

Scrutiny Committee

Tuesday, 11th January, 2022, 6.00 pm

Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

Agenda

1 Apologies for Absence

2 Declarations of Interest

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

3 Minutes of meeting Tuesday, 12 October 2021 of Scrutiny Committee

(Pages 5 - 12)

To be approved as a correct record for signing by the Chair.

4 Minutes of meeting Monday, 15 November 2021 of Scrutiny Budget and Performance Panel

(Pages 13 - 16)

To be noted.

5 Matters Arising from previous Scrutiny Committee meetings

(Pages 17 - 32)

Report attached.

6 Scrutiny Portfolio Update: Strategy and Reform

(Pages 33 - 40)

Report of the Deputy Chief Executive attached.

7 Partnership Working 2021

(Pages 41 - 54)

Report of the Deputy Chief Executive attached.

8 Final Recommendations of the Scrutiny Review Task Group on Health Inequalities

(Pages 55 - 62)

Report attached.

9 Urgent Decisions

(Pages 63 - 68)

<p>Report of the Director of Governance and Monitoring Officer attached.</p>	
<p>10 Scrutiny Matters</p>	
<p>11 Lancashire County Council Health Scrutiny Committee Update</p>	<p>(Verbal Report)</p>
<p>12 Meetings and training attended by Scrutiny Committee members</p>	<p>(Verbal Report)</p>
<p>13 Forward Plan</p> <p>The latest version of the Forward Plan can be found on the Council's website or by clicking here.</p>	
<p>14 Scrutiny Committee Forward Plan</p> <p>Scrutiny Committee Forward Plan attached.</p>	<p>(Pages 69 - 70)</p>
<p>15 Exclusion of Press and Public</p> <p>To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.</p> <p>By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>Condition:</p> <p>Information is not exempt if it is required to be registered under-</p> <p>The Companies Act 1985 The Friendly Societies Act 1974 The Friendly Societies Act 1992 The Industrial and Provident Societies Acts 1965 to 1978 The Building Societies Act 1986 (recorded in the public file of any building society, within the meaning of the Act) The Charities Act 1993</p> <p>Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p> <p>Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).</p>	
<p>16 Partnership Update on Waste Service</p>	<p>(Pages 71 - 82)</p>

Report of the Director of Customer and Digital attached.

Gary Hall
Chief Executive

Electronic agendas sent to Members of the Scrutiny Committee Councillors David Howarth (Chair), Michael Green (Vice-Chair), Will Adams, Jacky Alty, Julie Buttery, Matt Campbell, Colin Coulton, Mal Donoghue, Colin Sharples, Stephen Thurlbourn, Matthew Trafford, Kath Unsworth and Karen Walton

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

Forthcoming Meetings

6.00 pm Tuesday, 8 February 2022 - Shield Room, Civic Centre, West Paddock, Leyland, PR25 1DH

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Minutes of	Scrutiny Committee
Meeting date	Tuesday, 12 October 2021
Committee members present:	Councillors Michael Green (Vice-Chair, in the Chair), Julie Buttery, Matt Campbell, Jacqui Mort, Colin Sharples, Stephen Thurlbourn, Kath Unsworth and Karen Walton
Committee members attended virtually (non-voting):	Councillor David Howarth (Attended virtually)
Officers present:	Gary Hall (Chief Executive), Mark Lester (Director of Commercial), Victoria Willett (Service Lead - Transformation and Partnerships), Neil Anderson (Assistant Director of Projects and Development), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services), Rachel Salter (Service Lead (Development and Business)) and Charlotte Lynch (Democratic and Member Services Officer)
Other attendees:	Councillor Paul Foster, Councillor Margaret Smith (Attended virtually), Councillor Phil Smith, Councillor Michael Titherington, Councillor Matthew Tomlinson and Councillor Carol Wooldridge (Attended virtually)
Public:	0

13 Apologies for Absence

Apologies for absence were received from Councillors Will Adams, Jacky Alty, Colin Coulton, Mal Donoghue, David Howarth and Matthew Trafford.

Councillor Jacqui Mort attended as a substitute for Councillor Colin Coulton.

14 Declarations of Interest

There were none.

15 Minutes of meeting Tuesday, 13 July 2021 of Scrutiny Committee

Resolved: (unanimously)

That the minutes of the previous meeting of the Scrutiny Committee, held on Tuesday, 13 July 2021, be approved as a correct record for signing by the Chair.

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16 Minutes of meeting Monday, 13 September 2021 of Scrutiny Budget and Performance Panel

Resolved: (Unanimously)

That the minutes of the Scrutiny Budget and Performance Panel meeting, held on Monday, 13 September 2021, be noted.

17 Matters Arising from previous Scrutiny Committee meetings

Members received an update on the recommendations made at previous meetings of the Scrutiny Committee.

Several queries were raised with particular regard to recommendations made in 2019, which had not been implemented.

Further updates on masterplans and the Air Quality Strategy were requested and members also emphasised the desire for site visits to Worden Hall and the Extra Care Facility in Chorley to be planned following the easing of COVID restrictions.

More information was also sought in regard to engagement with the police further to a meeting with the Leader and Deputy Leader of the Council. In response, the Chief Executive explained that changes in senior staff at Lancashire Constabulary was underway and a transition to a geographical policing model was expected.

Resolved: (unanimously)

That

1. the update be noted; and
2. those completed actions be removed from the Matters Arising sheet.

18 Peer Challenge 2021

The Leader of the Council (Councillor Paul Foster) and the Shared Services Lead – Transformation and Partnerships presented a report on the recent Local Government Association (LGA) Peer Challenge and subsequent Action Plan.

The Peer Review had taken place virtually between 30 June and 2 July 2021 and was undertaken by a team of peers including elected members, a Chief Executive, and other Executive Directors from across England.

Members welcomed the outcome of the Peer Review but questioned what was meant by 'embed', which was used frequently in the report. In response, members were advised that this meant ensuring that every area of the authority worked in the same way.

A query was raised regarding how success of the Action Plan would be measured, and members were advised that this would be monitored and reported quarterly with performance updates provided to the Scrutiny Budget and Performance Panel, which the committee welcomed.

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Discussion focused around shared services with Chorley Council and clarification was sought as to whether phases one and two of shared services had now been delivered. It was confirmed that phase two work on a shared revenues and benefits department and shared customer services was still ongoing and that formal discussions on further development were being held with members at Chorley Council.

Members referenced the “takeover” narrative within shared services which was discussed in the Peer Review report. Challenges in cultural change were acknowledged but assurances were provided that staff feedback is regularly surveyed.

In response, it was agreed that the results of the employee survey would be made available to the committee once available and that examples of best practice adopted across both South Ribble and Chorley Councils as a result of shared services be presented to a future Shared Services Joint Committee.

It was also suggested that recommendation 3, which related to a Programme Plan for the delivery of future work and political priorities, be strengthened to ensure capacity and delivery of corporate projects.

The budget gap within the Medium-Term Financial Strategy was raised and mentioned at recommendation 4 in the report and assurances were provided that the Council had several influences to aid in closing this gap, such as strategic reserves.

The committee also welcomed commitment to involving all members in the interim review of the My Neighbourhood Community Hubs and were pleased to hear that the LGA had commended the council on the work of the Hubs.

In response to a query regarding what was meant by ‘political engagement’ as mentioned in recommendation 4, challenges in cross-party working and relations and a need for all parties to work better together for the good of the community were acknowledged. The Leader explained that he felt positive about this going forwards.

Members referred to the possibility of a review of the council's Scrutiny function, as mentioned in recommendation 8, and emphasised the annual self-assessment undertaken by the committee and its national commendation for best practice.

Clarification was provided that any review into the Scrutiny function would be undertaken by the committee and would assess best practice and effectiveness.

The committee thanked the Leader of the Council and the Shared Services Lead – Transformation and Partnerships for their attendance and report.

Resolved: (unanimously)

That the Scrutiny Committee:

1. welcomes the report and the outcome of the Peer Review and looks forward to working together on delivering the action plan;
2. is grateful for the commitment to develop clear measures and that progress monitoring reports would be presented to Cabinet and Scrutiny Committee;

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3. asks that recommendation 3 be strengthened to reflect that capacity requirements will be assessed and put in place to ensure delivery of the corporate projects;
4. is grateful for the offer of the employee survey results being made available to the Scrutiny Committee once completed; and
5. suggests that examples of best practice adopted across both South Ribble and Chorley councils as a result of shared services be presented to a future Shared Services Joint Committee.

19 Update of new Leisure Company and future Leisure Projects

The Cabinet Member for Health and Wellbeing (Councillor Mick Titherington), the Director of Commercial and the Assistant Director of Projects and Development presented an update on the recently-established Council-owned South Ribble Leisure Company.

Members were interested to learn how the process of bringing the management of leisure centres in-house had gone and what the benefits of this had been. In response, it was advised that the process had been successful and allowed the council to be 'hands-on' in the development of leisure centres in the borough.

It was acknowledged, however, that the company had only been established 6 weeks prior and that a more detailed account of progress would be available for future meetings of the Scrutiny Committee.

Members also noted the impact of the changes on leisure centre staff and queried what support was in place for them.

It was explained that staff were consulted through engagement sessions, on-site meetings and union representatives.

Disruption to customers, for example cancellation of children's swimming lessons, during the transfer of management was also acknowledged as regrettable but due to unforeseen circumstances.

A query regarding the difference in service seen by customers was raised and members were advised that, although the new leisure company was still new, a marketing plan had been devised with a new app and website established and marketing campaigns due to commence at optimum times, such as the New Year.

Clarification was sought as to where responsibility for the leisure centres lay, as the report was listed under both Directors of Commercial and Communities.

In response, it was explained that responsibility for leisure provisions lay within the Communities directorate and the responsibility for the leisure company and day-to-day organisation fell within the Commercial directorate.

Members welcomed an offer to recirculate the decision-making matrix and governance structure of the Leisure Strategic Partnership Board and Company to members.

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Further explanation as to the role of the management accountant was also sought, with members advised that this position was specially dedicated to the leisure centres and was a new post within the council's shared services with Chorley Council. An external auditor would also be commissioned to review the leisure centres' finances.

The committee also requested that the report be made more user-friendly and welcomed the offer to inform future reports with the information desired.

Members discussed the possibility of updates on the management of leisure centres being a standing item on the Scrutiny Committee agenda but it was agreed that this would be provided on a quarterly basis.

The committee thanked the Cabinet Member and Directors for their attendance and report.

Resolved: (Unanimously)

That the Scrutiny Committee

1. welcomes the Cabinet Member and Director's update on the Council's future strategy for the leisure centres and tackling health inequalities in the Borough;
2. will consider the information needed to scrutinise the leisure company performance in the future, including the development of a financial and performance dashboard;
3. is grateful for the reassurance that an engagement and marketing plan is being developed for the leisure centres and that users are to be consulted on the facilities and service received; and
4. looks forward to receiving the governance structure of the leisure company outside of the meeting.

20 Worden Hall Progress Update

The Cabinet Member for Finance, Property and Assets (Councillor Matthew Tomlinson), the Director of Commercial and the Shared Services Lead – Development and Business presented an update on progress of the Worden Hall project.

Members noted that it was an exciting time for the development, with works ongoing and booking enquiries already being received, and welcomed confirmation that the project remained on-track for completion by the Platinum Jubilee Leyland Festival in 2022.

The committee also welcomed a commitment to arranging a site visit to Worden Hall following the easing of COVID-19 restrictions.

A query was raised with regards to the Cabinet Member's confidence in keeping to the budget of the project and assurances were provided in response that

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contingencies of £250,000 had been incorporated into the budget in the event of unforeseen circumstances.

Members were also keen to learn how the Council's climate change ambitions had been incorporated into the project. Some difficulty in this was recognised due to the building's Listed Building status but members were informed that a new and more-efficient heating system and new windows would be installed to cut emissions.

Some risk was identified due to the national shortage of materials in the construction industry but the Council was working with the building contractors to ensure access to and supply of necessary materials.

The committee thanked the Cabinet Member, Director and Shared Services Lead for their report and attendance.

Resolved: (Unanimously)

That the Scrutiny Committee

1. thanks the Cabinet Member and Director for their report and welcomes the progress being made with the project;
2. is grateful for the reassurance that the project is currently on track to open for the Platinum Jubilee Leyland Festival and currently within budget; and
3. looks forward to a site visit of Worden Hall as soon as this can be arranged.

21 Urgent Decisions

The committee received a report of the Director of Governance and Monitoring Officer which outlined a number of urgent decisions taken since 21 July 2021 in accordance with urgency procedures outlined in the Council's Constitution.

The report highlighted that 7 urgent decisions had been submitted during this period, which required agreement from either the Mayor or the Chair of Scrutiny Committee to be taken using urgency procedures.

Members expressed some concern over the number of urgent decisions taken, given that these were not subject to call-in and therefore ineligible to be considered by the Scrutiny Committee.

Assurances were provided to the committee that a legitimate process had been followed in the approval of these decisions.

Resolved: (Unanimously)

That the Scrutiny Committee

1. notes the report;
2. expresses concern at the use of waiving call-in; and
3. asks that the Executive use this procedure sparingly in future.

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22 Scrutiny Matters

22a Lancashire County Council Health Scrutiny Committee Update

Members received and noted the minutes of the last meeting of Lancashire County Council's Health Scrutiny Committee.

22b Scrutiny Review of Health Inequalities Update

Members were advised that the work of the Scrutiny Review Task Group into Health Inequalities was ongoing.

The Task Group were in the process of organising a final workshop to consider their recommendations, which would take place by the end of November.

22c Meetings and training attended by Scrutiny Committee members

There had been no recent training undertaken by any committee members.

22d Forward Plan

The Cabinet Forward Plan was noted.

22e Scrutiny Committee 2021/22 Forward Plan and Review Programme

Members received and considered the Scrutiny Committee Forward Plan for the 2021/22 municipal year, which also included potential topics for a Scrutiny Review Task Group.

A review of the Council's assets was suggested, and it was agreed to get an update on this before agreeing to establish a full task group.

It was agreed to establish a Scrutiny Review Task Group to examine the Council's response to the COVID-19 pandemic. Group Leaders were asked to contact Democratic Services with up to 2 nominations from the Labour and Conservative Groups and 1 from the Liberal Democrat Group.

Chair

Date

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Minutes of	Scrutiny Budget and Performance Panel
Meeting date	Monday, 15 November 2021
Committee members present:	Councillors David Howarth (Chair), Will Adams, Colin Sharples and Karen Walton
Committee members attended virtually (non-voting):	Councillor Colin Coulton (Attended virtually)
Officers present:	Gary Hall (Chief Executive), Louise Mattinson (Director of Finance and Section 151 Officer), James Thomson (Deputy Director of Finance), Victoria Willett (Service Lead - Transformation and Partnerships), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services) and Charlotte Lynch (Democratic and Member Services Officer)
Other attendees:	Councillor Michael Green (Attended virtually), Councillor Margaret Smith (Attended virtually), Councillor Phil Smith, Councillor Michael Titherington, Councillor Matthew Tomlinson, Councillor Angela Turner (Attended virtually) and Councillor Carol Wooldridge (Attended virtually)
Public:	0

48 Apologies for absence

None.

49 Declarations of interest

None.

50 Minutes of the meeting Monday, 13 September 2021 of Scrutiny Budget and Performance Panel

Resolved: (unanimously)

That the minutes of the meeting held on Monday, 13 September 2021 be approved as a correct record subject to the inclusion of Councillor Phil Smith as an observer.

51 Matters Arising from Previous Scrutiny Budget and Performance Panels

Members of the Panel received a report which provided updates on the progress of recommendations made at previous meetings of the Scrutiny Budget and Performance Panel.

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Further detail on the costs of refurbishing Penwortham Leisure Centre and the works undertaken was requested.

Members also considered undertaking a deep dive into outcomes of the My Neighbourhood Community Hubs but were advised to await the review into these groups for further information.

Additional clarification was sought on current customer service response times as some members had received feedback that was contrary to the update provided.

It was acknowledged that the call abandonment rate was 10% and that performance could be improved by routing all calls through the Council's contact centre.

Resolved: (unanimously)

That

1. the Matters Arising from previous meetings of the Scrutiny Budget and Performance Panel be noted and
2. any completed actions be removed from the report

52 Corporate Strategy Quarterly Performance Monitoring Report, Quarter Two 2021/22

The Chief Executive and the Shared Services Lead for Transformation and Partnerships presented a report of the Deputy Chief Executive which outlined the Council's performance against the delivery of the Corporate Strategy projects and objectives during Quarter 2 (July-September 2021).

Overall, performance of the projects was good with 11 of 14 projects on-track and one rated amber. Of 8 key performance indicators (KPI's) reported, 3 were rated green, 3 rated red and 2 yet to be baselined.

The Panel welcomed the progress made in the quarter and queried the processes in place to ensure the validity of the data. Measures such as a shared framework, multiple checks by senior officers and directors, regular monitoring meetings with project managers, officer-led networks and project management boards were in place and members welcomed this reassurance.

Some concerns were expressed over staff vacancies and the impact this may have on the delivery of the Joint Digital Strategy. It was acknowledged that a review of the Council's IT department had been undertaken and appointments to vacancies would take place shortly. Delivery of the Joint Digital Strategy had continued, with the implementation of Sharepoint and work on Planning software.

Members also welcomed assurances that residents would still be able to have face-to-face and telephone contact with the Council, despite the development of self-service channels.

The Panel commended the Council for having a greater overall employment rate than the North West average but requested that future performance indicators

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choose more appropriate comparators which are similar to South Ribble in terms of geography, affluence and demographic.

This had been a focus of discussion at a recent Chorley and South Ribble Partnership Economic Summit and a commitment was provided to share the outcomes of this with members.

Members expressed slight concern over it taking an average of 21 days to process a new Housing Benefits claim and queried what could be done to improve this. In response, it was acknowledged that additional resources were needed, and that digitisation was key to enable data transfer which would ultimately expedite the process.

It was noted that 27,500 trees had been planted in South Ribble in 2021 and further information was requested on how those which survive and thrive are monitored and managed and the length of time it would take for these trees to mature.

The Panel also commended the work of the Planning department for deciding on 100% of major planning applications within 13 weeks and asked that their congratulations be passed onto staff.

Resolved: (Unanimously)

That the Scrutiny Budget and Performance Panel

1. thanks the Chief Executive and Shared Services Lead for Transformation and Partnerships for their report and answering questions;
2. welcomes the reassurance that the Council has robust data quality policies and procedures in place;
3. asks that future performance indicators choose more appropriate comparators which are similar to South Ribble and our Borough, to help make the most of the benchmarking data available;
4. expresses gratitude for the offer of the outcomes from the post-COVID Economic Summit and updated key issues for South Ribble being provided to Members;
5. expresses concern at the time taken to process new housing benefit claims and requests that the plans to improve this are expedited and additional resources be made available to improve performance;
6. requests that further information be provided on how the number of trees that are planted that survive and thrive are monitored and managed; and
7. congratulates the Planning Team on the improved performance with regards the % of planning applications decided within 13 weeks.

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53 Revenue and Capital Budget Monitoring

The Panel considered reports of the Director of Finance which provided an update on the Council's revenues and reserves and overall financial position as at 30 September 2021.

Members queried the impact of the COVID-19 pandemic on the Council's finances and were informed that the Council had benefitted from central government funding, which both compensated for income lost from fees and charges and reimbursed the Council for the redeployment of staff to frontline roles.

Clarification was sought as to a surplus of £149,000 on housing benefit subsidy and members suggested that this could be utilised to improve the time taken to process new claims.

In response to discussion, it was acknowledged that a reduction in income generated by trade waste could be as a result of less waste amongst businesses or due to the competitive market.

The Panel acknowledged the impact of the COVID-19 pandemic on recruiting apprentices, which currently had an underspend of £44,000, and requested an update on the current position of apprenticeships within the Council and how this underspend could be reduced.

Clarification was also provided on the Net Interest Receivable/Payable overspend.

Members also thanked the Cabinet Member and staff for the site visit to Worden Hall which had been held in the previous week.

Resolved: (Unanimously)

That the Scrutiny Budget and Performance Panel

1. thanks the Cabinet Member for Finance, Property and Assets and Director of Finance for their report and answering questions;
2. asks that consideration be given to the housing benefit surplus of £149,000 being used to improve the speed of processing housing benefits claims;
3. looks forward to an update on the recruitment of apprentices and reducing the £44,000 underspend; and
4. expresses its gratitude to the Cabinet Member and staff for the site visit to Worden Hall held on 12 November 2021.

Chair

Date

Update on Recommendations made at previous Scrutiny Meetings

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
04/07/19 Min 4.3	The report commissioned by the Leader on the Civic Centre commercialisation spending be brought to a future meeting of the Committee.	Leader of the Council	Mark Lester	yes		No	The intention will be to bring a further report in the new year as we open the Civic Centre back up for commercial events
04/07/19 Min 4.4	The Committee will be provided with updates on the masterplans and rephasing and resourcing them.	Planning, Regeneration and City Deal	Jonathan Noad	Yes	Partially	No	<p>Leyland Masterplan – this is now embodied within the wider Town Deal project. The Town Deal project has been awarded £25m subject to submission of final detailed business case. Business case to be submitted to Government by March 2022. Recent activity has included a wide public and stakeholder engagement period during November 2021. Following this, final plans are being designed with a view to feeding in to the business case in early 2022 and a planning application in mid-2022.</p> <p>Penwortham Masterplan – Hemmingway Design and GLHearn are currently working on a masterplan for Liverpool Road, Kingsfold and Middleforth. Initial public consultation on issues was</p>

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
							held in late Summer 2021. The consultants are currently nearing completion of a draft masterplan which will be consulted upon in early 2022. Delivery on site would be from 2022/23 to 23/24.
14/11/19 Min 25.8	The Council considers developing a Leisure and Public Health Strategy to take a more holistic, strategic and integrated approach with partners to include mental health, prevention and youth engagement.	Health, Wellbeing and Leisure	Jennifer Mullin	Yes	Working with partners	Yes	A COVID recovery plan for the next 12 months has been produced. Copy of plan attached.
22/10/20 Min 19.8	Information on the Council's land ownership be provided to a future meeting.	Finance, Property and Assets	Mark Lester	Yes	no	no	A report on the Council's land ownership can be brought to an appropriate Scrutiny meeting in the future UPDATE REQUIRED – can the info be provided without a full report?
08/02/21 Min 36.2	The Scrutiny Committee welcomes the commitment to involve Members in developing the transformation strategy	Leader of the Council	Chris Sinnott	Yes	No	No	Work is currently being undertaken on the transformation strategy. This will include engagement with Members.
18/03/21 Min 44.7	The Scrutiny Committee invites the Police and Crime Commissioner for Lancashire and relevant partners to a future committee meeting to	Health and Wellbeing	Darren Cranshaw/Charlotte Lynch	Yes	No	No	This can be included on the Scrutiny Committee's work programme for the 2022/23 municipal year and will be undertaken during the annual scrutiny review of the

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
	discuss road safety following the elections						Community Safety Partnership.
13/07/21 Min 7.2	Requests further information on the effectiveness of the Integrated Offender Management System	Health and Wellbeing	Jennifer Mullin	Yes	Yes	yes	An update on the Integrated Offender Management System provided.
13/07/21 Min 8.6	Requests an update on the progress of the Air Quality Strategy	Health and Wellbeing	Jennifer Mullin	Yes	No	No	A Member Briefing on this topic has been arranged for 12 January 2022 which all members are welcome to attend.
12/10/21 Min 18.3	Requests that recommendation 3 of the Peer Challenge Action Plan be strengthened to reflect that capacity requirements will be assessed and put in place to ensure delivery of the corporate projects.	Leader of the Council	Vicky Willett	Yes	Yes	Yes	This has been included in the action plan.
12/10/21 Min 18.4	Requests that the employee survey results being made available to the Scrutiny Committee once completed.	Leader of the Council	Vicky Willett	Yes	No	No	The staff survey is underway.

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
12/10/21 Min 18.5	Suggests that examples of best practice adopted across both South Ribble and Chorley Councils as a result of shared services be presented to a future Shared Services Joint Committee.	Leader of the Council	Chris Sinnott	Yes	No	No	This will be presented to the Shared Services Joint Committee in December
12/10/21 19.4	Asks that the governance structure of the leisure company be provided outside of the meeting.	Health and Wellbeing	Mark Lester				

Community Recovery Plan

Our priorities and actions to support our resilient communities to effectively recovery from the Covid-19 pandemic.



Background

The Covid-19 pandemic has had a significant impact on all communities, including those within South Ribble, with some challenges presenting immediately (i.e. need for food and essentials) and others worsening over time (i.e. debt).

To effectively recover from the pandemic, the community recovery action plan must focus on both reactive and preventative interventions, ensuring that quality of life is improved for those facing immediate challenges, whilst building the infrastructure for more resilient future communities.

This will be achieved by focusing on clearly set out priorities, that are driven by local insight, and broken down into tangible and measurable outcomes. The identified priorities are:

- Financial hardship
- Social isolation and social anxiety
- Diet and physical health
- Early years development and socialisation
- Community clean up
- Mental health
- Digital inclusion
- Community Infrastructure
- Employability and financial inclusion

All of these priorities are already being addressed by both the council and partners, however this plan will outline what is being delivered, and what additional resource may be needed to do this more effectively.

Each area of priority cannot be tackled in isolation, as when looking at the health of our communities, we must also consider the wider determinants, particularly those linking in the economy, as there is a clear link between improving life opportunities and improving health outcomes, not just for the now, but also for future generations.

The Approach – Locality Model

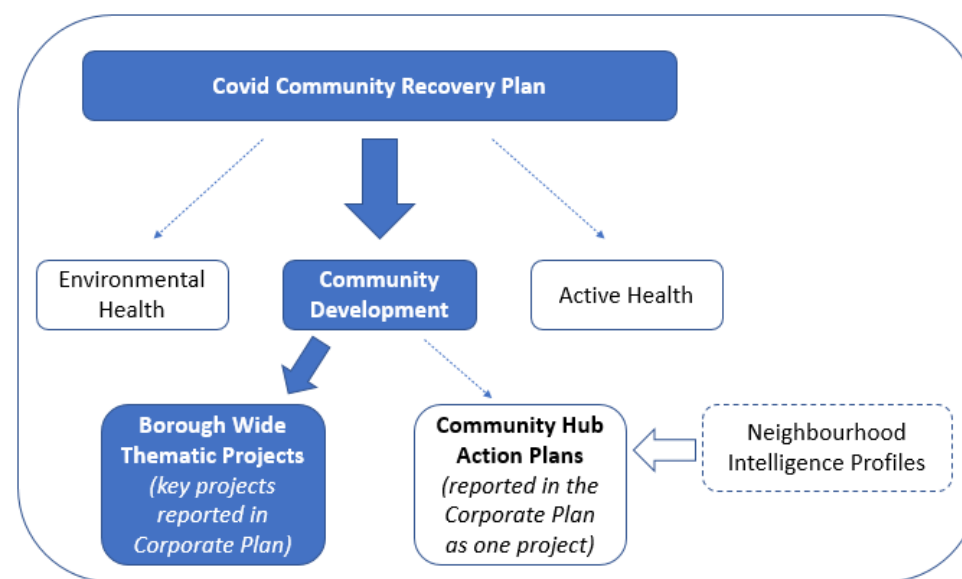
The Council cannot effectively deliver a community recovery plan in isolation, therefore working closely with partners is essential to ensure that we have a holistic view of our community's needs, taking an integrated approach to locality working. South Ribble Borough Council are core to a successful locality model, as District Councils have the most touching points with our communities, from statutory services through do community development. It is important that we look at what partners are delivering when developing action plans for any of the identified priorities, this ensures that we optimise community assets and resource, avoid duplication, and improve customer experience.



Strategic Alignment

These Community Recovery priorities should directly align with the priorities of the Council's Communities Directorate, particularly those of the Community Development Team, supplemented by health contributions from Active Health, and community clean up contributions from Environmental Health.

The Community Development service plan is broken down into borough wide thematic projects (with each officer having a specific theme), and Community Hub Action Plans. Both are reviewed annually to ensure that they remain aligned to the community's current and emerging needs. This plan should directly feed into this annual review, and be the primary driver for borough wide thematic projects, with Community Hub Action Plans being informed by Neighbourhood Intelligence Profiles, ensuring that these actions plans target issues that are more pressing within each locality.



Financial Hardship – Immediate Interventions

Evidence:

The use of food banks, council food parcels, holiday hunger programmes, and school uniform banks has significantly increased, demonstrating the worsening financial inequalities gap that has been caused by the pandemic, driven by increased unemployment, extended furlough, and consequently rising debt.

Outcomes:

- Sustainable foodbanks with robust systems and integrated access to support services.
- Efficient and effect VCFSE infrastructure in place to deliver projects such as holiday hunger and school uniform bank.

Officer Resource:

- Sam Jones – Community Development Officer
Supported by Digital and Community Coordinator (funded via CCG through Central Lancashire Covid Vulnerable project)

Additional Resource Needed:

Not currently, however Digital and Community Coordinator is only a 12-month post. Dependent on level of support needed by VCSFE, this may need to be extended.

KPIs:

- No. of schools engaging in holiday hunger scheme (higher = better)
- Ratio of pupils that require support through holiday hunger scheme from engaged schools (lower = better)
- Ex wastage in holiday hunger scheme (lower = better)
- No. of families accessing school uniform bank (contextual)

Action Plan:

New Action

Action	End date	Measure
Work with foodbanks to identify long-term premises	Apr 22	All foodbanks in sustainable premises
Work with foodbanks to develop community hub models	Dec 22	All foodbanks offering wrap around services i.e. community shops and referrals
Work with foodbanks to improve digital skills and access to require hardware and software	April 22	All foodbanks provided with required training and digital investment
Explore models for sustainable delivery of holiday hunger/school uniform projects	Dec 21	Models identified and evaluated
Embed new model (<i>period of gradual handover required</i>)	Dec 22	New model in place, led by VCFSE
Use £10,000 step up grant from Central Lancashire Covid Vulnerable project to fund life improvement interventions that other funding will no	Dec 21	Case studies

Key Partners

Partner	Context
Food Banks	Ongoing foodbank delivery
Community Shops/Cafes	Free and discounted food
Tippy Toes Baby Bank	Used baby clothes
Key Unlocking Futures	Supporting Progress tenants at risk of losing their accommodation, and young people experiencing homelessness to maximising income.

Financial Inclusion and Employability

Evidence:

The pandemic has led to an increase in unemployment across the country, particularly in sectors such as hospitality and retail, consequently impacting those aged 18-25 most severely. Further to this, lockdown has made it increasingly difficult to engage NEET, and across the board redundancies mean that individuals are seeking careers changes later in life.

Outcomes:

- To have an inclusive economy, where there are opportunities for all, not limited by social mobility.
- To reduce the number of long-term unemployed through building confidence and aspirations.
- For there to be clear and easy to access pathways for upskilling and career change.
- Establish a Credit Union for accessible saving and future building.

Officer Resource:

- Jack Barnes – Community Development Officer
- Howard Anthony (Credit Union)
Working closely with the Investment and Skills team.

Additional Resource Needed:

Funding will potentially be available from the DWP to hire a Youth Employment Hub Coordinator.

KPIs:

- Working age employment rate (higher = better)
- Long-term unemployment rate (lower = better)

- No. of individuals benefiting from new opportunities (higher = better)
- No. of individuals using the Credit Union (higher = better)

Action Plan:

New Action

Action	Timeframe	Measure
Establish DWP Youth Employment Hub (UEH) – tackling 18-24s at risk of long-term unemployment	Oct 21	No. of individuals supported in year 1. Determined by bid outcome
Hire YEH Coordinator	Jan 22	
Establish Credit Union	Aug 21	Onboard 200 new savers in year 1
Set up Financial Inclusion Network (FIN) with key partners	Nov 21	Engagement from partners
Map employment pathways for different situations (i.e. long-term unemployed, career change etc.), and develop and raise awareness of these through FIN	Apr 22	Number of individuals supported via improved/awareness of pathways
Carry out targeted population health management intervention to raise aspirations and create opportunities for those from disadvantaged background	Apr 22	Number of individuals benefited (dependent on cohort size)

Key Partners:

Partner	Project/Service
DWP	Employment advice, Youth Hub, Kickstart
Citizen's Advice	Debt and financial advice
Christians Against Poverty	Debt and financial advice
Progress Housing	Progress Futures and financial inclusion support for tenants
Runshaw College	Training and upskilling

Mental Health:

Evidence:

The mental health of all ages has been impacted throughout the pandemic, with many working age people having reduced job security and less social interaction due to working from home, older people spending extended periods of time in isolation, and younger people spending limited time in schools. When referring to young people, local insight suggests that mental health has not worsened for the majority, however, has become much more complex for those with existing needs.

Mental health was a key challenge identified within the Central Lancashire Covid Vulnerable project, where population health management was used to define a cohort of those most in need. In this project, Chorley's in-house social prescribing model proved significantly more successful at improving issues such as loneliness, anxiety, and life satisfaction, in comparison to South Ribble where external referrals were required.

Outcomes:

- Network where partners can effectively collaborate and share insight on mental health issues and project.
- A referral system in place for schools to make simple referrals into mental health services.
- Scheme in place for local employers to support their employee's mental health.

Officer Resource:

- Hanna Latif – Community Development Officer
- Suzanne Cubbon – Active Health Manager (Business Health Matters)

Additional Resource Needed:

South Ribble do not currently have an in-house social prescribing team. Two officers would be required to replicate Chorley's successful model.

KPIs:

- No. of schools using the referral system (higher = better)
- No. businesses with mental health support in place (higher = better)
- No. of individuals supported via social prescribers (contextual)

Action Plan:

New Action

Action	Timeframe	Measure
Establish a mental health network/forum	Dec 21	Network established (opportunity to build on South Ribble Together)
Work with schools to embed a referral system	Sept 22	All high schools signed up to referral system
Work with local businesses to support employee mental health through 'Business Health Matters' project	Apr 22	X number of businesses signed up
Establish an in-house social prescribing team in South Ribble to carry out targeted interventions.	Dec 21	Able to carry out 50 assessments per week (10 per day)

Key Partners:

Partner	Context
Primary Care Networks	Social prescribers and clinical support
Lancashire Mind	Mental health referrals

Community Infrastructure:

Evidence:

The VCFSE sector have been hit hard throughout the pandemic, with many community groups choosing not to operate throughout the lockdown period. There have been a combination of challenges, including but not limited to, loss of volunteers (lack of working age volunteers), reduced opportunity for fundraising events, and increased competition from new 'pop-up' groups, who do always adhere to good practice.

The third sector are a key part of a successful locality model, and it is important that we support them to be sustainable.

Outcomes:

- For the local VCFSE sector to have a sector led infrastructure, with a network for collaboration, relationship building, and learning.
- For a 'Community Charter' to be established, outlining a code of conduct that must be adhered to, to receive support from the council and other key partners.
- To have a central location for volunteering opportunities to be listed.

Officer Resource:

- Sam Jones – Community Development Officer
With support from the Digital and Community Coordinator

KPIs:

- No. community groups within community group network (higher = better)
- No. community groups in Community Charter (higher = better)
- No. community groups that believe to be sustainable (higher = better)

Action Plan:

New Action

Action	Timeframe	Measure
Establish Community Group Network	Jan 22	10 groups engaged in year 1
Develop Community Group Charter	Apr 22	8 groups engaged in year 1
Onboard partners to the Employer Led Volunteer Scheme to create more working age and skilled volunteers	Apr 22	Onboard 5 employers in year 1 and 100 volunteers
Use Tempo Time Credits to support community groups to attract new volunteers	Apr 22	Onboard 20 groups and 100 volunteers
Central location for listing volunteering opportunities	Apr 22	20 organisations list opportunities

Key Partners:

Partner	Context
Our Lancashire	Database of community groups that operate within South Ribble
Lancashire Volunteer Partnership	Database of volunteers
Tempo	Administrator of Time Credits
Community Futures	Governance support for community groups and administrator of Compass system
Lancashire County Council	Communities team
Progress Housing Group	Involvement team
VCFSE	Local community groups

Social Isolation and Social Anxiety:

Evidence:

A significant number of individuals have experienced extended period of social isolation through the pandemic due to social distancing restrictions, consequently we are seeing reduced confidence across our communities. Social anxiety was highlighted as a key theme within the Central Lancashire Covid Vulnerable project.

Outcomes:

- A community where residents feel confident to live their lives, whether that is socialising, hobbies, volunteering, or going to work.

Officer Resource:

- Louise Davies – Community Development Officer
Supported by other Community Development Officers through to Community Hub Action Plans.

Additional Resource Needed:

£20,000 has been allocated to resocialisation interventions through the Central Lancashire Covid Vulnerable project.

Chorley's model of having an integrated social prescribing team proved more effective at reducing loneliness within the Central Lancashire Covid Vulnerable project. If South Ribble invested in its own social prescribing team, targeted interventions could be carried out using population health management (PHM) to identify those most at risk.

KPIs:

- No. of individuals attending resocialisation events (contextual)
- % of individuals who report improved confidence after attending interventions (higher = better)
- % of individuals who report feeling less lonely after attending interventions (higher = better)

Action Plan:

New Action

Action	Timeframe	Measure
Establish resocialisation interventions within each of the Community Hub areas	Oct 21	Number of attendees and reported levels of increased confidence
Targeted PHM and social prescribing intervention to identify and support those most at risk	Jan 22	Social prescriber able to carry out 50 assessments per week (10 per day)

Key Partners

Partner	Context
Primary Care Networks	Social prescribers and referrals
Age Concern Central Lancashire	Support for the older generation
Friends for You	Befriending service
Lancashire Volunteer Partnership	Over the phone befriending service
Our Lancashire	Access to wide range for community groups

Digital Inclusion:

Evidence:

With an increasing number of services moving to an online model, it has never been more important for individuals to have the skills and devices required to get online.

Outcomes:

- For all residents, regardless of situation, to have the opportunity to access digital services.
- For all VCFSE groups and organisations to have the skills and equipment needed to utilise digital, making their operations more robust, efficient, and effective.

Officer Resource:

- Jack Barnes – Community Development Officer
- Digital and Community Coordinator

Additional Resource Needed:

Digital and Community Coordinator is only a 12-month post, therefore may need extended depending on the next year's position. Dependant on capacity, this work may be able to be picked up by other team members.

KPIs:

- No. of community groups provided digital support (contextual)
- No. of individuals provided with digital training (contextual)
- No. of individuals provided with digital devices (contextual)

New Action

Action Plan:

Action	Timeframe	Measure
Get Online project – to provide individuals who are digitally excluded with the skills, devices and data required to access online services	Mar - Dec 21	15 devices and 15 data SIMs purchased through South Ribble Partnership. 9 of each issued. Exploring using for refugees.
Work with schools to provide pupils who are digitally excluded with the data and devices required to complete homework	Sept 21 - Apr 22	£20,000 was granted to support schools in 2020. Second stage of project to be confirmed through scoping with schools.
Support local community groups to make better use of digital	Nov 21 - 22	Support 15 community groups in year 1

Key Partners:

Partner	Context
Schools	Access to pupils
VCFSE	Local community groups
Lancashire Adult Learning	Digital training courses
Runshaw College	Digital training courses
Preston College	Digital training courses
Lancashire Digital Skills Partnership	Collaboration on digital inclusion initiatives

Diet and Physical Health:

Evidence:

In South Ribble 72.6% of adults are classed as obese or overweight, higher than both the regional average of 65.9% and the England average of 62.8%. Further to this, the proportion of children who are classified as obese at Year 6 has increased slightly from 19.5% to 20.2% in South Ribble, although this does remain below both the regional and national averages.

This data is from 2019/20, with extended periods of working from home and not being in school since then, it is expected that physical health has got worse.

Outcomes:

- To have an inclusive local infrastructure for active health and wellbeing, where activities are accessible to all, regardless of personal circumstances.
- To raise awareness across the borough of ways to simple and accessible ways to improve physical health and wellbeing.

Officer Resource:

- Suzanne Cubbon – Active Health Manager **(delivered as part of the Leisure Local Programme)**

Additional Resource Required:

- In-house social prescribing within South Ribble Borough Council

KPIs:

- Overweight and obesity rates in adults and children (lower = better)
- % individuals able to access the physical activities that they want to do (higher = better)

Action Plan:

New Action

Action	Timeframe	Measure
Deliver leisure local action plan	2021-24	KPIs defined in plan
Deliver PHM and social prescribing intervention targeting those most vulnerable due to physical health (i.e. BMI)	2022	Social prescriber able to carry out 50 assessments per week (10 per day)

Key Partners:

Partner	Context
Active Lancashire	Collaboration on active projects
Sports England	Funding
Primary Care Networks	Access to patient BMI data

Early Years Development and Socialisation:

Evidence:

It is estimated that there could be significant development delays caused within infants who's start to school was delayed due to the pandemic, both due to delayed socialisation with other children, and lack of exposure to foundational education.

Outcomes:

- To have an infrastructure in place that supports young people and their families to accelerate learning and social development.
- To have a clear understanding between the council and schools of the needs of schools and their pupils.

Officer Resource:

- Hanna Latif – Community Development Officer

KPIs:

- No. of schools engaging with the Council (higher = better)
- No. of children and families supported (higher = better)

Action Plan:

New Action

Action	Timeframe	Measure
Prepare and send out school readiness packs	Sept 21	Sent to x number of schools
Establish school's member task group (healthy schools)	Nov 21	Member buy-in
Liaise with schools to understand their needs	Nov 21 – Feb 22	School engagement
Deliver interventions	Apr 22	School engagement

Key Partners:

Partner	Context
Lancashire County Council	Team around the school and setting
Schools	Access to pupils

Community Clean Up:

Evidence:

The Council has seen a 131% increase in complaints relating to accumulations of waste and refuse from 2019/20 compared to 2020/21, whilst also seeing an increase in noise complaints, planning consultations and food hygiene applications.

The Environmental Health team have the knowledge skills and equipment to deal with these cases, however capacity and restrictions can affect the response times, which could in effect lead to wider determinants of health. Waste can have an aesthetic effect around degrading of people's homes and impact wellbeing, this can also lead to wider public health risks including infestations of pests and rodents.

Noise nuisance can have a significant impact on mental health wellbeing and sleep deprivation, and cause neighbourhood disputes and unrest. Whilst food businesses unrated or not inspected could lead to poor hygiene establishments – this can lead to food borne illness and communicable diseases.

Outcomes:

- Restore South Ribble to its pre-pandemic state; by reducing wastage, noise nuisance, and unrated food businesses, all of which are wider determinants of health.

Officer Resource:

- Laura-Jean Taylor – Environmental Health Team Leader

Additional Resource Needed:

- To appoint a food consultant to complete the back log of food inspections of the lower risk D and Unrated business to allow further capacity of the officers to assist with the increase in Environmental Protection duties.
- Staffing Resource required for planning and facilitating community clean-up day(s)

KPIs:

- No. of residents to use waste collection service (contextual)
- No. of complaints relating to waste, noise nuisance and food hygiene (lower = better)

Action Plan:

New Action

Action	Timeframe	Measure
Hire consultant to complete backlog of food inspections	Dec 21	Backlog completed
Carry out community clean up days	Dec 21	Less complaints about waste

Key Partners:

Partner	Context
LCC	Recycling Centre

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Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Leader of the Council)	Scrutiny Committee	Tuesday, 11 January 2022

Scrutiny Portfolio Update: Strategy and Reform

Is this report confidential?	No
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Is this decision key?	Not applicable
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Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards
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Purpose of the Report

1. To provide an update to the Scrutiny Committee on the work and performance of the Strategy and Reform portfolio.

Recommendations to Scrutiny Committee

2. That the report be noted.

Reasons for recommendations

3. The report provides an opportunity for the committee to scrutinise the performance of the portfolio.

Other options considered and rejected

4. To not present the report, which would not support robust scrutiny.

Corporate priorities

5. The report relates to the following corporate priorities:

An exemplary council	Thriving communities
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Agenda Item 6

A fair local economy that works for everyone	Good homes, green spaces, healthy places
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Background to the report

6. The Strategy and Reform portfolio relates to the following council services:
 - a. Communications and Visitor Economy
 - b. Governance (including Democratic Services, Legal and Audit and Risk)
 - c. Transformation and Partnerships
7. This report sets out an update on the corporate strategy key projects, business plan actions and key performance indicators for the portfolio. It also provides an update about the shared services relationship with Chorley Council.

Corporate Strategy projects

8. The table below includes an update of the relevant key projects that from the Corporate Strategy approved in September 2020.

Key project	Status December 2021	Commentary
Deliver the Annual Governance Statement Action Plan	Complete	The Annual Governance Statement action plan was successfully completed, with all the actions successfully completed. This was an important element in providing assurance to residents, partners and the external auditors that the council has established effective internal controls and an effective governance framework.
Transform the way the council operates	Green	This project was focussed on phase one and phase two of shared services. It encompasses the services within the Policy and Governance directorate, ICT and Customer Services and the senior management team. The project has delivered significant savings and benefits to the council, building capacity and resilience.
Work with partners to design and deliver better public service	Complete	<p>The project completed with the creation of the South Ribble and Chorley Partnership. The combined partnership was supported by partners, with support also given to a new strategy and action plan that was collectively developed and agreed.</p> <p>An economic summit was held in November, bringing together key partners to discuss how to drive inclusive economic growth across the boroughs.</p>
Bring Worden Hall back into use	Green	Refurbishment works are underway to the Worden Hall buildings. Completed refurbishment works to the buildings include, the outbuilding and the old conservatory have been demolished under

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		the supervision of an archaeologist; the infill of the old basement has also been completed to allow for the foundations for the new lift shaft and toilet block to be installed.
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9. A refreshed Corporate Strategy was approved by council in November 2021. The portfolio is responsible for the delivery of the following projects in the coming 12 months.

Key project	Overview
Deliver the peer challenge action plan to ensure continued improvement	An action plan has been produced in response to the recommendations made by the LGA peer team who undertook a review of the council earlier in 2021. The action plan will ensure that the council continues to improve and to demonstrate that to key stakeholders.
Deliver the shared services development plan to build a more resilient organisation	During the reviews undertaken as part of phase one and phase two of shared services, a series of development plans have been produced to guide further change and ensure that shared services function effectively. This project will ensure those development plans are delivered effectively.
Implement more efficient and effective working practices at the council through the Workplace Strategy	The workplace strategy was developed and agreed earlier in the year. It seeks to ensure that the council has workspaces that are fit for purpose, make best use of technology and that the way that officers work deliver the best services to our residents.
Deliver more joined up public services through working with our partners	The project in last year's Corporate Strategy established a new partnership with a strategy and action plan. This project will work to deliver that strategy and action plan.
Deliver Music in the Park 2022 and Queen's Jubilee Celebrations	This series of major events around the Queen's Jubilee celebrations will showcase South Ribble as well as providing the borough's communities the opportunity to come together and celebrate.
Develop the visitor offer in South Ribble.	This project will create a tourism strategy for South Ribble and promote the borough's visitor economy as it continues to recover from the pandemic.
Deliver the new Worden Hall complex as a flagship venue	The restoration works to the complex will complete in 2022. This project will focus on the plans for opening the new facilities and ensuring that they are well used and encourage visitors to Worden.

Communications and Visitor Economy

10. The council's Communications and Visitor Economy service provides internal and external communications; branding and graphic design; events; and, museums and tourism.
11. The service has in place a business plan to set out the key actions it will deliver of the year. The table below provides an update on those key actions.

Key actions	Update
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Deliver a plan for the operation of Worden Hall	The new team to take on the operation of Worden Hall has been created and we are now recruiting to the remaining posts in that structure. Work on a detailed business plan is underway with a draft for the first year of operation due in January.
Deliver the 2021 events programme	The lifting of restrictions has allowed us to successfully deliver the A Taste of Leyland and Christmas Lights Switch On events. The work on this year's events is complete with planning and preparation for the 2022 events well underway.
Delivery of the new external communications strategy	Work has progressed on all elements of this – communications planning, a review of internal communications and how we do digital communications better. Some elements, such as creating a new internal communications strategy, have not progressed as quickly as we would have liked but plans are in place to ensure all actions in the strategy are delivered early in 2022.
Develop a conservation plan for South Ribble Museum and Exhibition Centre	A company has been appointed to support us producing this plan that will outline the condition of the building and a plan to ensure it is fit for purpose going forward. The results are due in early 2022.

12. The team also monitors performance indicators to assess service performance. The latest position is set out below for those indicators that are reported on a monthly or quarterly basis.

Key indicator	Target	Latest performance
Open rates for emails sent to residents on mailing list	30% open rate	Reporting is due to commence from quarter three as the system has been set up.
Social media engagements	Baseline for year 1	31,713 engagements in November 2021

Governance

13. The Governance directorate delivers democratic services and member support (including elections and the Mayoralty); legal and procurement; and, audit and risk.

14. The directorate has in place a business plan to set out the key actions it will deliver of the year. The table below provides an update on those key actions.

Key actions	Update
Member Induction	Complete - Member induction completed as planned. Positive feedback. Formal evaluation to take place later in the year to learn for future inductions.
Creation of parish/town council charter	Discussed at the last Cabinet and Parish/Town Council Liaison Meeting on 5 November 2021. Clerks to meet next to progress. To be completed by March 2022
Member Development and applying for the Charter	Almost 100% of PDPs undertaken informing a training and development plan, Member Development Steering Group and Member Support Working Group taking overview and providing positive feedback on the progress being made.

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	New PDP process developed and currently being implemented at
Implement Social Value in Procurement	Complete – policies adopted at council – contract entered with Social Value Portal – Land at West Paddock will be one of the first big schemes covered by it
Support the establishment of Wholly Owned Leisure Company	Complete – the South Ribble Leisure company has been established, management agreement and leases completed
Review and implementation of Case Management Solution for Legal Services	The preferred system has been identified. Authority being sought from Cabinet to procure with IT to implement in the new year.
To utilise the GRACE system for the monitoring and reporting of agreed management actions.	Complete – monthly reporting to Directors from the system
Seeking re-accreditation for ISO 9001 quality management system	Complete - Re-accreditation of the audit team was achieved in December 2021
To undertake an assessment of the Council's arrangements against Fighting Fraud and Corruption Locally 2020-2025	Complete – the Fighting Fraud and Corruption Locally Checklist has been completed and presented to Corporate Governance Group November 21.
Deliver a procurement project to purchase new insurance policies across both portfolios from January 2022	This work is nearing completion and has been presented to Cabinet. The final award letter was issued in mid-December 2021.

15. The team also monitors performance indicators to assess service performance. The latest position is set out below.

Key indicator	Target	Latest performance
% of minutes circulated within 10 days	95%	71% - An action plan has been entered but it should be noted that performance had been at 100% for 4 of the previous 6 months
% of authors uploading reports to Mod.gov	92%	100%
% of files opened within 5 days	90%	70% - this is in part due to carrying a vacancy in the legal team and the reprioritisation of work as a result.
% of legal documents drafted within 4 weeks of receipt of instruction	90%	100%
% of prosecution files reviewed within 4 weeks of receipt of instruction	90%	100%

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Transformation and Partnerships

17. The service has in place a business plan to set out the key actions it will deliver of the year. The table below provides an update on those key actions:

Key actions	Update
HR Policy Framework	This work is complete. The council's HR policy framework has been reviewed and refreshed, ensuring that the council has in place strong and effective policies that support the management of staff and the council's overall governance framework
Establish a shared performance management system	Complete – a new performance management framework has been developed and adopted as part of strengthening the council's governance arrangements.
Review and refresh of Equality Scheme	In progress – draft produced for consultation and sign off
Shared services performance monitoring approach	The action focused on developing an approach to monitoring the performance of the shared services relationship with Chorley Council. An approach has been developed and monitoring presented to the shared services joint committee. Based on recent feedback, the approach has been further refined and will be presented to the next committee meeting.
Management development programme	This action is on track, with a new Passport to People Management programme. The programme will support managers to effectively manage teams and understand their role in managing the organization.
Work with partners to design and deliver more sustainable public services	This action is on track. A strategy has been agreed with partners and an economic summit held in November to shape future approach to economic recovery and reform.
Deliver phase 2 of shared services	This work is nearing completion. The action within the business plan focused on the work required from Transformation and Partnerships to support the reviews for ICT and Customer Services. Those reviews have been completed and presented to the shared services joint committee.

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Resident survey South Ribble	The survey fieldwork has completed, with the results now being collated and analysed by the company commissioned to do the work. The results will be reported once received.
Review of recruitment, selection and onboarding	Green – review complete and new recruitment experience developed including new application platform. Onboarding to be reviewed early 2022
Embed performance process and culture – aligning key processes across both Councils	Green – ongoing support for application of performance management framework, use of performance management system, staff training and performance network
HR Transformation Project	This project is on track, with the council's payroll services due to switch to Blackpool Council from April 2022. The council's HR system will also change as part of this project
Deliver the OD Strategies and staff survey	Green - in progress with staff survey headlines to be available early 2022

13. The team also monitors performance indicators to assess service performance. The latest position is set out below.

Key indicator	Target	Latest performance
% Performance information provided by quarterly deadline	85%	37% (Q2 2021/22)
% highlight reports received by the quarterly deadline	75%	79% (Q2 2021/22)
% highlight reports received by the quarterly deadline	75%	64% (Q2 2021/22)
% of service development actions on track (C)	70%	62.5% (Q2 2021/22)
% of shared services staff satisfied (C)	85%	85% (Q3 2021/22)

Climate change and air quality

16. The work noted in this report does not impact the climate change and sustainability targets of the Council's Green Agenda and all environmental considerations are in place.

Equality and diversity

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17. Consideration of equality and diversity implications are given when the corporate strategy and business plans are produced.

Risk

18. The services maintain service risk registers to manage any potential risks to the delivery of key projects and services.

Comments of the Statutory Finance Officer

19. No comments

Comments of the Monitoring Officer

20. No comments

There are no background papers to this report

Report Author:	Email:	Telephone:	Date:
Chris Sinnott (Deputy Chief Executive)	chris.sinnott@chorley.gov.uk	01257 515337	17/12/21

Report of	Meeting	Date
Deputy Chief Executive	Scrutiny Committee	Tuesday, 11 January 2022

Is this report confidential?	No
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Is this decision key?	No
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Partnership Working 2021

Purpose of the Report

1. To provide an update on partnership working, key developments and achievements for 2021.

Recommendations to Scrutiny Committee

2. To note the report and provide any comments or feedback.

Reasons for recommendations

3. To ensure the continued development of constructive and effective partnership working.

Other options considered and rejected

4. The report is presented to keep members informed of partnership working activity; not to do so would limit engagement and awareness.

Corporate priorities

5. The report relates to the following corporate priorities:

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

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Background to the report

6. Demand for public services is expected to continue to rise as a result of the long-term impact of the Covid-19 pandemic. Increasingly complex support needs require continued innovation towards developing new ways of working better together for sustainable public services. This can only be achieved through cooperation and collaboration leading to integrated delivery, making the best use of our collective resources to support all of our communities.
7. The partnership environment is complex involving partners from a range of sectors operating across different administrative and geographical boundaries. Although there is consensus across partners on some of the big issues, competing priorities and funding arrangements present challenges. To achieve the best outcomes for residents, it is important to have a shared vision that will guide the implementation of national policy and maximise access to resources.

Partnership development

8. In 2020, the South Ribble Partnership and Chorley Public Service Reform Board started to explore closer partnership working. Each partnership had unique strengths in terms of representation and engagement, however it was also clear that both partnerships shared many of the same partners, the majority of whom operated across the same geographical footprint, for example the Police, hospital, community mental health trust and fire service. Benefits of coming together would include:
 - shared knowledge and expertise
 - additional pace and agility to accelerate transformation
 - stronger influence to change and reform public services at a bigger scale
 - reduced duplication and increased efficiency
 - a shared vision to guide our collective use of resource
9. A series of workshops and engagement sessions were held over the summer with all partners joining to contribute their views and priorities for future partnership working. There were also a number of 1-2-1 sessions between the partnerships team and individual partners to discuss key challenges and opportunities in more depth. In July 2021 partners took the decision to become a joint partnership for South Ribble and Chorley that would work together to address big issues, but also retain a local focus with the ability to take different approaches depending on the needs of each area.

Joint Partnership Strategy

10. Feedback from partners was used to develop a Partnership Strategy for 2021-24 (Appendix 1.1) The strategy document sets out a clear statement of intent together with key priorities and an action plan for the coming 12 months.
11. **Statement of Intent:** 'Chorley and South Ribble Partnership will focus on building strong communities and outcomes for residents, through collaborative working. Each partner has an equal voice that they will use openly and honestly to cooperate fairly. We are all committed to reducing widening inequalities amongst our communities, making it easier to access local services and strengthening growth in the area's economy.'

The agreed priorities are:

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- a) **Shared data and Intelligence** - Each partner has data, information and knowledge about neighbourhoods and individuals. A single shared view of our communities will enable better decision making, meaning that we can target resources more effectively and track improvements across communities.
- b) **A local delivery model** – Chorley and South Ribble operate in a wider system of public services which are continually changing and developing. We need to develop a local approach to service delivery that is joined up and makes sense for the residents of Chorley and South Ribble. Working together in this way will mean that residents get support where and when they need it, narrowing gaps in health inequalities and achieving better outcomes.
- c) **Economic growth and reform** – Access to employment and income has been shown to be a key factor in enabling greater wellbeing. Shared economic growth priorities across partners will ensure that all employers, education providers and support services are working towards the same outcomes. More people will have access to local opportunities and fewer people will be economically inactive meaning greater choice and opportunity.

Governance

12. The Partnership is composed of the following elements:

- Place Summit – an annual event for wider partners and stakeholders to consider a topic of strategic importance.
- Partnership Executive – made up of senior executive officers from across the partners, chaired by the Leader of the Council (rotating annually, starting with the Leader of South Borough Ribble).
- Commission Groups / Other partnerships – to drive forward activity that will achieve the priorities. These are established groups or specific project teams commissioned by the partnership.

Measures of success

13. The partnership is focussed on engaging partners to work together towards common strategic priorities with the ultimate aim of achieving better outcomes for residents and communities. The action to develop shared data and intelligence will provide a baseline position from which to measure impact and outcomes. Specific output and outcome measures will also be identified for individual projects and initiatives to track progress and impact.

Progress to date

14. The partners held their first joint meeting in September 2021 and approved the strategy. All partners were represented at the meeting which also considered a number of key strategic items linked to the priorities:

- **Shared data and intelligence** – partners received a presentation from the team working on the Central Lancashire Digital Strategy. This work includes developing a web-based application to bring different partnership data sets together and present them in a visual format using maps, graphs and charts. The partnership will be part of a pilot to test the system (with relevant data sharing agreements in place) in operation across South Ribble and Chorley.

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- **Local delivery model** – partners have been working together over the last 12 months to deliver a project to support individuals who may be vulnerable as a result of Covid. Those most at risk of poorer health outcomes were identified, assessed and offered a range of services to address non-medical needs including home safety assessments, community support and financial advice. The project measured feelings of loneliness, overall wellbeing and ability to cope with significant improvements achieved.
- **Economic reform** – partners agreed to hold the first Chorley and South Ribble Summit on the theme of the economy. The event took place in November 2021 at the Strawberry Fields Digital Hub. The format was three facilitated panel sessions with key experts answering questions on key themes: skills and employment; land and assets; and sustainable business. Over 100 businesses and partners engaged in the event either in person or online via a live video stream. The findings will inform shared priorities for economic growth and development across Chorley and South Ribble.

Next Steps

15. The partnership will meet again in January to take forward the strategy, considering the outcomes of the Economic Summit and agreeing further work to deliver the pilot for data and intelligence.

Climate change and air quality

16. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.

Equality and diversity

17. All work delivered by the partnership will promote and adhere to the Equality Act 2010.

Risk

18. Partnership working relies on effective communication and engagement to ensure a strong and cooperative working relationship.

Comments of the Statutory Finance Officer

19. There are no direct financial implications of this report.

Comments of the Monitoring Officer

20. There are no issues of concern from a Monitoring Officer perspective. The importance of good partnership working in the public sector is self-evident.

Report Author:	Email:	Telephone:	Date:
Victoria Willett (Service Lead - Transformation and Partnerships)	vicky.willett@southribble.gov.uk	01772 625555	23.12.2021

Agenda Item 7

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Chorley and South Ribble Partnership

2021-24
Strategy



Who we are, how we work,
and our priorities

Statement of intent

Chorley and South Ribble Partnership will focus on building strong communities and outcomes for residents, through collaborative working. Each partner has an equal voice that they will use openly and honestly to cooperate fairly. We are all committed to reducing widening inequalities amongst our communities, making it easier to access local services and strengthening growth in the area's economy.

- Chorley Council
- South Ribble Council
- Lancashire County Council
- CAB
- Community Futures
- Progress Housing
- Lancashire Constabulary
- Lancashire Fire and Rescue
- BAE
- Runshaw College
- Lancashire Teaching Hospitals Trust (NHS)
- Lancashire and South Cumbria Care Foundation Trust (NHS)
- Bridgedale Primary Care Network
- Chorley Central Primary Care Network
- Central Lancashire Integrated Care Partnership
- Chorley and South Ribble Clinical Commissioning Group

Chorley
Council

South
Ribble
Borough Council

Lancashire
County Council

citizens
advice

Community Futures

Progress
HOUSING GROUP

Lancashire
Constabulary
police and communities together

Lancashire Fire
and Rescue Service

BAE SYSTEMS

RUNSHAW
COLLEGE

NHS
Lancashire Teaching Hospitals
NHS Foundation Trust

NHS
Lancashire &
South Cumbria
NHS Foundation Trust

Bridgedale
Primary Care Network

Chorley Central
Primary Care
Network

NHS
Chorley and South Ribble
Clinical Commissioning Group

Healthier
Lancashire &
South Cumbria

What we are about

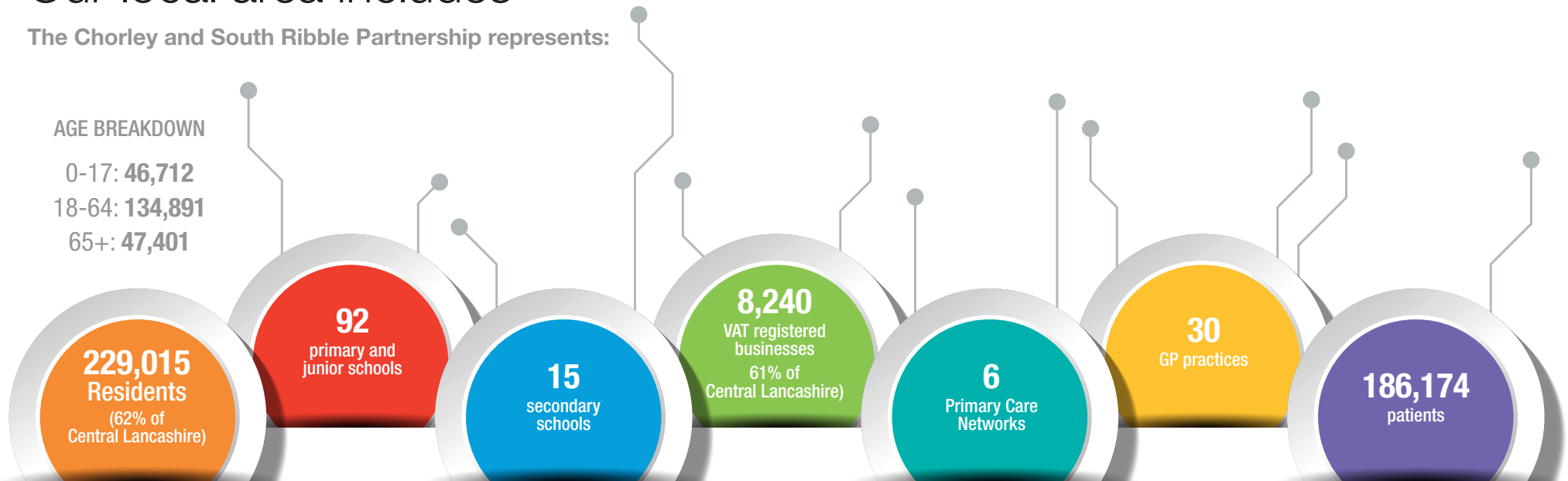
- **Big and Small** - influencing strategic direction within wider systems, while also having the intelligence to provide the support required on a local and neighbourhood level
- **A shared understanding of places and people** - based on collective intelligence and a common data set
- **Doing what our organisations do best**, but also doing it together if it makes more sense that way
- **Collaborating as services and partners**, pulling in the same direction and saying the same thing
- **Realising ambitions and aspirations for people** and the place through skills and education; digital; and our local economy
- **Wider determinants of health** - all the things that people and places need to stay well

Our local area includes

The Chorley and South Ribble Partnership represents:

AGE BREAKDOWN

0-17: **46,712**
18-64: **134,891**
65+: **47,401**



Our 3 Priorities

1	Understanding	Data and Intelligence	
		Where we are	Success Looks Like
		<p>Each partner has intelligence and understanding at a place, neighbourhood and individual level but data sharing is inconsistent with different permissions, geographies and interpretation.</p> <p>The groundwork has been done and intelligence sharing is successful for specific issues or cohorts, but we need something that can work at consistently at scale.</p>	<p>Data and intelligence - will be shared consistently in a way that can be maintained to inform strategic and operational decision making.</p> <p>Benefits</p> <ul style="list-style-type: none"> • We can target our resources more effectively • We can demonstrate where the impact has been greatest • We can make better decisions as a collective as well as an organisation • We can track improvement across our neighbourhoods
2	Leadership	Locality Mode	
		Where we are	Success Looks Like
		<p>Chorley and South Ribble sits within a wider system of public services which are continually changing and developing to overcome structural challenges.</p> <p>Improving population health means addressing the wider determinants of health through all public services and creating a local model that works best for the people and partners of Chorley and South Ribble.</p>	<p>Partners working together to build community capacity and tackle the wider determinants of health in a connected and cohesive local system.</p> <p>Benefits</p> <ul style="list-style-type: none"> • Residents\ Service Users get the support they need, when they need it • Access to services is clearer for everyone • The gap between health outcomes is narrowed
3	Growth	Economic Reform	
		Where we are	Success Looks Like
		<p>We know that access to employment and income is key to securing good choices and opportunities.</p> <p>We have the right foundations with digital economies, excellent education and growing businesses. We now need to connect the dots to maximise the benefits for residents.</p>	<p>Strong and inclusive local economies that promote the best possible wellbeing outcomes for everyone.</p> <p>Benefits</p> <ul style="list-style-type: none"> • Employers, education providers and support services are providing the right local opportunities • Fewer people remain economically inactive • The gap between health outcomes is narrowed

Action Plan: Year 1 - 2021/22

1	UNDERSTANDING	Data and intelligence
		<p>A Develop options and pilot a common intelligence solution or platform in Chorley and South Ribble</p> <p>B Explore potential for shared intelligence capacity across the partnership</p>
2	LEADERSHIP	A Locality Model
		<p>A Take forward the recommendations of the CCG Covid Vulnerable initiative</p> <p>B Develop an extended social prescribing offer – aligned to districts rather than GP's as key delivers of wider determinants</p> <p>C Establish a forum to engage Primary Care Network partners across Chorley and SR</p>
3	GROWTH	Economic Reform
		<p>A Develop a collective statement of intent for our future economic aspirations</p> <p>B Form strong coalitions between partners in education, public services and business</p> <p>C Engage through the Runshaw Employer Partnership board – to link skills to jobs</p> <p>D Develop the first 'summit' for early 2021 to focus on economic development as the basis for partnership economic statement or strategy</p>



How we will work – Key Components

EXECUTIVE	Senior executives from partners organisations able to drive progress, provide critical and constructive challenge, remove barriers, and make decisions. This forum will meet 3 times per year to provide strategic direction, monitor performance towards intended outcomes and review priorities. Commissioned to lead specific delivery initiatives and Chaired by the Political Leaders of the District Councils, rotating annually.
PARTNERSHIP SUMMIT	Each year we will hold a partnership ‘summit’. This event will bring together place decision makers, as partnership ‘sponsors’ providing an opportunity to share good practice and address system blockers as well as appraising the strategy for Chorley and South Ribble to ensure that it remains relevant and forward looking.
DELIVERY	If a delivery mechanism already exists (existing partnership or forum) we will use it, if it doesn’t, we will create it and support for as long as needed.
WIDER PARTNERSHIPS	Partnerships that exist and operate on a Chorley and South Ribble footprint will be aligned to the partnership and actively engaged to share information and intelligence. Where appropriate, these partnerships will be used to deliver projects, pilots, or specific outputs. Partnerships that operate on a wider footprint or those that are steered by bodies on a regional footprint (e.g. ICP under the ICS and the CSP with LCSP) will be represented by a member of the Place Leaders forum, ensuring that strategic priorities align to wider systems.
PARTNERSHIP OFFICE	Delivery will be led by the Partnerships Office, hosted by the District Councils, enabling and project managing the programme through the most appropriate partnership vehicle or forum to achieve the aims.

Governance Structure

Examples

Integrated Care System

Lancashire Economic Partnership

Integrated Care Partnership (+)

Delivery Boards

Examples

Runshaw Employer Partnership Board

Chorley and South Ribble Community Safety Partnership

Chorley and South Ribble Headteachers

County and Regional Partnerships

Chorley and South Ribble Partnerships

Summit
(Annual)

Priorities

KNOWING

Data & Intelligence

GROWING

Economy & Skills

LEADING

Locality Model

Executive / Leaders Forum
(Quarterly)

Partnerships
and Forums

Commissions
(Locality Focus)

Others already on it / collaborate

We've got this / get on and do it

Agree
and
Commit

Drive

Do and
Deliver



Chorley and South Ribble Partnership



2021-24
Strategy



Draft Scrutiny Review of Health Inequalities

December 2021

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Draft

Foreword by Councillor David Howarth, Chair of the Scrutiny Committee

The Scrutiny Committee selected this review because health inequalities are important for the quality of life of our residents. Whilst we found that South Ribble is relatively affluent, this does mask a number of issues around deprivation, low income, food poverty and ill-health. This reduces the life expectancy in the Borough with residents living an additional 9 years in one ward when compared with another ward only 4 miles away.

We have explored all of these issues and come up with a series of recommendations to help tackle health inequalities. These recommendations include the Council building on recent initiatives, strengthening partnership working and using data to provide a local holistic approach and embedding health inequalities into everything we do.

I would like to thank my fellow task group members and all the stakeholders we have met from our partners, agencies and Members and staff. We've heard some inspiring stories of the commitment and dedication of some of the charities and volunteers who work for the benefit of our residents. I would like to commend them for all the great work that they do. The Cabinet Member, Councillor Mick Titherington has also been invaluable in supporting the review and we are grateful for his help.

It would be remiss of me not to say how disappointed the task group was that the Department of Work and Pensions (DWP) were unable to engage with us or provide information to support our review.

Finally, we hope that the outcomes from this review lead to more of a concerted effort to reduce health inequalities and support our residents even more in the future.



Councillor David Howarth
Chair of the Scrutiny Committee & Task Group

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Members of the Task Group

The following Members were appointed by the Scrutiny Committee to undertake this review:

- Councillor David Howarth (Chair)
- Councillor Will Adams
- Councillor Colin Coulton
- Councillor Matthew Trafford
- Councillor Karen Walton

Rationale for the Scrutiny Review

The health of residents in South Ribble is varied, with deprivation rates relatively low. However, there are health inequalities in South Ribble with men in the least deprived areas expecting to live 5.7 years longer than men in the most deprived wards and for women this difference is over 6.3 years.

Following the period of austerity following the financial crash and future implications for the economy as a result of the COVID-19 pandemic, it is felt that a scrutiny review of economic and income deprivation is appropriate. There are also tangible links between economic and income deprivation with people's mental health and wellbeing.

The task group has therefore agreed to look at this, find out what the real issues are in South Ribble and what more can be done to tackle them in a partnership approach.

Objectives for the Review

- To understand the true scale of health inequalities in South Ribble and how economic/income deprivation impacts this
- To assess material and economic impacts on health and mental wellbeing
- To highlight issues around deprivation and health inequalities
- To explore existing initiatives and assess their effectiveness

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- To investigate different initiatives and models for improving health equalities and assessing how effective they could be in South Ribble
- To identify levels of accountability for health inequalities linked to economic deprivation
- To produce a series of recommendations to Council to improve access to high-quality healthcare and support for all residents

Links with Corporate Plan

There is a strong desire by the current administration to improve health and wellbeing for residents in South Ribble and the Scrutiny Review Task Group on Health Inequalities will compliment this work.

The revised Corporate Strategy for 2021/22-2022/23 explicitly expresses an intent to reduce health inequalities and ensuring that the Council continues to support the most vulnerable.

The work of the Scrutiny Review will also support the Council's vision of *"A healthy and happy community, flourishing together in a safer and fairer borough that is led by a council recognised for being innovative, financially sustainable and accountable."*

It will link with the following Corporate Priorities:

- Thriving communities
- A fair local economy that works for everyone
- Good homes, green spaces, well places

Methodology Adopted

Meetings with Stakeholders

The Task Group met with the following stakeholders as part of its review:

- Councillor Mick Titherington, Cabinet Member for Health & Wellbeing – South Ribble Borough Council
- Nigel Evans – MP for Ribble Valley
- Katherine Fletcher – MP for South Ribble
- Jennifer Mullin, Director of Communities – South Ribble Borough Council
- Rebecca Heap, Communities Manager – South Ribble Borough Council
- Andy Bamber, Revenues Manage – South Ribble Borough Council

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- Alison Salisbury, Customer Services Team Leader – South Ribble Borough Council
- Jennifer Mullin, Investment and Skills Manager – South Ribble Borough Council
- Howard Anthony, South Ribble Partnership Manager
- Guy Simpson, Advice Services Manager – Citizens' Advice Bureau
- Wendy, Lostock Hall New Day Church Food Bank
- Andrea, The Base In Broadfield

Site Visit

Councillor Will Adams spent time with the Lostock Hall New Day Church Food Bank talking with volunteers, agencies and food bank users' and feedback to the group on the learning.

Review of Documents

The Task Group reviewed the following documents and evidence sources as part of their review:

- 2013 'Mind the Gap' Scrutiny Review of Health Inequalities
- 2014 Update on 'Mind the Gap' recommendations
- LGA's Social determinants of health and the role of local government
- Government white papers
- National research
- Independent research and papers
- LG Inform
- 2010 Marmot Report '*Fair Society, Healthy Lives*'
- The Marmot Review: 10 Years On
- Corporate Plan

Events Attended

Members of the Task Group and officers attended the following events as part of their research:

- 'A Wellbeing Economy: Could this be a gain as we emerge from COVID-19?' webinar
- North West Employers' Meet Marmott event

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Key Findings

In reviewing all the evidence from the review, the Task Group found the following:

- The Universal Credit process does not help residents in need in the way they sanction applicants and delay payments being made which can lead to vulnerable residents having to access food banks, approach loan sharks and has an adverse impact on mental health.
- The majority of the actions from the Scrutiny Committee's last review of health inequalities in 2013 have been completed with the only outstanding ones being around local targeted support to deal with issues in individual needs. Improved provision and presentation of localised health and wellbeing profile information could be broken down to Community Hub level and allow a tailored approach to needs.
- The other outstanding action from the original review is the Council embedding health inequalities and considerations in to the everyday work and decision-making of the Council through carrying out impact assessments and prompting Members and officers to think through and see what can be done to improve health inequalities.
- The Council has done a great deal over the last two years in support residents in need through the following initiatives:
 - South Ribble Together Hub as part of the COVID response
 - Providing food parcels to families in need
 - Bringing the leisure centres in-house with a priority of community delivery, but more is needed on the pricing policy for these facilities to encourage participation
 - Creating a food bank network and funding.
 - Holiday Activity Programme
 - Reducing the amount paid as part of the Council Tax Support Scheme
 - Approach to community wealth building
 - New Credit Union
 - Uniform swaps
- There some good practice examples of partnership working through South Ribble Partnership such as data sharing as a result of COVID response, reducing digital isolation. Further work would be helpful ensuring Referent is embedded and that a social prescribing model is put in place with GPs, leisure and other health partners.
- The number of young people in employment has decreased as a result of COVID with the number of apprenticeships also going down, which the Council could

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help with. The Local Plan review also provides an opportunity to require developments to do more the increase employments and skills development.

- Encouraging residents to access support was an area of development whether that be access to the Citizens' Advice Bureau, knowing what was available and how to claim and also having a small discretionary fund to help with emergency and incidental expenses to provide support to those in need. Governance of this would be important and it was felt that local agencies might be best placed to administer this in a way that helps those most in need.
- Sadly food banks play an important part in ensuring the families can eat in the borough, with concerns about how sustainable this is in the absence of changes to the benefits system mentioned earlier. The work on the Food Bank Network has been helpful and it is felt that this could be developed further to include community larders and co-operatives.
- This review found that mental health was a major issue for our residents with some projects being undertaken by the Council, including Mental Health First Aid training for front-facing staff and some councillors. It was felt that an overview for Members would be useful with a view to providing Members with more in-depth training should that be appropriate on a Member by Member basis.
- Road safety and the number of road casualties and deaths remains high when compared with other Lancashire districts and continues to be flagged as part of the health profile. This is of concern to the Task Group and is suggested worthy of a further more in-depth review with partners such as the Police & Crime Commissioner's Office, Lancashire Road Safety Partnership and health bodies etc.

Recommendations

Based on the research and findings from the review the Task Group make the following recommendations for the Council and Cabinet to consider:

1. The Council uses its influence with the Local Government Association and other bodies to encourage the Government to change the approach taken to Universal Credit to help residents and reduce the need to access food banks.
2. Health Impact Assessments be required as part of all decision-making processes, policy development and project management frameworks.
3. My Neighbourhood Community Hubs be provided with health and wellbeing data, including areas of deprivation and encouraged to consider projects focusing on improving health and wellbeing.

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4. A Scrutiny Review of Road Safety is established to work with partners.
5. A social prescribing model, similar to that in operation in Chorley, is implemented.
6. A review of pricing policies for leisure facilities is undertaken and schemes to provide access to and affordability of leisure centres be created in a similar model to the Holiday Hunger and HAF Programmes.
7. A re-launch of the Council's Apprenticeship Factory takes place to focus on the development of apprenticeships amongst partners and other major employers within the borough are encouraged.
8. As part of the review of the Local Plan consideration be given to designing planning policies that require developers to provide more support to apprenticeships and providing more local skilled job opportunities.
9. The Citizens Advice Bureau be asked to undertake outreach programmes and satellite sites across the borough as part of their performance monitoring to receive council funding.
10. The Council mounts a publicity campaign to encourage the take-up of benefits to those eligible.
11. A small discretionary Hardship Fund be created to be administered by local agencies, possible Citizens' Advice Bureau, to help with incidental and emergency funds that might help those in need of support.
12. The Council supports the establishment of Food Clubs, Co-ops and Community Shops across the borough to reduce food poverty
13. A Member Briefing be held on Mental Health First Aid and an introductory session provided to communicate an overview of the training.

Further Information

For further information, please contact Darren Cranshaw, email: darren.cranshaw@southribble.gov.uk, tel: 01772 625512.

Report of	Meeting	Date
Director of Governance and Monitoring Officer (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Scrutiny Committee Council	Tuesday, 11 January 2022 Wednesday, 26 January 2022

Is this report confidential?	No
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Is this decision key?	No
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Urgent Decisions

Purpose of the Report

1. This report informs Council of a number of urgent decisions taken in accordance with urgency procedures outlined in the Council's Constitution since they were last reported to the relevant meetings of Scrutiny Committee on 12 October 2021 and Council 24 November 2021.
2. These urgent decisions include:-
'key' decisions taken by the Executive (i.e. Cabinet or Individual Executive Members) as defined in the Cabinet Forward Plan / Notice of Executive Decisions, including decisions which contain confidential or exempt information; urgent reports taken to Cabinet;
urgent decisions taken outside the budget and policy framework;
and urgent decisions for which the Mayor agreed to waive scrutiny call-in.
For clarification, **these do not relate to urgent decisions arising from the COVID pandemic.**

Recommendations to Scrutiny Committee

3. Scrutiny Committee is asked to note the report;
4. To review the process to agree the urgent decision and to waive the scrutiny call-in on 29 October 2021 (which was already reported to Council on 24 November 2021).

Recommendations to Council

5. Council is asked to note the report.

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Reasons for recommendations

7. This report informs Council and the Scrutiny Committee of the following decisions which have been taken under urgency procedures:-

Part 4C – Access to Agenda and Report Before a Meeting

- **5.5** The Council will always endeavour to publish reports at least three working days before the meeting. Lesser notice than this may only be given if the Mayor decides that there are highly exceptional circumstances.

Part 4C - Reports on Special Urgency Decisions to Council & General Exceptions

- **19.1** The Leader must submit a report to the next available Council meeting setting out the details of any executive decision taken as a matter of special urgency under the procedure set out in Rule 18 (Key Decision - Special Urgency).
- **19.2** The Cabinet must prepare a report to the next available Council meeting setting out the details of any executive decision taken without giving 28 days' notice under the procedure set out in Rule 17 (Key Decision – General Exception).

Part 4D – Urgent Decisions outside the Budget or Policy Framework

- **4 (a)** The Cabinet, a committee of the Cabinet, an individual member of the Cabinet or officers, a Community Hubs chairman or joint arrangements discharging executive functions may take a decision which is contrary to the Council's policy framework or contrary to or not wholly in accordance with the budget approved by full Council if the decision is a matter of urgency. However, the decision may only be taken: i) if it is not practical to convene a quorate meeting of the full Council; and ii) if the chairman of the Scrutiny Committee agrees that the decision is a matter of urgency.

Part 4F – Scrutiny Procedure Rules - Call In and Urgency

- **11.14.** All decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency. The next available meeting of the Scrutiny Committee will review the process for agreeing the urgent decision and make appropriate recommendations.

Other options considered and rejected

8. None, for the reasons given above.

Corporate priorities

9. The report relates to the following corporate priorities: (please bold all those applicable):

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

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Background to the report

10. Following the meetings of Scrutiny Committee 12 October 2021 and Council 24 November 2021, the following decisions were taken under the Council's urgency procedures, as detailed below.

Details of urgent decisions taken in accordance with the Constitution

11. The Council will always endeavour to publish reports at least three working days before a meeting. Lesser notice than this may only be given if the Mayor decides that there are highly exceptional circumstances under paragraph 5.5. of Part C of the Council Constitution.
12. Key decisions *for which it was not possible to give 28 days' notice on the Cabinet Forward Plan but published at least 5 working days before the decision is taken* fall under Council Procedure Rule 17 – Key Decision – General Exception in Part 4C of the Council's Constitution, which requires the Chair of the Scrutiny Committee to be informed of the reasons for the urgency.
13. Key decisions *published less than 5 working days before the decision was taken* fall under Council Procedure Rule 18 - Key Decision – Special Urgency in Part 4C of the Council's Constitution, where the decision may only be made where agreement has been obtained from the Chair of the Scrutiny Committee.
14. Any urgent decision to waive scrutiny call-in must be agreed by the Mayor in accordance with paragraph 11.14 of Part 4F of the Constitution. A decision will be considered urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public's interests.
15. An individual member of the Cabinet may take a decision which is contrary to the Council's policy framework or contrary to or not wholly in accordance with the budget approved by full Council if the decision is a matter of urgency and agreed by the Chair of the Scrutiny Committee in accordance with paragraph 4a) of Part 4D the Budget and Policy Framework Procedure Rules.

Decision	Date and Decision Maker	Reasons for urgency
Approval for the contract Procedure and Award for the Procurement of Network Firewalls PLEASE NOTE this decision was already reported to Council on 24 November 2021. It appears in this report for consideration at Scrutiny Committee on 11 January 2022.	29 October 2021 Cabinet Member (Social Justice, Communities and Wealth Building)	The Chair of Scrutiny Committee agreed that this decision be taken under the Special Urgency procedure; and the Mayor agreed to waive the Scrutiny call-in procedure in accordance with paragraph 11.14 of Part 4F of the Council's Constitution for the following reasons: The reasons for the urgency were to address the urgent security concerns following the PEN test for South Ribble

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		and due to the global shortage in hardware which is leading to significant delays in delivery and price increases. The 29th October represents the proposed contractor's year end, and as such the level of discount the Council has managed to secure was only valid if an order is placed before the close of play 29/10.
Approval for ICT Procurement and Award of Contracts	Cabinet 15 December 2021	This report was taken under the General Exception Procedure. It was not possible to give 28 days on the Cabinet Forward Plan as the decision was necessary to enable a number of further ICT contracts to be awarded in the New Year.
Award of Contract for Vernon Carus Sports Club	Cabinet 15 December 2021 Cabinet Member (Finance, Property and Assets) 22 December 2021	The Mayor agreed that the report be considered as a matter of urgency for the reasons that the Council had only just received the cost information to allow the contract to be awarded and contract procedure rules needed to be waived for the project to deliver to the set timescales. The Chair of Scrutiny Committee agreed that this be taken under the special urgency procedure in order the decision could be taken before the Christmas break and the contract awarded to meet the timetable for project to be delivered.
Climate Emergency Grant Funding	21 December 2021 Cabinet Member (Health and Wellbeing)	The Chair of Scrutiny Committee agreed that this be taken under the Council's urgency procedures (Part 4D - Urgent decisions outside the budget and policy framework). It was not possible for the matter to be submitted to Council on 26 January 2022

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		as the decision was required before Christmas to meet the timescales for the project.
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Climate change and air quality

16. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations are in place.

Equality and diversity

17. There are no Equality Impact Assessment (EIA) and Equality Act implications arising from this report.

Risk

18. None.

Comments of the Statutory Finance Officer

19. The Chief Finance Officer (s151) comments have been included on all the urgent decisions referenced in this report.

Comments of the Monitoring Officer

20. It is considered that the Council's Constitution has been followed in this regard. Monitoring Officer comments were included on all of the decisions. This report is just for information.

Background documents

Council Constitution

[Modern.gov link to Decisions page](#)

Appendices

None.

Report Author:	Email:	Telephone:	Date:
Clare Gornall (Democratic and Member Services Officer)	clare.gornall@southribble.gov.uk	01772 625625	23.12.2021

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Scrutiny Committee

2021/22 Forward Plan

Date	Item	Lead Member	Lead Officer
12 October 2021	Management of Leisure Centres	Councillor Mick Titherington	Mark Lester
	LGA Peer Review Challenge	Councillor Paul Foster	Vicky Willett
	Worden Hall Progress Update	Councillor Matthew Tomlinson	Mark Lester
11 January 2022	Portfolio Update: Leader of the Council (Strategy and Reform)	Councillor Paul Foster	Chris Sinnott
	Chorley and South Ribble Partnership	Councillor Paul Foster	Vicky Willett
	Partnership Update on Waste Service	Councillor Aniela Bylinski Gelder	Asim Khan
8 February 2022	Budget 2022/23 and Summary Position over the Medium Term	Councillor Matthew Tomlinson	Louise Mattinson
	Draft Corporate Strategy	Councillor Paul Foster	Gary Hall
	Shared Services Progress Update	Councillor Paul Foster	Chris Sinnott
	Economic Regeneration post-COVID	Councillor Bill Evans	Jonathan Noad
	Leisure Company Performance Dashboard	Councillor Mick Titherington	Mark Lester
17 March 2022	Community Wealth Building Update	Councillor Aniela Bylinski Gelder	Chris Sinnott
	Progress Report on the Community Involvement Review and Community Hubs	Councillor Aniela Bylinski Gelder	Jennifer Mullin
	Leyland Town Deal	Councillor Bill Evans	Jonathan Noad
	Worden Hall Progress Update	Councillor Matthew Tomlinson	Jonathan Noad
Special meeting TBC	Housing Associations in South Ribble	Councillor Bill Evans	Jonathan Noad

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Scrutiny Budget and Performance Panel

Date	Item	Lead Member	Lead Officer
14 June 2021	Q4 Performance Monitoring Report	Councillor Paul Foster	Vicky Willett
	Q4 Budget Monitoring Report	Councillor Matthew Tomlinson	Louise Mattinson
13 September 2021	Q1 Performance Monitoring Report	Councillor Paul Foster	Vicky Willett
	Q1 Budget Monitoring Report	Councillor Matthew Tomlinson	Louise Mattinson
15 November 2021	Q2 Performance Monitoring Report	Councillor Paul Foster	Vicky Willett
	Q2 Budget Monitoring Report	Councillor Matthew Tomlinson	Louise Mattinson
21 March 2022	Q3 Performance Monitoring Report	Councillor Paul Foster	Vicky Willett
	Q3 Budget Monitoring Report	Councillor Matthew Tomlinson	Louise Mattinson

Agenda Item 16

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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