

SCRUTINY COMMITTEE

MONDAY, 27TH NOVEMBER, 2017, 6.00 PM

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

AGENDA

- | | |
|--|-----------------|
| 1 Apologies for Absence | |
| 2 Declarations of Interest | |
| 3 Minutes of Previous Meetings | (Pages 3 - 12) |
| That the attached minutes of the meetings of the committee held on 30 August 2017, 6 September 2017 and 6 November 2017 be approved as a correct record. | |
| 4 Corporate Performance Report at the end of Quarter 2 (30 September 2017) | (Pages 13 - 40) |
| Report of the Interim Corporate Improvement Manager attached. | |
| 5 Safeguarding - 6 month update | (Pages 41 - 70) |
| Report of the Director of Development, Enterprise and Communities attached. | |
| 6 Worden Hall - update | |
| Report of the Director of Neighbourhoods, Environmental Health and Assets to follow. | |
| 7 Proposals for Banqueting Suite | (Pages 71 - 72) |
| Report of the Director of Neighbourhoods, Environmental Health and Assets attached. | |
| 8 Scrutiny Matters | |
| <ul style="list-style-type: none"> a) Verbal update on Lancashire County Council's Health Scrutiny Committee b) Feedback on the workshop that looked at the Scrutiny Committee's Work Programme c) Member feedback on meeting(s) and training attended on behalf of the committee | |
| 9 Exclusion of Press and Public | |

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

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

10 Land at Wesley Street / Station Road

(Pages 73 - 86)

Report of the Director of Neighbourhoods, Environmental Health and Assets attached.

Heather McManus
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Committee Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Carol Chisholm, Michael Green, David Howarth, Susan Jones, Keith Martin, Barbara Nathan, Michael Titherington, Karen Walton, Ian Watkinson and Linda Woollard

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

Forthcoming Meetings

6.00 pm Thursday, 8 February 2018 - Wheel Room, Civic Centre, West Paddock, Leyland, PR25 1DH

MINUTES OF SCRUTINY COMMITTEE

MEETING DATE **Wednesday, 30 August 2017**

MEMBERS PRESENT: Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Carol Chisholm, Michael Green, David Howarth, Susan Jones, Keith Martin, Barbara Nathan, Michael Titherington, Karen Walton and Ian Watkinson

CABINET MEMBERS: Councillor Peter Mullineaux (Leader), Councillor Colin Clark (Deputy Leader and Cabinet Member for Corporate Support and Assets), Councillor Phil Smith (Cabinet Member for Regeneration and Leisure), Councillor Graham Walton (Cabinet Member for Neighbourhoods and Streetscene), Councillor Mary Green and Councillor Paul Foster (Leader of the Opposition)

OFFICERS: Heather McManus (Chief Executive), Kerry Maguire (Senior Risk and Insurance Officer), Darren Cranshaw (Scrutiny & Performance Manager) and Dianne Scambler (Democratic and Member Services Officer)

OTHER MEMBERS: Councillor Mary Green and Paul Foster (Leader of the Opposition)

PUBLIC: 1

10 Apologies for Absence

Councillor Linda Woollard submitted her apologies.

11 Minutes of the Last Meeting

The minutes of the Scrutiny Committee meeting held on 25 July 2017 were confirmed as a correct record for signing by the Chair.

12 Declarations of Interest

Item 5: Darren Cranshaw, Scrutiny and Performance Manager left the room as he is directly affected by the Senior Management Restructure.

13 Matters arising from Previous Meetings

Members received an update of the progress made against matters arising from all previous meetings. It was agreed to remove all items from the Matters Arising sheet with the exception of:

1. Acquisition of land at Wesley Street Mill.

2. Bringing forward proposals for the Banqueting Suites and Worden Arts and Crafts Centre.

The Committee asked that robust updates be provided to the next scheduled meeting of the Committee.

14 Management Restructure Consultation

The Committee welcomed the Chief Executive, Heather McManus who was attending the meeting to talk about her proposals for the new Senior Management Restructure for the authority that would ensure that it is fit for purpose, delivers Members priorities and also broaden and deepen the shared services arrangement with Chorley Council.

The Chair of the Committee stated that this meeting was to allow members to ask questions of the Chief Executive that would help them to gain a greater understanding of the thought processes behind the two proposals. An additional meeting the Committee was scheduled to take place on the rise of Cabinet next week to collate a formal response to the consultation.

The Chief Executive explained that as Head of Paid Service, the Council had employed her to put in place a management structure that would deliver the corporate agenda set by the Council. This agenda is detailed in the Councils Corporate Plan and Medium Term Financial Strategy. The organisation wants growth, sustainability and improved governance and it was felt that this could only be achieved by the implementation of a more robust and resilient Senior Management team to drive through change across the Council.

Ahead of the proposals, extensive consultation has been undertaken with staff and a number of key themes identified that included, the restructuring of the Senior Management Team and Core Managers, improved leadership capability, development opportunities, the ability for cross working across the authority, along with improved decision making, communications and staff morale. The proposals aim to address this feedback along with repositioning the regeneration and growth agenda, exploring further shared arrangements with Chorley Council and the delivery of a sustainable leadership model that would strengthen the Statutory Officers contribution.

The proposed structures will also generate significant savings amounting to between £500,000-600,000 that would be realised in little over a year.

In response to concerns of members both on Committee and in the audience, the Chief Executive explained her justification for the proposed sharing arrangements of the statutory roles of the Section 151 and Monitoring Officer's with Chorley and gave assurances that the authority would have full time dedicated statutory officers on site.

The Committee also had concerns about the security function being absorbed into the Democratic Services team, favouring the existing arrangements of their dedicated senior officer support. It was explained that the new proposed arrangements would provide additional support to the scrutiny function in the form of a Democratic Services Officer lead in addition to involvement by senior managers who could provide the relevant technical guidance when needed.

Members asked how staff would be supported throughout the process, particularly those officers who would be unsuccessful in obtaining a role in the new structure and asked about the authority's appointment and redundancies policies. Specialist advisors had been brought in to liaise with those staff affected to offer advice and support throughout the job application and interviewing process and successful staff would have the same terms and conditions as at present, with no plans at this stage to amalgamate this aspect of the shared arrangements. A robust recruitment process was needed to ensure that all staff appointed have the necessary skills in place to step up to the challenging agenda.

Once the new Senior Management structure is in place, the transformation programme will trigger restructures across the authority and it was anticipated that this would take around 18 months to complete. The aim is to have the full Senior Management structure in place by 31 March 2018.

Members were asked to consider all the information provided with a view to formulating a full response to the consultation at their next meeting on 6 September.

RESOLVED – That the information be noted.

15 Scrutiny Review of Licensing Action Plan Update

The Leader submitted his apologies as he had to leave the meeting on a personal matter. The Chief Executive stayed for this item.

Councillor Mick Titherington who had chaired the review commented that it was pleasing to see that the vast majority of the recommendations made by scrutiny on the review of licensing had been completed. Members asked for better wording to be used in future to denote progress made and asked for better and improved use of the RAG rating system. The Committee commended all officers that had been involved for their continued hard work.

RESOLVED – That the report be noted.

16 Scrutiny Review of Flooding: Final Progress Report

The Committee welcomed Councillor Colin Clark, cabinet Member for Corporate Support and Assets who was attending the meeting along with Kerry Maguire, Senior Risk and Insurance Officer to present the final progress report on the scrutiny review of flooding.

Members were pleased to note that all the recommendations made by the Scrutiny Task Group that had been accepted by Cabinet in December 2016 had now been implemented and the authority were confident that the measures put in place were robust to ensure an effective response to any future incident. All relevant officers had undertaken appropriate training and a call-out rota introduced at Director level.

The Committee were informed that a Lancashire wide campaign 'Get ready for winter' was due to be launched shortly that would help people make the necessary preparations to combat bad weather, including the risk of flooding and that all Emergency Planning Officers from the relevant authorities and blue light organisations met on an annual basis to ensure that their plans were fit for purpose.

Although not a statutory responsibility of the Council, the Cabinet Member reiterated that the authority did have a duty of care to its residents in such situations and as a consequence of the review undertaken by scrutiny following the flooding in December 2015, the Council now had improved procedures in place. All Elected Members could contribute by effectively communicating with the local community and the administration welcomed the involvement of Scrutiny in such situations.

RESOLVED – That the report be noted.

17 Scrutiny Matters

17a Staff Morale Review

Members were provided with a draft final report of the review for their consideration before its approval at their next meeting. The Chair thanked those Members that had given their time to the review.

17 Lancashire County Council Health Scrutiny Committee

b

The next meeting is on 19 September 2017.

17c Scrutiny Committee Forward Plan

A workshop is currently being arranged to develop the Forward Plan and Work Programme for the remainder of 2017/18.

17 Cabinet Forward Plan

d

The Committee noted the Forward Plan. The Chair identified the Leisure Review and Review of Fees and Charges as items of interest for the Committee in future meetings.

Chair

Date

MINUTES OF SCRUTINY COMMITTEE

MEETING DATE **Wednesday, 6 September 2017**

MEMBERS PRESENT: Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Michael Green, Keith Martin, Barbara Nathan, Karen Walton, Ian Watkinson and Linda Woollard

CABINET MEMBERS: Councillor Colin Clark (Deputy Leader and Cabinet Member for Corporate Support and Assets), Councillor Clifford Hughes MBE (Cabinet Member for Strategic Planning and Housing), Councillor Jacqueline Mort (Cabinet Member for Public Health, Safety and Wellbeing), Councillor Phil Smith (Cabinet Member for Regeneration and Leisure) and Councillor Graham Walton (Cabinet Member for Neighbourhoods and Streetscene)

OFFICERS: Darren Cranshaw (Scrutiny & Performance Manager) and Dave Lee (Democratic Services Officer)

OTHER MEMBERS: Councillor Warren Bennett, Councillor Paul Foster (Leader of the Opposition), Councillor Mary Green, Councillor Caroline Moon, Councillor Michael Nathan and Councillor Alan Ogilvie

PUBLIC: 1

18 Apologies for Absence

Apologies for absence were received from Councillors Carol Chisholm, David Howarth, Susan Jones and Mick Titherington.

19 Declarations of Interest

The Scrutiny and Performance Manager declared a prejudicial interest in the Management Re-structure Consultation Document item and indicated that he would leave the meeting during the discussion and voting thereon.

20 Management Re-Structure Consultation Document

(The Scrutiny and Performance Manager declared a prejudicial interest in this item as he was directly affected by the Senior Management Restructure, and left the meeting during the consideration thereof.)

Further to minute no. 14 (30 August 2017), the committee considered its draft response to the Management Re-structure Consultation Document.

The committee was grateful to the Chief Executive for consulting the Scrutiny Committee on the future management structure of the Council. This was particularly pleasing as it was a key recommendation from the Scrutiny Review of Licensing.

The committee noted that the Chief Executive's attendance at the last meeting of the Scrutiny Committee (held on 30 August 2017) to give a presentation and answer questions had been very useful.

A discussion ensued on the 6 draft recommendations. In respect of Recommendation 2 the committee accepted the significant reassurance from the Chief Executive that there would be a number of officers to offer additional support to the Scrutiny function. The committee therefore suggested that this recommendation should be amended to seek further assurances about the support for both Scrutiny and Governance functions under either of the proposed new structures.

During the course of the meeting, the Scrutiny Committee also agreed the following minor amendments –

Recommendation 4, first line, the word “developed” be replaced by “implemented”.

Recommendation 6, first line, the deletion of the words “Consideration be given to ...” and be replaced by “The Council moves to...”.

RESOLVED (unanimously): that based on the information provided, the Scrutiny Committee recommends that –

1. Further consideration and information is provided on the justification and potential implications of sharing the statutory roles of the Section 151 Officer and the Monitoring Officer with Chorley Council.
2. Requests further re-assurance about the future officer support for the Scrutiny and Governance functions and that the proposals going forward clearly outline the officer support to be provided under the new management structure.
3. Clarity be provided on the selection process for the posts that are not statutory officer appointments to ensure it is fair and there is equality of opportunity.
4. Plans are implemented to ensure those not successful in applying for the new roles in the structure are provided with the necessary support.
5. A support programme for those appointed to the new structure be put in place to help them manage the transition and ‘step up’ to the challenge.
6. The Council moves to developing a shared services strategy outlining both council's vision for shared services and a review of the governance arrangements of the shared services partnership, including harmonizing employee terms and conditions.

21 Final Report from the Scrutiny Review of Staff Morale

Further to minute no. 17(a) (30 August 2017), the committee received the final report from the Scrutiny Review of Staff Morale Task Group.

RESOLVED (unanimously) that the committee endorses the task group's findings/recommendations.

Chair

Date

MINUTES OF SCRUTINY COMMITTEE

MEETING DATE **Monday, 6 November 2017**

MEMBERS PRESENT: Councillors Matthew Tomlinson (Chair), Colin Coulton (Vice-Chair), Michael Green, David Howarth, Susan Jones, Keith Martin, Barbara Nathan, Michael Titherington, Karen Walton, Ian Watkinson and Linda Woollard

CABINET MEMBERS: Councillor Colin Clark (Deputy Leader and Cabinet Member for Corporate Support and Assets), Councillor Peter Mullineaux (Leader), Councillor Phil Smith (Cabinet Member for Regeneration and Leisure), Councillor Susan Snape (Cabinet Member for Finance) and Councillor Graham Walton (Cabinet Member for Neighbourhoods and Streetscene)

OFFICERS: Darren Cranshaw (Scrutiny & Performance Manager), Dave Lee (Democratic Services Officer), Mark Gaffney (Director of Neighbourhoods, Environmental Health and Assets) and Dave Whelan (Legal Services Manager/Monitoring Officer)

OTHER MEMBERS: Councillor Jane Bell, Councillor Paul Foster (Leader of the Opposition), Councillor Mary Green, Councillor Claire Hamilton, Councillor Michael Nathan, Councillor Michael Nelson, Councillor Margaret Smith and Councillor Paul Wharton

PUBLIC: 68

22 Apologies for Absence

An apology for absence was received from Councillor Carol Chisholm.

23 Declarations of Interest

Councillors Karen Walton and Michael Green both declared a personal interest in minute no. 24.

24 Call-in Request - Dog Control Orders / Public Open Space

Councillor Karen Walton declared a personal interest as she had a family connection with the Cabinet Member, but was able under the Code of Conduct for Elected Members, to remain in the meeting during the consideration of this item.

Councillor Michael Green declared a personal interest as this had been previously discussed within his political group prior to the decision being made at the recent Cabinet meeting, but was able under the Code of Conduct for Elected Members, to remain in the meeting during the consideration of this item.

At the commencement of the meeting, the Chair explained the role of the Scrutiny Committee and how it had powers to call-in a Cabinet decision before it was implemented.

The Chair added that the Scrutiny Committee would look at whether the decision made complied with the Council's decision making process. If the Scrutiny Committee believed that this had not been complied with it could then refer the matter back to Cabinet for reconsideration. The Chair reminded everyone that this was not a public meeting and was not to amend the Cabinet's decision on Dog Control Orders/Public Space Protection Orders. However, he would allow the public to ask questions and contribute at the end of the meeting.

The Chair welcomed the Cabinet Member for Neighbourhoods and Streetscene, the Director of Neighbourhoods, Environmental Health and Assets and the Legal Services Manager (Monitoring Officer) and thanked them for their attendance.

Director of Neighbourhoods, Environmental Health and Assets addressed the committee and responded to comments and enquiries.

The Director explained the background and context for bringing the report forward to Cabinet. The Council had Dog Control Orders for a number of years and those orders enabled the Council to enforce issues around dogs. Those orders were due to expire in October 2017 and replaced by Public Space Protection Orders (PSPO). A consultation took place to obtain the views of the public on how they felt about these orders. The only main concern that the Council received from the public was that the restriction of dogs to individuals should not be considered. Following this consultation process the Director indicated that he had recommended to the Cabinet that the recommendations be supported except this (the maximum of dogs under the control of an individual) and that this be kept under review to build up an evidence based/complaints history around people with multiple dogs on the lead. This would be for 6/12 months before the matter was reconsidered on whether to introduce that Order. The Director felt at the time that if this Order was made, the Council may struggle to withstand an appeal against this decision.

The consultation strategy was to consult the general public (including statutory consultees) but did not target any specific group. The Director added that the Cabinet Member was fully aware of the consultation responses which subsequently formed the report to Cabinet. All recommendations were fully discussed with the Cabinet Member and he was aware of the risk that that recommendation may not withstand an appeal against that particular Order. The maximum number of dogs allowed on leads that was put in the draft Order was based on research carried out at other local authorities that actually introduced this Order. Ultimately the figure was down to the local area. The Director was not aware of the amendment to that decision until it was made by Cabinet on the night.

Although he understood the reason why the Cabinet felt so strongly about the decision, however the Director's view was that there should have been a further period of monitoring before the matter was reconsidered.

The Legal Services Manager (Monitoring Officer) addressed the committee and responded to comments and enquiries.

The Manager confirmed that Legal Services contributed and gave advice to this report to try and establish a robust evidence base so that if any of the proposed recommendations were challenged the Council would have a good chance of resisting the challenge.

The Manager added that he was not aware of any complaints/issues of any individuals walking a number of dogs. In this particular Order it did not appear that there was enough public support based on the consultation carried out.

To introduce a PSPO, the Manager felt that there should be clear evidence to demonstrate that there was a need for it. The evidence required would be if there was an issue; there were problems being caused; there were issues taking place; there were a history of complaints etc. The consultation itself and the responses received would also contribute to evidence.

The Manager indicated that he was not aware of the amendment made at cabinet until the decision was made by Cabinet on the night, however he acknowledged that members did not always follow/obliged to follow officers' advice. The Manager felt that it would have been helpful if prior notice was given but that did not happen. The Manager added that a further consultation exercise would have been ideal given the level of public interest generated which would have put the Council in a more informed position on whether the Order should be made or not.

The Manager said that he did provide legal advice at the meeting on the night and Cabinet was fully aware of the risk that the Order may be challenged.

Under the Council's Policy Framework, the Manager indicated that he was satisfied that it was a Cabinet decision and did not require full Council approval.

The Cabinet Member addressed the committee and responded to comments and enquiries.

The Cabinet Member explained his role in bringing the report forward to Cabinet.

The Cabinet Member informed the meeting that he went through the report with officers. The amendment was made following his political group meeting to restrict the number of dogs on a lead to 4. He felt (with the agreement of Cabinet) that this was an appropriate amendment to make at the Cabinet meeting following concerns from the general public on how many dogs an individual could control. The council had never had a specific number and that the recommended number came from other authorities which had this Order in place.

The Cabinet Member indicated that Cabinet had the right to make decisions and that he did not take advice from any statutory officers on the amendment to the recommendation. The Cabinet Member felt that health and safety of the general public were the main reasons in restricting the number of dogs on a lead an individual could have.

The Cabinet Member agreed that the 146 responses received did not fully provide a complete picture of what the general public expected and given the level of public interest, he acknowledged that the Cabinet should relook at the consultation strategy in the future.

The Cabinet Member confirmed that his political group contributed to the original consultation.

The Leader (in the audience) clarified that the administration through its political group made the decision to amend the recommendations. The Leader felt that the question at the consultation was not explicit enough and it was decided that the Cabinet should not hold back the decision and move this matter on accordingly.

In the light of the comments/statements and enquiries made, the Scrutiny Committee felt that –

- it was clear that the principles of the Council's decision making process had not been complied with.
- there was insufficient evidence in the consultation response to base the decision on.
- there was a need to look at robust consultation exercise.
- there was a need to look at the reason why the consultation was in a shorter period in terms of getting that level of responses.
- further consideration should be given as to whether it was appropriate to put significant amendments forward on the night without statutory officers' advice.
- it would like to see a stronger evidence based before decisions were made.
- when decisions were taken, especially when there were changes to what had been originally proposed that a complete rationale on any changes be provided in the future.

It was noted that responsible dog owners/walkers did a great job however there was a small number of irresponsible people out there which the Scrutiny Committee acknowledged the Cabinet Member/Cabinet were trying to deal with.

The Scrutiny Committee further noted that there were professional dog walkers which have not had any dialogue with the Council in the past which were in attendance to say that they wanted to assist the Council in the future.

Although the council did not have Dog Wardens however the Scrutiny Committee confirmed that the Council had Neighbourhood Officers to monitor dog fouling. There were a number of ways to report these matters some of these being the Council's Gateway and its social media site.

RESOLVED –

- A. (8 Yes, 0 No, 3 Abstention) that the matter be referred back to Cabinet for reconsideration in the light of the nature of concerns expressed by the Scrutiny Committee; and –
- B. (unanimously) that the Scrutiny Committee thanks those who attended and contributed and that the following be also recommended for the future:
 - 1. More robust consultation exercises be undertaken, including extended timescales and involvement of all stakeholders.
 - 2. Statutory officer and Director's advice is sought before tabling recommendations at meetings.
 - 3. Greater evidence based/documented decision-making.
 - 4. Provide the rationale for any changes to recommendations.

Chair

Date

REPORT TO	ON
SCRUTINY COMMITTEE CABINET	27 th November 2017 6 th December 2017



TITLE	PORTFOLIO	REPORT OF
Corporate Performance Report at the end of Quarter 2 (30 th September 2017)	Leader	Interim Corporate Improvement Manager

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 ?	No
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

This report provides an overview of performance against the Council's Corporate Plan for 2017-18 at the half-year point i.e. end of September 2017.

2. PORTFOLIO RECOMMENDATIONS

- i. Members note performance at the end of Quarter 2 shown at **Appendix 1**
- ii. Members note the corporate risks and the controls in place to mitigate risks as identified in the Corporate Risk Register shown at **Appendix 2**.
- iii. Members note the arrangements in place to report performance to Cabinet, Scrutiny and Full Council as detailed in paragraph 4 below.

3. CORPORATE PRIORITIES

The report relates to all of the corporate priorities as follows:

Clean, green and safe	✓	Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

4. BACKGROUND TO THE REPORT

The Corporate Plan for 2017-18 contains a number of outcomes and activities for delivery in 2017-18. This report provides an update at the end of Quarter 2 for members' consideration.

Performance reports for each quarter are considered by the Council's Senior Management Team and for Quarters 2, 3 and 4 by the Cabinet and the Council's Scrutiny Committee. An annual report on performance at the end of Quarter 4 will also be submitted to Full Council.

5. PERFORMANCE AT THE END OF QUARTER 2

The performance report for the second quarter of 2017-18 is attached at **Appendix 1**. This includes a suite of key performance indicators and is structured as follows:

Our money: income and expenditure

Our people: sickness absence, vacancies and health and safety

Our customers: resident satisfaction, complaints and responding to telephone calls

Our priorities: measures from the Corporate Plan for each of the four corporate priorities

Corporate Plan activities: an overview of progress against the activities identified in the Corporate Plan

The Corporate Risk Register is also attached at **Appendix 2** for members to review.

5.1 OVERVIEW OF PERFORMANCE

5.1.1 Performance Indicators

The attached Q2 Performance Report (**Appendix 1**) shows a total of 34 performance indicators. Of these indicators, nine show an improvement in performance, four remain the same, nine have worsened, and 10 do not have comparable data at this time. One indicator has no data at this time but arrangements are being put in place to collect this and one is provided for context only.

A commentary in relation to those measures that are worsening is provided as 'exceptions' under each of the corporate priorities in the following paragraphs of the report.

5.1.2 Corporate Plan Activities

There are 27 activities that fall within the Council's four Corporate Priorities, and of these 26 are currently on-track to be completed on-time, and one is off-track. The full list of these Corporate Plan Activities can be found in the attached Performance Report (**Appendix 1**).

A commentary in relation to the activity that is not on track is provided as an 'exception' under the relevant corporate priority in the following paragraphs of the report.

5.2 Corporate indicators

5.2.1 Our Money

Of the three measures in this category, two are improving and one has worsened slightly.

The worsening measure relates to the percentage of business rates collected which was slightly lower at the end of Q2 than at the same time last year due to the calendar day of which the Quarter ended.

5.2.2 Our People

Of the five measures in this category, three have improved, one remains the same (which is positive as it relates to Health and Safety Executive reportable accidents, none of which have occurred), and there is no data for one measure.

It is pleasing to note that staff sickness absence is improving and the vacancy rate is also improving, being more in line with the national average.

The measure with no data relates to statutory and mandatory training for staff. This is currently not collected but arrangements are being put in place to establish a baseline for this for future reporting.

5.2.3 Our Customers

Of the four measures in this category, one is improving, two have worsened and one has no comparable data.

Complaints received in Q2 reduced by 47% in comparison to Q1, seeing a reduction from 17 to 9.

The measure relating to Ombudsman complaints is an annual one and there was an increase in these in 2016-17 (which is the latest data available). It should be noted there has been an increase nationally in the number of complaints to the Ombudsman.

Performance in answering the telephone in Gateway has worsened in Quarter 2. As part of the channel shift initiative Gateway have been actively moving the high volume, low intensity and easy transactional calls to better suited online services and focusing in on more complex service inquiries which take longer to conclude. The removal of these high volume calls has impacted overall performance as a result, however there is ongoing work via the transformation teams to look at how we further optimise performance in order that we improve our productivity even with more demanding interactions with our community to ensure we continue to deliver the very best customer service.

5.3 Strong and healthy communities

5.3.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 2.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	2	1	0	2

5.3.2 Key achievements to note

- ❖ The amount of external funding projected to be secured to support sport and physical activity is reported on an annual basis and shows a projected increase of £18,000 from 2016-17 to 2017-18.
- ❖ The number of children taking part in programmed school activities and 'out of school' activities increased by 149% between Quarters 1 and 2 (5,180 to 12,896). The main reason for this increase was the highly successful 'Dance from the Heart' event that was held during the summer.

5.3.3 Exceptions to note

- ❖ The number of visits to our leisure and sports facilities has decreased from last quarter. However this indicator is a seasonal indicator which does fluctuate, attendance in the summer months always being higher. To support this we saw an increase from 204,811 in 2016-17 Q4 to 226,435 in Q1 this year, and then a decrease to 205,675 again this quarter.

5.3.4 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
6	6	0

5.3.5 Key achievements to note

- ❖ We have made good progress in delivering the safeguarding action plan and an update will be provided to the Scrutiny Committee in November.
- ❖ A number of meetings of the cross party member working group on leisure and wellbeing campuses have taken place this quarter

- ❖ The Leisure Trust work on physical activity and recreation in the Borough has been commissioned and will feed into the Leisure and wellbeing campus project

5.4 Clean, green and safe

5.4.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 2.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	0	3	2

5.4.2 Key achievements to note

- ❖ Throughout both Q1 and Q2 the waste team have maintained an exceptional standard of only 0.02% missed domestic waste bin collections. Roughly 100,000 bins are collected each week, and on average of this only 20 bins are missed.

5.4.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
5	5	0

5.5 Strong South Ribble in the heart of a prosperous Lancashire

5.5.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 2.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
7	1	2	0	4

5.5.2 Exceptions to note

- ❖ The amount of external funding secured by South Ribble Businesses through the Lancashire Growth Hub has decreased from last quarter, however it would be inappropriate to predict trends associated with this across such a short period of time, as this is dependent on when businesses submit their applications to the grant panel.
- ❖ The number of empty properties as a proportion of total housing stock is reported as an annual measure and saw a slight decline from 2015-16 to 2016-17, however as this is such a volatile market, fluctuations in properties being available to be sold or rented which is something the council has no control over.

5.5.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
6	6	0

5.5.4 Key achievements to note

- ❖ Leyland Landmarks has progressed with one noticeable success being Bobby the Horse.
- ❖ Planning consent for the Cuerden Strategic Site was given in September.

5.6 Efficient, effective and exceptional Council

5.6.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 2.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	3	0	2

5.6.2 Exceptions to note

- ❖ The percentage increase in income generated from existing property assets and investments has decreased slightly this quarter, however there have still been two new lettings this quarter, with a total occupancy level at 96% across the Borough.
- ❖ Although the Council aims to introduce more self-serve options for residents to improve both convenience and efficiencies, this quarter saw the number of self-serve options reduce from 69 to 63. The number of Forms available for Self Service showing a reduction it is because we

have removed Forms that were available temporarily, e.g. Condolence Book for the Manchester Bombings and removed unnecessary forms that were a duplication to make it easier for the customer to report or claim and an altogether better Customer Experience.

- ❖ The most recent staff survey data is from the survey undertaken in November 2016, the results of which members are familiar with. A number of actions have been taken to improve staff satisfaction and morale and there is anecdotal evidence of improvement. Staff sickness has also reduced which is often associated with an improvement in staff morale. However, in line with best practice, the survey will not be repeated until November 2018.

5.6.4 Corporate Plan activities

The table below shows the number corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
10	9	1

5.6.5 Exceptions

- ❖ Although the GRACE risk management system has been in place for some time, the projects and performance system we were hoping to get from a neighbouring Council does not meet our needs and accordingly a system is now being procured externally. The procurement process is well underway and it is hoped that the system will be in place by the end of Quarter 3.

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

Not applicable

7. OTHER OPTIONS CONSIDERED

Not applicable

8. FINANCIAL IMPLICATIONS

None

9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

None

10. ICT/TECHNOLOGY IMPLICATIONS

None

11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

None

12. RISK MANAGEMENT

The Corporate Risk Register at the end of Quarter2 shows just one red risk, namely the reduction in Government Grant threatening the financial sustainability of the Council. However this risk is being managed through robust monitoring of the 2017-20 MTFS projects.

13. EQUALITY AND DIVERSITY IMPACT

None

14. COMMENTS OF THE STATUTORY FINANCE OFFICER

The performance report at Appendix 1 shows that net revenue expenditure to the 2nd quarter is broadly in line with the profiled budget (98.4%). The quarter 2 Budget Management report, also on this agenda, provides a more detailed update on the Council's overall position compared to the financial plan for both revenue and capital.

15. COMMENTS OF THE MONITORING OFFICER

The Monitoring Officer found that there are legal implications.

16. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended that:

- iv. Members note performance at the end of Quarter 2 shown at **Appendix 1**
- v. Members note the corporate risks and the controls in place to mitigate risks as identified in the Corporate Risk Register shown at **Appendix 2.**
- vi. Members note the arrangements in place to report performance to Cabinet, Scrutiny and Full Council as detailed in paragraph 4 below.

17. BACKGROUND DOCUMENTS

Corporate Plan 2017-18

Appendix 1: Quarter 2 Performance Report

Appendix 2: Corporate Risk Register

SMT Member's Name: Joanne Platt

Job Title: Interim Corporate Improvement Manager

Report Author:	Telephone:	Date:
Reece Drew Michael Johnson	01772 (62) 5461 01772 (62) 5339	02/11/2017

CORPORATE PERFORMANCE REPORT







2017-18: Quarter 2
(1ST July – 30th September 2017)

Measure of performance	National average	Quarter 2	Previous quarter or period	Status
Our Money				
% spend against profiled budget	N/A	98.4%	99.2%	↑
% of Council Tax collected compared to the same time last year	N/A	57.67%	57.58%	↑
% of Business Rates collected compared to the same time last year	N/A	58.06%	59.04%	↓
Our People				
No. of days lost to staff sickness absence (per full-time equivalent member of staff) as an annual cumulative figure	8.2 days (annual ST & LT)	8.87	9.06	↑
vacancy rate	7.1%	7.4%	7.9%	↑
% statutory and mandatory training delivered as planned	N/A	Not available	Not available	N/A
% PDRs completed within timescale (annual measure)	N/A	74% (17-18)	55% (16-17)	↑
No. of accidents reported to the HSE arising from a work activity	N/A	0	0	↔







Measure of performance	National average	Quarter 2	Previous quarter or period	Status
Our Customers				
% of residents satisfied with the way the Council runs things (annual measure)	65% (16-17)	79% (16-17)	Not available	Baseline – no accurate comparison available
Number of complaints received compared to the same time last year	60 (16-17)	9	17	↑
Number of complaints to ombudsman and the % that were upheld this year compared to last year (annual measure)	11 (10/11)	16 (25% upheld) (16-17)	11 (none upheld) (15-16)	↓
% of calls to Gateway that were answered within 60 seconds this quarter compared to the same time last year	N/A	58% (22,229 calls)	65.5% (24,452 calls)	↓

Corporate Plan measures

Corporate Plan measures of performance

Strong and healthy communities	National average	Quarter 2	Previous quarter or period	Status
Amount of external funding secured to support sport and physical activity (annual)	N/A	£190,000 (projected Sept 17 – July 18)	£172,000 (Sept 16 – Aug 17)	
Number of visits to our leisure and sports facilities	N/A	205,675	226,435	
% of residents satisfied with our sports and leisure facilities (annual measure)	64% (16-17)	62% (16-17)	Not available	Baseline – no accurate comparison available
Number of young people taking part in programmed school activities and 'out of school' activities (reported termly)	N/A	12,896 (4140 school, 8,756 out of school) (April – July 17)	5,180 (4340 school, 840 out of school) (Jan – March 17)	
The number of people prevented from becoming homeless	315 (16 – 17)	86	96	Contextual data
Clean, green and safe				
% of residents satisfied with street cleaning in the Borough (annual measure)	70% (16-17)	69% (16-17)	Not available	Baseline – no accurate comparison available
% of residents satisfied with our parks and open spaces (annual measure)	Data unavailable	83% (16-17)	Not available	Baseline – no accurate comparison available
Number and % of the Borough's main parks are of 'Green Flag' standard (annual measure)	N/A	3 (75%) (16-17)	3 (75%) (15-16)	
Number and % of all Parks with Friends Groups	N/A	12 (50%)	12 (50%)	
% of missed domestic waste bin collections	N/A	0.02%	0.02%	

Corporate Plan measures of performance

Strong South Ribble in the heart of a prosperous Lancashire	National average	Quarter 2	Previous quarter or period	Status
Amount of external funding secured by South Ribble Businesses through the Lancashire Growth Hub	N/A	£79,140	£87,972.40	
Amount of additional commercial floor space added to the business rate register (annual – published in Nov)	N/A	1,481,000 m2 (March 16)	1,480,000 m2 (March 15)	
Number of new jobs created and reported through City Deal and partners	N/A	Data Unavailable	121 (16-17)	Baseline – no accurate comparison available
Additional funded skills development (including apprenticeships) reported through City Deal / LEP Skills Hub and other partners	N/A	Data Unavailable	23 (16-17)	Baseline – no accurate comparison available
Number of empty properties brought back into use through A Place to Live (annual)	N/A	5 Units (2 Properties) 16/17	Not available (Scheme only started in 16/17)	Baseline – no accurate comparison available
% of residents who are satisfied with South Ribble as a place to live (annual measure)	80% (16-17)	88% (16-17)	Not available	Baseline – no accurate comparison available
Number of empty properties as a proportion of the total housing stock (annual measure)	2.54 (2015)	1.34% (16 -17)	1.07% (15 –16)	
Efficient, effective and exceptional council				
% increase in income generated from existing property assets and investments	N/A	0.91%	1.3%	
Number of online self-serve options available to customers	N/A	63	69	
Number of residents participating in My Neighbourhood plans and projects	N/A	29,870 (16 – 17)	Not Available	Baseline – no accurate comparison available
% of residents satisfied with the services the Council provides (annual measure)	65%	62% - 89% (16-17)	Not available	Baseline – no accurate comparison available
% of staff satisfied with the Council as a place to work (Target: 97%) (annual measure)	N/A	31.8% (16-17)	93% (15-16)	

Overview of risks

Risks

Total number of risks on the Corporate Risk Register this quarter	20
Number of risks with an increased residual risk score this quarter	0
Number of risks with a reduced residual risk score this quarter	0
Total number of corporate 'red' risks i.e. those with a residual risk score of 12 or above) this quarter	1

Red Risks to bring to the attention of SMT

Risk	Risk Owner	Controls in Place
Financial Sustainability	SMT (Susan Guinness)	Monitoring of the MTFS Projects to bring about targeted savings

Corporate Plan activities

Green: On track:

Amber: Off track due to circumstances beyond our control

Red: Off track: action needed

Corporate Plan activities	
Strong and healthy communities	Status
Complete all actions in our annual safeguarding action plan within the agreed timescales.	G
Undertake a strategic review of leisure facilities	G
Determine the process and timescales to undertake a new Open Space, Play, Sports and Recreation Study	G
Develop and deliver programmes of activity which support growth in participation in physical activity and sport, wellbeing and active travel	G
Review equality objectives	G
Support local communities to develop "My Neighbourhoods" plans	G
Clean, green and safe	
Encourage communities to include community clean-ups in their My Neighbourhood Plans	G
Develop an overarching strategy for parks, open spaces and sports pitches, aligned to the strategic review of leisure	G
Complete Central parks Masterplan and deliver the next phase of St. Catherine's Park	G
Continue to deliver against the vision plan for Worden Park	G
Use of Technology for neighbourhood and environmental services to speed up our response to customer service requests	G

Corporate Plan activities	
Strong South Ribble in the heart of a prosperous Lancashire	Status
Complete the masterplans for Penwortham, Lockstock Hall and Leyland town centres linked to a forward programme of works for City Deal	G
Deliver City Deal initiatives including completion of Bamber Bridge regeneration and installation of Leyland Landmarks	G
Deliver the Walmer Bridge Village Centre improvements	G
Support the development and delivery of the Cuerden Strategic Site	G
Deliver year 2 of the South Ribble Housing Framework action plan	G
Work with partners and developers to increase the rate of delivery of new homes by unlocking sites and introducing new methods of delivery	G
Efficient, effective and exceptional council.	
Develop and approve an investment strategy to maximise use of council assets and generate income	G
Work with partners to consider and develop new business models	G
Develop a framework to deliver projects in relation to the assets and property portfolio	G
Agree a way forward for the next phase of shared services with neighbouring boroughs	G
Deliver all agreed efficiencies from the 2016-17 budget by 30 th June 2017 and from the 2017-18 budget	G
Implement a new organisational development strategy and action plan and meet all the targets that are due for completion	G
Consult with residents, businesses and other stakeholders to develop and influence priorities for the next 3 years	G
Meet all targets in our improvement plan that are due for completion	G
Put in place ICT based systems for the more effective monitoring and management of organisational performance and risk	A
Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	G

Corporate Plan activities

Programme	Lead	Actions to bring project back on track
Put in place ICT based systems for the more effective monitoring and management of organisational performance and risk	Joanne Platt	The system we were pursuing from another Council is not suitable for our needs so we have commenced a procurement process to acquire a suitable system.

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Action Plan Description	Type	Action Date	Review Date
Ageing population leading to health and social care pressures	12	Health and Well-Being Partnership's key work stream is Our Health Our Care Programme (OHOC)	6	4	Masterplan developed. OPE bid successful. OHOC is a continuing programme and SRBC is fully engaged	In Progress	31/03/2018	20/09/2017
		Staff members have had dementia champion training and they are delivering dementia awareness training to local businesses and community groups						
		Staff hold a café encouraging people suffering from dementia, memory loss and social isolation to attend. Also hold a dementia hub working alongside businesses and organisations providing information to families effected by dementia			Strategy and Action Plan produced. Regular meetings with Dementia Action Alliance (DAA) to progress. Living Well Guide to be launched Sept 17.	In Progress	31/03/2018	
Failure of corporate governance leading to external intervention	12	Risk Registers being developed on GRACE risk management system	6	4	Transformation Strategy approved by Cabinet	Implemented	28/07/2017	20/09/2017
		Transformation Strategy approved by Cabinet			Meet all the targets in our Scrutiny Review of Licensing Action Plan	In Progress	31/03/2018	
		Cross party Improvement Reference Group with external membership in place			ICT Performance based system being developed	In Progress	26/01/2018	
		AGS Action plan			Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	In Progress	26/01/2018	
					Implement Transformation Strategy Short term action plan	In Progress	31/10/2017	
					Implement Transformation Strategy medium term action plan	Proposed	31/01/2018	
					Implement Transformation Strategy long-term action plan	Proposed	31/07/2018	
					Meet all the targets in the new Improvement Plan	In Progress	31/03/2018	

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Action Plan Description	Type	Action Date	Review Date
Reduction in Government Grant threatens the financial sustainability of the Council	16	Forecasting the impact of known events allows for financial planning to take place. This includes alternative options and also the incorporation of the use of reserves and judgements on the recommended level reserve balances	16	9	Implement Strategic Asset Review actions	In Progress	31/03/2018	20/09/2017
		Varied options with regard to alternative income sources and income generation are considered within the MTFS to address the issue:- BRR growth, income generation schemes, Council Tax Increases, increasing the Council Tax base.			Internal, cross-party asset group to shape and present new Investment Strategy for implementation and realisation of additional income. Initial draft strategy/framework presented to Cabinet June 2017. Revised strategy to be presented to Governance Committee 29 November 2017 and Cabinet 6 December 2017	In Progress	31/03/2018	
		Reporting to Budget Holders and SMT, Performance Reporting to cabinet, Budget Monitoring Reports to Governance Committee (and Cabinet in future), Programme Board, External Audit inspection, Scrutiny process.						
		SFS staff have access to training to keep up to date with latest financial developments.						
					This will be monitored via a Programme Board and progress reported to members accordingly.	In Progress	31/03/2018	
Fraud & Corruption	12	Current arrangements against the 'Fighting Fraud and Corruption Locally' checklist completed and action plan produced	8	4	Update Anti Fraud and Corruption Strategy Compile Corporate Fraud Risk Register in GRACE	In Progress	31/12/2017	20/09/2017
		Policies in place and available to all officers via Connect						
		Periodic training / awareness sessions carried out with officers						
Health inequalities in the Borough	6	These have action plans in place and are being delivered support local communities to develop 'My Neighbourhoods' plans.	4	4				
		Homelessness Strategy approved by Cabinet June 2017						

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Action Plan Description	Type	Action Date	Review Date
Homelessness Reduction Bill leading to new duties that we are not resourced to undertake.	16	Homelessness Strategy approved by Cabinet June 2017	9	6				
		Training delivered to all those dealing with homelessness						
		New burdens funding is to be made available - this is not known at an LA level as yet						
		Briefings drafted for SMT and Chief Executive						
Impact of Brexit on Council Funding- Councils will no longer receive EU regeneration funds, funding packages effected include European Structure & Investment Fund (ESIF) and European Regional Development Fund (ERDF)	3	Look for alternative external funding	3	3				
Impact of Brexit on Council Services - Local Government currently complies with EU laws and legislation in areas such as environmental health, economic development, waste collection and employment. Areas likely to impact SRBC (or our providers) include Working Time Directive & Agency Worker Regulations (2010), Procurement & Competition Law, Rights of people with disabilities, Equalities, Health & Safety Regulations, State Aid rules and Environmental Policy.	6	Monitoring of guidance issued by Government and professional bodies	6	4	Continuation of monitoring	In Progress	0043224	
Impact of Brexit on the local economy - Cost of Trade between UK and EU likely to increase, European firms could be deterred from investing in the UK, restrictions on migration may impact recruitment and skills base available	6	Current strategy covers us until 2018 but Economic Development team are creating a new one	6	3	Engage with City Deal Partners to produce Master plans	In Progress	31/03/2018	20/09/2017
		Scheme completed						
					Engage with City Deal Partners to complete	In Progress	31/10/2018	
	Cuerden Masterplan to be before Planning Committee Autumn 2017	In Progress	31/03/2018					

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Action Plan Description	Type	Action Date	Review Date
Inactive communities leading to poor health	9	To provide all residents with access to well managed and accessible open space for formal and informal physical activity sport and recreation	6	4	Review now being commissioned and due for completion in 2018	In Progress	31/03/2018	20/09/2017
		Working in Partnership with South Ribble Leisure Trust to provide well managed and accessible sports facilities which meet the needs of all residents now and in the future in a sustainable manner						
		Delivering a comprehensive programme of activity to 47 primary schools. With trained sports coaches/cycling instructors. Engaging in over 600 sports sessions in school PE time and over 160 outside of school engaging in more that 5000 young people weekly						
Inadequate housing stock to meet the needs of people moving into the area	9	Following SR Housing Framework Action Plan	6	4	Action plan produced	In Progress	31/03/2018	20/09/2017
		New properties being built in City Deal schemes			Action plan produced and reporting via City Deal	In Progress	31/03/2018	
		Bi-Annual progress updates investigating potential for housing developments are part of campus strategy						
Failure of Information systems and data security	8	Maintaining high level of ICT security, achievement of PSN accreditation.	6	2	ICT Performance based system being developed	In Progress	26/01/2018	20/09/2017
		Development of annual ICT work programme						
Lack of affordable housing to meet the needs of low income and vulnerable people	9	Homelessness Strategy approved by Cabinet June 2017	6	4	Action plan produced	In Progress	31/03/2018	20/09/2017
		South Ribble Housing Framework in place and year 1 actions delivered			Action plan produced and reporting via City Deal	In Progress	31/03/2018	

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Action Plan Description	Type	Action Date	Review Date
Lack of capital funding to undertake large scale improvements to parks, open spaces and leisure facilities	6	To continue to deliver against the vision plan for Worden Park.	4	4	Report to Cabinet June 2017 and progress through City Deal Governance arrangements.	In Progress	31/03/2018	20/09/2017
		Work with partners or external funding providers to find funding/project options			Review now being commissioned and due for completion 2018.	In Progress	31/03/2018	
					Internal, cross-party asset group to shape and present new Investment Strategy for implementation and realisation of additional income generation in 2017/18. Initial draft strategy/framework presented to Cabinet June 2017. Revised strategy to be presented to Governance Committee 29 November 2017 and Cabinet 6 December 2017.	In Progress	31/03/2018	
Low economic growth	9	Our current economic strategy runs out in 2018.	4	4				20/09/2017
					Engage with City Deal Partners to produce Masterplans	In Progress	31/03/2018	
		Economic growth is factored into all master planning and regeneration schemes. Improvements to areas to attract customers, creating space for new business, increasing parking availability are just a few things we have looked at in recent projects to help increase economic growth						
					Engage with City Deal Partners to produce Masterplans	In Progress	31/03/2018	
		We have been successful in the creation of a Town Team in Leyland - a group made up of business owners in the area. We work with them on projects and events to attract customers into Leyland. We are working on rolling this initiative out in other areas of South Ribble			Scheme Completed	Implemented	31/08/2017	
					Cuerden Masterplan to be before Planning Committee Autumn 2017	In Progress	31/03/2018	
		A number of events are held throughout the year working alongside local businesses to help raise money, promote the area and attract more residents/customers. These include the Live events, Festivals and Christmas events						
		Scheme completed			A new Economic Development strategy is being created by the Economic Development Team	In Progress	31/03/2018	

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Action Plan Description	Type	Action Date	Review Date		
Public Service reform	9	Asset Management Plan, Investment Framework and Strategic Review of Property and Assets.	6	2	Work with partners to consider and develop new business models	Proposed	31/03/2018	20/09/2017		
		DWP move into Civic Centre On-going discussions with other potential co-location partners								
		Regular meetings to shape/develop the agenda				Masterplan developed. Delivery subject to OPE process. Now at Stage 5 of the OPE process.	In Progress		31/03/2018	
Failure to recruit and / or retain staff with the skills needed to deliver services and improvement activities recruitment and retention	12	Transformation Strategy approved by Cabinet	8	6	Meet all the targets in the new Improvement Plan	In Progress	31/03/2018	20/09/2017		
		Policies including Pay Policy / Recruitment policy								
		Flexi time / free car parking / professional subscriptions etc								
					Meet all the targets in the Scrutiny Review of Licensing Action Plan	Proposed	31/03/2018			
		Implement the Transformation Strategy Short term Action Plan							In Progress	31/10/2017
		Implement Transformation Strategy Medium Term action plan								
	Implement the Transformation Strategy Long Term action plan	Proposed	31/07/2018							

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Action Plan Description	Type	Action Date	Review Date	
Reduced funding leads to the need to reduce staffing levels for environmental management of the Borough	6	Action plans in place and are being delivered to encourage more residents to participate in My Neighbourhood plans and projects.	6	4	Work with partners to consider and develop new business models	In Progress	31/03/2018	20/09/2017	
		Asset Management Plan, Investment Framework and Strategic Review of Property and Assets			Draft Strategy / Framework presented to Cabinet June 2017	In Progress	31/03/2018		
						Agree a way forward for the next phase of shared services with neighbouring boroughs	In Progress		30/09/2017
Low resident and customer satisfaction	6	To widen the use of technology for neighbourhood and environmental services to speed up our response to customer service requests.	4	2	Meet all the targets in the Improvement Plan	In Progress	31/03/2018	20/09/2017	
		Fequent (at least annual) resident surveys.							
		Regular events held within the borough that are both enjoyable and reinforce community spirit/pride, such as Leyland Festival and the Truck Trail.							
		Through emails, social media platforms, and Gateway, residents can be asked to provide their opinions and feedback on Council priorities and operations, therefore helping establish their needs. This can be done through surveys, polls, and discussions.			Develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting	In Progress	31/03/2018		
		Holding regular team service review meetings where staff can put forward ideas to make service improvements.							
		Taking a transparent approach to communication with residents regarding changes throughout the borough, avoiding them finding out via the media.							
					More online self-serve options available to customers	Proposed	31/03/2018		
					Meet all the targets in the Scrutiny Review of Licensing Action Plan	Proposed	31/03/2018		

Risk Description	Inherent Risk Score	Existing Control Measure Description	Residual Risk Score	Target Risk Level	Action Plan Description	Type	Action Date	Review Date
The impact of welfare reform on vulnerable people and families	9	Homelessness Strategy approved by Cabinet June 2017	6	4	Complete all the actions in our annual Safeguarding Action Plan	In Progress	31/03/2018	20/09/2017
		Gateway have staff trained in helping people improve their budgeting skills when they have been effected by Welfare Reform and Universal Credit						
		gateway and benefits staff have been trained on the Welfare reform and offer help and guidance to residents			Deliver all the actions in our Homelessness Strategy	In Progress	31/03/2018	
		Information regarding Welfare Reform and the help available has been shared with partners and outside organisations						

REPORT TO	ON
Scrutiny Committee	27 November 2017

September 2017



TITLE	REPORT OF
Safeguarding - 6 month update	Director of Development, Enterprise and Communities Council Designated Safeguarding Lead Officer

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

At the 14th March 2017 Scrutiny Committee a recommendation was made that a 6 monthly update be reported on Safeguarding activities. The report outlines activities to the end of September 2017 and references the recommendations made by the Scrutiny Committee in March 2017.

This links with the Corporate Priority Clean, Green and Safe.

2. RECOMMENDATIONS

That Scrutiny Committee note

1. the actions taken since the reporting of the Section 11 Children Act 2004 self-assessment to the Lancashire Safeguarding Board.
2. Make recommendations they would like considering ahead of the drafting and submission of the 2018/2019 self-assessment in March 2018.

3. BACKGROUND

Section 11 of the Children Act 2004 places a duty on key people and bodies to make arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children.

4. DETAILS AND REASONING

Every year the Council has submitted a Children Act 2004 Section 11 self-assessment to the Lancashire Safeguarding Children Board.

The Lancashire Safeguarding Children Board set the template for the self-assessment and the minimum requirements.

Last year the Scrutiny Committee considered a draft self-Assessment and made recommendations to Cabinet prior to the submission to the Lancashire Safeguarding Board. It is intended the process will be the same for next year's annual submission.

The Scrutiny Committee recommendations are set out below :-

- 1.the report and self-assessment being presented to the Scrutiny Committee be welcomed.

2. Safeguarding Training be made mandatory for elected members.
3. the Council be asked to look into making Safeguarding Training via MILO available to Parish and Town Councils.
4. the committee be provided with anonymised case studies of where sharing of information protocols have been used.
5. the Members Code of Conduct is reviewed to ensure safeguarding is effectively included.
6. details of the Council's Employee Safeguarding Champions be made available to members.
7. the committee welcomes the reassurance provided by the Lancashire Safeguarding Children Board on the Council's safeguarding arrangements.
8. the committee reviews the safeguarding referral process.
9. six months review of progress be presented to the Scrutiny Committee.
10. Safeguarding Training takes place on an annual basis.

The report also has two appendices

Appendix A - the Lancashire Safeguarding Board's feedback on the Council's self-assessment

Appendix B - an Action Plan to further strengthen our Safeguarding Arrangements with up to date information on progress.

General Information on Activities so far this year.

Training

Training was the subject of a number of the Scrutiny Committees recommendations.

Safeguarding training is mandatory for officers. As well as the MILO on line training which is undertaken, in June the "AFTA Thought" Training Consultancy provided a half day training course for officers. This took the form of actors acting out 6 different safeguarding scenarios with learning from each one. The sessions were extremely well attended and the feedback very positive.

A Safeguarding activity programme has been designed this year and this aims to keep officers aware of Safeguarding when undertaking duties.

In line with the recommendation for Parish and Town Council training the information has been provided on how they can assess the online training.

Regarding Member training, at the Scrutiny Committee meeting in March it was reported that Members would be encouraged to undertake the training. This will require Members to be enabled to access the MILO training package. Training sessions have been provided to access this information. Further training will be provided later this year.

It is noted in the self-assessment submitted to the Lancashire Safeguarding Children Board the Council rated itself as Green in compliance of the training section. The feedback by the Lancashire Safeguarding Board is that the Council is Amber rated as 100% of officers were not trained. The Council has reported back to the Board that the only officers not trained were those on long term sickness or maternity leave. This was noted by the Board and on file for the next self-assessment.

Documentation review

Safeguarding has been considered in document reviews including codes of conduct. Advice has been received from the Lancashire Safeguarding Children Board on newly introduced social media protocols. The Safeguarding Policy has been reviewed to ensure that the Policy remains in line with best practice and in changes to partner arrangements.

Referrals

The Council continues to make Children and Young People Safeguarding referrals to the appropriate agencies. Since April this year until the end of September six referrals have been made. These cover homelessness and taxi licensing. This compares to the same time last year of twelve referrals the majority of allegations re taxi drivers but also included dangerous dogs and offensive behaviour.

Safeguarding Champions meetings

The officer Safeguarding Champions continue to meet on a quarterly basis and are now supported by the Lancashire Safeguarding Children Board Business Manager. Agenda items include case referrals review, procedure updates, partnership work and review and implementation of the Safeguarding Action Plan. (Appendix B). The list of the Champions has been provided to Members as per the recommendations above.

Lancashire Safeguarding Board

The Council continues to work closely with the Safeguarding Board to ensure processes and procedures remain robust and best practice is learned and acted upon.

In October (although just outside of the timescale of activities covered by this report) the Council hosted a District Council Safeguarding event. This was led by the Lancashire Safeguarding Chair and the District Chief Executive Lead. The event was attended by all Lancashire District Councils. The purpose of the day was to share best practice and receive feedback on the Self Assessments reported to the Board. The event was very useful.

The feedback by the Lancashire Safeguarding Children Board on the self-assessment is covered in Appendix A and outlined below.

1. The Council rated its activities as Green for Section 1 but was rated Amber by the Safeguarding Children Board. This was because no reference was made in the self-assessment to Serious Case Reviews. Serious Case Reviews are held across agencies when incidents (defined in law) occur that require a case review. Members should note no Serious Case Reviews have been held for incidents in South Ribble in the period covered. However it will refer to this in future Self Assessments if there is an incident in South Ribble or indeed lessons learned from case reviews in other authorities.
2. The Council rated its activities as Green for Training. Please note the comments above in the training section.
3. Under the Supervision section the Council rated itself as Green while the Lancashire Safeguarding Children Board Amber rated the activity due to staff supervision not meeting the guidance standards which mainly refer to County Council services. The Lancashire Safeguarding Children Board has been contacted asking for guidance on what District Council supervision should be. A reply is awaited. Once received this will feed into our processes and the action plan.
4. Under Interagency Working the Council rated itself Amber and this was also rated Amber by the Lancashire Safeguarding Children Board for Early Help Support. Again the Lancashire Safeguarding Board has been contacted and asked what is expected from a District Council perspective. The reply is awaited and will feed into processes and the action plan.

Action Plan. (Appendix B)

The Action Plan 2017/2018 progress is covered in the attached document. All actions that should have been progressed have been progressed.

5. WIDER IMPLICATIONS AND BACKGROUND DOCUMENTATION

5.1 Comments of the Statutory Finance Officer

There are no financial implications arising from this report.

5.2 Comments of the Monitoring Officer

Clearly the council must continue to give top priority to complying with all of its safeguarding duties. These concerns should be at the heart of what we do.

6. BACKGROUND DOCUMENTS

The 2016/2017 self-assessment document (reported to the Scrutiny Committee in March 2017).

Appendix A – The Lancashire Safeguarding Children Board Feedback on the self-assessment
Appendix B – Action Plan.



LSCB Pan-Lancashire Section 11 Audit Tool 2017

Section 11 of the Children Act 2004 places a duty on key people and bodies to make arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. The application of this duty will vary according to the nature of each agency and its functions.

Agency	Name & Designation of Person Completing (include email address)	Date Completed
South Ribble Borough Council	Denise Johnson, Director of Development, Enterprise and Communities and Designated Safeguarding Officer Djohnson@southribble.gov.uk	31 st March 2017

Quality Assured by QAPI members August 2017

Victoria Gibson – Lancashire Safeguarding Boards Business Manager

Hayley Clarke – Lancashire Safeguarding Boards Business Coordinator

The feedback provided below is based on the views of the QAPI members who quality assured the document. Their feedback is based on whether the supporting evidence and any relevant supporting documents fulfil the minimum requirements for each section of the Pan-Lancashire Section 11 audit template.

Further discussion and feedback can be provided from the QAPI members listed above – if this is required, please contact Hayley Clarke – hayley.clarke2@lancashire.gov.uk

1 - LEADERSHIP

Senior managers will need to demonstrate leadership, be informed about, and take responsibility for the actions of their staff who are providing services to children and their families.

Minimum Requirements

- Designated Senior Officer for Safeguarding in place and visible
- Senior Managers can evidence effective monitoring of service delivery
- All staff know who the Named Senior Safeguarding Officer for their agency is
- Ensure that your agency is compliant with SCR Actions

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

- Safeguarding is a priority in the South Ribble Borough Council Corporate Plan.
- The Member Lead is the Leader of the Council
- Lead Designated Senior Officer, Denise Johnson [DSO] appointed supported by a deputy designated officer. Notice Boards throughout the Council show the Safeguarding referral process and name the Designated Senior Office.
- All employees have been previously made aware and reminded that concerns should be escalated immediately as per the safeguarding policy.
- The Council Safeguarding Policy is underpinned by a Safeguarding Action Plan to develop the Council's leadership and responsibilities for safeguarding which includes making more robust its monitoring and quality assurance.
- Nominated Safeguarding Champions meet quarterly to cascade safeguarding updates across all service areas and at all levels. Core managers meetings include safeguarding items on its meeting agenda from time to time and this has become a regular agenda feature. Both of these meetings at each level, report into the Senior Management Team (SMT) where the DSO is in attendance.
- The Senior Management Team receives reports regarding safeguarding in respect of monitoring, concerns and issues. For example, 23rd August SMT report on Modern Slavery Act, 18th October SMT report on Safeguarding Action Plan; 15th November SMT report on Licensing – Convictions Policy proposals. The reports and minutes are available. Information from SMT is cascaded to the Core Managers meeting.
- The Lancashire Children's Partnership Board Newsletter and associated updates are disseminated via the Council's intranet.
- The Council can demonstrate that it is open to and receives and listens to the concerns of employees and that it has acted upon these. The DSO and deputy designated officer keep a secure log of all of these [evidence available on request due to data protection].
- The Council links into the work of the LSCB and LSAB through its partnership work on the Chorley, South Ribble and West Lancashire Children's Partnership Board [CPB]. A Director sits on this Board. Information

RAG – Fully compliant

Quality Assurance *(office use only)*

Amber – Partially Compliant

Comments

AMBER

NO REFERENCE TO SCR RECOMEMNDATIONS

from this partnership is effectively brought to the attention of Senior Management Team where appropriate and cascaded throughout the organisation and where relevant to commissioned services eg The South Ribble Community Leisure Trust. The Trust has formed a Safeguarding Sub Group and information is shared on best practice. (Evidence available on request due to business confidentiality)

- Web links to the LSCB and appropriate sections of its seven minute briefings are already displayed on the Council's intranet.
- A Director holds responsibility for Community Safety Partnership work. All information pertaining to safeguarding is fed up to Senior Management Team. This includes any learning eg Prevent training mentioned above.
- Senior Managers ensure that safeguarding requirements are built into procurement processes (See section 4). For example, leisure services are provided by Serco and the commissioning manager monitors the effectiveness of the service delivery against the service protocols for safeguarding
- For services delivered by the Council's employees, protocols are in place to ensure that safeguarding is an essential requirement of the frontline roles, for example in the execution of the Council's duty for section 20 temporary accommodation cases.
- Safeguarding meetings between DSO and Core Managers will be further developed to include the reporting of Council services in respect of safeguarding, ensuring that concerns and actions taken are fed back and updates, for example on LSCB training, are fed in to the services areas.
- In the past year Safeguarding has been further embedded into the Council's culture by the addition of a dedicated themed Safeguarding Week which gave employees and Members the opportunity to refresh their knowledge of the policy and how to escalate concerns.
- In the last year an audit on knowledge of the Prevent process was undertaken which showed of the 128 staff members who took part in the survey 125 were aware of the prevent process in the Safeguarding Policy
- The Council is committed to an annual review of it's Safeguarding Children Policy and Procedures. In addition this year the Council will produce a Vulnerable Adults Safeguarding Policy.



Evidence :

(Log Book available on request)

- Corporate Plan 2017/18
- Safeguarding Champions minutes or screen dump from intranet
- Safeguarding Champions Meeting minutes
- Smt table of reports
- Children's Partnership Board agenda and minutes. (not attached but available)

- Serco safeguarding policy
- Temporary accommodation service level agreement detailing minimum safeguarding compliance

2 – COMMITMENT

The agency's responsibility towards children is clearly stated in policies and procedures that are available for all staff.

Minimum Requirements

- Statement of responsibilities (as per section 11 guidance) is visible in policies & guidance
- Policies and guidance refer to the LSCB multi-agency procedures
- Policies & guidance are accessible and understood by all staff
- Prevent Duty / Counter Terrorism is reflected in policies and guidance
- Services delivered by the agency or commissioned by the agency are designed to safeguard and promote the welfare of children

Evidence Statement: (max 200 words, please attach / embed appropriate policies or documents)

- The Council revised its safeguarding policy in 2016 and will review in 2017. The policy is held within the Council's intranet and also available as hard copies where employees do not have regular access to the intranet as part of their work. A statement of responsibilities as per section 11 guidance is within the policy. The policy refers to the LSCB's multi-agency procedures. Important contact numbers and useful web links are displayed on the intranet and on notice boards. To ensure this is as accessible as possible, hyperlinks to the LSCB's contact numbers are displayed on the Council's intranet homepage together with hyperlinks to the LSCB's seven minute briefings. Accessibility of the policy is monitored by feedback from safeguarding champions on behalf of the service areas they represent.
- Duties around Prevent and Counter Terrorism is understood by the Council and is reflected in policies and guidance. A Council officer has been trained to deliver WRAP training to Council colleagues in line with Home Office guidance (see also section 5) and also attends the Prevent Delivery Managers Group. The officer has also delivered the WRAP training to the FCC Waste Collection Contract staff. An officer from the Council also attends the CONTEST meetings.
- All employees have had mandatory safeguarding training [see section 5] and have been made aware of the Council's policy as part of that training and through regular updates from safeguarding champions. As part of the Council's safeguarding training, all employees are guided to its safeguarding policy which includes information on pathways for reporting and escalating concerns and how to identify signs. A useful quick guide is available for all employees on how to escalate concerns and has important contact numbers for quick reference. The quick guide is displayed on the Council's intranet as well as on noticeboards for service areas where employees do not have regular access to a computer. The Human Resources Team regularly monitors which

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Green – Fully
Compliant

Quality Assurance (office use only)

Green – Fully Compliant

Comments

GREEN
MEETS ALL THE REQUIREMENTS

employees have completed safeguarding training and arranges training courses at various levels. It contacts managers to update them with their team's training requirements.

- The term *employees* includes Council Members and volunteers. It also includes special interest groups such as the Licensing Committee and Sports Development. Members training has taken place over a number of years ie Safeguarding courses provided in 2012, 2015 and in 2016 the Council linked into the LSCB's offer to complete training on Member Safeguarding in June 2016 as well as training from Tony Baxter, Lancashire Constabulary on CSE during Member's Learning Hour. Jane Booth the Chair of the Lancashire Safeguarding Childrens Board provided training from Members in July 2016 and there was Member training on the Safeguarding Policy by an external consultant. Specialist training is also provided for Members with specific responsibilities eg Training for Licensing Committee Members. Training is also logged for Council Members. Senior Management Team monitor the training across the organisation.
- Employees are aware of the importance of safeguarding when exercising their services and work, for example, procurement of new services includes essential qualification criteria for a safeguarding policy to be in place in order for a provider to be successful in being awarded a contract. This is also stipulated as part of the Council's safeguarding policy.
- Finally, information from the minutes of SMT meetings are fed into Core Managers meetings, as explained above. This is then used to disseminate information at Team Briefings throughout teams within the Council. An example of the topics covered at team briefing level is evidenced here.

EVIDENCE:

1. South Ribble Borough Council Safeguarding Policy 2016. See pages 10-13 of the 2016 policy
2. Example of legal compliance with Prevent Duty and Counter Terrorism duties displayed within Information Security Policy
3. Example Prevent Action Plan, the meeting for which is attended by a Council officer
4. Council Members Safeguarding Training PowerPoints
5. Team Briefing from Environmental Health
6. Training logged for Council Members of Licensing Committee
7. Human Resources Monitoring of training
8. Contracted Services See Page 31 of the 2016 policy
9. Licensing Committee Training
10. Taxi Licensing Event 2017.

3 – ACCOUNTABILITY & GOVERNANCE

It should be clear who has overall responsibility for the agency’s contribution to safeguarding and promoting the welfare of children and what the lines of accountability are from each staff member up through the organisation to the person with ultimate accountability for children’s welfare.

Minimum Requirements

- All staff know who to report concerns about a child to
- All staff know who the Named Senior Safeguarding Officer for their agency is
- Staff at all levels know and understand their safeguarding responsibilities
- Evidence that all commissioned services are required to comply with S11 duty
- District Councils only – evidence that district councils understand their responsibility with regards to taxi and private hire drivers

Evidence Statement: (max 200 words, please attach / embed appropriate policies or documents)

Statement: (max 200 words, please attach / embed appropriate policies or documents)

- All employees are responsible for safeguarding and this is clearly stated within the safeguarding policy. All employees have a Code of Conduct which they have to accept and sign when they begin work at the Council. Safeguarding reports are provided to the DSO from all service areas through the safeguarding champions. The Council's safeguarding action plan strengthens this monitoring and reporting process.
- See above regarding escalation of concerns about a child and clearly defined pathways for escalation. Arrangements via these pathways for escalation are in place to ensure that any allegations about those who work with children are passed to the DSO or deputy, without delay.
- The Council has work experience arrangements from time to time. These are supported by protocols which are included within the Safeguarding Policy and a Work Experience Guide for Managers.
- A whistleblowing policy is in place and accessible via the intranet and paper format. The whistle blowing policy is also referred to in the Employee Code of Conduct.
- The Council worked with Lancashire County Council and other agencies on the safeguarding of migrants and asylum seekers now resident in the district. A protocol exists. The LGA Syrian Resettlement programme Guide is attached

Council Services: The Council provides a variety of services through trained and competent officers. The Council's Safeguarding Policy and Procedures permeate throughout the processes and guidance that employees are provided with in order to deliver their services. Senior / core managers monitor effectiveness of safeguarding in respect of their own service areas and six monthly updates are provided to Senior Management Team.

1. **Housing:** In 2016 the process was strengthened as a result of LCCs OFSTED inspection. There are Homeless Joint Protocol in place (see section 8).

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Green – Fully
Compliant

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Green – Fully Compliant

Comments

GREEN
MEETS ALL REQUIREMENTS

2. **Gateway:** This team is responsible for signposting to other agencies such as Calico and the Council's own housing services. Safeguarding is managed and monitored through a number of codes and protocols. Basic disclosures have been completed for all Gateway staff. Proof can be obtained from HR if required. In 2016 a Chaperone Policy was introduced in Gateway to ensure that vulnerable people are supported and staff are protected.
3. **Taxi Licensing:** The Council understands its role regarding taxi licensing. The Taxi Licensing Policy was introduced in 2016 and is being implemented. It went to full Council in July 2016 for approval. The Convictions Policy was reviewed and consulted on in November 2016 and reported back to the General Licensing Committee in February 2017. It was endorsed by full Council 1/3/17. In 2016 the Council has worked closely with the Lancashire Safeguarding Children Board on specific Licensing cases. The Council is part of the Multi Agency Safeguarding team and has worked with the Police and partners on allegations of safeguarding. The Chair of the Lancashire Safeguarding Children Board has provided training to South Ribble Borough Council Members. Specific training has been provided to Licensing Committee Members. The Licensing Manager and the Council's Designated Lead Safeguarding officer have supported the Local Authority Designated Officer (LADO) at County on a project looking at the role of LADOs and strengthening the links further between the Licensing and LADO functions. The Council's Designated Safeguarding Lead has attended General Licensing Committee to inform revision of processes and procedures. The Council has been working with the Licensing Trade to restore public confidence. There is a Licensing Forum facilitated by the Council. The trade has supported the Taxi Licensing Policy and Convictions Policy. The Trade has supported the introduction of Safeguarding training for drivers. In the coming year the Council will be working with the trade on the introduction of an Operators Accreditation Scheme. The Council has invited Commissioner Mary Ney, a Licensing expert, to undertake a Health Check of the Council's licensing function and the findings will be reported to Members.
4. **Public Relations:** The Council has a protocol for the photographing of children and vulnerable adults.
5. **Waste:** The Council's waste services carry out a frontline function visiting residents who have raised queries about their waste service. This is mostly completed by a commissioned service however there are some educational activities within local schools that sit within this service function (see section 4).
6. **Events Managements:** The safeguarding policy is observed by employees conducting events. Missing / found children and flowcharts to support this are used at event such as Leyland Festival.
7. **Park Ranger Services:** This service provides events on South Ribble Parks and Green Spaces, for example, pond dipping activities. An example risk assessment and parent helper guidance form is attached here as evidence. Another example is the Worden Park educational visits information. In the procurement of ice cream kiosks on Worden Park, safeguarding was an intrinsic part of the procurement process.
8. **Environmental Health:** This service carries out housing and food inspections and officers are guided through this process with a checklist. Safeguarding training has been provided for all officers as they are well placed to identify vulnerabilities during their work. There is also a process for granting consent to street traders, within the borough. Safeguarding was a considered element of the procurement of ice cream pitches and a

refreshment kiosk provision, in that DBS checks were part of that process to award the three year contract in Worden Park.

9. Finally, it has been previously mentioned in the audit that information flows down from SMT, through Core Managers meeting and also through Safeguarding Champions. This is also to be the case for the agenda item on Prevent which impacts in this service.
10. **Sports Development:** This Council service works directly with children and young people and in specific settings such as schools. Whilst it delivers this service, the Council follows a comprehensive coach's code of practice developed by Sports Coach UK, the National Coaching Foundation. All sports development employees undertake an additional declaration which includes specific childcare and safeguarding statements. A roll is kept of all employee's DBS check numbers and qualification and another which includes a comprehensive list of training completed inclusive of safeguarding, MILO and CSE etc.. As the team works with schools, there is an additional transfer of control form in use which ensures that safeguarding of the sports activity is assessed and monitored.
11. **Community Involvement Team:** The Council's Community Involvement [CI] Team make sure that safeguarding measures are included in all event management plans and all briefings (including volunteers) before events take place. Where external / multiple venues are used (for example, Live! Events), venue hosts (internal and external) are briefed on safeguarding. User-friendly safeguarding procedures are distributed and discussed with any appropriate personnel before events. All activities and events are publicised with the requirement for all children to be accompanied at all times. For group activities, for example, community clean ups, children are required to be with a parent, guardian, carer or responsible adult. In briefings, children are told to stay in pairs and within sight of their parent, guardian, carer or responsible adult. CI team staff are clearly identifiable at events with lanyards. Volunteers are also supplied with lanyards where applicable. Lost child points are identified at all events with appropriate signage.

Commissioned Services: The Council's safeguarding action plan contains measures to further strengthen the monitoring of compliance with section 11 duties within the Council's commissioned services:

1. **Waste Services** [provided by FCC]. The commissioning process ensures that evidence is supplied to the Council that observation of safeguarding policy and procedures by the provider is essential. This is also written into the contract. FCC have supplied its Children and Vulnerable Adult Protection Policy and Handbook.
2. **Leisure facilities** [provided by Serco] –Contract management meetings include information on section 11 duties for the provider. Evidence includes a copy of the providers DBS Policy and risk assessments highlighting that DBS checks are completed for identified groups of employees, Serco's safeguarding policy and sample induction form. This year and going forward the partnership is to introduce a further monitoring process. The Leisure Partnership ordinarily has external verification of their policies. This year it is interrogating Safeguarding as a specific activity. The module is attached.

3. **Temporary Accommodation Provision [Various local landlord providers]** – Safeguarding is detailed as a contract provision and there is a Service Level Agreement which stipulates safeguarding.
4. **KEY** – (Provider of housing advice and mediation services for 16-25 yrs. olds.) Safeguarding is detailed as a contract provision and there is a signed Service Level Agreement which stipulates safeguarding must be compliant with SRBC/LCC policies.

Evidence:

1. Employee Code of Conduct which is signed on appointment
2. Work Experience Guide for Managers to include
3. South Ribble Borough Council's Whistleblowing Policy to include
4. Taxi Licensing Policy 2016/17 – website
5. Public Relations Photography protocol page 18 and 48 of Safeguarding Policy 2014 and Page 25 of the draft 2016 policy
6. Events management safeguarding risk assessment
7. Events management safeguarding guidance for risk assessing
8. Missing Child flowchart
9. Lost found child form
10. Park Ranger Service Pond Dipping Risk Assessment
11. Park Ranger Service Parent Helpers form
12. Worden Park Educational visits general information leaflet
13. Worden Park Educational visits risk management leaflet
14. Environmental Health checklist for housing inspections and food inspections
15. Coaches Code of Conduct, developed by Sports Coach UK, the National Coaching Foundation
16. Sports Development additional declaration – copy available on request
17. Sports Development Roll of employee DBS check numbers and qualifications (available on request)
18. Sports Development Excel spreadsheet with training information (available on request)
19. Transfer of Control form
20. Safeguarding form for Penwortham Live
21. Copy of extract of South Ribble Borough Council and FCC contract stipulating observation of safeguarding
22. FCC Children and Vulnerable Adult Protection Policy
23. FCC Handbook
24. Serco's DBS Policy and risk assessments
25. Serco's safeguarding policy and statement

26. Serco sample induction form
27. Temporary accommodation providers' contract showing safeguarding provision
28. KEY Service Level Agreement
29. Updated FCC Safeguarding Policy
30. Email evidence with regards to Street Traders and DBS checks
31. Chaperone Guidance
32. LGA Syrian Resettlement Programme Guide.
33. Serco - Quest Module.
34. Convictions Policy approved by Council 1/3/17 - website
35. Staff Survey 2106/17

4 – SERVICE DEVELOPMENT/REVIEW

Child Centred Approach. In delivering, developing, reviewing and commissioning of services, the views and wishes of the child are clearly sought and respected.

Minimum Requirements

- In the delivery of services (including decisions made on behalf of service users), the voice of the child (and voice of the parent to promote family friendly services) is regularly sought through participation and joint enterprise/joint decision making activities.
- In the development, review and commissioning of services, procedures, policies and strategies that impact on children's lives and that of their families are considered through active participation activities and through responsibilities under the Equalities Act (2010).
- To assist your organisation to be child centred, policy and procedures exist that direct staff on taking account of children's views, involve children/service users in decision making and share power/responsibility with children/service users in decision making.

Evidence Statement (max 200 words, please attach / embed appropriate policies or documents)

- The Council has services which it are used regularly by Children and Young People. Feedback from Children is collected and considered when developing services. One such example is Sports development. Every year the Council runs a Dance from the Heart week in primary schools. Hundreds of children take part. Feedback from the annual event from children and schools shape future events. An example is attached. Another example are bikeability events. Again the views of young people help shape future programmes.
- The Council is engaging with businesses and education providers to help develop skills at primary and secondary school level. This is to help ensure that future generations have the skills required for jobs, ideally local jobs. This is a new area of work for the Council. One example was the Council's involvement at UClan Science Festival. Here we worked with businesses, education providers and children to hold a large event to get children involved in building a "Lego bridge across a virtual River Ribble". The skills being Science, technology, engineering and maths. It was a huge success and pictures are attached. The feedback from

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Green – Fully Compliant

Comments

GREEN
MEETS MIN REQUIREMENTS

children has helped shape the future Leyland Truck Trail which was recently before Planning Committee and will be introduced this year.

- Elected Members are present at the Children's Partnership Board [CPB] meetings and the Community Safety Partnership [CSP] strategic meetings and annual conferences to hear messages on safeguarding concerns and information from the LSCB. *The Lead Member for this is the Portfolio Holder for Public Health , Safety and Communities*
- Elected Members are also present at the My Neighbourhood meetings which take place in wards across the borough. These are open forum style meetings where residents, adults, young people and children, are able to come, listen and talk to elected members and officers about their views on topics and local plans which affect them in their area.
- In 2015, the Council refreshed its apprenticeships and offered ten posts to young people in the borough. The Council listens to the views of the apprentices when developing their work programmes. In June 2016 one of the Council's apprentices was named Runshaw College's Young Apprentice of the Year. Recently this apprentice has gained a permanent appointment with the Council as a Gateway Officer.
- The Council's Planning service has worked with the Youth Council on the Local Plan and has sent letters to schools for engagement in the process .
- We are in dialogue with the Youth Council on how we can use the Youth Inspectors to help develop Services. At a recent meeting the following was agreed –

The Young Inspectors review our safeguarding policy and give us feedback ahead of the review in July

The Council promotes NSPCC as a contact for young people to report concerns to.

Creating and Signing up to a "promise agreement about our commitment to Children and Young People.

- The Council sought the views of Children and Young People when drawing up the Local Plan.
- New Masterplans are open to consultation and a good example of this is the Central Parks plan which was opened to wide consultation with communities and families across the borough in 2015.
- The Environment Team complete a timetable of educational talks and presentations in local primary schools and collect and listen to the views and comments from children and young people about their environmental concerns.
- The Council's museum and cultural events are closely linked to local schools and activities and engaging with young people in the borough's heritage and present day skills is influenced by children and young people as well as by adults.

Evidence:

- SRBC example service plan
- Report to SMT re CSE and minutes of meeting
- CSRWL Children's Partnership Board consultation with Youth Parliament
- News release for Apprenticeships

- News release for Central Park consultation
- Lancashire Licensing Officers Group minutes of 28th April 2015
- News release for Museum Artists Exhibition involving young people and schools
- Sports Development letter to parents and feedback
- Poster locations for consultation of Local Plan
- Youth Council's briefing paper on Local Plan

5 - TRAINING

Staff should have an understanding of both their role and responsibilities, and those of other professionals and organisations.

Minimum Requirements

- All staff have received level 1 safeguarding training at induction and know how to identify safeguarding needs
- All necessary staff have completed the level 1 CSE/CSA training
- All necessary staff have completed Prevent/Channel awareness training
- All appropriate staff have received level 2 and above single agency training (include %)
- All appropriate staff have received level 2 and above multi agency training (include %)

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

Employees have to undertake mandatory training in Safeguarding Children, Safeguarding Adults, Child Sexual Exploitation and Prevent, which is monitored by the HR Team. Currently the Council has 285 employees of which have undertaken the following training

Safeguarding Children	280	98.25%
Safeguarding Adults	241	84.56%
Child Sexual Exploitation	274	96.14%
Prevent	263	92.28%

The table below shows the figures for Levels 1 and 2 since 2014. This far exceeds the target set by the Board

Level of Training	Number of staff who need this level of training	The number of these staff who have been trained to this level	% of these staff who have

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Quality Assurance (office use only)

Amber – Partially Compliant

Comments

**AMBER
NOT ALL STAFF TRAINED ON LEVEL 1**

			been trained to this level
1	204	199	97.55%
2	79	74	93.67%
6	2	2	100%

- Employees have to undertake mandatory e-learning training on MILO (My Interactive Learning Online) in Safeguarding Children, Safeguarding Adults, Child Sexual Exploitation and Prevent, which is monitored by the HR Team
- In addition to Safeguarding training for officers, Members have been offered Safeguarding since 2012. The last training session was a Learning Hour on 13 July 2016.
- The figures for Members trained are below. Safeguarding training will again be offered to Members in 2017.

Level of Training	Number of members who need this level of training	The number of members who have been trained to this level	% of members trained to this level
1	49	38	77.5%

- Members were also invited in November 2016 to attend drop in sessions, where there was a short demonstration and help to log onto MILO (My Interactive Learning Online). More drop in sessions are planned for Spring 2017.

- In addition more specific safeguarding training has been provided to Members of the General Licensing Committee. Training for the Committee took place in 10 June 2014, with a follow up session on 22 July 2014, for those unable to attend. Training for the Committee took place in 04 June 2015, with a follow up session on 09 June 2015, for those unable to attend. At the training references were made to the Casey Report, with the report sent to Committee Members the following day. A report from the Police and Crime Commissioners Office regarding Taxi Licensing and Child Sexual Exploitation (CSE) was also sent to members.
- 21 July 2015, 5.30-6.00pm Briefing session re: CSE before the General Licensing Committee (GLC) - Tony Baxter was the trainer from Lancashire Police. The LGA Taxi and PHV Licensing Councillors' Handbook was circulated at the session
- 27 October 2015 follow up session for those unable to attend 04 June 2015 session.
- 14 June 2016 Training Session 5.00-6.00 pm on Safeguarding with Tony Baxter from Lancashire Police
- 13 July 2016 Learning Hour on Safeguarding 6.00 – 8.00 pm with Jane Booth, the Independent Chair of the Lancashire Safeguarding Children's Board, and Phil Threlfall, an Independent Trainer & Consultant in Safeguarding.
- The latest training was a regional event held on 21st February 2017 which was offered to all General Licensing Committee members.
- All employees are aware of the need to complete level one safeguarding training and the HR Team actively follows up non-attendance with managers. A safeguarding Training Proforma is also held for elected members.
- Chorley, South Ribble and West Lancashire Children's Partnership, of which the Council is a member, also signed up its partner organisations to the LSCB's Pan Lancashire CSE Strategy which states that all staff will be made aware of how to identify and report Safeguarding. This awareness is evidenced through the Prevent action plan and the links to Core Managers meeting.
- In respect of the Licensing Committee, one of the main objectives in the Licensing Act is to protect children from harm. Elected members have undertaken training which includes taxi licensing and general licensing, safeguarding and CSE. This training was reinforced with the help of the LSCB and Lancashire Constabulary and has been referred to in section 2 of this audit.
- Prevent and Counter Terrorism awareness training has been completed by all front line staff, most critically those involved in safeguarding. This is a nationally accredited e-learning package which takes around 25 minutes and upon completion a certificate can be printed off and retained for audit and inspection purposes. The

Council has completed its WRAP2 training and is also trained to deliver WRAP3 across the organisation (see also section 2). The Council's safeguarding policy refers to CSE and will guide employees to think about who may be vulnerable to terrorism and to see why some people are able to influence and manipulate others to commit crimes. It also includes clear information on what help and support looks like in this area, and who employees should escalate concerns to when they feel someone is vulnerable.

- Managers induct new employees and use a checklist to ensure a robust process. The checklist also draws attention to safeguarding so that the manager can show the employee the intranet pages and talk about the mandatory online training.
- As part of the Council's multi-agency work, one officer has received Common Assessment Framework (CAF) training.
- A health check of the Licensing Service by Commissioner Mary Ney will include Safeguarding,

Evidence:

1. My Interactive Training Online MILO
2. Safeguarding Training Proforma Matrix for the workforce 2016
3. Safeguarding Training Proforma Matrix for elected Members 2016
4. Prevent action plan and Core managers minutes 13-08-2015
5. Taxi Licensing training for members
6. Prevent and Counter Terrorism awareness evidence of this being promoted
7. Prevent and Counter Terrorism e-learning evidence of this having been taken / monitored
8. South Ribble Borough Council Safeguarding Policy DRAFT 2016, Appendix 2
9. Managers Induction Checklist and HR Checklist
10. Safeguarding Training Profoma for the workforce 2017.
11. Taxi Training in Feb 2017
12. Wrap Training

6 – SUPERVISION

Safeguarding Supervision should be effective and available to all

Minimum Requirements

- A staff supervision policy is in place and meets LSCB guidance standards
- All staff working with children receive appropriate, regular and reflective supervision (including reviews of practice)

- Evidence is available that staff feel able to raise concerns about organisational effectiveness/concerns (including whistleblowing)

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

- The Council has a robust appraisal system with regular appropriate supervision for all employees which includes those working with children and young people. The supervision includes checks on mandatory training including safeguarding. Any safeguarding issues or concerns should be discussed in supervision or at the time that they arise as per the safeguarding policy (see section 2). Managers use this appraisal process to ensure that employees are competent to carry out their responsibilities for safeguarding and promoting the welfare of children. It also provides an environment where employees feel able to raise concerns and feel supported in their safeguarding role. The Council strives for continuous improvement of its services and this also applies to employees and those holding professional qualifications, ensuring that they conduct regular reviews of their own practice to ensure they improve over time.
- Managers are able to further support employees, maybe in the case of having been accused, or who may have witnessed or taken a disclosure, to counselling services. This is monitored by the HR Team using reports from Occupational Health which are held on the health and safety of officers. The health and wellbeing of employees is a Council priority and this is understood by employees and reinforced by the Investors in People [IIP] Award for Health and Wellbeing that the Council has achieved at Gold Standard. Managers are also able to offer employees coaching from trained colleagues who have achieved a coaching standard through Lancashire County Council Learning and Development Team.
- Conduct concerns and whistleblowing are covered in the Safeguarding Policy and the Whistleblowing Policy (see section 2). These policies are displayed on the Council's intranet.
- Scrutiny also takes a role in holding the Council to account. Scrutiny Committee considered the Chorley and South Ribble Community Safety Partnership at its meeting on the 19th April 2016.. A number of recommendations were made by the committee which included a commitment to continue to monitor the progress of the partnership and also it recommended that the partnership reviews the way it measures resident confidence in South Ribble being a safe place. This year Scrutiny Committee will consider an Organisational Development Plan and an Improvement Plan which includes Safeguarding .
- Safeguarding Champions review case studies from service areas to evaluate effectiveness and share good practice across the organisation. Where appropriate cases are escalated to the Safeguarding Board .
- In addition to these there are other opportunities for employees to raise their concerns or comment on council effectiveness. The Chief Executive holds CEO lunches with employees to hear about concerns and issues and to celebrate successes.

Evidence:

1. Appraisal system in the form of Personal Development Plans [PDR's]

RAG
Green – Fully
Compliant

Quality Assurance (office use only)

Amber – Partially Compliant

Comments

AMBER
STAFF SUPERVISION NO EVIDENCE
IT MEETS LSCB GUIDANCE
STANDARDS

<ul style="list-style-type: none"> 2. IIP Health and Wellbeing Award at Gold Level 3. Core Managers Meeting Action Points 4. Scrutiny evidence 5. Our People Action Plan 		
<p>7 – SAFE RECRUITMENT</p> <p>Robust recruitment and vetting procedures should be put in place to prevent unsuitable people from working with children.</p> <p><u>Minimum Requirements</u></p> <ul style="list-style-type: none"> • All recruitment staff are appropriately trained in safe recruitment • All appropriate staff receive the appropriate level DBS check that is regularly updated • Legal requirements are understood and in place • Role of LADO understood and procedures in place • All staff know who the Named Senior Safeguarding Officer for their agency is 		
<p><u>Evidence Statement:</u> <i>(max 200 words, please attach / embed appropriate policies or documents)</i></p> <ul style="list-style-type: none"> • The Council has a clear recruitment and selection process in place. By applying this, managers are guided through a safe recruitment process. • Pre-employment checks are carried out and include DBS checks, qualifications and entitlement to work in the UK [evidence of this is available on request due to data protection]. All records of these checks and recruitment processes are held securely by the HR Team. • The role of the LADO is understood by employees and it is clearly stated within the Safeguarding policy, escalation pathway and training. All employees know who the designated safeguarding officer is and the deputy officer. A log is kept of concerns which have been raised by employees and this further evidences that this process is understood. • Again as mentioned previously, there are codes of conduct, information sharing protocols, safeguarding policies and training in place to embed this understanding. • The role of CEO, DSO and deputy is explicitly defined in the role holder's job descriptions and sufficient time, supervision and support to fulfil their child welfare and safeguarding responsibilities effectively is provided. • The Council makes use of volunteers to deliver a number of its activities and takes its responsibility in this very seriously. For example, Leyland Festival uses volunteers to assist with various tasks. Officers ensure that volunteers are supported in the delivery of these and that they have safely recruited to the posts. An example of how this takes place is by way of a volunteer information session, one of which was organised for this year's Leyland Festival and the session took place on the 8th June 2016. This will be replicated this year. Officers will be 	<p>RAG Green – Fully Compliant</p>	<p><u>Quality Assurance</u> <i>(office use only)</i></p> <p>Green – Fully Compliant</p> <p><u>Comments</u></p> <p>GREEN – MEETS ALL REQUIREMENTS</p>

issuing copies of safeguarding guidance to all the volunteer marshals so they are well aware of the procedures in place for the day. The Council's Community Involvement Team make sure that safeguarding measures are included in all event management plans and all briefings (including volunteers) before events take place. Where external / multiple venues are used (e.g. Live! Events), venue hosts (internal and external) are briefed on safeguarding. Volunteers are also supplied with lanyards where applicable.

Evidence:

1. Recruitment and selection process
2. Pre-employment checks etc – available from HR Team on request
3. Log of concerns held by DSO – available on request
4. News release for Leyland Festival volunteers

8 – INTERAGENCY WORKING

Agencies and staff work together to safeguard and promote the welfare of children.

Minimum Requirements

- Evidence of leadership to enable joint working
- Evidence of practitioners working together effectively and attending multi-agency meetings
- Evidence that Early Help support is being used appropriately and effectively
- Evidence that Child in Need and Child Protection support is being used appropriately and effectively

Evidence Statement: *(max 200 words, please attach / embed appropriate policies or documents)*

- There are excellent working relations across partner organisations and a senior and operational level. Leadership to enable joint working can be evidenced through the Council's commitment to the Children's Partnership Board.
- The Council's officers attend multi-agency Taxi Group meetings. Through these meetings, effective joint agency working is able to pick up trends and share good practice (see section 4 for example). Council officers are also part of the South Ribble Taxi Forum which is a local taxi trade forum.
- From an anti-social behaviour perspective, the Council works with other agencies on a number of fora including Divert meetings which offers support to young people, MACSE meetings which are for high risk victims of CSE, MARAC meetings (see section 9), and also the Wellbeing, Prevention and Early Help Panels and meetings, which identify vulnerable families up to level 2 on the Lancashire continuum of need. There is also the Community Safety Partnership [CSP] which is chaired on a rotational basis by Chorley and South Ribble Borough Council. In

RAG
Amber – Partially
Compliant

Quality Assurance (office use only)

Amber – Partially Compliant

Comments

AMBER
DOES NOT MEET MINIMUM
STANDARDS E.G. EARLY HELP

2015, A Director Mark Gaffney held the position of Chair. The CSP organises an annual conference which engages across strategic partners. The CSP is supported by a Responsible Officers Group [RAG] which has regular multi-agency meetings and this in turn is supported by a multi-agency Officer Working Group.

- The Chair of the Lancashire Safeguarding Children Board has provided training for Members and attended Scrutiny Committee.
- There was a multi-agency task group set up in 2016 to look at individual cases of alleged Child Sexual Exploitation and Safeguarding in South Ribble. This included the Chair of the Safeguarding Children Board, the Police, LCC and South Ribble Borough Council. An in depth investigation was undertaken.
- The district has worked with partners on Domestic Homicide Reviews which follow Home Office Guidelines. Multi-agency co-operation is paramount in these reviews to ensure that information is shared and protected to ensure that a report and recommendations are produced and fulfilled [evidence available on request. There is development work ongoing here to with local partners and the Office of the Police and Crime Commissioner.
- The Council are working with Runshaw College to develop a Domestic Violence campaign about Coercive Control.
- Attached are the notes from the "Dog Board meeting. This considers dangerous dogs and safeguarding matters.
- On a wider interagency scale, further developments have been identified and recorded by SMT in its meeting of the 1st July 2015 where it was noted that the Office of the Police and Crime Commissioner was advocating consistency for enforcement for taxi drivers. This was work in progress across Lancashire.
- There are a number of County Wide meetings which evidence practitioners working together to promote the welfare of children.
- Multi-agency meetings are essential for housing issues. As part of day to day work the Council's Housing Team refers in to both children's and adult Social Care and attends Team around the family (TAF) / team around the child (TAC) meetings / safeguarding meetings where there is a housing issue. Safeguarding is written into Service Level Agreements (SLA's) and contracts we have for temporary accommodation provision and also the SLA that we have with KEY (evidenced in previous sections). The Housing Team has a protocol with prisons for the referral of offenders who will be homeless on release. There is work in progress to set up an agreement with Select Move and probation to share information to manage risk. With regards to the Sanctuary Scheme this is extended until May 2017. ,
- The homelessness protocol for 16 and 17 year olds is a multi-agency approach.
- The Council is part of an approach called Revolution. That is the brand name given to Integrated Offender Management in Lancashire. It is an umbrella under which partner agencies work together to make best use of their resources to reduce re-offending. It provides the partnership with a single structure for the management of a select and locally defined group of repeat offenders.
- We are also working with LCC on County's review of safeguarding on transport processes on regulatory functions/ taxis.

Evidence:

1. CPB Minutes & Terms of Reference
2. Divert example meeting template
3. ASBRAC
4. IWP Minute template (DETER Team)
5. WPEH Terms of Reference
6. CSP Conference agenda
7. SMT Minutes of July 2015
8. Environmental Health Lancashire minutes
9. Domestic Homicide Reviews – evidence available on request
10. Homelessness Protocol
11. Homelessness Protocol guidance notes
12. Revolution background document
13. Reducing Reoffending document
14. Reducing Reoffending flowchart
15. Reducing Reoffending further information

9 - INFORMATION SHARING

Effective information sharing by professionals is central to safeguarding and promoting the welfare of children.

Minimum Requirements

- Evidence of robust single agency protocols and agreements*
- Evidence of robust multi agency protocols and agreements*
- Evidence that practitioners understand their responsibilities and when to share information

** The lack of an information sharing agreement between agencies should never be a reason for not sharing information that could help a practitioner deliver services to a child.*

Evidence Statement: (max 200 words, please attach / embed appropriate policies or documents)

- LSCB's seven golden rules for information sharing are displayed on the Council's intranet for employees to view and encourages good practice with regards to information sharing. The Council is signed up to the Safer Lancashire Information Sharing Protocol and the tier 2 guidelines are followed appropriately. Obligations for sending and securing confidential information are understood and procedures are in place in line with that protocol. The Council has an Acceptable Use Policy for guiding employees about information, which is available on the Council's intranet. Referrals into services such as housing from other agencies such as the local prison service are held on a secure system called Firmstep (evidence available on request due to data protection). The Council's safeguarding policy also refers to robust internal protocols and advice on when to

RAG Green – Fully Compliant

Quality Assurance (office use only)

Green – Fully Compliant

Comments

GREEN – MEETS ALL MINIMUM REQUIREMENTS

share information.

- In delivering its partnership work for Multi-Agency Risk Assessment Conference [MARAC], the Council has signed up to the MARAC Protocol. This is also the same for the Anti-Social Behaviour Risk Assessment Conferences [ASBRAC]. The Council also works with local agencies on the Reducing Reoffending Board and information is shared appropriately in this work. This is also the case for Multi-agency Public Protection Arrangements which are designed to protect the public, including previous victims of crime, from serious harm by sexual and violent offenders. They require the local criminal justice agencies and other bodies dealing with offenders to work together and share information in partnership in dealing with these offenders.
- The Council follows a Prevent Short Term Action Plan which includes a recommendation that internet security and safety procedures are reviewed. The Council's ICT has completed this task and confirmed that the SRBC firewall complies with all of the detailed criteria. Meetings begin with a reminder about information sharing protocols and an example of this is the Divert meeting confidentiality sign in sheet.
- The Gateway Services Team refers people to the Calico service. No direct referrals are made and information is not stored on this basis. The Council has introduced filter questions used by Gateway to help identify vulnerability and safeguarding.
- The Council is part of the Chorley and South Ribble partnership looking at Serious Organised Crime. Future meetings will involve discussing those who may be involved in Serious Organised Crime and it is inevitable that some of the references will have children and young people.
- The action plan also identifies finalising the data sharing protocol between local authorities and the police as a means sharing driver suspensions and refusals. This multi-agency work was ongoing in 2015 and will be completed subject to partner commitment.

Evidence:

1. Tier 2 ISP
2. SRBC Acceptable Use Policy
3. MARAC PROTOCOL
4. ASBRAC Operations Guidance
5. Reducing Reoffending
6. MAPPA guidance
7. Prevent Short Term Action Plan
8. Divert confidentiality sign in sheet
9. Vulnerable Callers Firmstep
10. Agenda Operation Genga.

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Safeguarding and Prevent Action Plan 2017/18 Updated at the Safeguarding Champions meeting 24th October 2017.

No	Action	Owner	Timescale	Update	RAG
1	Make contact with Safeguarding Board with regards social media training for members	Denise Johnson	August 2017	<ul style="list-style-type: none"> GL has provided input for social media DJ will approach GL re training for members Completed	
2	Inform Town and Parish Councillors that on-line safeguarding training is available via the LSCB http://www.lancashiresafeguarding.org.uk/learning-development.aspx	Denise Johnson	August 2017	The information has been sent.	
3	Members Code of Conduct to be reviewed and ensure that safeguarding is appropriately covered	Catherine Brannigan	N/A	Completed	
4	Safeguarding Champions contact sheet to be updated detailing Kate Henderson's replacement	Heather Corson	September 2017	Completed	
5	Sec11 Audit and Safeguarding Action plan to go to SMT and Scrutiny (6 months)	Denise Johnson	N/A	SMT Completed SMT . Reported at November Scrutiny Committee	
6	Develop employees domestic abuse policy	Heather Corson & Catherine Brannigan	October 2017	Ongoing – aim to be completed prior to 16 days of Action (25/11) Update 24/10/17 – CB to review and feedback	

No	Action	Owner	Timescale	Update	RAG
7	Develop threat of harm protocol	Heather Corson & Catherine Brannigan	December 2017	Ongoing Update 24/10/17 – Agreed for HC to approach specialist services for support and guidance in writing a protocol.	
8	Develop work with the LCC Young Peoples Voices, To include young people's review of the SRBC Safeguarding policy, social media policy and signing up to a set of 'promises' to include what they expect from staff and community leaders – Hannah Peak	Heather Corson	January 2018	Workshop with the Young Inspectors booked for 22 nd August. The 'charter' will be developed by the young people following the workshop – completion date will be based around the young people's availability. Update 24/10/17 - Workshop held. Work ongoing.	
9	Develop social media policy for staff and members	Denise Johnson	September 2017	Completed	
10	Develop and embed links with taxi licensing, Lancashire County Council and Adult Social Care.	Denise Johnson / Andy Glover	December 2017	DJ to request Andy Glover to document and share what he has done so far. Update 24/10/17 - DJ to invite AG to next meeting.	
11	Develop, set timelines, agree lead officer and deliver on the Safeguarding Activities Plan	All Safeguarding Champions	March 2018	Safeguarding Champions to review the Activities plan and send the dates to HC who will update the plan and make available on connect. Update 24/10/17 - CB to review and update and send to DJ	
12	Promote the reporting structures when safeguarding concerns have been identified and or disclosed by members. This may include the Police, LSCB, LADO, Adult & Children Social Care.	Denise Johnson	Completed	Charts have been made available in the members rooms	

No	Action	Owner	Timescale	Update	RAG
13	Merge the Prevent Action Plan and the Safeguarding Activities plan in to the Safeguarding Action Plan 17/18 where appropriate	Heather Corson	August 2017	Agreed at Safeguarding champions meeting – Completed	
14	Develop a precis of the Safeguarding Champions role and publish on connect	Heather Corson	August 2017	Update 24/10/17- Agreed at Safeguarding champions meeting – Completed	
15	Hold a meeting with DJ, HC along with Victoria Gibson and a representative manager from both the ASC and CSC to discuss reciprocal processes for safeguarding alerts	Denise Johnson	September 2017	Update 24/10/17- Section 11 District Leads event -held at SRBC 10/10/17 - facilitated by LSCB Complete	
16	Develop an Adult Safeguarding Strategy	Denise Johnson	December 2017	Update 24/10/17- DJ to complete 1 st draft.	

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REPORT TO	ON
Scrutiny Committee	27 November 2017

September 2017

TITLE	REPORT OF
Proposals for the Banqueting Suite	Director of Neighbourhoods, Environmental Health and Assets

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

This report is intended to update the scrutiny committee of next steps with regard to the Banqueting Suite and options therein.

2. RECOMMENDATIONS

That scrutiny committee note are asked to note the contents of the report.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities;

Clean, green and safe		Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

4. BACKGROUND AND CONSIDERATIONS

4.1 There is a collective opportunity, desire and commitment to make greater use of the banqueting facility and to create a central point that can be used for normal council business but also to create a welcoming facility for staff & residents that can be used daily but also for various private functions in the future.

4.2 This report outlines proposals for soft marketing testing to optimise the use of the banqueting suite. We recognise that by having an exciting and vibrant Civic Centre is a critical element of our operation and our community and by creating an improved offering will add value in:

- Increased use of the Civic Centre for a wide range of purposes
- Generation of income supporting financial sustainability of the Council
- Supporting staff morale; creating an environment in which it is a great place to be
- A beacon of social value, where the operation provides opportunity for apprentices, supported employment and development of individuals
- The Civic Centre as a focal point for the community, that is able to provide space for communities to meet and support themselves

4.3 Scrutiny Committee has previously highlighted that the;

- Banqueting suite is under-utilised
- Best value is not being achieved through potential use of the asset
- The vision to widen its use externally is yet to be achieved
- An open procurement process needs to be undertaken to select a partner to operate the kitchen for commercial and events outside usual civic opening hours

4.4 In order to fully understand and develop the options available into a robust proposal; a cross-functional team from appropriate and knowledgeable officers within SRBC has been established. A number of soft market 'tests' will be undertaken to consider various opportunities and establish which local enterprises within our community are interested in operating at the Civic Centre.

4.5 This soft market testing will seek to understand the real time options available to us which can thereafter be turned into a viable business case to move forward and ensure that we can drive the use and financial contribution of our asset.

5. WIDER IMPLICATIONS AND BACKGROUND DOCUMENTATION

5.1 Comments of the Statutory Finance Officer

The proposal is to prepare a business model setting out how the Council could work with an external provider to run the facilities on a more commercial footing with the potential for income generation being a key driver. The overall budget implications and financial risks will be assessed as part of this exercise. The business case will therefore include any one-off costs for improving the facility, ICT and staff resource implications plus any potential revenue savings and income generation.

5.2 Comments of the Monitoring Officer

There are no legal issues arising from this report.

<p>Other implications:</p> <ul style="list-style-type: none"> ▶ Risk ▶ Equality & Diversity ▶ HR & Organisational Development ▶ Property & Asset Management ▶ ICT / Technology 	<p>There are no direct implications arising from this report</p> <p>There are no direct implications arising from this report but depending on the outcome of the soft market testing then there may be proposals which could have a positive impact on such issues</p> <p>No direct implications</p> <p>The Estates team will be closely involved in any proposals moving forward</p> <p>No direct implications</p>
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6. BACKGROUND DOCUMENTS (or there are no background papers to this report)

No background papers to this report

Mark Gaffney
Director of Neighbourhoods

Report Author:	Telephone:	Date:
Howard Anthony	5546	31/10/2017

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of the Local Government Act 1972.

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