Full Council

Thursday, 17 December, 2015, at 1.30 pm or at the conclusion of Question Time, whichever is the later, in the Council Chamber, County Hall, Preston.

Agenda

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1. Apologies and Announcements
2. Disclosure of Pecuniary and Non-Pecuniary Interests

A. Matters for Decision

3. Confirmation of the minutes from the meeting held on 22 October 2015 (Pages 1 - 12)
4. Report of the Cabinet (Part A) (Pages 13 - 42)
5. Proposal to develop a Combined Authority for Lancashire: Update Report (Pages 43 - 88)
6. Revised Overview and Scrutiny Arrangements (Pages 89 - 104)
7. Electoral Review of Lancashire County Council's Area (Pages 105 - 116)

B. Matters for Information

8. Report of the Cabinet (Part B) (Pages 117 - 120)
9. Report of Urgent Key Decisions (Pages 121 - 122)
10. Report of County Council Committees

To receive reports from:

(a) The Overview and Scrutiny Committees
(Pages 123 - 134)

(b) Report of the Pension Fund Committee
(Pages 135 - 140)

11. Report of the Combined Fire Authority (Pages 141 - 144)

C. Notices of Motion

To consider any Notices of Motion submitted under Standing Order No. 14.2.1.

Jo Turton
Chief Executive

County Hall
Preston

09 December 2015
Minutes

At a meeting of the Full Council held at Council Chamber, County Hall, Preston, on Thursday, 22 October, 2015

Present:

County Councillor Margaret Brindle (Chairman)

County Councillors

T Aldridge  K Ellard  M Otter
A Ali  J Fillis  M Parkinson
A Atkinson  J Gibson  N Penney
A Barnes  G Gooch  S Perkins
M Barron  M Green  M Perks
L Beavers  J Hanson  C Pritchard
D Borrow  Dr M Hassan  S Prynn
P Britcliffe  P Hayhurst  P Rigby
I Brown  C Henig  A Schofield
K Brown  N Hennessy  K Sedgewick
T Brown  D Howarth  S Serridge
P Buckley  K Iddon  J Shedwick
T Burns  M Iqbal  R Shewan
Mrs S Charles  M Johnstone  D T Smith
A Cheetham  A Jones  K Snape
A Clempson  A Kay  J Sumner
D Clifford  J Lawrenson  M Tomlinson
Mrs F Craig-Wilson  D Lord  C Wakeford
C Crompton  T Martin  D Watts
M Dad  J Mein  D Westley
B Dawson  Y Motala  D Whipp
F De Molfetta  B Murray  G Wilkins
C Dereli  R Newman-Thompson  B Winlow
M Devaney  D O’Toole  B Yates
G Dowding  Mrs L Oades
G Driver  J Oakes
1. Apologies and Announcements

Apologies

Apologies for absence were presented on behalf of County Councillors T Ashton, M Devaney, S Holgate, A James, G Molineux, D Stansfield, V Taylor and P White.

Awards

Local Authority Pension Fund Investment Awards

The Chairman was proud to announce that the County Council had been successful at the 2015 Local Authority Pension Fund Investment Awards having won:

- Local Government Pension Scheme (LGPS) Fund of the Year
- Investment Strategy of the Year

The County Council had also been highly commended in the category LGPS Investment Performance of the Year.

The following officers attended to represent the team and acknowledge the Council's congratulations:

- Mike Jensen, Chief Investment Officer
- Lizzie Gordon, Senior Analyst
- Jamie Griffin, Investment Analyst
- Keith Angood, Assistant Analyst

'Institutional Investor' European Awards 2015

Mike Jensen had also won 'UK Public Pension Manager of the Year 2015' for his work on the Lancashire County Pension Fund. The Council congratulated him on his achievement.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

County Councillor George Wilkins disclosed a non-pecuniary interest in item 6, Finding of the Local Government Ombudsman, on the grounds that he is a member of the Corporate Complaints Committee.

3. Confirmation of Minutes from meeting held 2 September 2015

Resolved: That the Minutes of the meeting of the County Council held on the 2 September 2015 be confirmed and signed by the Chair.

Cabinet had considered, at its meeting on 12 August, a report about the Redundancy Payments Scheme and Trade Union Consultation and had recommended that Full Council agree to the extension of voluntary redundancy terms until 31 March 2018 based on a multiplier of 1.4.

**Resolved:** That voluntary redundancy terms, based on a multiplier of 1.4, be extended to 31 March 2018.

5. **Lancashire Local Pension Board - Code of Conduct and Conflict of Interests Policy**

The report set out a final draft Code of Conduct and Conflicts of Interest Policy for the recently established Lancashire Local Pension Board, which required the approval of Full Council as the administering authority for the Lancashire County Pension Fund. Full Council was also asked to authorise the Local Pension Board to approve, in due course, a Reporting Breaches Policy and Procedure.

**Resolved:** That,

(i) The Lancashire Local Pension Board’s Code of Conduct and Conflict of Interests Policy for Members, Officers and Advisors as set out at Annex A in the report now presented, be approved; and

(ii) The Lancashire Local Pension Board be authorised to approve, in due course, a Reporting Breaches Policy and Procedure.

6. **Finding of the Local Government Ombudsman - August 2015**

The report related to a ‘finding of fault causing injustice’ after an investigation by the Local Government Ombudsman (LGO). Full Council was now required to consider what action should be taken.

The Cabinet Member for Children, Young People and Schools had considered the LGO’s report and the actions taken and recommended to Full Council that the actions set out in the report now presented be notified to the Local Government Ombudsman as the action taken in response to the report.

Following a period of debate the Motion was put to the vote. Six County Councillors requested a recorded vote in accordance with procedural Standing Order 15.2 (9.4).

The names of county councillors who voted for or against the Motion and those who abstained are set out below:
Resolved: That the Local Government Ombudsman be notified that the actions set out in the report had been taken in response to the report by the Local Government Ombudsman which had been received by the authority on 5 August 2015.

7. Police and Crime Panel for Lancashire

Full Council was asked to approve the appointment of County Councillor Julie Gibson to replace County Councillor Jennifer Mein as the County Council's representative to serve on the Police and Crime Panel for Lancashire until the Annual Meeting of the Full Council in 2016.

Resolved: That County Councillor Julie Gibson be appointed to replace County Councillor Jennifer Mein as the County Council's representative to serve on the Police and Crime Panel for Lancashire until the Annual Meeting of the Full Council in 2016.
8. **Non-Attendance of County Council Member**

The Chairman reported that this item had been withdrawn as County Councillor Perks was in attendance and, in doing so, she welcomed him back and wished him well on behalf of the Full Council.

9. **Lancashire County Council Timetable of Meetings 2016/17**

Full Council was asked to approve the timetable of Full Council, Cabinet and Committee meetings for 2016/17 as set out at Appendix A to the report now presented.

**Resolved:** That the timetable of Full Council, Cabinet and Committee meetings for 2016/17, as set out at Appendix A to the report now presented, be approved.


The Leader of the Council moved Part B of the report of the Cabinet from its meetings on the on the 12 August 2015 and 8 October 2015.

**Resolved:** That the report of the Cabinet from its meetings on the 12 August 2015 and 8 October 2015 be noted.

11. **Report of Urgent Key Decisions**

**Resolved:** That the report of urgent key decisions taken by the Leader of the Council and the Cabinet Member for Highways and Transport during the preceding three months, as now presented, be noted.

12. **The Overview and Scrutiny Committees**

County Councillor Bill Winlow presented the reports of the Overview and Scrutiny Committees from their meetings as follows:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Date of Meeting</th>
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<tbody>
<tr>
<td>Scrutiny Committee</td>
<td>17 July 2015</td>
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<td></td>
<td>18 September 2015</td>
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<td>Health Scrutiny Committee</td>
<td>15 July 2015</td>
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<td>01 September 2015</td>
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**Resolved:** That the reports of the Overview and Scrutiny Committees, as now presented, be received.

12. **Audit and Governance Committee**

County Councillor Terry Brown presented the report of the Audit and Governance Committee from its meeting on the 28 September 2015.
Resolved: That the report of the Audit and Governance Committee, as now presented, be received.

12. Pension Fund Committee

County Councillor Kevin Ellard presented the report of the Pension Fund Committee from its meeting on the 30 September 2015.

Resolved: That the report of the Pension Fund Committee, as now presented, be received.

12. Urgency Committee

The Leader presented the report of the Urgency Committee, which set out a decision of the Chief Executive under the Council's Urgent Business Procedure on behalf of the Urgency Committee.

Resolved: That the report of the Urgency Committee, as now presented, be received.

13. Report of the Lancashire Combined Fire Authority

County Councillor Frank De Molfetta presented the report of the Lancashire Combined Fire Authority from its meeting on the 7 September 2015.

Resolved: That the report of the Lancashire Combined Fire Authority, as now presented, be received.

Part C - Notices of Motion

Notices of Motion submitted under Procedural Standing Order 14.2.1(a)

1. It was moved by County Councillor David Whipp and seconded by County Councillor Azhar Ali that:

This council notes with great concern the threat to frontline policing in Lancashire due to proposed cuts in government funding for the police service through a shift of resources away from the county.

Council believes that the impact of these cuts on Lancashire residents (a further 650 officer posts) will place them at greater risk of crime and anti-social behaviour and that victims will receive a much poorer service from the police service.

Council notes that Lancashire's Chief Constable has stated, "My pledge to you has always been that we will keep you safe from harm and protect the most vulnerable. It is with a heavy heart that I say I cannot guarantee this for you in the future if these cuts go ahead." And that:
• All our neighbourhood policing teams – including Community Beat Managers, Police Community Support Officers, would be axed;
• Every single public enquiry desk in the county would be closed;
• The vast majority of roads policing officers will also be disbanded;
• All support units would be axed;
• The mounted branch and police dogs will also need to go;
• We would also lose a significant proportion of our serious organised crime unit and our team that manage dangerous and sexual offenders;
• The constabulary would have to significantly reduce frontline response officers and could no longer guarantee to come when needed.

Accordingly, council resolves:

1. to write to the Home Secretary expressing our concerns and requesting that the police formula funding and financial settlement for Lancashire Constabulary would avoid such cuts, and
2. to request that Lancashire MPs work to prevent the proposed cuts being implemented with the consequent drastic reduction of policing in our area.

Following a period of debate the Motion was put to the vote. Six County Councillors requested a recorded vote in accordance with procedural Standing Order 15.2 (9.4).

The names of county councillors who voted for or against the Motion and those who abstained are set out below:

For (46)

T Aldridge  F De Molfetta  M Iqbal  C Pritchard
A Ali  C Dereli  M Johnstone  S Prynn
A Barnes  G Dowding  D Lord  S Serridge
L Beavers  K Ellard  T IllMartin  R Shewan
D Borrow  J Fillis  J Mein  K Snape
M Brindle  J Gibson  Y Motala  J Sumner
T Brown  J Hanson  R Newman-Thompson  M Tomlinson
T Burns  M Hassan  E Oades  D Watts
D Clifford  P Hayhurst  J Oakes  D Whipp
C Crompton  C Henig  M Parkinson  B Winlow
M Dad  N Hennessy  N Penney
B Dawson  D Howarth  S Perkins
Resolved: That,

This council notes with great concern the threat to frontline policing in Lancashire due to proposed cuts in government funding for the police service through a shift of resources away from the county.

Council believes that the impact of these cuts on Lancashire residents (a further 650 officer posts) will place them at greater risk of crime and anti-social behaviour and that victims will receive a much poorer service from the police service.

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1. to write to the Home Secretary expressing our concerns and requesting that the police formula funding and financial settlement for Lancashire Constabulary would avoid such cuts, and
2. to request that Lancashire MPs work to prevent the proposed cuts being implemented with the consequent drastic reduction of policing in our area.
2. It was moved by County Councillor Frank De Molfetta and seconded by County Councillor David O'Toole that:

Lancashire County Council notes that on 11 September 2015 the Home Office, the Department of Health and the DCLG began a consultation on 'Encouraging Closer Working within the Emergency Services'.

Whilst welcoming the opportunity to explore ways of enabling the emergency services to work more closely together, this Council is opposed to any proposals that transfer any current responsibilities of the Fire and Rescue Authority in Lancashire to the Police and Crime Commissioner.

Lancashire County Council therefore asks the Chief Executive to write to the Home Secretary explaining this view, sending copies to all Lancashire Members of Parliament.

On being put to the vote the Motion was carried and it was:

Resolved: That,

Lancashire County Council notes that on 11 September 2015 the Home Office, the Department of Health and the DCLG began a consultation on 'Encouraging Closer Working within the Emergency Services'.

Whilst welcoming the opportunity to explore ways of enabling the emergency services to work more closely together, this Council is opposed to any proposals that transfer any current responsibilities of the Fire and Rescue Authority in Lancashire to the Police and Crime Commissioner.

Lancashire County Council therefore asks the Chief Executive to write to the Home Secretary explaining this view, sending copies to all Lancashire Members of Parliament.

3. It was moved by County Councillor Bill Winlow and seconded by County Councillor Alyson Barnes that:

The Council notes and supports the aims of the NHS Transforming care programme to significantly re-shape services for people with learning disabilities and autism to ensure that more services are provided in the community and closer to home rather than in hospital settings.

The Council also notes the establishment of 5 Fast Track areas in England and welcomes the fact that Lancashire (including Blackpool and Blackburn with Darwen) has been included in that list. The Council will ensure it contributes alongside other local authorities and NHS partners to work together to ensure that the programme delivers successfully on its vision and purpose.

The Council is however concerned about the future of Calderstones NHS Trust and the potential financial impact of the programme in Lancashire.
Council therefore instructs the Chief Executive to write to the Secretary of State for Health and to the Chief Executive of NHS England, with copies to local MPs and other relevant partners to ask that:

- The NHS ensures that appropriate public or partner consultations and democratic scrutiny are undertaken by the NHS on the future of Calderstones.
- The NHS ensures that the additional financial risks to the County Council and other local partners from the Fast Track Programme are identified and evaluated.
- The NHS ensures that the full, long term costs for councils of delivering the Fast Track programme are funded.

On being put to the vote the Motion was carried and it was:

**Resolved:** That,

The Council notes and supports the aims of the NHS Transforming care programme to significantly re-shape services for people with learning disabilities and autism to ensure that more services are provided in the community and closer to home rather than in hospital settings.

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- The NHS ensures that the additional financial risks to the County Council and other local partners from the Fast Track Programme are identified and evaluated.
- The NHS ensures that the full, long term costs for councils of delivering the Fast Track programme are funded.

The Chairman reported that the Motions submitted by County Councillor Clare Pritchard and County Councillor Gareth Molineux, as listed on the agenda, had been withdrawn.
Jo Turton
Chief Executive

County Hall
Preston
Meeting of the Full Council  
Meeting to be held on 17 December 2015  

Report submitted by: Head of Legal and Democratic Services

Executive Summary

This report presents the recommendation of Cabinet made at its meeting on 26 November 2015 to Full Council for consideration, in relation to the Corporate Strategy.

Recommendation

Full Council is asked to consider the recommendation of Cabinet to agree the updated Corporate Strategy as presented.

Background and Advice

Attached at Annex 1 is the report "Lancashire County Council Corporate Strategy" considered by Cabinet at its meeting on 28 November 2015.

At that meeting cabinet resolved that Full Council be recommended to agree the updated Corporate Strategy as presented.

Full Council is therefore asked to consider the recommendation. Only the draft strategy is attached for the purpose of this report to Full Council. Other appendices referred to in the Cabinet report may be viewed via the Cabinet agenda.
<table>
<thead>
<tr>
<th>Paper</th>
<th>Date</th>
<th>Contact/Tel</th>
</tr>
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<tbody>
<tr>
<td>Agenda and Minutes of the</td>
<td>12 November 2015</td>
<td>Josh Mynott, Democratic Services</td>
</tr>
<tr>
<td>Cabinet</td>
<td></td>
<td>Manager, 01772 534580</td>
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</tbody>
</table>

Reason for inclusion in Part II, if appropriate

N/A
Cabinet
Meeting to be held on 26 November 2015

Report of the Head of Policy, Information and Commissioning (Start Well)

Electoral Divisions affected:
All

Lancashire County Council Corporate Strategy
(Appendices 'A' to 'D' refer)

Contact for further information:
Dave Carr, 01772 532066, Head of Policy, Information and Commissioning (Start Well),
dave.carr@lancashire.gov.uk

Executive Summary

This Corporate Strategy sets out the future direction for the County Council, covering a timeframe to 2021 and beyond. It will form a framework which sets out:

• our vision, values, high level priorities and overall approach
• our evidence base
• thematic strategies, such as our financial strategy
• our risk, quality and performance framework
• service delivery plans
• annual budgets.

The Core Strategy document provides the starting point for that framework, setting out the core purpose, vision, values, approach and evidence base which we will use to inform and guide what we do and as a reference point for the further prioritisation of our financial resources.

The Core Strategy has been updated to take account of feedback received during the consultation period which ran from 20 August to 2nd October 2015. The draft updated Strategy is attached at Appendix 'A'.

The refreshed evidence base, taking account of most recently available dataset, is attached at Appendix 'B'.

Recommendations

The Cabinet is asked to recommend that Full Council agree the updated Corporate Strategy attached at Appendix 'A'.

Background and Advice

The Corporate Strategy sets out the future direction for the County Council, covering a timeframe to 2021 and beyond. The Core Strategy document details the core purpose, vision, values, approach and evidence base which we will use to inform...
and guide what we do, playing a key role in shaping the future pattern of the Council's services.

We consulted with key stakeholders over the period 20 August to 2 October 2015. During this period, we also held briefings for elected members and employees, who were provided with opportunities to seek clarification on both the strategy document and the supporting evidence base.

The key themes identified as a result of consultation feedback were:

- generally, support for the vision, values, strategic outcomes and priorities but a request for more detail on our future service delivery model and what that will mean in practice
- a desire for more emphasis and explanation of how we will work with partners, across all sectors
- the single neighbourhoods plan was being mistaken for 12 neighbourhood plans
- alignment of the 34 Service Planning Areas with political administration areas and planning areas used by Partners
- need for greater clarity in priorities related to the older population and rural communities
- the supporting evidence base needed to be refreshed to take account of the most recently available data.

The consultation feedback has informed some redrafting of the strategy which was presented for consultation. The key changes have been to:

- Simplify the language used to describe our priorities
- Provide a sharper focus on the financial challenges that we face
- Strengthen our aim of working with partners, across all sectors, to address the challenges that we collectively face
- Refresh our evidence base to take account of the most recently available datasets. The use of this latest data has changed the ranking of some of our communities. The community named "Preston East" has, for example, been replaced by "Burnley Central" as having the highest indices of need.

The draft updated Strategy is attached at Appendix 'A'.

The refreshed evidence base, taking account of most recently available dataset, is attached at Appendix 'B'.

**Consultations**

Stakeholders that have been consulted on the draft strategy include:

- Lancashire County Council Elected Members
- The Office of the Police and Crime Commissioner
- The Lancashire Combined Fire Authority
- Recognised Trade Unions
- Borough, City and Unitary Councils in Lancashire
Responses received via the consultation mailbox are attached at Appendix 'C'.

Risk management

The Corporate Strategy will provide the framework for all other key strategies and plans in the County Council. Not agreeing the recommendation to recommend that Full Council agree the draft strategy will mean that the County Council is potentially unable to progress work to ensure the delivery of appropriately targeted and financially viable services for the future.

An Equality Analysis has been completed and is attached at Appendix 'D'.

List of Background Papers

Corporate Strategy: Date 12 August 2015 Contact/Tel Dave Carr, Consultation Head of Service, Policy, Information and Commissioning (Start Well) 


Reason for inclusion in Part II, if appropriate

N/A
Contents

1. Foreword from the Leader of the county council
3. Introduction
4. Reasons to change
5. Our core purpose
7. Our priorities
8. Our approach to service delivery
12. Our workforce
12. Delivering our priorities
17. Our financial strategy
18. A strong voice for Lancashire
19. Appendix 1 – Corporate Strategy Framework
20. Appendix 2 – Summary of service planning areas
Foreword from the Leader of the county council – Jennifer Mein

Lancashire County Council is entering a new chapter in its history. In the years ahead, its services must transform as resources are again severely cut while demand for essential services continues to rise.

It is my duty as Leader of the Council to ensure these changes are managed in the best interests of our communities. This core strategy provides the foundation for that and marks the beginning of a period that will redefine the county council’s role in the lives of the people of Lancashire.

Fairness is at the heart of our thinking. An important inspiration has been Professor Sir Michael Marmot’s report ‘Fair Society, Healthy Lives’, which talks about reducing the greatest inequality of all: the gap in health and life expectancy caused by the social circumstances in which people live.

It is a gap that provides some stark and unacceptable contrasts. A baby boy born in Burnley today has a life expectancy of 74.2 years, whereas a boy born in South Ribble is expected to live to 81.2 years of age. There is an even bigger gap in the number of years of life for which people in different parts of the county are likely to enjoy good health.

With responsibilities spanning public health, social care, the economy and the environment, the county council is in a position to make a difference. We must strive to close that gap. The new way of prioritising resources set out in this strategy will help by securing access to vital services right across the county while providing the greatest concentration of support in those areas where need is greatest.

Building collaboration with our neighbours, both within and beyond Lancashire, will also be an important theme. We want to work ever more smartly with partners not just to deliver services but to make the county a more resilient and vibrant place. That means somewhere businesses want to invest and create employment, providing more opportunities for people to fulfil their potential and lead healthy, happy lives.

We will be working with neighbouring councils to create a new model for public service delivery in Lancashire, which would go hand in hand with a devolution deal with central government.

We will also be an active partner in discussions across the North of England with a view to securing the best outcomes for Lancashire on large scale transport developments and other regional priorities.

Despite many challenges, you will see that we have some ambitious goals. I look forward to working with our communities, businesses and partner organisations towards achieving them for the benefit of the people we serve and for Lancashire as a whole.

Jennifer Mein
Leader, Lancashire County Council
Introduction

This strategy has been produced in some of the most challenging circumstances in the history of local government. Like many parts of the public sector, councils are under acute financial pressure and further austerity measures are expected for the foreseeable future.

Alongside reductions in the level of financial resources, we are experiencing increased demand for many services, especially those the council has a statutory obligation to provide. We will continue to deliver against a challenging programme of budget reductions and reshape the services in support of the priorities set out in this strategy. However, we know that the council’s financial resources will be insufficient to enable us to continue to deliver effective services without considering the potential role of other public services, private and voluntary sectors, and our communities, in meeting local needs.

Despite an unprecedented savings programme, the council will still be an organisation that spends over £1.5bn per annum on services and infrastructure. We must continue to focus on spending this money wisely to maximise the benefit to the people of Lancashire. We must also seek to further the council’s role in providing strategic leadership and influence across the county.
There is no single vision as to what public services will look like in 2021, but we cannot solve the challenges we face alone and must work with the Government and partners towards new solutions for public services. In this respect we see this as a time of possibility for the council, its partners and communities. Devolution and de-centralisation have the potential to unlock the fundamental reconfiguration of services such as health and care systems.

There is also a new opportunity to develop one voice for Lancashire and a shared understanding with partner organisations.

This strategy seeks to ensure we continue to meet the immediate needs of our communities while shaping the council into an organisation that is sustainable and able to deliver successfully against its goals for years to come. It sets out what we will be doing to achieve that balance, along with our commitment to securing the best outcome for our citizens, communities and for Lancashire.

**Reasons to change**

Deprivation levels are an effective indicator of outcomes for health, housing and employment. 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 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. We need to ensure that the council’s services are designed to address the significant variations in need that underpin these huge contrasts.

Against this background the council’s core purpose will be 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.

Lancashire is a key economic sub region within the North West and the wider North of England, with a unique offer and a role to play in developing the Northern Powerhouse. Lancashire’s leading national and regional position in relation to aerospace, advanced engineering and manufacturing, together with its strengths in energy and higher education, make it a pivotal part of the long term sustainability of the North’s economy, as does its internationally recognised visitor offer.

Our priorities reflect our intention to build on these strengths.

Serving a population of marked social and economic contrasts requires a county council that is flexible and able to innovate, rather than a one-size-fits-all approach. At the same time we must maximise economies of scale and develop a more business-like approach to the way resources are matched to the complex range of needs that exist now and in the future.

The extent of the financial challenge we face means that there is unlikely to be any area of spend that is unaffected by the need to deliver savings, and some services will have to be radically reshaped or stopped altogether.
Our core purpose
Is to work for the people of Lancashire to enable them to:
- live a healthy life
- live in a decent home in a good environment
- have employment that provides an income that allows full participation in society.

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.

Our values
To be Fair, Trustworthy, Ambitious and to have Belief in People.

Our approach
Achieving this vision will be the lifelong journey, which we describe in terms of Starting Well, Living Well and Ageing Well.

A child born in Lancashire today has the potential to live for over 100 years. Whilst our strategy looks up to twenty years ahead, every year we will have citizens aged from 0 to over 100. We will work for all of them to do all we can within our resources to achieve our vision.

Our evidence base
We will provide services based upon sound evidence of need and in a way that is proportionate to the needs of our communities.

Strategic outcome
To live a healthy life
- Increase the time that people in Lancashire can expect to live in good health
- Narrow the gap in people’s health and wellbeing between different parts of the county
- Enable people to make healthy lifestyle choices

Strategic outcome
To live in a decent home in a good environment
- An adequate supply of affordable quality housing to rent or buy that meets the needs of all our citizens
- Good quality local neighbourhoods with adequate parks, open spaces, social, cultural and sporting opportunities
- Communities where families and individuals feel safe
- A high quality natural environment

Strategic outcome
To have employment that provides an income that allows full participation in society
- Rebalance Lancashire’s economy to reduce its over-reliance on low paid employment.
- Increase the employability of Lancashire’s citizens
- Focus on communities where there are high concentrations of unemployment and low paid employment
Our priorities

- Support communities in Lancashire to become self-resilient
- Work in partnership with all other agencies to make local communities strong, self-reliant and cohesive
- Help people to improve their physical and mental health through early assessment and treatment that enables them to live independently
- Provide quality care at home
- Support families and carers in their choice of health and social care to help them maintain their independence
- Ensure sufficient high quality, affordable residential care throughout Lancashire
- Provide children, families and adults with support to prevent the need for crisis interventions and minimise the number of children and young people in care
- Protect our most vulnerable children and adults from avoidable harm
- Ensure the children we look after have the best start in life
- Provide enough school places throughout Lancashire
- Support all Lancashire schools to be good or outstanding
- Work with schools and families to narrow the gap in educational attainment from Key Stage 2 to Key Stage 4
- Develop a programme to reduce the number of Lancashire citizens aged 16 or over who have no qualifications
- Support the Further Education sector to improve the employability of Lancashire’s workforce
- Develop an effective economic growth programme with an increased emphasis on our most deprived communities
- Promote the living wage
- Support Lancashire Enterprise Partnership to improve the economy and reduce deprivation
- Deliver the Strategic Economic Plan for Lancashire
- Work with partners to deliver new homes and essential infrastructure
- Implement the Preston, South Ribble and Lancashire City Deal
- Invest in Lancashire’s town and city centres
- Implement Lancashire’s five Highways and Transport Masterplans
- Invest to improve the condition of our roads and footways
- Invest in green infrastructure to make it easier and safer to cycle and walk to work, school and local services
- Promote and protect Lancashire’s natural environment
- Support green energy solutions in Lancashire and reduce the council’s own energy use
- Maximise the diversion of waste from landfill
Our approach to service delivery

To guide our actions we are committed to our values of being Fair, Trustworthy, Ambitious and having Belief in People. Alongside these, we have established a set of principles that will inform our approach to service delivery:

Meeting the needs of our Communities: We will adopt an evidence based approach:

- services will be planned around the needs of communities living in 34 geographic areas. These service planning areas were based on:
  - clusters of nationally recognised statistical geographies sharing similar characteristics;
  - natural geographic boundaries and the containment of discrete communities.
- a single neighbourhoods plan will be produced that reflects the differing levels and types of need within those communities. These differences are illustrated in the needs profile for each of the 34 areas.

The neighbourhoods plan will identify how the county council’s services will be provided across Lancashire. It will translate the information from the service planning areas assessment into service plans. Particular characteristics of each of the 34 service planning areas will be carefully considered to ensure that the neighbourhoods plan identifies the level of service input required to meet specific needs. Greater need will be met with a higher level of service.

Our approach will mean that a ‘universal standard’ will be set to ensure that communities are able to access a core service level across the whole county. We will then make more targeted interventions to address the specific needs identified within communities and for individuals.

Services will be delivered through neighbourhood centres across the 34 areas, fulfilling statutory duties while being responsive to local needs. Different services will be integrated where possible, and work together to target and effectively prioritise how they use their resources. At a neighbourhood level they will identify as early as possible when an individual or community needs support to access services to meet their needs and work together to ensure that the right help is in the right place at the right time.

Appendix 2 provides details of Lancashire’s 34 service planning areas. In identifying these areas we do not intend to create new administrative or management structures for the county council, but provide a focus upon which we can plan our services, based on the needs of communities.

Our Community Presence – Neighbourhood Centres: The council’s physical presence within communities will take the form of Neighbourhood Centres. These will be community focussed, multi-functional buildings delivering a mix of universal and targeted services tailored to the area they are located in.

Neighbourhood Centres will be the base for the provision of services currently delivered through:

- Children’s Centres
- Youth Zones

1 The majority of service planning areas have populations of between 20,000 to 40,000. Outliers include communities around Hyndburn East, where population totalled around 57,000 and the community around Barnoldswick, where population totalled around 11,000.
• Libraries
• Child and Parenting Support Centres
• Adult Disability Day Centres.

The numbers and location of Neighbourhood Centres will be based around population and need. There will be a minimum of one Neighbourhood Centre in each of the 34 areas and in areas of greatest need there will be up to 8 centres. Most will be based in existing council buildings, with premises selected with location, size, suitability, condition, running costs and required levels of investment in mind. The number of individual premises providing these services is expected to reduce from around 220 to around 110.

Our timescales for delivering savings associated with premises usage are challenging. We will also consider the potential to use other public sector or community assets for locating Neighbourhood Centres where these provide better opportunities for service delivery and will enable us to operate within our reduced financial envelope.

In exceptional circumstances the most cost effective option may be a new, purpose built facility. These options will be important where our current buildings are not well located or access to them is difficult.

As we vacate buildings we will offer these to other organisations, partners and local councils. However, we will only support community asset transfer where there is evidence of a robust transition plan and no ongoing liability to the county council.

Evidence tells us that integrated services deliver better outcomes for people and can reduce the need for crisis services such as hospital admissions, Accident and Emergency attendances and care home placements. Currently such initiatives are localised and often only address particular groups of people or services. Where possible we will support a joint delivery model with partners to develop a ‘whole systems’ approach, providing a more effective and seamless service while reducing costs.

**Main Offices:** There will be a small number of main offices distributed across the county which will be configured to provide flexible office accommodation and well-utilised meeting rooms to support front line service delivery.

**Customer Focus:** We will put the needs and expectations of our customers at the heart of what we do to ensure that we are able to provide a high standard of service at all times. The way that people access our services will be designed to suit the people using them.

The council will have a ‘digital by default’ mindset. Information and services will be delivered online as far as possible and we will support and encourage people to engage in digital services. Customers will not be excluded because they do not have internet access at home. Where appropriate, our most vulnerable citizens will have telephone access to customer service advisors who understand specific service areas. We will work with partners to achieve a more coordinated approach for those most in need, including providing opportunities for them to access face to face advice and support.

**Recognising diversity:** We recognise the diversity of the population of Lancashire. People have different levels of need and what might be considered a good outcome for one person may not be the best or most appropriate outcome for another. We will design and deliver our services to meet the needs of people using them, within the resources available to us.

**Working with others:** Our priorities for public service integration will be to work with public service partners at two levels:

- at a strategic pan-Lancashire level through the Health and Wellbeing Boards and the proposed Combined Authority for Lancashire; and
- at the citizen level. Where we work with partners and communities we will ensure that the provision of services by different agencies is coordinated to meet the needs of our communities.
We will renew our strategic approach to working in partnership to help ensure that across the public, business and voluntary, community and faith sectors we can collectively make the best use of available resources to meet the needs of our communities, while managing the risk of fragmentation and gaps in services as organisations seek to make budget reductions. To do this we will seek to align roles and responsibilities with other public sector partners such as district and parish councils, police, fire, transport, health and welfare to address shared responsibilities. The Health and Wellbeing Board provides a clear opportunity to meet this challenge and develop new models of delivery through integrated governance and delivery, with clear lines of accountability for risk.

This approach will underpin our efforts to take advantage of the opportunities offered by the development of a combined authority for Lancashire.

**Commissioning and design of services with our communities:** Lancashire County Council is one part of a much wider network of public service delivery across Lancashire. To meet the needs of our citizens and communities within the resources available to Lancashire as a whole, where our priorities are aligned, we will seek to jointly commission, design and deliver services with our partners.

There is an extensive voluntary sector in Lancashire that has a good understanding of the needs of our communities and is well placed to offer support to the most vulnerable. The council will support the voluntary, community and faith sector in an ‘enabling’ capacity and facilitate organisations who are meeting local needs to address shared priorities. We recognise that this may require investment. Further, we can work together to design solutions and draw in external investment to areas of greatest need.

This approach will support the development of social networks within communities that results in individual, families and the wider community building a ‘resilience’ that can enhance people’s ability to cope with difficulties and make informed choices.

This will provide a more sustainable and effective approach to preventing problems escalating to the point of crisis, and reduce the possibility of shifting problems to other organisations.

Volunteers provide a valuable resource in the council and in our communities in helping to address the council’s priorities. Not only do they help to develop our relationship with the community but can extend and strengthen the work of paid staff. They bring additional capacity to focus on individuals, families or service areas and can provide new insights into service delivery.

As we seek to integrate our approach to workforce development, there will be new opportunities to maximise the potential volunteering capacity across the public sector and provider organisations. On a personal level, volunteers can benefit by having the opportunity to develop new skills, gain experience in the work place that may lead to paid employment, take advantage of social opportunities and make a positive contribution to the community.

We value the benefits of being an in-house provider but where there is a more efficient way to do business we will adopt the most effective approach.

**Promotion of personal and family responsibility:** The services we commission and provide will focus on promoting personal and family responsibility. Our aim is for individuals and families to be resilient and to be able to support themselves without the need for support from the council wherever this is a realistic aspiration. Where support is needed, our services should be focused on pro-active interventions that allow individuals and families to become independent quickly, and not require long-term support from the council. We will support, enable and facilitate approaches to personal and family responsibility, helping communities to identify problems and working for their own solutions.
For the most vulnerable members of our communities, where long-term support is required, then our services will always enable people to live as independently as possible.

**Maximise social value from the services we commission:** ‘Social value’ refers to the additional economic, social and environmental benefits that can be created through the effective commissioning and procurement of services. We will use the priorities set out within this strategy to ensure that the services we commission improve the economic, social and environmental wellbeing of Lancashire. When the county council purchases services from an outside organisation, where appropriate, we will ask organisations how they will deliver the services and provide extra social value.

**Recognise that no one size fits all:** Lancashire is a socially and geographically diverse county. How we meet needs will be different for different groups of citizens and different communities. Our resources are very limited and as a result our services will be tightly focused on meeting minimum requirements in relation to need. Beyond this our resources will be allocated in line with the priorities set out in this strategy.

**Increasing business efficiency:** The financial challenges we face mean that we will continue to maximise our productivity through flexible ways of working, flexible and effective offices, modern and unified systems and processes, and effective use of technology. Employee engagement will continue to be at the heart of our transformation programmes and we will ensure that we do all that we can to sustain our culture change by:

- sharing the same values
- recognising good work
- developing excellent people-managers
- listening to each other and
- always improving our services.

**Managing our performance:** A robust performance management framework will underpin the delivery of the corporate strategy. A suite of key performance indicators will be established to monitor and manage the delivery of strategic outcomes. Additionally, service plans will include service standards and planned outcomes, reported as metrics with targets. Performance dashboards will be created to monitor corporate strategy Key Performance Indicators (KPIs) and service plan metrics to ensure that service plans are achieving their objectives, and the overall aims of the corporate strategy are being met. The plans will be subject to review periodically to ensure that they remain focussed and relevant.
Our workforce

Our workforce, although smaller, will continue to be critical to the effective commissioning and delivery of our services. The challenges associated with the delivery of this strategy, including the development and delivery of new service models, means that we will need to support our workforce to be able to develop the skills and knowledge required to deliver our priorities. We will ensure that our staff understand our priorities and the contribution expected of them and are:

- engaged in reshaping our services
- competent, confident and safe to work with communities and individuals
- equipped to work with communities and individuals to help them to make the most of their own skills and resources
- able to develop and sustain the relationships needed to achieve collective change
- able to respond flexibly to changes in needs and demand.

We will continue to invest in our workforce over the period of this strategy, shaping our learning and development activity to ensure that our employees are able to deliver the best possible services for the citizens of Lancashire.

Delivering our priorities

Strategic outcome: To live a healthy life
Our approach to enabling people in Lancashire to live a healthy life will strike a balance between those services that are accessible to everyone, which we term ‘universal services’, and those which are targeted to support people with the greatest need.

Support for the development of resilient communities, where self-help becomes part of the fabric of community life, is at the heart of our approach. People in resilient communities will have satisfaction and pride in their local areas, feel safe, have access to green space and an ability to influence decisions. We will work with communities to identify and solve local issues, listening to people and allowing them to influence what is delivered. We will respond quickly to concerns, keeping the community informed and providing explanations of why we can’t do certain things or why alternative action is taken.

Our universal service offer will focus on those areas where we can evidence the greatest impact on protecting and promoting health.

This will include a range of services like health visiting and school nursing, NHS health checks and sexual health services. It will support healthier lifestyles including better emotional health and tackle problems including tobacco and substance misuse at key points in people’s lives, as well as working to identify those people who are most at risk.

When people feel that they need help it is important that they are able to understand the range of services available to them and to make informed choices about the most appropriate providers of care and support that they need. We will provide internet and telephone based services to people and their carers on how to access the health and social care services that are available in Lancashire and how to maintain the independence of people in need of support.
We will provide targeted early help services to assist people in improving the outcomes that are important to them, which will in turn contribute towards reducing the demand on high cost statutory services like children and adult social care as well as avoidable emergency admissions to hospital.

Our approaches will recognise and build on the strengths of individuals and communities. We will work in collaboration, helping people to do things for themselves and to feel connected with their communities, so that they are able to become co-producers of support, rather than simply consumers of support. We will support the development of community assets at grass roots as well as organisational levees, supporting inward investment from various national programmes (eg Big Lottery Fund) into Lancashire.

Where people and families are not coping they are often in need of our statutory social care services. We will assess the level of need and agree, with partners where appropriate, a plan to manage and reduce the level of risk and protect our most vulnerable children and adults from avoidable harm.

We will ensure that children and young people wherever possible will live at home with their families and, where this is not possible, we will find them permanent homes and families without unnecessary delay and with minimum disruption. We will ensure that the amount of time that children spend in care will be appropriate to their needs and that young people in care are supported to achieve their full potential and be fully prepared for adulthood.

We will provide quality care at home avoiding unnecessary admissions or readmissions to hospital and care homes. Our services will enable people to live safely at home wherever possible and to feel connected to their communities. Where treatment in hospital has been necessary we will work with partners to enable people to leave hospital in a timely manner with the rehabilitation they need.

**Strategic outcome: To live in a decent home in a good environment**

Having an affordable, decent home in a good environment is essential to a good quality of life for our citizens. The population of Lancashire is expected to have increased by 3.2%, to over 1.2 million, between 2012 and 2024. This increase, together with housing, infrastructure and commercial growth to support it, means there will be more pressure on the physical infrastructure and environment within Lancashire. We will use our influence and services in an enabling capacity to help ensure that this development supports the achievement of priorities set out in this strategy.

Our approaches will recognise the need to promote and protect the natural environment, for example, through targeted investment in green infrastructure to provide access to cycling and walking routes to help connect communities with education, work, local services and leisure opportunities and to maximise the health and social benefits that can be achieved.

We will investment in transport infrastructure to support the development of economic growth and regeneration across the region, to make Lancashire a good place to live and work whilst also ensuring we maximise the opportunities for establishing high quality transport links with the wider North West Region to make Lancashire a place where business can flourish. Over the next five years, we will deliver five Highways and Transport Masterplans that reflect the county’s economic areas and set out our vision for travel and transport in that area.
We will improve the conditions of our roads and footways by investing in evidence based preventative maintenance and deliver a capital expenditure programme on highways maintenance over the next 15 years.

There are significant variations in the quality of housing stock and evidence of housing market failure in some localities within Lancashire. The legacy of large numbers of terraced properties in parts of the county continues to influence local house prices. We will use our influence and integrated planning approaches to promote the regeneration of our more deprived urban communities whilst also facilitating the development of new housing on good quality sites that builders want to build on and where people want to live.

We will need to find a balance between the cost and environmental impact of waste disposal and will work with communities and partners to:

- reduce and reuse the amount of waste we produce
- recycle and compost waste
- recover value from the waste that we produce
- minimise landfill disposal.

Energy is also a significant aspect of our cost base and we will do more to control both usage and its production. We will reduce the amount of energy used by our buildings and assets by investing in energy efficiency and reducing the number of poorly performing county council buildings. We will investigate ways in which we can protect against future price rises by being innovative and looking at a range of possibilities including generation of our own energy. We will invest in renewable energy sources to further help reduce our reliance on purchased energy. We will also provide targeted assistance for local businesses to help them take advantage of renewable energy opportunities. We will seek to help local citizens reduce their energy costs and access funding to improve the energy efficiency of their homes.

We want to build strong, self-reliant and cohesive communities, to recognise and help those who need advice and support to help themselves make healthy lifestyle choices. In partnership with our local communities and partners we will support and help build strong, self-reliant and cohesive communities through:

- promoting a clear sense of shared aspirations and values, which focus on what we have in common rather than our differences. We will ensure that Lancashire is a place where people are able to realise their potential to get on in life
• working with partners, including the Police and Crime Commissioner, to improve community safety, reduce crime and the fear of crime ensure that citizens feel safe and are actually safe in their homes, out and about in our communities and at work in our county
• our Equality, Integration and Cohesion Strategy, to deliver activities that will address hate crime, extremism, tension monitoring, and migration.

Strategic outcome: To have employment that provides an income that allows full participation in society

The economy is vital to the health, wealth and wellbeing of our citizens. A prosperous county benefits all, but although Lancashire has experienced sustained growth in the last decade, with readily identifiable economic ‘hotspots’ such as the cities of Preston and Lancaster, the area’s average performance still consistently lags behind that of the UK and neighbouring city regions. Some areas of Lancashire offer a very high quality of life in rural and semi-rural localities whilst, in contrast, a number of towns suffer.

Recognising that fewer Lancashire citizens are qualified to a degree level (NVQ 4) and that KS4 attainment levels are low in our deprived communities, we will work with schools, the further education sector, employers and communities to narrow the attainment gap and enable young people to develop the skills they need to find work. We will provide a range of traded services to schools including consultancy and targeted support for improvement, to help schools to achieve their intended outcomes. For Lancashire’s working age population we will work with the LEP to develop a skills infrastructure which is aligned to the demands and needs of local businesses and communities.

Through the LEP we will build on the Lancashire Growth Plan and focus on improving the capability and capacity of our local economy, seizing new market opportunities and overcoming barriers that constrain growth, which will help re-establish Lancashire as a national economic leader. However, we recognise the need to ensure that our most deprived communities benefit from growth and existing assets within Lancashire, such as economic and business assets, centres of research and training excellence and new housing. We will ensure that our influence and investment priorities connect these communities and help to equip people with the skills needed to support business growth and regeneration. We will also build on the success of the Enterprise Zone at Samlesbury and Warton and superfast broadband connectivity to support growth across Lancashire and the region.

As an accredited Living Wage employer, the council is committed to a fair wage for everyone working on behalf of Lancashire County Council, regardless of whether they are permanent employees, third-party contractors or suppliers. We believe that this commitment and accreditation is a way to lift low paid workers out of poverty.
We see a great opportunity to boost our economy through closer working with partners in Lancashire and the North West. We will work with others to:

• give Lancashire more control over decisions affecting the county;
• create a strong voice to argue for greater investment;
• make it easier to deliver on private sector priorities and support business;
• attract more resources and flexibility into Lancashire so we can deliver on our potential;
• make councils more effective by working together on crucial projects in infrastructure and planning; and
• connect with other economies in the North West.

Lancashire’s economic strengths and growth priorities are a fundamental part of, and critical to, the building of the Northern Powerhouse.

Our financial strategy

Lancashire County Council continues to face an unprecedented period of financial constraint through to at least 2020/21. Alongside the challenge of reduced resources, we are experiencing increasing demand for our services, especially those where we have a statutory obligation to provide them.

Although we have already achieved significant savings, our financial resources are insufficient to meet the costs of statutory demand-led services over the period to 2021. It is inconceivable that all non-statutory services, street lighting for example, will end in this timescale, so we will need to design a different settlement that meets the needs of communities and is acceptable within the reduced resources available to us.

Our approach will be to:

• Focus on a clear set of priorities and approaches, guided by this Strategy
• use benchmarking with our comparator local authority neighbours to guide decision on our future spending, aiming to be in the third lowest quartile wherever possible
• undertake a zero based budget review to challenge current operating models and to determine the most cost effective way of delivering those services which we will continue to deliver
• shape our Capital Programme to support the delivery of our Strategy and to help reduce demands on revenue budgets
• work with communities, partners and government to find a sustainable solution for public sector services within the available financial resources.
A strong voice for Lancashire

We will make the case for the council’s fair share of national resources based upon the needs of our communities. We will work with our partners to develop a Combined Authority for Lancashire and gain effective devolution of powers and resources for Lancashire. We will promote the benefits of Lancashire as a place for business growth and inward investment. We will work with Greater Manchester and other northern authorities to build the “Northern Powerhouse”.
The Corporate Strategy Framework

Core Strategy
Vision, Values, Principles, Evidence Base and Approach

Neighbourhoods Plan
How we will deliver services within communities

Key Strategies
Identification and agreement on the key enabling strategies that we will use to deliver our core strategy

Financial Strategy
How we will allocate resources to ensure we deliver on our Medium Term Financial Strategy to 2017/18 and start to look ahead to 2020/21

Service Delivery Plans
How we will deliver the service offers set out in the 2015/18 budget and address continuing financial pressures

Performance Review
Ongoing review of performance to ensure that we are meeting intended outcomes and continuously improve our services
Appendix 2

Summary of service planning areas

1 Burnley Central 18 Barnoldswick
2 Preston East 19 Rossendale West
3 Burnley North 20 South Ribble East
4 Nelson and Brierfield 21 Lytham St Annes
5 Fleetwood 22 Thornton Cleveleys
6 Hyndburn East 23 West Lancashire West
7 Preston Central 24 Wyre Rural
8 Skelmersdale 25 Lancaster Coast
9 Morecambe and Heysham 26 Lancaster Rural
10 Rawtenstall and Bacup 27 Fylde East and Broughton
11 Colne 28 Pendle Hill
12 Burnley Outer 29 Chorley East
13 Hyndburn West 30 Ormskirk and Newburgh
14 Lancaster Central 31 Preston North
15 Chorley Central 32 Bowland
16 Preston West 33 Chorley West
17 Leyland 34 South Ribble West

Data relating to Lancashire’s Service Planning Areas will be refreshed as new datasets become available. The most up to date versions are available on our website www.lancashire.gov.uk/profile
Meeting of the Full Council  
Meeting to be held on 17 December 2015

Report submitted by: The Chief Executive

Proposed to develop a Combined Authority for Lancashire: Update Report  
(Appendices A & B refer)

Contact for further information:  
Ann Pennell, Tel: 01772 535003, ann.pennell@lancashire.gov.uk

Executive Summary
In July of this year, Full Council received a report summarising the progress that had been made towards the development of the option of a combined authority for Lancashire.

At that meeting councillors noted that further work is underway to produce a Governance Review and a Scheme of Governance and agreed to receive a further report on progress.

Recommendation
It is recommended that:
1. The contents of this report be noted
2. The contents of the Lancashire Governance Review and recommendation therein be noted (Appendix A)
3. The contents of the draft Scheme for a Combined Authority be noted (Appendix B)
4. Lancashire County Council agree to take part in the public consultation in January/February which will seek views on the formation of a Combined Authority for Lancashire
5. Lancashire County Council agree to consider the feedback from the public consultation and note that following this, those authorities who wish to form a Lancashire Combined Authority will submit a proposal to the Secretary of State for consideration.
6. Lancashire County Council agree in principle to becoming a constituent member of the combined authority for Lancashire
7. A special meeting of Full Council be held in March 2016 to give final consideration to becoming a constituent member of a Lancashire Combined Authority.

Electoral Division affected: All
Purpose of the report
The purpose of this report is to outline the findings of the Governance Review undertaken for Lancashire and set out the next steps and recommendations.

Background
A Combined Authority is a formal legal arrangement, which supports and enables collaboration and co-ordination between two or more local government areas on transport, regeneration and economic growth as well as skills, housing and employment. The Cities and Local Government Devolution Bill currently going through parliament provides legislation to broaden the scope of functions and powers that it is possible to confer on a Combined Authority. It supports increased democratic accountability and transparency complementary to that provided by the LEPs to a major area of local government policy making. Each of the councils who are members of a combined authority remain separate authorities; the combined authority is a mechanism to work more effectively and formally in partnership.

Five Combined Authorities across England have been established, all of which cover the five key cities across the Northern Powerhouse (Liverpool, Manchester, Leeds, Sheffield, Hull). A number of devolution proposals and deals are starting to emerge across the country. The Government have been clear that they will devolve powers and flexibilities to areas with robust governance structures in place.

Members will be aware that in October 2014 Council Leaders indicated their wish to develop closer collaborative working across Lancashire on economic related matters and to explore the options in this regard.

In order to determine whether the existing arrangements are effective or would benefit from change the Leaders asked that a Governance Review be undertaken.

Governance Review
The Governance Review attached is the culmination of considerable collective work by the Lancashire Councils to understand the best way forward for joint working. The review explores three questions: Where are we now? Where do we want to be? How will we get there?

As part of this review Leaders developed ambitions for Lancashire, as set out in the document. These are:

- Prosperous Lancashire – a Lancashire that is recognised as a destination of choice, to invest in, do business in, live or visit;
- Connected Lancashire – digital and transport connectivity to promote inclusive growth;
- Skilled Lancashire – a skilled workforce to meet the demands of employers and future business growth;
- Better Homes for Lancashire – better living standards for residents with good quality homes and a wide housing offer;
- Public services working together for Lancashire – integrated public services at the heart of local communities given everyone the opportunity for a healthier life.
In addition with a population of 1.5 million, Lancashire should be a key contributor to the Northern Powerhouse and UK plc.

An options appraisal was undertaken and consideration was given to arrangements including – enhanced status quo, Joint Committee, Economic Prosperity Board, Integrated Transport Authority, Combined Authority.

Some of the ambitions set out above can be achieved through existing partnerships and better joint working. However, in order to attract and maintain economic growth and achieve a prosperous Lancashire we need to create the right conditions for growth and provide reassurance to investors, partners and government departments that we have strong, robust governance arrangements in place that are working for Lancashire.

A Combined Authority offers the strongest governance model to attract freedoms and flexibilities from the Government and will enable a cohesive approach across Lancashire to a range of issues including developing better and broader skills provision, including entry level skills; more co-ordinated infrastructure planning with improved use of resources; more co-ordinated approach to housing provision; more co-ordinated approach to business growth. Given Lancashire’s diversity, it’s recognised that a ‘one size fits all’ approach is unsuitable and it’s recognised that some issues are best tackled on a sub-level footprint or themes relevant to a cluster of authorities across Lancashire.

Having considered the economic evidence, the ambitions for Lancashire and the current decision making arrangements, the Governance Review concludes that a Combined Authority provides the best opportunity for Lancashire to achieve its potential.

The Lancashire Leaders, at their meeting on 1st September 2015 accepted, in principle, the recommendations of the Governance Review to form a Combined Authority.

**Draft Scheme**

In order to establish a Combined Authority a scheme must be prepared which sets out the membership, decision-making arrangements, scrutiny arrangements etc. The draft scheme is appended to this report.

In summary the arrangements suggested are as follows:

<table>
<thead>
<tr>
<th>Membership</th>
<th>Those Lancashire authorities who form a combined authority, represented by the Leader. Chair and vice-Chair to be appointed annually. LEP Chair will be invited but with no voting rights.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voting arrangements</td>
<td>One vote per local authority (excluding transport)</td>
</tr>
<tr>
<td>Decision making</td>
<td>Unanimous agreement on strategic plans, investment strategy, annual budget, borrowing limits, adoption of freedoms and flexibilities, any change to combined authority arrangements.</td>
</tr>
</tbody>
</table>
All other decision by two-thirds majority.

Transport planning and investment would be subject to unanimous agreement by the three existing Transport Authorities (Blackburn with Darwen, Blackpool, Lancashire County Council).

<table>
<thead>
<tr>
<th>Overview and Scrutiny</th>
<th>A Scrutiny Committee with representation from authorities would be established.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>No member allowances will be payable. Council will meet the core costs (kept to a minimum).</td>
</tr>
<tr>
<td>Potential powers and functions</td>
<td>Include setting economic strategy and investment strategy for Lancashire, powers relating to transport, regeneration, economic development, General Power of Competence</td>
</tr>
</tbody>
</table>

**Devolution Deal**

Some of the existing Combined Authorities have also negotiated further devolution deals with government to gain additional and greater powers and devolved funding for their area. While there is a close link between combined authorities and greater transfer of powers, functions and funding, it is important to note that they are separate issues and subject to negotiation. The Government will not impose arrangements in any form.

A devolution deal, and any freedoms or associated responsibilities would need the agreement of the constituent members of the combined authority.

**Next Steps**

The Governance Review and this report seek to agree the establishment of a Combined Authority, which would bring benefits to Lancashire as outlined in the Review by strengthening the partnership working across the county. A similar report is going to other councils throughout November and December.

Lancashire Leaders will meet again in January to consider any adjustments, which may need to be made to the scheme.

A six-week public consultation will be undertaken in January/February 2016 with stakeholders, residents, businesses, community groups, neighbouring areas etc. invited to put forward their views on the proposals.

Having given consideration to the outcome of the public consultation, those authorities who wish to form a Combined Authority will submit a proposal to the Secretary of State for consideration which may include devolution proposals for freedoms, flexibilities and powers to help the Combined Authority drive forward Lancashire’s ambitions alongside demonstrating the robust governance structures to be put in place outlined in the draft scheme.
Consultations
N/A

Implications:
This item has the following implications, as indicated:

Financial
There are no financial implications at this stage

Legal

Risk management

The government has clearly set out its commitment to devolution and the Cities and Local Government Devolution Bill 2015-2016 is currently making its way through Parliament. The large metropolitan and city regions in the North have all created combined authorities. If Lancashire, which is of similar scale and size to existing combined authorities, chooses to maintain its status quo, there is a real risk of losing out on devolved funding and the opportunity to influence at a regional and national level.

Local Government (Access to Information) Act 1985

List of Background Papers

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Reason for inclusion in Part II, if appropriate

N/A
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This report has been prepared and agreed by the Lancashire Authorities:

Blackburn with Darwen
Blackpool
Burnley
Chorley
Fylde
Hyndburn
Lancashire County Council
Lancaster City Council
Pendle
Preston
Ribble Valley
Rossendale
South Ribble
West Lancashire
Wyre
EXECUTIVE SUMMARY

Background
In October 2014 Council Leaders started to explore options for closer collaborative working across Lancashire. Some governance arrangements are already in place including the Lancashire LEP, a range of shared services, County wide member and officer meetings, sub-level working arrangements including a City Deal Executive and Pennine Lancashire partnership as well as representation on Northern and North West bodies.

Lancashire is a diverse area with pockets of benefit dependent communities alongside thriving and affluent areas. It has one of the largest local economies in the North of England generating over £25 billion GVA with over 45,000 businesses, supporting 700,000 jobs. In addition to major international companies including BAe Systems and Rolls Royce, it has significant groups of dynamic and innovative SMEs. Lancashire’s economy is predicted to grow by 27% over the next ten years, however this is slightly lower than the UK average. There are geographical differences however with areas such as Chorley, West Lancashire and Lancaster predicted to outperform national growth trends.

Ambition
There is a long term vision for Lancashire which sees the County as a thriving and more balanced economy that can contribute to increasing national productivity thereby having positive health and wellbeing benefits locally.

We want to achieve
- ‘Prosperous Lancashire’ that’s recognised as a destination of choice, to do business in, live or visit
- ‘Connected Lancashire’ with digital and transport connectivity across the county and to neighbouring city regions
- ‘Skilled Lancashire’ which can meet the demands of employers and future business growth
- ‘Better Homes for Lancashire’ where residents have better living standards with good quality homes and a wide housing offer
- ‘Public Services Working Together for Lancashire’ with integrated public services at the heart of local communities giving everyone the opportunity for a healthier life

Opportunities
Lancashire already has a range of initiatives and opportunities to build on which support economic growth including:
- one of the largest Growth Deal allocations to the Lancashire LEP totalling £250 million and a notional allocation of £232 million of European Structural and Investment funds
- strong links to neighbouring city regions and opportunity to benefit from Liverpool’s Super port plans and the significant jobs growth in Manchester
- £130 million investment in Superfast Broadband
- £340 million investment and delivery programme for the Preston, South Ribble and Lancashire City Deal
- Investment in digital health, recognised as an important growth area for the UK economy
- Lancashire Business Growth Hub delivering £40 million programmes of support to high growth companies and start ups
- Key role in the Northern Powerhouse as one of the largest economies in the North of England

Recommendation
Lancashire has different challenges and opportunities across the county and as part of this review Leaders have recognised that there cannot be a ‘one size fits all’ approach to realising potential and ambitions. The mechanisms for delivering economic growth across the area will differ and it’s recognised that achieving a prosperous Lancashire may be done on a county footprint, a sub-level footprint or on a ‘theme’ footprint where a cluster of authorities may need to work together to tackle specific issues.
The strategic opportunities that could deliver step change for Lancashire have been identified as devolved
funding; greater influence and flexibility of national, regional and local programmes; longer term and more
co-ordinated infrastructure planning; spatial planning; public sector integration; inward investment and an
improved profile for Lancashire.

Lancashire has some excellent partnership arrangements in place across the county engaging with
partners in both the public and private sector.

However, the current arrangements do not provide sufficient governance or decision making
arrangements to fulfil the ambition for Lancashire.

This Governance Review therefore recommends that a Combined Authority provides the best opportunity
for Lancashire to achieve its potential.
INTRODUCTION

In October 2014 Council Leaders in Lancashire indicated their wish to develop closer collaborative working across Lancashire, on economic related matters and to explore the options in this regard.

In order to determine whether the existing governance arrangements for economic development, regeneration and transport in Lancashire are effective, or would benefit from change, specifically a Combined Authority, a governance review needs to be carried out. This review explores three questions: Where are we now? Where do we want to be? How will we get there?

In order to do this we need to understand in more detail the economic base for Lancashire, the current working arrangements, the aspirations and the most suitable governance model for these aspirations to be realised.

This draft governance review is the culmination of considerable work by the Lancashire Councils to understand the best way forward for joint working and the opportunities a Combined Authority would present for Lancashire.

Legal Context

The Local Democracy, Economic Development and Construction Act 2009 enables the creation of economic prosperity boards (EPB) or combined authorities (CA). These structures have separate legal personality to the Local Authorities who come together to create them. The new bodies are available to support the effective delivery of sustainable economic development and regeneration and, in the case of combined authorities, transport.

The process for creating an EPB or CA involves three main steps:

- a review of existing governance arrangements and consideration that there is a case for changing these arrangements to bring real improvements

- draw up a scheme for the new body. All councils who wish to be part of the EPB or CA are required to approve the scheme for submission to the Secretary of State for Communities and Local Government

- the Secretary of State will consider the scheme and undertake formal consultation. If the Secretary of State is satisfied that improvements are likely if the scheme is adopted then a draft order will be laid before Parliament for adoption

This report will be used to inform a consultation exercise with the area’s residents, businesses and other stakeholders.
SECTION ONE - WHERE ARE WE NOW?

CURRENT GOVERNANCE ARRANGEMENTS

Lancashire has two unitary authorities, 12 district councils and a County Council. The County and District Council area contains 207 Parish and Town Councils.

Within these councils, decision making processes differ from Leader and Cabinet to committee models and from overall majority to 'no overall control' councils.

There are a number of shared service arrangements working across local authorities. Whilst not an exhaustive list these include building control, museums, revenues and benefits, financial and assurances services, central Lancashire LDF Joint Committee, as well as joint procurement frameworks.

There are a number of cross authority officer groups operating in Lancashire, such as Chief Finance Officers, Chief Leisure Officers, however these have no formal or legal status.

Lancashire authorities are committed to working together and with other partners across the public sector. The Lancashire Leaders and Chief Executives have invited the Police service and Fire and Rescue service to join their county wide meetings. Partnership arrangements with Health are already in place with three Health and Wellbeing Boards, a Healthier Lancashire group and pilot initiatives aimed at health and social care integration such as Fylde Coast’s trailblazer for new Models of Healthcare and North Lancashire’s Vanguard site.

The private sector led Lancashire Enterprise Partnership (LEP) operates across the county geography with political representation from the three upper tier authorities and two district authorities. Board Directors include representation from the FE/HE institutes - University of Central Lancashire (UCLAN) and Lancaster University and both national and local private sector representation from employers such as Booths, BAE, Euravia, Maple Grove, Nuclear AMRC, BT and local Chambers of Commerce.

The LEP has a number of sub-groups including Transport for Lancashire and Lancashire Skills Board. Further details are provided on page 10.

The City Deal Executive is a sub-group of the Lancashire LEP bringing together the Leaders of Lancashire County Council, Preston City and South Ribble to deliver the City Deal. Further details are outlined later in this review.

The European Structural and Investment Funds (ESIF) Partnership oversees the delivery of the Lancashire’s ESIF programme and is directly accountable to the National Growth Board. The Growth Deal Management Board reports directly to the LEP to manage delivery of the Growth Deal programme.

There are also a number of sub-level arrangements including PLACE which is a partnership between the Leaders and Chief Executives of Blackburn with Darwen, Burnley, Hyndburn, Lancashire, Pendle and Rossendale councils. Regenerate, the Chamber of Commerce and health partners also contribute to the partnership working together to boost economic performance and enhance the offer and opportunities available in Pennine Lancashire. They also commit to supporting growth across the area irrespective of borough boundaries.

Regenerate Pennine Lancashire is a private sector led economic development company wholly owned by the PLACE authorities which delivers business support and growth programmes, such as Lancashire BOOST (business growth hub) both within Pennine Lancashire and the wider county area.
Lancashire County Developments Limited (LCDL) is the County’s wholly owned economic development company operating across the County Council area.

The County manages three LEADER Rural Development partnerships operating across the LEP area and in the north of Greater Manchester. The partnerships deliver rural development funding and comprise a range of public, third and private sector partners.

West Lancashire is also part of the Liverpool City Region Combined Authority and both Blackburn with Darwen and Blackpool unitary authorities are associate members of AGMA.

Lancashire is also represented on the North West Regional Leaders Board by the Leaders of Lancashire County Council, Blackburn with Darwen and Rossendale.

The Leader of Lancashire County Council also represents Lancashire, Blackpool, Blackburn with Darwen and Cumbria on the Transport for the North Partnership Board.

Lancashire has some excellent partnership arrangements in place across the county engaging with partners in both the public and private sector, however this is not a consistent approach across the county area and the current arrangements do not provide sufficient governance or decision making arrangements to fulfil the ambition for Lancashire.

The illustration overleaf provides an overview of some of the key partnership arrangements.
SHARED SERVICE
Blackburn with Darwen and Burnley Building Control Joint Committee
Blackpool and Fylde Revenue and benefits
Chorley and South Ribble shared financial and assurance service
Pennine Lancashire Museum Consortium
Preston and Lancaster Revenue and benefits

HEALTH
Blackburn with Darwen Health and Wellbeing Board
Blackpool Health and Wellbeing Board
Lancashire County Council Health and Wellbeing Board
Pennine Lancashire Health Partnership
Healthier Lancashire

LANCASHIRE GOVERNANCE
Lancashire Leaders (extended to include Police and Fire)
Lancashire Chief Executives (extended to include Police and Fire)

LANCASHIRE ENTERPRISE PARTNERSHIP (LEP)
Transport for Lancashire
Lancashire Skills Board
Enterprise Zone Governance Committee
Performance Committee
Executive Committee
Preston, South Ribble and Lancashire City Deal Executive and City Deal Stewardship Board

ECONOMIC DEVELOPMENT AND GROWTH
Lancashire Enterprise Partnership
Regenerate Pennine Lancashire
Blackpool, Fylde and Wyre EDC
PLACE - Pennine Lancashire Leaders
Preston, South Ribble and Lancashire City Deal
Lancashire County Developments Limited (LCDL)
In order to understand the changing governance landscape surrounding Lancashire, Leaders considered their relationship with neighbouring areas and also with other existing Combined Authorities. The map below shows Lancashire’s geographical position in relation to the existing Combined Authorities. There are five existing Combined Authorities in England, all of which are in the North.

Lancashire is comparable in population size (1.4m) to Liverpool City Region Combined Authority (1.5m) and Sheffield City Region Combined Authority (1.7m). Greater Manchester is the largest Combined Authority at 2.7m population.

Many of our district areas border the major city regions – Rossendale, Chorley and Blackburn with Darwen border Greater Manchester City Region, and West Lancashire borders both the Greater Manchester City Region and the Liverpool City Region, they are an associate member of the Liverpool City Region Combined Authority.

Lancashire is represented on the North West Regional Leaders Board and Transport for the North (also representing Cumbria).

Lancaster shares a border with Cumbria offering the gateway to the Lake District.
Appendix A

SOCIO ECONOMIC PROFILE

Lancashire has been at the forefront of economic change since the first Industrial Revolution. Today a strong combination of high-growth companies and innovation in growth sectors, improving national and global connectivity, as well as the county's renowned quality and variety of life, provide a platform for Lancashire to build upon this economic strength through the twenty-first century.

Lancashire is one of the largest local economies in the North of England. It is an area with significant economic strengths and challenges; it has the potential to accelerate sustainable economic growth and generate employment.

1. Population Profile

The 2014 mid-year population estimates that there were 1,471,979 people resident in Lancashire. The 2014 figures by gender, and by five-year age-groups are shown in table 1 below.

![Lancashire LEP area Population Profile by Age](image)

Overall, in Lancashire the population is expected to grow by around 5.8%, well below the national growth rate of 16.2%. There are projected increases for those aged 65 years and over, whilst there are reductions for those aged 15-24 years. Table 2 emphasises the substantial projected increases in the older age-groups between 2012 and 2037.

![Lancashire LEP area Population Projections](image)
The increasing number of more elderly dependents is an issue that is reflected across the UK and amplified in Lancashire by the number of coastal areas attracting the older generation looking for a good quality of life. An ageing population brings a range of considerations for health and social care services as well as housing provision and a higher proportion of economically inactive households.

Mid-year population estimates for 2014 show the areas with the greatest numbers of young people aged 0-25 are Blackburn with Darwen, Preston and Lancaster. These areas also have the highest number of young people as a proportion of the area’s total population with Hyndburn, Burnley and Pendle the next highest districts. In terms of population projections only two areas are set to see increases in the 0-25 age range between 2012 and 2037; Rossendale and Chorley.

2. Economic Performance

Lancashire’s economy currently generates over £25 billion in Gross Value Added (GVA), with over 45,000 businesses (the vast majority of which are SMEs), supporting 700,000 jobs. In addition to major international companies; including BAe Systems, Rolls Royce, Toshiba-Westinghouse and Safran Aircelle, it has significant grouping of dynamic and innovative SMEs. These businesses support a range of supply chain activity and contribute substantially to Lancashire and UK productivity.

Although Lancashire had experienced sustained economic growth over the last decade, with readily identifiable ‘hotspots’ such as Preston and Lancaster, the area's average economic performance still consistently lags behind that of UK and neighbouring areas. Lancashire’s GVA gap with the UK as a whole is projected to increase as, although Lancashire's economy is predicted to grow by 27% over the next ten years, it will not be as strong as that for the UK as a whole, where the average growth is expected to be in the region of 30%. This will exacerbate the existing long term trends and deepen productivity and income gaps.

Table 3 sets out the growth position, and selected constituent authorities, compared to the UK average.

Table 3

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2015</th>
<th>2018</th>
<th>2020</th>
<th>2023</th>
<th>2025</th>
<th>2028</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Forecast GVA Growth</td>
<td>0%</td>
<td>10%</td>
<td>20%</td>
<td>30%</td>
<td>40%</td>
<td>50%</td>
<td>60%</td>
<td></td>
</tr>
</tbody>
</table>

Clearly within Lancashire there are geographic differences, with some areas, such as West Lancashire, Chorley and Lancaster predicted to outperform Lancashire and track national growth trends, whilst others, such as Blackpool, Burnley and Pendle, are predicted to underperform significantly.

Based upon GVA growth predictions, Preston is forecast to continue to be the largest contributor to Lancashire’s GVA in the longer term, with the Lancashire Enterprise Zone Districts (Fylde, South Ribble and Ribble Valley) forecast to contribute over 36% of Lancashire’s GVA up to 2030. The City Deal districts (Preston and South Ribble) are predicted to contribute 27% and the unitary authorities of Blackpool and Blackburn contributing 7% and 9%, respectively.

### 3. Growth Sectors

With an international reputation, and key competitive advantages in Advanced Engineering and Manufacturing and a nationally significant role to play in energy generation, Lancashire can match and outperform competitor locations by enhancing the environment for business growth.

Although a growing economy from 1997 to 2007, Lancashire’s growth was generally based upon service industries, although with a lower presence than other parts of the UK, as well as the expansion of the public sector. For example, manufacturing, the main contributor to the economy, accounted for 31.2% of the Lancashire economy in 1997, only grew by 3% between 1997 and 2007 and decreased to just 15.8% by 2012, almost halving in importance. By comparison, service sectors such as real estate, which accounted for just 4.2% of the Lancashire economy in 1997, showed growth in GVA of 162.5% between 1997 and 2007 and 7.1% of the Lancashire economy by 2007 (and 8.7% by 2012).

Table 4 sets out the growth performance of different sectors in the period prior to the 2008 contraction in the UK economy.

#### Table 4

<table>
<thead>
<tr>
<th>Sector</th>
<th>Increase in GVA 1997-2008</th>
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<tbody>
<tr>
<td>Mining, quarrying and utilities</td>
<td>0%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>20%</td>
</tr>
<tr>
<td>Construction</td>
<td>40%</td>
</tr>
<tr>
<td>Wholesale and retail trade; repair of motor vehicles</td>
<td>60%</td>
</tr>
<tr>
<td>Transportation and storage</td>
<td>80%</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>100%</td>
</tr>
<tr>
<td>Information and communication</td>
<td>120%</td>
</tr>
<tr>
<td>Real estate activities</td>
<td>140%</td>
</tr>
<tr>
<td>Professional, scientific and technical activities</td>
<td>160%</td>
</tr>
<tr>
<td>Business administration and support services</td>
<td></td>
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<tr>
<td>Public administration and defence</td>
<td></td>
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<tr>
<td>Education</td>
<td></td>
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<tr>
<td>Health</td>
<td></td>
</tr>
<tr>
<td>Arts, entertainment, recreation &amp; other services</td>
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</tbody>
</table>

Source: ONS Business Register and Employment Survey, 2012

Within the public sector, education, which accounted for 4.8% of the Lancashire economy in 1997, grew by 124.2% between 1997 and 2007 and 8.5% of the Lancashire economy by 2012. The health and social work sector, which accounted for 7.5% of the Lancashire economy in 1997, grew by 103.1% between 1997 and 2007 and accounted for 10.1% of the Lancashire economy by 2012.
Lancashire has key competitive advantages that can be developed to become drivers of sustainable growth and the area's key sectors – Advanced Engineering and Manufacturing (Aerospace & Automotive) and Energy – are expected to exceed national trends. These sectors, amongst others, are central to Lancashire’s and the UK’s economic success.

Table 5 sets out predictions by industrial sector for GVA to 2030.

### Advanced Engineering and Manufacturing (Aerospace and Automotive)
This is the key sector for Lancashire with over 3,600 manufacturing businesses, the majority of which are SMEs, operating in Lancashire, with a deep and broad manufacturing base employing over 80,000 people.

The UK’s Aerospace industry has one of the largest concentrations in Lancashire, directly employing 12,400 people in 120 companies, and is part of a wider world class cluster accounting for more than a quarter of national production. Lancashire has a diverse automotive industry which employs over 4,100 people, ranging from the manufacturing of vehicles to the design and manufacture of parts and components for the industry, including research and development. The sector is supported by an extensive local supply chain offering advanced engineering and specialist automotive capabilities.

A third of all advanced manufacturing employment is located in the east Lancashire districts of Blackburn with Darwen, Burnley, Pendle and Rossendale, reflecting a strong manufacturing supply chain in these areas as well as major aerospace employers.

### Energy, Renewables and Low Carbon
These industries represent a key growth sector for both the UK and Lancashire, where it employs over 36,000 people. The growing oil and gas sectors will provide Lancashire with additional opportunities to develop nationally and internationally important expertise and capacity. This is in addition to the Government decision to build a new nuclear power station in Lancashire. The completion of the M6 Link Road to Heysham will open up a range of development and employment opportunities. The Chemicals industry has a strong history in Lancashire and remains a large sector, employing 4,300 people with twice the employment density than the UK average.

### Food and Drink
Food and Drink production is a major manufacturing sector (13,500 people) in Lancashire representing over 15% of all manufacturing employment in Lancashire and presents a specific opportunities for business and employment growth in rural areas.
Appendix A

Service Sector
Almost 80% of employment is in service related activities, and Lancashire is forecast to see substantial growth in employment in key higher value service sectors such as information and communication, professional, scientific and technical activities, with an increase of nearly 29% in employment by 2023. However, to support the transition through to higher growth Lancashire needs to become home to more high-growth services business.

Visitor Economy
Lancashire's Visitor Economy attracts 62m visitors a year, contributing £3.4 billion to the economy and supporting over 57,000 jobs (nearly 10% of total employment). Visitor numbers have increased by 4.5% since 2010 demonstrating Lancashire's continuing attractiveness as a visitor destination. Lancashire has 137 miles of coastline seaside heritage such as Blackpool and Morecambe and beautiful countryside such as Forest of Bowland AONB, Pendle Hill.

The quality and variety of the natural and built environment, landscape and heritage in Lancashire and its close proximity and accessibility to the urban areas of Lancashire and city regions of Manchester, Liverpool and Leeds presents a huge opportunity.

Creative and Digital
Creative and Digital technologies and businesses are central to Lancashire's future success as a place to live, trade and invest employing over 23,000 people. The roll out of superfast broadband across Lancashire, development of ultra-fast broadband connectivity and proximity to Media City, will help to increase productivity, stimulate activity and attract inward investment from UK-based and international companies.

Enterprise and Self Employment
Enterprising people and communities will help drive Lancashire's economic future, and in particular encouraging local business creation and growth. Lancashire is underperforming compared with the rest of the UK in terms of entrepreneurial activity, with business formation rates, business death rates, long term business survival rates and business densities all performing below the UK average; business birth rates are 1% below the national average but death rates are 1.3% below indicating an on-going divergence with national trends.

At a local level the highest number of new businesses in 2012, were in Preston (540), Blackburn with Darwen (490), West Lancashire (425) and Blackpool (410) however the highest number of business deaths were in the same areas with 200 more deaths than births in Blackpool. Wyre has the highest business survival rate with 95.8% of new businesses surviving the first year.

4. Employment
Since early 2011, employment has fallen within Lancashire by -31,400 (-4.6%) people. However, the number of jobs in the Lancashire economy is predicted to increase from 2014 onwards with over 23,000 jobs (employees and self-employment) to be added by 2023 but this level of increase, only 3.5%, will be below the 7% increase predicted for the UK. Table 6 outlines the forecast employment growth to 2030.
As with GVA growth there are spatial differences in Lancashire, with those areas with greater proportions of higher skilled residents and high GVA industries, predicted to grow. Essentially those areas with lower skilled populations and more reliant on traditional lower value sectors (including low GVA manufacturing) are likely to see job growth at a lower level than elsewhere or even net job reductions.

Lancashire's economic activity rates have fallen since 2011/12 and are now below the UK average, especially within east Lancashire. There are spatial variations that are closely associated with deprivation levels and low economic activity rates for Blackpool, Pendle and Blackburn with Darwen are reflected in recent data.

A number of Lancashire’s Local Authorities have economic activity rates that either are on par with or are higher than the national average e.g. Ribble Valley and West Lancashire. However, Blackpool, Pendle and Blackburn with Darwen have economic inactivity rates above the national average with Blackpool's rate exceeding 45%. This correlates with areas of lower economic growth and skills, the result being areas of severe social and economic deprivation contrasting with areas of prosperity and growth.

Analysis of employment numbers and employment rates shows that these have fallen in all of the Lancashire LEP authorities from previous peaks/ highs. Numbers and rates have fallen by particularly large percentages/magnitudes in Ribble Valley, Hyndburn, Burnley, Rossendale, South Ribble and West Lancashire.

By contrast, employment numbers have risen and are at their highest totals at the UK level, within the North West region and for the Greater Manchester LEP and the Leeds City Region LEP. Employment rates have not yet caught up with previous peaks (as the 16+ population denominators have increased at a faster pace than the recovery in employment numbers). Table 7 outlines employment rate estimates for people aged 16 and over.
Employment by Ethnic Groups

In addition to these geographic differences there are a number of groups that are underrepresented in employment. For example, BME individuals have lower employment rates than the Lancashire average (54% to 68%). For those in employment the largest employing sectors are Retail, Distribution, etc. and Public Administration; either lower skilled or reducing. The female rates by ethnicity show the particularly low Asian female rates in Lancashire compared to England and Wales. Table 8 and table 9 provide further analysis on economic activity by ethnic group and gender.
Appendix A

Table 8

% 16+ economically active (rate) - Females by Ethnic Group

Source: 2011 Census: Table DC6201EW – Economic Activity by Ethnic Group and Gender.

The majority of ethnic groups in Lancashire (both white and non-white) appear to have greater percentages who are classified as economically inactive long term sick or disabled (excluding retired persons).

Table 9

Source: 2011 Census: Table DC6201EW – Economic Activity by Ethnic Group and Gender.
5. Skills and Educational Attainment

Lancashire is also a place of rising qualification levels, the proportion of residents qualified to NVQ4+ having increased from 24.5% in 2007 to 28.3% in 2014. However, Lancashire’s skills profile is representative of the huge differences that show themselves across the county. Within the county some area’s skills levels are as high as anywhere in the country; in others skills levels are especially low.

Evidence from within some of Lancashire’s target sectors suggest that there is a shortage of skilled employees especially within the smaller enterprises that feed into larger supply chains and significant improvement is required to support identified growth sectors. For example, only 30% of employed people aged 16-74 in Lancashire are qualified to NVQ Level 4 or above which is below the national average of 35%.

Changes within the Lancashire economy will increase the demand for higher level skills as Lancashire’s growth sectors develop and businesses increasingly become more knowledge based. This clearly demonstrates the need to develop resident and employee skills up to and beyond NVQ3.

Table 10

<table>
<thead>
<tr>
<th>QCF Level</th>
<th>Additional Demand for Qualifications</th>
<th>% Change 2010-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>QCF1 GCSE (&lt; grade C) &amp; equiv.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QCF2 GCSE (A–C) &amp; equiv.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QCF3 A level &amp; equiv.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QCF4 HE below degree level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QCF5 Foundation degree, Nursing;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QCF6 First degree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QCF7 Other higher degree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QCF8 Doctorate</td>
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</table>

Source: Working Futures 2010-2020 UKCES

As at March 2015, the majority of 16-17 year olds (27,270 in total) are in full-time education and training (80.2), 6.7% in apprenticeships, 1.5% in work based learning and the remainder undertaking other forms of learning. This 90.4% participation rate is on a par with the 90.6% national rate. Local authority NEET data is published annually and the 2014 position showed that there were an estimated 2,040 NEET young people in Lancashire, 5% of 16 to 18 year olds in the area. By age group, 270 are 16 years old, 660 are aged 17 and 1,140 are 18 years old. Overall Lancashire has a higher than average number of NEETS, with 15% of 16-24 year olds only qualified to NVQ Level 1 and 9% with no qualifications. Educational attainment outcomes for children and young people in Lancashire are generally good but performance varies across the county with the more deprived districts reporting much lower levels of educational attainment.

Lancashire is home to ten local further education colleges and four universities – Edge Hill University, Lancaster University, University of Central Lancashire (UCLan) and Cumbria University who have a campus in Lancaster. In addition, Burnley is home to the specialist University and College of Football Business with two campuses, Burnley and Wembley.

These institutions are a crucial component of Lancashire, and the UKs knowledge base and, as such, contribute to innovation and enhanced productivity through knowledge exchange and skills
provision. There are existing strong relationships and partnerships between academic institutions, local authorities, the LEP and wider partners committed to growing the local economy.

Our focus is on strengthening the growth linkages between our world class clusters of industry, technology and research excellence by aligning these with national/Lancashire priorities and growth-oriented sectors. Our universities engage with business in a number of ways to drive innovation, and have strong track records in creating graduate business start-ups and in the commercialisation of intellectual property.

Both Lancaster University and UCLan are developing programmes to support higher level skills development as are our Lancashire’s FE Colleges. A package of activity, including that delivered by Lancashire’s colleges, universities and training providers, will continue to foster and strengthen innovation and enterprise.

Low educational achievement in the deprived areas will impact on the future labour force and the ability to recruit people with the right skills in the local area. Lancashire’s opportunities can only be fully exploited if there is a keen focus on ensuring that there is the right supply and mix of skills to meet business needs. Lancashire still needs to increase the number of residents with, or on the pathway to, higher level and more business orientated skills linked to growth sectors. Without an enhanced supply of relevant skills, Lancashire’s economy will be put at risk of becoming less competitive.

6. Health

Good health is fundamental to a good quality of life. A range of indicators reveal a number of problems concerning the health of people in Lancashire. The most important, life expectancy, continues to improve across all parts of Lancashire but in some of the Lancashire local authorities, male and female life expectancy at birth rates are amongst the worst in England and Wales. Health profiles are closely aligned to deprivation levels, with, in some cases, people from Lancashire’s most deprived communities having a life expectancy of 6 years less than the most affluent.

The greatest health problems are in circulatory diseases such as heart disease and stroke and cancers. Poor health, including poor mental health, is a particular barrier to employment for many people within Lancashire leading to economic inactivity and benefit dependency which puts greater pressures on public sector resources.

7. Commuting and Earnings

In general terms, Lancashire benefits from commuter flows and nine of the 14 authorities in the Lancashire LEP area recorded higher residence-based figures (those that live in the area) but differences between the workplace (those that travel in) and residence-based figures reveal the effect of cross-border commuting.

The Lancashire weekly residence-based figure for all employees was £7.00 per week higher than the workplace figure. By making use of various transport networks a number of the county’s residents, especially full-time employees, are able to travel to higher value work locations within and outside the county. The proximity of Manchester and Liverpool enable a number of the county’s residents to take advantage of higher value work opportunities in these large conurbations.

At a local authority level; West Lancashire, Wyre, Chorley, Ribble Valley and Rossendale are the five authorities that appear to gain significant benefits from commuter outflows. In particular, South Ribble (36.7%), Chorley (39.1%) and Rossendale (40.3%) have low percentages of people who live and work in the same district.

For Fylde and Preston workplace earning figures are significantly higher meaning that for a number of people, these are their places of work but not where they live. Preston has the highest number of
commutes from within the Lancashire LEP area (68,810 individuals) followed by Blackpool (51,079), Blackburn with Darwen (50,302) and Lancaster (43,546).

In terms of outflows from Lancashire, Rossendale has the highest percentage of individuals (33.1%) who work in Greater Manchester, followed by Chorley (16.2%).

Blackpool (95.9%), Wyre (94.2%) and Fylde (93.9%) have high percentages of people who live and work in the Lancashire LEP area (Blackpool, Wyre and Fylde has a Travel To Work Area of its own (Blackpool TTWA, reflecting a high percentage of self-containment). As does East Lancashire where 81% of residents live and work in the area.

Fylde (£533.70) had the highest workplace-based median earnings figures in the broader Lancashire LEP area for all employees. The authority contains a major BAE Systems site, and also has the nuclear fuels site at Springfields. These locations are sources of high value jobs. Fylde and Ribble Valley were the only Lancashire LEP authorities to record median workplace weekly averages that were above the national rate.

For the residence-based figures at the district level, four Lancashire authorities: Ribble Valley, Fylde, West Lancashire and South Ribble had median figures that were £400 per week or above. In contrast, Blackpool recorded the lowest residence base median weekly figure of just £304.40. This was the second lowest in Great Britain. The low figures for Preston and Rossendale of £342.0 and £342.3 placed them nationally in 21st and 22nd lowest positions. The relatively low earnings potential for some Lancashire residents has obvious consequences with regard to levels of disposable income, mortgage/house purchasing capacity, savings, investment and wealth generation.

8. Workplace Skills

Analysis of workplace population skill levels, as opposed to resident skill levels, show the majority of local authorities within the Lancashire LEP area fare well in relation to the middle levels of qualifications, (Level 2 and Level 3) and also in terms of apprenticeship qualifications. However, the results show lower percentages of workplace populations with Level 4 qualifications (degree or above) and higher percentages of workplace populations with low qualifications (no qualifications or Level 1 qualifications). When viewed in relation to commuter flow it is evident that residents with higher skill levels are more likely to travel outside of their area to higher skilled jobs elsewhere.

Twelve of the local authorities within the Lancashire LEP area had percentages of their respective workplace populations with Level 4 qualifications that were below the England and Wales average (34.9%). Eight of these had percentages lower than 30%, in, or near, the bottom third of the rankings within England and Wales. Only Fylde district (37%) and Preston (35.1%) had percentages of their workplace populations with Level 4 qualifications that were above the England and Wales average (34.9%). The Manchester City Council area (44.6%) had the greatest percentage in the North West.

Conversely just over a quarter of the workplace population in the Lancashire LEP area (26%) had low qualifications as their highest qualification (no qualifications or Level 1 qualifications). This is slightly greater than the England and Wales average (24.5%). Percentages with low qualifications (no qualifications or Level 1 qualifications combined) ranged between highs of 29.7% in Blackpool and 29.2% in Pendle to a low of 20.7% in Fylde. Wyre (28.7%), Rossendale (28.8%), Hyndburn (28.8%) and West Lancashire (28.3%) were also ranked in the top third. Only Preston (23.0%), Lancaster (22.4%), Ribble Valley (21.6%) and Fylde (20.7%) had percentages that were lower than the England and Wales average (24.5%). Fylde (20.7%) had the 2nd lowest percentage in the region (38th lowest in England and Wales). The Manchester City Council area (19.9%) was the lowest in the North West.
9. Housing

To support economic growth there is a need to build more good quality housing to encourage people to locate to or remain in the area. As with the national housing market, Lancashire’s house building has been severely impacted upon by the economic downturn. Completions are less than half what they were in 2000. Some areas of large scale housing have been developed recently, especially those that are well-served by the motorway network to allow for commuting within Lancashire and beyond. In other areas, with more fragile housing markets, viability is still an issue particularly on brownfield sites.

These low demand areas usually have a range of other housing problems such as an overabundance of pre-1919 terraced housing, poor stock condition, poor management of the private rented sector and high levels of empty properties. Poor housing conditions can affect the health of the occupants and contribute towards neighbourhood decline. The need to expand the housing supply is very important, but the county also has to deal with the issue of an imbalance in its housing stock that contains many inexpensive older terraced properties that struggle to satisfy modern-day aspirations.

10. Place Shaping & Driving Prosperity

Lancashire is a diverse place both geographically, and economically where people and business choose to live, work, invest and do business. Everywhere in Lancashire has its own role to play in achieving greater prosperity for the county and its residents, albeit different roles dependent on their assets, opportunities and challenges.

However, Lancashire contains significant pockets of deprivation and without targeted incentives, there is a real danger that excluded individuals and communities living in some of the most deprived areas in England will be left behind as the economy develops. As indicated above a number of areas have particular concentrations of issues which interact to create multiple barriers to skills and employment growth.

An analysis of the Indices of Multiple Deprivation (2010) shows extremes in Lancashire, from the relatively affluent areas of the Ribble Valley and Wyre, to several areas that contain large areas of severe ingrained deprivation. These areas are associated with lower skill levels and economic activity rates. Six Lancashire authorities are ranked in the 50 most deprived in the country, with three of these, Blackpool, Burnley and Blackburn with Darwen, falling into the 10% most deprived. A closer examination of Lower Super Output Areas (LSOAs) highlights the extent of the problem with 17.4% of Lancashire LSOAs falling into the most deprived 10% in the country, compared to 15.5% in 2007. In contrast the percentage of LSOAs in Lancashire that are within the most affluent 10% in the country has increased from 4% to 5.4%. This illustrates that deprivation is becoming more embedded and the gap is widening between the most and least deprived areas. This will be exacerbated by reducing employment opportunities in certain areas.

Table 11, employment growth chart highlights the variation across districts and emphasises the areas requiring more regeneration focus.
This has been exacerbated by many of Lancashire’s existing employment sites being poorly situated away from the main road and rail infrastructure and containing outdated premises not suited to modern requirements. There is a need to identify and bring forward more suitably located and serviced sites to develop buildings that meet current business requirements.

This has been one of the reasons for Lancashire not benefiting from the shift towards office based service sector employment, which has been a particular feature of employment growth in many of the major urban areas in the country, where new office developments have been a feature of economic development and regeneration.

11. Public Sector Reform

Lancashire’s economy remains reliant on the public sector, which contributes 24% of Lancashire’s Gross Value Added (GVA) and approaching 22% of all employment. Lancashire is focused on restructuring its economic base to promote strong private sector growth, reducing the reliance on the public sector. Employment in the public sector is forecast to decline between 2014 and 2020, in Lancashire the forecast decline is 19%.

Preston and Blackpool are the two Lancashire authorities where high concentrations of local government, civil service and other public sector jobs account for over 30% of local employment. Moving away from a reliance on the public-sector will be a particular challenge for these two areas.

Table 12 shows the Public and Private Sector Employment as a Percentage of Total Employment.
Table 12

Public and Private Sector Employment as a Percentage of Total Employment

Source: ONS - business register and employment survey public/private sector data
SECTION TWO - WHERE DO WE WANT TO BE?

LANCASHIRE’S AMBITION

We have a long term vision for Lancashire which sees the County as a thriving and more balanced economy that’s well connected across the county geography and into neighbouring city regions. A Lancashire which attracts inward investment, driving innovation and contributing to increasing national productivity which will have positive health and wellbeing benefits locally.

Parts of Lancashire are already thriving and we want to deliver a Lancashire where all parts of the county have a share in its’ rising prosperity.

Through the preparatory work for this Governance Review, five key themes have emerged which provide the future direction and ambition of Lancashire Leaders now and for future generations.

- **PROSPEROUS LANCASHIRE**
  We want Lancashire to be recognised as a destination of choice, to invest in, do business in, live or visit.

- **CONNECTED LANCASHIRE**
  We want Lancashire to have digital and transport connectivity to promote inclusive growth.

- **PUBLIC SERVICES WORKING TOGETHER FOR LANCASHIRE**
  We want Lancashire to have integrated public services at the heart of local communities giving everyone the opportunity for a healthier life.

- **SKILLED LANCASHIRE**
  We want Lancashire to have a skilled workforce to meet the demands of employers and future business growth.

- **BETTER HOMES FOR LANCASHIRE**
  We want Lancashire residents to have better living standards with good quality homes and a wide housing offer to attract commuters.
‘CONNECTED LANCASHIRE’ - We want Lancashire to have digital and transport connectivity to promote inclusive growth.

We need to have the ability and the flexibility to make policy and investment decisions on digital connectivity and transport links which are calibrated to address local connectivity issues in a bespoke way, enabling us to promote inclusive growth which is sensitive to local conditions and opportunities. This will involve:

- channeling all central government funding for transport through a single local pot in response to a commitment to fully integrate transport planning within Lancashire
- improve inter-area public transport so as to enhance economic connectivity and improve travel to work and to service flexibilities, more effectively integrating Lancashire’s economy, businesses and workforce
- co-producing plans for strategic roads with Highways England
- devolving all bus subsidies, including Bus Service Operator Grant to Lancashire councils and giving us the option to franchise services
- achieving greater influence on rail franchising and other transport services, through and beyond the scope offered by Transport for the North and discussions around HS2 and HS3
- adopting a strategy for future digital infrastructure which addresses current bottlenecks and deficits ensuring all residents are able to access the benefits of improved digital connectivity

‘SKILLED LANCASHIRE’ - We want Lancashire to have a skilled workforce to meet the demands of employers and future business growth.

We need a workforce with sufficient skill levels to meet the current and predicted needs of employers and aspirations to achieve higher. To achieve this will involve:

- greater control over the skills budgets to align funds with local needs
- align skills provision to sector needs and demands and geographic issues through a Local Output Agreement covering Lancashire
- providing a co-ordinated and transparent structure of employment and skills collaboration with better engagement between employers and schools, colleges and universities
- working with the LEP Skills Board to ensure accountability across a broad range of skills issues and alignment of skills strategies
- work with DWP on commissioning support for economically inactive and low skilled claimants
- oversight of higher level and growth/sector skills
- more control over apprenticeship funding

‘BETTER HOMES FOR LANCASHIRE’ - We want Lancashire residents to have better living standards with good quality homes and a wide housing offer to attract commuters.

We need homes and housing land supply that meet the needs of market demand and provides developers and buyers with confidence in the housing market. To achieve this we will:
Appendix A

- better understand the housing demand and supply across all tenures to ensure sufficient pipeline of the right types of housing (affordable, private rented, retirement, rural, executive etc)
- co-ordinate housing supply across the area
- link housing growth to economic development opportunities and ambition
- ensure that housing growth and developments are linked to infrastructure and services such as education and local services even when these cross existing administrative boundaries
- seek devolved powers for responsibility of Housing Benefit locally in some areas so that it can be used as a more effective lever to incentivise private landlords to improve housing conditions
- seek to link housing benefit payments to meet required housing standards including the Decent Homes Standard and energy efficiency ratings

‘PUBLIC SERVICES WORKING TOGETHER FOR LANCASHIRE’ - We want Lancashire to have integrated public services at the heart of local communities giving everyone the opportunity for a healthier, happier and longer life.

Public services are facing significant financial challenges, particularly in health and social care and we need these services to work together better for residents, businesses, communities. To ensure all our residents can access similar levels of support we will:

- Seek greater integration between health and social care and create an Accountable Care System where all health and care commissioners and providers would be held accountable with an expectation of working together to address key priorities which are relevant to the whole of Lancashire
- Develop ‘place based’ strategies which are relevant on either county wide, sub-level or neighbourhood level
- Have a greater influence over quality and performance of hospitals
- Work in partnership with Health and Wellbeing Boards to deliver whole system leadership and transformation to deliver the best possible outcomes for residents
- Create a simplified relationship with hospitals and providers to have a positive impact on patient care – prevention, primary care, community support
- Seek to create greater access to health facilities for areas without a hospital
- Co-location of services through multi-agency hubs
- Strengthen relationships with the Police, Youth Offending etc

‘PROSPEROUS LANCASHIRE’ we want Lancashire to be recognised as a destination of choice, to invest in, do business in, live or visit.

Our existing economic plans and priorities already demonstrate a very clear ambition for growth and prosperity and our contribution to the Northern Powerhouse, such as the Lancashire Strategic Transport Prospectus, but in order to strengthen our approach we want to make sure that we can
deliver a Lancashire where residents and businesses alike can benefit from this rising prosperity. This will involve:

- seeking devolved business support budgets and a proportion of UKTI budgets to enable stakeholders to take a more direct and proactive role in supporting business growth
- a more co-ordinated approach to delivering business support and build on existing schemes eg Business Growth Hub
- infrastructure and strategic planning 25+ years
- work together across boundaries, retaining local identity that communities recognise
- working with City Regions to ensure Lancashire is well placed to contribute to the Northern powerhouse
- working with the LEP to market the ‘Lancashire brand’
- seek Intermediary Body Status for Lancashire to deliver the ESIF programme utilising local knowledge and reducing duplication of activity
- strengthen links with the HCA and other relevant government agencies
- look to formalise joint working with other public sector bodies on public assets, land and property similar to the Land Commission model in London to identify public sector land for development

The Lancashire LEPs Strategic Economic Plan (SEP) sets out their growth ambitions for the next 10 years - 50,000 new jobs, 40,000 new houses and £3 billion additional economic activity.

To help achieve this Lancashire received one of the largest Growth Deal allocations totalling £250 million and has been notionally allocated £232 million of European Structure and Investment funds (ESI) for the programme period 2014-2020. The funds are being invested as part of the Lancashire Growth Plan with a focus on their use to increase productivity levels for key economic sectors, promote sustainable employment growth and to tackle barriers to employment for Lancashire’s most disadvantaged communities.

We want to build on this further and secure long term investment for Lancashire where businesses are confident in their long term future, where wage levels are lifted and residents can gain the skills needed to secure local employment.

The private sector in Lancashire has a key role to play in directing and driving forward growth, understanding the business market both nationally and internationally and looking to future growth strategies. Our LEP will continue to play an important role in Lancashire governance.

**LANCASHIRE’S OPPORTUNITIES**

As outlined throughout this review, Lancashire is a diverse area with pockets of benefit dependent communities alongside thriving and affluent areas. Building on a strong manufacturing history, there is tremendous potential for new and emerging sectors which Lancashire is well placed to deliver and contribute towards GDP and the government’s agenda outlined in ‘Fixing the foundations: Creating a more prosperous nation’.

Lancashire already has a range of initiatives to support economic growth and develop critical infrastructure which will unlock employment and housing sites making areas more attractive to
developers and provide a sound base for Lancashire to build upon. Initiatives and opportunities include:

- **Health and Digital Innovation** presents a real opportunity for Lancashire in terms of investment, productivity, prosperity and retaining graduates and directly linking to local health benefits. Information and communications; professional, scientific and technical are both growing sectors in Lancashire and the Government believes digital health will be an important growth area for the economy. The value of digital health to the UK economy is £1.9 billion and this is expected to significantly increase by 2018.

  £100 million is being invested in Lancaster University Health Innovation Park and plans have recently been passed for a digital health village in Chorley. The North West is home to one of the largest life science industry clusters in the UK, specifically in medical technology. Manufacturing is the second largest employment sector accounting for 79,000 jobs including precision and advanced engineering and well placed to support innovation within health care. Over half of Lancashire’s manufacturing jobs are in the East and with sites available long the M65 investment corridor there is a real opportunity to evolve manufacturing and innovation to support digital health intervention.

- Lancashire’s **Assisted Areas** coverage has increased significantly which will support greater investment in the manufacturing and more deprived areas, supporting plans to increase business productivity, growth and sustainable employment.

- The **Liverpool Super port** presents significant opportunity, particularly to the West of Lancashire offering employment opportunity and upgrades to transport infrastructure. The Super port will enable larger container ships to dock as an alternative to the South coast becoming a core port in the EU network. Over 20,000 jobs are forecast to be created over the next 10 years. The Super port will have a positive impact for Lancashire’s manufacturing base with companies ready to explore the global market and contribute to the UK exports.

- The **neighbouring city regions** of Manchester and Liverpool are set to outperform international cities such as Berlin and Tokyo in jobs growth. Over the last five years both cities reported the largest jobs growth in the UK. Lancashire is ideally placed to connect to these city regions with direct train routes from some of the main towns and close proximity to the M6, M61, M66 and M58.

- **Superfast Lancashire** will ensure that businesses have access to speedy and modern fibre broadband communications, through a £130 million investment programme, connecting companies and key strategic and employment sites. The benefits of this programme will be built upon to address the ‘Digital Divide’. Given that many training and employment opportunities depend upon access to and/or depend upon the internet this of crucial importance given 27% of Lancashire households do not have access to the internet, of which 48% have a disability and 38% are unemployed. Superfast broadband is critical if we are to build digital health innovation.

- Lancashire has **four universities** – UCLAN, University of Cumbria, Edge Hill University and Lancaster University. The growing reputation of our university centres is reflected by the year on year high ranking of Lancaster University which is ranked in the top 10 of the UKs major university league tables and also Edge Hill University who won the Times Higher Education award for University of the Year for its achievements in student satisfaction and graduate employment.

- The **Lancashire Growth Deal** will play a key role in ensuring the benefits of economic growth are shared by all. This will include support for Lancashire residents to develop their skills, in the context of increasing demand for higher level qualifications, and access the employment opportunities being created. The Growth Deal, delivered by the LEP, will help to create up to 5,000 jobs, allow more than 6,000 homes to be built and generate up to £140 million in public and private investment.
The Preston, South Ribble and Lancashire City Deal addresses the infrastructure issues that will release the economic potential of core locations through a £340 million Investment and Delivery Programme. This will deliver more than 20,000 net new private sector jobs and £2.3 billion in leveraged commercial investment. It has secured a 10 year funding allocation for major transport schemes.

Lancashire European Structural and Investment Funds (ESIF) Programme that will provide £231 million of investment in Lancashire to support business growth, skills development, sustainable employment and social inclusion. The Lancashire ESIF Strategy sets out the local priorities for support whose implementation will be overseen by the Lancashire sub-committee of the national Growth Board.

The Lancashire Growing Places Fund has fully committed its allocation of £20 million to support economic infrastructure and will invest recycled funds through a second wave of activity. So far, it has attracted £100 million of additional investment, supporting the creation of 3,000 new jobs and over 400,000 sq. of new business space.

The Lancashire Enterprise Zone will focus on the Advanced Engineering and Manufacturing sector. It will promote Research and Development capability and support supply chain and skills development activity, acting as the focal point for a network of centres of excellence across Lancashire. Work has started on the Samlesbury EZ site to create a new entrance and access work is due to start shortly on a new BAE Training Facility, followed by a Defence Logistics Facility.

In March 2015 the Government announced, subject to further business case development, an 'in principal' designation as an Enterprise Zone for part of the Blackpool Airport site. On 8th July, following the submission of additional information in support of the original business case, the Government confirmed that the Blackpool Airport Corridor Enterprise Zone will be Lancashire’s second Enterprise Zone.

Support for growth orientated SMEs is being provided through BOOST, Lancashire's Growth Hub, which has brought together £40 million of programmes to support high growth companies and Start Ups delivering 2000 jobs.

Transport for Lancashire (TfL), works with neighbouring transport bodies and Government to secure maximum benefit from national transport initiatives, including the development of the Northern Rail Hub, Rail Electrification and HS2, which improve the area's linkages to other major centres of economic growth, including Manchester, London and Leeds.

TfL is developing a £325 million investment programme to support a number of Transport Masterplans focusing initially on East Lancashire, Lancaster South and West Lancashire. They will include activity to support Strategic and Employment Site development along the Burnley-Pendle Corridor (in support of existing and future employments sites in proposed Assisted Areas), access improvements in Lancaster linked to the expansion plans of Lancaster University (in addition to the Heysham M6 link), and rail links in Skelmersdale improving connectivity to Manchester and Liverpool.

Lancashire is well known for its industrial, environmental and coastal heritage assets from historic Lancaster to the Fylde Coast and across to East Lancashire where the industrial revolution started. Significant investment is underway with restoration projects across the county funded by the Heritage Lottery Fund and Arts Council such as £3 million to re-ignite the East Lancashire stretch Leeds – Liverpool Canal. Blackpool has retained its place as England’s most popular seaside destination, famous for its tower and illuminations and is seeing improvements across the town and £100 million investment in its tramway.
SECTION THREE - HOW WILL WE GET THERE?

Lancashire has different challenges and opportunities across the county and as part of this review Leaders have recognised that there cannot be a ‘one size fits all’ approach to realising potential and ambitions.

There is no one dominant centre and the area clearly has functioning travel to earn and learn areas. The mechanisms for delivering economic growth across the area will differ and it’s recognised that making the step change may be done on a county footprint, on a sub-level footprint or on a ‘theme’ footprint where a cluster of authorities may need to work together to tackle specific issues such as inadequate housing.

There will also be opportunity for some local authorities to explore partnerships, formal or otherwise, outside of Lancashire where geographically they may be dispersed, but issues more closely align eg Blackpool and other coastal towns.

In developing this Review, the Local Authorities considered a number of areas that pose a barrier to future growth and realising the ambitions for the area. There are a number of key areas that Lancashire wants to address, in particular:

- transport infrastructure and modern public transport systems
- influence and control of local spending – transport; housing; skills; business support; health and social care
- co-ordination of skills activities and budgets locally
- longer term and more co-ordinated infrastructure planning 25+ years ahead
- addressing public transport constraints – eg integrated smart ticketing, accountable governance arrangements for bus and rail franchising
- a restructured housing market
- faster and more co-ordinated delivery of major economic development projects
- a single voice for Lancashire, beyond the LEP and economic development to raise the profile of Lancashire and its offer.

OPTIONS APPRAISAL

In exploring governance options for Lancashire, an options appraisal framework was developed. To inform this framework Lancashire Councils were asked to identify some of the functions and services which could be considered as part of a governance review. These included where authorities felt there were gaps in provision or functions which could/needed to work better. The common and key themes which emerged were strategic planning; connectivity; housing; business support; skills; public service reform.

The strategic opportunities (mainly economic development and transport related) which could deliver step change for Lancashire were identified as:

- devolved funding
- greater influence and flexibility of any national, regional and local programmes
- longer term and more co-ordinated infrastructure planning
- spatial planning including on a sub-level Lancashire footprint
- public sector integration, particularly health and social care
- inward investment/improved profile

Taking these aspirations and opportunities, an appraisal was carried out of the various models for working together to deliver prosperity, investment, economic development, transport etc.
The options considered were:

- Enhanced status quo
- Joint Committee
- Economic Prosperity Board
- Integrated Transport Authority
- Combined Authority

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**CASE FOR CHANGE**

Lancashire has some excellent partnership arrangements in place across the County geography, engaging with partners in both the public and private sector as identified in section two.

Leaders have recognised that some of the ambitions set out earlier in this review, can be achieved through existing partnerships, better joint working, better relationships with stakeholders, some pooling of resources. However to achieve a prosperous Lancashire we need to demonstrate that Lancashire means businesses and provide reassurance that we have strong, robust governance arrangements in place to have a mature conversation with government departments.

The existence of the right investment sites, premises and infrastructure is crucial to ensure that Lancashire businesses can remain productive. Addressing our infrastructure constraints needs to be carried out in parallel with support for innovation, resource efficiency and skill development to ensure Lancashire can build upon its competitive advantages, and our businesses are able to remain competitive and grow sustainably.
However, in order to attract and maintain economic growth the local authorities need to create the right conditions for growth and will work together to set the strategic vision and delivery mechanisms so that Lancashire can become a net contributor to the national economy.

This review sets out the ambitions for Lancashire and what measures we need to put in place to achieve these ambitions.

The current governance arrangements are not sufficiently robust to enable Leaders to achieve their ambitions. Such as:

- limited governance arrangements to receive devolved funding
- there is insufficient joint working and partnership structures to influence skills provision, public transport provision, business support
- with the exception of the City Deal there is limited alignment of infrastructure planning across borough boundaries and certainly no statutory arrangements
- cross boundary working and infrastructure planning can be bureaucratic with decisions being made several times over across authorities
- inconsistent approach to service provision, eg health and social care
- individual scrutiny arrangements for cross boundary working.

**CONCLUSION AND RECOMMENDATION**

This review has concluded that the current arrangements do not provide sufficient governance or decision making arrangements to fulfil the ambitions for Lancashire.

There are currently no legally constituted bodies operating across Lancashire with democratic accountability to take strategic decisions on transport, economic development or regeneration leading to weaknesses in our ability to grow the economy. Without tackling these weaknesses the County will not be able to reach its full economic potential.

Having considered the economic evidence, the ambitions for Lancashire, the current decision making arrangements and the options appraisal, this Governance Review concludes that a Combined Authority provides the best opportunity for Lancashire to achieve its potential.

Leaders have, in principle, accepted the recommendations of this Governance Review and a scheme is being developed.
A SCHEME FOR THE ESTABLISHMENT OF A
COMBINED AUTHORITY FOR
LANCASHIRE

1. Establishment of the Combined Authority

A Combined Authority shall be established pursuant to Section 103 of the Local

2. Name of the Combined Authority

The name of the Authority shall be The Lancashire Combined Authority (LCA).

3. Area of the Combined Authority

The whole geographical County of Lancashire incorporating the areas covered by
County Council; Blackburn with Darwen and Blackpool Borough Council; and all the District
Councils of Lancashire.

4. Constitution

4.1 Membership of the Combined Authority

Membership of the LCA will be drawn from the constituent Councils listed below:

- Blackburn with Darwen Borough Council
- Blackpool Borough Council
- Burnley Borough Council
- Chorley Borough Council
- Fylde Borough Council
- Hyndburn Borough Council
- Lancashire County Council
- Lancaster City Council
- Preston City Council
- Pendle Borough Council
- Ribble Valley Borough Council
- Rossendale Borough Council
- South Ribble Borough Council
- West Lancashire Borough Council
- Wyre Borough Council

In addition, non-constituent membership will be drawn from the Lancashire Local Enterprise
Partnership (LEP).

4.1.1 Each constituent council shall appoint its Leader to be a member of the Combined
Authority, and in addition shall appoint a substitute.

4.1.2 The LEP shall nominate its Chair to be a non-constituent Member of the Combined
Authority, and shall be entitled to nominate a member and a substitute.

4.1.3 All members of the CA must act in accordance with this Scheme of Governance and observe
the Code of Conduct for members of the CA.

4.1.4 A Member ceases to be a Member or substitute Member of the Combined Authority if they
cease to be a member of the constituent council or the LEP that nominated them.
4.1.5 To resign, the Member or substitute Member has to give written notice to the Proper Officer of the constituent council or the Company Secretary of the LEP.

4.1.6 Constituent councils may terminate and replace a Member or substitute Member at any time but must give written notice to the Combined Authority within 28 days.

4.1.7 The LEP may terminate and replace a Member or substitute Member nominated by it to the Combined Authority at any time but must give written notice to the Combined Authority within 28 days.

4.1.8 Where a Member or substitute Member appointment ends for whatever reason the constituent council or LEP shall give notice of the appointment of another of its elected members or member having due regard to paragraph 4.1.2 above as soon as possible to the Chair. Such appointments will be effective immediately.

4.2 Chairman and Vice Chairman

4.2.1 There will be an annual election of the Chair and Vice Chair. Incumbents will be eligible for re-election. Only council Leaders will be eligible for election as Chair and Vice Chair.

4.2.2 Appointment to be the first business at the Annual Meeting and to be made from amongst the Combined Authority’s members.

4.2.3 A person ceases to be Chair or Vice Chair if they cease to be a member of the Combined Authority.

4.2.4 Any vacancy must be filled at the next ordinary meeting of the Combined Authority unless such meeting is within 14 days, when it will be the meeting following.

4.3 Proceedings

4.3.1 In the full spirit of partnership working every endeavor will be made on all matters to reach decisions by consensus such that the need for formal voting becomes academic.

4.3.2 However, if formal voting is required the following will apply:

The following decisions require a unanimous vote in favour by all constituent council members or substitutes present and quorate: -

- Adoption of and any amendment to, withdrawal of any Strategy or Plan and associated schemes/programmes for which the Combined Authority has functions, powers or duties to produce
- Approval of the Combined Authority’s annual budget including decisions on any levies, precepts or other demands for financial contribution from constituent authorities
- Approval of borrowing limits, Treasury Management Strategy including reserves, Investment Strategy and Capital Budget of the Combined Authority
- Approval of the Combined Authority’s Constitution and any changes thereto
- Adoption of any freedoms or flexibilities offered by Government
- Future expansion of the Combined Authority’s functions included but not limited to the transfer of functions by the councils to the Combined Authority and/or the devolving of powers from Government.

All other decisions to be by a 2/3rds majority of those constituent council members present and quorate.

4.3.3 Quorum is 10 voting Members or nominated substitute members.*
4.3.4 Each Member to have one vote.

4.3.5 There is no casting vote.

4.3.6 If a vote is tied it is deemed not to have been carried.

4.3.7 Proceedings are not invalidated by any vacancy amongst its Members or by any defect in the appointment or qualification of any Member.

4.4 **Transitional Arrangements**

4.4.1 Transport for Lancashire (TFL) will transfer from the LEP to become part of the Lancashire Combined Authority.

4.4.2 The three TFL authorities being –

Lancashire County Council
Blackburn with Darwen Council and
Blackpool Borough Council

The Combined Authority will reserve voting between those three constituent Members on –

(i) The adoption and amendment of any Local Transport Plan under S108(3) Transport Act 2000
(ii) Allocation of any Local Transport Plan funding to individual constituent councils.

4.4.3 Debate about items (i) and (ii) above will take place at a meeting of the full Combined Authority and all constituent and non-constituent members may take part in debate. Every effort will be made to reach consensus. If formal voting is required, decisions will be by a unanimous vote of the three TFL constituent councils.

4.4.4 The TFL constituent councils will use their best endeavors to: -

(i) Reach unanimous agreement with all the constituent and non-constituent members of the Combined Authority on any matters for decision, and
(ii) Work toward a system of inclusive voting for all constituent councils.

4.5 **Executive Arrangements**

4.5.1 Executive arrangements (within the meaning of the Local Government Act 2000) shall not apply to the Combined Authority. However, the discharge of the functions of the Combined Authority will be subject to the scrutiny arrangements set out in this scheme.

4.6 **Overview and Scrutiny**

4.6.1 The 15 Local Authorities of Lancashire will establish a joint Overview & Scrutiny Committee to exercise scrutiny over the Lancashire Combined Authority including its sub committees.

4.6.2 The Overview and Scrutiny Committee of the Combined Authority will also agree with the LEP an approach to monitor and review the mandate and performance of the LEP.

4.7 **Records, Standing Orders and Remuneration**

4.7.1 Proceedings and the names of members present at meetings must be recorded.
4.7.2 Minutes must be kept and signed as a correct record at the next suitable meeting by the Chair of the meeting.

4.7.3 Any such signed minute shall be received in evidence without further proof.

4.7.4 Until the contrary is proved, a meeting of the Combined Authority evidenced by the signed minutes of proceedings, are deemed to have been duly convened and held.

4.7.5 The Combined Authority may make Standing Orders which shall apply to proceedings of the full Authority and its committees.

4.7.6 No remuneration is payable to members of the Combined Authority.

4.7.7 Any allowances or expenses which may be made to Councillor Members arising out of Combined Authority membership shall be determined and borne by the appointing council for each Combined Authority Member individually.

4.8 The Function of the Lancashire Combined Authority

4.8.1 The purpose of the Lancashire Combined Authority is to improve the exercise of statutory functions in relation to economic development, growth, skills and transport across the whole geographical county of Lancashire leading to an enhancement of the economic conditions and performance of Lancashire. It will seek to further public sector reform including health and social care integration.

4.8.2 The Lancashire Combined Authority intends to pursue an Economic Growth Strategy through a balanced approach, with economic, social and environmental sustainability at its core. This will reflect the location of the area.

4.8.3 The Lancashire Combined Authority will seek to promote managed and sustainable economic growth as a policy to deliver jobs and prosperity to communities and households to secure good quality of life of all the people of the area.

4.8.4 The Lancashire Combined Authority intends to provide leadership and a unified strong advocacy for Lancashire on key strategic issues. It will work on ensuring closer co-ordination and delivery of transport, planning and skills. It will provide an integrated approach to achieving priorities.

4.9 The Functions, Powers and Duties of the Lancashire Combined Authority

4.9.1 The Lancashire Combined Authority will have powers in relation to strategic economic development, planning, transport, skills, training, housing and public sector reform including health and social care integration. These powers will be exercised by the Lancashire Combined Authority on a concurrent basis with the constituent Member Authorities. In other words, no powers have been “ceded” to the Lancashire Combined Authority by its constituent members.

4.9.2 Subject to Government agreement, functions will include: -

- The public sector decision making body for strategic economic development and transport for the Lancashire Combined Authority area;
- setting the Economic Strategy for the Lancashire Combined Authority area;
- setting the Investment Strategy for the Lancashire Combined Authority area;
- implementing the Investment Strategy for the Lancashire Combined Authority area;
- making decision in relation to the uplift on business rates received from the Enterprise Zones;
- Co-ordinated inward investment activity;
Functions as currently exercised through BIS, DfE and their executive agencies in respect of further education provision, co-ordination and funding;
Functions in respect of the funding and provision of housing in the area of the Combined Authority e.g. from the Homes and Communities Agency;
Functions in respect of control and co-ordination of surplus public land in Lancashire to create sites for residential and commercial growth. Examples of vacant land holding would include that owned by constituent members of the Combined Authority, Network Rail, the NHS, Government Departments or private sector developers;
Functions in respect of provision, co-ordination and funding of initiatives for increasing employment and improving skills as currently exercised through the Department for Business Innovation and Skills and its executive agencies;
Functions in respect of the provision of support and funding for local business initiatives in the area of the Combined Authority as currently exercised through the Department for Business Innovation and Skills and its executive agencies;
The duty under Section 8 (i) of the Housing Act 1985 (duty of local housing authorities to consider housing conditions in their district and the needs of the district with respect to the provision of further housing accommodation);
The functions of a local transport authority under the Transport Act 2000 and any other enabling legislation (and including, by order, the functions of a Passenger Transport Executive under section 88 of the Transport Act 1985);
The functions of local authorities under the Transport Act 1985;
To develop, and subsequently monitor, investment plans utilising Government and European funds for the Lancashire Combined Authority area;
To develop a Growth Deal for the Combined Authority area;
Functions currently exercised through the Department of Work and Pensions in respect of job seeking and employment;

4.9.3 Subject to Government negotiation the Lancashire Combined Authority seeks the following powers:

- The General Power of Competence to provide for maximum flexibility in being able to deal with economic development, stimulating growth and enlivening communities;
- Power to encourage visitors and to provide conference and other facilities;
- Duties and powers related to the provision of education and training for persons under and over compulsory school age;
- Duty to prepare an assessment of economic conditions in the area;
- Power to arrange for the publication within their areas of information relating to the functions of the authority;
- Power to prosecute and defend legal proceedings;
- Research and collection of information;
- Powers under the Apprenticeship, Skills, Children and Learning Act 2009;
- Powers related to the establishment of a Land Commission for Lancashire including the HCA's Housing and Regeneration Act 2008 and for Compulsory Purchase Orders

4.9.4 The Lancashire Combined Authority shall exercise any function of the Secretary of State delegated to the Combined Authority by the order of the Secretary of State, pursuant to Section 86 LTA 2008 and Section 104(1)(b) LDENDLA. Such functions shall be exercised subject to any condition imposed by the order.

4.10 **Funding**

4.10.1 The constituent councils to meet all costs reasonably attributable to the exercise of its functions on an equitable basis. Equitable basis also means where possible the constituent councils will meet these costs in kind.

4.10.2 The Combined Authority will agree an annual budget for the purpose of its expenditure.
4.11 **Statutory Officers**

4.11.1 The Combined Authority has a duty to appoint to the three statutory positions being:

- Head of Paid Service
- S151 Officer
- Monitoring Officer

4.11.2 These positions will be undertaken by officers already serving in one or more constituent councils.

4.12 **The Lancashire Enterprise Partnership**

4.12.1 It is envisaged that the Combined Authority for Lancashire would include local authorities and the LEP within its governance structure. The Combined Authority would provide strategic leadership, direction and prioritisation of the resources for the functions within its remit and as directed by Government.

4.12.2 The Combined Authority is responsible for establishing an overarching Lancashire Plan, including a Growth Strategy, developed by the Lancashire Enterprise Partnership (LEP) in conjunction with the Combined Authority. The LEP is an independent business-led body which operates within an Assurance Framework agreed with the Combined Authority.

4.12.3 The LEP, as part of its mandate from the Combined Authority, will be responsible for directing and managing current and future growth programmes and relevant funding streams, in accordance with the Growth Strategy agreed with the Authority.

4.12.4 The LEP’s Employment and Skills Board will operate in a joint arrangement of the LEP and Combined Authority.

4.12.5 The Chair of the LEP is drawn from the private sector. The constituent members of the Combined Authority will appoint five members to the LEP Board. As detailed earlier at 4.1.2 the LEP Chair will be a non-constituent member of the Combined Authority.

4.12.6 The Overview and Scrutiny Committee of the Combined Authority will also agree with the LEP an approach to monitor and review the mandate and performance of the LEP.

4.13 **Other Arrangements**

4.13.1 The Combined Authority may establish sub-committees, and delegate powers and functions as appropriate.
Meeting of the Full Council  
Meeting to be held on 17 December 2015

Report submitted by: Director of Governance, Finance and Public Services

Revised Overview and Scrutiny Arrangements  
(Appendix A refers)

Contact for further information:  
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Executive Summary

Full Council is asked to agree to the establishment of a new "Children's Services Scrutiny Committee", and consequential amendments to the Terms of Reference of the scrutiny committees. In addition, the Council is asked to approve the appointment of a new "Scrutiny Officer", a statutory post the council is required to have.

Revised Terms of Reference for the scrutiny committees are attached at Appendix A.

Recommendation

The Full Council is asked:

i. to approve the establishment of a Children’s Services Scrutiny Committee, comprising thirteen county councillors, five non-voting district co-opted members and one non-voting co-opted Youth council representative.

ii. to appoint a chair and deputy chair of the new Scrutiny committee for the remainder of the 2015/16 municipal year.

iii. to approve the revised Terms of Reference for the scrutiny committees attached at Appendix A.

iv. to approve the appointment of Paul Bond, Head of Legal and Democratic Services, as the Council's statutory Scrutiny Officer.

v. to authorise the Director of Governance, Finance and Public Services to make any consequential amendments to the Constitution.
Background and Advice

1. New Children's Services Committee

Following the Ofsted inspection in September and October it is proposed to establish an additional scrutiny committee with the remit to consider matters relating to services for children and young people.

The new committee will be called the "Children's Services Scrutiny Committee" (CSSC), and will operate in addition to the existing committees. Its remit will cover all issues relating to children and young people's services, although specifically education matters will still be reserved for the Education Scrutiny Committee. The new CSSC will scrutinise services provided by the council and all partners, including the health service. To facilitate the new committee's work in relation to the health service, it is proposed that it be given the statutory powers of an overview and scrutiny committee as they relate to the NHS.

1.1 Membership

The committee will be made up of 13 county councillors, comprising six Labour, five Conservative, one Liberal Democrat and one Independent Group member. Political Groups will be invited to provide their nominations in writing to the Monitoring Officer.

As the committee, will be exercising statutory health powers, it is proposed that the committee include five non-voting co-opted district members, to be appointed by the five local Children's Partnership Boards.

In addition, it is proposed that the committee include a non-voting co-opted representative from the Youth Council. The total number of members will therefore be 19.

1.2 Frequency of Meetings

Meetings of the committee will be every six weeks, and will take place in the evenings. A full calendar of meetings will be produced in due course.

1.3 Chair and Deputy Chair.

Full Council is invited to appoint a Chair and Deputy Chair of the committee for the remainder of the municipal year.

2. Changes to other scrutiny committees

Minor changes to the remit and responsibilities of the other scrutiny committees are required as a consequence of the creation of the new committee. Principally, the Health Scrutiny Committee will now have statutory health scrutiny powers only in relation to services for adults and universal services for all ages. These are reflected in the revised terms of reference for the scrutiny committees set out at Appendix A.
The Scrutiny Committee will continue to take a co-ordinating role for all the other scrutiny committees in areas such as approval of task groups and arranging appropriate training for members.

3. Appointment of a Scrutiny Officer

The Council is required by law to have a nominated Scrutiny Officer. The role of the Scrutiny Officer is

- To promote the role of the authority’s overview and scrutiny committees;
- To provide support to the authority’s O&S function and to councillors;
- To provide guidance to members and officers of the council in relation to O&S’s functions.

The scrutiny officer cannot be the authority’s head of paid service, the Monitoring Officer or the Chief Finance Officer (s151 officer). The current holder of the role is shortly to leave the council, and a new appointment is therefore required. It is proposed that Paul Bond, Head of Legal and Democratic Services, be appointed as the Council's statutory Scrutiny Officer with immediate effect.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The Council must ensure that it has adequate arrangements for fulfilling the statutory functions of overview and scrutiny, including scrutiny of the NHS, crime and disorder and flood risk management. The Council is also required by law to appoint a statutory Scrutiny Officer.

The new arrangements will be accommodated within existing staffing resources, and there will therefore be no significant financial implications.

Local Government (Access to Information) Act 1985

List of Background Papers

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Reason for inclusion in Part II, if appropriate

N/A
Part 2 – Article 5 (Overview and Scrutiny)

By law, the Council must establish Overview and Scrutiny Committees and it has established the following Committees:

- Scrutiny Committee
- Health Scrutiny Committee
- Children’s Services Scrutiny Committee
- Education Scrutiny Committee
- Executive Scrutiny Committee

These Committees work to deliver local public sector accountability. They are able to require the Council's decision-makers, as well as those of its key partners, to account for their decisions and actions.

The committees are also a key mechanism for reviewing Council policies and services, as well as services delivered by other organisations in Lancashire.

If at any Overview and Scrutiny Committee meeting the party whip is to be applied, then it must be declared.

Summary

The five Overview and Scrutiny Committees shall comprise the number of County Councillors indicated below and such Co-optees as the Full Council shall determine at its Annual Meeting.

1. Scrutiny Committee (Thirteen County Councillors)

   To review and scrutinise the decisions and actions of the County Council and external partners. The Committee will scrutinise the work and performance of any part of the County Council and its partners and the functions of the relevant Cabinet Members.

   To exercise the statutory functions in relation to the scrutiny of flood risk management

   To exercise the statutory functions of a Crime and Disorder overview and scrutiny committee under the provisions of the Police and Justice Act 2006. For this purpose the Committee may choose to include co-opted members in accordance with the provisions of that act.
2. **Health Scrutiny Committee** (Thirteen County Councillors and twelve non-voting Co-opted district Members)

To review and scrutinise issues around public health and health inequalities. The Committee will review and scrutinise the work and performance of any relevant part of the County Council and its partners and the functions of the relevant Cabinet Members.

To discharge the statutory health overview and scrutiny functions under the provisions of the Health and Social Care Act 2012, as they relate to services for adults or universal services. For this purpose the Committee shall include twelve non-voting Co-opted district council Members.

3. **Children's Services Scrutiny Committee** (Thirteen County Councillors, one non-voting co-opted youth council representative, and five non-voting district members)

To review and Scrutinise issues around children's services. The Committee will scrutinise the work and performance of any relevant part of the County Council and its partners and the functions of the relevant Cabinet Members.

To discharge the statutory health overview and scrutiny functions under the provisions of the Health and Social Care Act 2012, in relation to services for children and young people. For this purpose the Committee shall include five non-voting Co-opted district council Members, one appointed by each of the local Children's Partnership Boards.

The committee shall also include a non-voting representative nominated by the Youth Council.

4. **Education Scrutiny Sub-Committee** (Thirteen County Councillors and five voting Co-optees)

To review and scrutinise issues around education. The Committee will scrutinise the work and performance of any relevant part of the County Council and its partners and the functions of the relevant Cabinet Members.

The Committee shall include the statutory education Co-optees (five Co-optees comprising three Church representatives and two parent governor representatives) who shall have voting rights in relation to any education functions which are the responsibility of the Executive.

4. **Executive Scrutiny Committee** (Thirteen County Councillors)

To review and scrutinise forthcoming decisions of the County Council's Cabinet, and key decisions of individual cabinet members and Cabinet Committees.
The following Terms of Reference should be read in conjunction with the above summary.

Scrutiny Committee

1. To review decisions made, or other action taken, in connection with the discharge of any functions which are undertaken by the Cabinet collectively, the Leader, Deputy Leader or the relevant Cabinet Members or Cabinet committees.

2. To make reports or recommendations to the Full Council, the Cabinet, the Leader, Deputy Leader or the relevant Cabinet Members or Cabinet committees with respect to the discharge of any functions which are undertaken by the Cabinet collectively, the Leader, Deputy Leader or the relevant Cabinet Members or Cabinet committees.

3. To review decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the Cabinet, except for decisions of the Regulatory Committee, the Development Control Committee, the Audit and Governance Committee, the Conduct Committee, the Pension Fund Committee, the Corporate Complaints Committee and the Student Support Appeals Committee or any other committees of the Full Council as the Full Council may from time to time specify.

4. To make reports or recommendations to the Full Council or the Cabinet with respect to the discharge of any functions which are not the responsibility of the Cabinet.

5. In reviewing decisions (other than decisions designated as urgent under Standing Order 34(3)) made in connection with the discharge of any functions undertaken by the Cabinet collectively, the Leader, Deputy Leader or the relevant Cabinet Members or Cabinet committees, but which have not been implemented, the Committee may recommend that the decision be reconsidered by the person who made it or to refer the decision to the Full Council for it to decide whether it wishes it to be reconsidered by the decision taker. These rules do not apply to executive decisions which take the form of recommendations for final decision by the Full Council.

6. To request a report by the executive to Full Council where a decision which was not treated as being a key decision has been made and the Scrutiny Committee is of the opinion that the decision should have been treated as a key decision.

7. To hold general policy reviews and to assist in the development of future policies and strategies (whether requested by the Full Council or the Cabinet, individual Cabinet members, Cabinet committees, or decided by the Committee itself) and, after consulting with any appropriate interested parties, to make recommendations to the
Appendix A

Cabinet, individual Cabinet members, Cabinet committees or to the Full Council as appropriate.

8. To undertake reviews (whether requested by the Full Council, the Cabinet, the relevant Cabinet Members, Cabinet committees or decided by the Committee itself) and make recommendations to the Full Council, the Cabinet or the relevant Cabinet Members or Cabinet committees, as appropriate, on relevant services or activities carried out by external organisations which affect Lancashire or its inhabitants.

9. To consider any matter brought to it following a request by a County Councillor or a Co-optee of the Committee who wishes the issue to be considered.

10. The regular liaison and joint discussion of future policy issues with the Executive.

11. To consider requests from the other Overview and Scrutiny Committees on the establishment of task groups, and to establish Sub-Committees, task groups, and other working groups and panels as necessary, as well as joint committees to exercise the statutory function of joint health scrutiny committees under the NHS Act 2006.

12. To determine which Overview and Scrutiny Committee considers a particular matter where this is not clear.

13. The co-ordination of Overview and Scrutiny training for County Councillors and Co-optees.

14. The facilitation of liaison with external bodies and neighbouring authorities as appropriate.

15. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.

16. To require any Councillor, an Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues.

17. To establish arrangements for the scrutiny of member development, and receive reports from the Member Development Working Group.

18. To review and scrutinise the operation of the Crime and Disorder Reduction Partnership in Lancashire in accordance with the Police and Justice Act 2006 and make reports and recommendations to the responsible bodies as appropriate.

19. In connection with 18. above, to require an officer or employee of any of the responsible bodies to attend before the Committee to answer questions.
20. To co-opt additional members in accordance with the Police and Justice Act 2006 if required, and to determine whether those co-opted members should be voting or non-voting.

21. To review and scrutinise the exercise by risk management authorities of flood risk management functions or coastal erosion risk management functions which may affect the local authority’s area.

Children’s Services Scrutiny Committee

Note: The Committee shall, for the purpose of discharging the statutory health overview and scrutiny functions in relation to services for children and young people, include five non-voting district council Members.

The committee shall also include a non-voting representative nominated by the Youth Council.

1. To review decisions made, or other action taken, in connection with the discharge of any relevant functions undertaken by the Cabinet collectively, or the relevant Cabinet Members or Cabinet committee.

2. To make reports or recommendations to the Full Council, the Cabinet or the relevant Cabinet Members or Cabinet committee with respect to the discharge of any functions undertaken by the Cabinet collectively or the relevant Cabinet Members or Cabinet committee.

3. In reviewing decisions (other than decisions designated as urgent under Standing Order 34(3)) made in connection with the discharge of any relevant functions undertaken by the Cabinet collectively or the relevant Cabinet Members or Cabinet committee, but which have not been implemented, the Committee may recommend that the decision be reconsidered by the person who made it or to refer the decision to the Full Council for it to decide whether it wishes it to be reconsidered by the decision taker.

4. To request a report by the executive to Full Council where a decision which was not treated as being a key decision has been made and the Children’s Services Scrutiny Committee is of the opinion that the decision should have been treated as a key decision.

5. To hold general policy reviews and to assist in the development of future policies and strategies (whether requested by the Full Council, the Cabinet, the relevant Cabinet Members, Cabinet committee or decided by the Committee itself) and, after consulting with any appropriate interested parties, to make recommendations to either the Cabinet, the relevant Cabinet Members, Cabinet committee or to the Full Council as appropriate.
6. To undertake reviews (whether requested by the Full Council, the Cabinet, the relevant Cabinet Members, Cabinet committee or decided by the Committee itself) and make recommendations to the Full Council, the Cabinet, Cabinet committee or the relevant Cabinet Members, as appropriate, on relevant services or activities carried out by external organisations which affect Lancashire or its inhabitants.

7. To consider any relevant matter referred to the Committee by the Scrutiny Committee following a request by a County Councillor or a Co-optee of the Committee who wishes the issue to be considered.

8. To request that the Scrutiny Committee establish sub-committees, task groups and other working groups and panels as necessary.

9. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.

10. To require any Councillor who is a member of the Cabinet, the appropriate Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues.

11. To recommend the Full Council to co-opt on to the committee persons with appropriate expertise in the relevant children’s services matters, without voting rights.

12. To recommend to the Scrutiny Committee appropriate training for members of the Committee on children’s services related issues.

13. To request that the Scrutiny Committee establish as necessary joint working arrangements with district councils and other neighbouring authorities.

The following provisions relating to scrutiny of health and social care relate to services for children and young people:

14. To review and scrutinise any matter relating to the planning, provision and operation of the health service in the area and make reports and recommendations to NHS bodies as appropriate.

15. In reviewing any matter relating to the planning, provision and operation of the health service in the area, to invite interested parties to comment on the matter and take account of relevant information available, particularly that provided by the Local Healthwatch.

16. The review and scrutinise any local services planned or provided by other agencies which contribute towards the health improvement and the reduction of health inequalities in Lancashire and to make recommendations to those agencies, as appropriate.
17. In the case of contested NHS proposals for substantial service changes, to take steps to reach agreement with the NHS body

18. In the case of contested NHS proposals for substantial service changes where agreement cannot be reached with the NHS, to refer the matter to the relevant Secretary of State.

19. To refer to the relevant Secretary of State any NHS proposal which the Committee feels has been the subject of inadequate consultation.

20. To scrutinise the social care services provided or commissioned by NHS bodies exercising local authority functions under Section 31 of the Health Act 1999.

21. To draw up a forward programme of health scrutiny in consultation with other local authorities, NHS partners, the Local Healthwatch and other key stakeholders.

22. To acknowledge within 20 working days to referrals on relevant matters from the Local Healthwatch or Local Healthwatch contractor, and to keep the referrer informed of any action taken in relation to the matter.

23. To require the Chief Executives of local NHS bodies to attend before the Committee to answer questions, and to invite the chairs and non-executive directors of local NHS bodies to appear before the Committee to give evidence.

24. To invite any officer of any NHS body to attend before the Committee to answer questions or give evidence.

**Education Scrutiny Committee**

The Committee shall, for the purpose of discharging the statutory education overview and scrutiny functions, include the five statutory voting co-opted members.

1. To review decisions made, or other action taken, in connection with the discharge of any relevant functions undertaken by the Cabinet collectively, or the relevant Cabinet Members or Cabinet committee.

2. To make reports or recommendations to the Full Council, the Cabinet or the relevant Cabinet Members or Cabinet committee with respect to the discharge of any functions undertaken by the Cabinet collectively or the relevant Cabinet Members or Cabinet committee.

3. In reviewing decisions (other than decisions designated as urgent under Standing Order 34(3)) made in connection with the discharge of any relevant functions undertaken by the Cabinet collectively or the relevant Cabinet Members or Cabinet committee, but which have not been implemented, the Committee may recommend that the decision...
be reconsidered by the person who made it or to refer the decision to the Full Council for it to decide whether it wishes it to be reconsidered by the decision taker.

4. To request a report by the executive to Full Council where a decision which was not treated as being a key decision has been made and the Education Scrutiny Sub Committee is of the opinion that the decision should have been treated as a key decision

5. To hold general policy reviews and to assist in the development of future policies and strategies (whether requested by the Full Council, the Cabinet, the relevant Cabinet Members, Cabinet committee or decided by the Committee itself) and, after consulting with any appropriate interested parties, to make recommendations to either the Cabinet, the relevant Cabinet Members, Cabinet committee or to the Full Council as appropriate.

6. To fulfil all the statutory functions of an Overview and Scrutiny Committee as they relate to education functions of a Children’s Services Authority.

7. To undertake reviews (whether requested by the Full Council, the Cabinet, the relevant Cabinet Members, Cabinet committee or decided by the Committee itself) and make recommendations to the Full Council, the Cabinet, Cabinet committee or the relevant Cabinet Members, as appropriate, on relevant services or activities carried out by external organisations which affect Lancashire or its inhabitants.

8. To consider any relevant matter referred to the Committee by the Scrutiny Committee following a request by a County Councillor or a Co-optee of the Committee who wishes the issue to be considered.

9. To request that the Scrutiny Committee establish sub-committees, task groups and other working groups and panels as necessary.

10. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.

11. To require any Councillor who is a member of the Cabinet, the appropriate Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues.

12. To recommend the Full Council to co-opt on to the committee persons with appropriate expertise in the relevant education matters, without voting rights

13. To recommend to the Scrutiny Committee appropriate training for members of the Committee on education related issues.
Health Scrutiny Committee

Note: The Committee shall, for the purpose of discharging the statutory health overview and scrutiny functions, include twelve non-voting district council Members. The Committee has the statutory responsibility for health scrutiny in relation to services for adults or universal services.

1. To review decisions made, or other action taken, in connection with the discharge of any relevant functions undertaken by the Cabinet collectively, or the relevant Cabinet Members or Cabinet Committee.

2. To make reports or recommendations to the Full Council, the Cabinet or the relevant Cabinet Member or Cabinet committee with respect to the discharge of any relevant functions undertaken by the Cabinet collectively or the relevant Cabinet Member or Cabinet committee.

3. In reviewing decisions (other than decisions designated as urgent under Standing Order 34(3)) made in connection with the discharge of any relevant functions undertaken by the Cabinet collectively or the relevant Cabinet Member or Cabinet committee, but which have not been implemented, the Committee may recommend that the decision be reconsidered by the person who made it or to refer the decision to the Full Council for it to decide whether it wishes it to be reconsidered by the decision taker.

4. To request a report by the executive to Full Council where a decision which was not treated as being a key decision has been made and the Health Scrutiny Committee is of the opinion that the decision should have been treated as a key decision.

5. To hold general policy reviews and to assist in the development of future policies and strategies (whether requested by the Full Council, the Cabinet, the relevant Cabinet Member, Cabinet committee or decided by the Committee itself) and, after consulting with any appropriate interested parties, to make recommendations to either the Cabinet, the relevant Cabinet Member, Cabinet committee or to the Health and Well Being Board or the Full Council as appropriate.

6. To review and scrutinise any County Council services planned or provided as part of the Council’s wider public health responsibilities, and to make recommendations to the Full Council, the Health and Well Being Board or the Cabinet or Cabinet committee, as appropriate.

7. To review and scrutinise any matter relating to the planning, provision and operation of the health service in the area and make reports and recommendations to NHS bodies as appropriate.

8. In reviewing any matter relating to the planning, provision and operation of the health service in the area, to invite interested parties to comment on the matter and take account of relevant information available, particularly that provided by the Local Healthwatch.
9. The review and scrutinise any local services planned or provided by other agencies which contribute towards the health improvement and the reduction of health inequalities in Lancashire and to make recommendations to those agencies, as appropriate.

10. In the case of contested NHS proposals for substantial service changes, to take steps to reach agreement with the NHS body.

11. In the case of contested NHS proposals for substantial service changes where agreement cannot be reached with the NHS, to refer the matter to the relevant Secretary of State.

12. To refer to the relevant Secretary of State any NHS proposal which the Committee feels has been the subject of inadequate consultation.

13. To scrutinise the social care services provided or commissioned by NHS bodies exercising local authority functions under Section 31 of the Health Act 1999.

14. To request that the Scrutiny Committee establish as necessary joint working arrangements with district councils and other neighbouring authorities.

15. To draw up a forward programme of health scrutiny in consultation with other local authorities, NHS partners, the Local Healthwatch and other key stakeholders.

16. To acknowledge within 20 working days to referrals on relevant matters from the Local Healthwatch or Local Healthwatch contractor, and to keep the referrer informed of any action taken in relation to the matter.

17. To consider any relevant matter referred to the Committee by the Scrutiny Committee following a request by a County Councillor or a Co-optee of the Committee who wishes the issue to be considered.

18. To request that the Scrutiny Committee establish task groups and other working groups and panels as necessary.

19. To require the Chief Executives of local NHS bodies to attend before the Committee to answer questions, and to invite the chairs and non-executive directors of local NHS bodies to appear before the Committee to give evidence.

20. To invite any officer of any NHS body to attend before the Committee to answer questions or give evidence.

21. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.
22. To recommend the Full Council to co-opt on to the Committee persons with appropriate expertise in relevant health matters, without voting rights.

23. To require any Councillor who is a member of the Cabinet, the appropriate Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues.

24. To recommend to the Scrutiny Committee appropriate training for members of the Committee on health related issues

Executive Scrutiny Committee

1. To review and scrutinise reports and decisions due for consideration by the Cabinet collectively, and to make recommendations to Cabinet on those reports and decisions.

2. To review and scrutinise Key Decisions, other than the making of Traffic Regulation Orders of all kinds including Speed Limit Orders, due for consideration by individual Cabinet Members and to make recommendations to Cabinet Members on those decisions.

3. To review and scrutinise Key Decisions due for consideration by Cabinet Committees, and to make recommendations to the relevant Cabinet Committee on those decisions.

4. The committee may invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.

5. To require any Councillor, an Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues in relation to the reports and decisions before it for consideration.

6. To appoint a Budgetary Scrutiny Working Group and receive recommendations from it in order to make recommendations to Cabinet on its budget proposals to Full Council.
Meeting of the Full Council
Meeting to be held on 17 December 2015

Report submitted by the Director of Governance, Finance and Public Services

Executive Summary

The Local Government Boundary Commission for England (LGBCE) is undertaking an electoral review of the County Council's electoral arrangements. The review is being undertaken because of electoral imbalances that have arisen since the last review in 2003/04.

The review process will result in an order on new electoral arrangements being laid in Parliament in May 2016, with new arrangements taking effect in time for the County Council elections in May 2017.

The Boundary Commission on 17 November published for consultation its draft recommendations for Electoral Division Patterns for the County Council, and the Full Council is asked to consider recommendations from the Political Governance Working Group on any response to the Boundary Commission.

The Political Governance Working Group has met on 19 November and 7 December to consider the Boundary Commission's draft recommendations. The Working Group on 7 December received two submissions from political groups to the Boundary Commissions draft recommendations which are detailed in the report.

Recommendation

The Full Council is recommended to;

1. Note the draft recommendations published by the LGBCE for Electoral Division Patterns for the County Council
2. Approve two amendments to the Boundary Commission's draft recommendations, one in the Preston City area and one in the Pendle District area, as detailed in the report and on Appendices 'A' 'B' and 'C', for submission to the Boundary Commission.

3. Note that Political Groups/Parties, individuals and other bodies can make submissions on the draft recommendations direct to the Boundary Commission before the consultation deadline which ends on 11 January.

Background and Advice

The Full Council at its special meeting on 2 September approved a response to the Local Government Boundary Commission for England's (LGBCE) consultation on future Electoral Division Patterns for the County Council, following recommendations made by the Political Governance Group.

The review as a whole is looking at the size of the Council and the boundaries of the current 84 Electoral Divisions, and is being undertaken because of electoral imbalances that have arisen since the last review in 2003/04.

During the consultation period, which formally ended on 31 August, the Commission invited evidence from organisations, including local authorities, and members of the public on the most appropriate Division patterns for Lancashire to assist the Commission to draw up draft recommendations. Political Groups/Parties were also able to submit their own submissions direct to the Commission.

The Commission published its draft recommendations for consultation on 17 November 2015 until 11 January 2016. The Commission will publish its final recommendations in April 2016 with a view to an Order being laid before Parliament in May. The new electoral arrangements will be in place for the County Council elections in May 2017. Political Groups/Parties, individuals and other bodies can submit proposed changes to the draft recommendations direct to the LGBCE within the consultation period.

The Boundary Commission had previously agreed, based on an earlier submission by the County Council, that it was 'minded to' recommend a council size of 84. It has been accepted from the outset that to achieve a council size of 84, and to address current and expected electorate imbalances, there will have to be a decrease within Preston District area of one Councillor and an increase within the Chorley District area by one. This was reflected in the County Council's submission.

The County Council's proposals were very much be based on LGBCE Guidance, aiming to ensure that each Division is within the 10% above or below the electorate threshold required, and supported the retention of single member electoral divisions to continue to maximise accountability and geographic representation. However the submission did include two proposals for two member Divisions in Hyndburn and Ribble Valley to overcome particular electoral variance difficulties.

In drawing up its recommendations for a pattern of electoral divisions, the Commission had to apply its three statutory criteria:
To deliver electoral equality where each county councillor represents roughly the same number of electors as others across the county.

That the pattern of Divisions should, as far as possible, reflect the interests and identities of local communities.

That the electoral arrangements should provide for effective and convenient local government.

The Commission has decided to recommend a Council size of 84 Members, 80 single member Divisions, and 2 'two' member Divisions, one in Hyndburn and one in Pendle. District areas have the same number of Councillors as present except for Preston 9 and Chorley 8. The full recommendations including maps can be found here: https://consultation.lgbce.org.uk/node/5383.

The Commission received consultation responses from: Local Residents; Parish and Town Councils; County Councillors; District/Borough and Parish Councillors; Local Authorities; MPs; Political Groups and a number of local organisations

Copies of all the submissions to the Commission, including the County Council's Full submission document, can be found here under 'Consultation on division arrangements':
http://www.lgbce.org.uk/current-reviews/north-west/lancashire/lancashire-county-council

The Working Group met on 19 November and gave initial consideration to the LGBCEs draft recommendations, and agreed that it would not consider any proposals that had previously been considered by the County Council and which had not been accepted by the Commission.

The Working Group received a summary analysis of the LGBCE's recommendations which can be viewed here

Officers had also prepared maps of those District areas where the LGBCE were recommending differences to the proposals previously submitted by the County Council. These can be found here

Maps of the five Districts (Burnley, Fylde, Ribble Valley, Rossendale and West Lancashire) where the LGBCE are not proposing any changes to the proposals (other than a Division name change in West Lancashire) submitted by the County Council can also be found here

The LGBCE have provided an electorate pro-forma spreadsheet see here which shows the electorate breakdown of each Division together with a sheet with the existing electorate for comparison.

The Working Group decided to refer the draft recommendations to Political Groups and asked for any suggested amendments to the LGBCE's recommendations to be submitted to Democratic Services by Monday 30 November. The Working Group met again on 7 December to consider any recommendations it wished to put to Full
Council to enable any response to be submitted within the consultation period to the LGBCE.

The Working Group received the following two submissions for amendments to the Boundary Commission’s draft recommendations from Political Groups:

1. A submission from the Labour Group to address community identity issues in the Preston East and South East Electoral Divisions, particularly for the communities of Moor Nook and Ribble Village. The proposals are detailed on Appendix ‘A’ and the map produced at Appendix ‘B’.

2. A joint ‘cross party’ submission from County Councillors Christian Wakeford and Mohammed Iqbal, to amend the newly named Pendle Hill and Brierfield and Nelson Electoral Divisions to improve community identity and electoral quality. In essence the proposal is to revert to the current ‘Pendle West and Brierfield and Nelson North Electoral Divisions’ to maintain the existing strong community, social and economic identities within the respective Divisions. The Electoral Divisions would be made up of the following polling districts:

   Brierfield and Nelson West- Polling Districts: BL, BM, BN, BO, BQ, BR, BS, BT, WH, WI - Electorate: 11,367 - Variance: 2.6%

   Pendle Hill - Polling Districts: BA, BB, BC, HI, HJ, HK, HL, OL, RA1, RA2, RB, RC - Electorate: 11,541 - Variance: 4.1%

   The proposal is shown on the map attached at Appendix ‘C’ which identifies the Boundary Commission’s proposed boundaries and the existing LCC proposed boundaries.

A further submission had been made to officers from the Liberal Democrat Group to make minor amendments to the Preston North and Preston West Electoral Divisions. However officers found that there appeared to be inaccuracies with the existing electorate data and boundaries for two of the affected polling districts and the Working Group agreed that this proposal should be referred to the City Council to resolve any problems with the existing electorate data and boundaries, to allow any submission to be made direct to the Boundary Commission by the Liberal Democrat Group.

It was noted that Political Groups/Parties, individuals and other bodies could make submissions on the draft recommendations direct to the Boundary Commission before the consultation deadline which ends on 11 January.

**Consultations**

N/A

**Implications:**

This item has the following implications, as indicated:
Risk management

The LGBCE has a statutory duty to undertake an electoral review of a Council's electoral arrangements once the electoral variance threshold triggers the need for a review. This is the case in Lancashire and the County Council has an obligation to review its electoral arrangements and ensure that it makes recommendations to the Commission on Council size and electoral arrangements that enable Councillors to effectively represent their communities and to meet the requirements of the County Council to effectively serve its community.

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

<table>
<thead>
<tr>
<th>Paper</th>
<th>Date</th>
<th>Contact/Tel</th>
</tr>
</thead>
<tbody>
<tr>
<td>LGBCE Electoral Reviews</td>
<td>April 2014</td>
<td>Roy Jones</td>
</tr>
<tr>
<td>Technical Guidance</td>
<td></td>
<td>01772 533619</td>
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Reason for inclusion in Part II, if appropriate

N/A
LABOUR GROUP AMENDMENT PROPOSALS FOR PRESTON EAST AND PRESTON SOUTH EAST ELECTORAL DIVISIONS.

The draft proposals from LGBCE for Preston South East do not adequately address the issue of the whole community of Moor Nook, which does not end at Pope Lane, but extends all the way to Longridge Road. People who live on, say, Burnslack Road or Field Maple Drive, still regard themselves as living in Moor Nook.

The purpose of this amendment is to adjust the boundary between Preston East and Preston South East so that Moor Nook is all within one Division.

This can be achieved by:
- Splitting Polling District PE so that Moor Nook is in Preston East and “Ribble Village” is in Preston South East;
- Moving Polling Districts P and PA from Preston East into Preston South East.

Ribble Village residents do not regard themselves as Moor Nook residents. The development began in 1989 and is partly refurbished former council housing (Village Drive) and partly new-builds (the rest).

“Ribble Village” is comprised as follows:

<table>
<thead>
<tr>
<th>Street</th>
<th>Electors</th>
</tr>
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<tbody>
<tr>
<td>BADGERS CROFT</td>
<td>39</td>
</tr>
<tr>
<td>THE GLEN</td>
<td>12</td>
</tr>
<tr>
<td>THE GREEN</td>
<td>119</td>
</tr>
<tr>
<td>20-22 HAREDEN ROAD</td>
<td>4</td>
</tr>
<tr>
<td>BENTLEY MANOR</td>
<td>2</td>
</tr>
<tr>
<td>GLADES CARE HOME</td>
<td>31</td>
</tr>
<tr>
<td>OTTER CLOSE</td>
<td>34</td>
</tr>
<tr>
<td>SQUIRREL FOLD</td>
<td>7</td>
</tr>
<tr>
<td>VILLAGE DRIVE</td>
<td>166</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>414</strong></td>
</tr>
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</table>

The 2021 projected electorate for PE is 1658.

If you subtract from PE the above 414, which will remain in South East, you get 1244.

If you add together the projected figures for P and PA, which will be transferred from East to South East, you get 673+581 = 1254.

This is virtually an exact exchange.
Preston East will now comprise:

- Brookfield Ward - 5491 electors
- GB from Garrison Ward - 3177 electors
- PB and PC from Ribbleton Ward - 1777 electors
- The Moor Nook part of PE from Ribbleton Ward - 1244 electors
- TOTAL = 11,689 electors (variance = + 5.5%)

Preston South East will now comprise:

- Fishwick Ward - 3710 electors
- St Matthew's Ward - 5000 electors
- P, PA, PD and PF from Ribbleton Ward - 2555 electors
- The Ribble Village part of PE from Ribbleton Ward - 414 electors
- TOTAL = 11,679 electors (variance = + 5.4%)
<table>
<thead>
<tr>
<th>Name of division</th>
<th>Number of cllrs per division</th>
<th>Electorate June 2021</th>
<th>Variance 2021</th>
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<tbody>
<tr>
<td>Amendment to LGBCE proposal</td>
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<tr>
<td>Preston Central East</td>
<td>1</td>
<td>11,541</td>
<td>4.1%</td>
</tr>
<tr>
<td>Preston Central West</td>
<td>1</td>
<td>11,134</td>
<td>0.5%</td>
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<tr>
<td>Preston City</td>
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<td>11,012</td>
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<td>11,589</td>
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<td>Preston North</td>
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<td>Preston Rural</td>
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<td>10,678</td>
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<td>11,737</td>
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<tr>
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<td>11,076</td>
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<td>102,087</td>
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Key to symbols

- Boundary Commission’s proposed boundaries
- LCC proposal
  - Barnoldswick and Earby
  - Brierfield and Nelson North
  - Nelson South
  - Pendle Central
  - Pendle East
  - Pendle West
  - Civil Parish or Community
  - Non-Civil Parish or Community

LGBCE proposed division names as red labels
Existing polling district codes as black labels
Meeting of the Full Council
Meeting to be held on 17 December 2015

Report submitted by: Head of Legal and Democratic Services

Executive Summary
The report of Cabinet from its meeting on 26 November 2015.

Recommendation
That the report of the Cabinet as now presented be noted.

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

<table>
<thead>
<tr>
<th>Paper</th>
<th>Date</th>
<th>Contact/Tel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agenda and minutes of Cabinet</td>
<td>26 November 2015</td>
<td>Josh Mynott, 01772</td>
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<tr>
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Reason for inclusion in Part II, if appropriate
N/A

Electoral Division affected:
None
Meeting of the Full Council 17 December 2015

Report of the Cabinet meeting held on 26 November 2015

The agenda and minutes of the meeting may be viewed on the County Council's website at the following link:


Public Sector Equality Duty

Cabinet noted a report outlining the implications for the council and councillors arising from the requirement to pay due regard to the equality duties set out contained in section 149 of the Equality Act 2010, usually referred to as the Public Sector Equality Duty.

Lancashire County Council Corporate Strategy

See item under Part A of the agenda

Property Strategy

Cabinet received a report setting out the methodology to enable the council to achieve a sustainable long term reduction in its property portfolio, in line with the Corporate Strategy. It was reported that it was intended that around half of the 220 properties under consideration in the ownership of the County Council would be retained for future use.

Cabinet resolved that:

i. the proposed strategy for the reduction of the County Council's corporate operational property and methodology for the delivery of public facing services from a series of multi-functional 'Neighbourhood Centres' be approved

ii. the evaluation of identified datasets and subsequent consultation on the recommendations for the final selection of premises to become Neighbourhood Centres be approved.

iii. approval be given for contact to be made with relevant public sector partners, including the voluntary sector, to explore opportunities for co-location and sharing of service delivery.

iv. approval be given for the estimated cost of works required to premises to deliver the Property Strategy (Neighbourhood Centres) to be added to the Capital Programme, and that detailed phasing of the required expenditure be provided in subsequent reports.
Proposals for Transforming Wellbeing, Prevention and Early Help Services for Children, Young People and Families in Lancashire

Cabinet received a report on the implementation of the proposals to create a transformed and integrated wellbeing, prevention and early help service across Lancashire, aligning existing core offers for Children's Centres, Young People's Provision, Prevention and Early Help and Lancashire's response to the national Troubled Families Unit programme.

Cabinet resolved that the implementation of the service offer proposals within the Wellbeing, Prevention and Early Help Services be approved, subject to consultation.

The County Council’s Budget Position

Cabinet received the "Money Matters" financial report, covering the current financial position, the financial outlook and medium term financial strategy (MTFS), as well as proposals to address the funding gap facing the council.

Cabinet resolved that:

i. the forecast overspend of £19.666m on the revenue budget in 2015/16 and ongoing pressure of £37.161m be noted

ii. the revised funding gap of £262.0m covering the period 2016/17 to 2020/21 as set out in the revised financial outlook forecast for the Council be noted.

iii. the budget adjustments for 2016/17 and 2017/18, and following years' increases, included in the MTFS reflecting the phased financial impact of the national living wage be approved.

iv. the adjustment of previously approved savings targets to reflect the £52.8m of undeliverable savings identified within the MTFS and that the 2016/17 budget be prepared on that basis be approved.

v. the principle of reserves supporting the revenue budget in 2016/17 and 2017/18 be approved.

vi. the principle of replacing revenue support to the capital programme with capital borrowing be approved.

vii. the attached budget proposals set out in Appendices 'D' and 'E' be approved, officers be authorised to proceed with their implementation subject to consultation where appropriate, and that the 2016/17 budget be prepared based upon these revenue decisions be agreed, with the outcome of any consultations being reported to Full Council.

viii. a financial strategy that sets a spending target for service expenditure levels to move in line with the lower quartile of the most appropriate comparator group of local authorities for individual services be approved.

ix. key stakeholders and partners be formally advised of the outcome of the budget decisions.

x. This decision be designated as urgent in accordance with Standing Order 34(3) as any delay in its implementation could adversely affect the efficient execution of the County Council's responsibilities.
Meeting of the Full Council  
Meeting to be held on 17 December 2015  

Report submitted by: Head of Legal and Democratic Services

Report of Urgent Key Decisions

Contact for further information:  
Janet Nuttall, (01772) 533110, Executive Support Officer,  
Janet.nuttall@lancashire.gov.uk

Executive Summary

Urgent key decisions taken by the Leader of the County Council and the Cabinet Member for Adult and Community Services during the preceding three months.

Recommendation

That the urgent key decisions, as now presented, be noted.

It is a requirement of Standing Order 28 that any urgent key decisions taken must be reported to the Full Council for information on a quarterly basis. The following urgent key decision were taken by the Cabinet Member as indicated:

1) Leader of the County Council

The following decision was taken on 30 November 2015:

The Supply of Consultancy Services for the Transformation of Adult Social Care Services in Lancashire - Design and Implementation

The Leader of the County Council 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.
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) Cabinet Member for Adult and Community Services

The following decision was taken on 26 November 2015:

Decommissioning of Dispersed Accommodation Support Service in Preston

The Cabinet Member for Adult and Community Services approved the decommissioning of the service and implement the decision immediately in order to facilitate the ending of the service on 29 November 2015 or as soon as possible thereafter.

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.

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

<table>
<thead>
<tr>
<th>Paper</th>
<th>Date</th>
<th>Contact/Tel</th>
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<tbody>
<tr>
<td>Report to the Leader of the County Council</td>
<td>30 November 2015</td>
<td>Jane Johnson, Legal and Democratic Services</td>
</tr>
<tr>
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<td>(01772) 534234</td>
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<tr>
<td>Report to the Cabinet Member for Adult and Community Services</td>
<td>26 November 2015</td>
<td>Jane Johnson, Legal and Democratic Services</td>
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</table>

Reason for inclusion in Part II, if appropriate

N/A
Meeting of the Full Council
Meeting to be held on 17 December 2015

Report submitted by: Head of Legal and Democratic Services

The Overview and Scrutiny Committees
(Annexes 1-3 refer)

Contact for further information:
Janet Mulligan, 01772 533361, Senior Committee Support Officer,
Janet.mulligan@lancashire.gov.uk

Executive Summary

The most recent cycle of meetings of the Overview and Scrutiny Committees took place in October to December 2015.

The reports of the committees are attached as Annexes 1-3 as follows:
Annex 1 – Scrutiny Committee
Annex 2 – Health Scrutiny Committee
Annex 3 – Education Scrutiny Committee*

*This includes a report of the meeting from 21 July which was omitted from the Full Council agenda for 22 October in error.

Copies of the agenda and reports considered by the committee, together with minutes of the relevant meeting may be viewed on the County Council's web site at the following link:

http://council.lancashire.gov.uk/mgListCommittees.aspx#scrutiny?bcr=1

Officers specified in each report can also be contacted for further information.

The Executive Scrutiny Committee met on 7 January and 3 February to consider all reports considered by Cabinet and Key Decisions by individual cabinet members.

Recommendation

That the report of the Overview and Scrutiny Committee, as now presented, be noted.
### Local Government (Access to Information) Act 1985

**List of Background Papers**

<table>
<thead>
<tr>
<th>Paper</th>
<th>Date</th>
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<tbody>
<tr>
<td>Scrutiny Committee</td>
<td>16 October 2015</td>
<td>Janet Mulligan, Legal and Democratic Services, 01772 5-33361</td>
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<td></td>
<td>13 November 2015</td>
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<tr>
<td>Health Scrutiny Committee</td>
<td>13 October 2015</td>
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<tr>
<td></td>
<td>24 November 2015</td>
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<tr>
<td>Education Scrutiny Committee</td>
<td>21 July 2015</td>
<td></td>
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<tr>
<td></td>
<td>17 November 2015</td>
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<tr>
<td>Executive Scrutiny Committee</td>
<td>3 November 2015</td>
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<tr>
<td></td>
<td>24 November 2015</td>
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</table>

Reason for inclusion in Part II, if appropriate

N/A
Meeting of the Full Council – 17 December 2015

Report on the Scrutiny Committee Meetings held on 16 October and 13 November 2015

Chair: County Councillor Bill Winlow

The agenda and minutes of the meetings may be viewed on the County Council’s web site at the following link:

http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeId=120

16 October 2015

Road Safety Report

The Committee received a report on the latest road safety statistics for Lancashire which focussed on the identification of current issues and priorities, set out the action being taken and outlined plans to address the rising casualty levels. The context of the road safety budget was also delivered, along with an update on the 20mph speed limit programme.

Work Plan and Task Group Update

The work plan and task group update were noted.

13 November 2015

Report of the Fire Suppression Measures Task Group

The Committee received the report of the Fire Suppression Measures Task Group.

It was agreed that the recommendations of the Task Group be supported subject to suggested amendments outlined in the minutes.

Lancashire Safeguarding Children Board Update

The Committee received an update on the Lancashire Safeguarding Children Board (LSCB). It was noted that a shorter more accessible version of the report would be available on the LSCB website in the near future.

It was agreed that the Committee would write to Government regarding national funding for Children’s Boards.

Transforming Care and Calderstones NHS Foundation Trust - Notice of Motion

The Committee noted that letters had been sent to Government and the CEO of NHS England as agreed at Full Council on 22 October 2015.
Workplan and Task Group Update

The work plan and task group update were noted.

Urgent Business – Request to establish a task group

The Committee supported a request from the Health Scrutiny Committee to establish a task group to explore reasons for the shortage of nurses.
Meeting of the Full Council – 17 December 2015

Report on the Health Scrutiny Committee meetings on 13 October and 24 November 2015

Chair: County Councillor Steven Holgate

The agenda and minutes of the meetings may be viewed on the County Council’s web site via the following link:

http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=182

13 October 2015

Access to Services

The report provided members with information about:

- The process for accessing social care services
- Support for accessing services via the 'Wellbeing Worker Service'
- Views of citizens from the deaf community on accessing services

It was agreed that a flowchart clearly setting out the pathways for accessing services be provided to members.

Report of the Health Scrutiny Committee Steering Group

The issue of Trust Board confidential agenda items had been discussed. It was agreed that a letter be sent to the Trust Development Authority to ask that the practice by the NHS of omitting confidential items from the agenda front sheet be reviewed in the interest of openness and transparency.

It was reported that the Steering Group had met with representatives from the Chorley and South Ribble Clinical Commissioning Group and discussed a proposal to cease a pilot scheme which provided the GP out-of-hours service within the Urgent Care Centre and Accident and Emergency department at Chorley Hospital.

The Steering Group had met with the Chief Executive of Southport & Ormskirk Hospital Trust on 3 August to talk about their post Care Quality Commission inspection Action Plan. A summary of the meeting was at Appendix A to the report now presented.

There was much concern among members about the amount of money currently being spent by the Trust on agency staff, a situation that was replicated across the country and which was unsustainable and unacceptable. It was suggested that this Committee seek approval to establish a task group to investigate the issues in some depth.

It was agreed that:
i. A letter be sent by the Chair on behalf of the Health Scrutiny Committee to the Trust Development Authority to ask that the practice of omitting confidential items from the agenda front sheet be reviewed in the interest of openness and transparency. The letter be copied to Clinical Commissioning Groups and Acute Trusts also.

ii. A request to establish a Task Group to investigate the shortage of trained nurses be submitted to the Scrutiny Committee.

**Work Plan**

A draft work plan for both the Health Scrutiny Committee and its Steering Group, including current Task Group reviews was presented and discussed.

**24 November 2015**

**Health and Wellbeing Board Update**

The Committee received an update on the progress made by the Health and Wellbeing Board (HWBB).

The presentation briefly explained the role of the HWBB; it referred to a review of the Board which had been undertaken in April 2015, and set out some recent developments and future priorities.

It was agreed that:

i. The content of the report, the areas of progress and the future focus of the Health and Wellbeing Board be noted;

ii. The Health Scrutiny Committee develop better working and links with the Health and Wellbeing Board.

iii. The Committee would consider the areas for future focus of the Health and Wellbeing Board and how this aligns with its future work programme.

**Healthwatch Lancashire Update**

The Committee received a detailed presentation on the evolution of Healthwatch, its responsibilities and strategy, and examples of current and planned work.

**Report of the Health Scrutiny Committee Steering Group**

It was reported that on 14 September the Steering Group had met to consider its current ways of working and discuss ideas and suggestions for the future.

In response to concerns raised by CC Holgate about GPs using the Urgent Care Centre (UCC) at Chorley Hospital Ian Crossley, acting Chief Officer and Nicola Walsh, Interim Head of Operations and Delivery from Chorley South Ribble/Greater
Preston CCG attended the meeting to provide members with a status update and discuss the plans for the future. A summary of the meeting was at Appendix A to the report presented.

On 5 October the Steering Group had met with Paul Simic, Chief Executive from the Lancashire Care Association (LCA) to discuss issues around falls in care homes and the challenges faced by the care home sector to address these issues. Following that meeting the Steering Group had agreed to host a meeting of Registered Care Managers which would provide an opportunity to discuss wider issues and the main challenges. Janice Scanlon, from the Trust Development Authority (TDA) also attended the meeting to talk about the appointment of non-executive directors and the support they can access. A summary of the meeting was at Appendix B to the report presented.

**Work Plan**

A draft work plan for both the Health Scrutiny Committee and its Steering Group, including current Task Group reviews was presented and discussed.

**Urgent Business**

It was agreed that a session arranged by University Hospitals Morecambe Bay Trust (UHMBT) for Health Scrutiny Committee members of both Lancashire and Cumbria to take place in Kendal on 11 January 2016, be treated as an approved duty of the Committee.
Meeting of the Full Council – 17 December 2015

Report on the Education Scrutiny Committee Meeting 21 July 2015 and 17 November 2015

Chair: County Councillor Cynthia Dereli

The agenda and minutes of the meetings may be viewed on the County Council’s web site via the following link:

http://council.lancashire.gov.uk/mgCommitteeDetails.aspx?ID=181

21 July 2015

The breadth and quality of the 14-19 learning offer for young people in Lancashire

The report provided an overview of the current position regarding the offer of learning available to young people aged 14-19 in Lancashire.

It explained that local authorities had a statutory duty to secure sufficient and suitable education and training provision to meet the reasonable needs of all young people in their area, by influencing and shaping provision through local partnerships and by identifying gaps, enabling new provision and developing the market. The young people covered by this statutory duty were those aged 16-19 and those aged 19-24 who had a learning difficulty and/or disability and were the subject of a learning difficulty assessment.

Resolved: That,

i. Officers be thanked for their reports and for their attendance at Committee.

ii. Comments and concerns expressed by members, as set out in the minutes, be noted.

iii. A representative of the Local Enterprise Partnership (LEP) Skills Board be invited to the November meeting of this Committee, to provide an update on progress being made by the LEP Skills Board.

Young Peoples perspective on the routes to 14 -19 Education & Training provision

The report explained that Lancashire Youth Council had been invited by the Education Scrutiny Committee to carry out a piece of research to find out young people's perspective on the routes to 14-19 education and training provision and to report their findings. A copy of the questionnaire was at Appendix A and the results of the consultation were at Appendix B to the report presented.
Annex 3

It was agreed that the recommendations of the Youth Council, as slightly amended and as set out in the minutes, be supported.

Work Plan

A draft work plan for the Education Scrutiny Committee was presented and discussed.

17 November 2015

Youth Offending Team

The report provided information on the support for young people's education provided by the Youth Offending Team (YOT) to those young people in the criminal justice system. It set out information about: the makeup of the YOT; the delivery model; how young people are referred to the service; and how they are assessed and monitored. It also explained how performance of the service is measured, and some performance data was included at Appendix A to the report presented.

It was agreed that:

i. Officers be thanked for the report and that all members of the Youth Offending Team be thanked for their work.

ii. A report about young people who are NEET be brought to a future meeting of this Committee

Lancashire Alternative Provision Offer

The report described the current offer for Lancashire Children and Young People placed in alternative provision and a number of developments being implemented. It set out the Pupil Referral Unit (PRU) offer for both primary and secondary pupils and the main functions of the Alternative Provision Team. It also summarised the outcomes, key areas for development and actions.

It was agreed that:

i. Officers be thanked for the report and their attendance at the meeting;

ii. That the further information requested, as referred to above, be circulated to the Committee; and

iii. A further report be brought back to the Committee when considered appropriate.

Attainment of Children Looked After 2014 -2015

This report provided information on the attainment, progress and achievements of Lancashire Children Looked After (CLA) in 2015. The findings for Key Stage 1 and
Annex 3

Key Stage 2 were based on unvalidated assessment information released by the Department for Education (DfE) and local authority information on CLA.

The Key Stage 4 data was school reported data and therefore provisional. The data showed that there were improvements in achievement at the end of Key Stages 1 and 2, but achievement for CLA remained well below that of other pupils in Lancashire. The information indicated that levels of attainment at the end of Key Stage 4 rose in 2015, but remained very low when compared with other pupils.

The report also highlighted pupil progress in key areas of development and the steps taken to implement the Recovery Plan, which were set out at Appendix A to the report presented.

It was agreed that:

i. Officers be thanked for the report and for their attendance at this Committee.

ii. A further report be provided to the Education Scrutiny Committee when appropriate, to include the recovery plan for 2015/16.

Work Plan

A draft work plan for the Education Scrutiny Committee was presented and discussed.
Meeting of the Full Council  
Meeting to be held on 17 December 2015

Report submitted by: Head of Legal and Democratic Services

**Report of the Pension Fund Committee**  
(Annex 1 refers)

Contact for further information:  
Dave Gorman, (01772) 534261, Legal and Democratic Services,  
dave.gorman@lancashire.gov.uk

**Executive Summary**

The report of the Pension Fund Committee from its meetings on 10 November 2015 and 27 November 2015 is attached at Annex 1.

Copies of the agenda and reports considered by the Committee are available on the County Council's website at the following link:  
http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeId=183

Members can also contact the officers specified in each report for further information about each item.

**Recommendation**

That the report of the Pension Fund Committee, now presented, be noted.

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**List of Background Papers**

<table>
<thead>
<tr>
<th>Paper</th>
<th>Date</th>
<th>Contact/Tel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agenda and Minutes of the</td>
<td>10 November 2015</td>
<td>Dave Gorman/(01772)</td>
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<tr>
<td>Pension Fund Committee</td>
<td>27 November 2015</td>
<td>534261</td>
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Reason for inclusion in Part II, if appropriate

N/A
Report of the Pension Fund Committee - Matters for Information

The following matters were considered by the Pension Fund Committee at its meeting on 10 November 2015.

Announcement

It was reported that Mike Jensen, Chief Investment Officer, had been named number 52 in the Chief Investment Officer magazine’s Top 100 list of global Chief Investment Officers. The Committee expressed its congratulations to Mike Jensen.

Part II


(Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information)

The Committee considered a report setting out an update on the progress made on the development of a Lancashire and London Pensions Partnership (LLPP). A draft business plan for the new business, which demonstrated the viability of the new company was set out at Annex ‘C’ of the report.

Decision taken:

That recommendations (i) – (iv) as set out in the report, now presented, be approved.

The following matters were considered by the Pension Fund Committee at its meeting on 27 November 2015.

Part II

1. Fund Performance Report

(Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information).

The Committee considered a report on the performance of the Fund as at 30 September 2015.

Decision taken:

That the report, now presented, be noted.
2. Investment Panel Report

(Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information).

The Committee received a report from the Investment Panel setting out the work of the Panel since the last meeting of the Committee.

Decision taken:

That the report, now presented, be noted.


(Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information).

The Committee considered a report setting out an update on the satisfactory progress made on the various documentation required for the development of a Lancashire and London Pensions Partnership.

Decision taken:

That recommendations (i) – (iv) set out in the report presented, be approved.

Part I

4. Progress on Delivering the Lancashire County Pension Fund Strategic Plan

The Committee considered a report setting out progress on delivering the Lancashire County Pension Fund Strategic Plan.

Decision taken:

That the report, now presented, be noted.

5. Lancashire County Pension Fund Interim Administration Report

The Committee considered an interim administration performance report for the period 1 April to 30 September 2015.

Decision taken:

That the report, now presented, be noted.
6. **Responsible Investment**

The Committee considered a report which provided the Pension Fund Committee with its regular update on Responsible Investment (RI) related matters.

**Decision taken:**

That:

(i) The report, now presented, be noted;
(ii) The Stewardship Code Compliance Statement for 2015 set out at Appendix 'A', now presented, be approved.

7. **Feedback from Committee Members on External Pension Fund Training Events and Conferences**

The Committee considered a report on external Pension Fund training events and conferences attended by Members since the last meeting of the Committee.

**Decision taken:**

That the report and updates, now presented, be noted.
Meeting of the Full Council
Meeting to be held on 17 December 2015

Report submitted by: Head of Legal and Democratic Services

Executive Summary

Annex 1 sets out a summary report of the Lancashire Combined Fire Authority following its meeting on the 7 December 2015. This is now presented to the Full Council for information.

Recommendation

That the report of the Lancashire Combined Fire Authority, as now presented, be noted.

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

<table>
<thead>
<tr>
<th>Paper</th>
<th>Date</th>
<th>Contact/Tel</th>
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<tr>
<td>Proceedings of the</td>
<td>7 December 2015</td>
<td>Diane Brooks, 01772 866720,</td>
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<td>Lancashire Combined Fire</td>
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<td>Lancashire Fire &amp; Rescue</td>
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<td>Authority.</td>
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Reason for inclusion in Part II, if appropriate

N/A

Electoral Division affected:
None
1. Welcome to the new Clerk and Monitoring Officer to the Combined Fire Authority

At the Authority meeting, Members welcomed Mr Mark Nolan as the new Clerk and Monitoring Officer to the Combined Fire Authority.

2. Statement of Assurance – 2014/15

The Fire and Rescue National Framework for England (2012) provides overall strategic direction to English Fire and Rescue Authorities (FRAs). It sets out the Government’s priorities and objectives and places a requirement on all FRAs to provide assurance to their communities and to the Government on financial, governance and operational matters.

The Statement of Assurance was considered and approved by Members. It provides the necessary accountability and transparency to the people of Lancashire and evidences that Lancashire Fire and Rescue Service continues to deliver the expectations detailed within both the National Framework and the Service’s Integrated Risk Management Plan (IRMP).

The Statement sits alongside the Service’s IRMP, Statement of Accounts, Annual Governance Statement and recently redesigned Annual Service Plan and Annual Progress Report. It details what measures are in place to assure that the Combined Fire Authority’s performance remains efficient, economic and effective.


The Authority also authorised consultation with representatives of non-domestic ratepayers and Trade Unions on the budget proposals and agreed to give further consideration to both at their Budget Fixing Meeting scheduled for 16th February 2016.

4. Urgent Business – Flooding in Lancashire

The Chief Fire Officer advised Members of the Service’s response to flooding-related incidents over the weekend.

Initially calls in Lancashire were to support stranded motorists and vulnerable people. North of Lancaster city centre an electrical sub-station, on Caton Road became surrounded by rising water. To prevent an outage in the Lancaster area, Electricity North West decided to isolate the supply which serves over 50,000 properties. The Service brought in a high volume pump from Burnley to assist pumping operations into the canal. The water rescue teams were also brought in to assist. As the rain continued to fall the River Lune burst its banks flooding the centre of Lancaster which necessitated the evacuation of buildings including the Fire Station on Cable Street.
Gold command was set up at the Police Headquarters in Hutton with a co-ordinating room set up at Service HQ to match capacity to the volume of calls being received through North West Fire Control. Overall over 400 emergency calls were received of which 278 were within the Lancaster area.

The Assistant Chief Fire Officer advised that he had attended the multi-agency Gold command meetings which continued currently in the emergency phase although it was expected to move into the recovery phase within 24 hours. This had been relayed to Peter Holland, Chief Fire and Rescue Adviser who attended the Government’s contingencies committee Cobra, to discuss the current situation.

Members praised the efforts of staff who had worked exceptionally hard to protect the people of Lancashire. The Authority asked that their appreciation be put on record and communicated to all staff.

FRANK DE MOLFETTA
Chairman

LFRS
Fulwood
Meeting of the Full Council – 17 December 2015

Agenda Part C - Notices of Motion submitted under Procedural Standing Order 14. 2.1(a)

1. By County Councillor Steve Holgate:

Lancashire County Council has spent significant time and resources ensuring that the process of determining planning applications on Fracking in Lancashire has been open, transparent and well informed.

The Development Control Committee received evidence and opinion from organisations both in favour of and opposed to Fracking, as well as from local resident groups, local businesses and public health professionals.

Whilst national government is rightly entitled to take a view and determine national policy regarding energy, we believe that the determination of individual planning applications should remain with the County Council as it is best able to consider local planning issues.

The Secretary of State is a member of a cabinet with a clear policy in favour of Fracking and he has made statements in favour of Fracking.

It is therefore inappropriate for him to determine the planning appeals on Roseacre Wood and Preston New Road in Lancashire because of clear evidence of pre-determination.

Lancashire County Council requests that the Secretary of State takes no part in the final determination of the Preston New Road or Roseacre Wood appeal decisions.

Council instructs the chief executive of Lancashire County Council to write to the Prime Minister and Secretary of State informing them of the opinions of the County Council.

2. By County Councillor Clare Pritchard:

Right to Buy

Lancashire County Council proposes the following:

- That our Government follows the leadership of the Scottish Government in reversing the Right to Buy scheme for council houses;
- That the proposal to extend the Right to Buy scheme to Housing Associations be abolished;
- That the proposal to manage welfare spending by controlling council house rents be abolished as this goes against the move in 2012 to relinquish central government control and allows councils more freedom to manage their housing portfolios;
That the Chief Executive of Lancashire County Council sends this resolution to the Secretary and Shadow Secretary of State for DCLG, the Housing and Shadow Housing Minister, the County’s MPs, Housing Associations that operate across Lancashire, and all Lancashire district councils.

3. **By County Councillor Lorraine Beavers:**

This Council calls on the Chancellor of the Exchequer, George Osborne, to reverse his decision to end bursaries to trainee nurses and replace them with student loans.

We believe that this will cause undue hardship and will deter people from training to become nurses.

Lancashire County Council resolves that the Chief Executive writes to the Chancellor of the Exchequer and the Health Secretary urging that their decision be reversed.

4. **By County Councillor Matthew Tomlinson:**

School Surface Water and Highways Drainage Charges

Lancashire County Council notes:

1. That United Utilities is the body responsible for charging for drainage and surface water in Lancashire and across the North West region from Cheshire to Cumbria.

2. United Utilities charging system for E15 Surface Water and Highways Drainage uses an area based calculation for School Water and Sewage charges.

3. The E15 water and sewage charges made to schools cover all water and sewerage from schools but excludes repairs or maintenance costs.

4. Sefton Metropolitan Council produced a breakdown of charges comparing Regions and Local Education Authorities (LEAs) using Department of Education (DfE) information. The same data source also contains figures for Lancashire. The combined results are in the tables attached.

5. The North West is one of 10 Regions in England but pays over 29% of the total Schools Water and Sewage charges.

6. The South East region is the most similar to the North West both in terms of number of schools and number of pupils. The North West pays 2.4 times as much as the South East.

7. The LAs most similar to Lancashire in numbers of schools are Kent, Hampshire and Essex. Lancashire pays between 1.7 and 2.8 times as much per school as the others.

8. The most similar LAs to Lancashire in numbers of pupils are Kent, Birmingham and Hampshire. The Lancashire E15 Schools Water and Sewage charges per pupil is £34.63. This is twice the figure for Kent and 2.9 times the cost per pupil in Hampshire.
Lancashire County Council believes:

1. That data from Pupil Premium spending shows that increasing the spend per pupil has clear and measurable effects on children’s development and future life chances.
2. That by removing money from the schools in Lancashire, when compared to similar local authorities, all children in the county are being disadvantaged and their futures are being damaged.

Lancashire County Council resolves that:

The Chief Executive writes to the Chair of United Utilities, The Water Regulator (OFWAT), the Secretary of State for Education, and the Members of Parliament covering the County to express our complete dismay at the disadvantages being placed on the children in Lancashire because public funds aimed at their education are being diverted to United Utilities' balance sheet.

5. By County Councillor Geoff Driver:

Council is disturbed to learn that at the same time as making staff redundant and proposing cuts in services to some of the most vulnerable people in Lancashire, the Leader of the Council has agreed to engage external Consultants at a cost of £6.6m.

6. By County Councillor Tim Ashton:

Motion about the Budget consultation relating to libraries and museums.

This motion was not moved.

7. By County Councillor Geoff Driver:

Motion about the findings of Ofsted following their inspection of LCC's Children's Services, and the Post Inspection Improvement Board

This motion was not moved.

8. By County Councillor Gina Dowding

This Council expresses huge appreciation to the many staff and managers of local emergency services, voluntary and private sector organisations, as well as both the county and district authorities who contributed to and the safekeeping and care of local residents during and after the recent flooding and electricity blackouts in parts of Lancashire.

This Council will ensure that feedback is sought from staff and from residents when reviewing the response to the flooding in the weeks to come, and will look particularly to seek how communication with the public, with potential volunteers, and co-ordination between agencies can be improved in any future emergency event.
Similarly in the longer term, this Council will seek to involve residents and civic society viewpoints in any Resilience Commission that is set up to look at how communities can be better placed to respond to flooding or other local emergencies in their neighbourhoods as well as looking at how such floods can be mitigated, for example by preventative action upstream to reduce flooding in villages, towns and cities.

December 2015
Extract from Sefton Council produced document about water and sewerage charges for schools in the North West

What the CFR data says at a national/regional level
All regions water/sewerage charges 2012/2013

<table>
<thead>
<tr>
<th>Region</th>
<th>E15 Water and sewerage</th>
<th>Rank</th>
<th>Percent of total</th>
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<tbody>
<tr>
<td>North West Total</td>
<td>£27,190,192.68</td>
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<td>29.04%</td>
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<tr>
<td>South East Total</td>
<td>£11,170,358.42</td>
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<td>11.93%</td>
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<tr>
<td>West Midlands Total</td>
<td>£10,204,799.98</td>
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<td>10.90%</td>
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<tr>
<td>Yorkshire and the Humber Total</td>
<td>£8,062,738.94</td>
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<tr>
<td>North East Total</td>
<td>£7,570,400.28</td>
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</tr>
<tr>
<td>South West Total</td>
<td>£6,992,752.54</td>
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<td>7.40%</td>
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<td>East Midlands Total</td>
<td>£6,509,263.08</td>
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<td>East of England Total</td>
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<tr>
<td>Outer London Total</td>
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<td>6.03%</td>
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<tr>
<td>Inner London Total</td>
<td>£4,035,013.03</td>
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<tr>
<td>Grand Total</td>
<td>£93,619,751.01</td>
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The North West and South East are ‘similar’ in terms of pupil numbers and numbers of schools

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<thead>
<tr>
<th>Region</th>
<th>North West</th>
<th>South East</th>
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<tr>
<td>Number of Pupils (FTE)</td>
<td>836,431</td>
<td>859,221</td>
</tr>
<tr>
<td>Number of schools per region</td>
<td>2,816</td>
<td>2,830</td>
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<tr>
<td>E15 Water and sewerage</td>
<td>£27,190,193</td>
<td>£11,170,358</td>
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<tr>
<td>Water and Sewerage charge per pupil</td>
<td>£32.51</td>
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<tr>
<td>Rank per pupil (1 highest, 10 lowest)</td>
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<td>7</td>
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<tr>
<td>Average water and sewerage charge per school</td>
<td>£9,656</td>
<td>£3,947</td>
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<tr>
<td>Rank per school (1 highest, 10 lowest)</td>
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<tr>
<td>Percent of total charges paid per region</td>
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### Most similar in terms of school numbers

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<th>LA name</th>
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<th>Number of Schools</th>
<th>E15 Water and sewerage</th>
<th>Average School Charge</th>
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<tbody>
<tr>
<td>Lancashire</td>
<td>North West</td>
<td>571</td>
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<td>Kent</td>
<td>South East</td>
<td>460</td>
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<td>Hampshire</td>
<td>South East</td>
<td>484</td>
<td>£1,621,341.19</td>
<td>£3,349.88</td>
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<tr>
<td>Essex</td>
<td>East of England</td>
<td>444</td>
<td>£1,347,357.13</td>
<td>£3,034.59</td>
</tr>
</tbody>
</table>

### Most similar in terms of pupil numbers

<table>
<thead>
<tr>
<th>LA name</th>
<th>Region</th>
<th>Number of Pupils (FTE)</th>
<th>E15 Water and sewerage</th>
<th>Water and Sewerage charge per pupil</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lancashire</td>
<td>North West</td>
<td>141,801</td>
<td>£4,910,883.36</td>
<td>£34.63</td>
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<tr>
<td>Kent</td>
<td>South East</td>
<td>136,544</td>
<td>£2,295,733.44</td>
<td>£16.81</td>
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<tr>
<td>Birmingham</td>
<td>West Midlands</td>
<td>133,279</td>
<td>£2,206,657.00</td>
<td>£16.56</td>
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<tr>
<td>Hampshire</td>
<td>South East</td>
<td>134,812</td>
<td>£1,621,341.19</td>
<td>£12.03</td>
</tr>
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