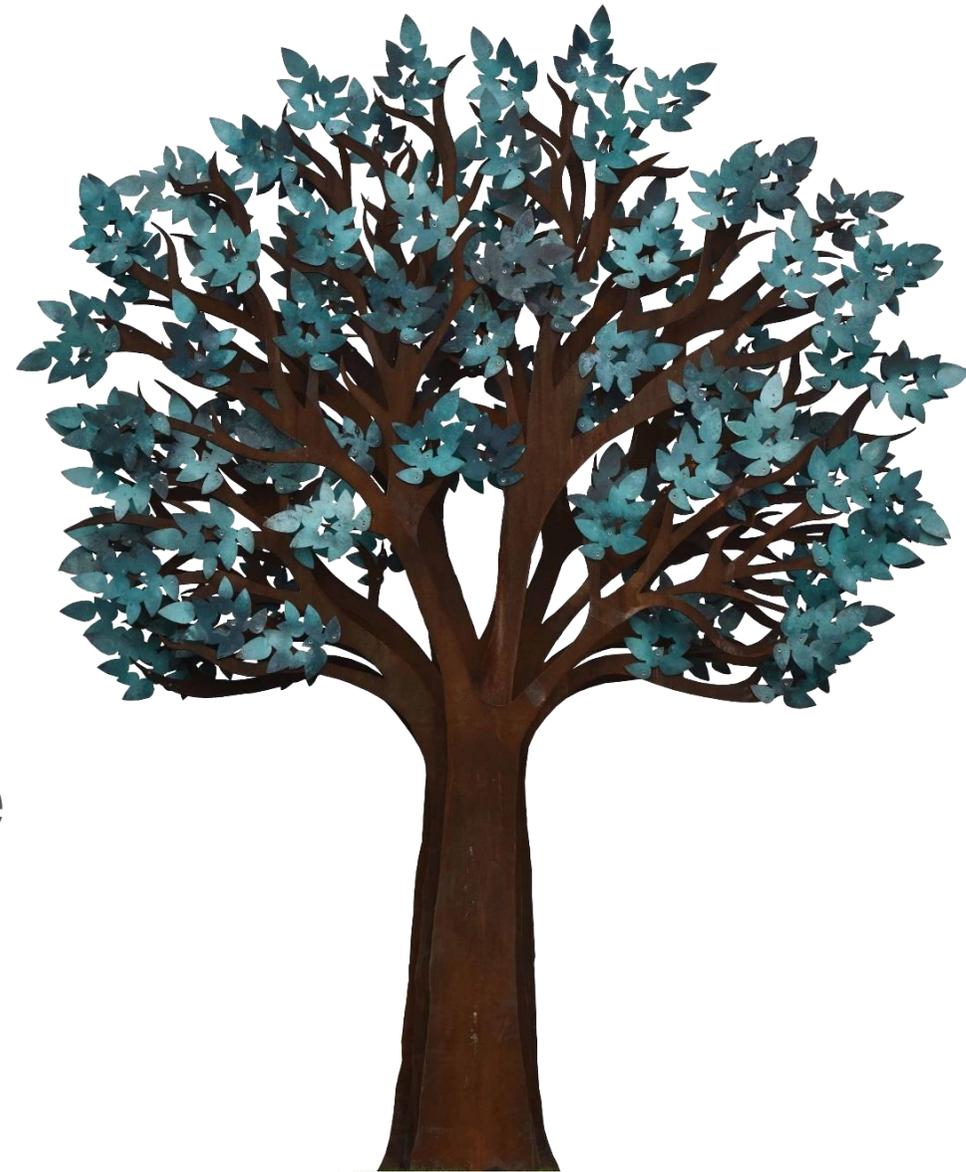


Our Strategy

“South Ribble will continue to be known as one of the best places in the UK to live, work and do business

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Our communities will continue to be amongst the best places to learn, thrive and grow”

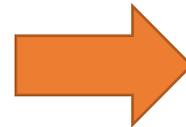


EFFECTIVE PARTNERSHIPS

Driving Radical Reshaping of Local Services that delivers....

GROWTH

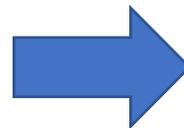
Realising the
Opportunities



- ▶ People can realise their ambitions and access the opportunities that the City Deal presents.
- ▶ Skills, education and job opportunities reflect local people's ambitions and promote social mobility.
- ▶ Homes, towns, villages and transport networks are well designed.

CONNECTED

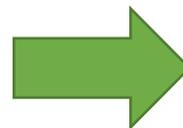
Strong and Resilient
Communities



- ▶ A new relationship between communities and services providers.
- ▶ Community leaders, organisations and groups have the resources and tools they need.
- ▶ Communities are connected to what going on.
- ▶ People can actively participate their communities.

PLACE

Attractive,
Recognised & Known



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

EFFECTIVE PARTNERSHIPS

Driving Radical Reshaping of Local Services

A place where service providers, businesses and communities work together effectively so that people have access to the local services they need and get a helping hand when they need it.

Strong Partnerships

There is a clear desire for partnership working with South Ribble Partnership focusing on strategic matters, in particular the reshaping of local services.

You Told us the Challenges and Opportunities are:

- ▶ Reinforcing the Partnership's strategic board/executive with decision makers and influencers; including from a regional level.
- ▶ Development of shared delivery models and greater integration between services (Radical Reshaping of Local Services).
- ▶ Better sharing and coordination of information and intelligence between partners, including collaboration in community engagement, to support an integrated approach.
- ▶ Rationalisation of operational/project based partnership working is needed. Connections between partnerships and their effectiveness was raised as a concern by partners; it is not always clear who is doing 'what', which hinders collaboration.

Our Focus will be on:

- ▶ Service providers, businesses work with communities to develop creative solutions that drive change
- ▶ Partners will put in place solutions to use information more effectively so that they make better decisions.
- ▶ Partners will work together to align and share resources and integrate services to improve the way people are supported by local services.

Effective partnerships that promote, encourage and implement solutions that work, including:

- ▶ Shared service delivery models.
- ▶ More co-located services and hubs (both physically and online) to enable better access to services for everyone.
- ▶ Addressing causes and not just symptoms, (we call this early action and prevention).
- ▶ Partners working together to develop action plans that meet community needs and tackle issues such as persistent inequalities and social isolation.

GROWTH

Realising the Opportunities

A place where people can realise their ambitions and access the opportunities the City Deal presents; where skills, education and job opportunities reflect local people's ambitions and promote social mobility.

A place where our homes, towns, villages and transport networks are well designed. There is choice in how we travel, town centres offer variety and those who live here feel secure that their homes and communities will meet their needs throughout their life.

Growth

South Ribble is set for accelerated growth as a result of the ambitions of the Preston, South Ribble and Lancashire City Deal. This provides opportunities for investment and development and the potential to tackle persistent issues of inequality through skills development and employment.

You Told us the Challenges and Opportunities are:

- ▶ Local plans, the Community Strategy and City Deal need to be aligned so we can succeed, recognising their interdependencies.
- ▶ Make land available for affordable housing so that people are supported into the Housing market.
- ▶ Recognition of the need for developers to build 'lifetime' homes of 'quality' that fulfil the needs of residents as they get older or face changes.
- ▶ Town centres as destinations that meet the challenges of changing consumer habits and a place where new and existing communities connect as the area grows.
- ▶ The need to address congestion and air quality issues through transport solutions that embrace new ways to get around.
- ▶ Promote opportunities to gain new skills and access to education/training so local people benefit from new employment opportunities.
- ▶ Work across the City Deal sub-region to promote the sub-regional brand nationally and internationally.

Our Focus will be on:

A well planned area:

- ▶ Housing will be affordable and designed to meet lifelong needs.
- ▶ Transport will be managed to keep our communities connected and mobile; we will work to reduce congestion and improve air quality.
- ▶ Town centres and businesses supported to provide the experiences and services people want in the modern world.

Good Jobs where people can grow and develop:

- ▶ Schools, colleges, universities and employers will provide access to qualifications, training and support to meet the demands of the City Deal and support the ambitions of local people.

What is City Deal?

City Deal is an investment of £434 million to enhance transport and other infrastructure in Preston and South Ribble, driving the creation of some 20,000 new jobs and generating the development of more than 17,000 new homes over the next ten years.



CONNECTED

Strong and Resilient Communities

A place where community leaders, organisations and groups have the resources and tools they need so that our communities are connected to what's going on and people can actively participate in building the resilient communities they aspire to.

Connected Communities

The topics of communication and communities were consistent themes from all those involved in the consultation. South Ribble already benefits from leaders in our communities such as the Leyland Town Team, Veterans Café and Friends Groups. With changing service delivery landscapes, it will be increasingly important to build resilient communities and people who can take more responsibility for each other and their own neighbourhoods and well-being.

You told us the opportunities and challenges are:

- ▶ There is a need to develop effective community networks and infrastructure to support community and voluntary sector organisations.
- ▶ Investment is needed to support community groups and build capacity in larger organisations in the voluntary and community sector
- ▶ Individuals want to get involved in their community but need information to find out about opportunities and how to access them.
- ▶ Understand, connect and build on the assets and activities already within communities and build on those.

Our Focus will be on

A renewed relationship between communities, and organisations that benefits everyone:

- ▶ Communities and service providers will work towards agreement on how each can play their part in building resilient communities
- ▶ We will establish an agreed model of community action and volunteering that delivers real impact.

People can find out what is happening, when and can participate if they wish:

- ▶ We will develop an effective communication strategy and tools so that individuals know what is happening, when, and how to get involved.

Effective infrastructure to support communities:

- ▶ By investing in the right infrastructure, we will ensure that communities and groups have the tools to organise effectively and the support they need to grow and develop.
- ▶ We will provide incentives that recognise the value of participation/volunteering.
- ▶ We will nurture community leadership, working with education, advice and support services.



PLACE

Attractive, Recognised & Known

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

Place

South Ribble is situated at the heart of Central Lancashire (geographically and economically) and is known locally for its high quality environment; great parks, green spaces and connectivity to major road networks. In 2017 it was identified as the best place to live in the UK.

You told us the Opportunities and Challenges are:

- ▶ South Ribble should emphasise its quality of place and warm, friendly and welcoming communities.
- ▶ South Ribble benefits from significant and large sites that are attractive to developers, large businesses and retailers; including the Cuerden strategic investment site and the former Leyland Test Track.
- ▶ South Ribble is not always a brand or 'name' that is known; it is an administrative area that people from outside often do not recognise.
- ▶ South Ribble needs a clear, shared vision that promotes the area in targeted ways to each different audience; resident, investor, visitor etc.
- ▶ Communication to each audience should build on established brands and locations that the audience recognises – Leyland, Lancashire, UCLan, BAe Systems, Northern Powerhouse etc.
- ▶ Local businesses of all sizes could, with more support, do more as ambassadors for the area.

Our Focus will be on

People knowing where we are and what the area has to offer:

- ▶ We will have the right communication strategy with a clear and shared vision between partners; targeted to audiences in the right way with the brand and message that attracts the right investment to South Ribble.
- ▶ Local Businesses, big and small, will work together as ambassadors to attract investment.
- ▶ South Ribble will be known locally and beyond as the place to be in Lancashire and the North West.

Building our communities that they continue to be open and welcoming as we become more diverse:

- ▶ Celebrate and enhance local identities; building on the existing strong sense of place, e.g. Penwortham as a place within South Ribble.
- ▶ Investment in the quality of the area, its green spaces; in particular supporting the development of the 'Green Links' and Campus programmes.



Delivery

To deliver the strategy the Partnership needs to form a robust structure based on our Values that enables;

1. Clear decision making and accountability
2. Membership that reflects local and wider sub-regional groups
3. Participation from those who deliver services
4. Participation from communities

The details of the delivery model will be defined by those who adopt this strategy to ensure that it works for them. The ingredients we believe are necessary to establish effective partnerships are:

- ▶ A collaborative of stakeholders and communities from local and regional organisations that can engage with the Partnership, influence its work and strategy.
- ▶ Leaders, chairs and chief executives as a group develop the bonds of partnership and ensure that their organisations are committed to delivering the strategy.
- ▶ The Executive Board comprised of partners appointed by the leaders group, including, sub regional and regional organisations, and representatives from key partnerships.
- ▶ Thematic groups with the skills and knowledge that focus on priority areas that provide the vehicle to deliver the Partnership's action plans.



Delivery

The operation of the partnership needs to be

- ▶ Effective – delivering agreed outcomes.
- ▶ Efficient – making the best use of resources.
- ▶ Essential – doing what needs to be done.

To manage capacity and ensure that it is designed in the most effective way, the Partnership will collectively agree how often it meets and when, and is rationalises the way we work strategically across the locality, the central Lancashire area, Lancashire and the North West.

As the structure of the Partnership becomes operational, action plans will be developed to implement each priority with clear timescales and outcomes defined.

How will we measure impact?

We will agree with partners an effective framework for managing the effectiveness of the Partnership.

It is important to acknowledge that the role of the Partnership is to ensure we work together efficiently and effectively. Some elements of our work may only appear over time, so we will be open and honest about what we can and will deliver and by when.

Partners will collectively agree any key indicators and measures, which will be recorded in a clear action plan.

Timescales

The delivery of the strategy is over a 5 year period and its implementation will be phased.

Partners have acknowledged the capacity and demand placed on organisations in attending meetings. Our initial focus will be on developing effective partnerships will be essential to achieve our vision in the long term.

Phase 1 – Development Phase

The first phase is to ensure the Partnership has the right infrastructure in place.

- ▶ Developing an effective partnership structure, governance and membership; defining and agreeing our action plan. (April – June 2019)
- ▶ Establishing key thematic groups that will begin to identify the areas of action, developing and scoping activities. (June – August 2019)

Phase 2 – Programme Delivery

The second phase is focused on the implementation of the action plans and agreed work programme.

- ▶ We will begin to deliver key programmes and work following the action plans. (September 2019)

Background & Journey

The National and Regional Context

Nationally

The national context for this strategy is set against the backdrop of continuing challenges of rising demand on local services, coupled with limited availability of resources.

In addition to this the Government Transformation Strategy (Cabinet Office, 2017) seeks to rebalance the relationship between citizens and the state; putting more power in the hands of citizens and being more responsive to their needs.

UK Government Policy on the Civil Society, which was refreshed in 2018, believes that its purpose is to:

“To help communities thrive, the government believes we need to look at five foundations of social value: people, places, the social sector, the private sector, and the public sector.” (Cabinet Office, CIVIL SOCIETY STRATEGY: Building a future that works for everyone, 2018)

This approach is about working in partnership across sectors to develop our communities where there is social value which is taken to mean ‘enriched lives and a fairer society for all’.

In many ways this reflects the spirit of our community strategy:

- ▶ Enabling a lifetime of contribution.
- ▶ Empowerment and investment for local communities.
- ▶ Supporting charities and social enterprises.
- ▶ Promoting business, finance and tech for good.
- ▶ Collaborative commissioning.

Regionally

The Northwest and Lancashire areas are the focus for investment and growth. This provides both challenges and great opportunities.

The Northern Powerhouse brings together key cities, towns and rural communities to grow the national economy; developing transport links, building new governance models, increasing investment and raising education and skills levels across the North.

The Lancashire Economic Partnership has a £1 billion growth plan to benefit all parts of Lancashire. Highlights include

- ▶ £450m Preston South Ribble and Lancashire City Deal.
- ▶ £320m Growth deal delivering 11,000 new jobs, 3,900 homes and attracting £1.2 billion in private investment by 2021.

The impact locally will be to see accelerated growth; new homes, an enhanced road network and infrastructure development, new retail and industrial development. There will be opportunities to tackle pockets of deprivation by working to raise aspirations and provide access to skills and jobs. It also means that we need to be prepared and work together as businesses, communities and service providers to meet the increase in population and subsequent demands on services.

Our Journey

Over the past 9 months we have consulted widely with the community, business sector, local service providers and representatives from voluntary, community and faith organisations.

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If you want to follow our journey and find out what we did and what we found out, we have included some highlights in the following pages.



Our Focus

Two key overarching themes emerged from our consultation, which form the bedrock of the Partnership's purpose and journey over the next 5 years:

- ▶ **Big & Small**
- ▶ **Radical Public Service Reform.**

BIG AND SMALL

Following the conversations we have had with partners and the community, it is clear that the Partnership needs to be, what we call, 'Big' and 'Small'.

Big and Small, is a way of bringing together interested groups in a strategic way that supports them to achieve their goals and aspirations. Big and Small, is about the Partnership's role to enable action across local, regional and national footprints.

BIG means: We have strategies for action and influencing all major service providers and stakeholders at national, regional and sub-regional levels.

SMALL means: We have strategies for action, influencing and supporting local groups, partners and service providers at local, neighbourhood and street levels and amongst communities of interest (groups of people who come together around a particular purpose or identity).

RADICAL RESHAPING OF LOCAL SERVICES

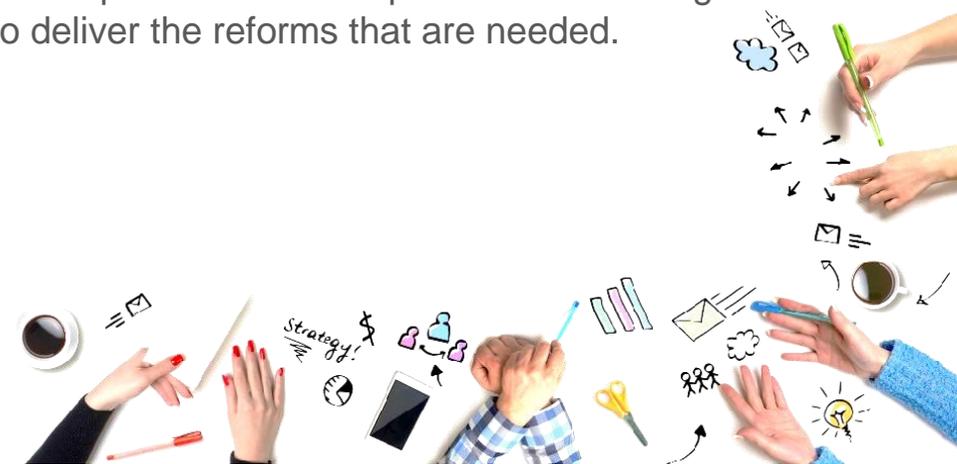
'Public' service reform is not new and been on our agenda since 2010. However, partners have clearly articulated a need to step up the pace of reshaping the way we collectively deliver local services.

The need for reshaping services comes from three underlying issues;

1. Rising demand for services
2. Increased complexity of demand (those using services increasingly have a number of needs that require more resource and integrated support)
3. Resources are increasingly stretched

To address this, it is clear that service providers need and want to work together in new and creative ways.

It the Partnership's role of to provide space for them to come together in an environment of trust and respect where partners can be open to ideas and agree actions to deliver the reforms that are needed.



Discussions and Conversations

Our consultations with local partners, businesses and communities have helped us understand the challenges and opportunities and the priorities we should be focused on. From all that we have heard we have distilled the four priority areas for action:

▶ **EFFECTIVE PARTNERSHIPS**

▶ **CONNECTED COMMUNITIES**

▶ **GROWTH**

▶ **PLACE**

What did we do?

We started in April 2018, when we hosted a meeting with partners at Samlesbury Hall. There was unanimous agreement to completely refresh the community strategy. A task group of key partners (including business representatives, education, health, uniformed services, local government and community representatives) has overseen the process and supported our programme of engagement. The activities we delivered were

- ▶ Interviews with key stakeholder organisations.
- ▶ Workshops open to organisations and the community to identify priorities and areas of focus.
- ▶ A Borough-wide Community Survey to understand what is important to local people.
- ▶ South Ribble PoWWow event focused on volunteering and participation.

- ▶ Over 20 interviews with partner organisations and key service delivery groups (full list in appendix A).
- ▶ Collectively they identified key themes around growth, tackling inequalities, strengthening partnerships to ensure they are effective and developing tools and channels to stimulate community action.

Workshops

Our workshops echoed the issues raised in the 1-1 interviews by again identifying key themes around

- ▶ Addressing partnership working and ensuring it delivers outcomes and is effective.
- ▶ Improving the way services and delivery organisations communicate with citizens; giving them the information they need to get involved.
- ▶ Developing infrastructure to support increasing demand on the voluntary and community sector.
- ▶ Ensuring there is support for growth and the benefits that come with it, that opportunities for local people are realised and the character and nature of South Ribble is preserved.
- ▶ South Ribble is not a recognised name; we need to play to our strengths in promoting South Ribble as a place in Lancashire and the North West.

**Highlights of our Consultation Includes;
1-1 Interviews**

Better Together Survey

We undertook a survey of people who work and or live in South Ribble, so we could understand what it is they like about the place, what don't they like and what we can do to make things even better.

Over 1600 people took part, representing a good cross section of the local community, with a 95% confidence rating provided by the independent data analysis that was undertaken. The full survey results are published on the South Ribble Partnership's website and a brief summary of what we learnt follows:

More frequently people said they like South Ribble because of:

- ▶ Good transport infrastructure.
- ▶ Good shopping facilities.
- ▶ Parks and open spaces.
- ▶ Local amenities nearby.
- ▶ Community spirit.
- ▶ A feeling that the area is safe, with a low crime rate.

The areas that people feel there could be improvement included:

- ▶ Traffic and congestion.
- ▶ Improving the retail offer.
- ▶ Facilities for young people.
- ▶ Public transport.
- ▶ Investment in parks and green spaces.
- ▶ Worries about over development.

We asked questions about getting involved in the local community and were humbled by the good will of local people. Equally, it is clear they need more support to find out what is happening and how they can get more involved to build and support communities.



South Ribble Powwow

As part of our wider consultation we hosted a special workshop called 'Powwow' which was focused around volunteering, infrastructure and support to build and strengthen communities.

We invited a range of guest speakers from across the country to come and talk about their experiences in developing community action. We were joined by over 20 different organisations who heard from others who described tools such as incentivised volunteering schemes and funding portals, together with approaches such as 'Cities of Service' and 'Active Citizens'.

The workshop has helped to shape our emerging approach to building and strengthening communities by:

- ▶ Adopting and developing an approach that is citizen led and that meets South Ribble's needs – this should be collectively delivered and supported across organisations.
- ▶ Continuing to involve organisations and citizens in the design of how we work with each other to agree a new relationship between 'citizen' and 'state'.
- ▶ Investing in the tools to support participation and volunteering so that it is accessible and acknowledges the value placed on people's time.

As part of this strategy we will be continuing to work in a number of ways with these groups and anyone else who wants to get involved.



Contributors

The Partnership would like to acknowledge the following for their participation in developing this strategy.

To the following organisations who attended one of our workshops or took part in our 1-1 interviews

Progress Housing
Methodist Action
Chorley and South Ribble Homestart
Leyland Lions
Job Centre (Department of Works and Pensions)
Citizens Advice Lancashire
Lancashire Police
Federation of Small Business
POUT (LGBT*)
Lancashire LGBT
Galloways Society for the Blind
University of Central Lancashire
Runshaw College
BAE Systems
Chorley and South Ribble Clinical Commissioning Group
Lancashire Care Foundation Trust
Lancashire County Council
Lancashire Fire and Rescue
Active Lancashire
Churches Together in Leyland
Lancashire association of Councils for Voluntary Service
Lancashire Skills and Employment Board

Lancashire Teaching Hospitals Trust
South Ribble Leisure Trust
Brothers of Charity Services
Balshaws High School
N|compass
Preston Community Transport
Age Concern Central Lancashire
Creative Hands Foundation
Ozonefit
Community Futures
Preston North End Community and Education Trust
Syenxus Clinical Research
Creatability Ltd
The Co-operative
The Kick Ass Donkey Group

Thank you to;

Over 1600 members of the community who took part in our survey

Consultant : Almond Tree Consulting



ALMOND TREE
STRATEGIC CONSULTING

Background Documents and Further Reading

We have published the results of our consultation and event reports on our website. The links are provided below. However if you wish to have a printed copy, they can be provided on request.

[*Better Together, Community Survey 2018 Results and Findings*](#)

[*Report of the Workshop – 18th July 2018*](#)

[*Report of the Workshop – 20th September*](#)

Summary Report

South Ribble Partnership Survey

2018



Data Analysis by [IDA Independent Data Analysis Limited](#) on behalf of
South Ribble Partnership,
Contact Howard Anthony
October 2018

South Ribble Partnership Survey 2018

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Document Control

Title	Version	Author	Revised Date	Distribution
Summary Report South Ribble Partnership Survey 2018	1.0	Howard Anthony	4/12/2018	South Ribble Partnership Strategy Task Group
Summary Report APPROVED South Ribble Partnership Survey 2018	1.0	Howard Anthony	14/12/2018	Public
Summary Report APPROVED South Ribble Partnership Survey 2018	1.2	Howard Anthony	15/01/2019	Public

Introduction and Objectives:

A survey of local residents has been conducted by South Ribble Partnership to help steer future priorities and development. Feedback will be used to shape the Borough's Community Strategy, which sets out how different services in the area come together to drive improvement.

Methodology

The survey was conducted during August and September 2018, based on a paper questionnaire designed by South Ribble Partnership. By the survey close date, 14th September, 1,657 valid responses had been received, although 530 of those contained no actual survey responses beyond 'where do you live/work?'

There were two incentives for participation: free swim vouchers, and a £100 One4All gift card prize draw. The prize draw has been done by the Council and the results made public.

This report summarises the main survey findings, which in tabular form have been analysed in full, cross-profiled by main place of residency, gender, age group, and ethnicity.

After coding groups of responses to the open (verbatim response) questions, the tabulations analyse every question in the questionnaire, on an anonymous basis, showing aggregated numbers giving each answer and percentages based on those respondents who answer at least some part of the survey (beyond 'where do you live/work?'). The analysis is done in accordance with the Market Research Society Code of Conduct on respondent anonymity, and under the rules of the Data Protection Act.

The data provided to Independent Data Analysis does not identify any living individual and so does not need to be covered by GDPR legislation.

The findings provide a good representation of the views of the people in South Ribble, although non-white respondents comprised 8% of the survey sample compared against 3% of the Borough overall according to the latest census. The response rate is c.1% of adults, which, if the sample is reasonably random, provides overall 95% confidence limits of c. \pm 3% points.

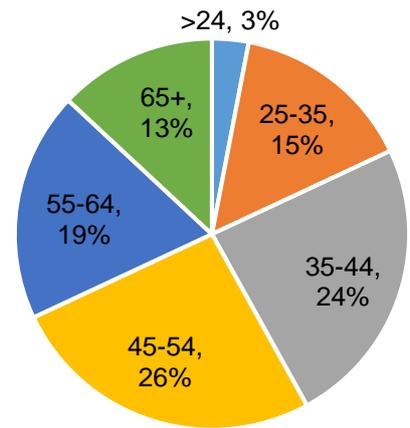


Respondent Profile:

Age Profile

The survey respondent base is broadly representative of the Borough overall according to available census data, except that younger people are under-represented, which is fairly typical of consultation surveys. Of those providing an age group, nearly a third, 32%, were aged 55 or over, whilst just 3% were under 25. 2% overall said 'prefer not to say', and 4% overall did not answer the question.

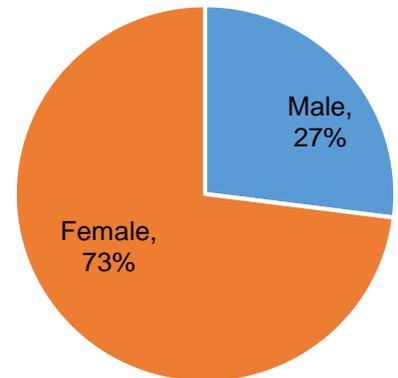
Respondent Age Groups



Gender

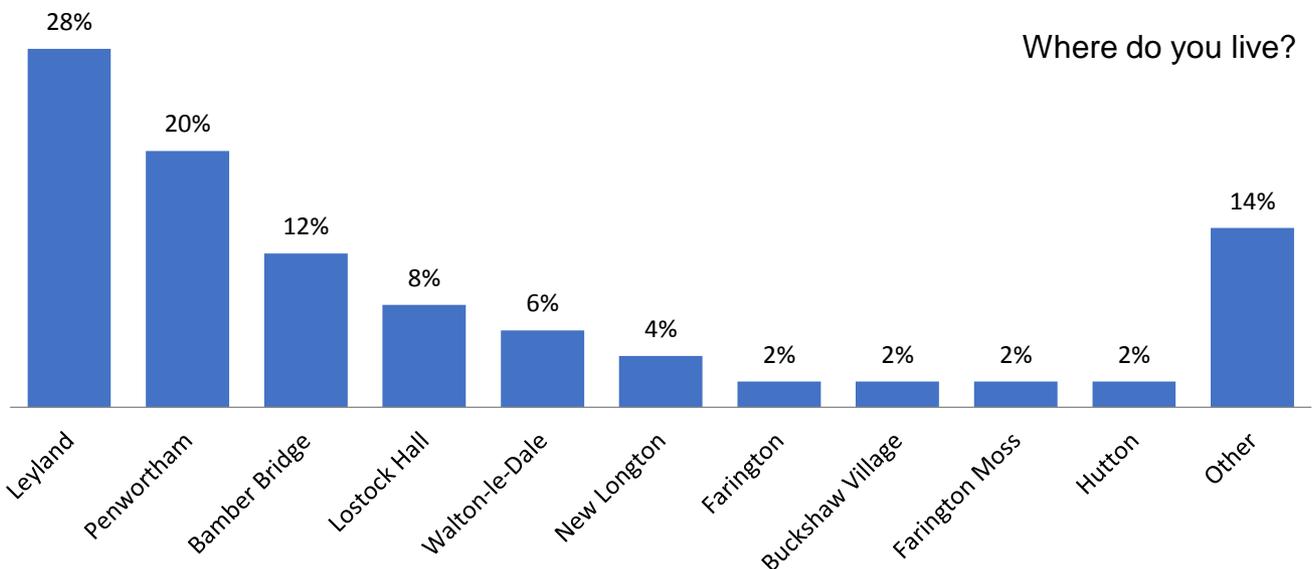
Of those providing a gender, nearly three times as many females responded to the survey as males – where the opinions vary significantly by gender we will comment on this so that allowances can be made for the gender bias. 2% said 'prefer not to say', 5% did not answer the question.

Respondent Gender



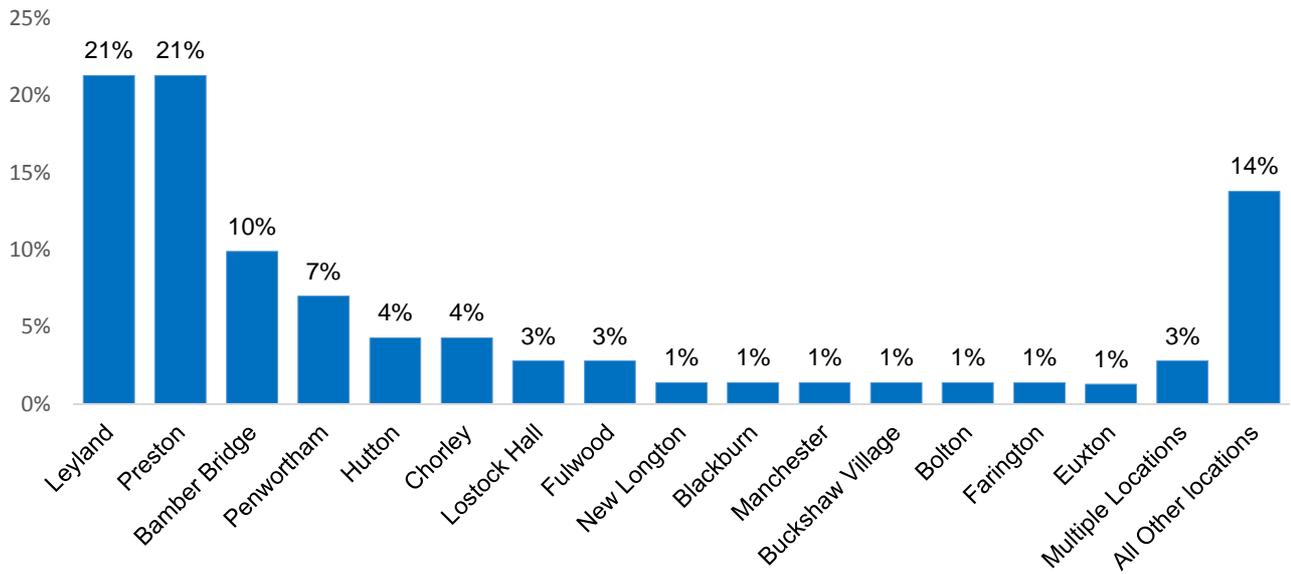
Residence and Work

Survey respondents live in a wide range of locations. More than a quarter (28%) of those answering the question say they live in Leyland, 20% in Penwortham, and 12% in Bamber Bridge. The breakdown is broadly in line with the distribution of population, though some areas have not responded back, i.e. Samlesbury



Similarly, of those respondents who work, there was a wide range of locations, 1% say Manchester, 1% say Bolton, 3% say 'various/all over'.

Where do you work?

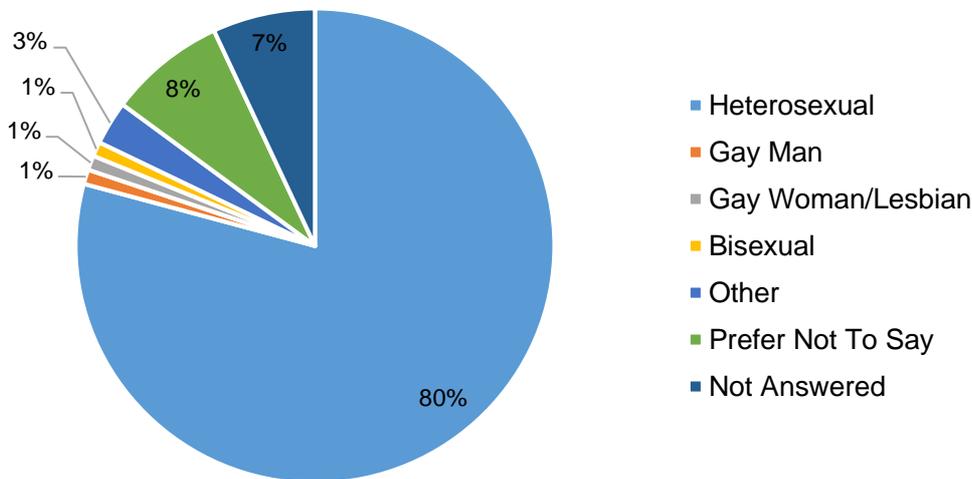


Equality and Diversity

The findings provide a good representation of the views of the people in South Ribble, although non-white respondents comprised 8% of the survey sample compared against 3% of the Borough overall according to the latest census.

- ▶ 19% of respondents say they have a disability or long term health condition. The Census data from 2011 identifies 18% of the population as reporting a disability or long term illness, therefore the sample is representative.
- ▶ 5 respondents stated that they did not identify as the gender on their original birth certificate.

Sexual Orientation



Main findings:

Living in South Ribble

People were asked what they liked about living in South Ribble, what they disliked, and what they thought could be done to make living in South Ribble better. Naturally, a wide range of responses come out, with multiple answers.

Q. What you Like

In terms of what is most liked about living or working in South Ribble, the most frequently mentioned aspects are the

- ▶ good transport infrastructure,
- ▶ parks and open spaces,
- ▶ a community spirit,
- ▶ good shopping facilities,
- ▶ the local amenities nearby,
- ▶ a feeling that the area is safe, with a low crime rate.

These are broadly consistent by gender, age and ethnicity, although the feeling of safety is most often mentioned as age increases. Some of the less often mentioned 'likes', for example 'clean and well-kept environment' and 'easy to walk to places' vary significantly depending on where people live.

Like	Mentioned by	Like	Mentioned by
Good transport links/easy access to motorway/good road and rail networks/good bus service	35%	Clean environment/well kept	6%
Parks/open spaces/green spaces	26%	Quiet/peaceful	6%
Community spirit/ good/friendly neighbours	25%	More rural lifestyle/rural location/rural feel/semi-rural	6%
Good shopping facilities/local supermarkets	14%	Pleasant/lovely place (general)	5%
Good local amenities/everything is nearby (general)	14%	Easy to walk to places/good for walks/cycle paths	5%
Safe/trouble free/low crime rate	10%	Where I grew up/always lived here	5%
Good schools/good choice of schools	8%	Lots for children to do/good for children	4%
Easy access to countryside/coast	8%	Close to where I work	4%
Good leisure/entertainment facilities/bars and restaurants	8%	Close to family	3%
Easy to get to Preston/major cities	6%	Easy to get into town	3%

Q. What don't you like

In terms of what is **disliked** about living or working in South Ribble, the answers vary more by location.

The most frequently mentioned dislikes overall are

- ▶ the traffic and congestion,
- ▶ the state of the roads,
- ▶ over-development,
- ▶ Anti-Social Behaviour
- ▶ Poor public transport.

Rather more so than with 'likes', these concerns are broadly consistent by gender, age and ethnicity, although worries about public transport increase as age increases.

Dislike	Mentioned by	Dislike	Mentioned by
Traffic congestion/poor traffic management/speeding	30%	Lack of facilities for young people/children	5%
State of the roads/pot holes	14%	Lack of parks/open spaces/being reduced/poorly maintained	5%
Over development/houses being built but with no improved infrastructure	11%	Lack of leisure/entertainment facilities	5%
Anti-social behaviour/vandalism/petty crime	10%	Footpaths/verges not maintained	3%
Poor public transport (unreliable/expensive etc.)	10%	Dog fouling (mentioned by 8% in Farington)	3%
Lack of good shops/lack of variety (too many charity shops etc.)	9%	Road works	3%
Poor/reduced public services/cuts to services	7%	Bamber Bridge improvements (rusty planters, position of bus stops, new pavements)	3%
Lack of police presence/reduction in policing	6%	Lack of (free) parking	2%
Area is shabby/tatty/run-down	5%	No sense of community	2%
Littering/litter/rubbish	5%	Inconsiderate parking (on pavements etc.)	1%

Note

- ▶ 9% of those living in Buckshaw Village mention problems with medical services/ GPs, compared against 1% overall.

Q. What Can Be Done

Asked what could be done to make living or working in South Ribble better, the answers again vary more by location, and frequently reflect the 'dislikes', particularly in respect of traffic and the state of the roads.

A greater police presence is the third most frequently made suggestion overall for improving the quality of life in South Ribble, but particularly by those living in Bamber Bridge, Walton-le-Dale, and Farington. This suggestion/request increases significantly with age.

Requests for more facilities for young people/children, and for more/better leisure/entertainment facilities, are most likely to be made by those under 35 as well the minority non-White ethnic group. Otherwise, suggestions are broadly consistent by gender and age and ethnicity.

Suggestions:	Mentioned by	Suggestions:	Mentioned by
Improve road system/less congestion/traffic calming/better traffic management	23%	Better/more community events/activities	7%
Improve roads/repair roads/pot holes	18%	Better footpaths/cycle lanes	6%
Higher police presence	17%	Better sense of community/interaction	5%
Better public transport	15%	Remove litter/reduce littering/rubbish	5%
Improve retail offer/more variety	13%	Better parking/free parking	5%
More facilities for young people/children	12%	Improve public services/no more cuts	4%
Less development/less building on green sites/stop building houses	10%	Improve rubbish collections/recycling	3%
Better/more parks/green spaces	8%	Reduce anti-social behaviour/crime	3%
Smarten up the area/clean it up	8%	More investment/regeneration (general)	3%
More/better leisure/entertainment facilities	8%	Improve medical services/support for disabled/mentally ill	3%

Points

- ▶ 3% also mention 'better support for local businesses'.
- ▶ 2% overall mentioned that dog owners should be more accountable – including 10% of respondents who live in New Longton.

Community Involvement

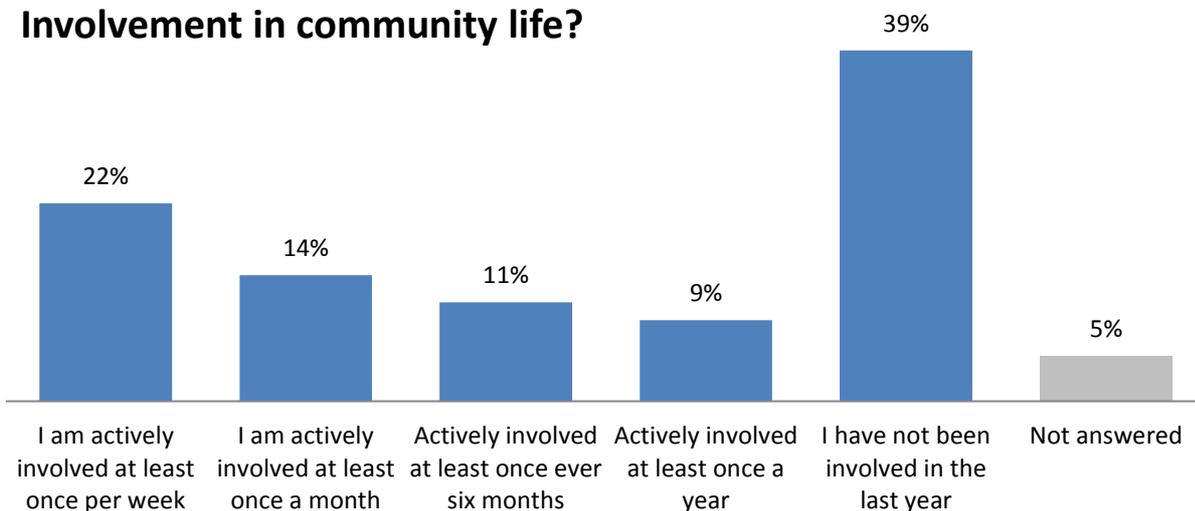
Q. How Actively Involved

More than half (56%) of the respondents overall say they are actively involved in their community to some extent, or have been in the past year.

Independent Data Analysis noted that at 56%, the reported level of involvement in the community seems high, and may reflect how the survey was distributed, or simply the fact that people who respond to community surveys tend to be the most active in the community anyway. It may also reflect the various interpretations and levels of involvement in the community as the question indicated it could be by helping a neighbour or by more formal volunteering.

The level of involvement varies somewhat by where the respondent lives, but not significantly by age or by gender.

Involvement in community life?

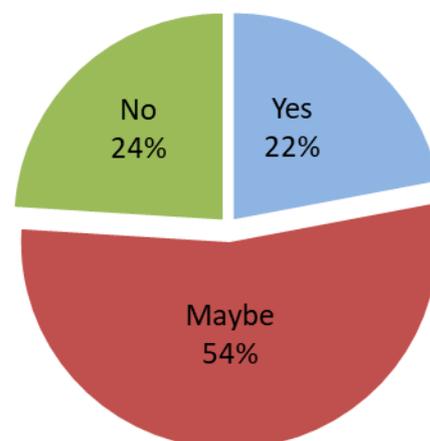


Q. Would you like to be more Involved?

Nearly a quarter (22%) say that they would like to be more involved in the life of their community, and a further half said 'maybe', indicating that there is plenty of potential, particularly among the younger age groups, and in certain parishes/locations such as

- ▶ Penwortham
- ▶ New Longton
- ▶ Buckshaw Village

Like to be more involved?



A lack of time, including work commitments, is the single most likely factor to prevent people from getting more involved in the community, but a barrier many mention is a lack of information or awareness, either of how to become more involved or of events – a communication and education issue, which varies by location and declines with age.

Barriers:	Mentioned by	Barriers:	Mentioned by
Lack of time/no spare time/too busy/other commitments	25%	Health issues/disability	4%
Work/work commitments	22%	Apathy/lack of interest	4%
Lack of information available/known who to contact/lack of awareness/not knowing about events etc.	19%	Unsure what I could offer	2%
Looking after children/family	15%	Lack of confidence	2%
No community spirit	4%	Lack of interest shown by council/poor organisation by council	2%

Other things (all mentioned by 1% or fewer) which may prevent people from getting more involved include a perceived lack of skills/know-how, transport problems, any cost or financial implications, a possible negative reaction from other people, too much red tape, and unfamiliarity with the area.

Consequently, [improving awareness and communication](#) is cited as easily the single most important factor to encourage people to become more involved in community life, including more information and more use of social media.

Encourage by:	Mentioned by	Encourage by:	Mentioned by
Increase awareness/ more publicity/ more advertising	24%	Community meetings/ interaction with residents/talking to the public	3%
More community events/activities	6%	Make it easier for people who work (out of hours/weekend activities etc.)	2%
Provide more information	4%	More family orientated (events/ activities) / involve the family	2%
Incentives/make more rewarding	3%	More help/involvement from the council	2%
More use of social media	3%	Target younger generation/make more interesting for younger people	2%

Other less-often mentioned suggestions include

- ▶ childcare support,
- ▶ encouraging local businesses,
- ▶ more events,
- ▶ improving public transport
- ▶ providing training.

Diversity Analysis

This section outlines any noticeable differences identified based on diversity characteristics, more specifically age, gender, location, ethnicity and faith.

Location

- ▶ Almost half of all respondents aged 'up to 24' live in Leyland (46%).

Like about South Ribble

- ▶ Shopping facilities within the Borough are more valued by older respondents (lack of shops for younger residents?)
- ▶ Respondents aged 25 – 44 value South Ribble's community spirit (maybe because they have young children?)
- ▶ Respondents aged 25 – 64 value parks and open spaces higher than those up to 24 and 65 and above.
- ▶ Older respondents tend to value transport links more.
- ▶ Non-white (British and Irish) respondents hold higher value for South Ribble's shopping facilities (23% > 14%), schools (13% > 8%), and leisure facilities (12% > 7%).

Dislike about South Ribble

- ▶ Respondents aged 25 – 64 see traffic congestion as a bigger issue than those up to 24 and 65 and above (probably because a higher percentage of this age group are drivers).
- ▶ Respondents aged under 24 are the leading age group when it comes to seeing anti-social behaviour as an issue (34%).
- ▶ Respondents who are of white (British and Irish) ethnicity are more concerned by traffic congestion than other ethnicities (this may be due to a higher level of affluence).

Suggestions for improvement

- ▶ Respondents up to 24 (20%) and 25 – 34 (10%) are the leading age groups in wanting better leisure and entertainment facilities in the Borough.
- ▶ Respondents aged 25 – 54 are the leading age group in regard to wanting to improvements to traffic congestion (most likely due to there being a high percentage of this age group who are drivers). Likewise for white (British and Irish) respondents over other ethnicities (24% > 17%).
- ▶ Respondents aged 65 and above would like to see better Police presence.
- ▶ All age groups other than 24 and under would like to see better public transport.
- ▶ Respondents aged up to 34 would like to see more community events.
- ▶ Respondents aged up to 44 would like to see more facilities for young people (most likely due to many having young children).
- ▶ 11% of respondents 24 and under would like to see improved medical facilities (much above other age groups).
- ▶ A higher percentage of those disabled would like to see improved public transport (21% > 15%).

Community Involvement

- ▶ On a weekly basis respondents 24 and under are the least involved (9%), although 57% are involved at least once per year.
- ▶ Respondents aged 65 and above are the most involved (most likely due to having more spare time following retirement).

More community involvement

- ▶ Respondents aged up to 24 (34%) and 25 – 34 (32%) are the age groups most looking to be more involved in the community.
- ▶ Respondents aged 45 and above do not seek as much community involvement (45 – 54: 25%, 55 – 64: 29%, 65+: 31% answered no).

What currently prevents involvement?

- ▶ Respondents aged 25 – 64 say this is largely due to work commitments (as expected as that is the working age demographic).
- ▶ Respondents aged up to 34 say this is largely due to lack of knowledge/information.
- ▶ Respondents aged 25 – 54 say largely due to children commitments (as expected due to these being of parenting age).
- ▶ A higher percentage of those with White ethnicity say this is due to time constraints (28% >18%).

What could encourage involvement?

- ▶ 17% of those 24 and under said that incentives and rewards would encourage them to be more involved (much higher than other age groups).



Appendix A

Survey Distribution

The survey has been a principle method of engaging with the communities to understand their needs and aspirations as well as what challenges they face.

The Community Survey has been distributed to a number of different channels with support from Partners. This has included both printed copies, adapted copies for the blind and digital;

- ▶ Housing Associations
- ▶ Progress Housing
- ▶ Accent Housing
- ▶ Great Places
- ▶ Methodist Action
- ▶ Jigsaw Homes
- ▶ Heylo Housing
- ▶ Onward Homes
- ▶ Community Gateway Association
- ▶ Places For people
- ▶ Chorley and South Ribble Homestart
- ▶ Leyland Lions Afternoon Tea Event
- ▶ DWP/Job Centre
- ▶ All South Ribble Leisure Centres
- ▶ Citizens Advice Lancashire
- ▶ Lancashire Police
- ▶ Federation of Small Business
- ▶ POUT (LGBT)
- ▶ Lancashire LGBT
- ▶ Galloways Society for the Blind
- ▶ UCLAN
- ▶ Runshaw College

Elected Members

The survey has been distributed to all members together with an offer for members to have paper copies to distribute to residents.

Schools/Colleges

All primary schools have been targeted to capture early year's parents, 50 in total.

Survey deadline was extended to 21st September to capture schools following the summer break

Incentives

To incentivise but also recognise the value of time spent by recipients completing the survey the following has been offered

- ▶ All respondents are provided a free 'Family Swim Voucher' which has been provided by South Ribble Leisure Trust
- ▶ £250 book token (x1) as part of a prize draw for schools, with entries based on the number of surveys completed by parents at each school.
- ▶ £100 Gift Card as part of a prize draw (1 prize)

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Equality Impact Assessment

Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
South Ribble Partnership, Community Strategy 2019 -2024	
2. Responsible Officer	
Howard Anthony, Partnership Manager	
3. Date EIA completed	Review date
18/01/19	January 2020
4. Description and aims of policy / service (including relevance to equalities)	
<p>The Community Strategy involves the public, private and 3rd sectors, with an agreed shared vision for South Ribble. The Strategy further reflects the aspirations of the local community and their vision for South Ribble as a place to live and work.</p> <p>The Strategy focuses on key areas of joint opportunity and provides the framework for developing shared action plans to deliver impact against the agreed priorities.</p>	
5. Who are the stakeholders?	
<ul style="list-style-type: none"> ▶ Council (Inc. Scrutiny and Cabinet) ▶ Leadership Team ▶ Public Sector Partners ▶ Voluntary and Community based organisations ▶ Businesses ▶ Residents and those who work in the Borough 	

6. What outcomes do we want to achieve?

- ▶ We develop effective partnerships that drives forward the reshaping of local services so that people get the help they need
- ▶ We manage growth where the Borough has well designed towns, villages and transport networks. Growth also reflects peoples ambitions and provides opportunity to promote social mobility
- ▶ We have connected, strong and resilient communities where people can actively participate
- ▶ South Ribble has a strong sense of place and remains welcoming, friendly and attractive to both people and businesses to locate in the Borough.

7. How will performance be measured?

Governance structures for the Partnership are to be agreed, but it is envisioned that performance will be measured;

- ▶ Informally by the Partnership's Collaborative group (all stakeholder organisations and members of the public) who will meet annually to receive and annual report and engage with the Partnership on its work
- ▶ Formally by the Partnership's Leadership Group, comprised of senior leaders, Chairs and Chief Executives with a report from the Executive Board.
- ▶ Performance monitoring reports to the Executive Board from each thematic based group which represents each priority of the Partnership (Connected, Place, Growth)

8. Brief summary of research, consultation and background data

Extensive consultation has taken place between April 2018 and December 2018.

Desktop research:

- ▶ Existing research on the key information of the Borough, including demographics, economy, education using both LG Inform and Lancashire JSNA.
- ▶ Regional and Sub Regional Strategies e.g. City Deal, Lancashire Enterprise Partnership

Community Strategy consultation

- ▶ 2 partner workshops (over 60 attendees from over 30 organisations)
- ▶ 20 interviews with senior individuals from key stakeholder organisations
- ▶ A workshop with Elected Members from South Ribble Borough Council
- ▶ A volunteering focused workshop (Powwow) (28 attendees, 21 organisations)
- ▶ Open response survey to residents and those who work in the Borough (over 1600 responses)
The survey respondent base is broadly representative of the Borough overall according to available census data. The findings provide a good representation of the views of the people in South Ribble. The response rate is c.1% of adults, which, if the sample is reasonably random, provides overall 95% confidence limits of c. \pm 3% points.

9. Results of initial screening

The following questions have been considered in order to evaluate the various equality groups:-

Age – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

Disability – Is there any concern that these proposals could cause differential impact on the

grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’

Gender Reassignment – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

Marriage / Civil Partnership – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

Pregnancy / Maternity – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

Race – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person’s skin colour, nationality or ethnic origin.

Gender – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

Sexual Orientation – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

Religion or belief – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

10. Consideration to Dementia

South Ribble aims to be recognised as a Dementia Friendly Borough and is committed to ensuring that all public services, and those from local businesses (through the Dementia Charter) are supportive to those suffering with Dementia.

The Community Strategy includes focus around developing action plans to meet community needs and it will give consideration to Dementia throughout the planning and delivery of every project.

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

The Community Strategy has been developed specifically to address the needs of the Borough, based on the findings from the consultation. There is no adverse impact on any particular group or groups. As action plans are developed further, further equality impact assessments will be undertaken at that time.

12. Is an Equality Action Plan required?

No.

Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Corporate Plan	+	+	+	+	+	+	+	+	+	The Community Strategy has been developed specifically to address the needs of the Borough, based on the findings from the consultation. There is no adverse impact on any particular group or groups. As action plans are developed further, further equality impact assessments will be undertaken at that time.

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

Agenda Item 10

REPORT TO	ON
COUNCIL	6 February 2019



TITLE	REPORT OF
South Ribble Borough Council Volunteering Strategy	Director of Neighbourhoods and Development

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

1. PURPOSE OF THE REPORT

1.1 To seek approval from Council for further consultation on the Volunteering and Participation Strategy 2019 – 2023

2. RECOMMENDATIONS

2.1 Council recommends the decision to undertake consultation with stakeholders on the DRAFT South Ribble Borough Council Volunteering Strategy.

2.2 Council notes that it will receive a further report relating to a Volunteer Expense scheme to encourage engagement where individuals may be financially excluded.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Excellence and Financial Sustainability	✓
Health and Wellbeing	✓
Place	✓

Projects relating to People in the Corporate Plan:

People	✓
--------	---

4. BACKGROUND TO THE REPORT

4.1 As part of the Council's Corporate Plan work programme 2018/19, it was identified that a Volunteer Strategy be developed. The Council is also considering its Community Strategy and volunteering sits at the heart of current positive community engagement.

4.2 Volunteers already support the Council in many different ways. The Museum service relies on its volunteers who enable it to be open and welcoming to visitors. Parks and friends groups provide a vital service in supporting our officers to manage and maintain the parks environment. Building on the existing contribution of our volunteers, there is an opportunity to consult and further develop the way we support and encourage volunteering in South Ribble.

4.3 Volunteering and participation has accepted benefits for individuals, organisations and communities. These directly support the Council's priorities for Health and Wellbeing and Place by;

- ▶ Improving a person's sense of wellbeing
- ▶ Celebrating and developing pride in the local community
- ▶ Developing a better sense of belonging to a community
- ▶ New and strong connections

4.4 The Council are seeking to work with its partners through its Community Strategy to transform services and manage growing complexity of demand, volunteering and participation is one way that can support a greater role for the community in shaping and delivering local services for the future.

4.5 The Volunteer Strategy enables the Council in its commitment to deliver its role in the Community Strategy, driving forward action on the priority of Connected, strong and resilient communities. The consultation identified a need for services to address reshaping of local services, involving communities as active participants.

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

5.1 The proposal is to consult with stakeholders and communities on the draft Volunteer and Participation Strategy (see Appendix A to this report) which sets out a series of aims and objectives for the Council to work with partners and the community over a period of 4 years.

5.2 The consultation will seek feedback from stakeholders on the drafted strategy, its aims and objectives together with identifying models of delivery. These stakeholders include;

- ▶ Leaders in the voluntary, community and faith sector
- ▶ Community leaders and champions
- ▶ Volunteers
- ▶ Wider community members
- ▶ Businesses
- ▶ Public Sector partners

5.3 As part of the consultation, engagement events and feedback will be used to begin to define and articulate 'The South Ribble Way', which will set out a new deal between the community and organisations that provide services. This will be designed in consultation and agreement with partners and communities, establishing an effective relationship that supports change and manages growth.

5.4 The Community Strategy sets out in its Priority 'Connected Communities' the need to work with partners to develop effective tools and communication to enable participation. This may include digital solutions and developing ways that volunteering opportunities can be advertised and reach particular groups e.g. those who may be socially isolated. Partners will work collectively to develop their approach and be managed through South Ribble Partnership.

5.5 The Council has an opportunity to develop the way it supports and recruits volunteers to support community events, activities and management of open spaces. The consultation will include exploring ways the Council can develop its offer and identify the opportunities for how people want to engage with the Council as volunteers. As part of this approach, opportunities to provide pathways into employment would be evaluated and developed, with potential to link to the Council's existing project with the 'Apprentice Factory'.

5.6 The draft strategy sets out 4 key aims;

- i. There is a deal between citizen and Council which sets out clear roles and responsibilities that is mutually beneficial and supports communities whilst continuing to provide services of quality
- ii. Increasing the number of opportunities and volunteers who want to get involved with the Council

- iii. Recognising the value of volunteers, ensuring their contributions are acknowledged and celebrated
- iv. Working with partners to promote opportunities for organisations that rely on volunteers to collaborate and share best practice.

6.7 In developing this strategy further, we will continue to engage and check back with the Community and stakeholders to make sure it delivers on what they have told us they need.

6.8 The consultation aims to begin in April 2019 and complete by September 2019. Cabinet will then receive an update and any further proposals requiring their approval and adoption of the strategy and action plan.

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

6.1 Initial consultation has been carried out as part of the work to develop the Community Strategy and Corporate Plan. This has directly influenced the development of the drafted Volunteer Strategy, and reflects the areas of focus identified in the Community Strategy.

6.2 Internal consultation with officers has taken place via a short survey to identify current volunteering within South Ribble Borough Council., as well as any specific areas of need and development.

6.3 The Better Together Community Survey 2018 (undertaken by South Ribble Partnership) asked specific questions about community participation and volunteering. One of the key findings was that people wanted to get involved but didn't know how to or what opportunities were available, highlighting the importance of good communication to effective participation.

6.4 Consultation with key partners and stakeholders took place through interviews and workshops as part of the Community Strategy development. It identified the poor community and voluntary infrastructure in the Borough and the need for space to network and share good practise and to ensure it is adequately resourced.

6.5 South Ribble Community Powwow took place, December 2018 and was focused on volunteering and community participation. The Powwow looked at a number of different tools and approaches to volunteering. This included incentives to encourage engagement and models of volunteering, e.g. 'impact volunteering' which is when an issue such as social isolation is addressed through volunteers that take on a focused project or activity.

7. FINANCIAL IMPLICATIONS

7.1 There are no direct financial implications arising from this report. Any investment that is identified will be reported to cabinet in further reports. Consultation will be able to take place within existing resources identified in the budget.

7.2 The Council will continue to seek alternative means of funding to support and enhance its volunteering and participation strategy.

8. LEGAL IMPLICATIONS

8.1 There are no direct legal implication arising from this report.

8.2 Legal services would be consulted on development of any processes to ensure it meets all statutory requirements with regards access to opportunities and responsibilities and duty of care over volunteers.

9. COMMENTS OF THE STATUTORY FINANCE OFFICER

9.1 There are no direct financial implications arising from this report. Any investment that is identified will be reported to cabinet in further reports. Consultation will be able to take place within existing resources identified in the budget.

10. COMMENTS OF THE MONITORING OFFICER

10.1 There are no concerns with the proposals from a Monitoring Officer perspective. At this juncture we are merely talking about consulting on our draft Strategy.

10.2 Prior to the actual commencement of any Scheme then Legal Services would need to be involved to advise on the practicalities of the scheme and issues such as duty of care owed to volunteers and the general community.

11 OTHER IMPLICATIONS:

<p>▶ HR & Organisational Development</p>	<p>Human Resources will be consulted on how volunteers can help support the Council, as well as opportunities for the Council to support skills and learning to volunteers.</p>
<p>▶ ICT / Technology</p>	<p>As part of the development of standardising the way we register and process applications for volunteering there is potential to use firmstep or similar Council digital tools.</p> <p>Work will be carried out as part of the standardisation process to consult with ICT on potential solutions that can be managed within existing capabilities and resources.</p>
<p>▶ Property & Asset Management</p>	<p>There are no property and assets management implications as a result of this report.</p>
<p>▶ Risk</p>	<p>Risk to the consultation are mainly on resources with regards capacity. This will be managed through existing resources in the Partnership team. A further risk relates to partner involvement, where partners may either disengage or their services change due to funding or restructuring. We would work with risk management team to assess the risk and implications for the council in wider use of volunteers where the Council is directly responsible. As the strategy states, it is important that people who wish to volunteer are supported. This means that there must be reasonable adjustments made where possible and also that individuals are not financially excluded from volunteering with the council.</p>
<p>▶ Equality & Diversity</p>	<p>Standardised recruitment and registration of volunteers will include guidance on equality and diversity. A reimbursement and expenses scheme would be developed, approval for such a scheme would be submitted to cabinet at a later date.</p>

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

- ▶ Better Together the South Ribble Way – Community Strategy 2019-2024

13. APPENDICES (or There are no appendices to this report)

- ▶ Appendix A – DRAFT Volunteer and Participation Strategy

Jennifer Mullin
 Director of Neighbourhoods and Development

Report Author:	Telephone:	Date:
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Howard Anthony, Partnership Manager	01772 625546	11/01/2019
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SOUTH RIBBLE BOROUGH COUNCIL

VOLUNTEER STRATEGY



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Document Control and Publication

Title	Version	Author	Revised Date	Distribution
DRAFT	1.0	Howard Anthony	21/1/2019	South Ribble Borough Council Cabinet

Executive Summary

South Ribble Borough Council's Volunteering Strategy provides a focus for the council in how it makes use of volunteers in providing services to the community, as well as how it can usefully encourage volunteering opportunities, and the take up of those opportunities, across the district.

Volunteering has benefits for individuals, organisations and communities.

The benefits for individuals can include:

- ▶ Improved sense of wellbeing
- ▶ Pride in the local community
- ▶ Better sense of belonging to a community
- ▶ New and strong connections

The benefits for organisations and the Community include:

- ▶ Retaining or providing services that can no longer be maintained by a single organisation
- ▶ Communities having a greater role in shaping and delivering services in a way that supports them

South Ribble Partnership's Community Strategy has a number of priorities that directly relate to volunteering and greater community participation.

This involves;

- ▶ Radical reshaping of local services
- ▶ Communities being better connected
- ▶ A sense of Place where South Ribble is known for living well

Volunteering has changed as society has changed. From the survey conducted by South Ribble Partnership, we understand that significant barriers to volunteering are around;

- ▶ Existing demands on people's time
- ▶ Not being aware of what is happening in the community.

However, the survey also showed us that many of the younger members of our communities want to get more involved and take up opportunities for volunteering.

We have listened to this feedback and will be working with Partners more strategically to support volunteering opportunities in South Ribble. As a Council we have established our own strategy to drive this forward and it reflects a flexible approach to volunteering that offers both short term and one off events, and or a more permanent scheme or service.

Our Aims :

- i. Reaching a deal between citizen and Council which sets out clear roles and responsibilities that is mutually beneficial and supports communities whilst continuing to provide services of quality.
- ii. Increasing the number of opportunities and volunteers who want to get involved with the Council.
- iii. Recognising the value of volunteers, ensuring their contributions are acknowledged and celebrated
- iv. Working with partners to promote opportunities for organisations that rely on volunteers and to collaborate and share best practice.

By making these commitments South Ribble Borough Council aims to help achieve the following:

- i. Deliver, support and develop services to more people across South Ribble than would otherwise be possible.
- ii. Provide individuals with more skills and experience in order to improve their employability.
- iii. Provide individuals with a sense of purpose and belonging to their community; improving their health and wellbeing.
- iv. Build community resilience by linking individuals and groups through volunteering.



Context

National and Local

Volunteering is not new., however, over the past few years there has been a greater emphasis about recognising less formal volunteering as well as re-energising the way the citizen can get involved. The driving force behind this has been a change in the way public services are delivered; encouraging communities to take on more for themselves. The Governments latest Civil Society strategy states that;

“From individuals’ acts of kindness to the work of charities and mass movements for change, people taking action is the bedrock of a strong society.”¹

Fundamentally the national drive is towards a partnership of government, business, finance, and communities that will support a more connected society, in which everyone can play their part. The government’s programmes around Place Based Social Action, training of Community Organisers, #Iwill campaign and digital transformation all reinforce the rebalancing of the relationship between the citizen, household and state.

Civil society is about tackling a range of social challenges, such as poverty, obesity, mental ill-health, youth disengagement, homelessness, isolation, and loneliness, and the challenges of community integration.

Locally the area lacks clear and defined infrastructure to support the local voluntary, community and faith sector. Since the dissolution of the Council for Voluntary Service in 2010, it has been increasingly difficult to have a co-ordinated approach or route to engaging with volunteers.

It should be noted that there is still a strong connection to volunteering, as demonstrated in the ‘Better Together Community Survey’ undertaken by South Ribble Partnership in 2018. Local organisations such as Citizens Advice, train and support a wide number of volunteers yearly, as well as many others who support local services such as St Catherine’s Hospice.

The new Community Strategy that has been developed by partners sets out a clear need to support the development of infrastructure to support the voluntary, community and faith sector, as well as building the connectivity between citizen and state and support for people wanting to get more involved in their community.

¹ Civil Society Strategy: Building a Future that Works for Everyone (UK Government, Cabinet Office 2018)

Organisationally

The Council already benefits from a strong core of volunteers who already support our museum, park services and events. Elected members are also involved as volunteers, for example as Dementia Champions, providing dementia friends’ sessions to our communities. Officers and members are also involved in the wider community outside of work as school governors, justices of the peace and charity trustees.

As the Council develops its services, the Volunteer Strategy builds on the continued success of volunteering by the Council. Over the course of the strategy the Council will explore how volunteering can be developed to include new ways that employees, citizens and groups can work with the council to make South Ribble an even better place to live and work.

This strategy supports on going commitments from the Council to tackle social isolation and loneliness and its overall priority towards Health and Wellbeing. In addition, it is part of the Council’s ongoing Commitment to South Ribble Partnership and delivery of the Community Strategy, in particular its priority around ‘Connected: Strong and Resilient Communities’.



Developing Volunteering within South Ribble Council

South Ribble Borough Council has been working with volunteers for many years.

The Council is incredibly proud of the work undertaken by the various Friends Group who support our local parks and green spaces; working alongside our neighbourhood teams to keep our parks recognised as some of the best in the country!

We also would not be able to keep our museum and arts centre open without the 40+ volunteers who support our curator; welcoming visitors and supporting the various displays and events that take place.

Our Neighbourhood teams have hosted a range of events such as local litter picks where people have come to support us on a single day.

It is on this strong foundation, we want to grow the opportunities for people to volunteer with us; either on a one-off basis or on a more regular basis.

We believe that we have lots of opportunities for people to join us, whether it is supporting local events and festivals, getting involved in the parks and even helping to lead health and wellbeing activities.

To support volunteering with us our strategy seeks to review and standardise existing practises across the Council.

This includes standardising;

- ▶ recruitment and registration of volunteers
- ▶ processing DBS checks where it is relevant and appropriate
- ▶ induction by relevant officers
- ▶ training and safeguarding
- ▶ celebrating our volunteers

Supporting Staff to Volunteer

It is important that we continue to support staff to volunteer. At the moment different types of volunteering are dealt with under different policies and procedures. The strategy will look to develop a simple single policy around volunteering.

It will further explore ways in which existing staff can contribute to South Ribble, through volunteering that provides social and civic value and helps to deliver the Council's key priorities.

Supporting the Community

The Council is proud of its work with local communities, and through the My-Neighbourhood Forums, it supports a wide range of projects and initiatives; which often involve volunteers and community groups.

Examples include;

- ▶ South Ribble in Bloom, involving schools, communities and voluntary groups; adding brightness and colour, fostering civic pride in our communities
- ▶ Working with the Leyland Town Team to 'Light up Leyland'
- ▶ Working with the Leyland Festival Committee and the wide number of volunteers that make the event happen
- ▶ Councillors and Staff who have become Dementia Champions to support the Dementia Action Alliance in spreading the message of Dementia Friends.



It is right that the Council seeks to encourage and facilitate volunteering where it assists in delivery of the Council's priorities and of local strategic priorities in the Community Strategy.

The Council will be able to share with community groups our policies and officers knowledge and expertise. This will help to support community groups develop and become more sustainable.

Working in Partnership

Through our membership of South Ribble Partnership, we will work with our partners to facilitate and encourage volunteering for people who live and work in the Borough.

The Community Strategy sets out how it will seek to 'connect' with communities and develop the relationship between citizen and state as well as ensuring they have the infrastructure they need to succeed.

Volunteering and Participation Strategy

Aims and Actions

Aims	Actions
<p>i. The South Ribble Way- an agreement between citizen and Council which sets out clear roles and responsibilities that is mutually beneficial and supports communities whilst continuing to provide services of quality.</p>	<ul style="list-style-type: none"> ▶ Implement the 'South Ribble Way', a new deal with the community and brand that promotes volunteering. <p>We will learn from existing examples of volunteer schemes that provide a demonstrable impact in communities.</p>
<p>ii. Increasing the number of opportunities and volunteers who want to get involved with the Council.</p>	<ul style="list-style-type: none"> ▶ Develop a standardised approach to recruitment and support of volunteers, building on existing good practise from across the Council <p>This includes keeping volunteers and the people they support safe with safeguarding as an integrated part of the standardised process.</p> <ul style="list-style-type: none"> ▶ Ensure that access to volunteering is available to everyone, regardless of background or the personal challenges they face. E.g. reasonable adjustments, training, expenses ▶ Work with Community Groups and Council Services to develop volunteering opportunities and in particular to those who live with Dementia as well as their carers ▶ Work with education providers to identify suitable courses that support volunteering and where appropriate any specific activities / personal development
<p>iii. Recognising the value of volunteers, ensuring their contributions are acknowledged and celebrated</p>	<ul style="list-style-type: none"> ▶ Continue to support the Annual Community Awards, delivered by South Ribble Partnership as one of its key sponsors ▶ Open to exploring with Partners further tools such as time credits to recognise participation and value in volunteering.
<p>iv. Working with partners to promote opportunities for organisations that rely on volunteers and to collaborate and share best practice.</p>	<ul style="list-style-type: none"> ▶ Work with South Ribble Partnership to develop an effective communication strategy and tools that enables individuals and groups to know what is happening and when – opening up opportunities to promote volunteering and participation ▶ Share best practise and policies with Partners via South Ribble Partnership and its associates

Further Reading

- ▶ [Civil Society Strategy: Building a Future that Works for Everyone \(UK Government, Cabinet Office 2018\)](#)
- ▶ South Ribble Borough Council Corporate Plan
- ▶ South Ribble Community Strategy 2019 – 2024
- ▶ Better Together, Community Survey 2018
- ▶ South Ribble Powwow Report 2018

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Agenda Item 11

REPORT TO	ON
Council	6 February 2019



TITLE	REPORT OF
Council Tax Support Scheme 2019/20	Director of Customer and Digital

Is this report confidential?	No
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1. PURPOSE OF THE REPORT

- 1.1 To review the Council Tax Support Scheme for 2019/20.
- 1.2 To clarify the legal position in respect of the Council Tax Support Scheme. This is with particular reference to the decision that full Council made at its Budget Council on 28th of February 2018.

2. RECOMMENDATIONS

- 2.1 That Council notes the legal position regarding the decision taken at Budget Council on 28th February 2018.
- 2.2 That the Council Tax Support Scheme remains unchanged for 2019/20.
- 2.3 That Council agrees the level of the deduction to be applied to Working Age recipients of Council Tax Support from 1st April 2019 and that this level be finalised and agreed in accordance with South Ribble's scheme as part of the Council's Budget and Council Tax Setting at the Council Meeting on 27th February 2019. This figure will continue to be within the range (between £3.00 and £5.00 per week) which was consulted upon during the introduction and implementation of the council's scheme.
- 2.4 That delegated authority be granted to the Director Customer and Digital in consultation with the Cabinet Member for Finance to make all necessary updates to this Council's Council Tax Support Scheme to comply with any prescribed requirements that may be issued by central government. This may be by the making of specific regulations, or by amendment to the Local Government Finance Acts of 1992, 2012 and 2017 and Government funding formulae.
- 2.5 That delegated authority be granted to the Director Customer and Digital in consultation with the Cabinet Member for Finance to make all necessary amendments to the Council's scheme to uprate the allowances and premiums in accordance with the revised Housing Benefit Circular. We have received both the HB circular and the CTS Statutory Instrument for 2019/20. The CTS scheme is updated for us by external consultants and we usually receive this at the end of April. This process is a requirement of the prescribed elements of the scheme and will also take into consideration inflationary requirements.

- 2.6 That Council agrees to publish the updated scheme in accordance with the Local Government Finance Act 2012 and any regulation amendments.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Excellence and Financial Sustainability	x
Health and Wellbeing	
Place	
People	

4. BACKGROUND TO THE REPORT

- 4.1 Council decided at the Council Tax Setting meeting in February 2018 to remove any budget forecast for the Council Tax Support Scheme for the years 2019/2020 onwards in the Medium Term Financial Strategy (MTFS). As advised on a number of occasions the Council Tax Support Scheme may only be amended, varied or abolished after a lengthy consultation period has taken place. Consultees would include beneficiaries as well as the major preceptors such as Lancashire County Council. Following the decision in February 2018 considerable work has taken place with external advisers to pull together an appropriate model to consult on. Unfortunately this is a very lengthy process and has been further complicated by Central Government announcements, changes in the implementation of Universal Credit and other financial factors which will affect the potential scheme. Most recent activity has been to reflect the decisions made in the Government's Budget Statements. The modelling work is ongoing and as such we will not be in a position to consult until the first quarter of 2019/20. Obviously when we do consult we would need to have some specific proposals supported by robust demographic information, equality impacts and financial modelling. This will enable Members to take a robust transparent decision on the future scheme.
- 4.2 The Local Government Finance Act 2012 as amended requires Local Authorities to approve their Local Council Tax Support (LCTS) Scheme on an annual basis by the 11th March for the following financial year. Therefore there is insufficient time to complete a robust consultation before the statutory date to set the CTSS for 2019/20. Modelling on a potential revised scheme is continuing.
- 4.3 The scheme contains allowances and premiums upon which the Prescribed Council Tax Support Scheme relies. Where possible, South Ribble's scheme mirrors the provisions of the Government's prescribed scheme for pensioners. Clearly any changes or amendments to the Government Scheme will be considered
- 4.4 As at the date of this report around 5,808 (11.7%) households out of 49,470 in the borough receive this support, this is at a cost of £5,012,526 of which £611,528 is South Ribble's share. Of those benefitting 3,021 households (6.1%) are working age and 2,787 (5.6%) are pensioners (who continue to qualify for rebates of up to 100%). At this point we do not have the analytical data to understand the spread of these claimants across wards or other demographic information.
- 4.5 Government have indicated a change to Local Government Financing to take effect from 2020/21 through a revised funding formula. The Council continues to engage in the

consultation process for this significant financial change. These funding changes may further impact on the CTSS.

- 4.6 Cabinet considered the options for a Council Tax Support scheme in 2019/20 at their meeting on 23rd January 2019 and support the recommendations as stated.

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

- 5.1 South Ribble's scheme is relatively easy for all to understand in that it replicates the previous Council Tax Benefit system apart from including a flat rate monetary reduction for working age claimants.
- 5.2 South Ribble's scheme has been accepted by residents on the whole, including recipients of the support. Collection rates suggest that approximately 78% of the additional billed amounts are collected in the year that they become due, with collection of outstanding amounts continuing in subsequent years.
- 5.3 Additional support is available for residents suffering hardship via the Council local support funds.
- 5.4 The current scheme prescribes a reduction in entitlement to LCTS of £3.50 per week for all working age claimants and there are no proposals for this to change other than inflationary impacts. Pensioners are unaffected by the changes implemented in this policy as the government has legislated to ensure that pension age recipients cannot be worse off under LCTS schemes than under previous CTB regulations.
- 5.5 If the recommendations contained in this report are adopted, the Council Tax Support scheme for 2019/20 will be the unchanged from the 2018/19 scheme, subject to the incorporation of prescribed changes from central government and the annual uprating of allowances and premiums.

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 6.1 The council's scheme was introduced after consultation with stakeholders and a significant number of residents. The consultation included all recipients of Council Tax Benefit. This consultation supported the view that the costs of South Ribble scheme should be implemented according to the resources provided by the MHCLG.
- 6.2 The Council have committed to consult and review on the scheme for 2020/21. In support of this officers have undertaken several modelling activities during financial year 2018/19. The results of the latest analysis following the Chancellor's Budget Announcement will be presented to Cabinet and Council in February 2019. Detailed proposals regarding consultation including process, methodology and timetable will be presented to Cabinet post Election in May 2019.

7. FINANCIAL IMPLICATIONS

- 7.1 The continuation of the current scheme into 2019/20 will have no financial impact on the authority. However, there would be a financial impact on South Ribble and other precepting authorities if the council decided not to adopt or to amend the scheme

8. LEGAL IMPLICATIONS

- 8.1 Please see Monitoring Officer comments.

9. COMMENTS OF THE STATUTORY FINANCE OFFICER

- 9.1 There report makes no changes to the 2018/19 scheme which is required to be approved within given timescales. The Council's budget is approved for one year only annually, the MTFs is also updated to reflect future year's forecasts which are then approved at future budget setting council meetings.
- 9.2 A failure to approve the Council Tax Support Scheme will result in South Ribble Borough Council having to implement the Statutory Prescribed Scheme which would have to be funded by all precepting authorities. This would result in additional expenditure of approximately £549,822 of which South Ribble's contribution would be approximately £67,078. This amount is not contained within the proposed medium term financial strategy of the authority.
- 9.3 Given the proposed changes to Local Government Finances there is a risk that any policy change by the authority this year may have an impact on future allocations of funding to the Council

10. COMMENTS OF THE MONITORING OFFICER

- 10.1 The Council is under a legal duty by virtue of Schedule 1A to the Local Government Finance Act 1992 to consider each year whether to revise its council tax reduction scheme or to replace it with another scheme.
- 10.2 Schedule 1A also provides that any revision to the scheme, or any replacement scheme must be made no later than 11 March in the financial year preceding that for which the revision or replacement scheme is to have effect.
- 10.3 Council should note that the recommendation for 2019/2020 is that there should be no change to our existing scheme.
- 10.4 An extensive consultation process must be carried out prior to the making of any changes to a Council tax reduction scheme.

11. OTHER IMPLICATIONS:

▶ HR & Organisational Development	<i>None</i>
▶ ICT / Technology	<i>None</i>
▶ Property & Asset Management	<i>None</i>
▶ Risk	<i>None</i>
▶ Equality & Diversity	A review of the Impact Equality Assessment has been undertaken and no changes have been made which reflects no change to the scheme.

12. BACKGROUND DOCUMENTS

List of changes as per Autumn Budget announcement.

14. APPENDICES (or There are no appendices to this report

None

Tim Povall

Deputy Chief Executive – Resources and Transformation (S151 Officer)

Report Author:	Telephone:	Date:
<i>Tim Povall</i>	01772 625259	6 th February 2019

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BACKGROUND DOCUMENT

Changes as per Autumn Budget announcement:

- Reinstating automatic entitlement to housing support for 18-21 year olds. This group will therefore be entitled to claim support for housing costs under Universal Credit (UC).
- Housing Benefit claimants will receive an additional payment providing a fortnights worth of support during their transition to UC
- The Government has extended this provision to cover the income related elements of JSA, Employment Support Allowance and Income Support.
- UC work allowance increased by £1k from April 2019 (the amount households with children and people with disabilities can earn)
- Changes to Minimum Income Floor extending the 12 month grace period for self-employed people giving them time to grow their business
- Reduction in the maximum rate at which deductions can be made from a UC award from 40% to 30% of the standard allowance
- Additional protections for welfare claimants (non-parental carers, adopters and those currently receiving severe disability premium)
- The extended roll out implementation schedule has been updated now beginning in July 2019 and ending in December 2023.

Given the above announcements further modelling work is being undertaken and the results are to be reported to Council in February 2019. The points we want this work to cover are as follows:

- We require the following 3 schemes to be remodelled taking into account the changes in the autumn budget 2018.
 - Maintaining the current scheme into 2019/20
 - Modelled scheme 3: Income-banded that is more generous to larger families.
 - Modelled scheme 4: Removing the £3.50 per week minimum payment

NB: The modelled scheme 3 is to be re-modelled to give 100% support to those on pass ported benefits (Income Support, JSA(IB) and ESA(IR)), maximum UC, and income below £100.

- The potential future demand for Council Tax Support in relation to each of the 3 schemes above, based on South Ribble now being a full service area (18th July 2018). (Total CTS and Working Age caseload).
- How the changes above could impact on the need and take up for the Discretionary Housing Payment and the Exceptional Hardship Fund. In relation to the Exceptional Hardship Fund we have also asked for the analysis to identify who will benefit the least in relation to the 3 schemes.

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Agenda Item 12

REPORT TO	ON
Council	6 February 2019

September 2017



TITLE	REPORT OF
Pay Policy Statement 2019/20	Interim Strategic HR Consultant

Is this report confidential?	No
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1. PURPOSE OF THE REPORT

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

2. RECOMMENDATIONS

- 2.1 The Council approves the pay policy statement

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities:

4.

Excellence and Financial Sustainability	√
Health and Wellbeing	
Place	

Projects relating to People in the Corporate Plan:

People	
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4. BACKGROUND TO THE REPORT

- 4.1 The purpose of the Pay Policy statement is to ensure there is transparency as to how pay and remuneration is set by the Council, for all of its employees and particularly for its most senior level posts.

5. DETAIL

The Pay Policy sets out the current approach to the remuneration of all posts within the Council. In particular it specifies certain mandatory requirements that must be detailed within the Policy. This refers to:-

- The pay structure of the Council and how it is set.
- Chief officer remuneration
- The recruitment arrangements for a Chief Officer.
- The relationship between the salaries of Chief Officers and other employees.
- Details of the lowest paid posts within the Council.

6. WIDER IMPLICATIONS AND BACKGROUND DOCUMENTATION

6.1 Comments of the Statutory Finance Officer

The senior management posts and grades in the pay policy reflect the approved senior management restructure. The estimated financial implications of the senior management restructure are reflected in the proposed 2019/20 Revenue Budget and the Medium Term Financial Strategy for the next 4 years.

6.2 Comments of the Monitoring Officer

The Pay Policy has been prepared to ensure the Council complies with the requirements of the Localism Act 2011

Other implications:	
▶ Risk	The Localism Act places a legal requirement for this information to be published annually.
▶ Equality & Diversity	An equality impact assessment will be done prior to the policy being published.
▶ HR & Organisational Development	Pay and remuneration need to be fair and transparent in order to recruit and retain staff. Pay should be proportionate to staff's level of responsibility within the organisation. Unfair pay can lead to low staff satisfaction and morale.

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PAY POLICY STATEMENT- 2019/20

1. Introduction

The Localism Act 2011 – [Chapter 8 - Pay Accountability] requires all local authorities in England and Wales to produce a pay policy statement from 2012/13 and for each financial year thereafter, and must do so with regard to any guidance from the Secretary of State for Communities and Local Government.

The Policy must be agreed by the Full Council and be publicly available.

2. Policy Objective

The purpose of the Pay Policy is to provide transparency with regard to the Council's approach to the setting of pay for all its employees and therefore identifies:

- The methods by which salaries of all employees are determined
- The details of the remuneration of its most senior employees, i.e. Chief Officers
- The relationship between the salary of its Chief Officers and other employees within the Council.
- Details relating to the lowest paid employees.

3. Scope

The pay policy covers the remuneration of all employees of the Council including temporary employees.

4. Pay Structure

In determining the pay and remuneration of its employees the Council will comply with all relevant employment legislation. This includes the Equality Act 2010 and the Part-time Regulations 2008.

The Council uses the nationally negotiated pay spine as the basis for its local pay structure, with the exception being those most senior level posts referred to within the Policy. The Council also adheres to the national pay bargaining arrangements in respect of increases to the nation pay spine.

The pay spine is used to determine the salaries of all council employees, apart from the Chief Officers and senior officers, which are addressed separately within this policy. The grading structure of the majority of the posts was established as part of the Single Status job evaluation process and subsequent pay grade structure was adopted following Council approval in April 2007. This also addressed the Council's approach to the job evaluation of

posts and the harmonisation of key terms and conditions of employment. Since 2007 all new posts and posts that have changed significantly are evaluated in accordance with the same Job Evaluation Scheme. The Council operates the GLPC [Greater London Provincial Council] Scheme

All other pay related enhancements and payable allowances/expenses are the subject of either nationally or locally negotiated and/or determined rates.

The Council complies with all relevant legislation and statutory guidance, including the Criminal Finances Act 2017 and the Intermediaries Regulation 35 (IR35), to ensure that all employees and workers engaged to cover Council posts pay the correct rates of tax and National Insurance at source.

5. Chief Officer Remuneration

The Localism Act refers to the position of Chief Officer and states that this refers to: the Head of Paid Service; Statutory Chief Officers; non-statutory Chief Officer posts and their direct reports (known as Deputy Chief Officers). It should be noted that this definition is very broad, and takes account of Metropolitan and County Councils as well as District Councils with far fewer management levels.

Therefore, for the purpose of this policy for South Ribble Borough Council, Chief Officers are:

- The Chief Executive (Head of Paid Services)
- Deputy Chief Executive (2 posts, 1 includes Chief Finance Officer s151)

Salary increases are in line with JNC Chief Officers pay award which is negotiated annually

Chief Executive

Details of remuneration are contained in the annual Statement of Accounts.

The Chief Executive also receives an essential car user lump sum and the reimbursement of professional subscription fees where membership of a particular professional organisation/s is required to carry out the full role of the post.

The Chief Executive will also take on the role of Returning Officer for any Local, National and European elections, payment for which will be in accordance with the statutory calculation.

Any other allowances relating to the post are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

Deputy Chief Executive

There are two posts of Deputy Chief Executive reporting directly to the Chief Executive

- Deputy Chief Executive Regeneration and Growth
- Deputy Chief Executive Resources and Transformation (Chief Finance Officer s151)

Details of remuneration are contained in the annual Statement of Accounts.

The Deputy Chief Executive also receives an essential car user lump sum and the reimbursement of professional subscription fees where membership of a particular professional organisation/s is required to carry out the full role of the post.

Any other allowances relating to the posts are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

Director and Assistant Director Senior Officer Remuneration

There are three posts of Director and four Assistant Directors, which are considered to be Senior Officer's posts and two other posts that sit within senior officer salary ranges on NJC terms and conditions:

- Director of Planning and Property
- Director of Customer and Digital
- Director Neighbourhoods and Development
- Assistant Director Neighbourhoods and Development
- Assistant Director Scrutiny and Democratic Services
- Assistant Director Property and Housing
- Assistant Director Projects and Development

Details of remuneration are contained in the annual Statement of Accounts.

Any other allowances relating to the posts are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

Annual increases are in line with NJC Terms and Conditions

Specialist Experts Positions

In order to attract and retain the most specialist or expert skills in may be necessary to pay outside of the Leadership remuneration grades. Salaries are determined based upon the current market rate for the specialist skills.

Currently there are two senior position which are classed as a specialist post. These are:

- Borough Solicitor
- Legal, Governance and Democratic Officer

All other terms and conditions of employment are in accordance with other senior positions.

6. Recruitment of Chief Executive and Chief Officers

Under Section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit” where there is a requirement to recruit to the post of Chief Executive or Chief Officer.

The appointment to the Councils Chief Executive, Deputy Chief Executive and statutory officer posts will be dealt with by the Appointment and Employment Panel and in accordance with the Council’s constitution.

7. Relationship between Chief Executive/Chief Officer Pay and other Employees

Under the provisions of the Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Ministry for Housing, Communities and Local Government (MHCLG) (formerly Department of Communities & Local Government – DCLG) under section 2 of the Local Government Planning and Land Act 1980, the Council is expected to publish its “pay multiple”, i.e. the ratio between the highest paid salary and median average salary of the whole of the Council’s workforce.

The relationship between the maximum average salaries of the Chief Executive and Chief Officers and the median salary and the lowest paid salary are:

Post	Benchmark Salary	Ratio
Chief Executive salary	median salary	1:4.4
Deputy Chief Executives salary	median salary	1:3.3
Borough Solicitor	Median salary	1:2.9
Directors salary	median salary	1:2.6
Assistant Directors salary	median salary	1:2
Chief Executive salary	lowest salary	1:6.4
Deputy Chief Executives salary	lowest salary	1:4.8
Borough Solicitor	Lowest salary	1.4
Director salary	lowest salary	1:3.7
Assistant Director salary	lowest salary	1:2.8

The median salary is £25,047 (The median figure excludes casual employees who are only employed on an ad hoc or occasional basis)

The Council is requirement to report annually on gender pay gap statistics as part of the public sector equality duty. These statistics are published on its website.

8. Lowest Paid Employees

The basic pay of the Council's lowest paid employees comprises a locally agreed grade range implemented in April 2007 and derived from the national pay spine, as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service.

At present the Council pay the Foundation Living wage but are not an accredited Living wage employer therefore there is no commitment to pay it. This is subject to SRBC'S annual agreement as part of the Pay Policy. The current Foundation Living wage stands at £9 per hour. The new pay line commences at £9 per hour. South Ribble Borough Council are consistent with the Foundation Living Wage.

9. Apprentices

There are a number of apprentices currently employed by South Ribble Council for a fixed period. With effect from 1st April 2019 they receive the current National Minimum Wage relating to their age as detailed below:-

Under 18	£4.35 per hour
18 -20	£6.15 per hour
21 - 24	£7.70 per hour
25 and over	£8.21 per hour

10. Other conditions Relating to Chief Officers and other Employees

Performance-related Pay

The Localism Act requires Councils to provide details of any performance related pay for its Chief Officers. However, South Ribble Borough Council does not have any such arrangements.

Bonuses

There are no schemes in relation to the payment of bonuses for any employees, including Chief Officers.

Payments on the termination of employment

The Council's Redundancy Policy applies equally to all employees regardless of their grade.

Pension Arrangements

All employees, including Chief Officers, are entitled to join the Local Government Pension Scheme if they so wish. No alternative options are available should employees not wish to join the scheme.

Starting Salary

For all appointments, including internal appointments and any employee re-graded, negotiations will commence on the lowest point of a grade, however where there is strong justification of the need for a higher starting point this will be considered. This justification must be supported by both the appropriate Director and Human Resources.

Grade Progression

Each grade consists of a number of incremental salary points, through which employees may progress until the top of the grade is reached. Progression within each grade will normally be by annual increment at 1 April each year subject to the maximum of the grade. However, Directors have the discretion to advance an individual employee's incremental progression within the grade on the grounds of special merit or ability to assist in the retention of able professional or other staff.

Specialist Support

In exceptional circumstances, it may be necessary for the Council to make temporary appointments, to address capacity and/or skills gaps. These appointments should be for as short a period as is practicable and comply with appropriate procurement rules.

Market Supplements

The Council also has a process by which it can consider paying market supplements where there have been difficulties in recruiting to the posts or the market demand/supply reflects the need. By taking account of external pay levels in the labour market in order to attract and retain employees with particular skills, knowledge and experience. On such occasions the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate. All market supplements have to be agreed with Human Resources and the relevant Director and are reviewed regularly.

Professional Subscriptions

A number of employees are member of professional organisations in connection with their employment at the Council. Where there is a direct statutory link to undertake the employee's role as professional advisor or the need to enforce policies, the council will reimburse the employee.

Honorariums

The council has guidelines on the use of honoraria for substantial additional duties and responsibilities. Any additional payments are subject to regular reviews and must be agreed in advance of payment with the relevant Director and Human Resources.

Relocation Allowance

Guidance on relocation allowance provides for up to £4000 for actual relocation. This can be used for rent, removals, travel connected to relocation etc, provided the relocation is from a minimum distance of 80 miles from the Civic Centre to within the Lancashire area, within a set period of time to be agreed on appointment with the Head of Paid Service.

11. Publication of the Policy

The Policy will be published on the Council's Website, prior to April 2019.

12. Review of Pay Policy

The Policy will be subject to annual review and must be approved by the Council prior to 31 March each year. If there is a need to amend the Policy between reviews, then any such amendments will be considered by the Cabinet, prior to approval by the Council.

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