

# **Lancashire County Council**

## **Cabinet**

**Thursday, 14th April, 2016 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

## **Agenda**

### **Part 1 (Open to Press and Public)**

#### **No. Item**

#### **1. Apologies for Absence**

#### **2. Disclosure of Pecuniary and Non-Pecuniary Interests**

Members are asked to consider any Pecuniary and Non-Pecuniary 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 4 February 2016 (Pages 1 - 4)**

#### **4. Executive Scrutiny Committee - Report of the Chair**

#### **Matters for Decision:**

**The Leader of the County Council - County Councillor Jennifer Mein and The Cabinet Member for Health and Wellbeing - County Councillor Azhar Ali**

#### **5. Lancashire Fairness Commission (Pages 5 - 20)**

**The Leader of the County Council - County Councillor Jennifer Mein and The Deputy Leader of the County Council - County Councillor David Borrow**

#### **6. The Financial Sustainability of the Council and the Review of the Council's Operating and Business Model (Pages 21 - 28)**

**The Deputy Leader of the County Council - County Councillor David Borrow, The Cabinet Member for Health and Wellbeing - County Councillor Azhar Ali, and The Cabinet Member for Adult and Community Services - County Councillor Tony Martin**

#### **7. Health and Social Care Integration - Lancashire and South Cumbria Sustainability and Transformation Plan (Pages 29 - 38)**

**Matters for Information:**

- 8. Report of Key Decisions taken by the Leader of the County Council, the Deputy Leader of the County Council and Cabinet Members** (Pages 39 - 52)
- 9. Report of the Waiver of Procurement Rules by the Deputy Leader of the County Council** (Pages 53 - 56)

**Miscellaneous Matters:**

**10. Urgent Business**

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.

**11. Date of Next Meeting**

The next meeting of the Cabinet will be held on Thursday, 12 May 2016 at 2.00 pm at County Hall, Preston.

Jo Turton  
Chief Executive

County Hall  
Preston

## Lancashire County Council

### Cabinet

**Minutes of the Meeting held on Thursday, 4th February, 2016 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

#### **Present:**

County Councillor Jennifer Mein

Leader of the Council  
(in the Chair)

#### Cabinet Members

County Councillor Azhar Ali  
County Councillor David Borrow  
County Councillor John Fillis  
County Councillor Marcus Johnstone  
County Councillor Tony Martin  
County Councillor Matthew Tomlinson

County Councillors Geoff Driver CBE, Albert Atkinson and Bill Winlow were also in attendance under the provisions of Standing Order No. 19(4).

#### **1. Apologies for Absence**

None

#### **2. Disclosure of Pecuniary and Non-Pecuniary Interests**

There were no interests disclosed.

#### **3. Minutes of the Meeting held on 21 January 2016**

**Resolved:** That the minutes of the meeting held on 21 January 2016 be confirmed as a correct record and signed by the Chair.

#### **4. Executive Scrutiny Committee - Report of the Chair**

County Councillor Bill Winlow, chair of the executive Scrutiny Committee, reported that the recommendations set out in the reports for consideration by cabinet had been confirmed, with no amendments or additional recommendations.

#### **5. The Annual Audit Letter for Lancashire County Council - Year Ended 31 March 2015**

Karen Murray, Director, Grant Thornton, presented a report setting out the External Auditor's Annual Audit Letter for Lancashire County Council for the year ended 31 March 2015.

The report summarised the key findings arising from the work that the County Council's External Auditor, Grant Thornton, had undertaken for that year and which had been undertaken in accordance with the Audit Plan of April 2015.

It was noted that the Annual Audit Letter had been considered by the County Council's Audit and Governance Committee on 25 January 2016.

**Resolved:** That the key messages set out in the Annual Audit Letter for Lancashire County Council for the year ended 31 March 2015 be noted.

## **6. Lancashire County Council Treasury Management Policy and Strategy 2016/17**

Damon Lawrenson, Interim Director of Financial Resources, presented a report setting out details of the proposed Treasury Management Policy and Strategy for 2016/17 and which included the County Council's borrowing and investment strategies, the updated strategy on the use of financial derivatives and the new proposed minimum revenue provision policy, together with the treasury management prudential indicators.

It was noted that minor amendments to Appendix B of the report were required, with the net borrowing total 31/12/015 on page 25 being £469.88m, not £429.94m, and with revised paragraphs under the table on page 29 to read:

"The County Council's borrowing requirement as at 31 March 2016 including short term renewals is expected to be £619.089m, and is forecast to fall to £567.262m by March 2019 assuming the current debt portfolio will need to be renewed. In addition, the County Council may borrow for short periods of time to cover unexpected cash flow shortages.

The County Council's borrowing position over the coming years includes the needs to provide cash flow support for the Preston, South Ribble and Lancashire City Deal to cover the gap between the construction of infrastructure and the payment over of contributions from other organisations including the government and developers. It is estimated that some £28m of borrowing will be required in 2016/17. This borrowing is temporary.

There are a range of options available for the borrowing strategy in 2016/17"

**Resolved:** That:

- (i) the treasury management policy as set out at Appendix 'A' be recommended to Full Council for approval.
- (ii) the treasury management strategy for 2016/17 as set out at Appendix 'B', including the amendments circulated, be recommended to Full Council for approval.
- (iii) In respect of the new minimum revenue provision set out at Appendix 'C', Full Council be recommended to:
  - a. Approve the Capital Financing Requirement method and the Asset Life method (Equal Charge approach) for expenditure funded from borrowing incurred in 2015/16 and future years.
  - b. Charge to revenue a sum equal to the repayment of any credit liability.

- c. Approve the proposed treatment of assets constructed under the Preston, South Ribble and Lancashire City Deal and Homes and Community Agency Local Infrastructure Fund, subject to annual review.
- d. Implement the changes to the MRP policy from 2015/16.

## **7. Property Strategy - Consultation Process**

Mel Ormesher, Head of Asset Management, presented a report setting out details of the proposed timescale for completion of a property review. It was noted that the review was being undertaken to achieve a sustainable long term reduction in the County Council's corporate property portfolio to align with the aspirations of the draft Corporate Strategy and to enable the future delivery of public facing services through a range of multi-functional Neighbourhood Centres.

**Resolved:** That the process and timescale for consultation on the identification of properties to be retained for use as Neighbourhood Centres through implementation of the Property Strategy as set out be approved.

## **8. Lancashire County Library Service consultation - stage one**

Mike Walker, Information, Intelligence, Quality and Performance Manager, presented a report setting out details of the responses received following the first stage of the Library Service consultation, considering service design, need and use.

**Resolved:** That the report be noted.

## **9. Regulation of Investigatory Powers Act 2000: Annual Report to Cabinet**

Ian Young, Director of Governance, Finance and Public Services, presented a report setting out details of the requirement for Cabinet to review, on an annual basis, the use of the Regulation of Investigatory Powers Act 2000 (RIPA) and set the policy.

It was noted that RIPA provided a framework for certain public bodies, including local authorities, to use covert surveillance to gather information about individuals without their knowledge for the purposes of undertaking statutory functions in connection with the prevention or detection of crime.

It was further noted that in Lancashire, there had only been three authorisations in the last 12 months, all in relation to Trading Standards activity. In each case, as is required by the regulations, the authorisations were granted by both the council and Magistrates.

**Resolved:** That the updated corporate policy as presented be approved with immediate effect.

## **10. Report on the Waiver of Procurement Rules by the Deputy Leader of the County Council**

**Resolved:** That the report, now presented, on the waiver of procurement rules by the Deputy Leader of the County Council, be noted.

**11. Report of Key Decisions taken by the Leader of the County Council and Cabinet Members**

**Resolved:** That the report, now presented, on Key Decisions taken by the Leader of the County Council, the Deputy leader of the County Council and Cabinet members respectively, be noted.

**12. Urgent Business**

There was no urgent business.

**13. Date of Next Meeting**

It was confirmed that the next meeting of Cabinet would take place on Thursday 10 March 2016 at 2pm at County Hall, Preston.

Jo Turton  
Chief Executive

County Hall  
Preston

## Cabinet

Meeting to be held on 14 April 2016

## Report of the Director of Public Health

Electoral Divisions affected: All
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## Lancashire Fairness Commission

(Appendices 'A' and 'B' refer)

Contact for further information:

Gill Milward, (01772) 533381, Subject Matter Expert/Specialist Adviser, Health & Wellbeing  
[gill.milward@lancashire.gov.uk](mailto:gill.milward@lancashire.gov.uk)

### Executive Summary

One of the objectives of the Commission was to advise the County Council on how to shape its services to minimise the impact on the most vulnerable people in Lancashire

This report sets out the County Council's response to the recommendations made by the independent Lancashire Fairness Commission and the ways in which it is working to address fairness in Lancashire.

This report is in response to the recommendations which are directly addresses to the County Council.

### Recommendation

Cabinet is asked to:

- (i) Note the approaches to implement the actions
- (ii) Consider and agree the proposals for hosting the feedback event.

### Background and Advice

In March 2014, Cabinet agreed to establish an independent Lancashire Fairness Commission to provide an independent perspective on inequality in Lancashire and to make recommendations to Lancashire County Council and its partners to increase fairness.

The Commission was made up of 21 independent commissioners (see Appendix 'A' for membership) and chaired by the Very Reverend Christopher Armstrong, Dean of Blackburn. It had two main tasks; firstly, it sought to understand the practical effect of austerity on people's lives. Secondly, it engaged with the local community and worked towards producing recommendations for the County Council and other

partner organisations on how best they could deliver services to create a fairer Lancashire in terms of prosperity, health and wellbeing. The Commission looked at fairness over the life course and held three themed evidence meetings; Starting Well; Living Well and Ageing Well. Evidence was sought from national experts, academics, members of the public, front line workers and the commissioners themselves. An in-depth analysis of the evidence collected was undertaken which enabled the commissioners to produce their report and a set of robust evidence based recommendations.

### **"Fairness in Lancashire; One Year On" - Event**

The report was presented to Cabinet by The Very Reverend Christopher Armstrong in March 2015 marking the end of the Commission's work. It was agreed that the organisations which had recommendations aimed at them would come back together 12 months after publication of the report to feedback on their progress towards a fairer Lancashire.

The chair of the Lancashire Fairness Commission has agreed to chair this event, which will be held in early summer 2016.

### **Response**

There were 27 recommendations in total, 12 of which were targeted directly at the County Council. This report sets out the Council's response to those recommendations.

The County Council has embedded the Principles for Fairness, set out by the Fairness Commission, in our overarching approach to help ensure that we have a sustainable and effective model of future service delivery. Our approach recognises that, broadly speaking, the most deprived communities experience the worst outcomes and the most affluent communities experience the best.

For example, a male child born today in one of most deprived communities in Lancashire would be expected to live, on average, until they were 74. A male child born today in one of our most affluent communities could expect to live for almost 7 years longer, and to be free of disability for almost 9 years longer than their counterpart. In determining how we can best target our resources across Lancashire we have recognised the need to ensure that the council's services are designed to address the significant variations in need that underpin these huge contrasts. We will target resources towards communities and individuals who are most in need, whilst also sustaining a proportionate level of resource to universal services.

In practical terms this means that we have wherever possible protected, or increased, the level of investment in statutory social care services for children, adults and older people. We have recognised that we are not able to face the challenges of increasing costs and demand alone and are actively working with colleagues in the health sector, through the Healthier Lancashire programme and Better Care Fund, to ensure our priorities and resources are aligned.



Whilst it is clear that the County Council is already doing a considerable amount of work to ensure fairness across its services and across Lancashire, our need to deliver statutory services and protect the most vulnerable has led to difficult decisions about the future of some services, such as libraries and transport. However, we are working with communities and through our elected members to ensure that we continue to target a proportionate level of resource to these important areas, and to determine ways in which we can best meet the needs of communities across Lancashire with a reduced level of financial resource.

### **Draft Corporate Strategy**

Against the situation outlined above the council's core purpose has been agreed; to work for the people of Lancashire to enable them to:

- live a healthy life;
- live in decent home in a good environment; and
- have employment that provides an income that allows full participation in society.

The Fairness Commission set out the principles for fairness which have been reflected in the new draft Corporate Strategy. These are that:

- All services should be provided at a scale and intensity that is proportionate to the need and by the most appropriate provider.
- Those who have the greatest assets should make the biggest contributions in time, resource and commitment.
- The commitment to fairness must be countywide and for the long-term. Preventing inequalities is better, (and cheaper) than trying to cure them.
- Civic responsibility must be reinforced – all residents can contribute to making Lancashire fairer and for all citizens to have a say.
- We require an open, continuous campaign for fairness across Lancashire.
- Fairness must be a matter of balance between different groups, communities and generations.

This demonstrates the organisation's commitment to taking a strategic approach to fairness as well as responding to the individual recommendations.

In everything we do as an organisation we are committed to being fair; trustworthy; ambitious and to have belief in people. Our approach to service delivery will be needs and evidence-based and planned around the needs of communities. A neighbourhoods plan will be produced which reflects the differing levels and types of need within those communities. The neighbourhoods plan will identify how the County Council's services will be provided across Lancashire in an equitable way.

### **Next steps**

The Lancashire Fairness Commission made its recommendations in 2015 based on the evidence they had heard from national and local experts, from service users and members of the public through a wide range of channels. These recommendations were made outside of any financial considerations. This report presents what actions are currently underway to address the recommendations

In responding to the recommendations the focus has been to look at what we can do within the scope of the recommendation to increase fairness within the context of the new draft Corporate Strategy.

## **Hosted Event**

It is suggested that the "Fairness in Lancashire; One Year On" – Event is held in June and that the contribution from the County Council is to present to all of the commissioners and stakeholders our draft Corporate Strategy as our strategic approach to fairness across Lancashire.

## **Consultations**

### Corporate Strategy Consultation

- Lancashire Fairness Commissioners
- The Office of the Police and Crime Commissioner
- The Lancashire Combined Fire Authority
- Recognised Trade Unions
- Borough, City and Unitary Councils in Lancashire
- Third Sector Lancashire
- Association of Parish Councils
- Lancashire Safeguarding Children's Board
- Lancashire Care Association
- The Older People's Forum
- The Chamber of Commerce
- The Lancashire Enterprise Partnership
- HealthWatch Lancashire
- The Clinical Commissioning Groups
- Young People's Engagement Forums
- December Full Council

## **Implications:**

This item has the following implications, as indicated:

This report has no significant legal, financial or HR implications

## **Risk management**

No significant risks have been identified in relation to the proposals contained within this report.

## List of Background Papers

Paper	Date	Contact/Tel
<u>Lancashire Fairness Commission Report</u> <a href="http://www.lancashire.gov.uk/fairness-commission/our-report.aspx">http://www.lancashire.gov.uk/fairness-commission/our-report.aspx</a>	March 2015	Gill Milward 01772 533381 Mob: 07876844111

Reason for inclusion in Part II, if appropriate

N/A



## APPENDIX 'A' Commission Membership

First Name	Surname	Position and Organisation
Zed	Ali	Project BME Lancashire
Christopher	Armstrong	The Very Reverend, The Dean of Blackburn- CHAIR
Dr Ann	Bowman	Greater Preston CCG
Matthew	Brown	Councillor - Preston City Council
Linda	Chivers	Age Concern, Central Lancashire
Clare	Cleary	Councillor - Hyndburn Borough Council
Loren	Coles	Chorley Youth Council
Fabian	Craig Wilson	Councillor - Lancashire County Council
Cynthia	Dereli	Councillor – Lancashire County Council
Gina	Dowding	Councillor - Lancashire County Council
Connor	Dwyer	Preston Youth Council & UK Youth Parliament Member
Paul	Foster	Lancashire & Cumbria Federation of Small Businesses
Chris	Henig	Councillor - Lancashire County Council
John	Kersey	Lancashire Institute of Directors
Dorothy	Lord	Councillor - Lancashire County Council
Andy	Rhodes	Lancashire Constabulary
Dorothy	Shears	Lancashire Council for Voluntary Services
Professor Mary	Smyth	Faculty of Science & Technology - Lancaster University
Michael	Wedgeworth	Third Sector Lancashire
Graham	Whalley	Young Lancashire
Aidan	Worsley	College of Business, Law and Social Policy, University of Central Lancashire



## Appendix 'B' (Detailed response to recommendations)

The Lancashire Fairness Commission made the following recommendations to the county council to improve fairness over the life course

### Starting Well

- 1 We call on agencies who provide childcare in Lancashire to endeavour to raise standards: and specifically to develop ways to equip those working with young children to support parents in developing their children's early learning, especially with regard to speech and language skills.
- 3 We recommend that options be explored to develop greater fairness in early year's education, linked to the work of community groups, volunteers and the use of income generating self-sustaining activity such as the provision of affordable childcare.
- 4 We recommend that every effort is made to raise the status and educational qualifications of those working with younger children in Lancashire. We call on Government to implement the recommendations of the independent Nutbrown Review published in July 2014 which calls for guaranteed minimum standards of provision of childcare and education.
- 6 We ask local authorities as far as they are able to promote the inclusion in PHSE (Physical, Social and Health Education) of a 'curriculum for life'. We also ask them, in the interests of fairness throughout society, to do all they can to promote and increase the value of vocational skills.
- 8 We recommend that individual transition plans for vulnerable children and young people should be developed and resourced to assist the move from young peoples to adult services.
- 9 We recommend that the provision of Free Bus Passes for under 16's be explored to increase participation rates in after-school activities.

Our vision is that every child born today in Lancashire and every citizen will grow up and live in a community and an environment that enables them to live healthier for longer, have a job when they leave education and achieve their full potential throughout life.	<b>Contributes to recommendation</b>  <b>1, 3, 4</b>
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<p>Between September 2015 – Feb 2016 our troubled families support team has identified and worked with 1300 families who have benefited from improved access to support and to parenting programmes some of which specifically offer communication development</p>	1, 3
<p>Our new Prevention and Early Help is a way of working with children, young people and families, offering help and support at the earliest opportunity. This prevents problems from getting worse and in turn, prevents children, young people and families requiring more intensive/specialist help. By working with families Early Help aims to build their resilience, increasing their ability to manage challenging circumstances before they become a problem. Early Help offers children, young people and families more than just a solution to a specific problem; it offers them help to develop the skills needed to deal with a similar problem if it arises in future.</p>	1,3,4
<p>The school improvement service is working with Early Years providers such as Nurseries and Childminders to help them train staff and improve the quality of provision. The proportion of settings which are delivering a good quality of education and care is increasing and is better than the national average. We are also working with Children's Centres, Early Years settings, schools and families to ensure that two year olds from disadvantaged backgrounds access Free Early Education and the take-up is rising, with around 75% of these children taking up the offer. The positive impact of the work on helping disadvantaged children to be ready for school is evident in the increasing proportion of these children who reach a Good Level of Development at the end of the Reception Year in school. Currently 53% of disadvantaged children in Lancashire reach a Good Level of Development compared with 51% nationally, and 48% in the North west.</p> <p>We are working closely with schools to support them in raising the achievement of pupils who are eligible for Free School Meals and this includes challenging schools about the progress and attainment of Free School Meal (FSM) pupils and sharing best practice between schools. We are also working with schools in areas with the highest levels of disadvantage to help them further develop their strategies for family support and use of the Pupil Premium Grant. The proportion of disadvantaged pupils reaching the expected standards at the end of primary school has continued to rise in recent years and is in line with the national average at 66%. At the end of secondary school the attainment gap to the national average has closed but the proportion of FSM pupils gaining 5 or more, good GCSEs including English and mathematics still remains over 2% below average at nearly 31%.</p>	1,3,4
	6, 19



[The Lancashire Skills and Employment Strategic Framework 2016/21](#) has now been finalised. European Social Funding is being directed to support young people who are at risk of or who are not in employment education or training (NEET) – this includes an opt-in with the Big Lottery 'Building Better Opportunities' which will target NEET young people with multiple disadvantage and an opt-in with the Skills Funding Agency which will target young people from 15 years of age who are at risk of becoming NEET, as well as young people who are NEET.

The economic success of Lancashire both depends upon, and supports, a new approach to housing growth. The Growth Deal provides the opportunity to bring forward housing growth ambitions in areas that were previously characterised as failed housing markets. The strategy addresses both the challenges in supporting employment growth and the need to strengthen the existing business base through a better skilled workforce. The priorities are:

- Young People's attainment: improving the attainment rate of schools students to above the national average, with a focus on those schools where students are seriously lagging behind.
- Careers Advice and Guidance: provision of advice and guidance to young people and adults, underpinned by robust labour market intelligence, highlighting the career opportunities in the County and employability in a changing economy.
- Apprenticeships and work-based training: increasing the number, range and quality of apprenticeships and encourage greater levels of provision at higher and degree level, reaching more employers in sectors with high replacement demand and growth.
- Graduate and Higher-level skills retention: developing new and innovative mechanisms including increasing internships and graduate placements across the Lancashire business base, increasing the number of workers with higher level skills.
- Construction: given the need to complete major infrastructure works and increase residential development, develop new initiatives to address requirements and skills challenges in construction and increase the number of partnerships in skilled trades.
- Skills Provision: working with Further Education Colleges, private providers, universities and employers to target professional and technical education at areas of high replacement demand and future employment growth in-line with local labour market information and trends.

<p>Lancashire County Council's Transition Team provides a dedicated service to help prepare those young people with the most complex needs, with an Education Health and Care Plan, for the transition in to adult services. They start to work with young people in Year 9 (age 14) and continue to work with them until they are settled in their post education destination. The expectation is that wherever possible the young person will be maintained in universal services, this support is delivered by Lancashire County Councils Young Peoples Service who strive to secure positive destinations with young people and avoid them becoming NEET (Not in Education, Employment or Training). The Transition Team also works with the most vulnerable beyond the age of 18yrs and into supported living if that is required. Once the young person is settled, if that is in education, social care provision or in supported living transition is complete. The service work with the young person based on the fully costed EHC Plan and the care element is then assessed for any adult social care requirements</p>	
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## Living well

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| 11 | We recommend that local finance solutions be developed including a high-street presence for credit unions or community development finance institutions (CDFI) to increase access to affordable credit and financial advice; for individuals and growing businesses.  |
| 14 | We recommend that The Lancashire County Pension Fund should be asked, within the legal constraints of its fiduciary responsibilities, to develop responsible investment within its portfolio and seek to shift a proportion of the fund to the local economy including investment in renewable energy and affordable housing.   |
| 19 | Low energy homes can reduce energy costs, as well as tackling climate change. To address fairness now and into the future through the provision of good sustainable housing, we ask the public sector, Lancashire Enterprise Partnership, and the industry to work together to promote new technological solutions to sustainable building design, with clear industry standards linked to good which training and apprenticeships. |
| 21 | We recommend an increase in the number of sustainable locally-led community projects such as community food growing, co-operatives and 'grow, cook and eat' projects to produce, distribute and share quality, healthy food.  |

<p>Our core purpose is for all Lancashire's citizens:</p> <ul style="list-style-type: none"> <li>➤ To live a healthy life</li> <li>➤ To live in decent home in a good environment</li> <li>➤ To have employment that provides an income that allows full participation in society.</li> </ul> <p>When Cabinet signed off the budget for the authority it approved a new Wellbeing and Prevention Fund. This will developed as part of a wraparound service to improve the resilience of people living in Lancashire. Funds will be available to continue to mitigate some of the impacts of ongoing austerity for the most vulnerable people; and this will have clear criteria based on fairness and Marmot (proportionality) principles, within the priorities of the Corporate Strategy. The service will provide a hand up and not a hand out, with a referral into the Lancashire Wellbeing Service to work with individuals and families on the issues which brought them to the crisis, to ensure they are able to cope in the future.</p> <p>Lancashire County Pension Fund has, and is continuing to develop an approach to Responsible Investment which includes; enabling investments which also contribute socially desirable outcomes and enabling a proportion of the fund to be placed into local projects where these are compatible with and support the fund fulfilling its fiduciary responsibilities to members. Examples of investments made by the Lancashire Pensions Fund include:</p> <ul style="list-style-type: none"> <li>• £14m investment in a 253-bedroom student accommodation complex in Preston</li> <li>• £14.3m investment in Cathedral Square Blackburn comprising a 60-bedroom hotel and restaurant</li> <li>• £180m commitment to a social housing partnership which will increase the supply of affordable shared ownership housing in the UK</li> <li>• £12 million investment in a UK solar co-operative</li> <li>• £112m in the recovery of methane gas from landfill sites and coal mines for electricity generation</li> <li>• £60m in biomass electricity generating plants in Australia which run on sugar cane and wood by-products and waste</li> </ul>	<p>Contributes to recommendation</p> <p><b>11, 19, 21</b></p> <p><b>11</b></p> <p><b>14</b></p>
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<ul style="list-style-type: none"> <li>• £30 million investment in a clean energy fund focussed on wind energy assets</li> <li>• £15m committed to a Hydro-electric project as part of a global infrastructure fund investment</li> <li>• promoting the installation of photo-voltaic panels across all suitable roofs within a £500m commercial property portfolio</li> <li>• £120m investment in windfarms in Southern Europe</li> </ul> <p>£1m of the £5m Green Energy Deal funding has been agreed to challenge the sector to develop innovative technological solutions locally.</p> <p>The Lancashire Energy HQ, at the heart of the Blackpool Enterprise Zone specialises in energy, is an important part of the Lancashire Enterprise Partnership's ambitious strategic programme to transform Lancashire's economy, growing it by £3bn and creating tens of thousands of jobs over the next decade. The energy hub will train the skilled workforce this sector needs which, in turn, will encourage energy firms to invest in Lancashire.</p> <p>In order to tackle key underlying issues, such as food poverty and improving access to healthy food, we are taking an asset approach through building on the skills of local residents and the strength of local groups. We are working with Fareshare to save good food destined for waste and distributing it across the county to charities and community groups who transform it into nutritious meals for vulnerable people. We are also improving access to networking and sharing of best practice resulting from programmes funded through our food poverty grants, as well as providing time limited specialist support to kick start allotment developments and food growing. This approach should present more sustainable communities for the future</p>	<p><b>19</b></p> <p><b>6, 19</b></p> <p><b>21</b></p>
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## Ageing Well

23 We recommend the creation of an Older People's Charter: All partners in Lancashire should sign up to developing and implementing an older people's charter (by, for example, adapting existing charters e.g. Hyndburn Borough Council, Age UK) which recognises:

- that because people are now living longer, there is now both a third age (characterised by plenty of time, energy, and relatively good health when retired) and a fourth age, mainly those in entering their 80s (with poorer health, limited mobility and a need of increased support).

- the skills and experience acquired by older people and a commitment to utilise these in communities and volunteering opportunities across all sectors.
- that older people are looking for engagement in arts, education, leisure and new technologies.

24 We recommend access to alternative transport where public and private services are no longer accessible, affordable or operating when appropriate. Public sector organisations should invest more in community bus schemes.

	<b>Contributes to recommendation</b>
<p>The councils' new draft Corporate Strategy and our approach to support all life stage incorporates the elements outlined in the Fairness Commission recommendations. Currently our Age Well team are developing strategies and commissions to support older people including Day Services, Intermediate Care, Dementia and Extra Care.</p>	<b>23</b>
<p>Our public health team are leading a number of service and initiatives to engage, support and utilise the skills of older people including the Lancashire Wellbeing Service, Time Credits and Volunteer Services. Discussions with Clinical Commissioning Groups have taken place to explore how the wellbeing workers can work collectively in neighbourhoods as part of the new models of care being developed by the NHS as a fully integrated approach to keeping people well and improving health and wellbeing.</p> <p>Public health work across the whole population in Lancashire to reduce the inequality of life expectancy, maximise the time in healthy life expectancy through work on NHS Health Checks, take up of cancer screening programmes, and other key public health programmes. Through the healthy new towns development site in Fylde learning will be shared across Lancashire to ensure that the housing needs of people with poor mobility or care needs across all age ranges are managed through better home design such as lifelong homes and not necessarily through entering the care home system in the future.</p>	<b>23, 19</b>
<p>Our older People's Service delivers services which are person centred, support well-being, recognise individuals, carers and promote personal budgets. This involves developing plans with people using our services, all our staff are trained to provide person centred care.</p> <p>We have introduced memory boxes outside every residents bedrooms in homes with dementia units</p> <p>All residential dementia units have undergone a dementia mapping exercise and have received a report, this</p>	

<p>is fully embedded within the service and is carried out every year on a rolling programme. We have 72 fully trained Dementia Care Mappers, and each establishment has a dementia champion</p>	
<p>In all our residential care homes we support the apprenticeship, work-start, trainee, and looked after children scheme, this is part of our workforce strategy to encourage younger people into careers within the Care Sector.</p>	<p><b>6, 8</b></p>
<p>The county council is working innovatively to redesign the way Special Educational Needs and Adult Day Care Transport is provided by combining the current fleet and drivers who perform both sets of journeys into one service by extending the peak period of transport so allowing vehicles and crew to deal with both sets of journeys. This will ensure that the provision of transport to day care centres for vulnerable adults can continue.</p>	<p><b>24</b></p>

## **Cabinet**

Meeting to be held on 14 April 2016

## **Report of the Corporate Director of Commissioning and Deputy Chief Executive**

Electoral Divisions affected: All
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### **The Financial Sustainability of the Council and the Review of the Council's Operating and Business Model**

(Appendices 'A' and 'B' refer)

Contact for further information:

Steve Browne, (01772) 534121, Corporate Director of Commissioning and Deputy Chief Executive

[steve.browne@lancashire.gov.uk](mailto:steve.browne@lancashire.gov.uk)

#### **Executive Summary**

The budget report to Cabinet in November 2015 identified the need for a review of the Council's operating and business model and proposed that external consultants be appointed in the New Year to assist the Council in scoping and undertaking the review of its operating model. The report identified that a key part of the brief would be the development of a public service operating model for the Council to enable it to be sustainable, within its forecast financial resource envelope, by 2020/21.

A separate report to the Leader of the Council sets out the results of the procurement exercise to appoint such consultants.

This report sets out the context for this review, the proposed initial brief for the consultants and recommends that the remit of the Political Governance Working Group be extended to include the future public service operating model for the council and for it to make recommendations to the Cabinet and Full Council.

#### **Recommendations**

The Cabinet is asked to:

- (i) To agree the initial brief for the review of the Council's business and operating model set out at Appendix 'A'; and
- (ii) To agree additional term of reference for the Political Governance Working Group, set out at Appendix 'B'.

## **Background and Advice**

### **2016/17 – 2020/21 Budget Strategy**

In making his budget recommendations to Cabinet on 21<sup>st</sup> January 2016, based upon the Medium Term Financial Strategy (MTFS), the Council's S151 Officer, concluded that:

*"There is a strong likelihood that the County Council will during the course of this financial strategy period (in 2017/18 at the earliest) be in the position of being unable set a budget to meet the cost of the statutory responsibilities."*

The budget and MTFS approved by Full Council in February is based upon:

- £129m of those savings being delivered in 2016/17 and 2017/18
- The use of £117.2m of one-off reserves to support the Council's budgets in 2016/17 and 2017/18.

If all these savings are achieved there remains an underlying (MTFS) funding gap of £46.5m gap in 2017/18 and £51.7m gap in 2018/19 ; a cumulative gap of £98.2m.

By 2020/21 the gap is forecast to rise to £196.6m

The Council has made no decision on the level of council tax over the three years; 2017/18 to 2020/21. However, the maximum increase in the resource base that could be achieved from increases in council tax and the Social Care Precept by April 2018 is £33m and £69m by April 2020.

There are ongoing risks in respect of delivery of the £129m of savings built into the Council's approved budget, particularly given the scale and nature of the services impacted and the continuing demand pressures on the Council's services. Any under-delivery of those savings will further increase the funding gaps.

It is within this context that the budget report to Cabinet in November 2015 identified the need for a review of the Council's operating and business model and proposed that external consultants be appointed in the New Year to assist the Council in scoping and undertaking the review of its operating model.

A separate report to the Leader of the Council sets out the results of the procurement exercise to establish a single provider framework from which such consultants could be appointed.

### **The Financial Sustainability of the Council and the Review of the Council's Operating and Business Model.**

Lancashire County Council is not alone in this financial challenge. The whole of the public sector in Lancashire is facing severe financial conditions that give rise to fundamental questions as to the nature, scale and sustainability of public services in



the county. Health and social care services in Lancashire are forecast to have a budget shortfall by 2020/21 of at least £805m. The Police and Fire and Rescue Service face significant reductions in expenditure over this period, as do the district and unitary councils across Lancashire.

It is clear that the County Council, in its present form, is not a financially sustainable organisation in the medium term; neither is the National Health Service in Lancashire.

As part of the Spending Review and Autumn Statement the Chancellor of the Exchequer acknowledge the growing demands of adult social care in particular and announced plans for an integrated health and social care system. His announcement of the Social Care Precept and the £1.5 billion for the Better Care Fund through local authorities were targeted at the integration agenda. Whilst our analysis of the totality of the Council's settlement demonstrated the total inadequacy of the resources provided to the Council, this is the clear fiscal and policy environment within which the Council must plan its future.

The Chancellor announced that every part of the country is required to have a locally-led plan for health and social care integration in place by 2017, for implementation by 2020. Areas will be able to graduate from the existing Better Care Fund programme management once they can demonstrate that they have moved beyond its requirements, meeting the government's key criteria for devolution.

In Lancashire this is being developed in the form of the Lancashire and South Cumbria Sustainability and Transformation Plan, which is the subject of a separate report on the agenda.

The Combined Authority for Lancashire also provides an embryonic governance context for consideration of pan-Lancashire public service issues.

In this context the Council cannot plan its future in isolation and must develop a future public service model for Lancashire in conjunction with its partners.

It is also important that the Council is not constrained in its thinking and has the benefit of independent challenge and a breadth of knowledge and experience of alternative business and operating models to draw upon in planning its future.

For this reason it is proposed that independent consultants be appointed to assist the Council in reviewing and developing its future business and operating model. An initial brief for this work is set out at Appendix A. A key part of the brief is to enable the Council to be sustainable, within its forecast financial resource envelope, by 2020/21.

## **Efficiency Review**

Part of meeting the financial challenge will be a continuous review of efficiency. Within its current operating model the Council is undertaking its Zero Base Budget Review, looking at every service to identify the potential for removing non-essential

expenditure. The efficiency agenda has now been pursued for many years and the scope to find further efficiencies within individual organisations diminishes year by year. There will, however, be greater opportunities for efficiencies when looking across all public services in Lancashire and the brief at Appendix A includes a scoping exercise to identify those potential efficiencies. In the health sector, for example, Lord Carter's review of efficiency in hospitals has identified the potential for £5 billion of savings within the acute hospital sector in England.

The financial sustainability of all public services in Lancashire will require all such opportunities to be looked at within a future public service model for the county.

### **Political Governance Working Group.**

The options that are developed are likely to result in proposals for a fundamental reconfiguration of the Council. It is considered vital that the governance of this work is overseen by Elected Members. It is therefore proposed that the scope of the Political Governance Working Group be extended to incorporate this agenda. Proposed additions to the terms of reference of the Working Group are set out at Appendix B.

### **Level of Future Resources from Central Government**

The challenge to the government following the consultation on the Provisional Local Government Financial Settlement and its subsequent response brought recognition that Shire Counties, in particular, faced an unviable future.

The plans to end the Rate Support Grant and allow 100% retention of business rates create a major financial risk environment of the county council. However, in responding to the consultation on the Provisional Settlement, the Secretary of State for Communities and Local Government (DCLG) stated that:

*On the needs formula itself, it is nearly 10 years since the current formula was last looked at thoroughly.*

*There is good reason to believe that the demographic pressures affecting particular areas – such as the growth in the elderly population – have affected different areas in different ways, as has the cost of providing services.*

*So I can announce that we will conduct a review of what the needs assessment formula should be in a world in which all local government spending is funded by local resources not central grant, and use it to determine the transition to 100% business rates retention.*

It is important that the Council positions itself well to feed into that review and argue not just on the allocation formula but also on the absolute level of resources required to meet statutory services. It is therefore proposed that the consultants' brief also includes support for the Council in presenting our argument to the Treasury and DCLG. Appendix B is drafted to include this requirement.

**Implications:**

This item has the following implications, as indicated:

**Risk management**

The Council's Risk and Opportunity Register, Ref CR2 identifies the "Risk to the ongoing longer-term financial viability of the County Council" as one of its highest level risks, scoring the maximum 25 on the risk evaluation matrix.

The proposed actions set out in the report are seen as key mitigation measures to address this risk.

**Financial**

The appointed consultancy under the single provider Framework will be asked to provide a price for the delivery of the brief set out at Appendix A. This will be based upon the contractor's tendered rates under the framework. A further report will be submitted to the Leader of the Council, seeking authority to enter into the contract on the basis of the price submitted. The cost of the work would be met from the Transitional Reserve.

**List of Background Papers**

Paper	Date	Contact/Tel
Cabinet Reports	August & November 2015, January 2016.	Neil Kissock (01772 536154) Abbi Leech (01772 530808)

Reason for inclusion in Part II, if appropriate

N/A

## **Appendix 'A'**

### **Consultant's Brief:**

#### **Context**

The Council has identified within its Medium Term Financial Strategy that it is unlikely to be able to set a budget to meet its statutory obligations beyond April 2018, and possibly before that date.

The Council's current budget is set upon the basis of delivering £129m of planned savings during 2016/17 and 2017/18

Assuming the delivery of these savings the Council has forecast a funding gap of £46.5m in 2017/18 and £51.7m in 2018/19 rising to £196.6m by 2020/21.

#### **Requirements**

The consultants appointed by the Council under the Single Provider Framework for Consultancy Services are requested to submit detailed proposals for undertaking the following work package:

- Review the Council's Medium Term Financial Strategy and its Base Budget Review and advise upon the sustainability of the Council's current business and operating model.
- Review the Council's current business and operating model in the wider public service context across Lancashire and the financial sustainability of public services in the county.
- To advise on options and actions needed to create a sustainable public service operating model for the Council to enable it to be sustainable, within its forecast financial resource envelope, by 2020/21.
- To make recommendations as to options available to the Council with respect to future business and operating models, with particular reference to the integration of health and social care.
- To prepare a report for submission to the Secretary of State for Communities and Local Government and the Treasury on the funding base of the Council in relation to its statutory obligations and the resources needed to sustain a minimum level of statutory public services in Lancashire. The report will advise the Council and inform the Secretary of State of the emergency actions that would need to be taken in the event of the Council not being able to set a legal budget.
- To prepare a scope of work and project plan to deliver a future sustainable operating model for the Council.

## **Appendix 'B'**

### **Amendments to the Terms of Reference of the Political Governance Working Group**

The following items are added to the Terms of Reference of the Political Governance Working Group:

- To review the Council's business and operating model in the context of the forecast financial envelope set out in the Medium Term Financial Strategy and the wider financial viability of public services in Lancashire.
- To consider options in respect of the future delivery of public services in Lancashire.
- To make recommendations as to the future configuration of the Council in the context of potential future public service business and operating models.



## Cabinet

Meeting to be held on 14 April 2016

## Report of the Director of Corporate Commissioning

Electoral Divisions affected: All
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## Health and Social Care Integration - Lancashire and South Cumbria Sustainability and Transformation Plan

Contact for further information:

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### Executive Summary

Every part of the NHS is required to have a locally led Sustainability and Transformation Plan in place by 2017 which should be implemented by 2020. This needs to be seen in the context of substantial financial challenges for the health and social care system in Lancashire, including a forecast budget shortfall of at least £805m by 2020/21. National guidance produced in December 2015 requires every health and care system to work together to produce a Sustainability and Transformation Plan (STP).

Organisations that have a lead role in Health and Social Care in an area, including Clinical Commissioning Groups (CCGs), Hospital Trusts and local government, should work together as a team, addressing place based problems and working for local populations. The plan is also required to cover better integration with Local Authority services – including prevention and social care. Plans should also reflect local Health and Wellbeing Strategies. The approach will be backed by £560 billion of NHS funding including a dedicated Sustainability and Transformation Fund worth £2.1 billion in 2016/17 and rising to £3.4 billion in 2020/21. Funding will be dependent on the quality of the STP and the nature of local authority engagement will be seen as an indicator of quality. Whilst these appear to be substantial budget lines, they need to be viewed in the context of current system-wide financial pressures and funding gaps.

The report describes activity relating to the STP as well as other activity taking place that is addressing integration issues. It also sets out a series of working principles that should guide the County Council's engagement in this process. Individual decision reports will be necessary at key stages in this process as options are developed.

## **Recommendation**

- (i) To note the development of the Lancashire and South Cumbria Sustainability and Transformation Plan.
- (ii) To agree to the Operating Principles set out in the report and agree that these should be communicated to partner organisations: NHS England, the Clinical Commissioning Groups, Cumbria County Council, Lancashire Leaders and Chief Executives.

## **Background and Advice**

The Chancellor announced, as part of the Spending Review and Autumn Statement, that every part of the country is required to have a locally led plan for Health and Social Care integration in place by 2017 which should be implemented by 2020. This needs to be seen in the context of substantial financial challenges for the health and social care system in Lancashire, including a forecast budget shortfall of at least £805m by 2020/21.

NHS England produced guidance called "Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21" in December 2015. This includes addressing three 'gaps':

- The health and wellbeing gap – the pressing need to reduce demand on the NHS by shifting the focus towards prevention and addressing health inequalities
- The care and quality gap – to harness technology and innovation to reduce variations in the quality, safety and outcomes in care
- The funding and efficiency gap – to ensure that additional funding for the NHS is used to improve efficiencies, transform services and achieve financial sustainability

This required every health and care system to work together to produce a Sustainability and Transformation Plan (STP). This will be place based and drive the delivery of the 5 year forward view. They must be submitted by June 2016 and will be assessed in July 2016. Delivery should commence in 2017 with full implementation required by 2020. There will be 44 STP areas in England.

The approach requires those organisations that play a lead role in Health and Social Care provision in an area to work together as a team, addressing place based problems and working for local populations. The guidance stresses that local government should be fully involved. This is an approach that will match that set out in the County Council's draft Corporate Strategy.

The plan must cover all aspects of Clinical Commissioning Group (CCG) and NHS England commissioned activity including specialised services and primary care. The plan is also required to cover better integration with Local Authority services – including prevention and social care. The guidance expects that the plans developed should also reflect local Health and Wellbeing Strategies.



The approach will be backed by £560 billion of NHS funding. This includes the introduction of a new, dedicated Sustainability and Transformation Fund worth £2.1 billion in 2016/17 and rising to £3.4 billion in 2020/21. Whilst these appear to be substantial budget lines, they need to be viewed in the context of current system-wide financial pressures and funding gaps.

Acceptance onto programmes with transformational funding will be dependent on the quality of the STP. The nature of local authority engagement will be seen as an indicator of quality.

### **The position relating to Lancashire**

An STP footprint for this area has been consulted upon and published by NHS England. The footprint chosen covers the whole of Lancashire including the unitary areas of Blackburn with Darwen and Blackpool. In addition the boundary to the north also incorporates South Cumbria.

The County Council's response to the consultation recognised the strategic importance of identifying the whole of Lancashire plus South Cumbria as a coherent STP footprint. The response also highlighted the importance of delivery footprints that recognised the existing health economies both within Lancashire and those that incorporate cross border delivery. There are five health economies identifiable in the STP area:

- East Lancashire (including Blackburn with Darwen);
- Fylde Coast (including Blackpool);
- Morecambe Bay (including South Cumbria);
- Central Lancashire; and
- West Lancashire.

The Lancashire and South Cumbria STP will be a co-designed, shared and owned strategic plan for the Lancashire and South Cumbria Health and Social Care System. By 30th June 2016 it is intended that the plan will provide a comprehensive, single case for change which will include why it is needed. It will also identify both opportunities and threats. It is also intended that the STP will describe the process for designing integration options and how the changes will be implemented. The STP will set out what is expected of stakeholders, with everyone having a role to play in the successful design, implementation and delivery of the changes.

Governance of the STP process is currently being co-ordinated by Healthier Lancashire. STP workshops were held on the 11<sup>th</sup> & 12<sup>th</sup> March 2016, which highlighted a need for clarity regarding the vision, draft operating principles, representation and how the STP itself should be constructed. The timeline for production of the plan also needs to be clearly set out.

## Related activity

It should be recognised that the STP is not the only piece of work that has considered these issues. Initiatives that need to sensibly integrate or align with the STP process include:

### Healthier Lancashire

A document called 'Aligning the Plans' has been produced, this recognises that there are at least 53 different plans/strategies across 26 different organisations within the health and social care system. They have also highlighted pressures within the system, including the impact of deprivation and an ageing population as well as the financial gap. They recognise the need to work jointly and are helping to co-ordinate STP activity as well as developing integrated projects, such as one looking at care sector issues.

The Healthier Lancashire approach remains a key driver of system change – it has to be considered to be a viable vehicle for the delivery of improvements – but it will need to be supported and given appropriate direction if it is to achieve this. In particular, high level engagement will be necessary and clear expectations need to be set.

### The Combined Authority

'Public service working together' is one of the key objectives of the Lancashire Combined Authority which it is anticipated to be in place in shadow form from June/July 2016. Health and Social Care integration could form part of a delivery phase for the delivery of this objective. This approach would fit with the requirements for the STP – but the fundamental issue of governance and accountability needs to be resolved.

### Ongoing work within Lancashire's health economies

The five Health Economies in Lancashire, working through the individual CCGs and in partnership with the relevant local partners have developed proposals and work programmes that have started to examine integration models at a local level, although these are not comprehensive. These include:

- Better Care Together (Morecambe Bay Health Community - Vanguard Project). The aspiration is to consider a system that could take responsibility for all the health and social care needs of the population within a single budget. This will mean a smaller, more productive hospital service working hand-in-hand with integrated out of hospital services. It will focus on keeping individuals, families and communities healthy, developing capacity in general practice and community services, and focusing the hospital on the services only it can deliver.
- Fylde Coast Local Health Economy (New Models of Care – Vanguard Project). The vision is to create new models of care, wrapped around local people, spanning across all health and social care services. It aims to have

integrated teams of community nurses, allied health professionals, social care, mental health and third sector.

- Pennine Lancashire System Development Work. A transformation programme for Pennine Lancashire has been looking at health systems for some time. This has sought to develop a vision for a system wide approach to health issues within Pennine Lancashire – concentrating on outcomes and looking at potential delivery models.
- West Lancashire. CCG planning to undertake work based on a neighbourhoods approach.
- Central Lancashire. Developing work based on integrated localities and focussed on service planning areas to deliver place based, person centric care.

## **Implications/Issues**

The STP requirements mean that Lancashire County Council and all other partners should work together to create a more efficient and sustainable health and social care system. The County Council will need to engage with this process and help to shape and direct it.

The STP approach encourages the development of new models for the delivery of public services. Clear, consistent and comprehensive plans for the area will be needed. New ways of working that will emerge from the process offer opportunities to create efficiencies and improve outcomes.

The approach will allow a review of how and where resources are allocated, directing funding away from the acute sector to the community sector to aid local care and prevention measures – enabling more healthy lifestyles in the population, creating better health outcomes and in turn reducing the cost burden on the acute sector.

New funding arrangements, such as the creation of a single pooled budget for all (or specific) aspects of health and social care provision could be developed as a result of this approach. This would allow resources to be better focussed on meeting population needs rather than the requirements of individual organisations. The County Council may need to consider whether it is willing to agree to the principle of pooling budgets and developing new approaches to service delivery, subject to the right conditions, as part of the development of options.

A successful STP will allow freedom to act and deliver solutions that are appropriate to our local circumstances. It will also allow access to NHS England transformational funding that can help deliver new ways of working and better health outcomes for Lancashire.

## **Operating Principles for Lancashire County Council.**

The Planning Guidance requires the NHS to produce the STP. It makes reference to one the five things to be done:

*"(ii) To "developing a shared vision with the local community, which involves local government as appropriate"*

It further states:

*"The STP must also cover better integration with local authority services, including but not limited to, prevention and social care, reflecting local agreed health and wellbeing strategies."*

In Annex 2 to the Guidance, "The Government's mandate to NHS England 2016/17", the Guidance references the position set out by the Chancellor in the Autumn Statement for every area to have an agreed plan by March 2017 for better integrating health and social care.

Whilst there is a clear acknowledgement of the role of local government, the guidance as written is mainly focussed on the NHS. It is important therefore that the County Council engages with the process and plays a role in shaping the Plan to adequately reflect the council's position.

To enable the County Council to participate effectively in the shaping of the STP process, it is important at the outset to set out the Council's approach to health and social care integration in Lancashire. It is proposed that the following principles should be adopted by the Council and this position shared formally with partners to the STP.

## **Governance**

- The Council supports the establishment of a single pan-Lancashire Health and Wellbeing Board bringing together the current three boards covering Blackpool, Blackburn with Darwen and the County Council's administrative area. Whilst there are various ways of achieving this, the Council's preferred position is that the Health and Wellbeing Board function should be transferred to the Lancashire Combined Authority, once established.
- The Council supports the development of Local Health and Wellbeing Partnerships covering the five local health economy footprints within the governance framework of a single Health and Wellbeing Board.
- There needs to be more recognition of the statutory and financial responsibilities that local government carries within the health and social care system. This should be reflected in governance structures with County Council Elected Member representation on all appropriate decision making bodies within the future Lancashire health and social care system and the STP.
- Where pooled budgets are established the Council's appropriate Cabinet Member should form part of the governance structure.

## **Citizen focused integration**

- Providing joined-up and seamless services to Lancashire's citizens should be the primary focus of health and social care integration. Where having a single workforce would enhance this, the Council would support the development of such an approach.
- The system needs to deliver better outcomes for our citizens, including reducing health inequalities, enabling people to stay healthier for longer and reducing hospital admissions. In line with the objectives of the Council's draft Corporate Strategy, the system should also seek to reduce the need for social care services, helping to deliver community support and self-reliance where appropriate. Developing a system that is easier for people to understand, that delivers more care at home or closer to home should also be an objective.

## **Local Health Economies**

- The Council supports integration on the basis of the five local health economy footprints, subject to a commitment to avoid duplication and plan services on a pan-Lancashire footprint where this is the best fit model, either financially or in terms of service delivery

## **Joint Strategic Needs Assessment**

- The Council supports the development of the Joint Strategic Needs Assessment (JSNA) at a pan-Lancashire level, to support activities of the Health and Wellbeing Board, and at a community level to support the commissioning of local services.
- The community level assessment needs to be of a sufficiently fine grain to be able to identify the local variation in health and wellbeing conditions. A population level, in the order, of 20,000 to 40,000 is considered to be an appropriate indicative scale for such assessments.

## **Pooled Budgets**

- The development of a system-level pooled budget, or budgets, for health and social care services is seen as the best way of ensuring the financial resources available for the provision of services to Lancashire's citizens are most effectively utilised.
- The Council would in principle be prepared to develop pooled budgets for services operated on a pan-Lancashire basis and those operated on the basis on the five health economy footprints. The parties to such pooled budget arrangements would need to be: NHS England, the appropriate CCGs and the appropriate upper tier authorities of Blackpool, Blackburn with Darwen and Cumbria County Council (in respect of Morecambe Bay Health Community).
- The Council's support for pooled budgets would be subject to the commitment of all parties, in the context of severely constrained budgets within both the

NHS and local government, that there will need to be a shift in the balance of expenditure within the entire system, from expenditure on acute health services to community based care and preventative services.

- Pooled budget arrangements would need to be underpinned by appropriate monitoring, financial management and risk sharing mechanisms.

### **Single commissioning arrangements within pooled budget arrangements**

- Where a pooled budget is agreed, the Council would support there being a single commissioning organisation for the services covered by the pooled budget. This would drive the most cost-effective outcomes for the whole system, rather than joint commissioning where the individual partners are inevitably driven by their own individual financial circumstances.

Whilst setting out these principles for consideration, it should be noted that future decision reports will be submitted to Cabinet /Cabinet Members for consideration and authorisation of any material developments in relation to the STP and for any revised working arrangements that are proposed as a result of ongoing integration considerations.

### **Consultations:**

The STP process will have its own consultation and engagement process.

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

The risk implications of any proposed integration model will need to be fully understood and managed as part of the development and implementation of options.

The Council's Risk and Opportunity Register, Ref CO4 "Health and Social Care Integration", identifies health and social care integration as a significant opportunity for the council. The register identifies:

"The principle of the separate organisations working together to align plans, strategies and budgets will involve the development of new delivery models and ways of working, to avoid duplication and focus activity where it is needed, recognising that current models of service delivery are unsustainable. Integration would provide the best opportunity to minimise the impact of funding reductions as well as providing a better offer for service users."

The mitigating action recorded in the register is: "Recognises the need for: an ambitious vision, robust partnerships, clear and credible delivery plans, and strong leadership and governance arrangements at a pan-Lancashire level."

## **Financial**

The development of the Sustainability and Transformation Plan, together with the ongoing consideration of options for integration and joint working is aimed at securing more efficient delivery models. The financial implications arising from any proposals developed will need to be fully understood and explained as part of the decision making process.

## **Legal**

The legal implications arising from any proposals developed will need to be fully understood and explained as part of the decision making process. Appropriate documentation will be developed to record the agreed arrangements.

## **List of Background Papers**

Paper	Date	Contact/Tel
Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21	December 2015	Mike Kirby

Reason for inclusion in Part II, if appropriate

N/A





## **Cabinet**

Meeting to be held on 14 April 2016

## **Report of the Head of Service Legal and Democratic Services**

Electoral Division affected: All
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## **Report of Key Decisions taken by the Leader of the County Council, the Deputy Leader of the County Council and Cabinet Members**

Contact for further information:

Janet Nuttall, Tel: (01772) 533110, Executive Support Officer,  
janet.nuttall@lancashire.gov.uk

### **Executive Summary**

Key Decisions taken by the Leader of the County Council, the Deputy Leader of the County Council and Cabinet Members since the previous meeting of Cabinet. The Key Decisions set out below were considered by the Executive Scrutiny Committee at its meeting on 5 January 2016, 2 February 2016, 6 March 2016 and 12 April 2016. No changes were made to the recommendations set out in the reports and any additional comments made by the Committee were reported to each Cabinet Member at the time of decision.

### **Recommendation**

Cabinet is recommended to note the Key Decisions detailed below.

## **1) Key Decisions taken by the Leader of the County Council**

The following decisions were taken on 8 January 2016:

### **Management of the County Council's Energy Procurement**

The Leader of the County Council approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the

circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **Supply of a Growth Support Programme**

The Leader of the County Council approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **The Supply of a Growth Mentoring Service**

The Leader of the County Council approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **The Supply and Distribution of Fresh Non-Halal Meat Products to Lancashire County Council Establishments**

The Leader of the County Council approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **Supply of Office Supplies and Computer Consumables**

The Leader of the County Council approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1

of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The following decisions were taken on 4 February 2016:

### **Social Value Policy and Framework**

The Leader of the County Council approved the Social Value Policy and Framework.

### **Amendment to the Award of Framework Contracts for the Servicing, Repair and Maintenance of Mechanical and Electrical Equipment**

The Leader of the County Council approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The following decisions were taken on 10 March 2016:

### **Supply of a Growth Hub Gateway Service**

The Leader of the County Council approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **Repairs and Maintenance Framework**

The Leader of the County Council approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains

information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## **2) Key Decision taken by the Deputy Leader of the County Council**

The following decision was taken on 15 February 2016:

### **Procurement of Service Providers to a Framework Agreement for the Provision of Local and School Bus Services in Lancashire**

The Deputy Leader of the County Council approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## **3) Key Decision taken by the Cabinet Member for Health and Wellbeing and the Cabinet Member for Children, Young People and Schools**

The following decision was taken by the Cabinet Member for Health and Wellbeing on 6 January 2016 and the Cabinet Member for Children, Young People and Schools on 11 January 2016:

### **Approval to award contracts for the provision of 'Infant Feeding Peer Support and Infant Feeding Coordination Services, Lancashire**

The Cabinet Member for Health and Wellbeing and the Cabinet Member for Children, Young People and Schools approved the recommendations as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## **4) Key Decision taken by the Cabinet Member for Adult and Community Services and the Cabinet Member for Children, Young People and Schools**

The following decisions were taken on 9 March 2016:

## **Approval of Revised Direct Payment Policy**

The Cabinet Member for Adult and Community Services and the Cabinet Member for Children, Young People and Schools:

- (i) Approved the Direct Payments Policy, and
- (ii) Agreed that any fundamental changes to the policy and procedures should be presented to the Cabinet Members for approval, and to authorise the Director of Adult Services and the Director of Children Services, in consultation with the Director of Governance, Finance and Public Services, to approve all other future amendments to the policy, as well as any revisions to the associated procedures and guidance to support the implementation of the policy.

## **Direct Payment Support Service Award of Contract**

The Cabinet Member for Adult and Community Services and the Cabinet Member for Children, Young People and Schools approved the recommendation as set out in the full report.

The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information which is likely to reveal the identity of an individual. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information

## **5) Key Decisions taken by the Cabinet Member for Highways and Transport**

The following decisions were taken on 6 January 2016:

### **Addition of Proposed Changes to Highway Layout Associated with Developments at New Hall Lane, Adelaide Street and Witton Street, Preston (Section 278 funded) to the Highways Block of the 2015/16 Capital Programme**

The Cabinet Member for Highways and Transport approved the addition of this scheme, as shown on the plan, to the highways block of the County Council's 2015/16 capital programme at an estimated total cost of £300,000, fully funded by a s278 agreement.

### **Road Lighting LED Lanterns and LED Retrofit Gear Trays**

The Cabinet Member for Highways and Transport approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains

information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The following decision was taken on 20 January 2016:

### **Award of Highways Repair and Maintenance Works based on Dayworks**

The Cabinet Member for Highways and Transport approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The following decision was taken on 1 February 2016:

### **Allocation of Additional Department for Transport Funding to Deal with Flood Damaged Roads and Bridges**

The Cabinet Member for Highways and Transport gave approval for;

- (i) The additional allocation of £5 million received from the Department for Transport to be brought into the 2015/16 Highways Capital Programme;
- (ii) A programme of work to be developed based on the schemes which will be prioritised based on the impact that the flood damage has had on the highway network, up to a value of £5 million, and
- (iii) Delegated authority to the Director of Corporate Commissioning to add additional schemes to the programme, which will be identified and prioritised based on the impact that the damage has had on the highway network up to a total value of £5 million.

The following decisions were taken on 3 February 2016:

### **Resident Parking Schemes - Administration and Charges**

The Cabinet Member for Highways and Transport approved:

- (i) that the Designation of On-Street Parking Charges Order 2015 be amended to refer to a standard permit charge of £25 per resident and visitor permit be applied to resident parking schemes which are administered by the county council;

- (ii) that the Designation of On-Street Parking Charges Order 2015 be proposed to be amended in relation to Burnley, as detailed in the report and that a consultation process for this change be undertaken;
- (iii) that the Designation of On-Street Parking Charges Order 2015 be proposed to be amended in relation to Fylde, as detailed in the report and that a consultation process for this change be undertaken;
- (iv) that the Parking Places Order for Hyndburn be proposed to be revoked and that a consultation process for this change be undertaken;
- (v) the revocation of the Hyndburn resident parking scheme in the Designation of On-Street Parking Charges Order 2015 be proposed and that a consultation process for this change is undertaken; and
- (vi) that a further report be prepared following discussions with the other 5 district councils of the implications of administration of residents parking schemes being carried out by the County Council rather than at some of the District Councils.

### **Proposed Cycle Tracks, Ringway, Corporation Street and Fleet Street, Preston**

The Cabinet Member for Highways and Transport:

1. Approved a revised allocation of £2,900 from the 2014/15 Road Safety Programme;
2. Approved the addition of Section 106 funding with a value of £10,000 from Preston City Council to the 2014/15 Road Safety Programme; and
3. Approved the removal of footways and the construction of cycle tracks over which the public have a right of way on foot, on the following lengths of road
  - a) Cycle track length A, Ringway, north side, from the junction with Corporation Street, eastwards for a distance of 7 metres.
  - b) Cycle track length B, Corporation Street, east side, from the junction with Ringway, northwards for a distance of 43 metres.
  - c) Cycle track length C, Corporation Street, west side, from the junction with Ringway, northwards for a distance of 12 metres.
  - d) Cycle track length D, Ringway, north side, from the junction with Corporation Street, westwards for a distance of 77 metres.
  - e) Cycle track length E, Ringway, south side, from the junction with Corporation Street, westwards for a distance of 11 metres.
  - f) Cycle track length F, Corporation Street, west side, from the junction with Ringway, southwards for a distance of 26 metres.
  - g) Cycle track length G, Corporation Street, east side, from the junction with Ringway, southwards for a distance of 19 metres.
  - h) Cycle track length H, Ringway, south side, between Corporation Street and Fleet Street.
  - i) Cycle track length I, Un-named Road, south side, from the junction with Fleet Street, westwards for a distance of 49 metres.
  - j) Cycle track length J, Fleet Street, south side, from the junction with an un-named road eastwards for a distance of 21 metres.
  - k) Cycle track length K, Fleet Street, north side, from the junction with Ringway, eastwards for a distance of 25 metres.

- l) Cycle track length L, Ringway, south side, from the junction with Fleet Street, eastwards for a distance of 32 metres.

### **Proposed Preston Bus Station and On-Street Parking Charges**

The Cabinet Member for Highways and Transport approved:

- (i) that negotiations to introduce a pay by phone option for both on-street parking and the Preston bus station car park are progressed and that district councils be encouraged to join this scheme to implement a single county wide system,
- (ii) that the recommended changes to the bus station car park permits and permit charges set out in this report are approved and that the relevant consultation and legal process is followed,
- (iii) that the bus station pay and display charges and bandings are amended in line with this report following the required legal process,
- (iv) that the proposals for blue badge parking on the bus station set out in this report are approved and that the relevant consultation and legal process is followed,
- (v) that the on-street pay and display parking charges in Lancaster are increased as set out in this report and the relevant legal process is followed in order to introduce these changes, and
- (vi) that the management of the on-street pay and display machines in Lancaster is brought back in-house.

The following decisions were taken on 8 March 2016:

### **Bus Service Replacement Proposals in Chorley District**

The Cabinet Member for Highways and Transport approved the proposals set out in the report for a period of six months from 3 April 2016, subject to the satisfactory conclusion of discussions with Chorley Borough Council on the funding of the services as also set out in the report.

This decision was implemented immediately for the purposes of Standing Order 34(3) as any delay could adversely affect the execution of the County Council's responsibilities. The reason for this is to ensure that the proposed bus services are in place from 3 April 2016.

### **Recommendations of the Cabinet Working Group on Bus Services - Bus Service Replacement Proposals**

The Cabinet Member for Highways and Transport:

- (i) Approved the bus service replacement proposals set out at Appendix 'A' and requested that officers undertake the necessary procurement process to allow services to be put in place from 3 April 2016; and
- (ii) Authorised the Head of Service, Public and Integrated Transport, to make any necessary minor amendments to the proposals, prior to implementation, in consultation with the Cabinet Member for Highways and Transport and the Chair of the Cabinet Working Group on Bus Services.



This decision was implemented immediately for the purposes of Standing Order 34(3) as any delay could adversely affect the execution of the County Council's responsibilities. The reason for this is to ensure that the proposed replacement bus services are in place from 3 April 2016.

The following decisions were taken on 10 March 2016:

**Pennine Reach Bus Priority - Introduction of Prohibition of Waiting, Restriction of Waiting and Permit Parking, with associated revocations at various streets/locations in Hyndburn Borough**

The Cabinet Member for Highways and Transport approved:

- (i) The making of the Traffic Regulation Orders which prohibit and limit waiting, introduce permit parking and prohibit right turn manoeuvres and associated revocations
- (ii) That the prohibition of driving at Mill Street and the bus stop clearway at A680 Whalley Road are not implemented as originally advertised for the reasons set out in the report. The cost of the Traffic Regulation Orders will be funded from the 2012/13 Pennine Reach Bus Priority Scheme Capital allocation.

**Proposed Waiting Restrictions on Chancery Road, Village Way, Aycliffe Drive, Fiddlers Lane, Dole Lane, Bolton Road, Ever Green Road, Eaves Green Close and Crosse Hall Street, Cowling Brow in Chorley**

The Cabinet Member for Highways and Transport approved the proposed waiting restrictions.

**6) Key Decision taken by the Cabinet Member for Adult and Community Services**

The following decision was taken on 6 January 2016:

**Adult Social Care - Use of new Resource Allocation System (RAS)**

The Cabinet Member for Adult and Community Services:

- (i) Agreed the adoption and use of a new RAS to support decision making in the setting of Personal Budgets for adults with eligible care needs, which will enable the delivery of savings and ensure Care Act compliance.
- (ii) Authorised the Director of Adult Services to make any necessary amendments to the Resource Allocation System in the light of further testing, operational management advice, experience and legal clearance.
- (iii) Endorsed the continued development and implementation of plans to embed the new RAS into the County Council's operating systems.
- (iv) Endorsed the continued development of plans for undertaking service user reviews to realise savings on the basis of the new RAS.

The following decision was taken on 21 January 2016:

## **Recommendation of Contract Award for Reablement Services**

The Cabinet Member for Adult and Community Services approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information which is likely to reveal the identity of an individual. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The following decision was taken on 3 February 2016:

## **Approval to Award Contracts for Advocacy Services (Countywide)**

The Cabinet Member for Adult and Community Services approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information which is likely to reveal the identity of an individual. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information

The following decision was taken on 11 February 2016:

## **Fee Uplift - Home Care Framework**

The Cabinet Member for Adult and Community Services approved the rate increase with effect from 1<sup>st</sup> April 2016.

The following decision was taken on 9 March 2016:

## **Implementation of the Care Act 2014 - Review of Adult Social Care Policies and Procedures**

The Cabinet Member for Adult and Community Services:

- (i) approved the following revised Adult Social Care Policies:
  - a. Wellbeing Principle
  - b. Eligibility
  - c. Ordinary Residence
  - d. Independent Advocacy
- (ii) agreed that any fundamental changes or new policies should be presented to the Cabinet Member for approval and authorised the Director of Adult

Services, in consultation with the Director of Governance, Finance and Public Services, to approve all other future revisions of adult social care policies.

## **7) Key Decision taken by the Cabinet Member for Children, Young People and Schools**

The following decision was taken 15 January 2016:

### **Schools Budget 2016/17**

The Cabinet Member for Children, Young People and Schools:

- (i) Noted the report, including the 2016/17 Dedicated Schools Grant (DSG) allocation, the final budget proposals for each funding block and any comments made by the Lancashire Schools Forum;
- (ii) Approved the estimated level of Dedicated Schools Grant for 2016/17, on which to base the Schools Budget;
- (iii) Authorised the Head of Service Financial Management Development and Schools to submit the final Schools Block budget proforma for 2016/17 to the EFA by 21 January 2016, on the basis set out in this report;
- (iv) Approved the 2016/17 budgets for the Early Years and High Needs Blocks;
- (v) Agreed that the Dedicated Schools Grant Reserve underwrite the uncertainties around the Early Years and High Needs Blocks.

This decision was implemented immediately for the purposes of Standing Order 34(3) as any delay could adversely affect the execution of the County Council's responsibilities. The reason for this was to ensure that the necessary proforma could be submitted to the Education Funding Agency ahead of the required deadline.

The following decisions were taken on 8 February 2016:

### **Co-ordinated Admission Scheme 2017-18 - Determination of the Qualifying Scheme**

The Cabinet Member for Children, Young People and Schools:

- (i) Approved that the scheme be adopted as the qualifying scheme for admissions to Lancashire primary and secondary schools and academies for 2017/18; and
- (ii) Approved that the Director for Children's Services shall seek to secure the adoption of the scheme by the governing body of each Lancashire voluntary aided and foundation school and academy in order to inform the Secretary of State that a scheme has been introduced in Lancashire.

### **Determination of Admission Arrangements for Community and Voluntary Controlled Primary and Secondary Schools and Sixth Forms for the School Year 2017/18**

The Cabinet Member for Children, Young People and Schools approved:

- (i) that the admission numbers for community and voluntary controlled primary schools, secondary schools and sixth forms for 2017/18 (which include the recommendations of the Director of Children's Services) be determined;
- (ii) that the criteria for admission to community and voluntary controlled primary schools, secondary schools and sixth forms for 2017/18 be agreed; and
- (iii) that the admission numbers and criteria for admission, together with the other information included on the Authority's website and in its admissions booklets, shall constitute the admission arrangements for 2017/18.

**Determination of Relevant Area for Consultation on Admission Arrangements for Lancashire Maintained Schools and Academies for 2017/18, 2018/19 and 2019/20**

The Cabinet Member for Children, Young People and Schools agreed that the definition of the relevant areas remains unchanged for the 2017/18, 2018/19 and 2019/20 school years.

The following decision was taken on 12 February 2016:

**Children's Social Care Referral and Assessment Service Framework**

The Cabinet Member for Children, Young People and Schools approved the recommendation as set out in the full report.

This decision was implemented immediately for the purposes of Standing Order 34(3) as any delay could adversely affect the execution of the County Council's responsibilities.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The following decision was taken on 9 March 2016:

**The Provision of Additional Secondary School Places in Chorley**

The Cabinet Member for Children, Young People and Schools:

- (i) noted the complexities of commissioning additional places in the secondary sector as set out in the report;

- (ii) approved the expansion of Holy Cross Catholic High School by 30 places per year group on a permanent basis with effect from September 2017, taking the published admission number from 165 to 195;
- (iii) noted that officers will start to conduct further negotiations with secondary schools in the Chorley District to secure more additional places to deal with longer term demand; and
- (iv) noted the initial estimate of cost for delivering the one form of entry expansion project at Holy Cross Catholic High School.

## **8) Key Decision taken by the Cabinet Member for Health and Wellbeing**

The following decision was taken on 9 January 2016:

### **Proposal to Charge for Membership of Trading Standards Safe Trader Scheme**

The Cabinet Member for Health and Wellbeing approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information which is likely to reveal the identity of an individual. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The following decision was taken on 14 March 2016:

### **Supply of Active Lives and Healthy Weight Service for Adults (aged 18 and over), families, children and young people (aged 4-18) across Lancashire**

The Cabinet Member for Health and Wellbeing approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information which is likely to reveal the identity of an individual. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## **9) Key Decision taken by the Cabinet Member for Environment, Planning and Cultural Services**

The following decision was taken on 19 February 2016:

## **Proposed waste processing requirements and specification for services delivered by Global Renewables Lancashire Operations Limited**

The Cabinet Member for Environment, Planning and Cultural Services approved:

- (i) The proposed waste processing requirements and specification for services to be provided by GRLOL as set out in the report and Appendix 'A', and the associated Service Level Agreement attached at Appendix 'B'.
- (ii) That authority to make minor amendments to the Service Level Agreement is delegated to the Head of Service – Waste Management

The following decision was taken on 16 March 2016:

### **The Future of Blaze - Young People and Culture Project**

The Cabinet Member for Environment, Planning and Cultural Services agreed:

- (i) that a sum of £10,000 from the LMCR budget for 2015/16 is allocated to Curious Minds as a one off payment to help secure the future sustainability of the Blaze project.
- (ii) that the payment at (i) above is conditional upon match funding from Curious Minds.

This decision was implemented immediately for the purposes of Standing Order 34(3) as any delay could adversely affect the execution of the County Council's responsibilities. The Council's payment would enable match funding to be released by Curious Minds to help the Blaze project's transition to a sustainable future without Lancashire County Council funding.

### **List of Background Papers**

Paper	Date	Contact/Tel
Reports of Key Decisions <a href="#">taken by the Leader of the County Council, the Deputy Leader of the County Council and Cabinet Members</a>	15 December 2015 – 24 March 2016	Janet Nuttall, Legal and Democratic Services, (01772) 533110

Reason for inclusion in Part II, if appropriate

N/A

## **Report to the Cabinet**

Meeting to be held on 14 April 2016

## **Report of the Head of Service Legal and Democratic Services**

Electoral Division affected: All
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## **Report of the Waiver of Procurement Rules by the Deputy Leader of the County Council**

Contact for further information:

Janet Nuttall, Tel: (01772) 533110, Executive Support Officer,  
janet.nuttall@lancashire.gov.uk

### **Executive Summary**

Action taken by the Deputy Leader of the County Council under Procurement Rule 4.2 (Waiver of Procurement Rules). Such actions are required, under Procurement Rule 4.3, to be reported to Cabinet for information.

### **Recommendation**

Cabinet is recommended to note the report.

### **Background and Advice**

In accordance with the provisions of Procurement Rule 4.2, the Deputy Leader of the County Council agreed the following:

### **The Waiver of County Council Procurement Rules in order to renew a Contract for the Provision of Pension Administration Software**

Waived Procurement Rule 6.2 as set out in the full report.

This decision was implemented immediately for the purposes of Standing Order 34(3) as any delay could adversely affect the execution of the County Council's responsibilities. The reason for this is to enable the County Council to continue to administer the Pension Service, both its own scheme and on behalf of a number of external clients after the 31<sup>st</sup> of January 2016.

This report was dealt with under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority

holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**Waiver of County Council Procurement Rules for expenditure in relation to one Lancashire County Pension Fund Investment Property (London)**

Waived Procurement Rule 6.2 as set out in the full report.

This report was dealt with under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**Waiver of County Council Procurement Rules for expenditure in relation to one Lancashire County Pension Fund Investment Property (Leeds)**

Waived Procurement Rule 6.2 as set out in the full report.

This report was dealt with under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**Waiver of County Council Procurement Rules in order to purchase a Treasury Management Portal**

Waived Procurement Rule 6.2 as set out in the full report.

This report was dealt with under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.



## List of Background Papers

Paper	Date	Contact/Tel
<a href="#"><u>Report to the Deputy Leader of the County Council</u></a>	28 January 2016	Jane Johnson (01772) 534374
<a href="#"><u>Report to the Deputy Leader of the County Council</u></a>	28 January 2016	Jane Johnson (01772) 534374
<a href="#"><u>Report to the Deputy Leader of the County Council</u></a>	28 January 2016	Jane Johnson (01772) 534374
<a href="#"><u>Report to the Deputy Leader of the County Council</u></a>	8 February 2016	Jane Johnson (01772) 534374

Reason for inclusion in Part II, if appropriate

N/A

