

SCRUTINY COMMITTEE

WEDNESDAY, 30TH AUGUST, 2017, 6.00 PM

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

AGENDA

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|---|-----------------|
| 1 Apologies for Absence | |
| 2 Minutes of the Last Meeting | (Pages 3 - 6) |
| To confirm the minutes of the Scrutiny Committee meeting held on 25 July 2017 attached. | |
| 3 Declarations of Interest | |
| 4 Matters Arising | (Pages 7 - 12) |
| 5 Management Restructure | (Pages 13 - 16) |
| Report of Chief Executive attached. | |
| 6 Scrutiny Review of Licensing Action Plan Update | (Pages 17 - 28) |
| Report attached. | |
| 7 Scrutiny Review of Flooding: Final progress report | (Pages 29 - 38) |
| Report of the Head of Shared Assurance Services attached. | |
| 8 Scrutiny Matters | |
| 8a Staff Moral Review | |
| 8b LCC Health Scrutiny Committee | |
| 8c Scrutiny Committee Forward Plan | |
| 8d Cabinet Forward Plan | |

HEATHER MCMANUS
CHIEF EXECUTIVE

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

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

Forthcoming Meetings

6.00 pm Wednesday, 6 September 2017 - Wheel Room, Civic Centre, West Paddock, Leyland, PR25 1DH

SCRUTINY COMMITTEE**TUESDAY 25 JULY 2017**

Present: Councillors Matthew Tomlinson (Chair), Carol Chisholm, Michael Green, David Howarth, Susan Jones, Keith Martin, Barbara Nathan, Karen Walton, Ian Watkinson and Linda Woollard

In Attendance: Councillor Colin Clark – Cabinet Member for Corporate Support and Assets, Joanne Platt (Interim Corporate Improvement Officer), Darren Cranshaw (Scrutiny and Performance Officer) and Dianne Scambler (Democratic Services Officer)

Public Attendance: None

Officers: 2

Other Members: Councillors Jacqui Mort, Susan Snape and Graham Walton

1. Welcome

The Chair welcomed Councillors David Howarth and Barbara Nathan who were attending their first meeting.

2. Apologies for Absence

An apology for absence was received from Councillor Colin Coulton.

3. Minutes of the Last Meeting

The minutes of the Scrutiny Committee meeting held on 22 June were confirmed as a correct record for signing by the Chair.

4. Declarations of Interest

No declarations of interests were declared.

5. Transformation Strategy 2017/18

The Chair welcomed Councillor Colin Clark, Cabinet Member for Corporate Support and Assets who was attending the meeting along with Joanne Platt, Interim Corporate Improvement Manager to present the Council's Transformation Strategy 2017-18. The Committee welcomed the Strategy being presented to Scrutiny prior to its consideration by Cabinet on 27 July for approval, but made a plea for future reports to be written in plain English to help promote a greater understanding of what the Strategy is aiming to achieve.

The Business Transformation Strategy and the Organisational Development Strategy had been merged into the one document as the two strategies were closely aligned. It was important that Council staff possessed the skills and capacity needed to drive through the transformation of the Council. The Member Development Champions, Councillors Jane Bell and Susan Snape supported this approach. Once the Strategy was agreed the Council would consult with stakeholders on its implementation.

As the adoption of new business models may require some upfront investment to allow the Council to act more quickly, a Transformation Fund was being requested for £500,000 from existing financial reserves. Bids to the funds will be dependent on the submission of a robust business case showing the return of investment over a period of no more than three years and a proportion of the savings achieved would be recycled into further investment projects.

Facing significant budgetary challenges, the Council needs to become financially self-sufficient by 2019-20 and the Medium Term Financial Strategy (MTFS) for 2017-20 sets out a target to achieve £300,000 efficiencies from business transformation by 2018, with a further reduction of £200,000 by April 2019. Although specific targets, it was accepted by the Council that the systems and processes needed had not yet been developed, the savings targeted for this year would be met from reserves. In response to members concerns, it was explained that these targets would be reviewed regularly and it was anticipated that they would be exceeded in subsequent years.

It is intended to hold a number of workshops in October to identify where savings can be made and all Core Managers have been asked to look at different ways of generating sustainable income across their service areas. The Committee noted the commitment to bring forward proposals for the Banqueting Suite and Worden Arts Centre to be utilised more by its residents that would in turn generate revenue for the Council.

The Chair commented on how important it was for members to engage in the transformation process and asked for the implications of the Strategy to be communicated more effectively to stress the importance of the strategy's success. Online interactive services are undoubtedly the way forward and the Council is required to make best use of all social media.

The Committee welcomed the proposals for a more holistic approach to Organisational Development across the Council by ensuring that all officers and Councillors undertake the same training and agreed for Group Leaders to help drive this change through for members. Although many of the current Senior Management Team posts were Interim, this resource would only remain in place until a more permanent management structure was in place.

The Cabinet was confident that the current values of the authority; teamwork, integrity, learning organisation, positive attitude and excellence are embedded within the organisation and still relevant to its workforce. This was evidenced recently at the Chief Executive workshops. It was felt that these values could be retained and improved upon to help reshape the culture of the organisation and the Council will look to developing 'the South Ribble Way'. The Council will strive to be the Best Council, working cohesively towards the delivery of a single vision and priorities and five transformational aims have been identified.

Actions contained against each of the projects listed within the Transformation Strategy will be monitored against SMARTer (specific, measurable, achievable, and realistic, time bound) performance measures to ensure their delivery within the required timeframes and measurable Key Performance Indicators (KPI's) have also been identified that will monitor its success, along with staff surveys, sickness absence figures and job application statistics. The Council would look to obtaining relevant awards that

will be identified from the onset and evidence collated when going through the process to avoid additional resources when applying.

The Chair thanked Councillor Colin Clark and Joanne Platt for attending the meeting and asked that they be kept informed of progress made.

RESOLVED:

- 1. Scrutiny Committee welcomes the Strategy being presented to Scrutiny Committee prior to consideration by Cabinet.**
- 2. Asks that future reports are written in plain English to promote greater understanding of what the Strategy is aiming to achieve.**
- 3. Looks forward to consultation taking place with stakeholders on implementing the Transformation Strategy.**
- 4. Expresses concern at the delay and pace of narrowing the budget deficit but accepts that plans are in place to reduce this deficit and are pleased to note the confidence shown that targets will be achieved.**
- 5. Welcomes the commitment to bring forward proposals for the Banqueting Suite and Worden Arts Centre to be utilised more and generate revenue for the Council.**
- 6. Consideration be given to SMARTer (specific, measureable, achievable, realistic, timebound) performance measures for monitoring the success of the Strategy.**
- 7. That the implications of the Strategy be communicated to all Members of the Council to press upon the importance of the strategy's success.**
- 8. A progress report be presented to the Committee in six months' time.**
- 9. Suggested word changes to the Strategy as follows:**
 - Aim 1 – add Reward**
 - Aim 2 – add Resilient and Flexible**

6. Staff Matters

a) Scrutiny Task Group – Staff Morale

The membership of the Task Group was confirmed as:

Councillor Matthew Tomlinson (Chair)
Councillor Colin Coulton
Councillor Keith Martin
Councillor Karen Walton

A report on the findings and recommendations would be brought to the next Scrutiny Committee meeting in August.

b) Cabinet Forward Plan

The Committee noted the Cabinet Forward Plan.

The Chair identified the Leisure Review and Review of Fees and Charges as items that the Committee may be interested in looking at in future.

7. Lancashire County Council Health Scrutiny Committee – 24 July 2017

The Chair encouraged the Committee to read a report on the Lancashire Trust Hospital Foundation Trust – Recruitment and Retention and Mobilisation of Chorley and South Ribble Emergency Department and Urgent Care Centre that had been considered by the Health Scrutiny Committee at Lancashire County Council.

8. Joint Strategic Needs Assessment Workshop – 12 July 2017

Councillor Martin reported that he and Councillor Titherington had attended the workshop on the JSNA and encouraged scrutiny members to look at the assessment for South Ribble.

9. North West Employers Scrutiny Network

Councillor Titherington provided feedback on the Regional Network he chaired on 6 July. A report from Oldham Council on Commercialisation had recently been circulated to all Members of the Scrutiny Committee. Given the item considered at the meeting, Councillor Titherington asked all Members to look at the document.

The next meeting of the North West Employers Scrutiny Network was in November. The date would be circulated to all members and the Committee were encouraged to attend.

**SOUTH RIBBLE BOROUGH COUNCIL
SCRUTINY COMMITTEE
MATTERS ARISING FROM PREVIOUS MEETINGS**

Item No. 4

<i>Date of Meeting & Min. No.</i>	<i>Title and Recommendation</i>	<i>Portfolio Holder/ Responsible Officer</i>	<i>Accepted Yes/No</i>	<i>Implemented Yes/No</i>	<i>Explanation/Progress</i>
23/06/15 Min No.5	Performance, Budget and Risk monitoring report – year end 2014/15 (April 2014 – March 2015) 7. Requests an update be provided on the land acquisition at Wesley Street Mill	Cllr Clark / Mark Gaffney	Yes	No	Regular updates have been provided informally to the Scrutiny Chair / Vice-chair. The Committee requests further information on the documentation provided to Members' when agreeing the purchase of the McKenzie Arms in 2012. A file review is to be conducted by the Legal Services team on behalf of the Committee and report submitted to a future meeting.
08/03/16 Min. No.54	Cabinet Member Update – Regeneration & Leisure 4. the committee welcomes measurable outcomes of the Boost Programme and looks forward to being made aware of the second programme; 7. the committee would like to see the business case for the efficiency savings proposals for environmental health;	Cllr P Smith / Denise Johnson Cllr Mrs Mort / Mark Gaffney	Yes Yes	No No	Information to be provided when available Update not provided. <i>This project has been carried forward to 2017/18 and is currently underway. If committee agrees, a briefing session will be arranged to explain the business case</i>
25/10/16 Min No.	Performance, Budget and Risk monitoring report – mid year 2016/17 (April 2016 – September 2017) 10. greater communication on the work and outcomes of the Health and Wellbeing Partnership be provided to members.	Cllr Mrs Mort / Mark Gaffney	Yes	Yes	Update not provided. <i>The work of the partnership is currently focussed on the Our Health Our Care</i>

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					(OHOC) programme. Stakeholder briefings and engagement events have been and will continue to be communicated to members as they are arranged. The Cabinet Member requested a member learning hour to promote the OHOC programme which was held on the 9 February and was the best attended member event so far. A further member briefing was arranged for 8 May but unfortunately this and some planned public engagement events were postponed due to Purdah. These will be communicated when they are rearranged. The Cabinet Member will now also be able to make use of the new Councillor Connect to share information that is received.
31/01/17 Min No. 35	<p>Employee Survey Results</p> <p>2. That the Leader develops a detailed plan of the steps that will be taken to respond to the issues identified in the survey and these be provided as a matter of urgency.</p> <p>4. That the all members and officers be encouraged to work together in “One Council, One Team” approach.</p> <p>5. That a 360 degree assessment process for members be introduced.</p> <p>6. That a review of the structure of the Council be welcomed.</p> <p>7. That a member Training and Development Plan be developed.</p>	<p>Cllr Mullineaux / Caroline Elwood</p> <p>Cllr Mullineaux / Jean Hunter</p> <p>Cllr Mullineaux / Caroline Elwood</p> <p>Cllr Mullineaux / Jean Hunter</p> <p>Cllr Mullineaux / Caroline Elwood</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Partially</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p>	<p>Transformation Strategy approved by Cabinet in July sets out the actions to be taken to address this.</p> <p>Transformation Strategy approved by Cabinet in July sets out the actions to be taken to address this.</p> <p>Transformation Strategy approved by Cabinet in July sets out the actions to be taken to address this.</p> <p>Report to Cabinet on 6th September.</p> <p>Transformation Strategy approved by Cabinet in July sets out the actions to be taken to address this.</p>

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<p>16/02/17 Min No. 39</p>	<p>Councillor Call for Action</p> <p>1. a cross party Member Working Group is created to take a review of leisure forward and that Members be fully engaged in the review.</p> <p>2. the committee welcomes the Cabinet Member's commitment to fully consult and involve residents and stakeholders in shaping options for the future of leisure facilities in South Ribble.</p> <p>6. the committee requests an action plan with timescales for how the leisure review will be taken forward for presentation to a future meeting.</p> <p>7. the committee is fully involved at the key stages of the leisure review.</p>	<p>Cllr P Smith / Denise Johnson</p> <p>Cllr P Smith / Denise Johnson</p> <p>Cllr P Smith / Denise Johnson</p> <p>Cllr P Smith / Denise Johnson</p>	<p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>See above</p> <p>See above</p> <p>See above</p>	<p>The Cabinet agreed to a cross party working Group at the last Cabinet meeting. Discussions have taken place with the Portfolio Holder and the first meeting of the Group will take place w/c 4th September. The findings of the Group will feed into the Council's decision making process.</p>
<p>14/03/17 Min No. 44</p>	<p>Safeguarding Update and Self-assessment</p> <p>2. Safeguarding Training be made mandatory for elected members.</p> <p>3. the Council be asked to look into making Safeguarding Training via MILO available to Parish and Town Councils.</p> <p>9. six months review of progress be presented to the Scrutiny Committee.</p>	<p>Cllr Mullineaux / Denise Johnson</p> <p>Cllr Mullineaux / Caroline Elwood</p> <p>Cllr Mullineaux / Denise Johnson</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>No</p> <p>Yes</p> <p>No</p>	<p>This is being considered as part of the Member Training programme.</p> <p>The Council has offered online safeguarding training to the South Ribble LALC (Lancashire Association of Local Councils) area committee.</p> <p>A six monthly update will be provided.</p>
<p>14/03/17 Min No. 45</p>	<p>Communications Strategy 2017/19</p> <p>2. a rigorous and evidence-based review of the Forward newspaper be carried out.</p>	<p>Cllr Mullineaux / Joanne Platt</p>	<p>Yes</p>	<p>Partially</p>	<p>Officer review completed. Report to Cabinet on 6th September to propose the establishment of a Member working group to do the review</p>

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	6. a member survey on communications and wider issues be undertaken.	Cllr Mullineaux / Joanne Platt	Yes	No	Survey to be undertaken in September in accordance with the Transformation Strategy approved by Cabinet in July.
	7. an improved website that meets the Society of IT Managers' ratings be prioritised higher on the action plan.	Cllr Mullineaux / Joanne Platt	Yes	No	This work is on hold as it links to our transformation work and it would be a waste of resources to do it in isolation.
	8. six months progress reports be provided to the committee.	Cllr Mullineaux / Joanne Platt	Yes	No	Due in September.
22/06/17 Min No. 6	South Ribble Partnership 2. That robust action plans and success measures be developed to ensure that the community strategy ambitions are delivered. 3.	Cllr Mullineaux / Denise Johnson	Yes	Yes	An action plan with success measures is being drafted.
22/06/17 Min No. 7	Corporate Challenge and Peer Review 2. Consideration be given to a more regular employee survey. 3. A scrutiny Task Group be set up to review staff morale. 4. The Committee notes and welcomes the Leader's commitment to cross party working as part of the review of leisure services.	Cllr Mullineaux / Caroline Elwood Cllr Tomlinson / Darren Cranshaw Cllr Mullineaux / Denise Johnson	Yes Yes Yes	No Yes Yes	Next survey due November 2017 in accordance with the Transformation Strategy approved in July. Task Group created and draft final report being presented to Committee – 30/08/17 Please see above.
22/06/17 Min No. 8	Year-end Performance Report 2016/2017 1. That a robust mechanism for measuring resident perception targets be developed.	Cllr Mullineaux / Joanne Platt	Yes	No	Being developed as part of the new performance management framework now that we have a robust baseline from which to set targets.

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	<p>3. That further work be planned to achieve the target for the number of empty properties brought back into use.</p> <p>4. That the Leaders commitment to ensure capital budget is effectively managed and spent in future be noted.</p> <p>5. That a briefing be provided to the Committee on the Business Rates Retention Scheme, capital budget and levels of reserve.</p> <p>6. That the proposed member survey be prioritised and carried out as soon as possible.</p> <p>7. That information on the collection tax rate for those people that are part of the council tax support scheme be provided.</p>	<p>Cllr Hughes / Denise Johnson</p> <p>Cllr Mullineaux / S Guinness</p> <p>Cllr Snape / S Guinness</p> <p>Cllr Mullineaux / C Elwood</p> <p>Cllr Clark / D Johnson</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>Included in the Housing Action Plan.</p> <p>The Leader holds Cabinet Portfolio Members to account in their commitment to deliver Capital Schemes in reporting financial performance to Governance Committee on a quarterly basis.</p> <p>This is timetabled into the Budget Timetable for 2018/19 as part of Budget Consultation and will be delivered on 07/12/17</p> <p>Survey to be issued in September 2017</p> <p>Estimated in year collection rate for accounts in receipt of working age CTS – 75.10% Estimated in year collection rate for all accounts in receipt of CTS – 81.70% Estimated in year collection rate for accounts not in receipt of CTS – 98.04%</p>
25/07/17	<p>Transformation Strategy 2017/2018</p> <p>2. Asks that future reports are written in plain English to promote greater understanding of what the Strategy is aiming to achieve.</p> <p>3. Looks forward to consultation taking place with stakeholders on implementing the Transformation Strategy.</p>	<p>Cllr Clark / J Platt</p> <p>Cllr Clark / J Platt</p>	<p>Yes</p> <p>N/A</p>	<p>Yes</p> <p>N/A</p>	<p>Changes made to strategy on the recommendations of the Committee</p> <p>N/A</p>

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	4. Expresses concern at the delay and pace of narrowing the budget deficit but accepts that plans are in place to reduce this deficit and are pleased to note the confidence shown that targets will be achieved.	Cllr Snape / S Guinness	N/A	N/A	N/A
	5. Welcomes the commitment to bring forward proposals for the Banqueting Suite and Worden Arts Centre to be utilised more and generate revenue for the Council.	Cllr Clark / M Gaffney	Yes	No	The proposals are currently under development.
	6. Consideration be given to SMARTer (specific, measureable, achievable, realistic, timebound) performance measures for monitoring the success of the Strategy.	Cllr Clark / J Platt	Yes	No	More specific targets will be developed for the individual transformation projects when identified.
	7. That the implications of the Strategy be communicated to all Members of the Council to press upon the importance of the strategy's success.	Cllr Clark / J Platt	Yes	Yes	Article on Councillor Connect on 28 th July.
	8. A progress report be presented to the Committee in six months' time.	Cllr Clark / J Platt	Yes	No	Due in January 2018
	9. Suggested word changes to the Strategy as follows: Aim 1 - add Reward Aim 2 - add Resilient and Flexible	Cllr Clark J Platt	Yes	Yes	Changes made as suggested and a revised copy of the strategy has been shared with the Committee

REPORT TO	ON
SCRUTINY COMMITTEE CABINET	30 th August 2017 6 th September 2017



Jan 2017

TITLE	PORTFOLIO	AUTHOR	Agenda item No.
Management Structure	Leader	Heather McManus – Chief Executive	5

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Is this report a KEY DECISION (i.e. more than £75,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	Yes

1. PURPOSE OF THE REPORT

The purpose of the report is to ask members for clarification of the assumptions made for growth within the borough, detailed within this report, along with the approach for improving staff morale:

2. MEMBER RECOMMENDATIONS

That members confirm support for the key themes and actions captured here:

1. To create a culture of continual improvement, a place where staff feel supported and proud to work
2. To broaden and deepen the shared service relationship with Chorley Borough Council that serve two independent and sovereign councils
3. To work in the spirit of the featured operating principles
4. To present views on the append proposals in writing to the Head of Paid Services by 7th September 2017
5. To recommend that the Head of Paid Services presents a Chief Officer (Leadership and Management) structure to Full Council for decision on 27th September 2017. (via Shared Service Committee as appropriate)

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities

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

Efficient, effective and exceptional council, with a focus in 2017 – 18 on financial sustainability, business transformation and organisational development.

3. BACKGROUND TO THE REPORT

New CEO appointment made with a mutual commitment towards exciting plans for growth and cultural change.

We recognise the need to change the way we are organised and do business to achieve this and to become a Council that is fit for the future. This means playing a full and active role in place shaping, becoming a more agile organisation and taking an entrepreneurial approach to everything we do.

In 2016, we experienced a period of instability which impacted on staff morale and our ability to govern.

We have agreed in the Transformational Strategy to start this journey in 2017-18, by putting in place the building blocks necessary to achieve this shift in focus. This will include transforming services, finding ways to generate income to replace Government Grant, maintaining a skilled, healthy and motivated workforce and Council and having a robust and effective decision-making framework to support new ways of working.

Operating principles

As Head of paid Service the council requires me to put in place a management structure that will deliver to the corporate agenda set by Council. This agenda is detailed in the councils Corporate Plan and Medium Term Financial Strategy. To do this the following principles are required;

- Come together (Members with the Head of Paid Services) to work in a timely way, at a pace to ensure that informed decisions are taken in relation to the Chief Officer (Leadership and Management) structure
- Work within a sound and robust governance framework
- Come together as one council, one team to support staff, through this period transition and transformation.
- Shape our council to delivery against the aspirations of our residents, improve quality and to become sustainable
- Create opportunities to reinvest in core services
- Create career pathways for all leaders and managers at every level of the Council

Informal Consultation

At the recent staff workshops held in July and August hosted by the Leader and the CEO, staff said that they want us to:

1. restructure SMT & Core Managers
2. to improve leadership capability
3. review pay
4. develop their careers
5. focus on growth
6. increase organisational resilience
7. work across the organisation
8. end silo working and thinking
9. invest and grow services
10. improve decision making
11. improve communication
12. improve staff moral
13. be excellent
14. have integrity

Formal Consultation

It is essential that we listen to staff, and put what we have heard into action. It is equally important that I have the right leadership team, who are accountable for the right things, and receive the appropriate recognition and reward.

The Head of Paid Services is now sharing thinking as illustrated in the append formal consultation document, for the wider views of Members and Officers.

The proposals aim to:

- address the staff feedback (headlines above)
- reposition the Regeneration and Growth agenda
- broaden and deepen the shared service arrangements with Chorley BC
- deliver a sustainable leadership model
- strengthen the Statutory Officers contribution

The consultation will close on 7th September 2017.

Many opportunities have been created for Members and Officers to share their thoughts and views throughout this period.

Redundancy

Applications for Voluntary Redundancy have been offered but will only be considered where there is a justifiable business case and comparable saving to the Council to be made in relation to the costs of voluntary redundancy. Any decisions in relation to voluntary redundancy is entirely at the discretion of the council.

Compulsory redundancy cases are likely.

Decision Making

Approval will be sought from Full council on 27th September 2017.

Implementation

The transition will start in October 2017 and the new Chief Officer structure will take effect in 2018.

HR Implications

The Council does not have a Managing Change policy in place, nevertheless meaningful consultation is taking place and the principles of HR best practice and ACAS guidance is being applied.

Finance Implications

The financial implications of the proposed restructure are to make a significant contribution against the MTFS with a view to make a reinvestment into core services including staffing.

Background Documents

Transformation Strategy

MTFS

Report Author:	Telephone:	Date:
Heather McManus- Chief Executive		

REPORT TO	ON
Scrutiny Committee	30 th August 2017

Jan 2017



TITLE	AUTHOR	Agenda item No.
Scrutiny Review of Licensing Action Plan update	Joanne Platt	6

1. PURPOSE OF THE REPORT

To provide an update to the Committee of the progress in delivering the Scrutiny Review of Licensing Action Plan.

2. RECOMMENDATIONS

Scrutiny Committee is asked to note the progress made to date in addressing the recommendations of its review of Licensing.

3. CORPORATE PRIORITIES

The report relates to the following corporate priorities

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

4. BACKGROUND TO THE REPORT

At its meeting on 6th December 2016, Cabinet approved the action plan arising from the Scrutiny Review of Licensing and the development of the Council's Annual Governance Statement (AGS), and endorsed the development of a more detailed improvement plan incorporating key milestones and targets.

When the detailed plan was reported to Scrutiny Committee in March, members asked for half yearly updates on progress, and this report provides the first formal update.

5. PROGRESS IN DELIVERING THE ACTION PLAN

The Council's Scrutiny Review of Licensing Action Plan continues to be monitored internally by the Council's Programme Board.

The majority of the plan has been delivered and an updated plan is attached at **Appendix 1** for the Committee's consideration.

Some of the **key achievements** to date are summarised below:

- ❖ Diagnostic reviews of the Council have been undertaken by both the Centre for Public Scrutiny and the Local Government Association and a new Corporate Improvement Plan was developed and approved by Cabinet as a result of the recommendations arising from this work. This plan is being overseen by a cross party Improvement Reference Group which includes members and officers from the Local Government Association.
- ❖ A new Communications' Strategy has been approved and has been largely implemented, resulting in significant improvements in internal communications for both officers and members.
- ❖ A new Transformation Strategy (incorporating organisational development activity for both officers and members) has been approved and is being implemented.
- ❖ The Council's Corporate Plan was reviewed and revised for 2017-18 and the process for developing a new Council vision and priorities for 2018 and beyond has commenced, including a workshop for all members to engage with this work held in July.
- ❖ Reviews of financial regulations, the Council Constitution, procurement practice, fraud and anti-corruption policies and compliance with the Transparency Code have all been undertaken, although some of this work is yet to be fully completed.
- ❖ The Council's Safeguarding Policy and practices have been independently endorsed by the Lancashire Safeguarding Children's Board, and the Council's Licensing Service has also been independently reviewed and given clean bill of health. Training has been provided for the Council's Licensing Committee members.
- ❖ A residents' survey has been undertaken with very positive results.
- ❖ A new Customer Feedback policy has been developed
- ❖ A new risk management and project management system is in place. The performance module is due to come on line shortly. New performance management arrangements are also in place.
- ❖ The support for Governance, Standards and Scrutiny Committees has been reviewed and all now have work programmes in place. An additional independent person has been appointed to advise on standards complaints.
- ❖ A social media policy for members has been developed and approved
- ❖ A new permanent Chief Executive has been appointed and a new organisational structure has been developed for consideration by Cabinet and approval by Council in September.

Exceptions are summarised below. Revised target dates for these actions have been proposed and these are shown below.

- i. Budget training for officers is behind schedule. The revised target date for completion of this is 31st March 2018
- ii. ICT changes to customer database software to accommodate the changes to the new Customer Feedback Policy are behind schedule. The revised target date for this is 15th September. Subsequent changes to the Council's website are dependent upon this work being completed and are therefore also not on target. This will be done as soon as the software changes have been completed.

- iii. The review of the Council's Financial Regulations has not yet been completed. This is linked to the new senior management structure (in terms of delegations to senior positions) and accordingly the target date for completion has been revised to 31st January 2018. Publication will follow this.
- iv. The new risk management and project management system is in place but the performance module is behind schedule. The revised target date for this is end of August 2017.
- v. Member induction and training is now being delivered in accordance with the timescale in the new Transformation Strategy. The revised target date for this is 31st March 2018.
- vi. Implementation of the recommendations of the review of democratic services and the review of legal services is in abeyance pending the Council re-structure. The revised target dates for completion of this work is the end of December.
- vii. The review of the Council's disciplinary procedures now forms part of the review of all HR policies identified as an action in the new Transformation Strategy. The revised target date for this work is 31st January 2018.
- viii. Some of the actions in the medium-term action plan of the Communications' Strategy are behind schedule due to the unexpected resignation of a member of the Communications' Team, resulting in a 50% reduction in staff resources. The revised target date for the completion of all actions is 31st March 2018 and for the evaluation of the strategy 30th June 2018.

6. WIDER IMPLICATIONS AND BACKGROUND DOCUMENTATION

6.1 Comments of the Statutory Finance Officer

There is no impact on the Council's budget as a result of accepting the recommendation within this report.

6.2 Comments of the Monitoring Officer

Clearly it was important that Cabinet took on board the recommendations from the Scrutiny review of Licensing. Such recommendations subsequently informed the council's AGS and its associated Action Plan. In this regard it is good to see how much progress has been made towards delivering on these actions. It is important to note though that the work to strengthen and improve our governance arrangements is an ongoing process.

<i>FINANCIAL IMPLICATIONS</i>	There are no financial implications to this report
<i>PEOPLE AND CULTURAL IMPLICATIONS</i>	There are no legal implications to this report
<i>ICT</i>	There are no ICT implications to this report

**PROPERTY AND
ASSET
MANAGEMENT
IMPLICATIONS**

There are no property and asset management implications to this report

7. BACKGROUND DOCUMENTS

Scrutiny Review of Licensing
Annual Governance Statement
Report to Cabinet 6th December 2016

Appendix 1: Scrutiny Review of Licensing Action Plan

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
A1	A: Member and Officer Development	Improved financial management by members and budget holders	AGS	Priority issues identified with regard to Devolved Budget Management Responsibilities	Officer	30/04/17	Finance	Head of Shared Financial Services	Complete		
A2	A: Member and Officer Development	Improved financial management by members and budget holders	AGS	Consultation with all Budget Holders and members and all relevant members and budget holders trained	Officer	30/04/17	Finance	Head of Shared Financial Services	Off target but recovery plans in place	31/03/2018	Member Group established to raise awareness of budget process and future budget challenges. Training for all members also to be delivered via Member Learning Hours currently being set up. Officer training is behind schedule and a revised target date for this is 31/03/18
A3	A: Member and Officer Development	Improved financial management by members and budget holders	AGS	Initial training modules developed	Officer	31/08/17	Finance	Head of Shared Financial Services	On target	31/03/2018	Officer training is behind schedule and a revised target date for this is 31/03/18
A4	A: Member and Officer Development	Improved financial management by members and budget holders	AGS	E-Learning modules live	Officer	TBC	Finance	Head of Shared Financial Services		31/03/2018	Officer training is behind schedule and a revised target date for this is 31/03/18
A5	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	Centre for Public Scrutiny (CfPS) to conduct initial diagnostic phase with members and officers to inform programme of training and development	Officer	28/02/17	Leader	Interim Corporate Governance Manager	Complete		Diagnostic phase completed in early Feb
A6	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	CfPS training programme agreed and commissioned focusing on clearer understanding of mutual roles and responsibilities, council structures and governance arrangements	Officer	TBC on conclusion of the Peer Review (see below)	Leader	Interim Corporate Governance Manager	Complete		CfPS work is now complete. A programme of development activity is planned to take place with members and staff in accordance with the Council's Transformation Strategy. Further work on the development of a new member and officer protocol has been commissioned for completion by the end of October.
A7	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	Discuss with CfPS how to embed learning & ensure new members/officers are able to access	Officer	TBC on conclusion of the Peer Review (see below)	Leader	Interim Corporate Governance Manager	Complete		
A8	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	CfPS training programme rolled out to members and officers	Officer	31/12/17	Leader	Interim Corporate Governance Manager	Complete		
A9	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	Best Licensing decision-making authorities identified (cross reference to Milestones I1-5 - Licensing)	Officer	30/04/17	Leader	Interim Corporate Governance Manager	Complete		
A10	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Scrutiny Review	Licensing Committee modules delivered to members of Licensing Committee (cross reference to Milestones I1-5 - Licensing)	Officer	30/06/17	Leader	Interim Corporate Governance Manager	Complete		Modular programme with priority focused on new members of Committee and panel
A11	A: Member and Officer Development	Better understanding of roles and responsibilities, governance and the Council's Constitution amongst members, senior managers and all Council staff	Other	Review of procurement practice to ensure compliance with Contract Procedure Rules	Officer	31/03/17	Leader	Head of Shared Financial Services	Complete		
B1	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Residents survey complete providing feedback on preferred access channels	Officer	28/02/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B2	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Review of existing access channels completed in light of residents' survey data - face to face, Phone and online	Officer	31/03/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B3	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	External review of CRM solution including market analysis of current CRM market	Officer	30/06/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B4	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Plan in place to promote channel shift	Officer	31/10/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	On target		
B5	B: Customer Care	New Customer Access Strategy in place and implemented	AGS	Promotion completed and impact evaluated	Officer	01/11/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	On target		

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
B6	B: Customer Complaints	New Customer Feedback Strategy in place and implemented	AGS	Task team created	Officer	23/01/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B7	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Review of Complaints Procedure completed, draft policy circulated to task team	Officer	31/03/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B8	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Policy agreed by task team	Officer	21/04/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B9	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Policy presented to SMT	Officer	02/05/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		SMT on 9th May 2017
B10	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Members briefed on the new policy	Officer	w/c 15 May 17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Complete		
B11	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Required Firmstep software changes made by IT	Officer	31/07/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Off target but recovery plans in place	15/09/2017	Revised target date of 15th September due to lack of ICT resources to make the changes. We are currently on target to meet this date.
B12	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Website amended (Comms) (Dependant upon IT resource at 8)	Officer	31/07/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Off target but recovery plans in place	30/09/2017	Dependent on changes to Firmstep software (see above)
B13	B: Customer Complaints	New Customer Feedback Strategy in place and implemented		Internal briefings and communications (Comms) (Dependant upon IT resource at 8)	Officer	31/07/17	Corporate Support and Assets	Director of Development, Enterprise and Communities	Off target but recovery plans in place	30/09/2017	Dependent on changes to website being completed
C1	C: Fraud and Corruption	The Council is fully compliant with the local government counter fraud and corruption strategy and guidance	AGS	Review current arrangements against the 'Fighting Fraud and Corruption Locally' checklist is completed	Officer	12/04/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
C2	C: Fraud and Corruption	The Council is fully compliant with the local government counter fraud and corruption strategy and guidance	AGS	Action plan to address any issues in place	Officer	12/04/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
C3	C: Fraud and Corruption	The Council is fully compliant with the local government counter fraud and corruption strategy and guidance	AGS	All actions completed	Officer	31/03/18	Chair of Governance Committee	Head of Shared Assurance Services	On target		
C4	C: Transparency	The Council is fully compliant with the revised requirements of the Transparency Code	AGS	Review of compliance completed	Officer	02/05/17	Leader	Interim Corporate Governance Manager	Complete		An extensive review of compliance has taken place. To date no areas of non compliance have been identified.
C5	C: Transparency	The Council is fully compliant with the revised requirements of the Transparency Code	AGS	Action plan to address any issues in place	Officer	07/07/17	Leader	Interim Corporate Governance Manager	Complete		See above - No action plan needed
C6	C: Transparency	The Council is fully compliant with the revised requirements of the Transparency Code	AGS	All actions completed	Officer	02/10/17	Leader	Interim Corporate Governance Manager	Complete		See above - No action required

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
D1	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Both Member and Officer Working Groups established to review Constitution	Officer	28/02/17	Leader	Interim Corporate Governance Manager	Complete		
D2	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Review of Financial Regulations completed and approved by Cabinet and Annual Council	Member	24/05/17	Leader	Head of Shared Financial Services	Off target but recovery plans in place	31/01/2018	This will now be submitted for approval by the Governance Committee in November and Council in January 2018 to align with the new Senior Management Structure
D3	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Revised Constitution approved by Cabinet and Council and published	Member	24/05/17	Leader	Interim Corporate Improvement Manager	On target	31/03/2018	Original completion date of May Council was revised by the Governance Committee to March 2018.
D4	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Revised Financial Regulations a published	Member	Initial approval 24/05/2017	Leader	Head of Shared Financial Services	Off target but recovery plans in place	31/01/2018	To be published once approved by Council
D5	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Summary Document produced (highlighting key changes to Constitution) and made available to all members and staff. Briefing sessions arranged	Officer	On approval of finalised document by Council	Leader	Interim Corporate Improvement Manager	On target	31/03/2018	Scheduled to take place in March 2018
D6	D: Constitution	Council Constitution reviewed, simplified and refreshed	AGS	Summary Document produced (highlighting key changes to Financial Regulations) and made available to all members and staff. Briefing sessions arranged	Officer	On approval of finalised document by Council	Leader	Head of Shared Financial Services	On target	31/01/2018	Summary and briefings will be available once all changes have been approved by Council.
E1	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Consultation with scrutiny members completed	Officer	13/12/16	Leader	Interim Corporate Improvement Manager	Complete		
E2	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Draft plan considered by members and SMT	Officer	14/12/16	Leader	Interim Corporate Improvement Manager	Complete		
E3	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Final draft plan considered by members	Member	17/01/17	Leader	Interim Corporate Improvement Manager	Complete		
E4	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Draft plan considered by Scrutiny Committee	Member	31/01/17	Leader	Interim Corporate Improvement Manager	Complete		
E5	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Draft plan approved by Cabinet	Member	20/02/17	Leader	Interim Corporate Improvement Manager	Complete		
E6	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	MTFS aligned to new Corporate Plan and approved by Cabinet	Member	20/02/17	Leader	Interim Corporate Improvement Manager	Complete		
E7	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Plan approved by Council	Member	01/03/17	Leader	Interim Corporate Improvement Manager	Complete		
E8	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	New plan published	Officer	31/03/17	Leader	Interim Corporate Improvement Manager	Complete		
E9	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Directorate / Service responsibilities aligned to new plan	Officer	31/03/17	Leader	Interim Corporate Improvement Manager	Complete		
E10	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	Performance Management arrangements in place	Officer	31/03/17	Leader	Interim Corporate Improvement Manager	Complete		
E11	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Scrutiny Review	ICT based performance and risk management system in place	Officer	31/05/17	Leader	Interim Corporate Improvement Manager	Off target but recovery plans in place	31/08/2017	Risk and project management system are in place. There is a delay with the performance management part of the system due to a delay with the supplier that was out of our control. This is now due for completion by the end of August 2017.
E12	E: Corporate Plan	New concise Corporate Plan in place for the remainder of 2016-17 and onwards to 2018	Other	Project plan for new Corporate Plan developed	Officer	30/06/17	Leader	Interim Corporate Improvement Manager	Complete		

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
F1	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Committee's Terms of Reference and existing Code of Conduct reviewed	Officer	23/02/17	Leader	Interim Corporate Governance Manager	Complete		
F2	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Creation of Standards Committee forward plan/ work programme explored	Officer	23/02/17	Leader	Interim Corporate Governance Manager	Complete		
F3	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Possibility of appointing second Independent Person explored	Officer	23/02/17	Leader	Interim Corporate Governance Manager	Complete		
F4	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Draft Protocol on use of social media and associated training developed.	Officer	23/02/17	Leader	Interim Corporate Governance Manager	Complete		
F5	F: Ethical Governance	Role and operation of the Standards Committee reviewed and changes implemented to improve ethical governance and set Standards	Scrutiny Review	Review of existing arrangements completed together with CfPS	Officer	01/05/17	Leader	Interim Corporate Governance Manager	Complete		
F6	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Identify Lead Officer for each Committee	Officer	31/03/17	Leader	Interim Corporate Governance Manager	Complete		
F7	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Review all Terms of Reference	Officer	24/05/17	Leader	Interim Corporate Governance Manager	On target	31/03/2018	Scrutiny and Standards Committee completed. Governance to be completed as part of review of Constitution and work being carried out by Grant Thornton following the recommendations from the Peer Review. New Target date of March 2018
F8	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Relevant Induction/ Training for members and officers completed	Officer	31/07/17	Leader	Interim Corporate Governance Manager	Off target but recovery plans in place	31/03/2018	To be undertaken as part of member development work in new Transformation Strategy. New target date of 31/03/18
F9	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Work Programmes in place	Officer	31/07/17	Leader	Interim Corporate Governance Manager	Complete		
F10	F: Ethical Governance	Greater priority, liaison and support be provided to Scrutiny, Governance and Standards Committees to promote high ethical, performance and governance standards	Scrutiny Review	Evaluation of impact completed	Officer	31/10/17	Leader	Interim Corporate Governance Manager	On target		
F11	F: Ethical Governance	A Member/Officer Relations Protocol is developed and political awareness training is provided to Members and Officers	Scrutiny Review	LGA commission work to develop draft protocol and carry out workshops with members and officers	Officer	31/07/17	Leader	Interim Corporate Improvement Manager	Complete		
F12	F: Ethical Governance	A Member/Officer Relations Protocol is developed and political awareness training is provided to Members and Officers	Scrutiny Review	Draft protocol developed	Officer	31/08/17	Leader	Interim Corporate Improvement Manager	On target		Consultant appointed by the LGA. Work is ongoing
F13	F: Ethical Governance	A Member/Officer Relations Protocol is developed and political awareness training is provided to Members and Officers	Scrutiny Review	Workshops	Officer	31/10/17	Leader	Interim Corporate Improvement Manager	On target		Workshops being scheduled
F14	F: Ethical Governance	The conduct of 5-Cabinet members involved in making unconstitutional decisions in November 2015 reviewed by the Standards Committee	Scrutiny Review	Referral of 5-Cabinet members to Standards Committee	Officer	31/01/17	Leader	Interim Corporate Governance Manager	Complete		

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
G1	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Safeguarding Self-Assessment completed	Officer	31/03/16	Leader	Director of Development, Enterprise and Communities	Complete		
G2	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Safeguarding action plan in place	Officer	30/04/16	Leader	Director of Development, Enterprise and Communities	Complete		
G3	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	All agreed actions implemented	Officer	31/03/17	Leader	Director of Development, Enterprise and Communities	Complete		
G4	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Annual Safeguarding Report to Scrutiny Committee and Cabinet	Officer	15/03/17	Leader	Director of Development, Enterprise and Communities	Complete		
G5	G: Safeguarding	Annual Safeguarding Report to Scrutiny Committee	Scrutiny Review	Half-yearly reporting of progress to Cabinet and Scrutiny Committee	Officer	30/09/17	Leader	Director of Development, Enterprise and Communities	On target	09/10/2017	First report scheduled for October meeting of Scrutiny Committee. Delay is due to there being no September meeting of Scrutiny Committee. Cabinet is now focusing on the new Improvement Plan developed following the LGA Corporate Peer Challenge
H1	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Audit scope and timescales agreed (see Action 13 of report to Governance Committee 15/12/16)	Officer	31/12/16	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
H2	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Audit commenced	Officer	31/12/16	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
H3	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Audit completed	Officer	31/03/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		
H4	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Findings reported to Scrutiny and Governance Committee	Officer	30/06/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		Chairs of Scrutiny & Governance Committees briefed 07/06/17. Included in AGS report to June Governance Committee
H5	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	Action plan in place	Officer	30/06/17	Chair of Governance Committee	Head of Shared Assurance Services	Complete		Chairs of Scrutiny & Governance Committees briefed 07/06/17. Included in AGS report to June Governance Committee
H6	H: Procurement	Internal audit on the appointment of Wilkin Chapman completed	Scrutiny Review	All recommendations implemented	Officer	TBC	Chair of Governance Committee	Head of Shared Assurance Services			In progress. AGS Action Plan to be finalised at the September Governance Committee meeting
I1	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	All short-term actions in the Licensing Action Plan completed within agreed timescales	Officer	31/12/16	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	Complete		
I2	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	Interim structure / resources in place for short - to medium-term	Officer	28/02/17	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	Complete		
I3	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	All medium term actions in the Licensing Action Plan completed within agreed timescales	Officer	31/07/17	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	Complete		Medium term actions have been completed with the Licensing Implementation Plan being reported to the last General Licensing Committee
I4	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	Review of staffing completed (to ensure sufficiency in long term)	Officer	31/12/17	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	On target		
I5	I: Licensing	Review of Licensing Service (staffing, systems and procedures) completed	Other	All long-term actions in the Licensing Action Plan completed within agreed timescales	Officer	31/03/18	Public Health, Safety and Wellbeing	Director of Development, Enterprise and Communities	On target		

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
J1	J: Group Leaders	Strong and effective political leadership in place	Scrutiny Review	To be considered as part of the Corporate Peer Challenge	Member	30/06/17	Leader	Chief Executive	Complete		Now forms part of the new Improvement Plan approved by Cabinet on 21st June 2017
K1	K: Monitoring Officer	Recommendations agreed and implemented	Scrutiny Review	Completion	Officer	31/03/17	Leader	Chief Executive	Complete		
L1	L: Management Structure	Senior management structure reviewed and any proposed changes implemented	Scrutiny Review	Appointments Committee approve process and timescales for appointment of new Chief Executive	Member	07/02/17	Leader	Chief Executive	Complete		
L2	L: Management Structure	Senior management structure reviewed and any proposed changes implemented	Scrutiny Review	Corporate Plan approved (see above)	Member	01/03/17	Leader	Chief Executive	Complete		
L3	L: Management Structure	Senior management structure reviewed and any proposed changes implemented	Scrutiny Review	Appointment of new Chief Executive approved by Council	Member	24/05/17 Council	Leader	Chief Executive	Complete		
L4	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	Options explored with members and where appropriate neighbouring authorities	Member	31/10/17	Leader	Chief Executive	Complete		
L5	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	Proposals developed with new Chief Executive	Officer	31/08/2017	Leader	Chief Executive	Complete		
L6	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	Proposals approved by Cabinet and Council	Member	30/09/17	Leader	Chief Executive	On target		Cabinet 6th September and Council 27th September
L7	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	Appointments process commenced	Member	31/10/17	Leader	Chief Executive	On target		
L8	L: Management Structure	Organisational design reflects the Council's Vision and priorities for the Borough	Scrutiny Review	New arrangements in place and operational	Officer	31/03/18	Leader	Chief Executive	On target		
L9	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Scope and timescale of review of Shared Financial Services with Chorley BC agreed	Officer	30/09/17	Corporate Support and Assets	Head of Shared Financial Services	On target		
L10	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Review of Shared Financial Services completed and recommendations considered by Cabinet	Member	TBC	Corporate Support and Assets	Head of Shared Financial Services			Linked to the re-design of the organisational structures referred to above
L11	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Agreed recommendations implemented	Officer	TBC	Corporate Support and Assets	Head of Shared Financial Services			Linked to the re-design of the organisational structures referred to above
L12	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Scope and timescale of review of in-house democratic services agreed	Officer	03/01/17	Corporate Support and Assets	Interim Corporate Governance Manager	Complete		
L13	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Review completed	Officer	31/03/17	Corporate Support and Assets	Interim Corporate Governance Manager	Complete		
L14	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Any necessary consultation completed and recommendations made to members.	Officer	31/07/17	Corporate Support and Assets	Interim Corporate Governance Manager	Off target but recovery plans in place	31/12/2017	Democratic services - review completed. Legal services review deferred. Both will now be undertaken in line with the new organisational structure / shared services review which will go to Council for approval in September 17 pending discussions on the shared service agenda.
L15	L: Review of Services	Review of the effectiveness of in-house legal and democratic services teams and Shared Financial Services completed	Scrutiny Review	Scope and timescale of review of in-house Legal Service agreed and completed	Officer	31/10/17	Corporate Support and Assets	Interim Corporate Governance Manager	On target		See L4 above - being addressed as part of wider shared services agenda linked to the review of the design of the organisation
M1	M: Review of disciplinary processes	Implementation of good practice	Scrutiny Review	Scope and timescale of review of disciplinary processes agreed with North West Employers	Officer	31/01/17	Leader	Interim Strategic OD and HR Consultant	Complete		
M2	M: Review of disciplinary processes	Implementation of good practice	Scrutiny Review	Review completed	Officer	30/09/17	Leader	Interim Strategic OD and HR Consultant	Off target but recovery plans in place	31/01/2018	To be picked up as part of review of all HR policies identified in the Transformation Strategy Action Plans. New target date of 31/01/18
M3	M: Review of disciplinary processes	Implementation of good practice	Scrutiny Review	Recommendations agreed and implemented	Officer	31/11/17	Leader	Interim Strategic OD and HR Consultant	Off target but recovery plans in place	31/01/2018	To be picked up as part of review of all HR policies identified in the Transformation Strategy Action Plans. New target date of 31/01/18

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
N1	N: Communications	New and effective ways of communicating externally and internally in place	Scrutiny Review	Residents survey completed	Officer	28/02/17	Leader	Interim Corporate Improvement Manager	Complete		
N2	N: Communications	New and effective ways of communicating externally and internally in place	Scrutiny Review	Internal and external Communications Strategies and action plans considered by Scrutiny Committee and approved by Cabinet	Member	31/03/17	Leader	Interim Corporate Improvement Manager	Complete		
N3	N: Communications	New and effective ways of communicating externally and internally in place	Scrutiny Review	Communications Action Plans fully implemented	Officer	31/07/17	Leader	Interim Corporate Improvement Manager	Off target but recovery plans in place	31/03/2018	Many actions completed but some are behind schedule due to vacancy in the Communications Team. Discussions underway with LGA for additional Communications support. New target date of 31/03/18
N4	N: Communications	New and effective ways of communicating externally and internally in place	Scrutiny Review	Evaluation completed	Officer	30/09/17	Leader	Interim Corporate Improvement Manager	Off target but recovery plans in place	30/06/2018	Many actions completed but some are behind schedule due to vacancy in the Communications Team. Discussions underway with LGA for additional Communications support. New target date of 31/03/18
O1	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	Employee survey completed and results reported to SMT	Officer	13/12/16	Leader	Head of HR	Complete		
O2	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	SMT and Core Managers Group consulted on draft Organisational Development Strategy and action plan	Officer	31/01/17	Leader	Director of Development, Enterprise and Communities	Complete		
O3	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Leads identified for all services	Officer	15/02/17	Leader	Director of Development, Enterprise and Communities	Complete		
O4	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	Additional resources procured to support the Improvement agenda (Democratic Services Manager, Strategic OD and HR Lead and two graduate apprentices)	Officer	31/05/17	Leader	Director of Development, Enterprise and Communities	Complete		
O5	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Strategy 2017-19 approved by Cabinet and Scrutiny Committee	Member	31/07/17	Leader	Director of Development, Enterprise and Communities	Complete		Approved by Cabinet (Transformation Strategy) on 27th July 2017
O6	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Strategy short term actions completed	Officer	31/10/17	Leader	Director of Development, Enterprise and Communities	On target		
O7	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Strategy medium-term actions completed	Officer	31/07/18	Leader	Director of Development, Enterprise and Communities	On target		
O8	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	Further employee survey completed	Officer	31/12/17	Leader	Director of Development, Enterprise and Communities	On target		
O9	O: Our People	Plan in place to support employees and improve staff morale	Scrutiny Review	OD Strategy and action plan refreshed in light of employee survey	Officer	30/04/18	Leader	Director of Development, Enterprise and Communities	On target		

Ref	Improvement Theme	Outcome	Source	Milestones	Officer or Member action	Timescale	Member Lead	SMT Lead	Status	Revised target date	Comments
P1	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Dates of CPC and Peers confirmed with LGA	Officer	31/01/17	Leader	Interim Corporate Improvement Manager	Complete		
P2	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Preparations for CPC completed	Officer	15/03/17	Leader	Interim Corporate Improvement Manager	Complete		
P3	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	CPC takes place	Officer	28th - 31st March 2017	Leader	Interim Corporate Improvement Manager	Complete		
P4	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Final CPC report agreed	Officer	30/04/17	Leader	Interim Corporate Improvement Manager	Complete		
P5	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	Improvement Plan approved by Cabinet	Member	June Cabinet	Leader	Interim Corporate Improvement Manager	Complete		
P6	P: Peer Review	LGA Corporate Peer Challenge (CPC) completed and recommendations implemented	Scrutiny Review	All actions arising from CPC completed	Officer	31/03/18	Leader	Interim Corporate Improvement Manager	On target		

Scrutiny Committee

30 August 2017

Scrutiny Review of Flooding: Final Progress Report



Lead Member: Councillor Colin Clark

Lead Officer: Garry Barclay

1. Background

In the immediate aftermath of Storm Eva which occurred over the Christmas period in 2015, a Scrutiny Task Group review was commissioned to assess the Council's response to the flooding which affected a number of residential properties and businesses in the Borough.

Separate to this was a routine officer de-briefing which occurs following any situation when the Council's Emergency and Flood Response Plans are put into operation. This is to ensure that procedures are improved to incorporate any learning resulting from emergency incidents.

The Scrutiny Task Group report endorsed the suggested improvements from the officer de-briefing process and also contained additional recommendations for Cabinet's consideration. The Task Group report was agreed by Scrutiny Committee on 20 September 2016.

The totality of the Scrutiny Task Group recommendations were therefore considered by Cabinet and a response was made to Scrutiny Committee on 6 December 2016. Appendix 1 summarises Cabinet's response at the time and the final position with regards to the actions taken.

2. Summary of Progress

We are pleased to report that all the recommendations made by the Scrutiny Task Group that were agreed by Cabinet in December 2016 have now been implemented.

The attached Appendix also refers to some further improvements to the Council's emergency response procedures which have been introduced in 2017.

3. Appendices

Appendix 1 – Scrutiny Review Recommendations, Cabinet Response and Final Progress Position

Scrutiny Review Recommendations, Cabinet Response and Final Progress Position

Scrutiny Committee Recommendation	Cabinet Response: 6 December 2016		Final Position at August 2017
	Recommendation Accepted? Yes / No	If yes, how and when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented?	
1. INTERNAL DE-BRIEF RECOMMENDATIONS (ENDORSED BY SCRUTINY)			
1.1 Upon receipt of flood warnings from the Environment Agency (EA) key services including Gateway & Neighbourhood Services to be put on notice that they may need to open for business out of normal office hours and provisional arrangements also made for the Emergency Management Team (EMT) to meet promptly to co-ordinate activities. This should occur simultaneously to putting rest centres on notice.	Yes	Implemented. A procedure has been agreed whereby Neighbourhoods Out of Hours Duty Officers will open the Civic Centre and contact key officers to attend to co-ordinate activities including the establishment of a Gateway service.	Implemented.
1.2 The Council's Public Relations Officer to attend the Lancashire Resilience Forum (LRF) Media Sub-Group to raise and progress the issue of dove-tailing local communication channels including social media with those of the lead emergency response agency in order to better inform residents and members of ongoing developments.	Yes	In progress. Engaging with social media has now become an integral part of PR's approach. The PR team have also undertaken to attend the LRF Media Group meetings.	Implemented.

Scrutiny Committee Recommendation	Cabinet Response: 6 December 2016		Final Position at August 2017
	Recommendation Accepted? Yes / No	If yes, how and when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented?	
1.3 To facilitate this the Council's PRO should also be given access to Resilience Direct.	Yes	Implemented. The PR team was provided with RD access and training July 2016.	Implemented.
1.4 The Council to arrange for detailed mapping of the affected locations and supply these to the South Ribble multi-agency "Making Space for Water Group" at which the EA, United Utilities (UU) and Lancashire County Council (LCC) are represented.	Yes	Implemented. The list of flooded properties has been shared with the lead agencies through the Making Space for Water Group & also fed into the new LLFA district level flood reporting process.	Implemented. As the Lead Flood Risk Management Authority, LCC has also undertaken investigations pan Lancashire and findings were published in "Section 19" reports in September 2016, followed up by district level flood reports in April 2017. The reports inform residents and businesses of the investigations undertaken, flood risk improvements completed and opportunities for further investigation and investment in flood prevention measures. These reports are updated quarterly and can be found on LCC's website.

Scrutiny Committee Recommendation	Cabinet Response: 6 December 2016		Final Position at August 2017
	Recommendation Accepted? Yes / No	If yes, how and when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented?	
<p>1.5 The Council should adopt a clear policy statement setting out its responsibilities with regard to the distribution of sandbags and this should be extensively publicised amongst members and the general public. This may include provision of sandbags at predetermined storage areas near to the most susceptible locations which local communities are able to access themselves.</p>	<p>Yes</p>	<p>Implemented. The Council has neither the statutory responsibility nor the capacity to ensure property level flood defence. The planned multi-media awareness campaign will make this clear by informing residents of the limited value of sandbags and of their responsibility to prepare and self-protect.</p>	<p>Implemented. A media campaign has since taken place including social media and the Spring 2017 edition of "Forward" to inform residents of the limited value of sandbags and of their responsibility to prepare and self-protect. Information and contact numbers for self-protection products was also made available.</p>
<p>1.6 The EA to be invited to the Central My Neighbourhoods Forum to explain their plans for engaging with the community at Bannister Brook and to discuss how community resilience might operate more generally in the area.</p>	<p>Yes</p>	<p>Implemented. A dedicated event was held at the Civic Centre with representation from EA, LCC, UU and SRBC to promote community resilience within the Borough. As a result of this event a Leyland Flood Action Community Resilience Group was established.</p>	<p>Implemented.</p>

Scrutiny Committee Recommendation	Cabinet Response: 6 December 2016		Final Position at August 2017
	Recommendation Accepted? Yes / No	If yes, how and when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented?	
1.7 The learning from Central My Neighbourhood Forums to be applied to the other Forums in due course.	Yes	In progress. The EA are endeavouring to engage with other communities to promote and develop greater resilience amongst residents.	Implemented. The EA and LCC Emergency Planning have attended parish councils and other forums to support those communities wishing to establish community resilience/flood action groups.
1.8 In the meantime it is recommended that an article is placed in "Forward" Paper informing residents of the roles and responsibilities of all agencies including the Council in respect of flooding and to provide advice as to how residents should themselves prepare for flooding and build resilience into their properties. The limited value of sandbags should be mentioned and reference made to other products that are available on the market which residents should be encouraged to take a self-help approach (noting the grants that may be available to assist).	Yes	In progress. An article will be placed in the next edition of Forward. In the meantime other channels of communication are being used including the Council website, social media and information leaflets. These provide information on known risk areas, the promotion of self-help and signposting to the flood awareness campaigns of the main agencies. Qualifying residents have also been given support with their applications for property level flood resilience grants.	Implemented. An article was placed in the Spring 2017 edition of Forward alongside information provided through social media. This included information on self-help and signposting to the flood awareness campaigns of the main agencies. Qualifying residents have also been given support with their applications for property level flood resilience grants.

Scrutiny Committee Recommendation	Cabinet Response: 6 December 2016		Final Position at August 2017
	Recommendation Accepted? Yes / No	If yes, how and when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented?	
ADDITIONAL SCRUTINY RECOMMENDATIONS			
2. The Council appoints a Member flooding and drainage champion to support Cabinet in ensuring that flooding issues are promoted, tackled and co-ordinated across the Council at a member and officer level, including strengthening partnership working on these issues.	No	Not required. Already within the portfolio of the member responsible for Emergency Planning and the Council is fully engaged within the LRF.	Not required.
3. The emergency plan be reviewed and updated to include: <ul style="list-style-type: none"> • Clearer guidance on when to place relevant officers on standby • A clear process for briefing and updating the Cabinet Member and other relevant Cabinet Members • Process for opening and ensuring the Civic Centre is operational during holiday periods 	Yes Yes Yes	Implemented. See 1.1 above. Implemented. Already within EP procedures and will be applied on a more timely basis in future Implemented. See 1.1 above.	Implemented. Implemented. Implemented.

Scrutiny Committee Recommendation	Cabinet Response: 6 December 2016		Final Position at August 2017
	Recommendation Accepted? Yes / No	If yes, how and when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented?	
4. Provide training and awareness for employees and councillors on the emergency plan.	Yes	Implemented. Refresher training for relevant officers was undertaken to cover improvements to procedures following the internal de-briefing process. A Member Learning Hour took place in May 2016. SMT received refresher training in November 2016.	Implemented.
5. Carry out practice exercises to test the emergency plan to ensure it is robust and evaluate how they have gone to improve emergency planning further.	Yes	Implemented. Already built into EP procedures. These take place on a cyclical basis, for example a Rest Centre simulation exercise is planned for March 2017. Actual incidents / de-briefings provide further learning opportunities in addition to simulated events.	Implemented. A combined rest centre simulation exercise with Chorley Council is now planned as a key project in the Shared Services Business improvement Plan for 2017/18.
6. In future EMT meetings are organised and take place more promptly, with a clear log of the decisions and actions taken.	Yes	Implemented. See 1.1 above.	Implemented.
7. The Council opens in between Christmas and New Year on a skeleton staff basis to provide customer services.	No	Alternative approach adopted. See 1.1 above.	Alternative approach adopted.

Scrutiny Committee Recommendation	Cabinet Response: 6 December 2016		Final Position at August 2017
	Recommendation Accepted? Yes / No	If yes, how and when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented?	
8. A clear and proactive strategy is developed by the Council to re-assure and provide information to our residents using the Council's website, social media channels, press releases and automated telephone message. This strategy should include residents, councillors and employees. Forming a key part of the emergency plan, standard and pre-prepared communications materials should be developed.	Yes	In progress. See 1.2 & 1.8 above.	Implemented. See 1.2 & 1.8 above.
9. The on-call officer support be reviewed to allow more resources to dealing with calls. A process for escalating issues be developed to provide more re-assurance to the on-call duty officer.	Yes	Implemented. See 1.1 above.	Implemented. In August 2017 the emergency planning out of hours arrangements were enhanced further with the establishment of a SMT Duty Officer weekly on-call rota to enable a Director be available to take a strategic lead on any serious incidents.

Scrutiny Committee Recommendation	Cabinet Response: 6 December 2016		Final Position at August 2017
	Recommendation Accepted? Yes / No	If yes, how and when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented?	
<p>10. The newly appointed Member Flooding and Drainage Champion (see recommendation 2) develop a policy for the provision of mobile flood barriers and how local communities through My Neighbourhood Forums could become more resilient and self-sufficient.</p>	<p>No</p>	<p>Not applicable. The new LLFA district level flood reports will seek to identify the relevant flood protection opportunities for further investigation and investment and will also provide concerned homeowners and businesses with information about what they can do to help protect their own properties from flooding in the future. The EA are also endeavouring to engage with local communities to promote and develop greater resilience amongst residents. The EA are seeking to target specific communities at risk of flooding when opportunities arise (see 1.6 and 1.7).</p>	<p>Not applicable.</p>
<p>11. South Ribble Neighbourhoods Officers inspect gullies and pass on any issues to Lancashire County Council.</p>	<p>No</p>	<p>Not applicable. This is the responsibility of the Highways Authority LCC who have recently completed a programme of gully cleansing and highways maintenance at all the locations flooded.</p>	<p>Not applicable.</p>