

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

Scrutiny Portfolio Update: Strategy and Reform

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

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

Recommendations to Scrutiny Committee

2. That the report be noted.

Reasons for recommendations

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

Other options considered and rejected

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

Corporate priorities

5. The report relates to the following corporate priorities:

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

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

Corporate Strategy projects

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

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

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

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

Communications and Visitor Economy

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

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

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

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

Governance

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

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

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

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

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

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

Transformation and Partnerships

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

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

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

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

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

Climate change and air quality

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

Equality and diversity

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

Risk

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

Comments of the Statutory Finance Officer

19. No comments

Comments of the Monitoring Officer

20. No comments

There are no background papers to this report

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