

Lancashire County Council

Scrutiny Committee

Friday, 13th May, 2011 at 10.00 am in Cabinet Room 'B' - County Hall, Preston

Agenda

Part 1 (Open to Press and Public)

No.	Item
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1.	Apologies
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2.	Disclosure of Personal and Prejudicial Interests
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Members are asked to consider any Personal/Prejudicial Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3.	Minutes of the Meeting held on 8 April 2011	(Pages 1 - 8)
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4.	Communications Service	(Pages 9 - 16)
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5.	Establishment of a Standing Joint Lancashire Health Overview and Scrutiny Committee	(Pages 17 - 22)
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6.	Task Group Updates	(Pages 23 - 26)
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7.	Recent and Forthcoming Decisions	(Pages 27 - 28)
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8.	Workplan 2010/11	(Pages 29 - 38)
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9.	Urgent Business
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An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

10.	Date of Next Meeting
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The next meeting of the Scrutiny Committee will be held on 10 June 2011 at 10am at the County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 3

Lancashire County Council

Scrutiny Committee

Minutes of the Meeting held on Friday, 8th April, 2011 at 10.00 am in Cabinet Room 'B' - County Hall, Preston

Present:

County Councillor John Shedwick (Chair)

County Councillors

S Chapman	P Malpas
Mrs F Craig-Wilson	D O'Toole
C Crompton	Mrs L Oades
M Devaney	M Otter
K Ellard	D Westley
Mrs J Hanson	B Winlow

County Councillor Mike Otter replaced County Councillor Peter Steen for this meeting only.

The Chair welcomed County Councillor David Smith, Lead Member for Community Services who had been invited to speak at items 4, 5, 6 and 7.

1. Disclosure of Personal and Prejudicial Interests

County Councillor F Craig-Wilson declared a personal interest in items 4 and 5 as she was a Member of 'Friends of St Annes Library' and a personal interest in items 4, 5 and 6 as she was a Member of Fylde Borough Council.

County Councillor B Winlow declared a personal interest in item 4 as he was a Member of the Friends of Lytham Hall.

County Councillor K Ellard declared a personal interest in item 4 as he was a Member of the Sounding Board of the Lancashire Sinfonietta.

County Councillor J Shedwick declared a personal interest in item 4 as he was a Member of Dukes Playhouse Board of Directors, and Member of the Sounding Board of the Lancashire Sinfonietta.

2. Minutes of the Meeting held on 4 March 2011

County Councillor Chapman suggested an amendment to the draft minutes to reflect better the view of the committee around priority setting by the Safer Lancashire Board.

Resolved: That, subject to the inclusion of the Committee's concerns raised above the minutes of the meeting held on 4 March 2011 be confirmed and signed by the chair.

3. Culture and Sport Strategy

The Chair welcomed County Councillor David Smith, Lead Member for Community Services, Ian Watson, Head of Cultural Services, Julie Bell, County Libraries Manager, Bruce Jackson, County Heritage Manager, and David Blackett, Cultural Services Development Manager, to the meeting.

County Councillor Smith gave a brief introductory summary, stating that the County Council's current Culture and Sport Strategy, which had been launched in 2010, was a new development for the County Council. The intention was that by employing a very broad definition of culture and sport the Strategy would help to integrate these themes within all policies and services delivered by the County Council. Smith hoped in particular that such an approach would enhance the contribution of the County Council to local economic regeneration by providing a clear direction to the leisure economy and raising the profile of Lancashire and the County Council both regionally and nationally.

Ian Watson, informed the Committee that the strategy was split into seven sections each of which were detailed in the report containing examples of the type of activities the County Council was working on to deliver culture and sport related services. The seven sections of the strategy were:

- Raising the Profile
- A place to live and work
- Shared Experiences
- Learning to Grow
- Health and well-being
- Valuing the Past
- Building the Future

The Committee was also informed that at the time of writing the strategy during the year 2009, there was already an indication that public sector spending cuts would be imposed and as such officers felt that it would be inappropriate to create an action plan at that stage. Instead, the strategy simply set out the ambition, vision, outcomes and objectives to which existing services would aspire.

Included with the report was the Cultural Services Draft Business Plan for 2011/12. It was reported that, in addition, officers would analyse and extract objectives and outcomes from all the other Directorates' business plans to facilitate the broader definition of the strategy. It was hoped that this overall assessment would be completed by the summer.

Members raised a number of comments and questions. The main points of which are summarised below:

- Officers were asked how they would approach the monitoring of progress over the next few years. The Committee was informed that the business

management team would be monitoring the outcomes from the strategy and assessing whether or not they had been achieved. A set of targets for Lancashire were currently being developed.

National targets from central government were also being rolled out.

These included monitoring the take-up of cultural services by young people. It was suggested that this particular target could prove difficult to measure practically and would therefore need to be monitored by carrying out user surveys.

Officers were also looking to benchmark services against other authorities in England from sources such as public library user surveys.

- One Member queried how the County Council could disseminate better the message that its libraries were not at this time closing – as many others were - but instead were being developed. The Committee was informed that Cultural Services were developing an action plan with the Corporate Marketing Team to raise the profile. One challenge here, however, was that recent structural changes to the delivery of Corporate Communications limited the control which Cultural Services had in ensuring that this message was publicised. One example of the need here to improve on communicating this message was the library in Burnley, where members of the public were regularly expressing dismay over its imminent closure, when in fact this was not and never was due to happen. One suggestion was a poster campaign and free bookmarks as a starting point towards spreading the message.

The Chair reminded the Committee that it was due to receive a report on all aspects of the Communications Service from the Head of Communications at its next meeting (13 May 2011).

- Members raised concern over the ageing population and people with disabilities and their correlation with culture and sport and monitoring activities/targets. The Committee was informed that officers were looking to establish stronger links within their Adult and Community Services Directorate with other work relating to older people and those with disabilities. However, officers did not currently undertake any specific monitoring regarding people with disabilities. Information regarding performance measurement was not currently available.
- On a question about work being done to establish dual-use of school facilities for members of the public, officers said they anticipated that the Building School for Future (BSF) project would provide such additional facilities. However, this approach had proved difficult to realise in the first instance. Furthermore, the BSF project nationally had now been abandoned due to an overhaul of capital investment in England's schools in 2010.

It was reported that there was no dedicated sports officer within the County Council. Officers were, however, looking to perhaps influence the Children and Young People Directorate establishing contact with Head Teachers to maybe assist in mapping out and developing dual-use facilities. The Committee was informed that Wyre Borough Council had recently identified Garstang High School as a model site for dual-use. The concern from officers was how experiences and achievements in developing the school would be rolled out across the remainder of the county.

County Councillor Oades felt that the County Council should have a dedicated sports officer. The Chair asked County Councillor Smith as Lead Member to perhaps give some consideration towards the implementation of such a post.

- Mention was made of the Lancashire Playing Fields Association and whether the County Council still had any representation on this outside body. County Councillor O'Toole had previously served on this body and suggested that this could be an additional resource for the Cultural Services Team to look into.
- When asked about what the County Council was doing to assist voluntary organisations and District Councils in obtaining funding and the acquisition of land perhaps "tied-up", Mr Watson explained that the Lancashire Sport Partnership was responsible for delivering projects on behalf of the County Council, District and Unitary Authorities. The partnership received its funding from Sport England.

The role of the partnership was to drive participation in recognised fields of sport, provide advice to Local Authorities and to assist local groups in bidding for funding. The partnership also recruited professionally trained coaches and also provided additional training where necessary.

- County Councillor Otter queried why in the report Parish Councils were only mentioned once and only in relation to public rights of way matters. In response, Mr Watson explained that the strategy was written prior to the Big Society agenda and that the Environment Directorate was keen to simplify processes relating to countryside management. It was seen as an opportunity to reflect three-tier working.

Resolved: That;

- i. The Committee noted the report and shared the notes from it with the lead member in order that he and his officers might consider some of the suggestions and recommendations made by members of the committee for improvements to delivery of the strategy;
- ii. A further report on the Culture and Sport Strategy and the finalised Cultural Services' Business Plan be brought back to the Committee in six months' time for further consideration.

4. Cultural Services Restructure

County Councillor Smith gave a brief introductory summary to the report. There were some 700 staff working in the Cultural Services department who provided an excellent resource to the public and the County Council. The restructure was driven by the imperative to make savings and eradicate duplication whilst at the same time delivering corporate priorities.

Mr Watson explained to the Committee that the restructure was designed to support the Culture and Sport Strategy with the key aim to create a more cohesive Cultural Services. Members were informed that the new structure consisted of three teams; Heritage, Development and Libraries. A structure chart detailing phase one (management) of the restructure was provided with the

report. It was anticipated that phase two (staffing) of the restructure would commence on 1 August 2011.

Bruce Jackson, County Heritage Manager, provided some background detail on the Heritage Service. The Committee was informed that the service consisted of three smaller teams; the museums service, record office and community history which previously formed a non-statutory part of the library service. Mr Jackson mentioned that the restructure had presented an opportunity for the service, whereby better support and knowledge would be accessed through the joining up of services. The restructure had also opened up a range of material and potential projects for the public. However, one of the key issues facing the service was the need to consider the long term in respect of retaining material for years to come.

David Blackett, Cultural Services – Development Manager, gave a brief power point presentation on his team's responsibilities. Mr Blackett explained that the core purpose of the Development Team would be to support the other teams within Cultural Services (Libraries and Heritage). The team would also provide advice on policy and strategy matters as well as providing administration duties including; business support, finance training, performance management, project planning, human resources and health and safety matters. The team would also be responsible for co-ordinating projects, events and any preparatory work for learning activities.

Julie Bell, County Libraries Manager, gave a brief introduction to the restructured Library Service. Members were informed that the service co-ordinated the operation of 74 libraries, five prison libraries, the management of the school library service along with the mobile service which had recently been reduced from 11 units to nine units. In 2008, the Library Service had already undergone a substantial restructure in which the service for the county was divided into three distinct areas; north, east and south. An area manager was assigned to each area along with an overall manager who was responsible for assembling the service into a unified operation. Underneath, the area managers were four district library managers. One of the key functions of the district library managers was to focus on matters relating to their respective locality agendas and to inform the Cultural Services Team on the whole.

The effect of the previous restructure meant that the Library Service was now in a strong position despite recent cuts and that it was hoped the service including the school library service would continue to strengthen.

A question was asked in respect of how volunteers fitted into the restructure of the service. The Committee was informed that there were currently a thousand volunteers supporting the work of the Cultural Services Team of which 357 were based in the Library Service. Their role was only to enhance the service – not to take over the staff.

Resolved: That the Committee noted the report.

5. Extending Access and Public Use of Lancashire Museums Service - Executive Response

County Councillor Smith introduced the Executive response on extending access and public use of Lancashire's Museums Service. He said that the task group had carried out an excellent and much welcomed piece of work and produced a good report. His own assessment was that the Museums Service needed flexibility in its approach to succeed and achieve increase public usage. Getting the branding and marketing of the service right was crucial, but there was perhaps a danger that current corporate communications policy made this more difficult to achieve.

Mr Jackson reported to the Committee that visitor numbers had exceeded the target of 250k for 2010/11 and that it was hoped visitor numbers would continue to rise during 2011/12.

County Councillor Craig-Wilson commented on the final report. In particular, County Councillor Craig-Wilson maintained her concerns with regard to branding in that she felt separate branding from that of the County Council's would improve visitor numbers to the Museums Service.

County Councillor Craig-Wilson also expressed concern regarding the lack of joined-up services. She felt that the Museums Service should work with other organisations, to share and possibly go into partnership in order to make the museum "offer" more enjoyable for families.

Members raised a number of comments and questions. The main points of which are summarised below:

- Members felt that the County Council should draw on expertise from other organisations on branding and marketing the service. It was also felt that as a consequence of a recent restructure of the Communications Service, officers in the Museums Service should be enabled to draw on past expertise who had been moved on to other areas of work within the Communications Service.
- Members expressed an interest in seeing the results of free admission to the Museum of Lancashire.
- Mention was made of Lancaster Castle and whether enquiries had been made with the Duchy of Lancaster to use the space as a possible museum site.

In response, Mr Watson commented that it would be useful to see what the outcomes would be from the next meeting of the Scrutiny Committee when it receives a report from the Head of Communications.

Since the closure of Lancaster Castle, it was discovered that since its closure, there was a clause which stated that it must be restored to its original condition after three years following its closure. However, it was reported that Lancaster City Council, Lancashire County Council and the Duchy of Lancaster had begun to discuss the restoration and future use of the space.

Mr Jackson raised further points in relation to the responses to the recommendations from the task group on:

- Recommendation 2: It was suggested that the service would benefit from establishing a 5-10 year vision as well as producing a business plan year on year.
- Recommendation 5: There was a clear need to balance conservation work between partner collections and externally funded conservation work. However, officers did not want to push on the matter of selling stock.
- Recommendation 6: The service had identified the need for a post within the Development Team to have dedicated responsibility for income generation of all types.

Resolved: The Committee noted and endorsed the proposed actions as set out in the report.

6. Lancashire Record Office

County Councillor Smith introduced the report stating that the Lancashire Record Office (LRO) was a 4-star service rated highest in the region. However, the Committee was informed that further decisions were yet to be made regarding service provision which could affect its current rating. However, County Councillor Smith was positive and recognised that the action plan had been compiled well and spoke in favour of the service.

Mr Jackson raised a number of points in relation to the actions from the plan which were as follows:

- 5.1.1 – The Committee was informed that the LRO was currently reviewing its joint arrangements with Blackpool Council and Blackburn with Darwen Borough Council and that discussions had taken place with Blackpool Council in drafting a new agreement.
- 5.1.4 – The replacement of plant to improve climatic conditions of archive storage areas would take approximately two to three months over the coming summer to carry out and that the offices would be closed to the public during that period.
- 5.1.6 – It was reported that substantial progress had been made in developing capacity for digital preservation and that the pilot study on the use of the Corporate Electronic Records Management System (CERMS) had been completed. However, the matter was now being looked into further by the Strategic Partnership.

The Committee was also informed that the LRO also provided its services to all the District Councils in Lancashire.

Officers were asked about how confident they felt in achieving the actions set out given the current financial constraints. The Committee was informed that there might be a possibility of sourcing additional funding from the County Council. However, officers suggested that it could take between two to five years before they could anticipate any further funding streams given the current financial climate.

Resolved: The Committee noted and endorsed the proposed actions as set out in the report.

7. Task Group Updates

The Committee received an update on current task groups and their proposed completion dates.

Resolved: That the update on existing task groups be noted.

8. Recent and Forthcoming Decisions

The committee considered recent relevant decisions made and also forthcoming decisions including those set out in the current Forward Plan.

Resolved: That the report be noted.

9. Workplan 2010/11

The workplan for the committee was presented for noting and comments. The Chair informed the committee of possible future issues for future consideration. These included matters relating to street lighting, domestic violence, the youth offending team, trading standards and the Highways Agency.

Resolved: That the report be noted.

10. Date of Next Meeting

It was noted that the next meeting of the Committee will be held on Friday 13 May 2011 at 10am at County Hall, Preston. However, it was brought to the attention of the Committee that the meeting scheduled for the 8 July was no longer a suitable date and the Chair suggested that the meeting be moved to the 15 July at 2pm.

Resolved: That final confirmation of the revised arrangements for the July meeting be emailed to Members in due course.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 4

Scrutiny Committee

Meeting to be held on 13 May 2011

Electoral Division affected: None

Communications Service

(Appendix 'A' refers)

Contact for further information:

Tim Seamans, 01772 530760, Office of the Chief Executive

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Executive Summary

In January 2009 the county council initiated a review of its marketing functions, which was later widened to include all communications activity. The process culminated in August 2010 with:

- The formation of a newly centralised communications service
- Establishing a council-wide approach to communications including an 'account management' model for proactive communications
- A 35% reduction in communications staff

This report gives an overview of the service's impact to date, focusing on its performance over the first 6 months to February 2011. Feedback drawn from colleagues across the organisation during February and March has been used to inform the report.

Recommendation

Members are asked to note the report as a basis for discussion about county council communications.

Background and Advice

The report is based in a recent 6-month 'progress report' to the Management Team, which was a condition of the agreement to establish the new arrangements for communications. It gives an overview of the initial impact and role of the new service.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

There are no risks to record.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

Report on impact of new Communications Service model

Introduction

The drivers for the changes made to the county council's approach to communications were improving quality, professionalism, planning, coordination, delivery and cost effectiveness. It was agreed that previous arrangements failed to deliver in this respect, with communications posts and functions being scattered throughout the organisation in different departments with no consistent way of working, little coordination of activity and a lack of both research and evaluation.

To address these challenges, in August 2010 the county council established a single communications service. It is responsible for advertising, design, e-communications, internal communications, marketing, media relations and print production. 75 posts in place before that date were abolished, with the affected staff able to apply for roles in a new structure with 45 posts. The service is managed by the Head of Communications, who until April 2011 reported to the Executive Director of Policy but now reports into the Chief Executive. All staff are located together at County Hall.

1. Performance

1.1 The key to delivering the required improvements in communications at a time when resources are shrinking is to ensure the available resource is targeted effectively. Effective targeting should apply in two senses: first, communications resource should be focused on those county council priorities where it can make the biggest difference to the end result and, second, each communications activity should be tailored to address the specific needs and wants of the audiences it is targeted at. The new service aims to bring about a change in the county council's communications culture that will enable it to do both these things. In the first six months there is evidence of it beginning to happen, although it will take longer for this to become truly embedded across the organisation.

1.2 An important initial step has been to establish a series of core performance measures which are reviewed monthly. For the first time, it means the county council is working to robust, credible measures that reflect the actual impact of our communications resource. These cover a wide range of areas, from measuring the views of staff about the quality of internal communications to how the reach of information about the county council is being increased through using social media channels. The lack of evaluation of communications activity prior to establishing the service means that in most cases we do not have year-on-year data to compare performance against; hence in Year 2 of the service we will begin to get more valuable information about our success against these measures.

1.3 There are however early indications of progress. For example all media coverage is assessed using an industry-standard measurement and this is one of the few measures where year-on-year data exists. The target of a 10% improvement is being consistently exceeded under the new arrangements, indicating more positive

messages about the work of the county council are reaching a larger number of people.

1.4 Internal communications is an example of an area where we lacked year-on-year data and, with employee engagement a high priority, needed to improve. In late 2010 the service conducted focus group sessions and an extensive survey of staff to establish a baseline across key measures such as whether staff feel well informed about the key issues for the county council and whether they have the information they need to do their job well. These will be measured again each year with targets established to improve ratings over time.

1.5 While to some extent the service has as yet been laying the foundations for good communications practice in these areas, it has already been able to demonstrate its impact in other time-limited activities by ensuring effective measurement of performance.

Figure 1

Examples of delivering effective communications where it counts	
1,113 enquiries from potential foster carers, exceeding 1,000 target and compared to 795 in 2009-10	Following an extensive region-wide campaign in which Lancashire out-performed all other local authorities in the North West, LCC exceeded its target of 1,000 enquiries.
Increase from 36% to 52% in public satisfaction with winter service	A stakeholder relations and communications campaign helped deliver a marked improvement in satisfaction despite another challenging winter, together with positive feedback from partner organisations.
Museum visitor numbers grow 11% year-on-year	A range of marketing initiatives helped ensure the museums service achieved a 11% year-on-year increase in visitors compared to a 10% target, with 262,309 visitors compared to 236,343 the previous year.
50 businesses interested in Rising Bridge Business and Enterprise Village in first 2 months, exceeding target of 30	A business-to-business marketing initiative helped attract 50 enquiries from companies interested in occupying space at the Rising Bridge development in Haslingden by the end of the financial year, following launch in late January.
743 staff attended conferences with the Chief Executive and Leader in late 2010, 93% reporting they were satisfied	Staff events held at the peak of anticipation ahead of the local government funding settlement attracted a large audience – 93% said they were satisfied with the conferences and 93% said the events helped them better understand why the county council needed to change.
3 new social media channels established, increasing reach of messages and directly achieving 2,500 extra visits to LCC website	For the first time the county council has established a corporate presence on twitter, flickr and YouTube. Data shows LCC has achieved significant reach through each of these media already, as well as generating an additional 2,500 referrals direct to our main website

2. Financial impact

Pay expenditure

2.1 The restructure of communications sought to deliver a £125,000 saving on staffing costs in the first part-year (August 2010-March 2011), with a full year effect from 2011-12 of savings exceeding £250,000. These savings were on course to be delivered. However in practice the savings figure will increase over and above the 2011-12 level as the service is now affected by the county council-wide savings programme and will be delivering a further 25% saving by March 2013.

2.2 Communications is by nature a people-intensive activity and reductions in staff directly impact on the county council's overall capacity. Effective prioritisation of work, which must be supported by colleagues in directorates in recognition of the limited capacity available, will be critical to the service's future impact.

Non-pay expenditure

2.3 Under the service model agreed with ELT in 2010, non-pay communications expenditure by directorates remains held in directorate budgets. The service agrees expenditure for specific campaigns or one-off activity with directorate colleagues on a case by case basis and then manages the investment as it implements campaign plans.

2.4 The service has produced reports for Executive Directors summarising relevant expenditure for the first six months since its inception. These provide an opportunity to review at a glance most of the communications expenditure taking place and also help to illustrate how in many cases the service has assisted directorates in minimising this type of spending. The improvements in information provided by this arrangement are designed to support directorates in understanding where money is being invested in communications and for both the communications service and managers within directorates to identify any problems with the way funds are being used – including any activity that offers no measurable return on investment. There is still some unregulated spending on communications materials taking place within directorates – at risk of both poor value and low quality – and work will be undertaken in 2011-12 to ensure the communications service moves towards being the only route for managing communications delivery.

Case study: The service has sought to assist directorates in reducing expenditure on communications and marketing materials and campaigns, while maximising the impact. One department enquired about producing a handbook for childcare providers, which had been published annually over recent years and would cost £19,800 to reprint. Communications staff considered the requirements of the county council and the needs of the target audience before suggesting a CD ROM and downloadable PDF file would be a suitable alternative to a printed document. The department proceeded with the option and the products were developed at a cost of just £100, saving almost the entire allocated £20,000 budget.

Income generation

2.5 The financial model inherited by the service accommodates some requirement for 'income' generation around advertising and print production, whereby income is generated through handling fees applied to expenditure in these areas by directorates. Income has dipped partly due to a reduction in activity and partly due to the removal of fees previously charged for design by Print Direct. The income, which contributes to funding staff salaries, is subject to fluctuation as a result of several external factors such as reductions in recruitment. This is an aspect of the service model that is currently being reviewed.

3. Feedback from staff who have used the new service

4.1 A Client Satisfaction Survey of colleagues across the organisation who have worked with the service since its inception was conducted in March 2011. It focused on satisfaction levels with the service overall and with various specific functions within the service.

4.2 Feedback is largely positive with 82% stating they were satisfied or very satisfied with the overall service, compared with 8% reporting dissatisfaction overall.

4.3 When asked about specific service areas, the most frequently used service areas – design, marketing and media – score highest for satisfaction in a range of 81% to 87%. These are the services colleagues have most direct contact with.

4.4 For both e-communications and internal communications a notably lower number of colleagues say they are satisfied, but the number who are dissatisfied is no greater than in other areas. This may be explained by the relatively small scale of these functions meaning they work on fewer projects; capacity limitations compared to what some departments were used to previously; and potentially a lack of understanding of their role.

4.5 The service has established a target to improve overall satisfaction from 82% to 87% by April 2012, with the satisfaction survey being repeated every six months.

4. Supporting members

4.1 The large majority of the service's time is dedicated to developing and implementing campaigns alongside more reactive services such as media handling and print production. However it continues to have a role in supporting county councillors in delivering their duties, both by providing guidance and training or by communicating with members as a key audience within its campaign activities.

4.2 The service has been closely involved in collaborating with officers and members to review the members' intranet portal, formerly known as E-xchange and recently relaunched as C-First. The review sought to address county councillors' concerns about difficulty navigating the site and to provide more up to date, relevant content – for example the introduction of a new news section, improved information about the role of champions and dedicated pages for each district footprint. There has been an initial surge in use of C-First since its launch (visits up 82% in March 2011

compared to February) and the service will seek to help maintain interest from members in accessing information through this channel.

4.3 Many members have expressed an interest in how they can take advantage of the increasing prominence of social media as a way of supporting their role. The service has been involved in identifying county councillors' needs in this respect and is currently developing guidance on how to use these tools and avoid the pitfalls, as well as protocols to ensure consistent standards of use. The potential for exploiting social media will be promoted principally through C-First, which will feature the relevant guidance, links to further information and case studies highlighting the work of members already using social media.

4.4 Following an assessment of members' development needs, the service will shortly be running sessions on understanding and working with the news media, which will be open to all members. These are being coordinated on district footprints and will be delivered by staff from the media team. They will seek to increase awareness of the media landscape in each part of the county and increase members' confidence in approaching and dealing with enquiries from journalists as a way of promoting their work.

4.5 Members as a whole group or on a more targeted basis will frequently come into contact with the service via its campaign activities. One example since the service's inception is the campaign around winter services, which identified county councillors as a key audience that needed to understand the council's strategy and receive relevant, up to date information about gritting activity. Elements of the campaign included a number of area-based briefing sessions for members and a twice weekly bulletin summarising recent gritting activity by area together with the forecast weather and operational response over subsequent days. In doing so the campaign sought both to reflect members' status as key stakeholders in the delivery of a high profile service and to recognise their valuable role in sharing information and responding to requests from within their communities.

5. Conclusion

5.1 The redesign of the county council's approach to communications has laid the foundations for a more professional, joined-up approach. This is exemplified by some significant early successes across the full range of functions within the service, together with generally positive feedback both from staff who use the service and staff within the service. The savings targets from the restructure have been realised and the service is using its perspective and expertise to support directorates in reducing expenditure on communications and marketing materials.

5.2 Overall, therefore, at this stage there appear to be solid grounds for describing the changes to county council communications as a success. The service is however at an early stage of development and there is more work to be done to maximise the benefits of the new arrangements.

5.3 A recent report to Management Team, on which this report has been based, identified recommendations across three main areas going forward:

- The way we use the county council's limited communications resource must be better prioritised so that it makes the greatest possible contribution to delivering our overall objectives.
- There should be regular reports on performance to track the impact of communications, principally in the form of quarterly reports to the Management Team.
- Ways of improving the efficiency of communications through partnerships with other organisations and increasing income generation should be proactively explored.

3 May 2011

Scrutiny Committee

Meeting to be held on 13 May 2011

Electoral Division affected: None

Establishment of a Standing Joint Lancashire Health Overview and Scrutiny Committee

(Appendix 'A' refers)

Contact for further information:

Josh Mynott, (01772) 534580, Office of the Chief Executive,
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Executive Summary

A Joint Lancashire Health Overview and Scrutiny Committee is proposed. Appendix 'A' sets out the suggested terms of reference.

Recommendation

That the committee approve the establishment of the Joint Lancashire Health Overview and Scrutiny Committee

Background and Advice

In December 2010, a proposal was made at a meeting of Lancashire Leaders that a standing joint committee should be established between Lancashire County Council, Blackburn with Darwen Council and Blackpool Council to consider changes in the health service affecting all three areas.

Such a body is required under the Directions to Local Authorities (Overview and Scrutiny Committees, Health Scrutiny Functions) issued by the Secretary of State in 2003:

"Where a local NHS body consults more than one overview and scrutiny committee pursuant to regulation 4 of the Regulations on any proposal it has under consideration for substantial development of the health service or a substantial variation in the provision of such service, the local authorities of those overview and scrutiny committees shall appoint a joint overview and scrutiny committee for the purposes of the consultation"

Following a series of meetings of officers and with member input, Terms of Reference have been developed, attached as Appendix 'A'.

Key points to note are:

- The joint committee will only consider NHS developments that affect all three authorities. It is a statutory requirement upon local authorities that this is the case.
- Provision is also made to involve Cumbria where any such proposals affect all three Lancashire authorities and Cumbria
- The joint committee will only meet when necessary. It in no sense directs or affects the work of the individual Overview and Scrutiny committees
- Where all authorities agree, the joint committee will have the power to refer appropriate (ie affecting all three authorities) NHS proposals to the secretary of state for independent review. However, it would not be able to stop individual committees making referrals or opposing referrals individually.
- The joint committee exists only to consider issues of substantial development or substantial variation. It does not exist to consider public health, general health service issue or social care matters

Clerking and support arrangements for the joint committee are subject to discussion, as are chairing arrangements for the first year.

Nominations for membership from the county council will be politically balanced meaning that three Conservative members and one Labour member would be appointed on nomination by their Group.

A similar report to this will be presented to the Health Committee on 17 May, requesting that committee to note the proposals and agree mechanisms for minutes of the Joint Committee meetings to be provided to all committee members.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

There is a legal requirement to establish a joint health overview and scrutiny committee in certain circumstances as outlined in the report.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate - N/A

JOINT LANCASHIRE HEALTH SCRUTINY COMMITTEE

TERMS OF REFERENCE

1. **TITLE**

The Committee to be named the Joint Lancashire Health Scrutiny Committee

2. **SCOPE**

The Committee to consider any future and proposed health service changes that will directly affect all three upper tier local authorities covering the pan Lancashire area and directly affect the citizens in the *Cumbria County Council area.

3. **MEMBERSHIP**

The Committee to be established on the following basis:

- 4 elected voting Members from Lancashire County Council.
- 2 elected voting Members from Blackburn with Darwen Borough Council
- 2 elected voting Members from Blackpool Borough Council
- 3 non-voting co-opted Members from Lancashire District Councils

- *2 Elected voting Members from Cumbria County Council to be invited to attend meetings of the Joint Committee on those occasions when consideration is given to any planned or proposed health service matter that would be likely to directly affect citizens in the Cumbria County Council area.

The Joint Committee to be appointed on an annual basis prior to its first meeting in each Municipal Year.

Any member of the Committee may be represented at a meeting of the Joint Committee by a substitute appointed by the appropriate local authority. Substitutes will have the same voting rights as the member they replace and count towards the establishment of a quorum.

It remains the responsibility of each Member on the Joint Committee to arrange for an appointed substitute to attend on their behalf if they are unable to attend a meeting.

If any Member or co-opted member ceases to be a Councillor of their local authority they shall no longer be a member of the Joint Committee.

Each meeting of the Joint Committee shall be advised by the relevant Scrutiny Officer.

4. CHAIR AND VICE CHAIR

The Chair and the Vice Chair shall be elected by the Joint Committee from among the Committee's voting membership (excluding Cumbria representatives) at the first meeting in each Municipal Year on the basis of the elected Chair and Vice Chair being Members of different local authorities.

The Chair shall preside at the meetings. In the absence of the Chair, the Vice Chair shall Chair the meeting. In the absence of both the Chair and the Vice Chair, the Joint Committee Members present shall elect a Chair for that meeting from among their number.

5. FUNCTIONS

To review and scrutinise issues around health service changes planned or provided that will affect all three upper tier local authority areas to seek health improvements and reduce health inequalities.

To exercise the statutory functions of a health overview and scrutiny committee under the provisions of the National Health Service Act 2006 and the Local Government and Public Involvement in Health Act 2007 and to make reports and recommendations to NHS bodies as appropriate.

Secretary of State Referrals

In the case of contested NHS proposals for substantial service changes or any NHS proposal which the Joint Committee feels has been the subject of inadequate consultation, by majority agreement, the Joint Committee to have delegated authority to directly refer the matter to the relevant Secretary of State.

That in relation to the function described above, any Joint Committee decision on whether or not a referral should be made to the relevant Secretary of State is not required to be approved by the individual Overview and Scrutiny Committees at those local authorities that may be directly affected by the decision. However the Joint Committee's power of referral does not remove, supersede or negate the power and authority of each individual Overview and Scrutiny Committee to make a referral to the Secretary to State should they wish to do so.

Scrutiny Arrangements

Scrutiny of approved topics should be carried out only "in meetings" of the Joint Committee. The need to establish separate working groups should only be implemented as a very last resort.

To require the Chief Executives (or their representatives) of local NHS bodies to attend the Joint Committee to answer questions and to invite the chairs and non-executive directors and officers of local NHS bodies to attend the Joint Committee to answer questions or supply evidence.

To invite to any meeting of the Joint Committee and permit to participate in discussion and debate, but not to vote, any person not an elected Member appointed to the Committee, whom the Joint Committee considers would assist it in carrying out its functions.

To co opt as and when necessary and under such terms as the Joint Committee thinks appropriate, persons with appropriate expertise in relevant health matters, without voting rights.

Review of functions, clerking arrangements and terms of reference

To review at least annually the functions of, and clerking arrangements for meetings of the Joint Committee.

To review the Joint Committee's terms of reference from time to time.

Conduct of Business Meetings

The Clerk to the Committee shall, with the agreement of the Chair and the Vice Chair, arrange meetings of the Joint Committee as and when necessary.

No meetings of the Joint Committee shall be held during the notice of election period for local authority elections

Any scheduled Joint meeting may be cancelled where the Chair and the Vice Chair of the Joint Committee both agree.

The venue for meetings of the Joint Committee shall be rotated between the local authorities and the Secretarial support for the Committee shall be rotated between each of the 3 upper tier Lancashire local authorities either annually or as necessary on an agreed basis between the respective authorities.

Agendas and Items of business

Agendas for meetings of the Joint Committee shall be circulated at least 5 working days in advance of the meetings and in accordance with the provisions of legislation relating to Access to Information.

Other than in very exceptional circumstances, the only business to be considered at any meeting will be that which has been notified.

Decisions

The Joint Committee will seek to make decisions by consensus whenever possible. In the event of any disagreement, the Chair will seek to resolve any differences. In the event any disagreement cannot be resolved, then a vote will be taken. In the case of a tied vote, the Chair will have a second or casting vote.

Declarations of Interest

Any Member having a Personal Interest within the meaning of the national Code of Conduct must disclose that fact and act accordingly.

Those Members declaring a Prejudicial Interest must leave the room and take no part the discussion or influence that particular item.

Quorum

The quorum for the Joint Committee shall be a third of the total membership on the basis of at least one voting Member from each of the local authorities of Lancashire County Council, Blackpool and Blackburn with Darwen being present.

Minutes

The minutes of each Joint meeting shall be submitted for information to the individual Overview and Scrutiny Committees at the respective local authorities.

Updated 21/04/11

DRAFT

Agenda Item 6

Scrutiny Committee

Meeting to be held on 13 May 2011

Electoral Division affected: None

Task Group Update

(Appendix 'A' refers)

Contact for further information:

Claire Evans 07917 836 698, Office of the Chief Executive,

claire.evans@lancashire.gov.uk

Executive Summary

This report has two purposes:

1. To update members on progress with existing Task and Finish Groups and impact of completed Task Group reports
2. To allow the Committee to consider any new proposals for Task Groups

Recommendation

That the Committee note the list of existing task groups and comment as appropriate.

Background and Advice

In order to ensure that the Scrutiny Committee is kept informed of progress on Task Groups, this item will appear on each agenda.

For information, a list of existing Task Groups is attached as Appendix 'A' to this report. It is not intended that members feed back on all existing task groups, but members are invited to comment on any issues of particular significance.

All new requests for task groups will be considered under this item. As a standing item, this should ensure that there is always a timely response to requests without the need to resort to the Urgent Business Procedure.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

There are no significant risk management implications.

Financial, Legal, Equality and Diversity, Human Rights, Crime and Disorder, Personnel, Property Asset Management, Procurement, Traffic Management, CIA (policies and strategies only):

N/A

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

Overview and Scrutiny – Task and Finish Groups

May 2011

Current

Committee/Task Group	Chair	Proposed Completion Date
Scrutiny Committee		
Member Development	CC John Shedwick	Standing Group
Cross Boundary Looked After Children – "Who Cares?"	Cllr Peter Steen	Summer 2011
Health Scrutiny Committee		
Steering Group	CC Maggie Skilling	Standing Group
Education Scrutiny Committee		

Completed

Committee/Task Group	Completed	Next Steps
Scrutiny Committee		
Young People – Employment and Employability	July 2010	Exec response delivered Jan 2011
Museums	Sept 2010	Exec Response due April 2011 (full)
Rail Improvement Schemes	Feb 2011	
Health Scrutiny Committee		
Safeguarding Adults	May 2010	Final Exec response presented March 2011
Education Scrutiny Committee		

Scrutiny Committee

Meeting to be held on 13 May 2011

Electoral Division affected: None

Recent and Forthcoming Decisions

Contact for further information:

Claire Evans 07917 836 698 Office of the Chief Executive,
claire.evans@lancashire.gov.uk

Executive Summary

To advise the committee about recent and forthcoming decisions relevant to the work of the committee.

Recommendation

Members are asked to review the recent or forthcoming decisions and agree whether any should be the subject of further consideration by scrutiny.

Background and Advice

It is considered useful for scrutiny to receive information about decisions in the Forward Plan and decisions recently made by the Cabinet and individual Cabinet Members in areas relevant to the remit of the committee, in order that this can inform possible future areas of work.

Recent decisions taken by Cabinet Member or the Cabinet can be accessed here:
<http://council.lancashire.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

Forthcoming decisions are included in the Forward Plan, which can be accessed here:
<http://council.lancashire.gov.uk/mgListPlans.aspx?RPId=244&RD=0>

The Forward Plan is published each month. It briefly describes matters likely to be subject to Key Decisions over the next four-month period. A Key Decision for this purpose is an Executive decision that:

- has significant effect on communities living or working in an area comprising two or more electoral divisions of the County Council without reference to a financial threshold.
- domestic decisions (affecting the internal workings of the Council) which have a financial impact on the Council of £1.2m or more.

The Forward Plan enables the public to see what Key Decisions are in the pipeline, who will be taking them and when, and what consultation will occur.

This can also be found under "F" via the alphabetical search on the front page of the county council's website via the following link:

<http://www.lancashire.gov.uk>

The Forward Plan is presented to all scrutiny committees on each agenda. The onus is on individual Members to have a look at the Forward Plan using the links provided above and obtain further information from the officer(s) shown for any decisions which may be of interest to them. The Member may then raise for consideration by the Committee any relevant, proposed decision that he/she wishes the Committee to review.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

There are no significant risk management or other implications

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

Agenda Item 8

Scrutiny Committee

Meeting to be held on 13 May 2011

Electoral Division affected: None

Work Plan 2010/11

(Appendix 'A' refers)

Contact for further information:

Claire Evans 07917 836 698, Office of the Chief Executive,

claire.evans@lancashire.gov.uk

Executive Summary

The plan at Appendix 'A' summarises the work to be undertaken by the Committee during 2010/11. The statement will be updated and presented to each meeting of the Committee for information.

Recommendation

The Committee is asked to note the report.

Background and Advice

A statement of the current status of work being undertaken by the Committee is presented to each meeting for information.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

There are not significant risk management implications.

Financial, Legal, Equality and Diversity, Human Rights, Crime and Disorder, Personnel, Property Asset Management, Procurement, Traffic Management, CIA (policies and strategies only):

N/A

Local Government (Access to Information) Act 1985
List of Background Papers

Paper	Date	Contact/Directorate/Tel
N/A	N/A	N/A
Reason for inclusion in Part II, if appropriate		
N/A		

Scrutiny Committee Workplan 2010 / 2011

Date of Meeting	Agenda setting	Chair's Briefing	Topic	Witness	Purpose/Key issues
13 May		11 May	Corporate Comms	Tim Seamans	<ul style="list-style-type: none"> • Role and performance • Budgets and staffing • Business planning • Expertise • Marketing of communications • One Council One Brand of service delivery in partnership
			Joint Health OSC	Josh Mynott	
10 June		8 June	Economic Development OR Arts Council Funding for Lancashire	Martin Kelly; Michael Welsh OR Arts Council	Committee to scrutinise progress in outcomes from the EDF and achievements from a reoriented LCDL in support of it (following 10 Dec 2010 meeting) OR A scrutiny of: (1)how the County Council positions Lancashire in relation to the Arts Council;

				and Ian Watson	(2) how LCC Cultural Services might make the arts community in Lancashire more focussed towards Arts Council objectives in order to maximise funding; (3) consider how we use our Arts Dvpt Team more effectively
			Flood Risk Management ?	Rick Hayton/Bernard Kershaw	Enactment of legislation and guidance now here.
			Revised Terms of Reference	Josh Mynott	
8 July		6 July			TRAINING SESSION
9 Sept		7 Sept	CYP Early Intervention and Prevention	Bob Stott	New Strategy implemented 2010 – performance and impact
			Report of the Task Group: "Who Cares?" Cross Boundary Looked After Children	Cllr Steen	<p>Terms of Reference</p> <ul style="list-style-type: none"> Assess whether current arrangements to support cross-boundary Looked After Children in Lancs or from Lancs are effective and value for money in achieving standards of care as set out in Care Matters – Time for Change and Every Child Matters Establish what vulnerabilities there may be in the current arrangements, in particular with regard:

					<ul style="list-style-type: none"> - Safeguarding - Education - Access to health services - Community safety <ul style="list-style-type: none"> • Identify whether these possible vulnerabilities increase any risks that the county council and other local service providers fail to fulfil their statutory duties in an efficient and value for money way • Make recommendations for improvements <p>1st report to Scrutiny Committee 8 Oct 2010: 8Octreport</p>
			Budget Scrutiny		Based on quarterly monitoring report
7 Oct		5 Oct	Lancashire County Council's Cultural Offer	Ian Watson Cllr David Smith	<ul style="list-style-type: none"> • Analysis of Directorate outputs icw Culture and Sport Strategy • Corporate Action Planning • Dvpts icw Lancaster Castle • Progress on delivery of Records Office action plan
11 Nov		9 Nov			

9 Dec		7 Dec	Youth Employment and Employability Strategy	Martin Kelly	
			Budget Scrutiny		Based on quarterly monitoring report

Possible future issues:

Item	Suggested Action	Notes
20mph zones – Update on Cab member decision Feb 2010 when plans more developed / or implemented	Note for information	Short note, giving timings for various actions
After Care for children who have been looked after by the county council	Interim Report Full Report	Background: following item on 12 Nov 2010 6 mths after 12 Nov: To scrutinise the evidence base for and progress in the development of a county-wide strategy on After Care 12 mths after 12 Nov: to scrutinise the performance of a new county-wide strategy
Highways Agency	Full Report	To be decided, although background to this proposal is: http://www.bbc.co.uk/news/uk-england-

		lancashire-12463499
Utilities Companies: Street Lighting and road Reinstatements		United Utilities and Electricity North West <ul style="list-style-type: none"> Seeking advice and guidance from Env. Dir. Ref: UU and ENW at Scrutiny Committee on 4 Februar: : http://mgintranet/mgAi.aspx?ID=2059
Supporting People Programme; Partnership working	Note for information	
VCFS – Voluntary, Community and Faith Sector	Note for information	Update on previous Communities report. Particular interest in formal commissioning arrangements & monitoring
Working with the Voluntary, Community and Faith Sector in Services for Young People		Discussion with Cabinet Member for Young People with chairs & deputies of Scrutiny
Positive Life Style Choices (include Lancashire Alcohol Network)	Note for Information	
Traffic Regulation Orders	Report to Committee?	Interest expressed by the Chair Issues around cost of introducing TROs and levels of enforcement. Lancs Constabulary as witness?
Budget Scrutiny	Reports to Committee	Quarterly budget monitoring report (as supplied to Cabinet) – George Graham January 2012 – scrutiny of budget proposals, same process as previous year. Focus on impact of new budget changes/cuts NB 09/03/2012 as third one.
Corporate Strategy 2010-13 REFRESH		Lynne Johnstone

LINKS TO KEY DOCUMENTS/SITES

Lancashire County Council [Corporate Strategy](#)

Lancashire Partnership's Sustainable Community Strategy [Ambition Lancashire](#)

Local Area Agreement [LAA](#)

Lancashire Children's Trust [Childrens Trust](#)

Children and Young Peoples' Plan [CYPP](#)

Joint Lancashire Transport Plan 2011-2021 [JLTP](#) Final sign off by Cabinet due March 2011

Safer Lancashire and Community Safety Agreement [CSA](#)

TOPICS ALREADY CONSIDERED

July 2010 – Impact Gvt Spending Reductions on Lancashire County Council
Youth Employment and Employability **TG report**

Sept 2010 – Subsidised Bus Services and Concessionary Travel
Highways Winter Maintenance

Oct 2010 – Impact of Gvt's £6.2bn Savings requirement on the county council
Private Children's Homes – task group established
Grit Bins

Lancashire Museums Service **TG report**

Nov 2010 - After Care for children who have been looked after by the county council
Road Safety for Children and Young People **TG** – Executive Response
Highways Winter Maintenance Service **TG** – Executive Response and Draft Plan

Dec 2010 – Role of LCC in local economic development: Economic Development Framework Strategy and LCDL

Jan 2011 – Scrutiny of Budget Proposals 2011/12-2013/14
Street-lighting – role and performance of county council

Feb 2011 – United Utilites – Roadworks and TMA; water management infrastructure;
Electricity North West - streetlighting

Mar 2011 - Crime and Disorder Scrutiny – evidence base for setting priorities; domestic violence/anti-social behaviour

April 2011 – Lancashire County Council Cultural Offer

- Cultural and Sport Strategy
- Cultural Services Restructure
- Museums Service **TG** – Executive Response
- Lancashire Records Office – Review and Action Plan

TASK GROUPS

Road Safety for Children and Young People – Completed

Youth Employment and Employability – Completed (Executive Response delivered)

Extending Use and Access to the Lancashire Museums Service (interim Exec Response given)

Cross Boundary Looked After Children, "Who Cares?" – ongoing

Budget Scrutiny 2011- (completed)

