

Scrutiny Committee

Thursday, 17th March, 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, 8 February 2022 of Scrutiny Committee

(Pages 3 - 8)

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

4 Matters Arising from previous Scrutiny Committee meetings

(Pages 9 - 14)

Report attached.

5 Shared Services Update

(Pages 15 - 32)

Report of the Deputy Chief Executive attached.

6 Community Wealth Building

(Pages 33 - 40)

Report of the Deputy Chief Executive attached.

7 Urgent Decisions

(Pages 41 - 46)

Report of the Director of Governance and Monitoring Officer attached.

8 Scrutiny Matters

8a Lancashire County Council Health Scrutiny Committee Update	(Verbal Report)
8b Meetings and training attended by Scrutiny Committee members	(Verbal Report)
8c Forward Plan	
<u>The latest version of the Forward Plan can be found on the Council's website by clicking here.</u>	

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, 12 July 2022 - Cross Room, Civic Centre, West Paddock, Leyland, PR25 1DH

Minutes of	Scrutiny Committee
Meeting date	Tuesday, 8 February 2022
Committee members present:	Councillors David Howarth (Chair), Michael Green (Vice-Chair), Will Adams, Julie Buttery, Matt Campbell, Colin Coulton, Mal Donoghue, Colin Sharples, Kath Unsworth and Karen Walton
Committee members attended virtually (non-voting):	None
Officers present:	Gary Hall (Chief Executive), Louise Mattinson (Director of Finance and Section 151 Officer), Mark Lester (Director of Commercial), James Thomson (Deputy Director of Finance), Neil Anderson (Assistant Director of Projects and Development), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services) and Charlotte Lynch (Democratic and Member Services Officer)
Other attendees:	Councillors Carol Wooldridge (attended virtually), Damian Bretherton (attended virtually), Margaret Smith (attended virtually), Phil Smith (attended virtually), Mick Titherington and Matthew Tomlinson
Public:	0

35 Apologies for Absence

Apologies for absence were received from Councillors Jacky Alty, Stephen Thurlbourn and Matthew Trafford.

36 Declarations of Interest

There were none.

37 Minutes of meeting Tuesday, 11 January 2022 of Scrutiny Committee

Resolved: (unanimously)

That the minutes of the previous meeting of the Scrutiny Committee be approved as a correct record for signing by the Chair.

38 Matters Arising from previous Scrutiny Committee meetings

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

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Resolved: (unanimously)

That

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

39 Draft Budget 2022/23 and Summary Position over the Medium Term

The Cabinet Member for Finance, Property and Assets (Councillor Matthew Tomlinson) and the Director of Finance/Section 151 Officer (Louise Mattinson) presented the draft budget position for 2022/23 including the forecast for the following 2 years to 2024/25.

The draft budget proposed an increase of 1.99% to council tax and members queried why this was deemed necessary when the Council has healthy reserves. It was advised, in response, that the Council needed to account for rising inflation rates.

Confirmation was provided, however, that the 7% inflation rate was not built into the projected cost base for the budget but that it would be subject to review over the forthcoming year. Allowances for rising energy costs had been factored into the budget at various rates.

Clarity was sought over reference to there being no proposed cuts in services in the budget and assurances were provided that all council services would continue to be provided.

Members queried how the government-backed council tax rebate of £150 to households in Bands A-D to help with rising energy costs would impact the council.

In response, it was explained that this had only recently been announced and that further details and guidance on administration was expected imminently.

The committee also welcomed the Cabinet Member's aim to consult residents on the budget earlier in future years as it was questioned whether a 10-day consultation period was sufficient.

Some concern was expressed over the increase of the Disabled Facilities Grant administration charge from 5% to 12.5% and the impact this may have on disabled residents. Assurances were provided that this would not result in any increased charges to residents and that it would enable recruitment of an additional officer to support the scheme.

Confirmation was also provided in response to a member query that the £35,000 government grant for Brexit preparations had not been used and remained within the Council's reserves.

The committee challenged reference to the Community Conversations supporting positive mental health for young people after receiving contradictory information at a previous meeting. It was requested that the Thriving Communities section be updated to reflect that this was not the aim of these events.

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It was also requested that reference to refurbishment works at Margaret Road playground in Penwortham be included within the investment priorities.

Members also queried the evidence for allocating £200,000 to target fly-tipping hotspots, or 'grot spots'. It was explained that most of this evidence was a recent spike in complaints of fly tipping and general untidiness, particularly after lockdown.

Members also queried the £3.1 million allocated for the development of affordable homes and requested further information on the funding streams for these projects.

Further information on the Council's promotion of apprenticeships across the borough was also requested.

In response to a final query regarding the role of the Scrutiny Committee with regards to the Capital Programme, the Cabinet Member commented that the committee would be best placed to assess and challenge the practicality, resources and capacity of the Capital Programme

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

Resolved: (Unanimously)

That the Scrutiny Committee

1. supports the Cabinet Member's wish to consult earlier in future years;
2. asks that the report be updated to clarify that the community conversations were not aimed at supporting positive mental health in young people as confirmed at a previous meeting;
3. requests that the refurbishment of Margaret Road playground in Penwortham, planned for 2023/2024, be included in the report;
4. asks that a breakdown of the different funding streams for the £3.1 million allocated for affordable housing be provided; and
5. welcomes the offer of information on the Council's role in promoting apprenticeships with businesses and acting as an exemplar being provided to all councillors.

40 Update on South Ribble Leisure Ltd

The Cabinet Member for Health and Wellbeing (Councillor Mick Titherington), the Director of Commercial (Mark Lester) and the Assistant Director of Projects and Development (Neil Anderson) presented an update on progress made by South Ribble Leisure Ltd.

The report highlighted progress made with regards to customer satisfaction and members queried how feedback from leisure centre customers is continuously gathered.

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In response, it was explained that South Ribble Leisure now has a website and app where customers can provide feedback. A full customer survey is also anticipated to be undertaken by September 2022.

A full business plan had been devised and would be considered by the Cabinet. Members requested that this also be provided to the Scrutiny Committee.

Clarification was also provided that the Board of Directors for South Ribble Leisure Ltd. consisted of the Council's Director of Commercial, Director of Finance/Section 151 Officer and Monitoring Officer.

The committee welcomed collaboration between the leisure company and the Council's Communities teams on the Holiday Activities and Food (HAF) Programme and asked that an upcoming report on this also be provided to the Scrutiny Committee.

Members also queried whether initial IT issues at the leisure centres had been rectified, to which it was stated that these had not been fully resolved despite significant improvements. South Ribble Leisure Ltd staff were working closely with IT colleagues to improve technical infrastructure.

It was also requested that a further update on the Leisure Local Action Plan be included in the next quarterly Leisure Company performance report to the Scrutiny Committee.

The committee thanked the Cabinet Member and Assistant Director for their detailed report and attendance.

Resolved: (Unanimously)

That the Scrutiny Committee

1. requests that future reports be circulated with the agenda papers to allow time for Members to consider them;
2. looks forward to the Leisure Company Business Plan and HAF (Holiday Activities and Food) scheme evaluation report being presented to a future Scrutiny Committee; and
3. asks that a progress report on the Leisure Local Action Plan be included in the next Leisure Company quarterly performance report.

41 Scrutiny Matters

41a Lancashire County Council Health Scrutiny Committee Update

The Council's representative on Lancashire County Council's Health Scrutiny Committee, Councillor David Howarth, provided an update on the work of the committee and discussions from recent meetings.

The Health Scrutiny Committee had recently discussed the enhanced network of acute stroke care and visited the Extra Care facility in Chorley.

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41b Meetings and training attended by Scrutiny Committee members

There had been no meetings or training recently undertaken by members of the Scrutiny Committee.

41c Forward Plan

The Forward Plan was noted.

41d Scrutiny Committee Forward Plan

Members considered the Scrutiny Committee Forward Plan for the 2021/22 municipal year, which outlined topics and areas due to be scrutinised.

The Scrutiny Committee Forward Plan was noted.

Chair

Date

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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 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.</p>

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
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 discuss road safety following the elections	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 Community Safety Partnership.
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 has been completed and will be presented through the next performance monitoring report.
11/01/22 Min 28.5	Key Performance Indicators for Communications be developed further for future years and be more outcome-focussed	Leader of the Council	Andrew Daniels	Yes	No	No	This will be completed in line with the annual business planning process.
11/01/22 Min 34.3	The possibility of the recycling service being extended to community groups and voluntary organisations be explored further.	Communities, Social Justice and Wealth Building	Asim Khan	Yes	No	No	This will be explored as part of a wider review of the trade waste and 'Schedule 2' collection services provision.

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
08/02/22 Min 39.2	The Draft Budget report be updated to clarify that the Community Conversations were not aimed at supporting positive mental health in young people as confirmed at a previous Scrutiny Committee meeting	Finance, Property and Assets	Louise Mattinson	Yes	Yes	Yes	The narrative was amended in the final version of the budget report.
08/02/22 Min 39.3	The refurbishment of Margaret Road playground in Penwortham, planned for 2023/2024, be included in the report	Finance, Property and Assets	Louise Mattinson	Yes	Yes	Yes	This was added as an investment in the final budget report.
08/02/22 Min 39.4	A breakdown of the different funding streams for the £3.1 million allocated for affordable housing be provided to the committee	Finance, Property and Assets	Louise Mattinson	Yes	Yes	Yes	As per the Council report of September 2021, the breakdown of the funding for this project is as follows: Section 106 monies - £2,305,290 One Public Estate Land Release Funding - £82,710 Homes England Funding - £675,000 Total Build Cost - £3,063,000
08/02/22 Min 39.5	Requests information on the Council's role in promoting apprenticeships with businesses and acting as an exemplar being provided to all councillors	Planning, Business Support and Regeneration	Jennifer Clough	Yes	Yes	Yes	This information is attached as an appendix.

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
08/02/22 Min 40.1	Future quarterly performance reports on South Ribble Leisure Ltd. be circulated with the agenda papers to allow time for Members to consider them	Health and Wellbeing	Mark Lester/Neil Anderson	Yes	Yes	No	We will bring data to Scrutiny once available on the performance management framework.
08/02/22 Min 40.2	The Leisure Company Business Plan be presented to a future Scrutiny Committee	Health and Wellbeing	Mark Lester/Neil Anderson	Yes	Yes	No	We will bring to Scrutiny once approved by Company Directors and Council.
08/02/22 Min 40.2	The HAF (Holiday Activities and Food) scheme evaluation report be presented to a future Scrutiny Committee	Health and Wellbeing	Jennifer Mullin	Yes	Yes	No	The report will be ready in March 2022 and will be added to the Scrutiny Committee's work programme.
08/02/22 Min 40.3	A progress report on the Leisure Local Action Plan be included in the next Leisure Company quarterly performance report.	Health and Wellbeing	Jennifer Mullin	Yes	No	No	The Leisure Local Action Plan has not yet been adopted. An update on Leisure Local will be provided once the plan has been approved.

South Ribble Apprentice Factory offer

Internal

- An inclusive career development programme for South Ribble Council staff, using apprenticeships to maximise the number of training opportunities for employees

External

- An impartial, informed voice for apprenticeships, jobs and training in South Ribble, which can engage with regional and national institutions to deliver the needs of South Ribble residents and businesses
- Providing impartial careers and employment support (information, advice & guidance) in schools, colleges and communities
- Supporting businesses to create and manage new apprenticeships and jobs, linking them with the most relevant, cost-effective training providers
- Helping to re-skill and up-skill residents to enable them to access employment opportunities and to progress their careers

Objectives of the External Offer

- Enabling individuals and employers to access the right skills support, by providing simple advice and guidance to help overcome the confused and crowded market place which currently exists
- Encouraging and supporting more employers to offer apprenticeships and pre-apprenticeship training
- Helping everyone to access jobs, training and apprenticeships
- Supporting those who are harder to reach (who have left education and are not currently in employment or training) with skills and job opportunities
- Providing options to re-skill for people made redundant and older workers changing career
- Maximising benefits of Jobcentre Plus and Youth Hub co-location, working towards delivery through the Town Deal Business Advice, Skills & Enterprise hub
- Delivering the fairer employment objectives of Community Wealth Building
- Working alongside the Lancashire Enterprise Partnership Skills Hub to maximise benefits to South Ribble residents and businesses
- Supporting growing businesses and sectors of the economy to create jobs and apprenticeships, helping businesses to recruit local people and helping people to access the new opportunities
- Advising businesses and local residents on the new opportunities through technical education, including T-levels
- Working with local schools and colleges to link the relevance of the curriculum to industry needs so students are work-ready and young people can realise their potential and achieve their career ambitions

The Apprentice Factory activities described do not have a specific budget, they are part of the Investment and Skills Team support offer.

The £200,000 allocated within budget falls under HR and is to cover the employment and training of apprentices within the council as part of the council's own apprenticeship programme.

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Report of	Meeting	Date
Deputy Chief Executive (Introduced by Leader of the Council)	Scrutiny Committee	Thursday, 17 March 2022

Shared Services Update

Is this report confidential?	No
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Is this decision key?	Not applicable
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Purpose of the Report

1. To provide an update to scrutiny on the shared services arrangements with Chorley Council

Recommendations to Scrutiny Committee

2. To note the update.

Corporate priorities

3. The report relates to the following corporate priorities:

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

Background to the report

4. South Ribble Borough Council have had in place shared services with Chorley Council for close to 15 years. Since 2019, this relationship has expanded significantly to include the Chief Executive and directors and almost 50% of employees. At its February meeting, full council considered proposals on the future development of the shared services relationship, as well as information about the benefits secured through the expanded arrangements.
5. This report sets out a summary of those proposals and context.

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Principles for shared services

6. The two councils agreed a set of principles to guide the development of shared services in 2019. Updated principles were agreed by the two councils in February 2022. In setting the principles, the councils were committed to securing the potential benefits while also managing the risks that sharing could entail. They were also keen to ensure that both councils maintained their sovereignty, with no longer term plan to merge the authorities. The principles are set out below.
- Both councils are committed to continuing to represent the needs, priorities and ambitions of their local residents and communities.
 - Both councils remain sovereign, with separate Leader and other decision-making. Shared services is not a pathway to merging the councils.
 - Both councils will set individual priorities and set their own budgets.
 - The councils are sharing services to reduce costs and to become more sustainable and resilient.
 - Full shared services shall mean developing a single delivery model for service delivery except where this does not meet the needs of each sovereign council. The model for delivering services shall continue to represent the needs, priorities and ambitions of their local residents and communities.
 - The management structures will reflect a full shared service model to enable the delivery and development of shared services.
 - The councils maintain responsibility for managing their own performance. The shared services joint committee is responsible for ensuring that shared services function effectively in meeting those expectations.
 - The councils remain committed to shared services, with the next phase prioritised on the basis of supporting greater resilience in service delivery.

Performance monitoring shared services

7. The performance of services that are shared is included in the council's performance management framework. This means that the performance is reported alongside other non-shared services through the quarterly performance report, updates to scrutiny full committee and the scrutiny budget and performance panel.
8. The shared services joint committee oversees the shared services relationship. Drawing membership from both councils and all parties, the committee considers proposals for changes to shared services as well as monitoring the performance of the relationship. At its February meeting, it agreed a new approach to monitoring performance monitoring:

Report	Content
Every meeting (of the shared services joint committee) – general update report	Highlight report with update from each service on key points of action and an overview of activity
Quarterly performance report	For each service, updates on: <ul style="list-style-type: none">• Service development objectives• Service performance against measures outlined in the service business plan

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	<ul style="list-style-type: none"> • Benefits overview • Staff satisfaction (staff will be surveyed every other quarter) • Risk register
Annual review	Full review of <ul style="list-style-type: none"> • Benefits realisation including quantitative performance • Best practice • Areas of success and achievements • Lessons learned • Financial benefits and budget

9. As the management of service performance rests with the two councils individually, the focus of the reporting to the shared services joint committee is on the development and implementation of shared services. For example, the service development objectives are those that were developed and agreed in the service reviews that were undertaken when the services became shared.
10. Set out at Appendix A is the monitoring report that was presented to the shared services joint committee and council meetings in February.

Future development of shared services

11. The councils considered a report on the future development of shared services in February. That report set out the broad options available to the councils in developing shared services further. The councils agreed two key workstreams to further develop shared services:

- a. **Undertake a review of management capacity across the two councils.** The councils already share their Chief Executive, Deputy Chief Executive and Directors. These arrangements have been in place for just over 12 months. The tier below directors is mixed, with shared and non-shared posts. In addition, the level of the posts is also mixed, with Service Leads/Assistant Directors, service managers and team leaders.

There is a potential risk that this mixed approach could lead to challenges in ensuring consistent standards across services, and inconsistent capacity across the councils.

The proposed approach to a review of management capacity is:

- An initial stage will be undertaken separately to assess the current management capacity available to the councils, the strengths, gaps and issues. This will potentially include individual feedback sessions for managers, analysis of service performance, staff satisfaction results and time recording exercises.
- Analysis of potential functions where sharing may be beneficial
- Development of proposals for cohesive management structures for the councils, which may be shared or non-shared

The output of this review will be a report that will be presented to the shared services joint committee before being considered by the relevant council committee.

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- b. **Develop proposals for a further phase of shared services.** This would be based on being on a smaller scale than phases one and two. Rather than identifying a full directorate to form the next phase for shared services, it is proposed that the next phase focuses on specific posts or functions where there is an identified need for change.

The approach that will be taken is:

- Work will be undertaken for each council separately to identify the functions or posts where sharing may be beneficial. This may be because of; a lack of capacity; existing temporary arrangements; new priorities; the potential for savings or improved staff recruitment and retention.
- Analysis to highlight areas of common need, or where sharing will support one council to deliver a function while maintaining or improving the performance for the other.

The output of the review will be proposals for a roadmap for future development of shared services, which will be presented to the shared services joint committee for consideration before being considered at relevant individual council meetings.

Climate change and air quality

12. 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

13. No implications.

Risk

14. The risks in the shared services relationship are included within the regular monitoring reports to the shared services joint committee.

Comments of the Statutory Finance Officer

15. There are no financial implications of the report.

Comments of the Monitoring Officer

16. This report is for information and updating. There are no legal implications arising from it.

There are no background papers to this report

Appendices

Appendix A: shared services monitoring report

Report Author:	Email:	Telephone:	Date:
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Chris Sinnott (Deputy Chief Executive)	chris.sinnott@chorley.gov.uk	01257 515337	7 March 2022
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Appendix A

Shared Services Monitoring Report- February 2022

Savings and budgets

- The following table shows the cost savings that have been made through reduced staffing budgets including shared posts and the shared services reviews. Staffing savings have been made by realigning resources to meet service priorities, capacity and demand.

	(Savings)/Additional Cost (000's)		
	CBC	SRBC	Total
Original shared services			
Recurring savings delivered through shared financial and assurance services	(306)	(306)	(611)
Initial Phase – Senior Roles	(57)	(252)	(309)
Communications and Visitor Economy	8	(8)	-
Transformation and Partnerships	(91)	7	(85)
Governance	(31)	57	26
Grades and Travel	(6)	36	30
Phase 1 - Total	(177)	(160)	(337)
Chief Executive	(58)	(76)	(134)
Director Posts	(90)	(53)	(143)
ICT Review - Phase one and Two	(48)	(33)	(81)
Corporate Support	(17)	(17)	(34)
Phase 2	(214)	(179)	(392)
Total Savings	(696)	(644)	(1,340)

- The phase 1 savings relate to the initial senior roles including the Shared Deputy Chief Executive and Shared Service Leads, alongside the service reviews for Governance, Transformation and Partnerships, and Communications and Visitor Economy. Some further staffing savings are expected to be achieved for these services through delivery of the service development plans to achieve a single operating model.
- Staffing costs have increased in some areas to allow for additional capacity, ensuring resilience and a sustainable model for the services. There has also been the opportunity to increase the services provided across the councils, such as enabling

services to be delivered in house or expanding the functions that are offered in areas such as events and museums, tourism and culture.

4. In phase 2 of shared services, the Chief Executive and shared Director posts have been developed at a saving to both councils. Both phases of the ICT review (management and rest of service) have also generated savings across the councils. The total savings will increase once the Customer Services and Revenues & Benefits review is implemented in March.
5. As other work is undertaken, such as joint procurement and shared systems, savings to non-staffing cash budgets have been achieved. Work will be carried out in the coming months to quantify and record these savings through shared services and will be included in reporting to the Committee.

Budgeted charges across Councils 21/22					
Budget Area	Host Council	Split Basis CBC/SRBC	CBC	SRBC	Total
Audit	SRBC	50/50	173,572	173,572	347,144
Governance	SRBC	50/50	122,779	122,779	245,558
Corporate Admin Team	SRBC	50/50	105,452	105,452	210,904
Democratic	SRBC	50/50	221,101	221,101	442,202
Mayoral Services	SRBC	50/50 (exc 1 post 100% SRBC)	34,751	65,734	100,485
Chorley Civic Services	SRBC	100/0	160,171	0	160,171
Legal	SRBC	50/50 (exc 1 post 100% SRBC)	188,652	214,975	403,627
Procurement	SRBC	50/50	69,111	69,111	138,222
Town Hall and Bengal Street	SRBC	100/0	47,568	0	47,568
Union Street	SRBC	100/0	42,914	0	42,914
Lancastrian	SRBC	100/0	54,721	0	54,721
Communications	SRBC	50/50	163,921	163,921	327,842
Events	SRBC	60/40	85,176	54,214	139,390
Astley	SRBC	100/0	218,210		218,210
Shared Chief Executive, Deputy Chief Executive and Directors	CBC/SRBC	50/50	354,270	354,270	708,540
Finance	CBC	50/50	620,900	620,900	1,241,800
Transformation and partnerships	CBC	50/50 (exc 3 posts 100% CBC)	380,720	261,100	641,820
Human Resources	CBC	50/50	152,410	152,410	304,820
ICT (full year equivalent budgets)	CBC/SRBC	50/50 except for Infrastructure Team 40/60	432,194	498,834	931,028
			3,628,593	3,078,373	6,706,966

6. The above table demonstrates the costing split for shared services across Chorley and South Ribble Councils, with most areas split 50:50 to reflect that staff within the service provide an equal service across both organisations. Where there is an identified need for one council but not the other, the split in costs can vary for example a charge of 60:40 for Events to reflect the demand of the events programme to be delivered at each council. Some areas are charged 100% to Chorley whilst being hosted at South Ribble in order to ensure a balanced number of employees at each council.

Staff Satisfaction

7. Staff satisfaction within shared services has been measured for the second time following the satisfaction survey that was conducted in June 2021. The survey asks staff about understanding of shared services and their role, as well as providing the opportunity for written feedback around what has worked well in shared services and where staff could benefit from further support.
8. Below shows a comparison of the responses between the two surveys:

	June 2021	Nov 2021
Understanding how service contributes to delivering priorities of both councils	88%	91%
Understanding team's role in shared services	84%	91%
Having the skills/training needed for role	94.6%	96.4%
Overall, satisfied in job	75%	78.5%

9. Results showed an improvement in employees' understanding of their role and wider service, with 91% of staff agreeing that they understand the role of their team in shared services and how their service contributes to the priorities of both councils. These show improvements from the previous survey and indicate that the work to embed shared services over the last 6 months has helped to solidify understanding among Shared Services Staff. Areas where staff feel that they do not have a full understanding, include in services that are not fully shared or in newly shared teams.
10. Most staff feel that they have the skills and knowledge needed for their role, with 96.4% either agreeing or strongly agreeing with the statement. This is another improvement from the previous survey and reflects the continued identification of any training needs through shared services development discussions.
11. Overall, the survey demonstrates high levels of satisfaction across shared services and some of the positive feedback around the experience of working in shared services includes:
 - Opportunities to share expertise and best practice to maintain our continual desire for improvement.
 - Shared resources allowing for improved efficiency and satisfaction.
 - More opportunity for staff development through challenge, variety, new skills and personal development.
 - Wider variety of projects and tasks allowing for a more varied workday.

12. Only four respondents indicated being less than satisfied with their jobs, which generally relates to individuals in teams that have recently integrated into shared services or teams that are not fully shared.

13. Some of the key areas for further development are as follows:

- Staff remain enthusiastic to meet their Shared Services colleagues as they have returned to the office. Events are being scheduled to provide staff with an opportunity to meet colleagues across Shared Services and help build a shared work culture across the two councils.
- Integrating newly established shared services teams, such as: Events, Museums, Tourism and Culture, and Health and Safety. Service leads and managers will continue to support staff in furthering the integration of teams. This will include ICT and Customer Services once the restructures have been implemented.
- Continuing to support staff across shared services through development reviews, networking opportunities, and Directorate manager meetings to identify and address any issues raised.

Service Level Performance

14. Each service has identified several service development objectives to set out the transformation and development of the shared services to a single operating model. There are currently 8 service development objectives for the Phase 1 services with 4 being complete and 4 still ongoing.

15. Some of the work that has been completed includes:

- Developing a shared performance management system to ensure consistent reporting of data and performance, a more user-friendly system, and reduced data entry time.
- The implementation of the shared Events team and Museums, Tourism and Culture service.
- A review of the shared Audit and Risk team to ensure that resource and capacity are aligned to the priorities of the service and delivering efficiencies for transactional work.

16. Development objectives that are ongoing but scheduled to be completed over the next year are as follows:

- Delivering a shared HR operating model including HR system. This will support increased self-service and access to information for managers whilst enabling HR to focus capacity on case management, workforce planning and providing an advisory function.
- Undertake a review of internal communications and digital channels to ensure that we are using best practice and adapting to the changing use of social media.
- Review Legal services to develop a single operating model for the service.

17. Benefits are also tracked for each service in relation to savings, service development, resilience and capacity, and staff development. Some of the key benefits for each service that have been delivered since the last review are highlighted below.

Transformation and Partnerships

- A shared performance management system to ensure a more user-friendly experience and reduced data entry time for staff. The in-house system replaces the InPhase system at South Ribble which at a nil cost compared to £40,000 for InPhase.
- Shared policies and strategies to share expertise and best practice across the councils including:
 - a) Organisational Development strategies
 - b) Transformation Strategies
 - c) Key Partnerships and Contracts Framework
 - d) HR Policy framework
- The shared strategic partnership aims to utilise shared resource and governance to enable partners to work more closely together. The partnership was agreed in September this year, and has already offered opportunities to align capacity and engagement from shared partners such as through the Shared Economic Summit
- Two graduate development roles have been recruited to, creating career opportunities for local people and developing succession planning.

Communications and Visitor Economy

- Increased capacity for Events from 3 members of staff at Chorley to 5 across the two organisations. Dedicated resource at South Ribble will help to deliver an enhanced events programme and will release capacity across other areas of the organisation.
- Succession planning for apprentice roles has allowed a postholder to take up a permanent position in the team from September 2021, supporting the retention of talented staff at the councils.
- An events intern position has been developed to provide experience to local people whilst bringing in new talent and up to date knowledge of recent developments in the sector.
- Reduction in Astley Hall staffing budget c. £9,000 through sharing of team members. The total number of FTE in the team across the councils as increased from 7.2 FTE to 11.4 creating a flexible resource for both Chorley and South Ribble.
- Improved museum, culture and tourism offer at South Ribble with the capacity to develop a conservation plan for South Ribble Museum, a tourism strategy, and a plan for operation of the Worden Hall site.

Governance

- Reduction in corporate support staffing resource delivering savings of £17k per council.
- The reduction in resource has been enabled by streamlining the corporate support team and looking to create a consistent approach across the councils. The review has still delivered resilience and flexibility to meet demand through a shared team of 8.57 FTE.
- Increased capacity for Health and Safety from 1 officer role at each council to 3 shared posts (team leader, officer, and trainee.)
- The trainee role provides an opportunity for current employees or local residents looking for a career in health and safety and the new structure provides clear succession planning and progression opportunities for key roles.

Risk Register

- The following risk register provides a summary of the key risks for shared services, in addition to the actions and controls that are in place to mitigate the potential impact on the councils.
- Since the last report in June 2021, additional actions have been identified to support staff uncertainty and wellbeing, including more opportunities for staff to meet face-to-face following the easing of Covid-19 restrictions and amendments to the Shared Change Policy to ensure a clear and consistent process is followed during restructure processes.
- 4 risks are identified as **medium-risk** in relation to impact and likelihood, and 2 risks are identified as **low-risk**. Many of the risks are mitigated by the governance arrangements for shared services including the shared services agreement.
- All risks will continue to be monitored as part of the shared services project and corporate risk registers, and any changes in risk will be captured through reporting to Shared Services Joint Committee.

Risk No. (Rnn)	Description	Controls in Place	Impact	Likelihood	Matrix Score	Actions Planned	Action Owner	Target Action Date
R1	Organisational disruption and impact on performance and service delivery	Performance management mechanisms have been strengthened to ensure close corporate oversight throughout any shared services changes.	3	3	9	<p>A delivery programme will be developed with clear timescales and milestones, supported by the transformation team to minimise impact across the councils</p> <p>A reviewed monitoring approach for Shared Services has been proposed to SSJC to allow for more frequent reporting as we move into implementing Phase 2 services.</p> <p>Additional capacity has been proposed for the Customer Services and Revenues & Benefits Review to minimise the risk of service disruption during the transformation to a single operating model.</p>	Transformation	<p>Completed</p> <p>In progress- to be agreed Feb 22</p> <p>In progress- to be agreed following consultation in Jan 22.</p>
R2	Staff uncertainty and impact on workforce wellbeing	Staff will be fully engaged and consulted throughout the changes, both informally and formally in line with the refreshed Change Policy.	3	3	9	<p>Specific training and support plans will be put in place for all staff as well as leadership support for senior management.</p> <p>Lessons learned have been incorporated into the shared Change Policy to ensure that managers follow consistent restructure processes with realistic timescales.</p>	Project Team/ HR & OD	Ongoing

					6	<p>Additional learning and development support is available for teams where there has been a large impact from change.</p> <p>Events are being planned to encourage more face-to-face interaction and communication between shared services colleagues and staff from across both organisations. This will help to develop a shared culture with a strong focus on wellbeing and support.</p>		
R3	Wider strategic changes to local government structures	Both organisations are fully engaged and working proactively to understand the implications of local government reorganisation. Shared services helps to strengthen the strategic position of both councils and the ability to influence and shape change through greater scale.	3	2	6			
R4	Change in political control leading to a lack of cross party support	Arrangements specified in the shared services agreement including an extended agreement and exit arrangements.	3	2	6			

R5	Loss of sovereignty	Both councils retain political independence and decision making. Robust governance and clear protocols within the shared services agreement ensure that both councils maintain individual sovereignty.	3	1	3			
R6	Different levels of future budgets for shared services across both councils	Shared Services provides opportunities for continued savings for both councils. The shared services agreement recognises committed budgets for each council.	3	1	3			

Shared Services- Best Practice

1. One of the benefits of shared services that has been identified as a main objective of the programme is the opportunity for the sharing of skills, expertise, experience, and best practice between the councils.
2. The shared services reviews have provided the opportunity to review the systems and processes in place across both Chorley and South Ribble, with the aim of developing a workable single operating model for the services in line with examples of best practice from each council, alongside other public and private sector organisations. For example, to ensure that new shared systems support the modernisation of services across the councils, the shared ICT review has included principles for ensuring that decisions on system procurement are based on objective measures such as meeting key specifications, usability, and overall contract costs. Similarly, new shared HR policies have been developed with consideration for current industry best practice, with the improved policies offering more robust, user-friendly and future-proof policies and processes across both councils.
3. Some further examples of best practice that has been shared between the councils is outlined below:

South Ribble – Chorley

- **Performance and Project Leads Network:** The network brings together colleagues who are involved in delivering key/ corporate projects and those who have responsibility for collecting and authorising indicators and performance. It provides an opportunity for training and sharing of best practice in these areas, with each session focusing on a specific topic, and also provides an opportunity to discuss how the management of performance and projects could be improved. The sessions are key to improving engagement with the shared project management methodologies and performance management framework in place across the councils.
- **HR Policies:** Shared services has provided an opportunity to review the HR policies across Chorley and South Ribble and develop new shared policies which reflect best practice across the organisations and the wider sector. One example of this is the proposed Improving Attendance Policy which is most similar to the current South Ribble policy and ensures a flexible approach that is supportive of staff. The policy focuses on managers identifying and acting on areas of concern and, if approved, will replace the previous approach at Chorley which has focused on trigger or action points.
- **Systems:** Several business systems that have previously been used at South Ribble have been procured for use in the shared teams due to their efficiencies or ability to offer a more complete solution to meet key specifications. One example of this is the use of the HFX system which will provide functionality for both door access and time management, which are currently managed by two separate solutions at Chorley. Similarly, Citizenspace is now used for surveys and consultation in place of SurveyMonkey as it offers a more comprehensive functionality.

- **Legal specialisms:** The review of legal services has provided an opportunity to review the resource and capacity within the team and how this is focused to meet key priorities and objectives. Shared services has enabled the restructure of the service to consider specialised roles for the legal team, something that was previously in place at South Ribble. The service is split into separate teams which will provide a lead for key aspects of the service's work, enabling staff to be more focused in their specialist areas, develop and maintain expertise, and better manage capacity for key pieces of work.
- **Customer services- specialised teams:** The review of the shared Customer Services and Revenue & Benefits service has introduced a service model and structure based around specialist teams for Customer Services, Revenues, and Benefits functions. This approach is similar to the structure currently in place at South Ribble, with the review focused on enabling customers to have direct access to a specialist in the area related to their enquiry, by creating teams of specialists for the functions with the largest volumes of customer contact. Another benefit of this approach is that it allows staff to practice and maintain specialist skills whilst developing routes of progression for staff as they gain more specialised and technical knowledge.
- **Green agenda:** The expertise and experience at South Ribble in relation to Climate Change and the Green Agenda, alongside the similarities between the boroughs, have been utilised at Chorley to help develop a programme of work to address climate change and other environmental issues. Whilst Chorley have also introduced their own projects in relation to the needs of the borough and the priorities of the administration, the Council has also drawn upon best practice from South Ribble such as the Tree Planting/ Giveaway programme.

Chorley- South Ribble

- **Governance:** Some of the existing policies and frameworks from Chorley have been reviewed and refreshed to meet the needs of South Ribble in relation to the Annual Governance Statement Action Plan. This has included areas such as an Organisational Development Strategy to support increased structure and resource for OD programmes including employee engagement and learning and development. Other examples included a reviewed performance management approach and Key Contracts and Partnerships framework. This has helped to ensure that robust governance systems are in place to ensure that the council is transparent and accountable as an organisation.
- **Service Leads:** The shared services reviews have established a Service Lead management level to provide strategic oversight of priorities, additional management capacity and resource for senior leadership. This has ensured that there is the right level of management resource in place in the shared services at South Ribble, enabling the efficiencies that have been created through the Shared Director posts.
- **Systems:** Some of the in-house systems at Chorley have been adapted for use at South Ribble in order to deliver cost or productivity efficiencies, for example the performance management system and performance review process. Chorley has also carried out a large programme of ICT work over the last few years to ensure automation and best use of systems in order to make the most out of new technology. Where it

has been reviewed to meet user specifications and deliver cost effectiveness, joint procurement has been carried out to deliver increased automation at South Ribble.

- **Events, graphic design and museums:** Shared services has introduced dedicated teams for events, graphic design, and museums, tourism and culture to South Ribble, allowing for the sharing of expertise and specialist knowledge in relation to these areas. This approach has provided additional capacity for service delivery and helped to ensure a consistent approach to branding.
- **OD Programme:** An OD strategy and programme has been introduced at South Ribble based on best practice applied in Chorley for a number of years. Tried and tested initiatives have been shared with teams at South Ribble and adapted to ensure local identity, as well as developing new schemes. Examples include an employee engagement forum, Staff Listening Days, enhanced performance review process and e-learning hub. Benefits include the implementation of more regular 'job and development discussions' to ensure that staff regularly have the opportunity to discuss personal progress with their manager. The online learning hub has enabled key training and development materials to be available and easily accessible to all staff in an interactive and engaging format, particularly during the restrictions of the pandemic.
- **Transformation:** Chorley have used a Transformation Strategy for several years to set out how the council will achieve financial sustainability and support changes to the way that people work including in relation to service delivery or customer needs. The introduction of a similar strategy at South Ribble ensures that there is a clear and measurable approach to transformation at the council.

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Cabinet Member for Communities, Social Justice and Wealth Building)	Scrutiny Committee	Thursday, 17 March 2022

Community Wealth Building

Is this report confidential?	Yes/Partly/ No
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Is this decision key?	Yes/No/ Not applicable
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Purpose of the Report

1. To present an update of the Community Wealth Building project to South Ribble Borough Council Scrutiny Committee.

Recommendations to Scrutiny Committee

2. The recommendation is that the committee notes the report as an update.

Corporate priorities

3. 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

Agenda Item 6

Background to the report

4. The Community Wealth Building project is making good progress against the implementation plan with many key deliverables achieved and active progress on several remaining actions. Key milestones to date include the successful implementation of the Social Value Portal helping the council ensure procurement is completed progressively. We have also established the Unify Credit Union which has empowered local financial decision making by giving residents access to community based financial services and products. Commitments from the Council as an organisation include Living Wage accreditation being achieved and the creation of staff e-learning modules on Community Wealth Building principles, and the use of the Social Value Portal as a procurement tool. Some actions assigned to the business support team have been impacted by resource being prioritised for business grants but are now back on track including the social value toolkit. Risk to overall project delay was mitigated by active project management and alternative support mechanisms allowing for the Social Value Portal to be delivered ahead of the Toolkit.

Key Actions Delivered

5. Progressive Procurement

- We have established the Social Value Portal as part of the tendering process, allowing the council to objectively measure social impact as part of its larger procurements, better informing the council in how it can use existing spending to better drive local employment opportunities and investment in its communities. There are now several commissioning processes actively underway using the portal.
- The Measures and Outcomes from the Social Value Portal have been mapped directly to wider corporate strategy priorities, allowing the impacts of community wealth to be measured across wider organisational objectives.
- Officer training has been developed and delivered with good attendance covering wider teams that complete procurement activities, allowing for understanding process and its aims among the wider organisation.
- A Shared Social Value Policy has been delivered offering a framework for officers in the Council and guidance on the use of the Portal to deliver additional social value locally.

6. Business Engagement

- Research and scoping for the Social Value Toolkit has been completed by the Business Support Team and a draft is currently under review.
- Content for a handout tailored to engaging businesses has been drafted, the one-page summary will be adapted to create a handout for engaging businesses at future business events.

7. Establishment of a Credit Union accessible to residents of South Ribble

- Refurbishment to an existing asset was completed to create a central space for the Unify Credit Union to operate from.
- Two employees have been recruited for the local branch with a third employee set to be recruited as an apprentice, creating quality opportunities in the local community.
- Referral pathways between the Council and partner services have been established allowing for local financial accessibility to be improved.

Agenda Item 6

- A monitoring process for the Credit Union has been agreed and implemented with performance on track to meet the Y1 target of 200 new savers.
 - Promotion of the Credit Union offer has recently been widely circulated to residents with the annual Council Tax leaflet.
8. Organisation Development and Partnership Working
- Accreditation as a Living Wage employer has been achieved, ensuring the Council sets a good example of fair employment and leads the way for local partners.
 - e-learning modules and staff communications have been created to increase knowledge of both Community Wealth Building and the Social Value Process.
 - A simple one-page summary of Community Wealth Building has been finalised in a Council branded format allowing key messaging about the project to be quickly communicated.
 - Engagement with other councils and external organisations which support Community Wealth Building has been undertaken using a co-operative ethos through the CCIN (Cooperative Councils Innovation Network) to learn from others and share best practices.
 - SRBC is now embedded within the Preston Anchor Network and has invited South Ribble anchor groups previously not included, working on this footprint provides a more practical geography to work with external partners.
 - Engagement with Runshaw College has begun to seek the possibility to include course content on understanding of social value and alternative business models.
 - A project to support local cooperatives has been scoped and a delivery plan created with initial discussions with community groups showing promising engagement and enthusiasm for the spirit of cooperation in the borough.

Next Steps

9. Forward Plan

- Deliver the corporate strategy project for supporting communities to access community cooperatives to develop the skills needed for a fairer and more varied local and fairer local economy.
- The Supplier Social Value Toolkit will be released ensuring that local businesses understand what role they can play in improving the quality of work in the local economy.
- Community Wealth to be further promoted to local businesses using existing business support functions and at events such as the “Meet the Buyer” events for the Town Deal.
- An evaluation of the ambitions of Community Wealth Building and the original CLES (Centre for Local Economic Strategies) model against progress made in year one, reviewing wider council priorities and re-aligning outstanding actions with wider planned workstreams.
- Further evaluate and review processes and measures to ensure they are fit for purpose including reviewing the Social Value Portal procurement value threshold.
- Scope options for how new assets such as those created through the Town Deal will be owned and/or transferred that accounts for retention of wealth within the borough.
- Further targeting of key groups for the Credit Union offer and engagement with local employers to promote payroll deduction memberships.

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Summary of Year 1 Position

10. Delivery of Year 1 of the Community Wealth Building Project has ensured the Council has solid foundations on which to sustainably develop Community Wealth over the long term. The principles of Community Wealth have been successfully embedded into the Councils culture, practices, and processes, ensuring lasting change. The Council, itself now an example of good practice, stands well positioned to shape the local economy by spreading practices through cooperation with its partners, the community, and local businesses.

Comments of the Statutory Finance Officer

11. There are no direct financial implications of this report. Reserves of £150k each were created for both Community Wealth Building and Credit Union and are drawn down as required.

Comments of the Monitoring Officer

12. No comment.

Appendices

Appendix A – Community Wealth Building Implementation Plan

Report Author:	Email:	Telephone:	Date:
David Brunskill (Transformation Officer)	david.brunskill@southribble.gov.uk	01772 625625	09/03/22

Action	Description	Responsible	Status	End
Pillar 1 - Progressive Procurement				
Develop social value procurement framework	This will outline the additional social outcomes we to achieve through progressive procurement, the relevant tendering questions, how the answers will be evaluated and indicators for monitoring	JH, JC, JN, DW	Complete	Jun-2021
Implementation of framework	To ensure all commissioners at the council are trained in how to apply the above framework to ensure that social value is considered in all relevant purchasing	JH, DW, DB	Complete	Nov-2021
Integrate SR into Preston anchor institution group	Review the membership and potential of the existing Preston network identifying key contacts from each institution	JH, JC	Complete	Dec-2021
Implement SV framework across local anchor network	Encourage other SR anchor institutions to adopt a social value framework following our example	JH	To be taken forward Y2	Dec-2023
Develop suppliers social value toolkit	Toolkit explaining what SV we are seeking to achieve through procurement, signposting to organisations which may help support suppliers to deliver on their social value commitments	DB, JN, JC	Draft under review	Jan-2022
Undertake market engagement/communications	Raising awareness about our approach to procurement with businesses in SR and providing support to enable them to bid for opportunities both with us and other anchor institutions	JH, DW, JC, VW	Currently Progressing	Dec-2023
Pillar 2 - Advancing Fairer Employment				
Develop workforce strategy	To review existing workforce practices that offer social value to employees and draw these together into a single coherent workforce strategy	VW, GC	Progressing	Nov-2021
Embed employment basics into existing business support	Identify and transfer best practices from SR council to local businesses through business support (HR policies, fair pay, health and wellbeing)	JN, JC, BM	To be taken forward Y2	Dec-2023
Social Responsibility Charter/SR Deal	A charter which outlines expected behaviours of SR organisations (both their employment practices and social/environmental responsibilities) This will provide a guide to SR organisations on how they can realise their social responsibility.	DB, VW, HA, JH	To be taken forward Y2	Nov-2021
Develop a Living Wage action plan	Using the Charter/deal, influence other anchor institutions and businesses to pay the real living wage/seek accreditation themselves	JB, Partnership	Accreditation achieved Y1	Dec-2023

Enhance existing employment/skills programmes	Enhance existing employment support schemes and widen reach. Link to Town Deal using Leyland as central hub for employment/skills support. (including Community Involvement Hubs)	Communities, JN, JC, BM	To be taken forward Y2	Dec-2023
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Pillar 3 - Plural Ownership of the Economy

Further promote a 'spirit of cooperation'	Build on progress made by the SR partnership working towards realisation of its Community Strategy and continuing to evolve Community Involvement Hubs	RH, VW, HA	Currently Progressing	Dec-2023
Develop the conditions for plural economic ownership	As part of the Town Deal develop and repurpose space in Leyland TC for the purpose of co-working and Worker Owned Co-ops/ Social Enterprise	JN	To be taken forward Y2	Dec-2023
Research scope for cooperative formation/conversion	Further research into which sectors have gaps locally and potential for co-op formation and conversion - i.e. Hairdressing/Salons	DB, Economic development team	Complete	Nov-2021
Develop capacity to support cooperative setup or conversion	Build co-op setup support capacity in existing business/employment support channels i.e. Boost Programme, Community Involvement Hubs, Town Deal skills hub, Runshaw	JN, JC, BM	Currently Progressing	Dec-2023

Pillar 4 - Socially Just Use of Land

Develop a community benefit framework for the local plan	Building on the existing SPD on employment and skills, the community benefit framework will seek focus on setting social and environmental expectations for the occupiers of new developments	CW, DB, JN, JC, DW	To be taken forward Y2	Dec-2023
Setup LA owned company for affordable housing development	A council owned development company will enable direct labour to deliver development projects allowing control over associated social benefits (local employment, apprenticeships etc)	ML	Currently Progressing	Dec-2023
Support the development of a community land trust	Widening and democratising the ownership and decision-making process over the use of public land	External support, JN	To be taken forward Y2	Dec-2023
Undertake a review of land and assets	Understand who owns land in SR and how it is used, influencing asset transfer and behaviour as to how and when assets are used by the community	External support, ML	To be taken forward Y2	Dec-2023

Pillar 5 - Making Financial Power Work for Local Places

Enhance the scope and membership of SR credit unions	Broaden access to a local and member owned (not for profit) financial service, this will include work to create a financial inclusion pathway for those who do not qualify for an account with a credit union and also work with community hubs to broaden geographical access	GC, RH, JN, JC, BM, HA	Completed	Dec-2023
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Further the process of bringing certain services back in-house	Focus on bringing leisure services back under local control with associated social benefits i.e. fairer direct employment	Head of leisure	Completed	Dec-2023
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Report of	Meeting	Date
Director of Governance and Monitoring Officer (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Council Scrutiny Committee	Wednesday, 23 February 2022 Tuesday, 17 March 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 11 January 2022 and Council 26 January 2022.

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 decisions and to waive the scrutiny call-in on 7 January 2022 and 28 January 2022.

Agenda Item 7

Recommendations to Council

5. Council is asked to note the report.

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
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Agenda Item 7

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 11 January 2022 and Council 26 January 2022, 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 workings 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
Award of Contract for Vernon Carus Scrutiny call in waived	7 January 2022 Cabinet Member (Finance, Property and Assets)	The Mayor agreed to waive call in for the following reasons: i) to get work on site so we can complete the work before the start of the Cricket season in April 2022 ii) to meet the expectations of the Vernon Carus Sports Club

Agenda Item 7

<p>Mutual Agreement</p> <p>General Exception Procedure</p>	<p>25 January 2022</p> <p>Leader of the Council and Cabinet Member (Strategy and Reform)</p>	<p>This decision was taken under the General Exception Procedure. The reasons are that it concerns an employee of the Council (therefore the report contains confidential information about an individual), and that the decision protects the Council from risk to the organisation.</p>
<p>ICT software and hardware procurement –</p> <p>Approval of contract award for the procurement of Server estate</p> <p>Scrutiny call in waived</p>	<p>28 January 2022</p> <p>Cabinet Member (Communities, Social Justice and Wealth Building)</p>	<p>The reasons that the Mayor agreed to waive scrutiny call in were:</p> <p>i) to ensure that both Councils can benefit from this competitive pricing before the offer expires on 28 January 2022 (contractor year end) and</p> <p>ii) to ensure timely delivery of this hardware in a market which is already struggling due to global demand.</p>
<p>COVID Business Grants Announced December 2021</p> <p>Special Urgency Procedure</p>	<p>4 February 2022</p> <p>Leader of the Council and Cabinet Member (Strategy and Reform)</p>	<p>The Chair of Scrutiny Committee agreed to the urgency of this decision for the following reasons:</p> <p>Whilst we have known about grants since Christmas we have not had the guidance from Government until very recently. Furthermore, we needed to launch and process all grants and ensure payments made by end of March 2022. Any delays in processing the payments and not meeting the deadline of end of March 2022 would mean potentially the funding would have to be returned.</p>

Agenda Item 7

<p>Mutual Agreement</p> <p>General Exception Procedure</p>	<p>4 February 2022</p> <p>Leader of the Council and Cabinet Member (Strategy and Reform)</p>	<p>This decision was taken under the General Exception Procedure. The reasons are that it concerns an employee of the Council (therefore the report contains confidential information about an individual), and that the decision protects the Council from risk to the organisation.</p>
<p>Mutual Agreement</p> <p>General Exception Procedure</p>	<p>9 February 2022</p> <p>Leader of the Council and Cabinet Member (Strategy and Reform)</p>	<p>This decision was taken under the General Exception Procedure. The reasons are that it concerns an employee of the Council (therefore the report contains confidential information about an individual), and that the decision protects the Council from risk to the organisation.</p>

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.

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Background documents

Council Constitution

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

Appendices

None.

Report Author:	Email:	Telephone:	Date:
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